





NOTICE OF AWARD

State Of Missouri
Office Of Administration
Division Of Purchasing
PO Box 809
Jefferson City, MO 65102-0809
<http://oa.mo.gov/purchasing>

SOLICITATION NUMBER RFPS30034902000372	CONTRACT TITLE Assessment of Correctional Program Offerings
CONTRACT NUMBER CS200372001	CONTRACT PERIOD October 1, 2019 through May 31, 2020
REQUISITION/REQUEST NUMBER NR 931 YYY19708687	SAM II VENDOR NUMBER/MissouriBUYS SYSTEM ID 36600081800 / MB00140543
CONTRACTOR NAME AND ADDRESS THE COUNCIL OF STATE GOVERNMENTS 1776 AVENUE OF THE STATES LEXINGTON KY 40511	STATE AGENCY'S NAME AND ADDRESS Missouri Department of Corrections Division of Adult Institutions 2729 Plaza Drive Jefferson City MO 65109
ACCEPTED BY THE STATE OF MISSOURI AS FOLLOWS: The proposal submitted by The Council of State Governments in response to Solicitation/Opportunity (OPP) No. RFPS300349002000372 is accepted in its entirety.	
BUYER Julie Kleffner	BUYER CONTACT INFORMATION Email: Julie.Kleffner@oa.mo.gov Phone: (573) 751-7656 Fax: (573) 526-9816
SIGNATURE OF BUYER 	DATE 9 -11-19
DIRECTOR OF PURCHASING  Karen S. Boeger	

STATE OF MISSOURI
 OFFICE OF ADMINISTRATION
 DIVISION OF PURCHASING (PURCHASING)
 REQUEST FOR PROPOSAL (RFP)

ADDENDUM NO.: 01
 SOLICITATION/OPPORTUNITY (OPP) NO.: RFPS30034902000372
 TITLE: Assessment of Correctional Program Offerings
 ISSUE DATE: 8/22/19

REQ NO.: NR 931 YYY19708687
 BUYER: Julie Kleffner
 PHONE NO.: (573) 751-7656
 E-MAIL: Julie.Kleffner@oa.mo.gov

RETURN PROPOSAL NO LATER THAN: 9/4/19 AT 2:00 PM CENTRAL TIME (END DATE)

VENDORS ARE ENCOURAGED TO RESPOND ELECTRONICALLY THROUGH [HTTPS://MISSOURIBUYS.MO.GOV](https://missouribuys.mo.gov) BUT MAY RESPOND BY HARD COPY (See Mailing Instructions Below)

MAILING INSTRUCTIONS: Print or type Solicitation/OPP Number and End Date on the lower left hand corner of the envelope or package. Delivered sealed proposals must be in the Purchasing office (301 W High Street, Room 630) by the return date and time.

RETURN PROPOSAL AND ADDENDUM(S) TO:

(U.S. Mail)		(Courier Service)
PURCHASING	or	PURCHASING
PO BOX 809		301 WEST HIGH STREET, ROOM 630
JEFFERSON CITY MO 65102-0809		JEFFERSON CITY MO 65101-1517


CONTRACT PERIOD: Date of Award through Eight Months

DELIVER SUPPLIES/SERVICES FOB (Free On Board) DESTINATION TO THE FOLLOWING ADDRESS:

Missouri Department of Corrections
 Division of Adult Institutions
 2729 Plaza Drive
 Jefferson City MO 65109

The vendor hereby declares understanding, agreement and certification of compliance to provide the items and/or services, at the prices quoted, in accordance with all terms and conditions, requirements, and specifications of the original RFP as modified by this and any previously issued RFP addendums. The vendor should, as a matter of clarity and assurance, also sign and return all previously issued RFP addendum(s) and the original RFP document. The vendor agrees that the language of the original RFP as modified by this and any previously issued RFP addendums shall govern in the event of a conflict with his/her proposal. The vendor further agrees that upon receipt of an authorized purchase order from the Division of Purchasing or when a Notice of Award is signed and issued by an authorized official of the State of Missouri, a binding contract shall exist between the vendor and the State of Missouri. The vendor shall understand and agree that in order for their proposal to be considered for evaluation, they must be registered in MissouriBUYS. If not registered at time of proposal opening, the vendor must register in MissouriBUYS upon request by the state immediately after proposal opening.

SIGNATURE REQUIRED

VENDOR NAME		MissouriBUYS SYSTEM ID (SEE VENDOR PROFILE - MAIN INFORMATION SCREEN)	
The Council of State Governments Ltd.		140543	
MAILING ADDRESS			
1776 Avenue of the States			
CITY, STATE, ZIP CODE			
Lexington, KY 40511			
CONTACT PERSON		EMAIL ADDRESS	
Mackenzie Taylor		mtaylor@csp.org; cjgrants@csg.org	
PHONE NUMBER		FAX NUMBER	
(646) 383-5754			
VENDOR TAX FILING TYPE WITH IRS (CHECK ONE)			
<input type="checkbox"/> Corporation <input type="checkbox"/> Individual <input type="checkbox"/> State/Local Government <input type="checkbox"/> Partnership <input type="checkbox"/> Sole Proprietor <input checked="" type="checkbox"/> IRS Tax-Exempt			
AUTHORIZED SIGNATURE		DATE	
		9/4/2019	
PRINTED NAME		TITLE	
Wade S. Littrell		Chief Financial Officer	

Solicitation No: RFPS30034902000372 – Assessment of Program Offerings

Exhibit A: Pricing Page

The Council of State Governments Ltd.

Contact – Jennifer Kisela jkisela@csg.org

Assessment for Correctional Program Offerings for the Department of Corrections, Division of Adult Institutions

The vendor shall provide a guaranteed not-to-exceed total price for providing the services required herein in accordance with the provisions and requirements of this RFP. All costs associated with providing the required services, including all travel costs, shall be included in the stated prices. (*UNSPSC Code: 80101500*)

Personnel	\$101,690
Fringe Benefits	25,423
Staff Travel	34,032
Supplies and Meeting Expenses	3,522
Other Direct Costs	15,661
Indirect Expense, 22%	39,672

Guaranteed Not-to-Exceed Total Price, *Total*: **\$220,000.00**

Solicitation No: RFPS30034902000372 – Assessment of Program Offerings
Exhibit B: Technical Proposal: Proposed Methodology, Approach, and Work Plan
The Council of State Governments Ltd.
Contact – Jennifer Kisela jkisela@csg.org

Overview and CSG Justice Center Unique Qualifications

In the past year, as part of the state’s Justice Reinvestment effort, the Missouri Department of Corrections (MDOC) has made significant strides in implementing evidence-based practices across its entire continuum of care to reduce recidivism and returns to incarceration due to failures on community supervision. MDOC has invested significant time and effort to acquire and train its Division of Adult Institutions (DAI) staff on new cognitive-behavioral interventions that will serve as the division’s core risk-reducing programming. However, implementing these changes to policy and practice isn’t enough. MDOC also needs to understand whether the programming currently administered to incarcerated people is responsive to assessed risks and needs and effective at reducing the risk of recidivism upon release.

The Council of State Governments (CSG) Justice Center is uniquely qualified to conduct an assessment of DAIs programs. Not only has the CSG Justice Center provided intensive technical assistance on implementing evidence-based programs to 18 states, including Missouri, over the past eight years, but we have also provided several states with the in-depth programming analysis that Missouri currently needs through our Justice Program Assessment (JPA). As part of Missouri’s Justice Reinvestment effort, the CSG Justice Center has cultivated trust with MDOC leadership; has demonstrated excellence in assessment, implementation, and training capacities; and brings a deep and unparalleled knowledge of the policies and practices, current reforms, and data capacity of the MDOC that uniquely position us to conduct an effective, efficient, and timely review of MDOC’s programming. Through the JPA, the CSG Justice Center offers states an independent assessment process that can help corrections departments and officials determine whether programs are targeting people who are most likely to reoffend, whether they incorporate evidence-based practices, and how well they are performing. The JPA helps policymakers and agency leaders take stock of the quality and efficacy of their programs and determine whether the considerable investment in them is allocated in a way that maximizes the likelihood of reducing recidivism.

To help MDOC determine this, CSG Justice Center experts with years of state experience will conduct an intensive programming systems assessment. We will examine how individuals are assessed and referred to programs, what programs are provided and when, and how well programs are monitored for adherence to best practices. In addition, CSG Justice Center staff will analyze fiscal and programmatic data to examine how current investments align with the needs of people in the justice system. After the assessment is completed, CSG Justice Center staff will produce a written report that provides recommendations for improving programming offerings and outcomes and ensuring taxpayer dollars are spent wisely.

The CSG Justice Center has a proven track record of helping states improve their programming. We have completed two state-level JPAs that both led to sweeping system changes (e.g., replacing core curricula with curricula supported by up-to-date research; eliminating practices that are based on outdated program models; moving toward universal programming across facilities to eliminate thousands of individual movements to accommodate programming access; modifying the sequencing of programs to better ensure parole readiness, etc.). Additionally, the CSG Justice Center has completed the JPA on a discreet department of correction’s program in a third state. Portions of the JPA approach have also been undertaken in the context of Justice Reinvestment in many additional states. As correctional agencies improve their risk assessment procedures and approaches to positive behavior change, programming that is responsive to the risks and needs of their populations becomes paramount to improving successful community outcomes and reducing recidivism. The JPA has proven to be an invaluable tool in helping

state correctional agencies operate the most efficient and effective suite of programming to reduce recidivism.

CSG Justice Center staff's experience assessing and changing state systems has demonstrated that accurate program assessments are multifaceted and nuanced. While there are other program assessment products on the market, they either require substantial amounts of high-quality data that jurisdictions often do not have (e.g., through tools like the RNR Simulation Tool or by outcome evaluation studies) or are limited in scope and do not produce systems-level analysis and recommendations (e.g., the Correctional Program Checklist). Using the JPA, the CSG Justice Center is uniquely positioned to assess on-the-ground programming practices in the context of a larger system of recidivism-reduction efforts and make recommendations that are realistic and acknowledge the intersection of other departmental policies and practices.

Economic Advantage

Missouri's prison population is already over capacity and is projected to continue to grow. Based on CSG Justice Center analysis of MDOC prison admission data for Justice Reinvestment, in fiscal year (FY) 2016, 35 percent of all people admitted to prison were sent there specifically to receive addiction treatment. Additionally, supervision revocations account for more than 50 percent of all admissions to prison, costing Missouri \$75 million annually. Programming is an essential component to reducing the cycle of incarceration and helping people remain crime free upon release from a prison facility. The JPA will ensure that quality programming is conducted to meet the needs of people in the care of MDOC in order to reduce recidivism.

As a result of Justice Reinvestment, the parole board in Missouri has implemented changes to the parole decision-making process to ensure that a person's readiness for release is determined by assessed risk and needs, program completion, and other relevant criteria. With programming as a criteria for parole board decision-making, it is imperative that it is provided in a timely manner relative to parole eligibility. Delays in programming can delay parole release at a cost of approximately \$58.85 per day. The JPA is designed to evaluate programming delivery in conjunction with parole eligibility to reduce delays in parole release, which in turn saves the state money.

Methodology and Approach

Deliverable 1: Analyze program data, referral processes, and program administration policies and practices.

Task 1.1 Identify a list of core risk-reducing programs. CSG Justice Center staff will work with MDOC to review current programs available within MDOC's DAI facilities with a standardized approach and identify the core risk-reducing programs. Core risk-reducing program criteria will be based on criminogenic risk factors that research shows agencies should target. These programs are typically required based on criminogenic risk and needs assessments and/or clinical evaluation. In consultation with MDOC, CSG Justice Center staff will select a representative sample of programs to evaluate.

Task 1.2 Review screening-, assessment-, and programming-related policies, procedures, and tools used. CSG Justice Center staff will evaluate how current DAI policies and procedures for screening, assessing, and placing people into programming compare with evidence-based practices and identify areas for improvement.

Task 1.3 Review the process by which individuals are screened, referred, enrolled, and completed from programming. CSG Justice Center staff will observe and interview MDOC staff who conduct core risk-reducing program-related duties, including how they administer assessments, conduct case planning, and review cases in order to make programming placement and completion decisions. CSG Justice Center

staff will assess how MDOC staff practices align with fidelity to the research on what works to reduce recidivism, as well as DAI policies and procedures.

Task 1.4 Analyze the match between program availability within correctional centers and individual risk and needs assessment scores. CSG Justice Center staff will analyze data related to the risks and needs of the DAI population, clinical assessment results, and programming delivery (e.g., the number of people completing programs in a year, reasons for unsuccessful terminations, and timing of program completion in relation to parole eligibility). CSG Justice Center staff will assess how the available core risk-reducing programs within the 21 DAIs align with the needs of the current DAI population, identify delays in people obtaining programming prior to parole eligibility, and determine where there are gaps in programming. Using that data, CSG Justice Center staff will identify policies and procedures to prioritize risk-reducing programs for people with the highest likelihood of reoffending.

Task 1.5 Identify and critique quality assurance and continuous quality improvement processes related to programming. CSG Justice Center staff will analyze quality assurance measures data, review quality assurance policies and practices, and observe and interview MDOC staff responsible for quality assurance and improvement. Based on those efforts, CSG Justice Center staff will identify opportunities for MDOC to improve quality assurance practices to maximize the impact of recidivism-reduction programs.

Task 1.6 Analyze relevant programming and fiscal data. CSG Justice Center staff will analyze data related to the fiscal allocations for core risk-reducing programs, programming outcome data, and review any existing outcome studies or program evaluations. We will work with MDOC to overcome data limitations that may exist and minimize the burden on MDOC research and DAI staff. CSG Justice Center data analysis will help us identify opportunities to improve the quality of programs in a cost-effective manner.

Task 1.7 Present findings to state agency leadership. CSG Justice Center staff will submit a biweekly written work plan, unless otherwise requested by MDOC, and hold biweekly calls with key state agency staff to keep them apprised of progress; update them about our assessment of program data, referral processes, and program administration policies and practices; and address any challenges in completing tasks. Within 90 days of receiving authorization from MDOC to conduct the JPA, CSG Justice Center staff will meet with MDOC officials to share the initial results of our data analyses and program assessment. We will begin identifying opportunities for improving the quality and cost-effectiveness of DAI programming.

Deliverable 2: Observe program delivery.

Task 2.1 Identify a representative sample of programs, services, and activities for men and women across DAI facilities. Due to the size of the DAI system (21 facilities) and the number of programs within each facility, CSG Justice Center staff will not conduct observations of all programs at all facilities and will instead work with DAI staff to determine a strategy for observations that will target a representative sample of programs across DAI facilities. The representative sample will include programs for both men and women at DAI facilities.

Task 2.2 Conduct a minimum of six in-person visits to observe programming. CSG Justice Center staff will observe the identified representative sample of core risk-reducing programming at selected DAI facilities, which, at a minimum, will include substance addiction treatment programs, sex offender treatment programs, violence reduction programs, and programs targeting criminal thinking and behavior. The purpose of these observations will be to evaluate facilitators' skill level in managing the group, fidelity to the curriculum, opportunity for graduated skills practice, and participant engagement. Observations will also give CSG Justice Center staff the opportunity to understand logistical and physical

challenges to providing programming; facility culture; the needs of people in prison; and facility-specific staffing, training, and supervision of facilitators.

Task 2.3 Complete a standard evaluation form for each session that examines key factors for facilitating a successful group. CSG Justice Center staff will use an internally developed standardized evaluation form to create consistency in evaluation of programs. Each session will be assessed for factors such as adherence to curricula/treatment modality, use of graduated skills practice, and behavior management techniques.

Task 2.4 Provide immediate feedback to programming management about on-site observations. At the conclusion of each site visit, CSG Justice Center staff will meet with programming management to discuss preliminary results from the site visit, including initial feedback about programs that are performing well or potential areas of improvement. CSG Justice Center staff will solicit feedback from programming management about barriers they face to successful delivery to help inform our recommendations for improvement. A member of DAI programming management will be permitted to observe programming in conjunction with CSG Justice Center staff and debrief about observations throughout site visits.

Task 2.5 Interview program participants to obtain their feedback about the various program offerings within DAI. CSG Justice Center staff will meet with select program participants to discuss how programs are meeting their needs and what gaps remain. Participants may be asked about the length of time at a DAI facility, timeliness of assessments and referrals to programming, access to programming and experiences with programming at DAI, and parole eligibility. All participant interviews will be voluntary, and no identifying information of participants will be collected or used in any site visit debriefs or reports by CSG Justice Center staff.

Task 2.6 Discuss program findings with DOC leadership. CSG Justice Center staff will hold biweekly calls with key state agency staff to keep them apprised of progress, update them about observations from recent site visits, and address any challenges in completing tasks. Upon completion of tasks 2.1–2.5 of deliverable two, CSG Justice Center staff will meet with DOC leadership to discuss preliminary findings from observations.

Deliverable 3: Present findings and written report.

Task 3.1 Draft an executive summary that outlines key challenges and solutions. CSG Justice Center staff will create a brief document summarizing the findings and recommendations covered in the final report.

Task 3.2 Prepare a comprehensive final report with findings and recommendations tailored to MDOC. CSG Justice Center staff will complete a written report detailing best practices, findings, and recommendations related to who MDOC selects to participate in core risk-reducing programming, what programs are utilized, and how well programs are delivered within MDOC DAI facilities. Recommendations will address areas such as resource allocation, programming service delivery, quality and fidelity to programs, streamlining inefficiencies, and programming used to maximize parole eligibility. CSG Justice Center staff will use their expertise and knowledge gained during observations to ensure recommendations are tailored and actionable for Missouri.

Task 3.3 Present the results of the JPA, including summarizing research, findings, and recommendations, to MDOC executive and management staff. In addition to a written report, CSG Justice Center staff will present findings and recommendations to MDOC executive and management staff in person and provide an opportunity to discuss the report and address any questions. The JPA report can serve as a foundation for implementing changes and making improvements to MDOC programs with applicability to

community correction facilities and the delivery of programs to people on probation and parole supervision.

Task 3.4 Provide a supplementary document that helps break the recommendations into an actionable timeline. CSG Justice Center staff will develop a document that provides both short-term and long-term strategies to sequence the implementation of recommendations.

Work Plan Timeline

Analyze Current Policies and Practices Tasks	Sept 2019	Oct 2019	Nov 2019	Dec 2019	Jan 2020	Feb 2020	Mar 2020	Apr 2020
1. Identify a list of core risk-reducing programs.	●	●						
2. Review screening-, assessment-, and programming-related policies, procedures, and tools used.	●	●						
3. Review the process by which individuals are screened, referred, enrolled, and completed from programming.		●	●					
4. Analyze the match between offender risk and need in relation to program availability within correctional centers.		●	●					
5. Identify and review quality assurance and continuous quality improvement processes related to programming.	●	●						
6. Analyze relevant programmatic and fiscal data.		●	●					
7. Discuss initial data findings with DOC leadership.			●					
Observe Program Delivery Tasks	Sept 2019	Oct 2019	Nov 2019	Dec 2019	Jan 2020	Feb 2020	Mar 2020	Apr 2020
1. Identify a representative sample of programs, services, and activities for men and women across DAI facilities.	●	●						
2. Conduct a minimum of six in-person visits to observe programming.		●	●	●	●	●		
3. Complete a standard evaluation form for each session that examines key factors for facilitating a successful group.		●	●	●	●	●		
4. Provide immediate feedback to programming management about on-site observations.		●	●	●	●	●		
5. Interview program participants to obtain their feedback about the various program offerings within DAI.		●	●	●	●	●		
6. Discuss program findings with DOC leadership.						●		

Present Findings and Written Report Tasks	Sept 2019	Oct 2019	Nov 2019	Dec 2019	Jan 2020	Feb 2020	Mar 2020	Apr 2020
1. Draft an executive summary that outlines key challenges and solutions.						●	●	●
2. Prepare a comprehensive final report with findings and recommendations tailored to MDOC.						●	●	●
3. Present the results of the JPA, including summarizing research, findings, and recommendations, to MDOC executive and management staff.								●
4. Provide a supplementary document that helps break the recommendations into an actionable timeline.								●

Team Structure

The CSG Justice Center will utilize staff with expertise in evaluation, programming, treatment, and quality assurance to conduct the JPA in Missouri. The leadership team will oversee and guide the working team.

The **leadership team** will include:

Elizabeth K. Lyon, State Initiatives division director, oversees the technical support provided to states implementing Justice Reinvestment legislation as well as select contract projects. Since joining the CSG Justice Center in 2012, Elizabeth has provided tailored technical assistance to and worked with leaders in states to ensure that the policies enacted achieve the projected outcomes to reduce spending on corrections and to reinvest in strategies to improve public safety. Previously, Elizabeth was the director of governmental relations for the State Bar of Michigan, where she directed the public policy program that included a large state and federal agenda. Elizabeth will oversee the entire project and the working team.

Grace Beil Call, program director, uses her extensive experience working with victims of crime to enhance programs across the CSG Justice Center and delivers technical assistance to Justice Reinvestment states and select contract projects. Before joining the CSG Justice Center, Grace oversaw state and federal funds and worked as the VOCA Assistance Administrator for Washington state for seven years and served as a visiting fellow for the federal Office for Victims of Crime. Grace will oversee the working team and ensure deliverables are completed in a timely manner.

Lisa Halstead, State Initiatives deputy director of operations, develops capacity and oversees operations and budgeting within the State Initiatives division. Before joining the CSG Justice Center, Lisa served as founder and president of GreaterGood.org, a nonprofit that provides immediate disaster response fundraising. In that role, she established a grant-making program that raised and distributed nearly \$4 million annually to more than 200 grantee organizations. Lisa was also the chief operating officer of CharityUSA.com, where she oversaw a \$9.5 million operating budget and sustained a 30-percent annual growth rate through cost-effective resource expansion for the international organization. Lisa will oversee the project budget and expenditures.

The **working team** will include six CSG Justice Center staff:

Jennifer Kisela, deputy program director, assesses aspects of local and state criminal justice systems for adherence to best practices and provides technical assistance to jurisdictions implementing Justice Reinvestment legislation. Jennifer provides content expertise in the areas of evidence-based practices, risk and need assessments, changing behavior, programming, quality assurance, and parole board decision-making. Jennifer has conducted the JPA in Nebraska and Montana. Prior to joining the CSG Justice Center, Jennifer worked for 15 years in community corrections. Jennifer will serve as the project manager for the JPA and coordinate closely with the working team and MDOC throughout the contract period, as well as conduct observations of programming in Missouri.

Dr. Laura van der Lugt, senior policy analyst, provides technical assistance to states implementing Justice Reinvestment legislation. She delivers content expertise in the areas of program evaluation and quality assurance, evidence-based practices, and supervision practices in both correctional facilities and the community. Prior to joining the CSG Justice Center, she was the director of research and innovation at the Suffolk County Sheriff's Department (SCSD) in Boston, Massachusetts, where she oversaw the development, management, and measurement of SCSD policy innovation and programmatic strategy. Laura has additional experience as a director of learning and evaluation at a nonprofit organization as well as coordinating adult reentry grant-funded programming. Laura has been working with MDOC since February 2018 to assist the agency and state leaders with the implementation of the state's Justice Reinvestment Initiative, which enables her to bring in-depth knowledge of MDOC data, policies, and practices to this project. Laura will serve as project manager and conduct observations of programming in Missouri including gender-responsive programming.

David A. D'Amora, senior policy advisor, advises on risk and needs assessment, correctional programming, sex offender treatment and supervision, and the intersection of behavioral health and criminogenic needs. Prior to joining the CSG Justice Center, David, a licensed professional counselor and certified forensic counselor, worked in the criminal justice and behavioral health fields for more than 30 years as a clinician in both community-based and institutional correctional settings. David will conduct observations of sex offender programming in Missouri and consult on behavioral health services.

Angela Gunter, senior research associate, provides data monitoring of Justice Reinvestment projects during Phase II policy implementation. She supports various ad hoc research efforts, including the 2014 Recidivism Reduction report, the Reentry and Employment pilot program, and the evaluation of the pretrial process for Bexar and Dallas counties in Texas. Angela has been conducting criminal justice research for more than 18 years. She will conduct the data analysis for Missouri's JPA.

Leslie Griffin, editorial project manager, oversees the creation and publication of a wide range of materials for the State Initiatives division, including reports, policy briefs, research memos, presentations, web posts, grant proposals, and more. She also works closely with the Communications division to develop and expand editorial standards and communication strategies. Prior to joining the CSG Justice Center, Leslie had an 18-year career in educational publishing. Leslie will oversee the development of the final report.

Harmony Jovet, policy analyst, provides project management and technical assistance to states implementing Justice Reinvestment legislation. She has also supported various ad hoc projects in an administrative capacity. Prior to joining the CSG Justice Center, Harmony managed volunteer committees, conducted policy research, tracked legislation, and assisted with the development of white papers and presentations on policies affecting people with intellectual and developmental

disabilities. Harmony will assist with the development of the final report and coordinating project tasks and activities.

Potential Barriers or Risk

The CSG Justice Center will immediately notify MDOC leadership or DAI staff of any barriers that arise throughout the project and problem solve strategies that are within the contractual agreements to resolve issues without additional costs to Missouri. Potential barriers or risks to successful completion of the contract as well as proposed mitigation steps are:

Data delays or unavailability – Tasks 1.4., 1.6., and 1.7. require the use of data related to either assessments, programming, or finances. Complete and nuanced data may be unavailable.

Mitigation strategies will involve:

- a. CSG Justice Center staff will be clear and transparent with data requests at the beginning of the project to expedite data submission to the CSG Justice Center. The CSG Justice Center can be flexible, if necessary, with Deliverable 1 timelines if MDOC requires additional time to submit data.
- b. Incomplete data availability will be supplemented, to the greatest extent possible, with in-person or teleconference interviews of relevant MDOC staff to gain understanding of areas for which data is unavailable.

Group cancellations during site visits – CSG Justice Center staff recognize the complexities involved in facility management and direct service delivery. There can be instances where lockdown procedure, inclement weather, or facilitator illness prevent the observation of programming on scheduled days.

Mitigation strategies will involve:

- a. CSG Justice Center staff will make every effort to plan a minimum of two observations of each core risk-reducing program when identifying a representative sample of programs and facilities to observe.
- b. In the event of a cancellation, if feasible, CSG Justice Center staff will coordinate with MDOC staff to observe the program on a different day during the site visit or during a subsequent site visit. Additionally, CSG Justice Center staff will meet with additional programming staff, supervisors, or program participants during the scheduled time when the group is cancelled.

Site visit cancellation – To complete site visits for programming observations, CSG Justice Center staff will travel to Missouri from various locations throughout the United States. In the event of inclement weather prohibiting travel or CSG Justice Center staff illness, a site visit could be cancelled.

Mitigation strategies will involve:

- a. The CSG Justice Center will ensure that site visits are scheduled in a timely manner, allowing flexibility to reschedule site visits as needed without requiring an extension of the final report submission.

Solicitation No: RFPS30034902000372 – Assessment of Program Offerings
 Exhibit C: Technical Proposal: Team Qualifications
 The Council of State Governments Ltd.
 Contact – Jennifer Kisela jkisela@csg.org

EXHIBIT C
TECHNICAL PROPOSAL
TEAM QUALIFICATIONS – LEADERSHIP TEAM MEMBER BIOGRAPHIES

Directions for Vendor: No more than 4 Leadership Team members' biographies will be considered in the evaluation. Biographies should be submitted in the attached format. One (1) member of the Leadership Team should be identified as the vendor's primary person responsible for the delivery of the project. By including their biographies, the vendor is committing the Leadership Team members to support the project, should it be awarded.

Name:	Elizabeth Lyon
Title:	Division Director, State Initiatives
Proposed project role:	Executive leader
% of time committed to project:	2%

Education, certifications, and other distinctions:

Degree, certification, or other distinctions	Institution	Date
BA, political economy and social relations	James Madison College at Michigan State University	2003

Employment history:

Organization	Role	Dates
CSG Justice Center	Director, State Initiatives	2019
	Interim Director, State Initiatives	2018–2019
	Deputy Director, State Initiatives	2016–2018
	Program Director, State Initiatives	2012–2016
State Bar of Michigan	Director of Governmental Relations	2007–2012
	Governmental Relations	2006–2007
	Public Policy Program Analyst	2004–2006
	Legal Secretary	2003–2004
Capitol Services, Inc.	Legislative Specialist	2003

Specific experience relevant to project:

Topic	Years of experience	Brief description of relevant experience (e.g., specific projects; previous employment)
Prison operations experience	N/A	
Correctional evidence-based practice knowledge	9 years	Elizabeth helps state leaders identify and implement evidence-based practices to achieve better outcomes as a part of Justice Reinvestment.
Other - Criminal justice system operations	16 years	Elizabeth has in-depth experience partnering with leaders in judicial and executive functions responsible for the administration of justice systems, including prison facilities and community corrections. Elizabeth has created and improved processes to assist in interbranch and interagency collaboration to further justice system goals. She has worked in over 15 states to identify and implement criminal justice

		system goals. Throughout her career, Elizabeth has worked with a wide range of stakeholders to build consensus toward a commonly identified goal to improve criminal justice outcomes. She is able to distill complex information into actionable data and recommendations to policymakers that are unique to local conditions.
Other – Executive leadership		Since 2013, Elizabeth has worked in an executive leadership capacity at the CSG Justice Center managing staff through the development of the Justice Program Assessment and its application in state systems.

Other experience or background information: N/A

Name:	Grace Beil Call
Title:	Program Director
Proposed project role:	Project Staff Supervision
% of time committed to project:	2%

Education, certifications, and other distinctions:

Degree, certification, or other distinctions	Institution	Date
BS, gender studies	University of Utah	2015

Employment history:

Organization	Role	Dates
CSG Justice Center	Program Director and Subject Matter Expert	2014–present
The Office for Victims of Crime	Visiting Fellow	2011–2014
Office of Crime Victims Advocacy	Victims of Crime Program Manager	2004–2011
Utah Coalition Against Sexual Assault	Executive Director	1999–2004

Specific experience relevant to project:

Topic	Years of experience	Brief description of relevant experience (e.g., specific projects; previous employment)
Prison operations experience	N/A	
Correctional evidence-based practice knowledge	5 years	Since 2014, Grace has worked with 13 states on Justice Reinvestment, which included best practices in programming for people in the criminal justice system. She is well versed on the core components of risk-reducing programming to create behavior change. Additionally, Grace has worked with five states specifically to address domestic violence programming within department of corrections purview and has a deep knowledge of what works to address domestic violence behavior and maintaining the safety of victims.
Other - Identifying Savings and Efficiencies	15 years	At the Office of Crime Victims Advocacy in Washington state, Grace identified ways the state could effectively invest in statewide services for victims of domestic violence, sexual assault, and other crimes. When moving to the federal level with the Office for Victims of Crime, Grace visited 27 states to review policies, practices, and procedures for state crime victim compensation programs and VOCA assistance grant programs. Since joining the CSG Justice Center, Grace has worked on 13 Justice Reinvestment Initiatives, including Missouri.
Other – Project Management and Staff Supervision	25 years	Grace has 25 years of experience supervising staff and managing projects and programs. At the CSG Justice Center, Grace manages Justice Reinvestment projects from an executive leadership level and ensures deliverables are met in each state according to work plans and budget.

Other experience or background information: N/A

Name:	Lisa J. Halstead
Title:	Deputy Director of Operations, State Initiatives Division
Proposed project role:	Project operations and budget
% of time committed to project:	2%

Education, certifications, and other distinctions:

Degree, certification, or other distinctions	Institution	Date
BB, communications	University of Washington, Seattle, WA	1987

Employment history:

Organization	Role	Dates
CSG Justice Center	Deputy Division Director, Operations, State Initiatives Division	2012–present
CharityUSA.com	Chief Operating Officer	2002–2012
GreaterGood.org	Founder, Board President, Executive Director Director of Sales and Marketing	2006–2012 1999–2001
Onyx Software	Senior Marketing Manager	1998–1999
Levy & Wurz	Senior Account Executive	1996–1998
Premeau Quick Advertising	Director of Client Services	1995–1996
Floathe Johnson Associates	Account Executive	1987–1995

Specific experience relevant to project:

Topic	Years of experience	Brief description of relevant experience (e.g., specific projects; previous employment)
Prison Operations Experience	N/A	
Correctional evidence-based practice knowledge	N/A	
Other – Budget Management	32 years	Through all aspects of Lisa’s career, she has been in a position to oversee and manage budgets. Lisa manages various contracts in her role with the CSG Justice Center, ranging from direct agency contracts to federal grants. She ensures compliance with financial requirements and reporting for contracts and grants in the State Initiatives Division, which includes Justice Reinvestment.
Other - Identifying Technological Systems	17 years	As the COO of an internet company, Lisa managed a team of developers responsible for building an advertising and online shopping system that handled more than five million unique visitors per month, processed more than 500,000 order transactions annually, and managed an order fulfillment and inventory system. This role required identification of and negotiations for technological systems, including large-scale ISP contracts, and customer security and sales tax processing software applications. As the deputy director of operations for the State Initiatives division at the CSG Justice Center, she manages technology issues in the Seattle-based office and was part of the team to develop the organization’s relational database system that tracks all technical assistance activity, contracts, and funders within the organization.

Other experience or background information: N/A

EXHIBIT C, continued
TECHNICAL PROPOSAL
TEAM QUALIFICATIONS – WORKING TEAM MEMBER BIOGRAPHIES

Name:	Jennifer Kisela
Title:	Deputy Program Director
Proposed project role:	Project manager and qualitative assessment of programming
% of time committed to project:	76%

Education, certifications, and other distinctions:

Degree, certification, or other distinctions	Institution	Date
BA, justice studies	Kent State University	2001
MS, criminal justice	University of Cincinnati	2009
Certified Level of Service Inventory – Revised (LSI-R)	Stark Regional Community Correction Center	2003
Certified Thinking for a Change facilitator	National Institute of Corrections	2005
Certified Thinking for a Change trainer	National Institute of Corrections	2006
Certified Ohio Risk Assessment System (ORAS)	University of Cincinnati	2012

Employment history:

Organization	Role	Dates
CSG Justice Center	Deputy Program Director and Subject Matter Expert	2015–present
Criminal Justice Consultant	Contract consultant on various evidence-based practices	2007–2015
Oriana House, Inc	Research and Continuous Quality Improvement Administrator	2014–2015
	Implementation Coordinator	2011–2014
	Facility Director of Halfway House	2009–2011
	Senior Cognitive Behavioral Specialist	2005–2009
Stark Regional Community Correction Center	Resident Supervisor and Case Manager	2001–2005
Ohio Adult Parole Authority	Intern	2000

Specific experience relevant to project:

Topic	Years of experience	Brief description of relevant experience (e.g., specific projects; previous employment)
Delivering Recommendations	14 years	Since 2005, Jennifer has provided quality assurance (QA) and coaching for staff working in the criminal justice field, specifically on programming adherence to best practices, which include Thinking for a Change, Thinking Errors, Good Intentions Bad Choices, anger management, and substance use treatment. Additionally, Jennifer has provided coaching for one-on-one interactions using Integrated Behavioral Intervention Strategies (IBIS), Effective Practices in a Correctional Setting II (EPICS II), Brief Intervention Tools (BITS), Core Correctional Practices (CCP), and Strategies for Effective Pretrial Supervision (STEPS). Throughout her career, Jennifer has provided recommendations for all levels of agency staff, including line staff and management.

		<p>At the CSG Justice Center, Jennifer works on the Justice Reinvestment Initiative assessing criminal justice system agencies' adherence to best practices and provides recommendations for improvement to agency and state leaders for all three branches of government. Jennifer has conducted a statewide Justice Program Assessment (JPA) for the Department of Corrections in Nebraska and a modified JPA in Montana.</p>
Identifying Savings and Efficiencies	14 years	<p>While at Oriana House, Jennifer oversaw the training, implementation, and expansion of cognitive behavioral programming. As a result, she assisted in the development of staff proficiency measures, QA practices, group scheduling logistics, and programming outcome measures to improve service delivery. Additionally, Jennifer developed a Continuous Quality Improvement (CQI) strategy for an agency of over 800 staff and created a CQI department of eight full time staff without increasing the agency budget.</p> <p>Through JRI, Jennifer has provided recommendations to eight states in order to identify strategies to promote savings in the state and become a more effective and efficient system. Jennifer has worked with five states directly to implement JRI policies, including a qualitative analysis and identification of areas to streamline efficiencies for effective implementation. Additionally, as a part of the JPA in Nebraska, she conducted an analysis of correctional programming spending and provided recommendations on reallocation of spending to improve outcomes.</p>
Identifying Technological Systems	8 years	<p>At Oriana House, Jennifer was a part of the testing, training, and implementation of a new client management system. In addition, Jennifer developed a staff proficiency tracking database for use of EPICS II and CCP skills to be used across 11 residential facilities and 8 non-residential programs. Through JRI implementation assistance, Jennifer works with agencies to make improvements to data systems to track and measure implementation progress and outcomes. She also assists agency leaders in developing reports to track success measures.</p>
Other – Interpretation of Data Based on Qualitative Analysis	6 years	<p>As the research and continuous quality improvement administrator at Oriana House and in her capacity at the CSG Justice Center, Jennifer provides context to data analysis based on qualitative analyses conducted within an agency to identify areas for improvement and develop solutions that are data driven yet realistic for implementation within an agency. Her experience as a direct service practitioner within a community corrections agency, as well as her knowledge of research-driven best practices, provide a unique perspective and enable her to understand both data and practical applications.</p>

Other experience or background information: N/A

Name:	Laura van der Lugt
Title:	Senior Policy Analyst
Proposed project role:	Project manager and qualitative assessment of programming
% of time committed to project:	33%

Education, certifications, and other distinctions:

Degree, certification, or other distinctions	Institution	Date
BA, sociology	Bates College (ME)	2005
MA, criminology	University of Pennsylvania (PA)	2007
PhD, criminology and justice policy	Northeastern University (MA)	2013

Employment history:

Organization	Role	Dates
CSG Justice Center	Senior Policy Analyst	2018–present
Suffolk County Sheriff's Dept.	Director of Research & Policy Innovation	2015–2017
Roca, Inc.	Director of Research & Evaluation	2014–2015
Boston Police Department	City of Boston reentry program coordinator	2013–2014
Norwich University	Tenure-track assistant professor of criminal justice	2012–2013

Specific experience relevant to project:

Topic	Years of experience	Brief description of relevant experience (e.g., specific projects; previous employment)
Delivering Recommendations	6 years	<p>Since 2013, Laura has focused on translating research into action at both the local and state levels that is data- and research-driven to maximize public safety while minimizing budgetary expenditures. Laura managed the city of Boston's adult reentry programming and made recommendations to a panel of state, city, and community-based agency leaders on how to best use the resources of the region to improve the lives of individuals returning to the community after incarceration.</p> <p>At the Suffolk County Sheriff's Department (Boston, MA), Laura initiated, executed, and built a measurement system for an evidence-based continuum of care spanning assessment, case management, program referral, and reentry/discharge planning. This included a comprehensive review of correctional programming and prioritizing programming contributing to risk reduction.</p> <p>In her capacity at the CSG Justice Center, Laura has worked in multiple states to assess correctional programs and practices and deliver recommendations and action steps to all levels of state leadership and state agency staff. Since March 2018, Laura has worked with the state of Missouri to implement Justice Reinvestment. This work has required multiple instances of assessment and recommendations to Missouri state leaders across the criminal justice spectrum.</p>
Identifying Savings and Efficiencies	6 years	Laura has experience as a member of executive leadership teams in county and nonprofit sectors to measure,

		<p>strategically map, and recommend program structures that maximize public safety and individual outcomes while making efficient fiscal decisions.</p> <p>In her current role at the CSG Justice Center, Laura worked with state leaders in Missouri to put into practice cost-saving efficiencies that would allow Missouri to reinvest in effective correctional population- and crime-reducing policies. Additionally, she worked with state leaders to institute an executive monitoring process for Justice Reinvestment in Missouri to maximize impact and avert correctional costs.</p>
Identifying Technological Systems	7 years	<p>Laura’s doctoral training in criminology and justice policy included sophisticated statistical modeling with social data, as well as research and publication in partnership with large correctional systems for the purposes of evaluating their effectiveness in reducing recidivism.</p> <p>During her career, Laura has managed data collection and analysis. This required sophisticated knowledge of system construction and maintenance in Java and imported criminal justice system data, as well as how program and system data needed to interact with one another to produce accurate outcomes. As the director of research and policy innovation at the Suffolk County Sheriff’s Department, Laura implemented the first-ever automated case management system connecting the various departments within this large, urban House of Correction. Antiquated jail data systems had to be updated and modified to comply with new case management data needs, and Laura oversaw that transition.</p> <p>At the CSG Justice Center, Laura works with states to navigate similar challenges involving both security and programming priorities in the context of antiquated data systems. During her work with MDOC through Justice Reinvestment, Laura has acquired a firm understanding of the data system capabilities within MDOC and a working relationship with data staff within the department.</p>
Other – Gender Responsivity	12 years	<p>Laura specializes in gender-responsive programming and practices within a correctional context. This was a focus of her doctoral training and research, as well as part of her work in the criminal justice field. Laura has assessed programming, practices, and overall approaches toward women in the criminal justice system in several states. Laura provides recommendations for action based on qualitative assessments.</p>

Other experience or background information: N/A

Name:	David A. D'Amora
Title:	Senior Policy Advisor
Proposed project role:	Qualitative assessment of programming
% of time committed to project:	14%

Education, certifications, and other distinctions:

Degree, certification, or other distinctions	Institution	Date
BA	Franklin College, Indiana	1978
MS, Counseling and MFT	Butler University, Indianapolis, IN	1983
Licensed Professional Counselor	Connecticut	1990–current
Certified Forensic Counselor	National	1995–current

Employment history:

Organization	Role	Dates
CSG Justice Center	Senior Policy Advisor / Content Expert	2010–present
TCI, Inc.	Various positions up to Vice President of Programs	1986–2010
Center for Effective Public Policy	Consultant	1997–2009
Stopover, Inc.	Various positions up to Assistant Director	1977–1986

Specific experience relevant to project:

Topic	Years of experience	Brief description of relevant experience (e.g., specific projects; previous employment)
Delivering Recommendations	22 years	As a consultant with CEPP and technical assistance provider at the CSG Justice Center, David has assessed multiple judicial, correctional, community correctional, domestic violence, and sex offender systems with a focus on risk and need assessment, behavioral health assessment, and behavioral health and correctional programming. His assessment work spans 49 states, Guam, Canada, and Bermuda.
Identifying Savings and Efficiencies	22 years	David's assessment work focuses on the use of the best available evidence to ensure programs and practices reduce the risk of recidivism. By adhering to best practices, systems can maximize performance and save money. Additionally, his knowledge and expertise in clinical screening and assessments helps agencies recognize duplicative or unnecessary activities to create efficiencies and reallocate staff time to direct service delivery.
Identifying Technological Systems	N/A	

Other experience or background information: David has spent two years as an adjunct professor at the University of New Haven in the criminology department teaching courses on the assessment and treatment of violent offenders and victim services. Additionally, David was an adjunct professor at Quinnipiac University in the criminology department for nine years teaching criminology, risk assessment, and correctional programming courses. Throughout his tenure at the CSG Justice Center, David has provided over 50 trainings to staff and agencies, as well as for state and national conferences. David is a nationally recognized expert who has co-authored 18 publications on topics including behavioral health services, sex offender treatment, and risk assessments.

Name:	Angela Gunter
Title:	Senior Research Associate
Proposed project role:	Data analyst
% of time committed to project:	7%

Education, certifications, and other distinctions:

Degree, certification, or other distinctions	Institution	Date
BA, English literature	Rice University	1989–1993
MPA, public policy	Indiana University	1997–1999

Employment history:

Organization	Role	Dates
CSG Justice Center	Senior Research Associate	2013–present
The JFA Institute	Consultant	2004–2006
Criminal Justice Policy Council	Research Specialist	2001–2003

Specific experience relevant to project:

Topic	Years of experience	Brief description of relevant experience (e.g., specific projects; previous employment)
Delivering Recommendations	4 years	Angela has worked at a senior level within the CSG Justice Center for the past four years. In concert with senior policy analysts, she has recommended policy options to states that have passed Justice Reinvestment legislation and need guidance on implementation issues, including data system improvements and data collection needs. Additionally, Angela uses data collected from agencies to form policy recommendations and insights.
Identifying Savings and Efficiencies	N/A	
Identifying Technological Systems	10 years	Prior to working in the public sector, Angela was a consultant for a software development company in Houston, Texas. In that capacity, she provided business systems consulting to clients in a variety of industries. Her responsibilities included identifying and analyzing business requirements, designing and developing customized solutions for clients, and implementing these solutions through application development and packaged software implementations. Her experience working with data and IT systems spans nearly two decades. While at the CSG Justice Center, Angela has worked with over 14 states to evaluate their IT system capabilities for collection of Justice Reinvestment data and identify solutions to improve data collection abilities.
Other - Data Analysis	10 years	Angela has over 10 years of experience working with and analyzing criminal justice data for states across the U.S. She works with data related to program outcomes, risk and needs assessments, sentencing, parole decision-making, admissions and discharges from supervision and prison facilities, and other relevant data sources. In addition, she merges different data sets for more robust analysis and understanding.

Other experience or background information: N/A

Name:	Leslie Griffin
Title:	Editorial Project Manager
Proposed project role:	Oversee development of final report
% of time committed to project:	2%

Education, certifications, and other distinctions:

Degree, certification, or other distinctions	Institution	Date
BA, English/creative writing	Sarah Lawrence College	1993–1997

Employment history:

Organization	Role	Dates
CSG Justice Center	Editorial Project Manager	2015–present
Pearson	Supervising Editor	2012–2015
McGraw-Hill	Senior Editor, Supervising Editor	2005–2012
Holt, Rinehart and Winston	Assistant Editor, Editor, Senior Editor	1997–2005

Specific experience relevant to project:

Topic	Years of experience	Brief description of relevant experience (e.g., specific projects; previous employment)
Delivering Recommendations	N/A	
Identifying Savings and Efficiencies	N/A	
Identifying Technological Systems	N/A	
Other - Editing	22	Leslie has more than 20 years of experience editing a variety of materials, including textbooks, reports, policy briefs, research memos, presentations, web posts, grant proposals, and more.

Other experience or background information: N/A

Name:	Harmony Jovet
Title:	Policy Analyst
Proposed project role:	Project coordination and assistant
% of time committed to project:	8%

Education, certifications, and other distinctions:

Degree, certification, or other distinctions	Institution	Date
BS, behavioral science-sociology	Utah Valley University	2013
Basic mediation training	Dispute Resolution Center of King County	2018

Employment history:

Organization	Role	Dates
CSG Justice Center	Administrative Assistant, Program Associate, Policy Analyst	2015–present
The Municipal League of King County	Operations Coordinator	2015–2015
University of Washington, Combined Fund Drive	Campaign Assistant	2014–2014
The Arc of the United States	Paul Marchand Public Policy Intern	2014–2014

Specific experience relevant to project:

Topic	Years of experience	Brief description of relevant experience (e.g., specific projects; previous employment)
Delivering Recommendations	2 years	In her current role at the CSG Justice Center, Harmony has worked for two years delivering recommendations to states implementing Justice Reinvestment policies. Recommendations include adequacy of data systems to track outcomes, using data to guide implementation strategy, and strategies for sustainability.
Identifying Savings and Efficiencies	N/A	
Identifying Technological Systems	N/A	
Other: Project Management	3 years	Harmony serves as a project manager for state projects in the implementation phase of Justice Reinvestment, tracking progress toward legislative goals and deadlines and managing deliverables and stakeholder engagement. Additionally, she provides grant management functions and ensures timely delivery of reports to funders. Previously, Harmony managed the execution of the candidate evaluations committees for the Municipal League of King County and managed fundraising events for the Washington Combined Fund Drive. Her experience allows her to provide expertise in project coordination, report writing, and site visit scheduling.

Other experience or background information: N/A

Solicitation No: RFPS30034902000372 – Assessment of Program Offerings
 Exhibit D: Technical Proposal: Past Performance
 The Council of State Governments Ltd.
 Contact – Jennifer Kisela jkisela@csg.org

EXHIBIT D
TECHNICAL PROPOSAL
PAST PERFORMANCE

Directions to Vendor: Provide the overall relevant vendor experience related to this RFP and reflective of the contractor qualifications in section 2.4.

Overall Relevant Vendor Experience	
(succinctly identify experience in each of the qualification areas identified below)	
<p>The vendor must identify experience delivering recommendations that result in real correctional program improvements in operations of comparable scale and complexity to the state agency.</p>	<p>The CSG Justice Center has completed two state-level JPAs in Idaho and Nebraska that both led to sweeping system changes. (e.g., replacing core curricula with curricula supported by up-to-date research; eliminating practices that are based on outdated program models; moving toward universal programming across facilities to eliminate thousands of individual movements to accommodate programming access; modifying the sequencing of programs to better ensure parole readiness, etc.). Idaho has a prison population of approximately 8,600 people and Nebraska approximately 5,300. While small in scale compared to Missouri each state has complexities of multiple facilities of varying custody levels located in both urban and rural locations impacting staffing and programming availability. Many of the facilities had autonomy over program offerings and staff utilized to facilitate programming. Additionally, CSG Justice center staff assigned to both the leadership and work teams have worked in a total of 19 Justice Reinvestment states with prison populations ranging from 1,700 to over 53,000.</p>
<p>The vendor must identify efficiencies in correctional program delivery in operations similar to the state agency.</p>	<p>In Idaho, the JPA examined the nearly \$10 million the state spent annually on programming at the Idaho Department of Corrections (IDOC) to see if changes could be made to lower recidivism, reduce the prison population, and lead to cost savings for Idaho. As a result of the JPA recommendations, IDOC streamlined its program offerings to five core risk-reduction programs, all of which adhere to principles that decrease a person’s likelihood of reoffending. By offering all five programs at all of its facilities, IDOC decreased the need for transfers and reduced the amount of time it takes for someone to become parole ready. The new or improved programs are now better aligned with core recidivism-reduction principles than the initial 12 programs, and replacing proprietary programs with free public domain programs has saved IDOC money.</p>

The vendor must identify experience in developing quality management systems to ensure sustainability of correctional programs in operations of comparable scale and complexity to the state agency.

Quality programs and sustainability of those programs are a core focus of the JPA and recommendations. In Nebraska and Idaho, CSG Justice Center staff provided implementation technical assistance in addition to the JPA to assist the agencies with implementing quality assurance protocols and programming observation document development. Since the JPA in Idaho, IDOC audited eight facilities that offer self-contained programming, including programs for reentry and for people on probation who remain under the jurisdiction of the court but are housed within IDOC for further assessment. All of these programs were found to be effective or highly effective and received scores 23 to 27 percent higher the national average. IDOC also audited 32 groups (e.g., Thinking for a Change, Cognitive-Behavioral Intervention for Substance Abuse) and found that 78 percent had “very high” or “high” adherence to evidence-based practices, compared to 25 percent nationwide.

The implementation of justice reinvestment policies is geared toward sustainability with staff training, coaching, and quality assurance an integral component. CSG Justice Center staff have worked with numerous department of correction agencies spanning prison facilities, probation, and parole supervision to develop and implement quality assurance processes for programming, case planning, supervision practices, and risk and need assessments. In Montana, CSG Justice Center staff assisted the Montana Department of Corrections (MDOC) in developing a quality assurance unit designed to review available programming to ensure it is informed by the best available evidence and create a program evaluation process across MDOC facilities and all contract facilities and treatment programs.

EXHIBIT D, continued
TECHNICAL PROPOSAL
PAST PERFORMANCE

Directions to Vendor: The vendor should provide three (3) past performance reference case studies. Each should have been completed in the past three (3) years. At least two (2) should involve work for a state agency of similar scale and complexity as the Department of Corrections. The vendor should copy and complete this Exhibit for each case study presented. The three (3) case studies should represent the vendor's most relevant and recent experience that most closely aligns with the vendor's services proposed herein.

CASE STUDY	
Project Title	Idaho Department of Corrections (IDOC) JPA
Duration of the Project	6 Months
Specific Contact Information:	Organization Name: Idaho Department of Corrections Contact Person Name: Bree Derrick, Chief of Staff Telephone Number: (208) 658-2000 Email Address: bderrick@idoc.idaho.gov
The vendor should summarize below the past project's context, objectives, approach and impact achieved relevant to this RFP.	
<p>In 2015, Director Kempf set out to examine the nearly \$10 million the state spent annually on programming to see if changes could be made to lower recidivism, reduce the prison population, and lead to cost savings for Idaho. In response to this request, The Council of State Governments (CSG) Justice Center used its Justice Program Assessment (JPA) evaluation to assess the state's programs and develop recommendations within six months. CSG Justice Center staff analyzed how the state was spending money on programming, conducted on-site observations of programming, and assessed IDOC's capacity to ensure quality control. The results of the JPA revealed some startling inefficiencies in Idaho's programming. The JPA's deep dive into current practices found that IDOC's programs were not backed by solid research and were likely not getting the recidivism-reduction results they thought. Prior to the JPA, IDOC offered 12 different programs, but not all of them were focused on risk reduction, nor were they all available in every facility. People were frequently transferred between facilities so that they could access the specific programs they needed to become candidates for parole. The slow transfer process made it difficult for many people to complete all required programming by their parole eligibility date, leaving the state to pay for longer periods of incarceration for people who otherwise may have been released to the community. Further, IDOC was paying a significant amount of money for proprietary programs that the JPA found were no more effective at reducing recidivism than free, publicly available programs.</p> <p>As a result of the JPA recommendations, IDOC streamlined its program offerings to five core risk-reduction programs. By offering all five programs at all of its facilities, IDOC decreased the need for transfers and reduced the amount of time it takes for someone to become parole ready. The new or improved programs are now better aligned with core recidivism-reduction principles than the initial 12 programs, and replacing proprietary programs with free public domain programs has saved IDOC money. During the JPA process, CSG Justice Center staff supplemented its own expertise by consulting a wide range of nationally recognized corrections experts to give Idaho advice tailored to the state's unique circumstances, staff resources, and sentencing options. The JPA allowed IDOC to obtain an objective assessment of its correctional programming in a way that the agency could not have done in-house.</p>	

EXHIBIT D, continued
TECHNICAL PROPOSAL
PAST PERFORMANCE

Directions to Vendor: The vendor should provide three (3) past performance reference case studies. Each should have been completed in the past three (3) years. At least two (2) should involve work for a state agency of similar scale and complexity as the Department of Corrections. The vendor should copy and complete this Exhibit for each case study presented. The three (3) case studies should represent the vendor's most relevant and recent experience that most closely aligns with the vendor's services proposed herein.

CASE STUDY	
Project Title	Nebraska Department of Correctional Services (NDCS) Justice Program Assessment (JPA)
Duration of the Project	6 months
Specific Contact Information:	Organization Name: Nebraska Department of Correctional Services (NDCS) Contact Person Name: Scott Frakes, Director Telephone Number: (402) 471-2654 Email Address: scott.frakes@nebraska.gov
The vendor should summarize below the past project's context, objectives, approach and impact achieved relevant to this RFP.	
<p>In 2016, Director Frakes requested a review of the millions of dollars spent annually in rehabilitative programming in Nebraska prisons to better understand if these programs are effective. CSG Justice Center staff conducted an in-depth assessment of institutional programs utilizing the JPA approach to identify how NDCS can modify its investments to maximize recidivism reduction over the course of 6 months. CSG Justice Center staff analyzed how the state was spending money on programming, conducted on-site observations of programming, and assessed NDCS's capacity to ensure quality control. The results of the JPA revealed that NDCS used several state-of-the-art risk-reducing programs. However, the people who needed those programs faced clear and persistent barriers to accessing them. Approaches to program delivery at NDCS siloed program assignment and unnecessarily stretched program delivery out over time, leading to inefficiencies that increased costs to the state by delaying parole readiness and ultimately release from prison. NDCS lacked staff capacity to deliver programs in a timely manner and their inability to target programs to the right people reduced the potential to impact recidivism reduction.</p> <p>As a result of the JPA recommendations, NDCS streamlined the use of assessments to direct people into programs more quickly and make program assignments based on a person's risk and needs. Additionally, NDCS expanded capacity by adding an array of core risk-reducing programs which could be facilitated by non-clinicians and address criminal thinking and developed a quality assurance unit to monitor program delivery and outcomes. During the JPA process, CSG Justice Center staff supplemented its own expertise by consulting a wide range of nationally recognized corrections experts to give Nebraska advice tailored to the state's unique circumstances, staff resources, and sentencing options. The JPA allowed NDCS to obtain an objective assessment of its correctional programming in a way that the agency could not have done in-house.</p>	

EXHIBIT D, continued
TECHNICAL PROPOSAL
PAST PERFORMANCE

Directions to Vendor: The vendor should provide three (3) past performance reference case studies. Each should have been completed in the past three (3) years. At least two (2) should involve work for a state agency of similar scale and complexity as the Department of Corrections. The vendor should copy and complete this Exhibit for each case study presented. The three (3) case studies should represent the vendor's most relevant and recent experience that most closely aligns with the vendor's services proposed herein.

CASE STUDY	
Project Title	Montana Department of Corrections (MDOC) Modified JPA
Duration of the Project	3 months
Specific Contact Information:	Organization Name: Montana Department of Corrections Contact Person Name: Reginald Michael, Director Telephone Number: (406) 444-3911 Email Address: reginald.michael@mt.gov
The vendor should summarize below the past project's context, objectives, approach and impact achieved relevant to this RFP.	
<p>In 2018, at the request of Montana Department of Corrections (MDOC) Director Michael the CSG Justice Center conducted a concentrated version of the Justice Program Assessment (JPA) on the Montana Treasure State Correctional Treatment Center (MTSCTC). CSG Justice Center staff observed programming and met with staff of the MTSCTC to provide feedback and recommendations to MDOC on operations, programming, evidence-based practices and fidelity. Additionally, CSG Justice Center staff has provided recommended next steps to begin the implementation of changes.</p> <p>CSG Justice Center staff found resources were wasted on duplicative screenings and assessments for treatment, long waitlists were created due to a lack of intersection with risk level and a limited capacity to address the needs of those at the greatest risk of recidivating upon release. Additionally, there was inconsistent application of acceptance, phase progression, and completion criteria along with inconsistent treatment services between facilitators and a lack of graduated skills practice. Recommendations included the use of risk and need assessments to be incorporated into screening criteria, unifying substance abuse and mental health services into one behavioral health division to streamline unnecessary silos between divisions and provide more comprehensive care, restructuring phase progression within the program based on behavioral markers, and the use of standardized curricula for a portion of clinical groups to reduce inconsistencies between facilitators.</p>	

Solicitation No: RFPS30034902000372 – Assessment of Program Offerings
Exhibit G: Business Entity Certification, Enrollment Documentation, and Affidavit of Work Authorization
The Council of State Governments Ltd.
Contact – Jennifer Kisela jkisela@csgr.org

BUSINESS ENTITY CERTIFICATION:

The vendor must certify their current business status by completing either Box A or Box B or Box C on this Exhibit.

- | |
|---|
| <p>BOX A: To be completed by a non-business entity as defined below.</p> <p>BOX B: To be completed by a business entity who has not yet completed and submitted documentation pertaining to the federal work authorization program as described at http://www.uscis.gov/e-verify.</p> <p>BOX C: To be completed by a business entity who has current work authorization documentation on file with a Missouri state agency including Division of Purchasing.</p> |
|---|

Business entity, as defined in section 285.525, RSMo, pertaining to section 285.530, RSMo, is any person or group of persons performing or engaging in any activity, enterprise, profession, or occupation for gain, benefit, advantage, or livelihood. The term "business entity" shall include but not be limited to self-employed individuals, partnerships, corporations, contractors, and subcontractors. The term "business entity" shall include any business entity that possesses a business permit, license, or tax certificate issued by the state, any business entity that is exempt by law from obtaining such a business permit, and any business entity that is operating unlawfully without such a business permit. The term "business entity" shall not include a self-employed individual with no employees or entities utilizing the services of direct sellers as defined in subdivision (17) of subsection 12 of section 288.034, RSMo.

Note: Regarding governmental entities, business entity includes Missouri schools, Missouri universities (other than stated in Box C), out of state agencies, out of state schools, out of state universities, and political subdivisions. A business entity does not include Missouri state agencies and federal government entities.

BOX A CURRENTLY NOT A BUSINESS ENTITY

I certify that _____ (Company/Individual Name) **DOES NOT CURRENTLY MEET** the definition of a business entity, as defined in section 285.525, RSMo pertaining to section 285.530, RSMo as stated above, because: (check the applicable business status that applies below)

- I am a self-employed individual with no employees; OR
- The company that I represent employs the services of direct sellers as defined in subdivision (17) of subsection 12 of section 288.034, RSMo.

I certify that I am not an alien unlawfully present in the United States and if _____ (Company/Individual Name) is awarded a contract for the services requested herein under _____ (RFP Number) and if the business status changes during the life of the contract to become a business entity as defined in section 285.525, RSMo pertaining to section 285.530, RSMo then, prior to the performance of any services as a business entity, _____ (Company/Individual Name) agrees to complete Box B, comply with the requirements stated in Box B and provide the Division of Purchasing with all documentation required in Box B of this exhibit.

Authorized Representative's Name (Please Print)

Authorized Representative's Signature

Company Name (if applicable)

Date

Solicitation No: RFPS30034902000372 – Assessment of Program Offerings
Exhibit G: Business Entity Certification, Enrollment Documentation, and Affidavit of Work Authorization
The Council of State Governments Ltd.
Contact – Jennifer Kisela jkiscla@csge.org

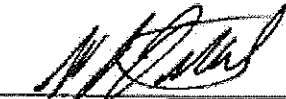
EXHIBIT G, continued

(Complete the following if you DO NOT have the E-Verify documentation and a current Affidavit of Work Authorization already on file with the State of Missouri. If completing Box B, do not complete Box C.)

BOX B – CURRENT BUSINESS ENTITY STATUS

I certify that The Council of State Governments Ltd. (Business Entity Name) **MEETS** the definition of a business entity as defined in section 285.525, RSMo pertaining to section 285.530.

Wade S. Littrell



Authorized Business Entity Representative's
Name (Please Print)

*Authorized Business Entity
Representative's Signature*

The Council of State Governments Ltd.
Business Entity Name

September 4, 2019
Date

cjgrants@csge.org
E-Mail Address

As a business entity, the vendor must perform/provide each of the following. The vendor should check each to verify completion/submission of all of the following:

- Enroll and participate in the E-Verify federal work authorization program (Website: <http://www.uscis.gov/e-verify>; Phone: 888-464-4218; Email: e-verify@dhs.gov) with respect to the employees hired after enrollment in the program who are proposed to work in connection with the services required herein;

AND

- Provide documentation affirming said company's/individual's enrollment and participation in the E-Verify federal work authorization program. Documentation shall include EITHER the E-Verify Employment Eligibility Verification page listing the vendor's name and company ID OR a page from the E-Verify Memorandum of Understanding (MOU) listing the vendor's name and the MOU signature page completed and signed, at minimum, by the vendor and the Department of Homeland Security – Verification Division. If the signature page of the MOU lists the vendor's name and company ID, then no additional pages of the MOU must be submitted;

AND

- Submit a completed, notarized Affidavit of Work Authorization provided on the next page of this Exhibit.

Solicitation No: RFPS30034902000372 – Assessment of Program Offerings
Exhibit G: Business Entity Certification, Enrollment Documentation, and Affidavit of Work Authorization
The Council of State Governments Ltd.
Contact – Jennifer Kisela jkisela@csg.org


EXHIBIT G, continued

AFFIDAVIT OF WORK AUTHORIZATION:

The vendor who meets the section 285.525, RSMo, definition of a business entity must complete and return the following Affidavit of Work Authorization.

Comes now Wade Littrell (Name of Business Entity Authorized Representative) as CFO (Position/Title) first being duly sworn on my oath, affirm The Council of State Governments Ltd. (Business Entity Name) is enrolled and will continue to participate in the E-Verify federal work authorization program with respect to employees hired after enrollment in the program who are proposed to work in connection with the services related to contract(s) with the State of Missouri for the duration of the contract(s), if awarded in accordance with subsection 2 of section 285.530, RSMo. I also affirm that The Council of State Governments Ltd. (Business Entity Name) does not and will not knowingly employ a person who is an unauthorized alien in connection with the contracted services provided under the contract(s) for the duration of the contract(s), if awarded.

In Affirmation thereof, the facts stated above are true and correct. (The undersigned understands that false statements made in this filing are subject to the penalties provided under section 575.040, RSMo.)

 _____ Authorized Representative's Signature	Wade S. Littrell _____ Printed Name
Chief Financial Officer _____ Title	September 4, 2019 _____ Date
wlittrel@csg.org _____ E-Mail Address	552074 _____ E-Verify Company ID Number

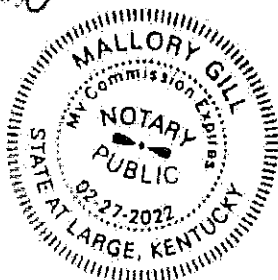
Subscribed and sworn to before me this 4 (DAY) of September (MONTH, YEAR). I am commissioned as a notary public within the County of Fayette (NAME OF COUNTY), State of Kentucky (NAME OF STATE), and my commission expires on 2 27 22 (DATE).



Signature of Notary

9.4.19

Date



Solicitation No: RFPS30034902000372 – Assessment of Program Offerings
 Exhibit G: Business Entity Certification, Enrollment Documentation, and Affidavit of Work Authorization
 The Council of State Governments Ltd.
 Contact – Jennifer Kisela jkisela@csg.org

EXHIBIT G, continued

(Complete the following if you have the E-Verify documentation and a current Affidavit of Work Authorization already on file with the State of Missouri. If completing Box C, do not complete Box B.)

BOX C – AFFIDAVIT ON FILE - CURRENT BUSINESS ENTITY STATUS

I certify that _____ (Business Entity Name) **MEETS** the definition of a business entity as defined in section 285.525, RSMo pertaining to section 285.530, RSMo and have enrolled and currently participates in the E-Verify federal work authorization program with respect to the employees hired after enrollment in the program who are proposed to work in connection with the services related to contract(s) with the State of Missouri. We have previously provided documentation to a Missouri state agency or public university that affirms enrollment and participation in the E-Verify federal work authorization program. The documentation that was previously provided included the following.

- ✓ The E-Verify Employment Eligibility Verification page OR a page from the E-Verify Memorandum of Understanding (MOU) listing the vendor's name and the MOU signature page completed and signed by the vendor and the Department of Homeland Security – Verification Division
- ✓ A current, notarized Affidavit of Work Authorization (must be completed, signed, and notarized within the past twelve months).

Name of Missouri State Agency or Public University* to Which Previous E-Verify Documentation Submitted: _____

(*Public University includes the following five schools under chapter 34, RSMo: Harris-Stowe State University – St. Louis; Missouri Southern State University – Joplin; Missouri Western State University – St. Joseph; Northwest Missouri State University – Maryville; Southeast Missouri State University – Cape Girardeau.)

Date of Previous E-Verify Documentation Submission: _____

Previous Bid/Contract Number for Which Previous E-Verify Documentation Submitted: _____ (if known)

 Authorized Business Entity Representative's
 Name (Please Print)

 Authorized Business Entity
 Representative's Signature

 Business Entity Name

 Date

 E-Mail Address

 E-Verify MOU Company ID Number

FOR STATE OF MISSOURI USE ONLY

Documentation Verification Completed By:

 Buyer

 Date

Solicitation No: RFPS30034902000372 – Assessment of Program Offerings
 Exhibit H: Miscellaneous Information
 The Council of State Governments Ltd.
 Contact – Jennifer Kisela jkisela@csg.org

Outside United States: If any products and/or services offered under this RFP are being manufactured or performed at sites outside the United States, the vendor MUST disclose such fact and provide details in the space below or on an attached page.

Are any of the vendor's proposed products and/or services being manufactured or performed at sites outside the United States?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
If YES, do the proposed products/services satisfy the conditions described in section 4, subparagraphs 1, 2, 3, and 4 of Executive Order 04-09? (see the following web link: http://sl.sos.mo.gov/CMSImages/Library/Reference/Orders/2004/eo04_009.pdf)	Yes <input type="checkbox"/>	No <input type="checkbox"/>
<p>If YES, mark the appropriate exemption below, and provide the requested details:</p> <p>1. <input type="checkbox"/> Unique good or service. • EXPLAIN: _____</p> <p>2. <input type="checkbox"/> Foreign firm hired to market Missouri services/products to a foreign country. • Identify foreign country: _____</p> <p>3. <input type="checkbox"/> Economic cost factor exists • EXPLAIN: _____</p> <p>4. <input type="checkbox"/> Vendor/subcontractor maintains significant business presence in the United States and only performs trivial portion of contract work outside US. • Identify maximum percentage of the overall value of the contract, for any contract period, attributed to the value of the products and/or services being manufactured or performed at sites outside the United States: ___% • Specify what contract work would be performed outside the United States: _____</p>		

Employee/Conflict of Interest:

Vendors who are elected or appointed officials or employees of the State of Missouri or any political subdivision thereof, serving in an executive or administrative capacity, must comply with sections 105.450 to 105.458, RSMo, regarding conflict of interest. If the vendor or any owner of the vendor's organization is currently an elected or appointed official or an employee of the State of Missouri or any political subdivision thereof, please provide the following information:	
Name and title of elected or appointed official or employee of the State of Missouri or any political subdivision thereof:	N/A
If employee of the State of Missouri or political subdivision thereof, provide name of state agency or political subdivision where employed:	N/A
Percentage of ownership interest in vendor's organization held by elected or appointed official or employee of the State of Missouri or political subdivision thereof:	_____ %

Solicitation No: RFPS30034902000372 – Assessment of Program Offerings
 Exhibit H: Miscellaneous Information
 The Council of State Governments Ltd.
 Contact – Jennifer Kisela jkisela@csg.org

Registration of Business Name (if applicable) with the Missouri Secretary of State: The vendor should indicate the vendor’s charter number and company name with the Missouri Secretary of State. Additionally, the vendor should provide proof of the vendor’s good standing status with the Missouri Secretary of State. If the vendor is exempt from registering with the Missouri Secretary of State pursuant to section 351.572, RSMo., identify the specific section of 351.572 RSMo., which supports the exemption.

Charter Number: N000711746	Company Name: The Council of State Governments, Ltd.
If exempt from registering with the Missouri Secretary of State pursuant to section 351.572 RSMo., identify the section of 351.572 to support the exemption:	

Proposed Subcontractors - The vendor should identify any subcontractor(s) proposed to provide any of the services required herein.

Proposed Subcontractor Name and Address	Service Proposed to be Provided by the Proposed Subcontractor
N/A	

ACORD™ COMMERCIAL POLICY CHANGE REQUEST

DATE (MM/DD/YY)
08/30/19

PRODUCER J Smith Lanier & Co Lexington PO Box 2030 Lexington, KY 40588	PHONE (A/C, No, Ext): 859 254-8023	POLICY TYPE <input checked="" type="checkbox"/> PROPERTY <input type="checkbox"/> INLAND MARINE <input type="checkbox"/> UMBRELLA	<input checked="" type="checkbox"/> GENERAL LIABILITY <input checked="" type="checkbox"/> AUTO/TRUCKERS <input type="checkbox"/> WORKERS COMP	COMPANY Cincinnati Insurance Co. NAIC CODE: 10677
AGENCY CUSTOMER ID: 120535		ATTENTION: Andy Thomas		
INSURED'S NAME Council of State Governments		POLICY NUMBER CPP0899252	EFFECTIVE DATE OF CHANGE 08/30/19	
INSURED'S MAILING ADDRESS IF CHANGED (INC ZIP+4) P.O. Box 11910 Lexington, KY 40578-1910		POLICY INCEPTION DATE 10/11/18	POLICY EXPIRATION DATE 10/11/19	
THIS IS AN ACKNOWLEDGEMENT OF YOUR REQUEST. UPON APPROVAL, THE COMPANY'S RECORDS WILL BE ADJUSTED ACCORDINGLY, AND IF A PREMIUM ADJUSTMENT IS REQUIRED, IT WILL BE DONE AT PREMIUM AUDIT OR BY ENDORSEMENT.				

PREMISES INFORMATION						ADD	CHANGE	DELETE
LOC #	BLD #	STREET, CITY, COUNTY, STATE, ZIP+4	CITY LIMITS	INTEREST	YR BUILT	PART OCCUPIED		
			<input type="checkbox"/> INSIDE <input type="checkbox"/> OUTSIDE	<input type="checkbox"/> OWNER <input type="checkbox"/> TENANT				

NATURE OF BUSINESS/DESCRIPTION OF OPERATIONS BY PREMISE(S)						ADD	CHANGE	DELETE
LOC #	BLD #							

AUTO-VEHICLE DESCRIPTION/LIMITS												POLICY LIMIT(S) CHANGED			ADD	CHANGE	DELETE
VEH #	YEAR	MAKE:	MODEL:		BODY TYPE:	V.I.N.:		SYM/AGE	COST NEW								
									\$								
CITY, STATE, ZIP WHERE GARAGED				TERR	GVM/GCW	CLASS	SIC	FACTOR	SEAT CP	RADIUS	FARTHEST TERM						
DRIVE TO WORK/SCHOOL		USE	COMM'L	CHECK COVERAGES	ADD'L NO FAULT	UNDRINS MOTOR TOWING & LABOR SPEC C OF L	F	LSP	DEDUCTIBLES	ACV	COMP	SPEC C OF L					
<input type="checkbox"/> UNDER 15 MILES <input type="checkbox"/> 15 MILES OR OVER		<input type="checkbox"/> PLEASURE <input type="checkbox"/> FARM	<input type="checkbox"/> RETAIL <input type="checkbox"/> SERVICE	<input type="checkbox"/> LIAB <input type="checkbox"/> NO FAULT	<input type="checkbox"/> MED PAY <input type="checkbox"/> UNINS MOTOR	<input type="checkbox"/> FT <input type="checkbox"/> FTW	<input type="checkbox"/> COMP <input type="checkbox"/> COLL	<input type="checkbox"/> AA <input type="checkbox"/> ST AMT	\$	\$	\$	\$	\$	\$	\$		
LIABILITY		NO FAULT		ADD'L NO FAULT		MEDICAL PAYMENTS		UNINSURED MOTORISTS		UNDERINSURED MOTORISTS							
\$		\$		\$		\$		\$		\$							

AUTO-VEHICLE DESCRIPTION/LIMITS												POLICY LIMIT(S) CHANGED			ADD	CHANGE	DELETE
VEH #	YEAR	MAKE:	MODEL:		BODY TYPE:	V.I.N.:		SYM/AGE	COST NEW								
									\$								
CITY, STATE, ZIP WHERE GARAGED				TERR	GVM/GCW	CLASS	SIC	FACTOR	SEAT CP	RADIUS	FARTHEST TERM						
DRIVE TO WORK/SCHOOL		USE	COMM'L	CHECK COVERAGES	ADD'L NO FAULT	UNDRINS MOTOR TOWING & LABOR SPEC C OF L	F	LSP	DEDUCTIBLES	ACV	COMP	SPEC C OF L					
<input type="checkbox"/> UNDER 15 MILES <input type="checkbox"/> 15 MILES OR OVER		<input type="checkbox"/> PLEASURE <input type="checkbox"/> FARM	<input type="checkbox"/> RETAIL <input type="checkbox"/> SERVICE	<input type="checkbox"/> LIAB <input type="checkbox"/> NO FAULT	<input type="checkbox"/> MED PAY <input type="checkbox"/> UNINS MOTOR	<input type="checkbox"/> FT <input type="checkbox"/> FTW	<input type="checkbox"/> COMP <input type="checkbox"/> COLL	<input type="checkbox"/> AA <input type="checkbox"/> ST AMT	\$	\$	\$	\$	\$	\$	\$		
LIABILITY		NO FAULT		ADD'L NO FAULT		MEDICAL PAYMENTS		UNINSURED MOTORISTS		UNDERINSURED MOTORISTS							
\$		\$		\$		\$		\$		\$							

DRIVER INFORMATION (List drivers who frequently use own vehicles)							ADD	CHANGE	DELETE
DRIVER #	NAME (include address, if required)	DATE OF BIRTH	YEAR LIC	DRIVERS LICENSE NUMBER/ SOCIAL SECURITY NUMBER		STATE LIC	USE VEH #	% USE	

DRIVER INFORMATION (List drivers who frequently use own vehicles)							ADD	CHANGE	DELETE
DRIVER #	NAME (include address, if required)	DATE OF BIRTH	YEAR LIC	DRIVERS LICENSE NUMBER/ SOCIAL SECURITY NUMBER		STATE LIC	USE VEH #	% USE	

WORKERS COMPENSATION RATING INFORMATION							
TYPE OF CHANGE	STATE	LOC	CLASS CODE	COM-PANY USE	CATEGORIES, DUTIES, CLASSIFICATIONS	# OF EM-PLOYEES	ESTIMATED ANNUAL REMUNERATION

PROPERTY/INLAND MARINE - PREMISES INFORMATION

PREMISES #: _____ BUILDING #: _____ ADD CHANGE DELETE

SUBJECT OF INSURANCE	AMOUNT	COINS %	VALUATION	CAUSES OF LOSS	INFLATION GUARD %	DEDUCTIBLE	FORMS AND CONDITIONS TO APPLY

ADDITIONAL COVERAGES, OPTIONS, RESTRICTIONS, ENDORSEMENTS AND RATING INFORMATION

CONSTRUCTION TYPE		FIRE DISTRICT/CODE NUMBER		PROT CL	# STORIES	# BASM'TS	YR BUILT	TOTAL AREA	
BUILDING IMPROVEMENTS		PLUMBING, YR:		OTHER OCCUPANCIES					
WIRING, YR:		HEATING, YR:							
ROOFING, YR:		OTHER:							
RIGHT EXPOSURE & DISTANCE		LEFT EXPOSURE & DISTANCE		REAR EXPOSURE & DISTANCE					
BURGLAR ALARM TYPE		CERTIFICATE #	EXPIRATION DATE		EXTENT	GRADE	CENTRAL STATION WITH KEYS		
BURGLAR ALARM INSTALLED AND SERVICED BY					# GUARDS/WATCHMEN		CLOCK HOURLY		
PREMISES FIRE PROTECTION (Sprinklers, Standpipes, CO ₂ /Chemical Systems)			FIRE ALARM MANUFACTURER					CENTRAL STATION LOCAL GONG	

INLAND MARINE - SCHEDULED EQUIPMENT

% COINSURANCE: _____

ADD CHANGE DELETE

#	MODEL YEAR	DESCRIPTION (TYPE, MANUFACTURER, MODEL, CAPACITY, ETC)	ID #/SERIAL #	DATE PURCHASED	NEW/USED	AMOUNT OF INSURANCE
						\$
						\$

GENERAL LIABILITY - LIMITS

CHANGE

GENERAL AGGREGATE	\$	EACH OCCURRENCE	\$
PRODUCTS & COMPLETED OPERATIONS AGGREGATE	\$	FIRE DAMAGE (Any one fire)	\$
PERSONAL & ADVERTISING INJURY	\$	MEDICAL EXPENSE (Any one person)	\$

GENERAL LIABILITY - SCHEDULE OF HAZARDS

TYPE OF CHANGE	LOCATION #	CLASSIFICATION	CLASS CODE	PREMIUM BASIS	TERR	PREMIUM BASIS CODES
						(S) GROSS SALES - PER \$1,000/SALES (P) PAYROLL - PER \$1,000/PAY (A) AREA - PER 1,000/SQ FT (C) TOTAL COST - PER \$1,000/COST (M) ADMISSIONS - PER 1,000/ADM (U) UNIT - PER UNIT (T) OTHER

UMBRELLA

CHANGE

LIMIT OF LIABILITY \$	OTHER (DESCRIBE)
RETAINED LIMIT \$	

ADDITIONAL INTEREST

ADD CHANGE DELETE

INTEREST	RANK:	NAME AND ADDRESS	REFERENCE #:	CERTIFICATE REQUIRED	INTEREST IN ITEM NUMBER
ADDITIONAL INSURED					PREMISES: _____ BUILDING: _____
LOSS PAYEE					VEHICLE: _____ BOAT: _____
MORTGAGEE (# _____)					SCHEDULED ITEM NUMBER: _____
MORTGAGEE (# _____)					OTHER _____
LIENHOLDER					
EMPLOYEE AS LESSOR		ITEM DESCRIPTION:			

ADDITIONAL CHANGES/REMARKS

Add 30 Day NOC MO DOC eff 083019 em JL
(See attached Additional Changes/Remarks page)

SIGNATURE (Any deletion or reduction in coverage requires the Insured's signature)

INSURED'S SIGNATURE	PRODUCER'S SIGNATURE
---------------------	----------------------

ADDITIONAL CHANGES/REMARKS (Continued from Page 2)

ADDED: General Liability Additional Coverage

Coverage: Notice of Cancellation-30 Days - IA 4087

Coverage Description: Notice of Cancellation-30 Days - IA 4087

Remarks #1: Missouri Department of Corrections, Division of Adult
Institutions, 2729 Plaza Drive, Jefferson City, MO 65109

Thanks. Roxanne Cameron

Company ID Number: 552074

Approved by:

Employer The Council of State Governments	
Name (Please Type or Print) James Barton	Title
Signature Electronically Signed	Date 05/02/2012
Department of Homeland Security – Verification Division	
Name (Please Type or Print) USCIS Verification Division	Title
Signature Electronically Signed	Date 05/02/2012

Company ID Number: 552074

Information Required for the E-Verify Program	
Information relating to your Company:	
Company Name	The Council of State Governments
Company Facility Address	1776 Avenue of the States Lexington, KY 40511
Company Alternate Address	1776 Avenue of the States Lexington, KY 40511
County or Parish	FAYETTE
Employer Identification Number	366000818
North American Industry Classification Systems Code	813
Parent Company	
Number of Employees	100 to 499
Number of Sites Verified for	11