



PINAL COUNTY
wide open opportunity

**Offer and Acceptance
RFP PC-130619
Bad Check Enforcement &
Diversion Program Services**

Pinal County
Finance Department
31 N. Pinal St.
Bldg. A
P.O. Box 1348
Florence, AZ 85132

OFFER AND ACCEPTANCE FORM

TO PINAL COUNTY:

The undersigned hereby offers and agrees to furnish the material, service, or construction in compliance with all terms, conditions, specifications, and amendments in the Solicitation.

	<u>CEO</u>
Authorized Signature	Title
<u>MATS JONSSON</u>	<u>4/7/14</u>
Printed Name	Date
<u>CORRECTIVE SOLUTIONS</u>	<u>(800) 325-3910 ext. 173</u>
Company Name	Telephone
<u>910 Calle Negocio, Suite 300</u>	<u>San Clemente, CA 92673</u>
Address	City, State, Zip

For clarification of this offer, contact:

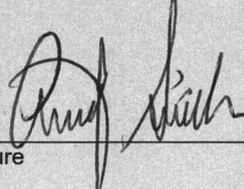
Name: Karen Boyd Phone: 800-3768918 Fax: 800-325-3873

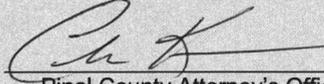
**ACCEPTANCE OF OFFER
(For Pinal County Use Only)**

The offer is hereby accepted and the Responder is now bound to sell or provide the materials, services, or construction as indicated by the Purchase Order or Notice of Award and based upon the solicitation, including all terms, conditions, specifications, amendments, etc. and the Offer as accepted by Pinal County.

The contract is for:

This contract shall henceforth be referenced to as Contract No. PC-130619. The Offeror is cautioned not to commence any billable work or to provide any material or service under this contract until Offeror receives an executed purchase order or notice to proceed.

Awarded this <u>28th</u> day of <u>May</u> 2014.	
<u>Anthony Smith</u>	<u>Chairman</u>
Name (Print)	Title
	Signature

Approved as to form: 
Pinal County Attorney's Office



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OFFER AND ACCEPTANCE FORM – Page 2

By signing the previous page of the Offer and Acceptance Form, Responder certifies:

- A. The submission of the bid did not involve collusion or other anti-competitive practices.
- B. The Responder shall not discriminate against any employee or applicant for employment in violation of Federal Executive Order 11246.
- C. The Responder has not given, offered to give, nor intends to give at any time hereafter, any economic opportunity, future employment, gift, loan, gratuity, special discount, trip, favor, or service to a public servant in connection with the Submittal.
- D. The Responder certifies that it complies with Executive Order 12549 related to Federal Government Debarment and Suspension (see 4-7)
- E. The Responder certifies that the individual signing the bid is an authorized agent for the Responder and has the authority to bind them to the contract.

Corrective Solutions

Firm

Authorized Signature



Corrective *Solutions*

Trust the Leader

**Proposal
for RFP PC-130619
Bad Check Enforcement and
Diversion Program Services
for
Pinal County**

Due: April 8, 2014 2:15 pm

Submitted by:

CorrectiveSolutions
910 Calle Negocio, Suite 300
San Clemente, CA 92673
(800) 325-3910

ORIGINAL
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CorrectiveSolutions

April 6, 2014

Ms. Lorina Gillette, CPPB
Pinal County Finance Department
31 N. Pinal Street, Building A
P.O. Box 1348
Florence, AZ 85132

Dear Ms. Gillette and Evaluation Committee:

We are pleased to submit our Proposal for Bad Check Enforcement and Diversion Program Services for Pinal County. We believe our responses submitted herein demonstrate our expertise in the administration of offender programs and highlight our unique ability to bring a fresh approach to diversion services.

CorrectiveSolutions is the largest developer and administrator of customized pre-filing, post-filing and post sentence diversion programs in the country with a nationwide presence. Our firm has leveraged the administrative expertise we gained from providing bad check enforcement program services for prosecutors and our solid operations infrastructure to emerge as a pioneer in the developing of customized diversion programs.

What sets CorrectiveSolutions apart from other providers and makes our firm uniquely qualified to serve Pinal County are 5 important and distinct business practices. Our firm's adherence to these specific standard operating procedures, address the issues that most frequently plague private program administrators.

TRANSPARENCY:

CorrectiveSolutions provides the County Attorney with full electronic access to all case files providing full disclosure of every action that has been taken in the supervision of each offender. This disclosure includes every contact whether it is a face to face individual counseling supervision appointment, a written notice or a phone call, every payment collected from the offender and the distribution of each payment, results of assessments and case notes. CorrectiveSolutions gives authorized representatives 24/7 secure access with unique passwords and logon identification.

In addition to full electronic access to all case files, CorrectiveSolutions also provides a variety of reports that provide a summary of key operations metrics.

NO UNAUTHORIZED USE OF DISCRETION:

The administration of diversion services requires the case managers to respond to the unique circumstances of each case and each offender. However, the range of appropriate actions and responses to various scenarios are defined BEFORE CorrectiveSolutions assumes administration of diversion services and is defined BY the County Attorney. Some *examples* of the parameters set prior to launch are:

- What defines a violation of the diversion program?
- What are the intake requirements for bad check cases?
- What are the consequences for missed classes, or supervision appointments?
- What are the consequences of failure to pay fines and fees
- What are the parameters for revocation of diversion or modification of the diversion program parameters?
- What are viable options for indigent offenders to satisfy the terms and conditions of their probation and be held accountable for their offenses

By clearly defining these parameters prior to program launch, it removes the possibility of inappropriate use of discretion and ensures the equitable handling of all cases and fair treatment of all offenders.

OFFENDER ADVOCATE OMBUDSMAN:

To assure the protection of offender rights throughout the entire term of their diversion agreement, CorrectiveSolutions provides a process whereby offenders can address any concerns they have about their bad check or diversion program case including treatment they receive by their case manager, the amounts of their fines and fees, including program fees, and referrals to treatment providers.

This process is facilitated through an email that is directed to CorrectiveSolutions Offender Advocate Ombudsman (OAO) with a copy logged with the office of the CEO. By design, the OAO has no relationship with the local office operation or staff and serves as neutral party to investigate concerns raised by offenders and help satisfactorily resolve complaints. The OAO is responsible for reporting the resolution to the offender, the County Attorney and CorrectiveSolutions' CEO.

RIGOROUS AUDITS:

On a bi-weekly basis, the CorrectiveSolutions audit committee meets to examine randomly selected cases. Together the group scrutinizes every action that has taken place on the case including:

- Was the intake process completed thoroughly and accurately (correct contact information recorded, risk assessment completed, terms and conditions explained and agreed to by the offender, community referrals provided, individual counseling supervision meetings scheduled, etc.)
- Were all the court ordered conditions accurately entered into the case file
- Did the offender report to each required individual counseling meeting as required
- If applicable, did the offender call the drug test hotline daily as required and if not, did we take action to follow-up with the offender
- Were the results of the drug tests recorded correctly
- Were all court ordered fines and fees recovered and disbursed correctly and in a timely manner
- Was any court ordered victim restitution recovered and disbursed correctly
- Were all court ordered conditions successfully completed and appropriate documentation attached to the case file
- Were all required reports submitted on time
- Were all letters and phone calls generated at the correct timing sequence
- Did the case manager and case manager thoroughly and accurately notate the case during every interaction
- Were violations noted and appropriate action taken
- Were the parameters for electronic monitoring set correctly

The process of having our audit team, comprised of managers from each core operating group and chaired by the company CEO, inspecting each case provides comprehensive assessment from a number of different perspectives. This robust audit process minimizes errors, creates a platform for continuous improvement of procedures and reduces the likelihood of problems falling through the cracks. In addition to identifying errors, CorrectiveSolutions utilizes the audit process to ask ourselves *"Is there anything we can do better?"* From improved outcomes, to increased productivity CorrectiveSolutions audits are driven by our quest to deliver best in class services and programs.

UNMATCHED CAPACITY TO CUSTOMIZE PROCESSES:

CorrectiveSolutions currently administers misdemeanor offender programs in 14 states with over 170+ professionals skillfully managing every detail. We are experts at customizing programs and services to meet the unique goals and challenges of each jurisdiction. This includes assuming administration of programs that have been in operation for many years, with a well-defined scope of work. In our experience, even in these instances there are processes or added services that the County Attorney would like to modify.

As we will demonstrate throughout our proposal, we are uniquely qualified to deliver a level of accountability and specialization to Pinal County that is unrivaled by any other firm.

For the purposes of this proposal, the authorized company executive is as follows:

Mats Jonsson - Chief Executive Officer

CorrectiveSolutions

910 Calle Negocio, Suite 300

San Clemente, CA 92673

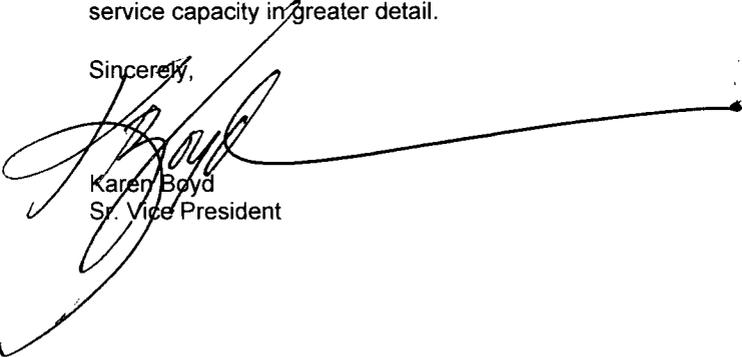
(800) 325-3910 ext. 173

(949) 545-2465 – direct line

(816) 806-2241 - mobile

Thank you for the opportunity to present our proposal. We are looking forward to meeting with you to discuss our service capacity in greater detail.

Sincerely,



Karen Boyd
Sr. Vice President



Corrective *Solutions*

Trust the Leader

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Addendum Acknowledgement
Form
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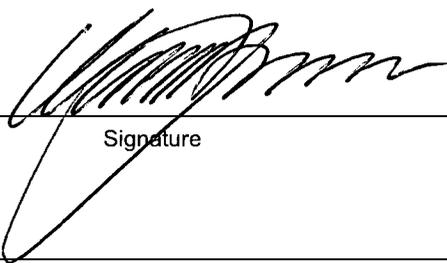
ADDENDUM ACKNOWLEDGEMENT FORM

Solicitation Addendums are posted on the Pinal County website at the following address:
<http://pinalcountyaz.gov/Departments/Finance/Pages/BidsProposals.aspx> . It is the responsibility of the Responder to periodically check this website for any Solicitation Addendum.

This page is used to acknowledge any and all addendums that might be issued. Any addendum issued within five days of the solicitation due date, will include a new due date to allow for addressing the addendum issues. Your signature indicates that you took the information provided in the addendums into consideration when providing your complete response.

Please sign and date:

ADDENDUM NO. 1 Acknowledgement


Signature

4/7/14
Date

ADDENDUM NO. 2 Acknowledgement

Signature

Date

ADDENDUM NO. 3 Acknowledgement

Signature

Date

If no addendums were issued, indicate below, sign the form and return with your response.

Firm

Authorized Signature



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Responder's Checklist
RFP PC-130619
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RESPONDERS CHECKLIST

	Yes/No
Did you sign your Offer sheet?	X
Did you acknowledge all addendums, if any?	X
Did you complete all required Response Forms?	X
Did you include your W-9 Form?	X
Did you include any necessary attachments?	X
Is the outside of your submittal marked with the Solicitation #, Due Date and Time?	X
Did you include one original and the required number of copies?	X
Did you follow the order for submissions of documents?	X
Did you include proof of insurance(s) if requested?	X



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Response Form 1
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Responder Name: *National Corrective Group doing business as CorrectiveSolutions*

Responders shall complete the following Response Form, indicating their responses in the spaces provided. Additional pages may be added so long as they are clearly referenced in the spaces provided.

Please note: Any exception and the total number of exceptions taken will negatively affect your evaluation score. Compliance to Terms and Conditions has been identified as an evaluation criterion for this solicitation.

Any exception not contained within this section of the solicitation will be deemed invalid and will not be considered.

Acceptability of Responses

Offers that do not include fully completed copies of Response Forms 1 and 2 may cause the entire offer to be deemed unacceptable and therefore non-responsive. Forms with incomplete or unacceptable responses will also be considered non-responsive.

1 Capacity of Responder

1.1 Responder shall describe the firm including company name and location. Also describe experience of staff that will be assigned to this contract.

National Corrective Group, Inc., dba CorrectiveSolutions is a privately held company with its headquarters and central operation in San Clemente, California. National Corrective Group is incorporated in the State of Delaware. We have approximately 50+ full time employees in our central operation and 125+ employees and contractors around the country, the majority of them working with providing local services to prosecutors and courts.

National Corrective Group, Inc. dba CorrectiveSolutions is owned by Levine Leichtman Capital Partners (LLCP). LLCP is an independent investment management firm with over \$5 billion of committed capital under management.

Founded as a provider of offender intervention education for prosecutors and courts, CorrectiveSolutions has grown to be the largest and most experienced administrator of Bad Check Enforcement Programs for prosecutors in the country. Additionally, CorrectiveSolutions leveraged that administrative expertise gained through the management of prosecutor Bad Check Enforcement Programs to become the leading developer and administrator of misdemeanor offender programs for prosecutors, courts, and probation.

CorrectiveSolutions currently provides a broad range of programs and administrative services that intersect various points in the criminal justice process from pre-trial and pre-charge, to post-charge and post-sentencing. Each member of CorrectiveSolutions' key management team brings an average of 14 years of experience in developing and administering programs to the unique specifications of each jurisdiction

This breadth of knowledge of the criminal justice system and experience in providing administrative support and communication between prosecutors, offenders, courts, law enforcement, probation, and defense counsel makes CorrectiveSolutions uniquely qualified to serve Pinal County.



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For over 25 years, CorrectiveSolutions' experienced team of professionals has delivered comprehensive offender programs and the administration of the following services:

- Program development with the contracting agency; establishing programming criteria and goals
- Case management
- Risk Assessments
- Communication with the offender (phone, mail, email and text)
- Recovery of fines and fees
- Program specific website for offenders (for fee payment, class scheduling and resource information)
- Community Service
- Counseling
- GPS monitoring
- Breath Alcohol Testing
- Electronic curfew monitoring
- Substance abuse support group counseling
- Random drug and/or alcohol testing
- Restitution recovery
- Driver's re-licensing
- Drug and Alcohol Accountability Classes
- Driver's License Accountability Classes
- Financial Accountability Classes
- Collaboration with local service providers as resource referrals for offenders:
 - *Emergency and temporary housing*
 - *Food banks*
 - *Public health services*
 - *Mental health services*
 - *Occupational training*
 - *Employment assistance*
 - *GED / Adult Education*
 - *Group counseling*
 - *Substance abuse support counseling*
 - *Parenting resources*
 - *Veterans resources*
 - *Resources for the elderly*
- Online access to case information for prosecutors, courts and law enforcement
- Reporting to prosecutors, courts and law enforcement (offender enrollment, completion, failures and program statistics)
- Intervention education classes (Theft, Anger, Parenting, etc.)
- Community Accountability Classes (General misdemeanor)

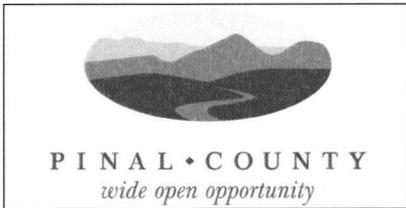
The following table contains a sampling of current CorrectiveSolutions' contracts that demonstrate our breadth of knowledge of offender program administration. These examples include administrative services we assumed from another vendor, as well as, programs we developed and launched from inception for bad check enforcement, pre-trial, deferred prosecution, diversion, probation and electronic monitoring programs.



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	Sonoma County California	Santa Clara County California	Flagler County Florida	Orange County California	Orange County California
NEW OR TRANSITIONED FROM ANOTHER VENDOR	Transitioned	New	Transitioned	New	Transitioned
PROGRAM TYPE	Diversion / Deferred Entry of Judgment	Diversion	Probation Supervision	Bad Check Enforcement	Electronic Monitoring and case management for Probation
PROGRAM LENGTH:	6 months	4-6 months	6-24 months	6-9 months	3-12 months
REFERRAL PROCESS:	Referred electronically via case number and court database	Referral transmitted electronically from County	Court order in Court room	Paper / electronic crime report from victim	Faxed referral form
INTAKE—DIVERSION PLAN CONFERENCE:					
<ul style="list-style-type: none"> ▪ Case file created ▪ Risk Assessment ▪ Review of court ordered conditions ▪ Review of terms of supervision 	✓	✓	✓		✓
COMMUNITY REFERRALS:					
<ul style="list-style-type: none"> ▪ Short term food and shelter ▪ Group counseling (domestic violence, parenting, anger management) ▪ Addiction counseling ▪ Health Care ▪ Mental Health Care ▪ Job Placement Support ▪ GED, Vocational and Adult Education ▪ Veterans Services ▪ Elder Services ▪ Support Groups—AA, NA 	✓	✓	✓		✓
OFFENDER INTERVENTION CLASSES:					
<ul style="list-style-type: none"> ▪ Evidence based ▪ Cognitive behavioral change curriculum ▪ Values, attitudes and beliefs 		✓	✓	✓	
CRIME SPECIFIC SPECIALIZED CLASSES					
INTERACTIVE JOURNALING MODULES	(6) 2-hour drug classes				
CASE MANAGEMENT:					
<ul style="list-style-type: none"> ▪ Review progress of completing required conditions ▪ Check status of community referrals ▪ Payment of court ordered fine / fees ▪ Payment of restitution ▪ Payment of supervision fees ▪ Meetings, phones calls, reminder notices ▪ Review progress on Interactive Journal 	✓	✓	✓	✓	✓
EXIT INTERVIEW:					
<ul style="list-style-type: none"> ▪ Assess for risk of re-offense ▪ Confirm support resources in place 	✓		✓		✓
REPORTING:					
<ul style="list-style-type: none"> ▪ Program statistics (referral, successful completion, failure, etc.) ▪ Payment reports ▪ Multiple agencies; courts, prosecutors and law enforcement ▪ Status of court ordered conditions ▪ Violations 	✓	✓	✓	✓	✓



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CorrectiveSolutions' capacity to deliver comprehensive administrative services that include the complex interactions between various branches of the criminal justice system is the product of sufficient financial, human and capital **Resources**, decades of **Experience** and a highly skilled Program **Development Team**. CorrectiveSolutions deploys all of the aforementioned experience and resources in the administration of offender programs to:

- Address more than **150,000 cases** annually
- Provide **18,000+ unique reports** to Courts, Prosecutors, Law Enforcement and victims
- Generate **1.7 million case management calls** with offenders to assist them with complying with their court ordered conditions and monitoring their progress on a consistent basis
- Send **816,000+ notices** to offenders including official program notices, monthly statements, reminder notices, and referrals to community resources; each notice customized for every program and every contracting agency
- Facilitate cognitive behavioral change intervention group sessions for **over 25,000** offenders
- Process **100,000+ payments** for restitution, court fines and fees, and program fees
- Initiate **200,000 skip trace** searches for updated defendant contact information
- Manage **170+ individual trust accounts** that are independently audited
- Recover more than **\$20+ million** in restitution, court fines and fees

Resources to provide stability

At all times, CorrectiveSolutions' maintains sufficient equipment, technology, financial and human resources for the fidelity and stability of the programs and services we deliver supported by consistent independent auditing and transparency with the contracting agency.

- 92 phone lines to handle 1.7 million+ phone calls
- Independent audits of over 170 unique trust accounts
- Consistent systems hardware, software and security upgrades
- Technology infrastructure to support securely managing large volumes of offender data
- Utilization of 11 servers including redundancy to protect against data loss
- Owned by a 5 billion dollar management firm
- Qualified employees; all complete background checks prior to hiring



*CorrectiveSolutions Central Operations
San Clemente, California*



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Nationwide Provider

CorrectiveSolutions currently administers programs in more than 160 jurisdictions in 16 states across the country. Each program has been developed in close partnership with the courts, prosecutors, law enforcement, and probation, and is customized to meet the unique needs and goals of each jurisdiction.

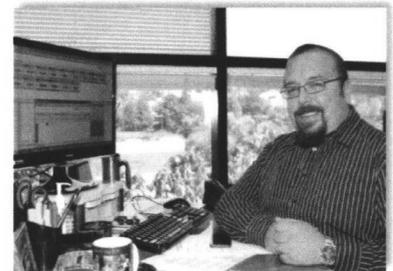
Some programs are turn-key offender programs that include a full range of supervision services from risk assessments, case management, monitoring and education to programs that are strictly cognitive behavioral change intervention classes.



Experienced and Knowledgeable Professionals:

One of CorrectiveSolutions corporate strengths is hiring and retaining knowledgeable and experienced employees. CorrectiveSolutions' core management team has an average of 14 years of experience working with the criminal justice system. CorrectiveSolutions currently employs over 165 professionals across the country.

The following is a sampling of some of the qualifications of current CorrectiveSolutions' staff serving as case managers, facilitators, offender compliance specialists, probation officers, systems programmers, victim services representatives, court and prosecutor liaisons, community outreach specialists, field managers, accounting clerks, management and executives.



Joe Ayala, Director of Offender Compliance

- Bachelor of Science, Psychology
- Bachelor of Science, Sociology
- Bachelor of Arts, Social Ecology
- Bachelor of Arts, Social Work
- Bachelor of Science, Public Safety Administration
- Masters in Business Administration
- Masters in Clinical Psychology
- Masters in Rehabilitation Counseling
- Registered Addiction Specialist (RAS)
- Certified Addiction Treatment Counselor
- Certified Alcohol and Other Drug Counselor
- 11+ years in probation supervision
- Core Adjunct Professor
- Crisis Intervention Specialist
- Certified Mediator
- Certified T4C (Thinking for Change) Facilitator
- Addiction Studies Certified
- Re-entry Advisor (State Prison System)
- Certified Public Accountant
- Masters, Human Resources and Organizational Development
- 20+ years experience in corrections
- 7+ years experience in drug court



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Program Development Team

To facilitate a smooth launch of any new diversion program or service, or to assume administration of existing diversion program, CorrectiveSolutions utilizes our *Program Development Team*. The Program Development Team is comprised of experienced managers from each core operations group that possess a thorough understanding of the capabilities of their department and their role in CorrectiveSolutions' operations as a whole. This knowledgeable group of professionals includes computer systems programmers, offender compliance strategists, case managers, operations directors, probation officers, field managers, counselors and communications specialists.

CorrectiveSolutions has developed and launched programs from their inception, as well as, assumed administrative responsibility for existing diversion services. Even for diversion programs that have been in operation for years, CorrectiveSolutions' Program Development Team starts with a blank slate and Project Managers work with the contracting agency to develop a work plan.

In our experience, even when the contracting agency has a well-defined scope of work, there are often processes and services that have been on the "wish list", but were not able to be fulfilled previously. CorrectiveSolutions customizes every program including incorporating expanded services and processes as part of the scope of work. From that point, the Program Development Team takes over and can quickly take the contracting agency's vision from conception to practice.



Megan McClung, Project Manager

On an ongoing basis, representatives of the Program Development Team provide quality control oversight with consistent rigorous case audits to ensure programs are operating as designed and that the desired outcomes are being achieved.

The CorrectiveSolutions Program Development team's depth of experience gives our firm the ability to quickly and efficiently implement new services and programs; as well as, make process changes at any time to improve program outcomes.

Central Operations

In order to administer offender diversion and supervision services described throughout the proposal, CorrectiveSolutions utilizes highly qualified local staff supported by the CorrectiveSolution' Central Operations infrastructure. Upon contract award, CorrectiveSolutions will hire and train case managers to the local Pinal County office to provide offender assessments and meet with offenders on a regular basis to ensure their compliance with ordered sanctions.

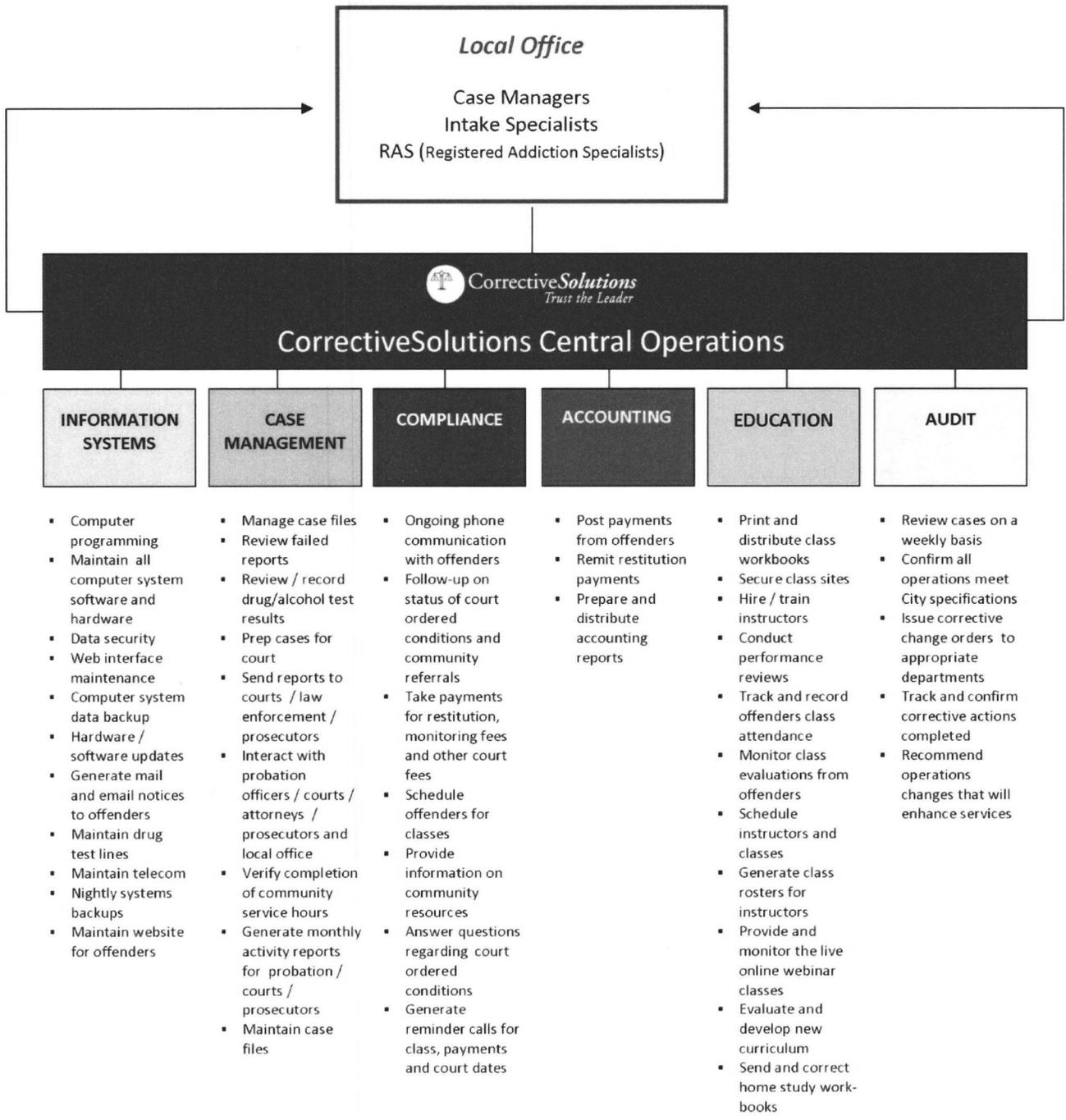
Our local Pinal County staff will be supported by **CorrectiveSolutions' Central Operations** which is the administrative engine that powers all of our local Program operations. Our Central Operations Team of experienced case managers, IT programmers, victim services representatives, prosecutor and court liaisons and other specialists who work with offenders, courts, prosecutors, law enforcement and victims provide the infrastructure to deliver high quality diversion program administrative services.



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Upon contract award, CorrectiveSolutions will hire a local Diversion Program Director and Case Managers to manage the local operation. These employees will be supported by the Central Operations team.

The following members of CorrectiveSolutions management and executive team listed below combined has over 40 years of experience in the administration of offender programs and will be assigned to assist in the launch and ongoing operations of the Pinal County programs

Executive:

Mats Jonsson, Chief Executive Officer is CorrectiveSolutions chief executive and responsible for corporate leadership. Mats has over 17 years of experience with providing programs and services to the criminal justice system, and a total of 32 years of management and executive experience in the US and internationally. Mats holds a Masters Degree in Business and Marketing.

Kristy Silquero, Senior Vice President-serves as the Client Representative of CorrectiveSolutions for the Western U.S. and her responsibilities include program development, account management and ongoing client relations. Kristy has been with CorrectiveSolutions for 20 years and has a depth of experience in all program operations

Karen Boyd, Senior Vice President is responsible for business and program development and brings 20 years of experience with administration of offender programs. Karen secured and maintained relationships with the nation's top retailers including Wal*Mart, Kroger, CVS, Walgreens and Target as participants in the prosecutor's Bad Check Programs. She has managed legislative efforts for offender programs. Karen studied biochemistry and spent time working at an inner-city non-profit homeless shelter prior to joining CorrectiveSolutions.

Operations:

Geraldo (Jerry) Flores, Director of Program Operations, is responsible for new program start ups, and managing new service launches. As New Program Director, Jerry coordinates the hiring of staff, systems integration and development of processes. Jerry spearheads trouble shooting of any systems integration issues and is a member of the Audit Committee. Jerry has 13 years of experience with CorrectiveSolutions. Jerry is bilingual in English and Spanish.

Gerald Crossley, IT Programmer has 10 years of experience in specialized computer programming for criminal justice programs. Gary handles programming, maintenance and processing of CorrectiveSolutions' Case Management Program and is lead on developing specialized reporting and processes as required by each client. Gary holds a Bachelor's Degree in Geography and Business with an emphasis on IT and a Masters in Business Administration.

Jessica Hernandez, Program Operations Coordinator started with CorrectiveSolutions as a compliance specialist and was quickly promoted to a Project Manager. Jessica is responsible for ensuring programs run smoothly and all administrative functions are being performed to client specifications. Jessica holds a Bachelor's Degree in Psychology, a Master's Degree in Psychology and is currently working towards her Doctorate Degree in Psychology. Jessica is bi-lingual in English and Spanish.

Amy Boyd, Project Manager, GPS Monitoring is responsible for establishing inclusion and exclusion zones for offenders on GPS monitoring and supervised electronic confinement. Duties also include offender orientation and verification of approved activities. Amy holds a Bachelor's Degree and a Master's Degree in Geography with a specialization in GIS.



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James Garay, Case Manager holds a BS in Public Safety Administration and has over 20 years experience in the corrections field. James is responsible for assisting offenders in complying with all court ordered conditions. James has been a part of the CorrectiveSolutions team for 9 years and was recognized as Department Employee of the Year in 2006.

Jon Johnson, Director - Jon holds a Master's Degree in Criminal Justice and has over 35 years experience as a sworn law enforcement officer where he served as a police officer, detective, lieutenant and ultimately Captain. Jon holds licenses under FCIC / NCIC, EA Agent and Accurant. Jon is also an adjunct professor teaching various classes in criminal justice.

Frank Romero, Manager, Offender Electronic Monitoring Specialist has over 8 years experience as a Probation Case Manager specializing in Electronic Monitoring of offenders. Frank's area of expertise includes GPS monitoring, RF curfew monitoring, BAT (Breath Alcohol Testing) monitoring including equipment specifications, operations procedures, setting parameters for each piece of equipment (e.g. inclusion zones, exclusion zones, curfew hours, etc.) trouble shooting and software support. Frank has specialized certifications in IT Network Administration and Computer Maintenance. Frank is bilingual and fluent in English and Spanish.

Bill Cretcher, Case Manager and Program Director - Bill holds a Bachelor of Arts degree in Social Ecology with a specialization in Psychology and Social Behavior. He is a Registered Addiction Specialist and spent 7+ years serving as a Drug Court Counselor prior to joining CorrectiveSolutions. Bill is responsible for administering risk assessments, making community referrals, and monitoring offender compliance with court ordered conditions. Bill also serves as a liaison to the courts.

Martha Renteria - Group Session Facilitator holds a Master's Degree in Psychology with an emphasis on Marriage and Family Therapy and a Bachelor's Degree in Organizational Leadership. Martha serves as a facilitator and instructor for CorrectiveSolutions group sessions. Martha is a Mental Health Clinician and is bilingual in Spanish and English. Her experience includes work with Post Conviction Drug Court / Mental Health Systems and Parenting Instructor.

CorrectiveSolutions utilizes all of the aforementioned experience and resources to deliver Bad Check Enforcement and Diversion Program Services. CorrectiveSolutions capacity to deliver these services is described in the following Statement of Approach and Scope of Work for both Bad Check Enforcement Programs and Diversion Programs.

STATEMENT OF APPROACH - BAD CHECK ENFORCEMENT PROGRAMS

CorrectiveSolutions approach to Bad Check Enforcement programs is to administer a means to hold offenders accountable for writing bad checks, provide victims a no cost resource to help recoup their losses, reduces the resources and administrative burden on the prosecutor's office and provide behavioral intervention classes for offenders.

All programs administered by CorrectiveSolutions are designed to hold offenders accountable for their actions, while at the same time providing tools to change these negative behaviors in the future. The ultimate objective is to fundamentally rehabilitate the offender. Low recidivism is always the goal. CorrectiveSolutions administered Bad Check Enforcement Programs are operated at no cost to victims or to the County of Pinal; program fees paid by the bad check writers fund program operations.



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Bad Check Enforcement &
Diversion Program Services**

Pinal County
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SCOPE OF WORK – BAD CHECK ENFORCEMENT PROGRAMS

CorrectiveSolutions' Scope of Work for the provision of Bad Check Enforcement Program administration for Pinal County includes all necessary staffing, equipment, computerized case management software and hardware, restitution recovery and disbursement, victim services and offender education in order to monitor check writer repayment of restitution and completion of a financial accountability class.

Additionally, CorrectiveSolutions provides reporting to the Prosecutor and any other entity as directed by the Prosecutor. Reporting includes summary reports as well as, detail reports to the exact specifications of Pinal County.

CorrectiveSolutions' Bad Check Enforcement Program Services are provided at no cost to Pinal County or to bad check victims. All Program costs are borne by the check writers.

CorrectiveSolutions Bad Check Enforcement Program includes:

- Intake of bad check complaints (paper and electronic)
- Computerized Case Management System with a fully integrated accounting system that tracks every action taken on each bad check case
- Ongoing software and hardware maintenance and upgrades
- Highly trained case managers
- All communication with offenders via written notices, phone calls and text messages (with the expressed authorization of the offender)
- Dedicated Victim Services representatives to assist bad check victims with instructions on how to utilize the program, guidelines for contacting offenders and case status updates
- All necessary forms; intake, prosecution, etc.
- Community outreach and program marketing
- A dedicated Pinal County Bad Check Enforcement Program hotline and website for check writers
- A dedicated Pinal County Bad Check Enforcement Program Victim hotline and website for filing bad check complaints
- 24/7 online access to CorrectiveSolutions computerized case management system for authorized representatives of the Prosecutor's office
- Collection and disbursement of victim restitution
- Case preparation for filing of criminal charges
- Live offender intervention education
- Qualified facilitators to teach behavioral intervention classes for check writers
- Well defined dispute process for check writers

 CorrectiveSolutions BAD CHECK ENFORCEMENT PROGRAM SCOPE OF WORK
CASE MANAGEMENT <small>Computerized system—tracks all actions on case Hardware and software upgrades and maintenance Experienced Case Managers ensure offender compliance</small>
OFFENDER COMMUNICATION <small>Written notices via mail, email and text Follow-up phone calls Dedicated phone number and website</small>
VICTIM SERVICES <small>Experienced Victim Services Representatives Dedicated phone number and email Ongoing outreach to merchants</small>
RESTITUTION RECOVERY / DISBURSEMENT <small>Multiple payment methods: Debit card, credit card, ACH, money orders Highest recovery rates Dedicated trust accounts, weekly disbursement</small>
INTERVENTION EDUCATION <small>Cognitive behavioral change curriculum Live instruction, classroom and webinar Low recidivism rates</small>
CUSTOMIZED REPORTING <small>Program statistics, offender compliance, restitution recovered Victim reports</small>



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Response Form 1
RFP PC-130619
Bad Check Enforcement &
Diversion Program Services

Pinal County
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31 N. Pinal St.
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The following provides greater detail on the services provided by CorrectiveSolutions in the administration of Bad Check Enforcement Programs.

Program Development

Upon contract award, CorrectiveSolutions immediately meets with the County Attorney to establish the parameters of the Bad Check Enforcement Program. CorrectiveSolutions does not exercise any discretion with Program operations; therefore, all critical program criteria must be established prior to implementation. These parameters include:

- Intake Criteria, including, but not limited to:
 - Which types of checks are allowed into the Program (e.g. NSF, Account Closed, Refer to Maker)
 - If applicable, determine a maximum dollar threshold (e.g. no checks with a face amount greater than \$1,000)
 - Time frames (e.g. checks must be submitted within 90 days of date written)
- Prosecution Criteria for cases that fail the Bad Check Enforcement Program, including, but not limited to:
 - Supporting documentation and evidence
 - If applicable, a minimum dollar threshold
 - Times frames (e.g. number of months prior to statute of limitations)
 - Victim requirements
- Policies and procedures for handling cases being disputed by the check writer as being filed in error:
 - Supporting documentation required
 - Communication protocol
 - Resolution procedures

Intake - Bad Check Complaints

Depending on the preferences of the County Attorney, CorrectiveSolutions offers several different process options for bad check case referrals. Additionally, CorrectiveSolutions has the capacity to develop an alternative referral process should the County Attorney desire a different solution to better serve the needs of Pinal County.

Option 1 – Direct referral from victims to CorrectiveSolutions

Bad check victims will complete a Pinal County Bad Check Crime report and send bad check complaints via mail or electronic means (filed directly through victim website or placed on a secure ftp) directly to CorrectiveSolutions. CorrectiveSolutions will then screen the case based on the criteria established by the County Attorney and enter eligible cases into the CorrectiveSolutions computerized case management system.

Option 2 – Victim referrals from the County Attorney's Office

Bad check victims will complete a Bad Check Crime Report and send bad check complaints directly to the County Attorney's office. A designated County Attorney's office employee will be responsible for screening the case for eligibility and then forwarding the case to CorrectiveSolutions via mail or an electronic means.



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RFP PC-130619
Bad Check Enforcement &
Diversion Program Services

Pinal County
Finance Department
31 N. Pinal St.
Bldg. A
P.O. Box 1348
Florence, AZ 85132

Option 3 – Victim referrals from law enforcement

Bad check victims will complete a Bad Check Crime Report and send bad check complaints directly to their local law enforcement agency. A designated law enforcement agent will be responsible for screening the case for eligibility based on the County Attorney's criteria and then forwarding the case to CorrectiveSolutions via mail or an electronic means.

Offender Communication

CorrectiveSolutions maintains contact with check writers via a carefully planned communication strategy that includes a series of notices and phone calls. CorrectiveSolutions continually monitors program performance through well defined metrics and adjusts communications strategies daily based on offender responses.

Our restitution recovery philosophy centers around a customer service approach to check writers and offering a quick resolution to a problem that has been ignored. Our professional and courteous case managers are skilled at guiding check writers through the steps to complete all program requirements and establish a payment plan to satisfy payment of restitution and program fees. The ability to talk to professional case managers who are compassionate and understanding has been shown to driver greater check writer compliance.

Every check writer referred to the Bad Check Enforcement Program receives multiple letters and phone calls in an effort to obtain offender compliance with program requirements. If all attempts fail, the case is forwarded to a Case Specialist in our Prosecution Services Department for review. If the case meets the prosecution criteria established by the County Attorney, the case will be prepped and forwarded to the County Attorney's office for filing of criminal charges.

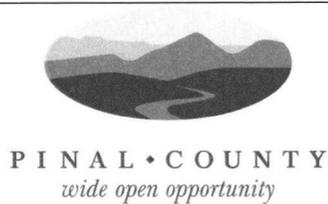
Our proprietary software creates a chronological due-diligence sequence that permanently records and time stamps ALL recovery, accounting, case management and class scheduling activities. The software also tracks the age of each case relative to the statute of limitation.

Written communication:

CorrectiveSolutions sends bad check writers a number of pre-approved notices on behalf of the County Attorney's Office. Those mailed notices are followed by phone calls from case managers. If mailed notices are returned as undelivered (bad address), or phone calls are unsuccessful (bad number) we perform skip searches to find new/correct addresses and phone numbers. These efforts increase program results, aiding all parties in successful resolution to the case.

All notices and phone scripts are approved in advance by the County Attorney's Office. CorrectiveSolutions employs an **extensive letter series** (customized by the County Attorney's Office to meet the precise needs and requirements of Pinal County) of 50 plus letters to effectively communicate with victims of bad checks and Bad Check Enforcement Program participants. Letters exist to address most every type of circumstance that may arise, including fraud, identity theft and disputes.

- **Address Verification** – As a result of CorrectiveSolutions' continuous investment in the newest available mail technologies, we are able to accurately contact more check writers. This results in higher recovery rates for the Bad Check Enforcement Program. Prior to mailing letters, all addresses are screened through the National Change of Address Verification Database. To reduce the likelihood of bad or fictitious addresses, we use proprietary software that verifies zip+4 addresses prior to mailing.



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Pinal County
Finance Department
31 N. Pinal St.
Bldg. A
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Florence, AZ 85132

- **Skip Search** - Upon encountering a bad address or a bad phone number, a skip search is conducted to attempt to locate the check writer. Our tools include updated directory information and nationwide skip searching databases. To further improve the quality of these searches, CorrectiveSolutions subscribes to LexisNexis, the leading global provider of information solutions. Access to these databases represents a significant investment to maximize the reach of your Bad Check Diversion Program.

Dedicated Pinal County Program Telephone Numbers:

CorrectiveSolutions assigns unique telephone hotline numbers; one for victims, and one for bad check writers. These unique phone numbers are fully integrated into our Case Management system and allow case managers to more quickly access case information and deliver prompt, courteous and correct information to victims and check writers alike.

CorrectiveSolutions consistently monitors case managers for call quality to safeguard that all check writers calling or receiving a call from the Bad Check Enforcement Program are very satisfied with the service and perceive it as helpful and supportive. Many check writers are delighted that a contact with the Bad Check Enforcement Program, under the circumstances, can be so pleasant and positive.

CorrectiveSolutions has reached this best-in-class level of customer service through years of consistent recruiting and continued training of its staff, together with a rigorous quality control program that measures check writers' satisfaction on an ongoing basis. We utilize consistent scripting, a real-time computerized management system serving up reminders to each case coordinator, and daily monitoring by our senior and executive staff to ensure proper courtesy, tone, and message.

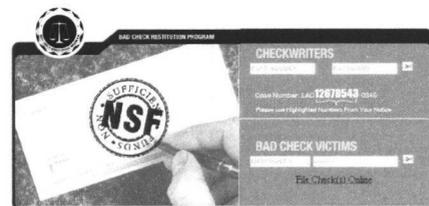
IVR Interactive Voice Recognition System

CorrectiveSolutions handles a large volume of phone traffic, utilizing best-in-class telephone equipment. At the core of the phone system is a sophisticated Interactive Voice Recognition (IVR) application that facilitates efficient call routing by capturing specific case information and the needs of each caller. Additionally, the IVR allows check writers to pay restitution and schedule class, and allows victims to review case status and receive additional crime reports 24/7.

CorrectiveSolutions phone system tracks all calls and reports statistics "real-time." This information is used by the call center to guide planning and staffing decisions, to ensure we continually deliver the best customer service possible.

Pinal County Bad Check Enforcement Program Website

Many check writers and bad check victims that participate in CorrectiveSolutions administered Bad Check Enforcement Program prefer to interact with the program via the Internet. To address the needs of this segment of the participant populations, CorrectiveSolutions provides a website that gives check writers the option of making restitution payments, setting up payment plans and scheduling their Financial Accountability classes. Victims also have access to a unique website that provides detailed information on the guidelines of each Bad Check Enforcement Program and instructions for filing a bad check complaint, as well as, following up on the status of an existing complaint.





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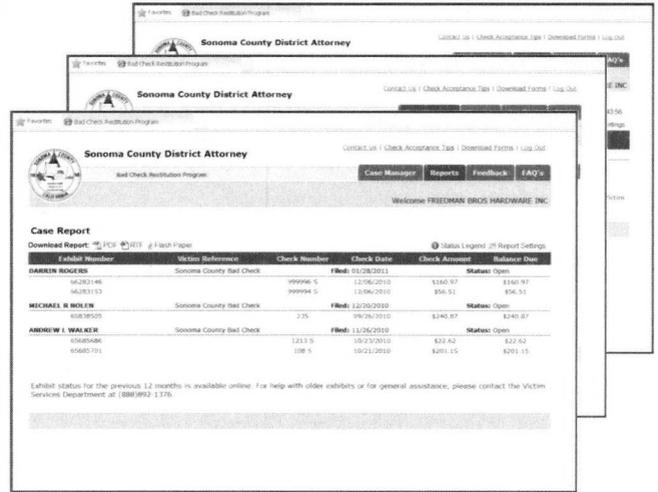
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Finance Department
31 N. Pinal St.
Bldg. A
P.O. Box 1348
Florence, AZ 85132

Victim Services

CorrectiveSolutions provides a dedicated Victim Services Department that provides assistance exclusively to bad check victims. This department is equipped to serve victims through live interaction with victim services representatives by phone, through an automated voice response system, as well as, a Pinal County Bad Check Enforcement website.

By calling the Pinal County Bad Check Enforcement Program Victim Hotline, victims can speak to a victim service representative and obtain the following:

- Detailed instructions on how to participate in the program;
- Tips for accepting checks
- Status of cases submitted to the program
- Update contact information
- Request crime report and program brochures



Victims can also check the status of their cases online as well as download additional Bad Check Enforcement Program crime reports from a customized Pinal County Bad Check Enforcement Program website. This website allows local merchants to file checks and submit attachments and information online.

Restitution Recovery and Disbursement

One of the primary objectives of the Bad Check Enforcement Program is to recoup victim losses by enforcing check writer's to make good on their worthless checks. This is accomplished through a robust case management system, a refined communication strategy, skilled case managers and convenient payment options. CorrectiveSolutions recovers and disburses millions of dollars in victim restitution every year.

Check writers participating in Bad Check Enforcement Programs administered by CorrectiveSolutions have the option of paying their program balances in full, or committing to a reasonable payment plan. All payment plans are established in accordance with the criteria set by the County Attorney (e.g. minimum payment amounts, maximum number of payments, etc.)

Check writers are provided a variety of options for making restitution payments including:

- Money order or cashier's check (mailed)
- Electronic check over the phone or the web
- Credit card or debit card over the phone or the web
- Credit card or debit card payment over the IVR (Interactive Voice Response phone system)
- Western Union



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Response Form 1
RFP PC-130619
Bad Check Enforcement &
Diversion Program Services

Pinal County
Finance Department
31 N. Pinal St.
Bldg. A
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Florence, AZ 85132

These multiple payment options increase the compliance by making the process easy for the check writer. The County Attorney, of course, may choose the payment alternatives best suited for their Program.

When a check writer makes a payment, our accounting department records the transaction in our proprietary case management system. Our system maintains full accounting records of all payments and allows for future reports and audits of all payments and disbursements.

Victim restitution payments are remitted via a paper check or an ACH transaction on a weekly or monthly basis complete with supporting remittance documentation.

Community Outreach

To promote the Bad Check Enforcement Program in the local business community, CorrectiveSolutions executes a public outreach campaign. Our community outreach effort is unmatched by any provider in the industry. As with every aspect of our commitment of service to Pinal County, the public outreach is customized to the needs of the County Attorney and the local Pinal County businesses.

The goals of the outreach effort are:

- Increase awareness of the County Attorney's Bad Check Enforcement Program among local merchants
- Provide information on program enhancements like a new website, online complaint filing and dedicated victim hotline
- Create positive public perception of the County Attorney's Office among the local business community

In order to accomplish these goals, Corrective Solutions deploys a comprehensive public outreach plan with the goals of reaching more merchants and making the Program more visible and more easily accessible to local merchants.

The components of the public outreach include:

- Law enforcement contacts
- Outreach to Chambers of Commerce and other local business organizations
- Merchant group meetings
- Direct Mail to the merchants.
- Regular email communication with existing merchants as well as with new merchant participants.
- Direct mail and email that drive traffic to the new website that allows for merchants to file checks online.
- Use of "milestone" events such as reaching certain levels of restitution recovery (e.g. \$2 million restitution recovered, etc.). These events are publicized in local press and through merchant meeting events.

As always, all public outreach and changes in public outreach will be discussed with and approved in advance by the County Attorney's Office.



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Pinal County
Finance Department
31 N. Pinal St.
Bldg. A
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Florence, AZ 85132

Direct marketing

A very important component of public outreach is the use of mail and email. Many small businesses and retail stores are not members of the Chamber of Commerce nor do they have the time to participate in Chamber events or other business group meetings.

To reach this group of merchants CorrectiveSolutions has an ongoing mailing/emailing program. This program is managed by our Territory Manager in cooperation with your program liaison. On a regular basis, selected segments of the retail businesses are selected and targeted with a mailing. The cost for any mailing is absorbed by CorrectiveSolutions.

Offender Intervention Education

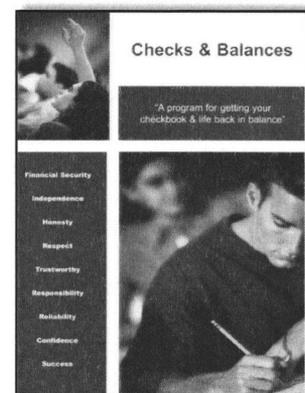
One of the primary objectives of a CorrectiveSolutions administered Bad Check Enforcement program is to provide intervention education for offenders to reduce the likelihood of re-offending. CorrectiveSolutions utilizes cognitive behavioral change curriculum that has the benefit of 20+ years of fine-tuning to constantly improve outcomes and produce the lowest recidivism rates in the country.

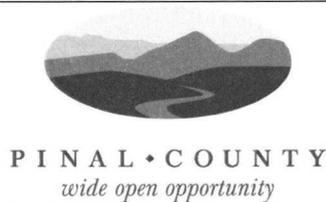
CorrectiveSolutions "Checks & Balances" Financial Accountability classes are taught by highly skilled instructors that undergo rigorous training that focuses on facilitation rather than lecturing. Instructors do not tell participants what they need to know, but rather ask participants pivotal questions that guide them to produce their own solutions – the ultimate learning modality.

Facilitators start the sessions by creating a safe and trusting environment for offenders and then proceed to engage in exercises and discussions specifically designed to move offenders through the change process. Curriculum focuses on values, attitudes and beliefs and systematically leads offenders to the point of recognizing that their values are not aligned with their criminal behavior. Thoughtfully incorporated exercises provide practical tools for managing stress, finances and health to provide a foundation for personal responsibility and better choices in the future.

The dynamic learning experience of the *Checks And Balances Sessions* requires instructors that not only have academic credentials, but those instructors that also have experience in group facilitation. For this reason, many of CorrectiveSolutions' instructors have group counseling experience in addition to advanced degrees. The following is an example of the experience and credentials of CorrectiveSolutions instructors:

- Registered Addiction Specialist (RAS)
- Certified Addiction Treatment Counselor
- Certified Alcohol and Other Drug Counselor
- Core Adjust Professor
- Crisis Intervention Specialist
- Certified Mediator
- Certified T4C (Thinking for Change) Facilitator
- Addiction Studies Certified
- Re-entry Advisor (State Prison System)
- Bachelor of Science, Psychology
- Masters in Clinical Psychology
- Member, American Psychology Association





**Response Form 1
RFP PC-130619
Bad Check Enforcement &
Diversion Program Services**

Pinal County
Finance Department
31 N. Pinal St.
Bldg. A
P.O. Box 1348
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Live Instruction: Classroom and Webinar Options

The hallmark feature of CorrectiveSolutions' administered Bad Check Enforcement Programs is that all of our "Checks and Balances" Financial Accountability classes are delivered in a live instruction format.

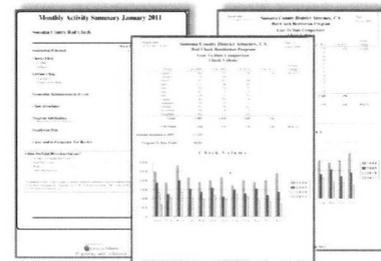
In addition to classes taught in a classroom environment, CorrectiveSolutions' also facilitates live group sessions via an live online webinar. Unlike typical "read and test" types of online classes, CorrectiveSolutions' online sessions are facilitated by the same instructors used for classroom instruction and are accompanied by an additional facilitator that tracks offender's participation throughout the entire session.

The audit tools built into the webinar prevent offenders from not being actively involved (e.g. surfing the internet instead of focusing on the class) and frequent quizzes requiring their immediate responses keep offenders engaged. Additionally, there is a chat feature that allows facilitators to field questions, solicit responses, questions and comments from offenders to keep the session content dynamic and relevant to participating offenders

Reporting

CorrectiveSolutions has an unlimited capacity to provide a variety of reports to the County Attorney and can customize these reports to capture the information that is most critical to Pinal County.

CorrectiveSolutions can create summary reports capturing case volume, restitution recovery statistics and recidivism rates, as well as, detailed reports of every payment, class rosters, etc. New reports can be added at any time.



Bad Check Enforcement Program liaison

To facilitate ongoing communication with the County Attorney's office and ensure CorrectiveSolutions is administering the Bad Check Enforcement Program to the precise specifications of the County Attorney, CorrectiveSolutions recommends a single individual within the County Attorney's Office be designated as the Program liaison. This individual will serve as CorrectiveSolutions direct contact for day-to-day operations questions and program enhancements.

Our Senior Vice President, Kristy Silguero will serve as the executive CorrectiveSolutions liaison to the County Attorney Office and the local Pinal County Diversion Program Director will serve as the main contact for day-to-day operations issues.



**Response Form 1
RFP PC-130619
Bad Check Enforcement &
Diversion Program Services**

Pinal County
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STATEMENT OF APPROACH - DIVERSION PROGRAM SERVICES

CorrectiveSolutions approach to Diversion Program Services is to provide an alternative to formal prosecution that:

- Holds offenders accountable for their crimes
- Protects public safety
- Minimizes offender interactions with the criminal justice system
- Reduces the resources required by the County Attorney's Office and the Courts
- Provides community resource referrals for offenders to address their criminogenic risk factors
- Delivers intervention education to rehabilitate offenders
- Helps offenders avoid a criminal record if possible
- Costs of operation are funded by fees paid by the offender

Like other CorrectiveSolutions Programs, the ultimate objective of the Diversion Program is to fundamentally rehabilitate the offender and break the cycle of criminal behavior and reduce the likelihood of repeat offending.

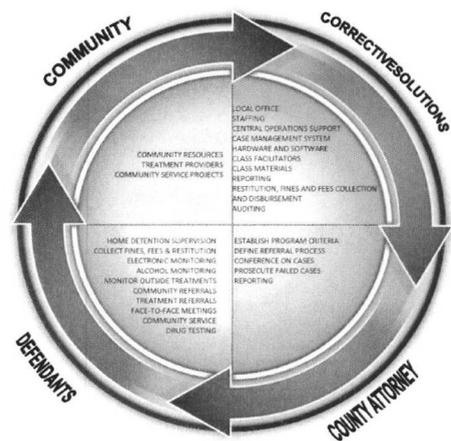
SCOPE OF WORK – DIVERSION PROGRAM SERVICES

CorrectiveSolutions is proposing providing Diversion Program services to Pinal County for offenders who have been charged with committing a misdemeanor crime. The scope of services to be provided includes all necessary staffing to supervise offenders, an office location suitable for meeting with offenders within Pinal County, face-to-face meetings, fines and fee recovery and disbursement, restitution recovery and disbursement, counseling, group sessions, monitoring of ordered sanctions including community service, drug and alcohol testing and electronic monitoring (passive, active, GPS and curfew).

CorrectiveSolutions Diversion Program Services to Pinal County will include:

- All required staffing and qualified case managers to supervise the caseload of offenders
- Background screening of CorrectiveSolutions personnel
- A local Pinal County office for face-to-face supervision appointments, offender education classes, etc
- A computerized Case Management system that tracks every action taken on each case including a fully integrated accounting system.
- A dedicated CorrectiveSolutions liaison for Pinal County.
- 24/7 online access to CorrectiveSolutions' computerized case management system for the County Attorney and/or other authorized representatives
- Offender needs assessments

CorrectiveSolutions Diversion Services—Scope of Work





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Diversion Program Services

Pinal County
Finance Department
31 N. Pinal St.
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- Ongoing communication with the offenders via phone calls, text messages (with offender consent), written notices via mail and email.
- Face-to-face supervision meetings with offenders.
- Collection and disbursement of fines, fees and victim restitution.
- Referrals to community resources for offenders (food banks, emergency shelter, veteran's resources, etc.).
- Referrals to treatment program providers
- Offender intervention education.
- GPS monitoring (passive, active, curfew, inclusion and/or exclusion zones)
- House arrest
- Drug and alcohol testing
- Community Service supervision
- Indigent offender supervision
- DUI offender supervision
- Domestic violence offender supervision
- Reporting of arrests and violations of diversion program conditions
- Filing of revocation / non-compliance memorandums with the County Attorney
- Offender Advocate Ombudsman
- Customized reporting; summary and detail reports

As evidenced in the diversity of current CorrectiveSolutions' programs described throughout our proposal, our company has the experience and resources to deliver Diversion Program Services to Pinal County. In addition, CorrectiveSolutions has the expertise in developing specialized programs and services designed to meet the unique challenges and objectives of Pinal County.

CorrectiveSolutions does NOT offer a one-size-fits-all service offering and our ability to create a highly customized program and administrative services precisely to Pinal County's specifications is unmatched in the industry. We have the ability to customize the overall operating procedures, as well as, the level of corrective action needed for each offender based on the guidelines and preferences of the County Attorney. .

All CorrectiveSolutions' diversion programs and services are administered **FOR** the client, and **TO** the client's specifications; whether the contracting agency is the County Attorney, the courts, or probation. Although every program has elements that are unique to each jurisdiction, there are common components to every program. The processes and procedures described throughout this proposal can easily be customized and executed in a different way to meet the unique requirements of Pinal County.

Local Diversion Program Office

Upon contract award, CorrectiveSolutions will secure an office location within Pinal County and if possible, centrally located to the County Attorney's office. At a minimum, the office will be staffed from 8AM to 5PM Monday through Friday. CorrectiveSolutions typically offers 1-2 days per week with extended hours and alternating Saturday hours to accommodate offenders that are employed during normal business hours.



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RFP PC-130619
Bad Check Enforcement &
Diversion Program Services**

**Pinal County
Finance Department
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Florence, AZ 85132**



Typical Diversion Program Office

For added convenience and service to Offenders, CorrectiveSolutions will provide 24/7 access to a unique Pinal County Diversion Program website that provides offenders with a means to access the current status of their diversion program sanctions, make payments for diversion fees, fines and fees, and victim restitution, schedule group sessions, and obtain community resource information

Offenders also have access 24/7 to a toll-free dedicated Pinal County Diversion Program Hotline that will allow offenders to make payments via a secure IVR (Interactive Voice Response) system.

Case Referrals

Depending on the preferences of the County Attorney, CorrectiveSolutions receives case referrals via several different process options.

Option 1 – Direct referral from County Attorney via referral form

The County Attorney identifies eligible diversion cases at or before an arraignment hearing, completes a referral form of all critical offender information and then sends the form via fax or email to CorrectiveSolutions. CorrectiveSolutions is responsible for creating any required forms, or the County Attorney can utilize any existing referral form that captures all of the essential offender information and the details of the diversion offer.

Option 2 – Integration with the County Attorney’s Case Management System

The County Attorney identifies eligible diversion cases, notates all critical offender information in the office’s case management system and then transmits the case referral electronically to CorrectiveSolutions. CorrectiveSolutions IT staff will work the County Attorney’s office to obtain electronic case file data layouts and coordinate data transfers. Eligible cases will be uploaded into CorrectiveSolutions case management system via a secure FTP.



**Response Form 1
RFP PC-130619
Bad Check Enforcement &
Diversion Program Services**

Pinal County
Finance Department
31 N. Pinal St.
Bldg. A
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Florence, AZ 85132

Option 3 – Referrals via court docket

Based on the criteria set by the County Attorney, a designated CorrectiveSolutions case manager would review the court docket and identify eligible cases. Offender information would then be entered directly into CorrectiveSolutions case management system. CorrectiveSolutions would work with the County Attorney to ensure designated staff has all the proper background checks and security clearances to access the court case management system.

CorrectiveSolutions currently receives referrals via all of the above listed options. If a different referral process is desired by Pinal County, CorrectiveSolutions can easily adopt new protocols for receiving cases.

Intake screening – Diversion supervision appointment

The intake screening of each offender will take place at an office within Pinal County and if at all possible, conveniently accessible by public transportation and the County Attorney's office. Upon contract award, CorrectiveSolutions will proceed with securing an appropriate office location that provides the best geographic coverage.

A face-to-face intake screening will be conducted at the CorrectiveSolutions Diversion Program office in Pinal County. During the intake screening, the Case Manager will assess each offender utilizing a proprietary psychosocial and economic assessment tool to identify the offender's major criminogenic risk factors and the psychosocial needs that may have precipitated the defendant's criminal behavior. The assessment addresses physical and mental health, family relations, living conditions, financial situation, stress and addictions.



During the intake meeting, the Case Manager will also perform the following:

- Review the sanctions required as part of their diversion offer and review the terms and conditions of the diversion program (length, reporting requirements, required fees) with each offender
- Explain the penalties for failing to comply with the terms and conditions of the diversion program
- Provide information on how to fulfill any sanctions required by the County Attorney e.g. drug testing, electronic monitoring, and community service
- Supply information on any required classes or treatments and provide a list of County Attorney approved providers
- Provide a list of referrals to Community Resources that can provide support to address the offender's specific criminogenic risk factors (education, employment resources, physical and mental health resources, family relations, living conditions, emergency food and housing, etc.)
- Take payment for the monthly diversion program fee and explain options for making future payments (online, phone IVR, mail)
- Schedule any required future check-ins, and/or group sessions
- Obtain any new or updated contact information from the offender
- Verify employment and income



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The Case Manager will notate the case file with the outcome of the intake assessment and will schedule supervision appointments. At the conclusion of the intake meeting, the Case Manager will provide the offender with their diversion plan which will outline all of the above and include pertinent deadline dates.

Offender Communication

Individual Counseling - Face to Face Supervision Meetings

To support offenders through the change process and to ensure they are fulfilling the requirements of the diversion program, CorrectiveSolutions employs a very robust case management process utilizing our local case managers and our well-developed Central Operations infrastructure.

Case Managers have individual counseling and supervision meetings with offenders at least once per month at the local CorrectiveSolutions diversion office in Pinal County. During these face to face interactions, case managers will review the offender's progress towards completing all court ordered sanctions, as well as, steps taken to avail themselves of community resources. These in person interactions with the offenders provide case managers with the opportunity to ask probing questions and make observations that provide a better assessment of the offenders progress in complying with the terms of the diversion program.

Written Communication

Face to Face diversion supervision meetings are supported with a strategically planned communication strategy that includes written notices sent via mail, email and text message. These written notices include monthly case statements that summarize the status of all court ordered conditions, deadline reminder notices, class reservation notices, notices of failure to comply with court ordered conditions, and missed class notices. All notices are recorded in the offender's case file in CorrectiveSolutions case management system and a digital image of the notice, including date and time become a permanent part of the case file.

In instances where an offender's address or phone number is reported as invalid, CorrectiveSolutions will perform skip-tracing. This process is highly automated; disconnected phone numbers and bad addresses are automatically batched and sent to our skip-tracing vendor. Results are automatically imported into our system and are presented the next day to the case management team. Letters returned are resent automatically when new address information is obtained.

Dedicated Pinal County Diversion Program Telephone Numbers:

CorrectiveSolutions will assign a unique telephone hotline number for the Pinal County Diversion Program. This unique phone number is integrated into our Case Management system and is available to provide assistance to offenders to re-schedule appointments, schedule payments and classes, obtain community resource information, and update case balance information.

The hotline phone number is answered by CorrectiveSolutions case coordinators at CorrectiveSolutions Central Operations and is networked to the local Pinal office. The Central Operations case coordinators serve as support to the local case managers and can provide assistance offenders when local case managers are unavailable. Should an offender need to speak directly to their case manager, the call is immediately transferred to the local office.



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Pinal County
Finance Department
31 N. Pinal St.
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CorrectiveSolutions compliance director consistently monitors the phone interactions of the case coordinators for call quality. A well defined call quality scorecard is used to evaluate courteousness, tone and accuracy of case information provided to offenders. As with all CorrectiveSolutions programs, we utilize consistent scripting, a real-time computerized management system serving up reminders to each case coordinator, and daily monitoring by our senior and executive staff to ensure offender interaction is positive and productive.

Interactive Voice Recognition System

CorrectiveSolutions handles a large volume of phone traffic, utilizing best-in-class telephone equipment. At the core of the phone system is a sophisticated Interactive Voice Recognition (IVR) application that facilitates efficient call routing by capturing specific case information and the needs of each caller. The IVR provides offenders with the convenient option of obtaining case balance information and making payments 24/7.

Like all other interactions with offenders, CorrectiveSolutions IVR phone system tracks all calls and reports statistics "real-time." This information is used by the call center to guide planning and staffing decisions, to ensure we continually deliver the best customer service possible.

Pinal County Diversion Program Website

In addition to face the case management on the phone and face-to-face, the offender has all information regarding his or her case on the CorrectiveSolutions' unique web site www.diversionprogram.org. In the first notice from the Program each offender will be issued a unique username and a password for secure access.

Diversion Programs Login

Case Number
37349652

Lastname or Password
•••••

Sonoma County District Attorney
Community Accountability PC 1000 Diversion

View Official Notice | Contact Us | Downloads | Log Out

Welcome (855)331-7967

Case Summary
Schedule Class
Program Information
FAQ

Case Number: 49889476

Total Due: \$291.50

Case Summary

Key Dates		As explained in your Official Notice, during your recent court hearing you entered a guilty plea for violations of California Penal code(s) and accepted the offer to participate in the Sonoma County District Attorney's Community Accountability Diversion (CAD) PC 1000 Program. You are responsible for the listed fees and completing all additional conditions prior to your assigned deadline date.
Program Deadline Date	08/11/13	
Court Date	03/26/13	Please refer to your Official Notice for more details about the Program and the specific conditions of your case. To view a copy of your Official Notice, please click here.
Fines and Fees		
Program Fees		If you choose to complete the Community Accountability Diversion PC 1000 Program prior to your deadline date, the criminal charges currently filed against you will be dismissed. If you fail to complete all of the requirements of the CAD PC1000 Program, your case will move forward and a bench warrant will be issued for your arrest.
Diversion Fee	\$425.00	
Convenience Fee(s)	\$10.00	To enroll in the Community Accountability Diversion Program you must pay an enrollment fee of \$40. Click the "Make Payment Now" link to start the enrollment process.
Case Total		
\$635.00		For general program information and frequently asked questions, please click here: FAQ
Payments Made		
03/18/2013	Convenience Fee \$10.00	To speak to a case coordinator about your case, please call (855)331-7967
02/11/2013	\$40.00	
Balance Remaining		
\$291.50		
Other Program Conditions		
<ul style="list-style-type: none"> • Complete and pass all assigned drug / alcohol tests • Complete 12 hours of Community Service as Court Ordered • Community Accountability PC 1000 Diversion Class 		
Reserved Class		
Sonoma PC 1000 DAAC	03/27/2013 17:30 PM	

(855)331-7967

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After logging on to the secure site, the Offender will be taken to a unique site designated for the Pinal County Diversion Program where they will have access to all information regarding their case:

- A case summary of all the sanctions and requirements of their diversion offer
- A description with details about their diversion program
- Opportunity to schedule events such as the group sessions or intervention classes
- Links to the community resources that were recommended to the offender
- An opportunity to pay restitution (if applicable) or program fees.
- Drug testing information (locations, call in protocol, etc.)

Case Management System

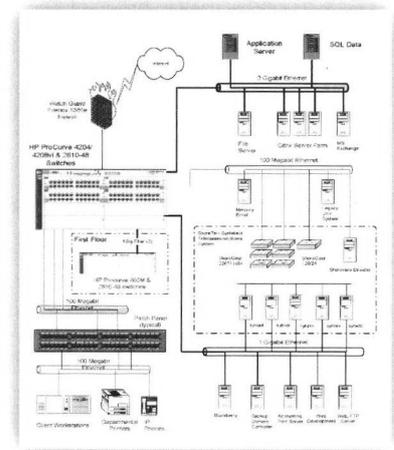
Offender Case Files

To maintain offender case files CorrectiveSolutions employs a robust technology platform including a fully-integrated software application developed specifically to support its external clients –County Attorneys (Courts, Probation Departments) – as well as victims, check writers, and internal constituents and remote employees. Our software and operating assets have been deployed on current, best-of-breed hardware and software platforms, including Hewlett Packard, Dell, ShoreTel, Microsoft, and Cisco to name just a few.

Our specially-developed software application records every action taken on each case and documents every case detail. CorrectiveSolutions case management process is virtually paperless and all paper documentation (referral forms, treatment reports, etc.) are scanned to the system and attached to the case allowing the Pinal County Attorney's Office to review documentation upon demand.

The information captured in the case file includes:

- Offender name and contact information
- Court case number(s)
- Citation number and incident date
- Court dates
- Judge
- Required conditions
- Required fees
- Payments (amount, payment method, receipt number, confirmation/tracking number)
- Treatment provider reports
- Deadline dates
- Payment plans
- Case notes
- Case status
- Date, time and case manager records for communication with offender including phone calls, notices, supervision meetings





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Case Management System

CorrectiveSolutions' proprietary software application maintains all offender case files, drives the case management and communication strategy, as well as, generates all correspondence and demand letters, and reports. Every action on each case, and supporting documentation is maintained in our case management system, including a variety of audit functions and reports. Our software application has an integrated accounting function allowing full reporting, issuance of restitution checks and reconciliations of accounts. The core software application is supported by a comprehensive procedure manual in English.

All databases are backed up daily. Back-up copies are kept both on site and off site on a daily basis. Off sited back-up copies are kept at a Bank of America safe deposit box and are rotated on a three week schedule.

Our technology infrastructure is protected by a Security Policy that outlines the parameters for things such as passwords, remote and VPN security, anti-virus, spyware, and malware applications, encryption, and among others server security. The servers are locked in a secure facility where access is restricted to authorized personnel only. The infrastructure is further protected in a controlled, cool environment that has the capability to alert our Information Technology team of any potential problem. These security practices consistently pass the biannual audits conducted by some of the larger program merchants supplying checks to the program.

Additionally, CorrectiveSolutions is compliant with the rules and regulations set forth by the Security Standards Council, the most rigorous standards employed to proactively protect customer account data. This multi-faceted security standard includes requirements for security management, policies, procedures, network architecture, software design and other critical protective measures. As part of our compliance with the Security Standards Council, the company passes a quarterly audit.



Enforce diversion program conditions

As part of CorrectiveSolutions supervision services, we will work with the offenders to enforce all court ordered conditions including, but not limited to:

- Victim Restitution
- Court fines and fees
- Substance Abuse Evaluations
- Mental Health Evaluations
- Treatments for substance abuse, physical and mental abuse
- Community Service
- Victim Impact Panels
- DUI classes
- Substance abuse treatment
- Mental health treatment
- Domestic violence treatment
- Group sessions
- License reinstatement
- Vehicle impoundment
- Interlock device installation
- Curfew monitoring
- GPS monitoring
- Alcohol monitoring
- Theft classes
- Parenting classes
- Vocational training



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RFP PC-130619
**Bad Check Enforcement &
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Pinal County
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This is accomplished through relationships and trust built during face to face meetings with case managers, supported by consistent communication and follow up through reminder phone calls, written notices through mail, email, text messages to offenders and direct communication with service providers.

CorrectiveSolutions will give a priority to the recovery and disbursement of victim restitution, and will never waive any condition of the court without express written approval of the judge.

Rapid Response Protocol (RRP)

To ensure offender's stay on track with completing the diversion program conditions, CorrectiveSolutions swiftly responds when offenders miss an important deadline (e.g. supervision appointment, a scheduled payment, a group session, drug test etc.). Within 24 hours, CorrectiveSolutions' system will automatically create an action item for Central Operations or local staff to call and/or text message the offender. This RRP increases offender accountability and reduces the number of offenders who fail to satisfactorily complete their diversion program.

Substance Abuse Testing

CorrectiveSolutions provides substance abuse testing in two ways; at supervision check in appointments, or random tests at any frequency required by the County Attorney.

For random tests, CorrectiveSolutions provides a toll-free drug testing hotline that offenders are required to call on a daily basis. After entering their case number, offenders will receive a message indicating whether or not a drug test is ordered for that day. If a drug test is required, offenders must report to the appropriate location where CorrectiveSolutions has scheduled the drug test the same day or be placed in a failure to comply status.

Unlike most providers, CorrectiveSolutions drug tests are truly random, not simply administered during an offender's regularly schedule office visit. CorrectiveSolutions process of requiring offenders to call on a daily basis provides a much higher degree of accountability.

CorrectiveSolutions typically utilizes a 10-panel test that screens for the following substances; amphetamines, barbiturates, benzodiazepines, cocaine, methadone, methadone metabolite, opiates, oxycodone, and marijuana and tricyclic antidepressants utilizing the Enzyme Immunoassay or Liquid Chromatography Tandem Mass Spectrometry methodology to obtain test results.

Electronic Monitoring

CorrectiveSolutions provides Electronic Monitoring Services as required by the County Attorney. CorrectiveSolutions contracts with a number of equipment vendors to provide our clients with the latest technology and the best maintained equipment. CorrectiveSolutions can provide equipment to meet all the equipment specifications.

Ankle Device (BluTag)

CorrectiveSolutions is currently contracted with STOP (Satellite Tracking of People) that provides state-of-the-art GPS ankle bracelet technology. The BluTag tracks the movements of offenders in three modes: active, passive and hybrid. The FCC-certified device has been used by government agencies longer than any other one-piece GPS monitoring device. It is the only piece of equipment needed to effectively monitor the movements of Offenders. This small, lightweight device attaches around the Offender's ankle and is not removed for any reason – not even to charge the battery or transmit monitoring data.



GPS (Global Positioning Satellite) Monitoring – Monitors movements of participant

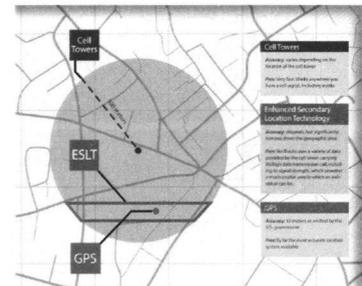
As stated above, CorrectiveSolutions is currently contracted with STOP (Satellite Tracking of People) that provides state-of-the-art GPS ankle bracelet technology. BluTag receives one GPS date- and time-stamped location point per minute regardless of violation status. This industry standard can help increase the level of offender accountability and community safety, because a GPS monitoring device receiving one location point every three to five minutes creates gaps of time when the offender's location is unknown. For example, if an offender were traveling in a car at 30 miles per hour, and the GPS monitoring device receives one location point every five minutes, the offender's location would be determined only every three miles, plenty of time to violate his/her terms of supervision without detection. With BluTag, however, the offender's location would be determined every half mile.

All monitoring reports will become a permanent part of the case file.

Enhanced Secondary Location Technology

BluTag uses Enhanced Secondary Location Technology (ESLT) to locate the position of a offender if the device has not received GPS signals for a pre-determined length of time. If a offender enters an area where BluTag is unable to receive GPS signals for a pre-determined length of time, the device activates ESLT. This technology uses a variety of data from our cellular phone carriers, including strength of signal, to determine the offender's location.

Traditional cellular phone tower location technology uses the position of the towers to estimate the offender's location. This estimate can be more than two miles in diameter.

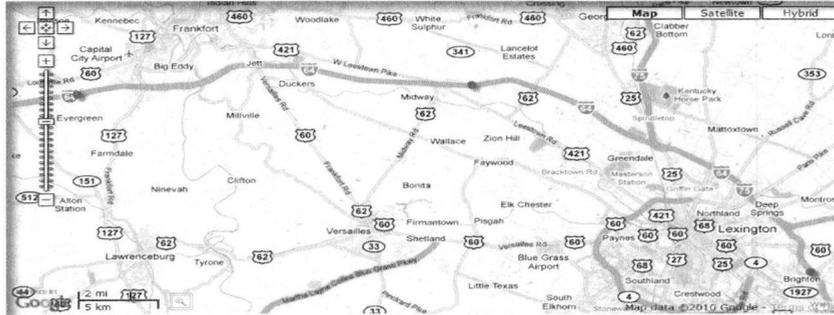


BluTag's ESLT, however, locates the offender within a greater precision. The illustration compares the accuracy of GPS, STOP's Enhanced Secondary Location Technology and traditional cellular phone tower technology.

Receives One GPS Location Point per Minute

BluTag receives one GPS date- and time-stamped location point per minute regardless of violation status. This industry standard can help increase the level of offender accountability and community safety, because a GPS monitoring device receiving one location point every three to five minutes creates gaps of time when the offender's location is unknown. For example, if an offender were traveling in a car at 30 miles per hour, and the GPS monitoring device receives one location point every five minutes, the offender's location would be determined only every three miles, plenty of time to violate his/her terms of supervision without detection. With BluTag, however, the offender's location would be determined every half mile.

The screen below captures how the GPS location points display on a map with a device receiving one location point every five minutes, which creates gaps of time.



BluTag receives one GPS location point per minute, which ensures a higher level of offender accountability and public safety.

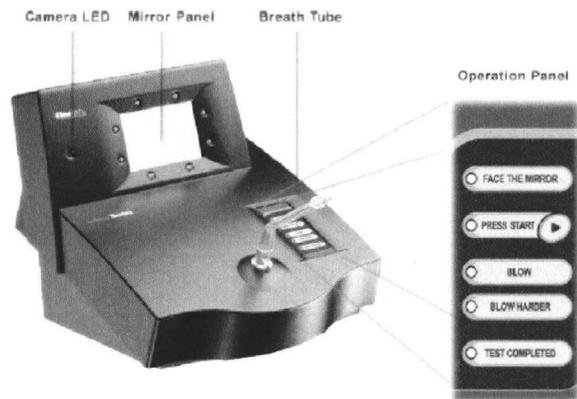


Breath Alcohol Testing device (BAT); (MEMS 3000)

CorrectiveSolutions provides Breath Alcohol testing utilizing 3Ms Alcohol Monitoring System (MEMS 3000) is a highly efficient monitoring system, integrating breath alcohol testing and picture identity verification and monitoring into a single home unit.

MEMS 3000 provides manual, automatic and randomly scheduled Remote Breath Alcohol Testing (BAT) with visual confirmation. The Remote Breath Alcohol Testing capability enables monitoring of extensive caseloads with high availability and accuracy on one hand while easing scarce human resources on the other.

The MEMS 3000 has been designed to be extremely flexible with respect to the level of supervision the system can provide, as well as, the Participant information that is collected and maintained for management reporting





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purposes. The level of testing imposed on an individual can be easily adjusted by increasing or decreasing the number of breath alcohol tests required for each day.

The MEMS 3000 system enables remote monitoring over landline or cellular networks. When Cellular communication is deployed, operators can use the cost efficient GPS mode.

MAIN CHARACTERISTICS

- Highly accurate electro-chemical breath alcohol tester
- Analyzes a deep lung sample
- Deviation of ~5% from the actual alcohol level
- Results as good as other police and law enforcement alcohol measuring devices
- Landline and Cellular network communication capability
- Scheduled, random or on-demand tests with automatic re-testing
- Color picture for clearer identity verification
- Automatic identity verification by the monitoring system
- Shorter test procedure, efficient communication
- Cost effective solution
- Immediate monitoring data analysis
- Fixed breath tube for ultimate positioning and anti-fraud

OPERATIONAL CONCEPT

The main procedures of the MEMS 3000:

1. Upon enrollment the monitoring center downloads to the MEMS 3000 unit the rules of the automatic random or pre-scheduled alcohol tests to be done.
2. When prompted by the MEMS 3000 unit, the Offender will approach the unit and face the camera mirror, press the 'start' button and then follow the instructions as they are automatically illuminated on the instruction panel.
3. The Offender then blows into the fixed tube and the identity photo is taken automatically.
4. The unit emits an audible beeping sound to indicate that the test is complete. The test results are then sent directly to the monitoring center.

HIGHLY ACCURATE ELECTRO-CHEMICAL BREATH ALCOHOL TESTER

The MEMS 3000 unit utilizes an Electro-Chemical Breath Alcohol Tester (BAT) that is capable of providing highly accurate alcohol consumption assessments by analyzing a deep lung sample, achieving accuracy rate of +/- 5% relative to the actual alcohol level. The sensor offers standard results common to other police and law enforcement alcohol measuring appliances. The BAT is used in conjunction with the camera to capture picture, identify and confirm the identity of the subject taking the test.



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SCHEDULED OR ON-DEMAND TESTS WITH AUTOMATIC RE-TESTING

Breath Alcohol Tests can be prompted via the following options:

- Randomly.
- At pre-defined times.
 - By the monitoring center operator, as part of an on-demand checking process and within the predefined permitted daily testing hours.
 - By the Offender, by pressing the Start button three times in a row.

The Alcohol Test schedules are defined per participant. Each test timeframe contains the time range when the participant can be tested, as well as the number of tests to perform, with a maximum of 9 tests per timeframe.

The tests will be scheduled randomly by the system according to the schedule algorithm, as described above.

As well as scheduled / random alcohol tests, monitoring center case coordinators can also activate manual alcohol tests, if and when required. The case coordinator can activate a manual alcohol test upon an uploaded violation event (as part of the handling procedure) or as an immediate test.

The MEMS 3000 recognizes and records the event when a test does not succeed. In cases where the Offender didn't perform the test when prompted or when the Offender didn't conform to the test instructions, the MEMS 3000 generates a pre-defined number of test retries.

Specialized supervision for domestic violence offenders

CorrectiveSolutions will provide specialized supervision for domestic violence offenders. The specific strategy for each offender will be based on the input from the County Attorney's office and/or Court. CorrectiveSolutions offers the enforcement of the following sanctions that are in addition to basic supervision as a menu of options for Judges to select from in sentencing domestic violence offenders.

- **SUBSTANCE ABUSE EVALUATIONS** – Often times at the core of battery crimes is a substance abuse problem. A licensed CorrectiveSolutions case manager will provide offenders with a substance abuse evaluation and should an evaluation determine additional treatment is necessary, CorrectiveSolutions will provide offenders with information and referrals to treatment providers that are licensed to provide substance abuse treatment on either an out-patient or intensive resident treatment basis to address underlying addiction issues.
- **COUNSELING** – Individual and/or group counseling to address both substance abuse issues, if they exist, as well as counseling for violence, anger management and domestic abuse. CorrectiveSolutions can provide referrals to local treatment providers, or offenders can participate in one of CorrectiveSolutions group sessions that is appropriate for the offenders circumstances e.g. parenting classes, substance use and abuse, anger management, etc.



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- *GPS MONITORING* – Offenders can be fit with ankle bracelets and tracked via GPS (Global Position System – electronic monitoring via satellite). Ankle bracelets can be programmed with exclusion and inclusion zones for home, work, school, etc.
- *CURFEW MONITORING* – A more passive form of monitoring that limits the times an offender is permitted to be away from their home and does not monitor where the offender is when away from home.
- *INCREASED FREQUENCY OF SUPERVISION APPOINTMENTS* – Offenders can be required to report to the diversion program office at an increased frequency.
- *COMMUNITY SERVICE* – Offenders can be assigned to community service projects that are appropriate and beneficial to domestic violence offenders.
- *VICTIM IMPACT PANEL* – A powerful tool for making offenders aware of the extent of harm caused by their crime.

Specialized supervision for DUI offenders

CorrectiveSolutions will provide specialized supervision for DUI offenders and offers the following sanctions as a menu of options for the County Attorney to select from when recommending diversion for offenders who operated a motor vehicle while being under the influence of an illegal substance:

- *SUBSTANCE ABUSE EVALUATIONS* – A licensed CorrectiveSolutions case manager will provide offenders with a substance abuse evaluation. Should an evaluation determine additional treatment is necessary, CorrectiveSolutions will provide offenders with information and referrals to treatment providers that are licensed to provide substance abuse treatment on either an out-patient or intensive residential treatment basis.
- *STATE MANDATED DUI OR DRUG USE RISK REDUCTION PROGRAM* - CorrectiveSolutions will provide individuals with referral information for licensed providers of DUI and Drug Use Risk Reduction Programs and monitor offender progress towards completing these programs.
- *COUNSELING* – Individual and/or group counseling to address both substance abuse issues, as well as, responsibly operating a motor vehicle.
- *RANDOM DRUG TESTING* – CorrectiveSolutions provides a toll-free drug testing hotline that offenders are required to call on a daily basis. After entering their case number, offenders will receive a message indicating whether or not a drug test is ordered for that day. If a drug test is required, offenders must report to the appropriate location where CorrectiveSolutions has scheduled the drug test the same day or be placed in a failure to comply status.
- *RANDOM ALCOHOL TESTING* (with or without curfew monitoring) – CorrectiveSolutions utilizes 3M's Mems 3000 Breath Alcohol Testing devices to randomly monitor offender's breath alcohol count. The system features a photo identification and verification system and provides manual, automatic and randomly scheduled testing. The level of testing imposed on an offender can be easily adjusted each day based on the unique circumstances of the offender's case.



**Response Form 1
RFP PC-130619
Bad Check Enforcement &
Diversion Program Services**

Pinal County
Finance Department
31 N. Pinal St.
Bldg. A
P.O. Box 1348
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- **CURFEW MONITORING** – A more passive form of monitoring that limits the times an offender is permitted to be away from their home. Curfews can be set to address particular patterns of abuse (weekends, nights, etc.)
- **COLLECTION OF VICTIM RESTITUTION** – As explained earlier in this proposal, CorrectiveSolutions annually recovers and disburses millions of dollars in victim restitution. This function is supported by CorrectiveSolutions' Central Operations.
- **COMMUNITY SERVICE** – Offenders can be assigned to community service projects that are appropriate and beneficial to DUI offenders. CorrectiveSolutions will monitor offender progress in completing their state mandated community service requirement.
- **VEHICLE IGNITION INTERLOCK DEVICES** – CorrectiveSolutions can verify that offenders have installed an approved ignition interlock device on their automobile.
- **VEHICLE IMMOBILIZATION** – To restrict offender's ability to operate their vehicle, CorrectiveSolutions can facilitate vehicle immobilization by applying a Wheel Boot; a heavy-gauge steel wheel lock on the tire of the offender's vehicle to prevent the vehicle from being moved. In addition, a steel disc covers the lug nuts to prevent removal of the tire. Another immobilization option requires offenders to surrender the license plates, registration and keys to their vehicle for the term of their impoundment. CorrectiveSolutions retains the items in a locked cabinet until the term of their impoundment has been served.
- **VICTIM IMPACT PANEL** - The Victim Impact Panel is a powerful program designed to increase offender's awareness of the lasting impact of their crimes on victims. This program provides a profound impact on offenders that is different than the classroom experience of group sessions.

Supervise community service programs

CorrectiveSolutions will coordinate with appropriate agency(ies) or coordinate with an agency of the County Attorney's choosing to facilitate the performance of community service hours. CorrectiveSolutions monitors the offender's compliance with fulfilling court ordered community service hours by establishing relationships and maintaining direct contact with the community service organization. To protect the fidelity of community service, CorrectiveSolutions receives progress reports and confirmation of time served directly from the organization to ensure offenders are completing their service hours instead of relying on offenders to report their service time. CorrectiveSolutions records all community service information in the case notes for reference.

Examples of organizations CorrectiveSolutions is currently partnered with to provide community service opportunities include the Salvation Army, the Humane Society, Goodwill Industries, Parks and Recreation and Habitat for Humanity to name a few.





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Collect fines, fees and restitution due the County and victims

CorrectiveSolutions processes tens of thousands of payments each month and disburses those funds every week to hundreds of different victims, prosecutor's offices and courts. This is accomplished with the support of CorrectiveSolutions' Central Operations where a team of case managers that are specifically trained in the recovery of fines, fees and restitution.

The process for recovering fines, fees and restitution is as follows:

1. At the time of sentencing, the Intake Coordinator explains all fines and fees, schedules the offender for their first supervision appointment and explains the various payment options.
2. Prior to the first supervision appointment, the offender will receive an official notice that summarizes the terms and conditions of their diversion program including all fines and fees owed. The notice provides instructions on how to make payments. Additionally, offenders will receive a call from a case manager trained to recover court fines, fees and supervision fees. Offenders have the option of paying their diversion fees in full or entering into a payment plan.
3. Offenders are offered several convenient options for making payments:
 - In person at the CorrectiveSolutions diversion program office
 - Online through a secure website; diversionprogram.org
 - Over the phone through the CorrectiveSolutions secure IVR (Interactive Voice Response) system or by speaking live to a CorrectiveSolutions case manager.
 - Through the mail

CorrectiveSolutions accepts the following forms of payment:

- Cash
 - Credit/debit
 - Check by phone
 - Money order / cashier's check
 - Western Union
4. At every supervision appointment, case managers will follow-up with offenders have paid all fees, or are on an active payment plan.
 5. If an offender misses a scheduled payment, a notice of missed payment and a phone call will be generated to the offender to ensure offenders get back on track with payment of all program fines and fees.

Provide referrals to local treatment providers and community resources

CorrectiveSolutions' approach to offender supervision is to not only hold offenders accountable for their crimes, but to also provide them with the tools to make positive changes in the future. CorrectiveSolutions' local diversion program staff and group facilitators work extensively in the community to establish relationship with local social service providers, non-profits, faith-based organizations and community resources to fully integrate a network of professional guidance and support for offenders.



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CorrectiveSolutions provides offender rehabilitation support in three ways:

1. Referrals to local community resources that are available either at no cost, low cost, or sliding scale based on the offender's financial condition.
2. Cognitive Behavioral Change group sessions taught by CorrectiveSolutions facilitators.
3. Referral to out-patient or intensive treatment providers. The cost to the offender is the rate charged by the treatment provider. CorrectiveSolutions will provide offenders with several options to allow them to pick the treatment that is most appropriate for their personal circumstances and financial position.

These community referrals help offenders connect with local resources to assist them with stabilizing the circumstances of their personal lives while they endeavor to comply with the terms of their diversion offer, make progress towards positive personal changes and return to being productive law-abiding citizens.

"Just before coming into the program my drug use was sporadic and becoming a serious problem again, as I have had serious addiction problems in the past. I have almost finished the program and have stayed clean. The program has helped me a lot to stay clean. I learned a lot about addiction and recovery and I feel better prepared for a sober life. The classes were very helpful. I plan to stay clean and sober, return to school, and continue to improve my life.

I want to thank you guys, the courts, and the D.A for helping me to get over my addiction. You have a good program."

Jon T.

Community Referrals include:

- Emergency food and shelter
- Job placement support
- GED, Vocational and Adult Education
- Group Counseling— Domestic violence
- Addiction counseling for alcohol, drug or gambling
- Health Care
- Support groups—AA, NA
- Intensive drug and or alcohol treatment programs
- Mental health services
- Veterans Services
- Elder services
- Emergency shelter—Domestic Violence

Offender Intervention Education

Education Class

As a requirement of the Diversion Program, participants are required to pay for and attend a CorrectiveSolutions Community Accountability Class. The class is a live, interactive experience, led by a Masters-level counselor. On average, 20-25 Participants attend each class. The classes are typically held on Saturdays.

The class curriculum constitutes a traditional values-based education with the addition of skills training and is appropriate for a wide range of misdemeanor offenses. The material is specially designed to focus on the reasons why we do the things we do, and the solutions to problems that prompt community members to engage in criminal conduct. Like the training for the Checks and Balances curriculum, the instructors undergo rigorous training that focuses on the art of facilitation rather than lecturing. Instructors



Response Form 1
RFP PC-130619
Bad Check Enforcement &
Diversion Program Services

Pinal County
Finance Department
31 N. Pinal St.
Bldg. A
P.O. Box 1348
Florence, AZ 85132

do not tell Participants what they need to know, but rather ask Participants pivotal questions that guide them to produce their own solutions—the ultimate learning modality.

As Participants arrive at the class, the instructor seeks to establish a safe and productive environment, moving quickly to alleviate any and all negative beliefs or feelings by allowing Participants to freely vent their emotions. Once this is accomplished and the boundaries set, Participants share their stories with each other. The core of the curriculum is then presented:

1. A behavioral dissonance module guides Participants to the benefits of practicing behaviors that are congruent with good values.
2. A situational awareness module is illustrated to clarify the path to all emotional conflict in life. Most importantly, this model shows conclusively how to intervene in this chaotic path and choose a more productive route.
3. A battery of stress tests along with stress management techniques is presented, to develop awareness around personality traits, behaviors, and environmental factors.
4. Communication skills are reviewed with the goal of educating Participants to handle communications (or the lack of communication) in a more responsible way.
5. Substance abuse awareness is discussed with Participants to increase knowledge about the dangers of drugs and alcohol, and to empower Participants to make positive changes in their lives.
6. Self esteem exercises follow, along with the art of making life goals and sticking to them.
7. The end of class is celebrated by an upbeat graduation ceremony accompanied with a diploma of completion. Every Participant is given the opportunity at this ceremony to share what he or she has learned from the day's events, and what action(s) will be taken in the future to foster positive change. The witnessing of these personal goals, along with the power of the group, facilitates surrender to new behaviors. It is at this point that most Participants have disposed of their rationalizations and taken responsibility for their actions. They have established an appropriate course of action for the future.
8. Finally, an all-inclusive evaluation process is offered to Participants with the goal of continuously upgrading the quality of our Class.

The Community Accountability Class will be held as frequently as Program case volume requires. Participants can choose to schedule and attend any Class offered between their date of enrollment and their required completion date.

Participants who fail to attend the Class by the agreed upon Program due date will fail out of the Program and will be returned to the District Attorney's Office to consider initiating criminal prosecution proceedings.

Group Sessions:

To complement the resource referrals, CorrectiveSolutions offers the County Attorney the option of requiring cognitive behavioral change group sessions as a condition of successful completion of the diversion program. Offenders are ordered to participate in 1-2 -hour live group intervention sessions at a frequency (*bi-monthly, monthly, quarterly, etc*) appropriate for their level of supervision.

Like CorrectiveSolutions other cognitive behavioral change classes, the groups sessions are led by specially trained group facilitators. The instruction style is focused on facilitation and group interaction as opposed to a lecture environment. Group facilitators do not tell participants what they need to know, but



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Bad Check Enforcement &
Diversion Program Services

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Florence, AZ 85132

rather ask participants pivotal questions that engage them to creating their own solutions – the ultimate learning modality.

Facilitators start the sessions by establishing a safe and trusting environment for offenders and then proceed to engage in exercises and discussions specifically designed to move offenders through the change process. Curriculum focuses on values, attitudes and beliefs and systematically leads offenders to the point of recognizing that their values are not aligned with their criminal behavior. Thoughtfully incorporated exercises help address the offender's criminogenic risk factors and provide practical tools for managing stress, finances and health to provide a foundation for personal responsibility and better choices in the future.

The dynamic learning experience of the *Community Accountability Group Session* requires instructors that not only have academic credentials, but those instructors that also have experience in group facilitation. For this reason, many of CorrectiveSolutions' instructors have group counseling experience in addition to advanced degrees. The following is an example of the experience and credentials of CorrectiveSolutions instructors:

- Registered Addiction Specialist (RAS)
- Certified Addiction Treatment Counselor
- Certified Alcohol and Other Drug Counselor
- Core Adjust Professor
- Crisis Intervention Specialist
- Certified Mediator
- Certified T4C (Thinking for Change) Facilitator
- Addiction Studies Certified
- Re-entry Advisor (State Prison System)
- Bachelor of Science, Psychology
- Masters in Clinical Psychology
- Member, American Psychology Association

"Before coming into the program I was a daily meth user for several months. Nowadays I am not using at all, have broken off the relationship with my drug dealer boyfriend, and am staying home more and taking good care of my 4 year old daughter. My relationships with my family have gotten a whole lot better. People are able to trust me again and that means a lot to me. I plan to stay clean and sober and have gone back to school studying to be a drug and alcohol counselor. I appreciate the many chances you guys gave me. It hasn't been the easiest program, but it has helped me a lot."
Sarah M.

Live Instruction: Classroom and Webinar Options

Like the "Checks And Balances" class for bad check offenders, CorrectiveSolutions delivers offender intervention classes for other offenses in a live instruction format; classroom and online interactive webinar. Unlike passive "read and test" types of online classes, CorrectiveSolutions' online sessions are facilitated by the same instructors used for classroom instruction and are accompanied by an additional facilitator that tracks offender's participation throughout the entire session.

The audit tools built into the webinar prevent offenders from not being actively involved (e.g. surfing the internet instead of focusing on the class) and frequent quizzes requiring their immediate responses keep offenders engaged. Additionally, there is a chat feature that allows facilitators to field questions, solicit responses, questions and comments from offenders to keep the session content dynamic and relevant to participating offenders

Specialized Curriculum

CorrectiveSolutions offers group sessions that are appropriate for a wide range of offense categories and feature specialized curriculum to address the root causes of criminal activity. Curriculum is evidence based and utilizes cognitive behavioral change methodology. Participant materials include an interactive journaling feature that allows offenders to personalize the information to their own unique circumstances which provides a customized change plan for each offender.



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RFP PC-130619
Bad Check Enforcement &
Diversion Program Services

Pinal County
Finance Department
31 N. Pinal St.
Bldg. A
P.O. Box 1348
Florence, AZ 85132

The power of Interactive Journaling transcends any specific offender education approach and is based on over 20 years of collaboration and development with the leaders in the field of behavioral change. The Interactive Journals use a highly graphic approach and a blending of core behavioral-change content in combination with targeted questioning designed to engage offenders in exploring risks, needs and skill deficits, as well as, strengths, resources and solutions to problem behaviors. In the course of identifying very personal and immediately relevant information related to specific problems, offenders can map out where they have been and form a targeted plan of where they want to go in the future. CorrectiveSolutions Case Manager's follow-up with offenders during regular check-ins to ensure offenders are making progress in completing their journals.

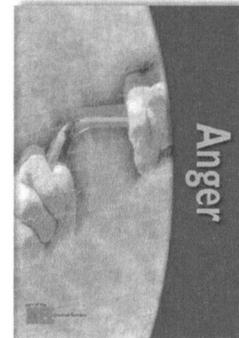
A brief description of some of the most commonly utilized specialized curriculum is outlined below. Additionally, Correctivesolutions can offer additional specialized sessions to address other crime categories as desired by the County Attorney or the courts.

ANGER MANAGEMENT:

The *Anger Management* module specifically targets the roles of anger in the offender's everyday life and outlines strategies for appropriately handling emotions. Like the *Community Accountability Sessions*, the Anger Management modules provides practical tools to help offenders keep from having anger issues cause them serious trouble in the future

While working through this journal, offenders will:

- Evaluate how they experience anger and identify the role anger has played in their actions and interactions with others.
- Explore their beliefs about anger.
- Identify changes the body undergoes when they become angry.
- Understand dangerous responses to anger that cause problems.
- Identify "should" thinking that is often the root of anger.
- Look for irrational self-talk that intensifies anger.
- Develop an anger plan to help avoid getting into difficult situations.

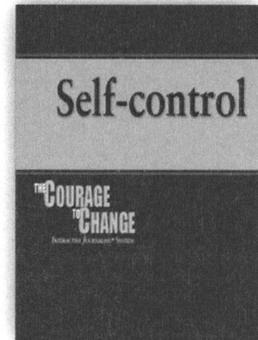


SELF CONTROL: THEFT, TRESPASS AND VANDALISM:

Appropriate for offenders charged with theft, trespassing, vandalism and other quality of life crimes, the *Self Control* module focuses on addressing risks related to a lack of self-control.. Curriculum focuses on pro-social values and identifying the rationalizations behind "victimless crimes."

In the Self Control sessions, offenders have the opportunity to:

- Consider the consequences of a lack of self control.
- Explore 5 big feelings that can lead to trouble.
- Learn effective self control strategies.
- Establish a self control action plan.
- Understand the connection between self control and criminal behavior.



SUBSTANCE ABUSE:

The *Substance Using Behaviors* sessions explore the underlying issues that perpetuate the illegal use of substances including drugs, alcohol and prescription medication. It includes fundamental information about the primary, chronic and progressive disease of addiction.

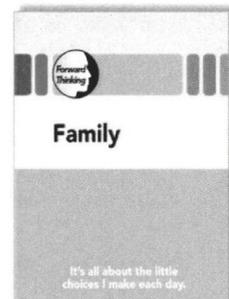


While working through the *Substance Using Behaviors* curriculum, offenders will:

- Gain an understanding of substance addictions in relationship to alcohol and illegal drugs.
- Gain an understanding of the impact substance abuse has on the body.
- Recognize and understand terms such as primary, tolerance and switch addictions.
- Explore facts about alcohol, methamphetamines, marijuana, cocaine, opiates, narcotics, inhalants, hallucinogens, sedation pills, prescription drugs and designer drugs.
- Develop a plan to help avoid difficult situations and triggering events.

PARENTING / FAMILY RELATIONS:

The *Family* sessions puts an emphasis on the roll of the parent and explores the risks directly associated with dysfunctional family relations. A portion of the journal is dedicated to defining the role of a parent and providing easy to understand examples of the appropriate levels of care, monitoring and disciplining of children.



In the *Family* journal, offenders will:

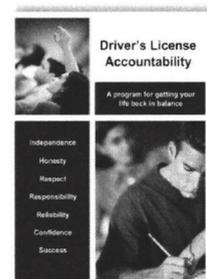
- Evaluate family relationships and the role they play in them.
- Consider strategies to restore family relationships.
- Explore parental roles and responsibilities.
- Create an action plan for rebuilding and strengthening family relations.

DRIVING OFFENSES:

The *Driver's License Accountability* module focuses on responsible behavior including a pragmatic look at areas of education, finances, employment and physical health. These sessions place an emphasis on the requirements and responsibilities that accompany driving privileges.

In the *Driver's License Accountability* sessions, offenders will obtain practical information on:

- Appropriate driving behaviors.
- Penalties for failing to maintain a valid license and proof of financial liability
- Reasons why a driver's license can be revoked or suspended
- Important licensing guidelines regarding moving to a new state, insurance requirements and allowing other drivers to operate their vehicles.
- Step by step instructions for how to restore their driving privileges including contact information for Department of Motor Vehicles.
- Instructions for obtaining the current status of their license



To maintain the quality and effectiveness of all group sessions, CorrectiveSolutions has a quality control plan for evaluating facilitators, and for obtaining feedback directly from offenders via a confidential class survey process.



Response Form 1
RFP PC-130619
Bad Check Enforcement &
Diversion Program Services

Pinal County
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Florence, AZ 85132

Revocation / Non-Completion Memorandums

Prior to assuming supervision of any diversion program caseload, CorrectiveSolutions will meet with County Attorney to obtain their guidelines for violations of the diversion program terms and appropriate and graduated sanctions for each violation. In our experience, each judge and prosecutor has a slightly different philosophy on what constitutes violations for their particular programs and unique protocols for addressing various degrees of violations.

Listed below is a sample of the types of issues discussed when establishing the parameters for filing non-completion memorandums:

- Failure to report for scheduled supervision appointments
- Failure to submit to drug testing
- Testing positive for controlled substances
- Failure of a Breath Alcohol test
- Master tamper alarms for GPS monitoring
- Exclusion zone violations for GPS monitoring
- Failure to complete community service
- Failure to pay court fines and fees
- Missed group sessions
- Failure to obtain ordered treatments
- Subsequent arrests

Based on the criteria established by the County Attorney, CorrectiveSolutions will prepare affidavits of non-completion and revocation requests and submit via mail, email or hand delivery to the County Attorney. The time frames for filing non-completion memorandums will be established by the County Attorney. CorrectiveSolutions currently files violations for other programs within 24 hours of notification of subsequent arrests, 15 days of the occurrence of certain types of violations (e.g. failure to report, failed drug test) or within 15 days of the end of the diversion term (failure to pay all court fines, failure to complete all conditions).

If CorrectiveSolutions recommends revocation of diversion, the circumstances of the violation will be summarized on the affidavit, accompanied by a case file outlining all efforts undertaken to ensure offender compliance with the terms of their diversion program.

Provide a data link between the vendor and the County Attorney

CorrectiveSolutions will provide a secure remote link to our database computers in the County Attorney's office, Court or any other appropriate and secure location as directed by the County Attorney. We will provide system training for authorized users and a manual for the software for future reference.

Ongoing training on the system will be provided through our local representatives. Through this link authorized County Attorney and Court staff can access all information about any case at any time and also has the capability to print any report at any time. In addition, authorized staff can add notes and comments into the database as needed.

Reporting to the County Attorney

As stated earlier, CorrectiveSolutions provides the County Attorney with 24/7 online access to all case files which facilitates the ability for designated staff to review every action that has transpired with each case including, dates and times of in-person meetings, letters, phone calls, case manager notes, payment history, results of drug and/or alcohol tests, progress towards the completion of court ordered conditions (e.g. treatments, community service, DUI classes, etc.), the status of contact with community referrals and the results of assessments.



Response Form 1 RFP PC-130619 Bad Check Enforcement & Diversion Program Services

Pinal County
Finance Department
31 N. Pinal St.
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Florence, AZ 85132

The County Attorney has the ability to run reports on demand relative to any of these key operations categories guaranteeing transparency with CorrectiveSolutions; offender supervision services and fidelity of CorrectiveSolutions' offender program operations.

In addition, CorrectiveSolutions also provides statistical reports and status reports at the frequency desired by the County Attorney (Daily, Weekly, monthly and/or on demand). CorrectiveSolutions has the capacity to customize these reports to include the specific information requested by the court and the level of detail of each report. Currently CorrectiveSolutions utilizes over 300 unique reports on a regular basis to report offender information to the Prosecutors and the Courts we serve.

As described in section 9.1 of the RFP, CorrectiveSolutions will provide monthly written reports to the County Attorney and will customize all report formats as directed.

At a minimum, the reports will contain the following information:

- Offender name and contact information
- Court case number
- Citation number and incident date
- Criminal charge description
- Duration of diversion program
- Estimated date of completion
- Last date of contact
- Fees imposed, amounts paid and current balances
- Restitution required, amounts paid and current balances
- Statement of offender progress in complying with all terms and conditions of diversion.
- CorrectiveSolutions will deliver the reports via email or CorrectiveSolutions Pinal County Diversion Program Director will hand deliver the reports to the County Attorney's Office.

In addition to the reports CorrectiveSolutions will provide on a monthly and quarterly basis, the County Attorney will have secure electronic access to CorrectiveSolutions Case Management System and will have the ability to run reports on demand.

Internal Audits:

CorrectiveSolutions' team is driven by delivering quality service. Every two weeks an Audit Team; comprised of managers from each key operations group and overseen by the company CEO meet to audit case files. Cases are randomly selected and reviewed in their entirety. What was the outcome of the case? If the outcome was not a success, what could we have done differently to help this individual?

Notices, outreach, meetings, conditions, skip tracing, reporting, timelines, case notes and case management: every aspect of the case is scrutinized in front of the entire team. If there are any problems with the case, or if an operational procedure is identified as needing to be changed the Project Manager records the action item and it is assigned to the appropriate operations manager.

In addition to identifying any operational issues, the Audit Team also looks for opportunities to develop and modify processes in order to enhance service to the prosecutor and the court, as well as, improve outcomes for offenders. The results of this rigorous audit process are reductions in errors, increases in the level of collaboration between operations leaders, improvements in training procedures and higher compliance rates for offenders.



CorrectiveSolutions Audit Team at work

Offender Advocate Ombudsman

To assure the protection of offender rights throughout the entire term of their diversion program, CorrectiveSolutions provides a process whereby offenders can address any concerns they have about their diversion supervision including treatment they receive by their case manager, the amounts of their fines and fees, including supervision fees, and referrals to treatment providers.

This process is facilitated through an email that is directed to CorrectiveSolutions Offender Advocate Ombudsman (OAO) with a copy logged with the office of the CEO. By design, the OAO has no relationship with the local office operation or staff and serves as a neutral party to investigate concerns raised by offenders and help satisfactorily resolve complaints. The OAO is responsible for reporting the resolution to the offender, the prosecutor and CorrectiveSolutions' CEO.



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Response Form 1
RFP PC-130619
Bad Check Enforcement &
Diversion Program Services

Pinal County
Finance Department
31 N. Pinal St.
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- 1.2 **Responder will describe other government agencies for which they have provided check enforcement or diversion program services. A minimum of 5 years recent experience must be included. Responder must include information on their success rate.**

Sonoma County, California (population 488k), Deferred Entry of Judgment:

Background:

After issuing a competitive RFP, Sonoma County awarded CorrectiveSolutions the contract to administer a post-charge program for offenders charged with misdemeanor and felony drug crimes. Eligible offenders are required to enter a guilty plea and are referred to the PC 1000 Drug Program. The contract for this program had previously been administered by another vendor for over 10 years and the scope of work includes



- Intake and exit interviews
- Risk assessments
- Regular check-ins for offenders
- Case Management
- Drug testing
- (6) 2-hour drug intervention class sessions
- Reporting to courts and prosecutor
- Community Service
- Community resource referrals

Why CorrectiveSolutions:

Although the County was satisfied with their current vendor, CorrectiveSolutions was awarded the contract because of our ability to deliver the same level of service at no cost to the County and CorrectiveSolutions' proven administrative expertise. The resulting program provided the same comprehensive level of services, but was a more cost sensitive sanction for offenders.

Value added services:

In collaboration with the County Attorney, CorrectiveSolutions modified the existing program and established the following when assuming the program administration:

- Upgraded the case referral process
- Implemented an electronic reporting system to expedite updating critical case information to the courts
- Defined the conditions and requirements for each offender and expanded the capacity to assign unique conditions for each offender
- Increased the reporting detail and frequency per the request of the courts
- Established relationships with community service providers
- Automated an offender drug test hotline for assigning random drug tests
- Secured a new local office for handling intake interviews, risk assessments, offender check-in meetings and exit interviews

CorrectiveSolutions was able to assume the current caseload from the previous vendor and have the program fully operational within 30 days of contract award.

Success Rate:

75%



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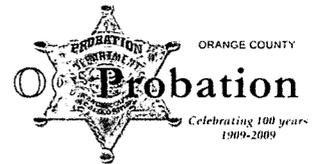
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RFP PC-130619
Bad Check Enforcement &
Diversion Program Services**

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Orange County, California (population 3M), Offender Home Confinement and GPS Monitoring and Case Management for Probation:

Background:

After issuing a competitive RFP, Orange County awarded CorrectiveSolutions the contract to provide a Probation Supervised Electronic Confinement Program for offenders as an alternative to incarceration. The contract for this program had previously been administered by Sentinel Offender Services for nearly 20 years and the scope of work includes:



- Local office for intake and check-in meetings
- GPS monitoring
- Curfew monitoring
- Random Breath Alcohol Testing (BAT)
- Regular check-ins for offenders
- Case management
- Random drug testing
- Community resource referrals
- Recovery of supervision fees
- Monitoring of court ordered conditions:
 - Victim restitution
 - Community Service
 - Substance Abuse evaluation and treatments
- Reporting to probation
- Reporting violations to the assigned probation officer

Why CorrectiveSolutions:

The County terminated their contract with Sentinel Offender Services for a failure to adequately supervise offenders, a lack of quality control and ongoing upgrades of monitoring equipment in spite of being promised tightened procedures and upgraded equipment..

Value Added Services:

In collaboration with the Probation, CorrectiveSolutions modified the existing program and established the following when assuming the program administration:

- Upgraded the electronic monitoring equipment and services
- Upgraded the Breath Alcohol Testing equipment
- Implemented an electronic reporting system to expedite updating critical case information to the courts
- Expanded the capacity to assign unique conditions for each offender
- Automated an offender drug test hotline for assigning random drug tests
- Secured a new local office for handling intake interviews, offender check-in meetings and exit interviews
- Put comprehensive auditing procedures into place

CorrectiveSolutions was able to assume the current caseload from the previous vendor and have the program fully operational within 45 days of contract award.

Success Rate:

96%



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San Bernardino County, California (population 2.1M), Bad Check Restitution

Background:

CorrectiveSolutions was the administrator of the San Bernardino County Bad Check Restitution Program for over 12 years to the satisfaction of the District Attorney. In 2006, in response to a competitive bid, the County awarded the contract to another provider.

To the disappointment of the County, all aspects of the program operations failed to match the levels of effectiveness and service provided by CorrectiveSolutions. After only 17 months, the contract was cancelled with the other vendor and again awarded to CorrectiveSolutions.

This program is a pre-charge, pre-file diversion program for individuals that have allegedly committed a bad check crime. The Scope of Work includes

- Case management
- Restitution recovery and disbursement
- Community outreach
- Victim Services Department
- Unique Hotline phone numbers for check writers and bad check victims
- Bad Check Program website for check writers and victims
- Reporting to the District Attorney
- Reporting to victims
- Live "Checks and Balances" intervention classes
- Case preparation for filing of criminal charges for failed cases



Why CorrectiveSolutions:

CorrectiveSolutions effectively delivers the services and results promised to the District Attorney consistently year after year, and although another vendor presented a proposal that made claims of superior service and results on paper, only CorrectiveSolutions' performance was able to stand the test of time.

CorrectiveSolutions' proven administrative expertise, combined with unrivaled merchant relationships produce a robust Check Enforcement Program unmatched by any vendor in the country.

Value added services:

The features that are a standard function of a CorrectiveSolutions program that were not provided by the other vendor include:

- Community Outreach events
- Major merchant representative
- Annual Security Audits
- Live intervention classes

CorrectiveSolutions was able to resume program operations and be fully operational within 15 days of notice of contract award.

Success Rate:

33%



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RFP PC-130619
Bad Check Enforcement &
Diversion Program Services**

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Flagler County, Florida (population 100k), Misdemeanor Probation:

Background:

After issuing a competitive RFP, Flagler County awarded CorrectiveSolutions the contract to provide misdemeanor probation supervision and supervision of misdemeanor offenders placed on deferred prosecution agreements. The contract for this program had previously been administered by another vendor for over 20 years and the scope of work included:



- Appearance at all arraignment hearings
- Local office for intake and check-in meetings
- Intake risk assessments
- Regular check-ins for offenders
- Case management
- Random drug testing
- GPS monitoring
- Curfew monitoring
- Random alcohol testing
- Community Service
- Community resource referrals
- Restitution Recovery
- DUI classes
- Victim Impact Panel
- Offender cognitive behavioral therapy classes:
 - Theft
 - Anger Management
 - Financial Accountability (bad checks)
 - Community Accountability
- Recovery and disbursement of court ordered fines and fees
- Referrals and regular communication with substance abuse evaluation and treatment providers
- Reporting to courts and prosecutors
- Filing Violation of Probation warrants
- Appearance and testimony at VOP hearings

Why CorrectiveSolutions:

Although the County was satisfied with their current vendor, CorrectiveSolutions was awarded the contract because of our ability to deliver the same level of service without increasing costs to the offender, without costs to the County and CorrectiveSolutions' proven administrative expertise. The resulting CorrectiveSolutions program provided expanded services options, but was a more cost sensitive sanction for offenders.

Value Added Services:

In collaboration with the Courts and the State Attorney, CorrectiveSolutions modified the existing program and established the following when assuming the program administration:

- Upgraded the case referral process
- Implemented an electronic reporting system to expedite updating critical case information
- Provided a broader range of conditions for judges and prosecutors to utilize as sanctions for offenders
- Expanded the capacity to assign unique conditions for each offender
- Increased the reporting detail and frequency for courts and prosecutors
- Established relationships with community service providers
- Automated an offender drug test hotline for assigning random drug tests
- Secured a new local office for handling intake interviews, risk assessments, offender check-in meetings and exit interviews

CorrectiveSolutions was able to assume the current caseload from the previous vendor and have the program fully operational within 30 days of contract award.

Success Rate:

70%



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Santa Clara County, California (population 1.8M), Diversion:

Background:

CorrectiveSolutions developed and now currently administers a *Community Accountability Program* for misdemeanor offenders. Eligible offenders are referred to the program on a pre-charge basis directly from the prosecutor. The Community Accountability Program is a new program that was developed to the precise specifications of the prosecutor and the scope of work includes:



- Offender Assessments
- Community Service
- Case Management
- Community Accountability Class
(*cognitive behavioral change curriculum*)
- Drug testing
- Reporting to courts and prosecutor
- Community resource referrals

Why CorrectiveSolutions:

CorrectiveSolutions was awarded the contract to administer this offender accountability program because of our demonstrated ability to efficiently and effectively administer comprehensive offender programs and our ability to create a highly customized case plan for each offender.

Value Added Services:

In collaboration with the County Attorney, CorrectiveSolutions executed the following key operations tasks to implement this customized program:

- Developed an integrated case referral system that automated the transfer of data directly from the court's case management system to CorrectiveSolutions' case management system.
- Drafted the language for all offender communications
- Implemented an electronic reporting process to expedite updating critical case information to the courts
- Defined the conditions and requirements of successful program completion and expanded the capacity to assign unique conditions for EACH offender
- Established relationships with community service providers
- Automated an offender drug test hotline for assigning random drug tests to offenders

CorrectiveSolutions was able to develop and launch this new program within 30 days of contract award.

Success Rate:

60%



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Bad Check Enforcement &
Diversion Program Services

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St. Clair County, Illinois (population 270k), Diversion:

Background:

CorrectiveSolutions developed and now administers an *Offender Accountability Program* for misdemeanor offenders for a broad range of offenses including drug, domestic battery and property crimes. Eligible offenders are referred on a pre-charge and post charge basis directly from the prosecutor. The Offender Accountability Program is a new program that was developed to the specifications of the prosecutor and the scope of work includes:



- Offender Assessments
- Community Service
- Case Management
- Drug testing
- Community Accountability Class (behavioral change curriculum)
- Victim Impact Panel
- Reporting to courts and prosecutor
- Specialized Offender Education classes (Anger Management)
- Community resource referrals

Why CorrectiveSolutions:

CorrectiveSolutions was awarded the contract to develop and administer this offender accountability program because of our ability to create a customized program that would be an integral part of the prosecutor's "**3D Prosecution; Disrupt, Dislocate and Deter**" program to increase offender accountability, address criminogenic risk factors and reduce recidivism.

Value Added Services:

In collaboration with the prosecutor and law enforcement, CorrectiveSolutions executed the following key operations tasks to implement this customized program:

- Drafted the language for all offender communications
- Created a Victim Impact Panel for offenders charged with domestic battery
- Implemented an electronic reporting process to expedite updating critical case information for the courts
- Defined the conditions and requirement for each offender and expanded the capacity to assign unique conditions for each offender
- Increased the reporting detail and frequency per the courts request
- Established relationships with community service providers
- Automated an offender drug test hotline for assigning random drug tests to offenders

CorrectiveSolutions worked closely with the Prosecutor over a period of several months to develop this new program to the exact specifications of the Prosecutor.

Success Rate:

89%



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Response Form 1
RFP PC-130619
Bad Check Enforcement &
Diversion Program Services

Pinal County
Finance Department
31 N. Pinal St.
Bldg. A
P.O. Box 1348
Florence, AZ 85132

1.3 Responder shall provide audited financial statements for the last two (2) years.

The most recent financials are included as Attachment #1 – Audited Financials.

1.4 Responder shall provide copies of policies and procedures as outlined in Statement of Work section 4.5.

Every CorrectiveSolutions' program is customized to the unique needs and requirements of each jurisdiction. A sample policy and procedures manual for a similar type program is included as Attachment #2 – Sample Policies and Procedures Manual.

1.5 Responder shall provide a minimum of three (3) references who can comment on the firm's professional work. Responder must include phone, fax, email and physical address of each reference.

REFERENCE 1:

Company Name: Sonoma County, California District Attorney's Office
Brief Description of Project: Diversion / Deferred Entry of Judgment Program for offenders. Case load includes general misdemeanor offenses, as well as, drug cases.
Completion Date: Active contract
Contact Person: Bill Brockley, Chief Deputy District Attorney
Address: 600 Administration Drive, Santa Rosa, CA 95403
Telephone: (707/565-2311 or 707-565-3366 *(direct)*)
E-mail: bbrockle@sonoma-county.org

REFERENCE 2:

Company Name: St. Clair County, Illinois State's Attorney's Office
Brief Description of Project: Diversion Program for misdemeanor and felony offenders. Case load includes general misdemeanors, drug cases and driving offenses (no valid license, suspended license, etc.)
Completion Date: Active contract
Contact Person: Jon Allard, Chief Administration Division
Address: 10 Public Square, 2nd Floor, Belleville, IL 62221
Telephone: 618-277-3892
E-mail: jallard@co.st-clair.il.us



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RFP PC-130619
Bad Check Enforcement &
Diversion Program Services

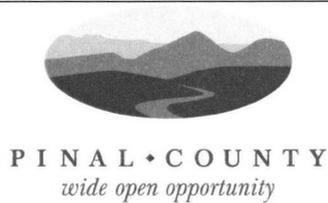
Pinal County
Finance Department
31 N. Pinal St.
Bldg. A
P.O. Box 1348
Florence, AZ 85132

REFERENCE 3:

Company Name: San Bernardino County, California District Attorney's Office
Brief Description of Project: Bad Check Restitution Program
Completion Date: Active contract
Contact Person: Mike Ramos, District Attorney
Address: 303 West 3rd Street, San Bernardino, CA 92415
Telephone: (909) 382-3660
Email: mramos@sbcda.org

REFERENCE 4:

Company Name: Orange County, California District Attorney's Office
Brief Description of Project: Bad Check Restitution Program
Completion Date: Active contract
Contact Person: Tony Rackakaus, District Attorney
Address: 1 Civic Center Drive West, Santa Ana, CA 92701
Telephone: (714) 834-3636
Email: tony.rackauckas@da.ocgov.com



**Response Form 1
RFP PC-130619
Bad Check Enforcement &
Diversion Program Services**

Pinal County
Finance Department
31 N. Pinal St.
Bldg. A
P.O. Box 1348
Florence, AZ 85132

2 Method of Approach

2.1 Responder will describe their method of screening offenders referred by the County Attorney's Office (CAO)

A face-to-face intake screening will be conducted by a CorrectiveSolutions Case Manager at the CorrectiveSolutions Diversion Program office in Pinal County. If at all possible, CorrectiveSolutions will attempt to secure a location that is near the County Attorney's Office and accessible by public transportation.

During the intake screening, the Case Manager will assess each offender utilizing a proprietary psychosocial and economic assessment tool to identify the offender's major criminogenic risk factors and the psychosocial needs that may have precipitated the defendant's criminal behavior. The assessment addresses physical and mental health, family relations, living conditions, financial situation, stress and addictions.



During the intake meeting, the Case Manager will also perform the following:

- Review the sanctions required as part of their diversion offer and review the terms and conditions of the diversion program (length, reporting requirements, required fees) with each offender
- Explain the penalties for failing to comply with the terms and conditions of the diversion program
- Provide information on how to fulfill any sanctions required by the County Attorney e.g. drug testing, electronic monitoring, and community service
- Supply information on any required classes or treatments and provide a list of County Attorney approved providers
- Provide a list of referrals to Community Resources that can provide support to address the offender's specific criminogenic risk factors (education, employment resources, physical and mental health resources, family relations, living conditions, emergency food and housing, etc.)
- Take payment for the monthly diversion program fee and explain options for making future payments (online, phone IVR, mail)
- Schedule any required future check-ins, and/or group sessions
- Obtain any new or updated contact information from the offender
- Verify employment and income

The Case Manager will notate the case file with the outcome of the intake assessment and will schedule the future monthly supervision appointments. At the conclusion of the intake meeting, the Case Manager will provide the offender with their diversion plan which will outline all of the above including all necessary contact information for treatment providers and community resources, as well as, pertinent deadline dates.



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Response Form 1
RFP PC-130619
Bad Check Enforcement &
Diversion Program Services

Pinal County
Finance Department
31 N. Pinal St.
Bldg. A
P.O. Box 1348
Florence, AZ 85132

2.2 Responder will describe their network of treatment program providers.

Upon contract award and before the Diversion Program is officially launched, CorrectiveSolutions local staff will begin establishing relationships with local treatment providers. The Pinal County Diversion Program Director will meet with the appropriate directors at the treatment providers for the purpose of obtaining the following:

- A personal contact for maintaining on-going communication regarding offender progress in completing court ordered treatments
- A description and thorough understanding of the treatments and services provided
- A copy of any required certifications or licenses
- A fee schedules and payment options
- A schedule of hours of service
- Samples of treatment reports and status reports
- A communication protocol (mail, email, fax) for obtaining status updates and completion reports for offenders enrolled in treatment

CorrectiveSolutions has relationships with substance abuse treatment providers, mental health treatment providers, domestic violence treatment providers and specialized addiction treatment providers in every jurisdiction where court ordered treatments are a condition of diversion or probation. CorrectiveSolutions' local staff typically includes Registered Addiction Specialists and group facilitators that have both professional and academic connections in the treatment community.

Prior to launching the Diversion Program, CorrectiveSolutions will compile a resource list of treatment providers and all of the necessary contact information, treatment services, hours of operation and costs for distribution to offenders when treatments are ordered as a condition of the diversion program. This information will be made available to offenders at supervision appointments, over the phone by contacting the Pinal County Diversion Program hotline, via the Pinal County Diversion Program website or by mail and email.

It is CorrectiveSolutions policy to never recommend any particular provider, but provide offenders with a complete list of available options and allow them the option of selecting the treatment provider of their choice.

2.3 Responder will describe their ability to assist offenders with social services as outlined in Statement of Work section 6.8.

Upon contract award and before the Diversion Program is officially launched, CorrectiveSolutions local staff will begin establishing relationships with the available social and community services within Pinal County for the purpose of compiling a comprehensive resource list for offenders referred to the diversion program.

These community referrals help offenders connect with local resources that can assist them in stabilizing the circumstances of their personal lives while they endeavor to comply with the terms of their diversion program, make progress towards positive personal changes and return to being productive law-abiding citizens.

CorrectiveSolutions works to establish relationships with the following types of community resources:

- Emergency food and shelter
- Job placement support
- GED, Vocational and Adult Education
- Group Counseling— Domestic violence
- Addiction counseling for alcohol, drug or gambling
- Health Care
- Support groups—AA, NA
- Intensive drug and or alcohol treatment programs
- Mental health services
- Veterans Services
- Elder services
- Emergency shelter—Domestic Violence



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Response Form 1
RFP PC-130619
Bad Check Enforcement &
Diversion Program Services

Pinal County
Finance Department
31 N. Pinal St.
Bldg. A
P.O. Box 1348
Florence, AZ 85132

CorrectiveSolutions creates lists of community resource referral information for offenders that includes:

- Location(s)
- Services provided
- Hours of operation
- Specialization (e.g. age, gender, ethnicity, etc.)
- Referral requirements

This information is provide to offenders at supervision appointments, by calling the Pinal County Diversion Program hotline, through mail and email, as well as, being posted on the Pinal County Diversion Program website. CorrectiveSolutions also collects printed materials from community resources and displays the information at the local CorrectiveSolutions office. To ensure offenders have every opportunity to avail themselves to community services, CorrectiveSolutions case managers will assist offenders in scheduling appointments if necessary.

To strengthen our relationships with local resources, the CorrectiveSolutions Diversion Program Director will frequently participate in community resource expos and local community events.

2.4 Responder will describe their ability to follow-up and enforce the conditions of program participation including maintaining case records and day to day interactions with the CAO

As part of CorrectiveSolutions supervision services, we will work with the offenders to enforce all court ordered conditions of diversion including, but not limited to:

- Victim Restitution
- Court fines and fees
- Substance Abuse Evaluations
- Mental Health Evaluations
- Treatments for substance abuse, physical and mental abuse
- Community Service
- Victim Impact Panels
- DUI classes
- Substance abuse treatment
- Mental health treatment
- Domestic violence treatment
- Group sessions
- License reinstatement
- Vehicle impoundment
- Interlock device installation
- Curfew monitoring
- GPS monitoring
- Alcohol monitoring
- Theft classes
- Parenting classes
- Vocational training

This is accomplished through relationships and trust built during face to face meetings with case managers, supported by consistent communication and follow up through reminder phone calls, written notices through mail, email, text messages to offenders and direct communication with service providers.

CorrectiveSolutions will give a priority to the recovery and disbursement of victim restitution, and will never waive any condition of the court without express written approval of the judge.

Rapid Response Protocol (RRP)

To ensure offender's stay on track with completing the diversion program conditions, CorrectiveSolutions swiftly responds when offenders miss an important deadline (e.g. supervision appointment, a scheduled payment, a group session, drug test etc.). Within 24 hours, CorrectiveSolutions' system will automatically create an action item for Central Operations or local staff to call and/or text message the offender. This RRP increases offender accountability and reduces the number of offenders who fail to satisfactorily complete their diversion program.



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Response Form 1 RFP PC-130619 Bad Check Enforcement & Diversion Program Services

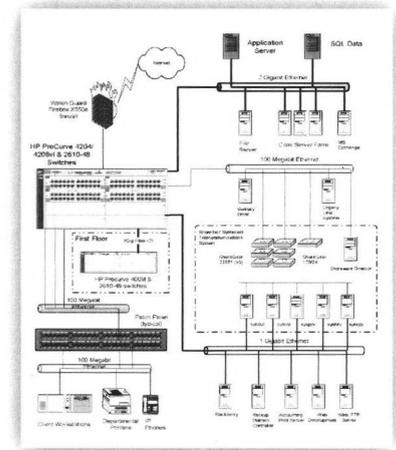
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Finance Department
31 N. Pinal St.
Bldg. A
P.O. Box 1348
Florence, AZ 85132

Offender Case Files

To maintain offender case files CorrectiveSolutions employs a robust technology platform including a fully-integrated software application developed specifically to support its external clients –County Attorneys (Courts, Probation Departments) – as well as victims, check writers, and internal constituents and remote employees. Our software and operating assets have been deployed on current, best-of-breed hardware and software platforms, including Hewlett Packard, Dell, ShoreTel, Microsoft, and Cisco to name just a few.

Our specially-developed software application documents every case detail including:

- Offender name and contact information
- Court case number(s)
- Citation number and incident date
- Court dates
- Judge
- Required conditions
- Required fees
- Payments (amount, payment method, receipt number, confirmation/tracking number)
- Treatment provider reports
- Deadline dates
- Payment plans
- Case notes
- Case status
- Date, time and case manager records for communication with offender including phone calls, notices, supervision meetings



Case Management System

CorrectiveSolutions' proprietary software application maintains all offender case files, drives the case management and communication strategy, as well as, generates all correspondence and demand letters, and reports. Every action on each case, and supporting documentation is maintained in our case management system, including a variety of audit functions and reports. Our software application has an integrated accounting function allowing full reporting, issuance of restitution checks and reconciliations of accounts. The core software application is supported by a comprehensive procedure manual in English.

All databases are backed up daily. Back-up copies are kept both on site and off site on a daily basis. Off sited back-up copies are kept at a Bank of America safe deposit box and are rotated on a three week schedule.

Our technology infrastructure is protected by a Security Policy that outlines the parameters for things such as passwords, remote and VPN security, anti-virus, spyware, and malware applications, encryption, and among others server security. The servers are locked in a secure facility where access is restricted to authorized personnel only. The infrastructure is further protected in a controlled, cool environment that has the capability to alert our Information Technology team of any potential problem. These security practices consistently pass the biannual audits conducted by some of the larger program merchants supplying checks to the program.

Additionally, CorrectiveSolutions is compliant with the rules and regulations set forth by the Security Standards Council, the most rigorous standards employed to proactively protect customer account data. This multi-faceted security standard includes requirements for security management, policies, procedures, network architecture, software design and other critical protective measures. As part of our compliance with the Security Standards Council, the company passes a quarterly audit





Response Form 1
RFP PC-130619
Bad Check Enforcement &
Diversion Program Services

Pinal County
Finance Department
31 N. Pinal St.
Bldg. A
P.O. Box 1348
Florence, AZ 85132

2.5 Responder will describe their process for collection of fees and restitution.

CorrectiveSolutions processes tens of thousands of payments each month and disburses those funds every week to hundreds of different victims, prosecutor's offices and courts. This is accomplished with the support of CorrectiveSolutions' Central Operations where a team of case managers that are specifically trained in the recovery of fines, fees and restitution.

The process for recovering fines, fees and restitution for the Bad Check Enforcement Program and the Diversion Program are as follows:

Bad Check Enforcement Program – Recovery of fees and Restitution

1. Within 24 hours of receipt of the Bad Check referral, CorrectiveSolutions generates an Official Notice to the check writer that provides information on their alleged bad check crime and explains the terms and conditions of the Bad Check Enforcement Program including program fees and restitution owed. The notice includes an explanation of payment forms accepted and instructions for payment restitution payments.
2. Offenders are offered several convenient options for making payments:
 - Online through a secure website; checkprogram.com
 - Over the phone through the CorrectiveSolutions secure IVR (Interactive Voice Response) system
 - Over the phone by speaking to a CorrectiveSolutions case manager.
 - Through the mail
3. CorrectiveSolutions accepts the following forms of payment for restitution and program fees:
 - Credit/debit
 - Check by phone
 - Money order / cashier's check
 - Western Union / Money Gram
4. If a check writer misses a scheduled payment, a notice of missed payment and failure to comply is generated, as well as, a follow-up phone call to ensure check writers get back on track with the payment of program fees and restitution.

Diversion Program collection of fines, fees and restitution

1. At the Intake Supervision Meeting, the Case Manager explains all fines and fees, discusses the various payment options and assists the offender in scheduling a payment plan. The offender will receive a written copy of their Diversion Plan, that summarizes the terms and conditions of their diversion program including all fines and fees owed, payment plans established. The notice provides instructions on how to make payments, as a reminder of what was reviewed during their individual supervision appointment.
2. On a monthly basis, offenders receive a case statement that summarizes the current status of their case, as well as, any remaining balances of unpaid fees and / or restitution. The notice also a reminder of accepted payment methods and instructions for making payments.
3. Offenders are offered several convenient options for making payments:
 - In person at the CorrectiveSolutions diversion program office
 - Online through a secure website; diversionprogram.org
 - Over the phone through the CorrectiveSolutions secure IVR (Interactive Voice Response) system or by speaking live to a CorrectiveSolutions case manager.
 - Through the mail



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Response Form 1
RFP PC-130619
Bad Check Enforcement &
Diversion Program Services

Pinal County
Finance Department
31 N. Pinal St.
Bldg. A
P.O. Box 1348
Florence, AZ 85132

4. CorrectiveSolutions accepts the following forms of payment:
 - Cash
 - Credit/debit
 - Check by phone
 - Money order / cashier's check
 - Western Union
5. At every Individual Counseling Supervision appointment, case managers will follow-up with offenders to ensure all fees have been paid or an active payment plan is in place.
6. If an offender misses a scheduled payment, a notice of missed payment and a phone call will be generated to the offender to ensure offenders get back on track with payment of all program fines and fees.

2.6 Responder will describe their process for locating victims and distributing payments.

CorrectiveSolutions receives victim information via crime reports provided by victims, as well as, from court case files for diversion cases. In our experience, most victims are anxious to receive compensation for their losses, and most victims maintain regular contact with our offices and provide updated contact information should they relocate.

For those rare instances when we are unable to locate a victim, we will utilize our skip trace resources to obtain the victim's address and/or phone number utilizing LexisNexis, the leading technology for skip tracing.

Victim restitution payments are disbursed on a weekly basis via a paper check or ACH payment. All disbursements and reconciliation is handled through our Case Management system.



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**Response Form 1
RFP PC-130619
Bad Check Enforcement &
Diversion Program Services**

Pinal County
Finance Department
31 N. Pinal St.
Bldg. A
P.O. Box 1348
Florence, AZ 85132

2.7 Responder will describe and submit samples of their reporting capabilities as outlined in Statement of Work section 9

Sample reports provided as Attachment 3

3 Cost

Responder shall complete Response Form 2 Pricing Sheet RFP PC-130619 Bad Check Enforcement & Diversion Program Services. Any response that does not include this completed Pricing Sheet or includes an incomplete Pricing Sheet may cause the entire offer to be deemed unacceptable and therefore non-responsive.

Pricing sheet provided as Attachment 4.



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Response Form 1
RFP PC-130619
Bad Check Enforcement &
Diversion Program Services

Pinal County
Finance Department
31 N. Pinal St.
Bldg. A
P.O. Box 1348
Florence, AZ 85132

4 Conformance to Terms and Conditions and Scope of Services

Response Form Responses

CorrectiveSolutions have read, understand, and shall comply with all Terms and Conditions. Responders that accept the County's Terms and Conditions shall check **YES** to clearly indicate their acceptance. Responders who take exception to the County's Terms and Conditions shall check **NO** and clearly indicate their exception(s) and provide Responder's suggested language.

YES, I acknowledge that I have read and understand all Terms and Conditions and will comply in any resultant contract.

NO, I acknowledge that I have read, understand all Terms and Conditions and will comply in any resultant contract with the exceptions listed below.

Exceptions (If checked NO)

Responders that take exception to any Terms and Conditions shall justify their exception as well as proposing any changes to the County's language with the Responder's suggested changes clearly indicated. Additional pages may be added so long as they are clearly referenced in the spaces provided. **Please note that taking exception to any Terms and Conditions may affect your evaluation score.** Both the number of exceptions and the severity of the exceptions can affect your score and may have you deemed non-responsive for this solicitation.

Cite the specific Term and Condition for which an exception is taken: **None taken**

Responder's justification for the exception: **N/A**

Responder's suggested changes: **N/A**

CorrectivesSolutions have read, understand, and shall comply with the Scope of Services. Responders that accept the Scope of Services shall check **YES** to clearly indicate their acceptance. Responders who take exception to any item in the Scope of Services shall likewise check **NO** and clearly indicate their exception and provide Responder's suggested language.

YES, I acknowledge that I have read and understand the Scope of Services and will comply in any resultant contract.

NO, I acknowledge that I have read, understand the Scope of Services and will comply in any resultant contract with the exceptions listed below.

Cite the specific item in the Scope of Service for which an exception is taken: **None taken**

Responder's justification for the exception: **N/A**

Responder's suggested changes: **N/A**

End of Response Form 1 for RFP PC-130619 Bad Check Enforcement & Diversion Program Services