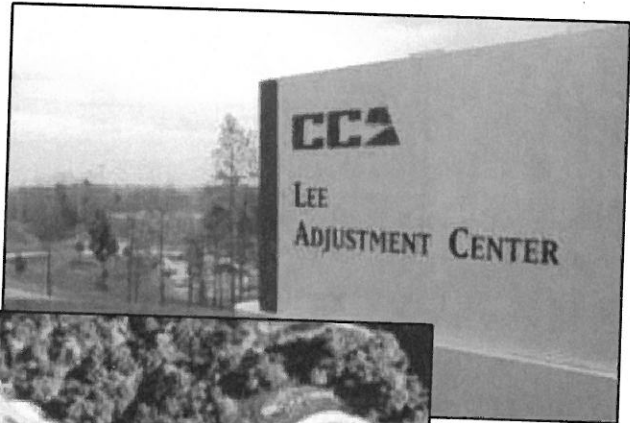
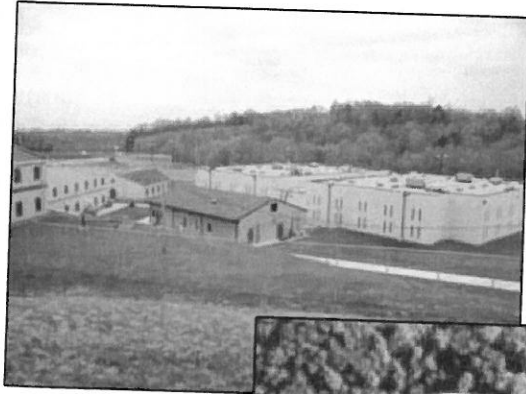


State of West Virginia
Division of Corrections
Request for Proposal Number:
COR61659

**Confinement and Supervision of up to 400 WV Inmates in an
Out Of State Adult Correctional Facility**



TECHNICAL PROPOSAL

Corrections Corporation of America (CCA)
10 Burton Hills Boulevard
Nashville, Tennessee 37215
Phone: (615) 263-3000
Fax: (615) 263-3090

A handwritten signature in black ink, appearing to read "Brian Ferrell", written over a horizontal line.

Brian Ferrell
Vice President, Proposal Development
Brian.Ferrell@cca.com
December 3, 2013

State of West Virginia Division of Corrections
Request for Proposal No. COR61659
Confinement and Supervision of up to 400 WV Inmates in an Out Of State Adult Correctional Facility

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America's Leader in Partnership Corrections

Brian Ferrell
Vice President, Proposal Development

December 3, 2013

Tara Lyle, Buyer
Department of Administration, Purchasing Division
2019 Washington Street East
Charleston, WV 25305-0130

RE: COR61659

Request for Proposal (RFP) for the Confinement and Supervision of up to 400 Out Of State Inmates

Dear Ms. Lyle:

CCA is pleased to offer our services to the State of West Virginia for the confinement, supervision, and provision of programming services to up to 400 inmates in an out of state facility. We have reviewed the Request for Proposals, along with the three Amendments to same, and we agree to comply with the requirements stated therein.

As shown on page 5 of Addendum 1, three CCA representatives attended the mandatory pre-bid conference on October 1, 2013. CCA representatives also attended the non-mandatory site visit at St. Marys Correctional Center on October 9, 2013.

Our submission includes the following items:

1. Technical Proposal (one original and five copies);
2. Cost Proposal in a sealed envelope (one original and five copies); and
3. Proprietary Information in a segregated, clearly identifiable format (one original and five copies with six CDs. Please note that we have provided the copy of our Emergency Plan in electronic format only in accordance with the answer to question 2 in Addendum 2).

Attached to this letter are the following documents:

1. Solicitation Cover Sheet;
2. Addendum Acknowledgement Form;
3. Purchasing Affidavit;
4. A copy of CCA's Vendor Registration Confirmation showing our assigned Vendor Identification Number: *501093713; and

4. A Certificate of Liability Insurance, showing the State of West Virginia as the Certificate Holder.

Our proposal is organized in compliance with the RFP instructions. We have endeavored to be responsive to every requirement; therefore, any omission is purely unintentional and we would be happy to rectify any inadvertent oversight. We believe our proposal provides the best housing option for the State and, accordingly, we hope to receive the maximum points possible for each of the evaluation factors.

Please don't hesitate to contact me at 615-263-3282 if you have any questions concerning our response to this important solicitation.

Sincerely,



Brian Ferrell
Vice President, Proposal Development

ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.: COR61659

000015

Instructions: Please acknowledge receipt of all addenda issued with this solicitation by completing this addendum acknowledgment form. Check the box next to each addendum received and sign below. Failure to acknowledge addenda may result in bid disqualification.

Acknowledgment: I hereby acknowledge receipt of the following addenda and have made the necessary revisions to my proposal, plans and/or specification, etc.

Addendum Numbers Received:

(Check the box next to each addendum received)

<input checked="" type="checkbox"/> Addendum No. 1	<input type="checkbox"/> Addendum No. 6
<input checked="" type="checkbox"/> Addendum No. 2	<input type="checkbox"/> Addendum No. 7
<input checked="" type="checkbox"/> Addendum No. 3	<input type="checkbox"/> Addendum No. 8
<input type="checkbox"/> Addendum No. 4	<input type="checkbox"/> Addendum No. 9
<input type="checkbox"/> Addendum No. 5	<input type="checkbox"/> Addendum No. 10

I understand that failure to confirm the receipt of addenda may be cause for rejection of this bid. I further understand that that any verbal representation made or assumed to be made during any oral discussion held between Vendor's representatives and any state personnel is not binding. Only the information issued in writing and added to the specifications by an official addendum is binding.

Corrections Corporation of America (CCA)
Company


Brian Ferrell, **Authorized Signature**
Vice President, Proposal Development

December 3, 2013

Date

NOTE: This addendum acknowledgement should be submitted with the bid to expedite document processing.

000064

RFQ No. COR61659STATE OF WEST VIRGINIA
Purchasing Division**PURCHASING AFFIDAVIT**

MANDATE: Under W. Va. Code §5A-3-10a, no contract or renewal of any contract may be awarded by the state or any of its political subdivisions to any vendor or prospective vendor when the vendor or prospective vendor or a related party to the vendor or prospective vendor is a debtor and: (1) the debt owed is an amount greater than one thousand dollars in the aggregate; or (2) the debtor is in employer default.

EXCEPTION: The prohibition listed above does not apply where a vendor has contested any tax administered pursuant to chapter eleven of the W. Va. Code, workers' compensation premium, permit fee or environmental fee or assessment and the matter has not become final or where the vendor has entered into a payment plan or agreement and the vendor is not in default of any of the provisions of such plan or agreement.

DEFINITIONS:

"Debt" means any assessment, premium, penalty, fine, tax or other amount of money owed to the state or any of its political subdivisions because of a judgment, fine, permit violation, license assessment, defaulted workers' compensation premium, penalty or other assessment presently delinquent or due and required to be paid to the state or any of its political subdivisions, including any interest or additional penalties accrued thereon.

"Employer default" means having an outstanding balance or liability to the old fund or to the uninsured employers' fund or being in policy default, as defined in W. Va. Code § 23-2c-2, failure to maintain mandatory workers' compensation coverage, or failure to fully meet its obligations as a workers' compensation self-insured employer. An employer is not in employer default if it has entered into a repayment agreement with the Insurance Commissioner and remains in compliance with the obligations under the repayment agreement.

"Related party" means a party, whether an individual, corporation, partnership, association, limited liability company or any other form or business association or other entity whatsoever, related to any vendor by blood, marriage, ownership or contract through which the party has a relationship of ownership or other interest with the vendor so that the party will actually or by effect receive or control a portion of the benefit, profit or other consideration from performance of a vendor contract with the party receiving an amount that meets or exceeds five percent of the total contract amount.

AFFIRMATION: By signing this form, the vendor's authorized signer affirms and acknowledges under penalty of law for false swearing (W. Va. Code §61-5-3) that neither vendor nor any related party owe a debt as defined above and that neither vendor nor any related party are in employer default as defined above, unless the debt or employer default is permitted under the exception above.

WITNESS THE FOLLOWING SIGNATURE:Vendor's Name: Corrections Corporation of America (CCA)Authorized Signature: [Signature] Date: 9/19/13State of TennesseeCounty of Davidson, to-wit:Taken, subscribed, and sworn to before me this 19 day of September, 2013.My Commission expires August 23, 2016

AFFIX SEAL HERE



NOTARY PUBLIC

[Signature]
Purchasing Affidavit (Revised 07/01/2012)

STATE OF WEST VIRGINIA
DEPARTMENT OF ADMINISTRATION
PURCHASING DIVISION
2019 WASHINGTON STREET, EAST
POST OFFICE BOX 50130
CHARLESTON, WEST VIRGINIA 25305-0130
09/03/2013

MICHELLE BARKER DIR PROP DEV
CORRECTIONS CORP OF AMERICA
10 BURTON HILLS BLVD

NASHVILLE TN 37215

THIS IS TO CONFIRM RECEIPT OF YOUR VENDOR REGISTRATION FEE. PAYMENT OF THE FEE ENABLES YOU TO PARTICIPATE IN THE PURCHASING DIVISION'S COMPETITIVE BID PROCESS AND ENTITLES YOU TO A ONE-YEAR SUBSCRIPTION TO THE WEST VIRGINIA PURCHASING BULLETIN. A NEW ISSUE OF THE WEST VIRGINIA PURCHASING BULLETIN IS POSTED ON OUR WEB SITE EACH WEEK. BID OPPORTUNITIES ESTIMATED AT \$25,000 OR MORE ARE ADVERTISED IN THIS PUBLICATION. WE ENCOURAGE YOU TO LOG ON AND VIEW THE BULLETIN EVERY FRIDAY SO AS NOT TO MISS IMPORTANT BIDDING OPPORTUNITIES. OUR WEB ADDRESS IS:

[HTTP://WWW.STATE.WV.US/ADMIN/PURCHASE](http://WWW.STATE.WV.US/ADMIN/PURCHASE)


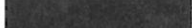
IN ORDER TO ACCESS THE WEST VIRGINIA PURCHASING BULLETIN, YOU WILL NEED YOUR VENDOR NUMBER, GROUP NUMBER (IF ANY), AND YOUR PASSWORD WHICH ARE PRINTED BELOW. YOUR ACCESS WILL BECOME EFFECTIVE ON THE FIRST MONDAY AFTER 09/03/2013, STATE HOLIDAYS EXCLUDED.

HELPFUL TIPS: YOUR COMPUTER-GENERATED VENDOR NUMBER BEGINS WITH AN ASTERISK, BUT DO NOT USE THE ASTERISK WHEN LOGGING IN. ALSO, OUR LOGIN SCRIPT IS CASE SENSITIVE. THEREFORE, IF YOUR VENDOR NUMBER CONTAINS A CHARACTER LIKE A, B, OR C, PLEASE TYPE IT IN UPPER CASE.

IF YOU HAVE QUESTIONS, FEEL FREE TO CONTACT US AT 304-558-2311 OR JEANNE.B.BARNHART@WV.GOV. THANK YOU.

SINCERELY YOURS,


VENDOR REGISTRATION

VENDOR NUMBER : *501093713
GROUP NUMBER : 
PASSWORD : 



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
09/23/2013

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER
Marsh USA, Inc.
1801 West End Avenue, Suite 1500
Nashville, TN 37203
Attn: Jennifer Poole - Jennifer.L.Poole@marsh.com

433577-CCA-GAWU-13-14

INSURED
Corrections Corporation of America
10 Burton Hills Blvd.
Nashville, TN 37215

CONTACT
NAME:
PHONE
(A/C, No, Ext):
E-MAIL
ADDRESS:

FAX
(A/C, No):

INSURER(S) AFFORDING COVERAGE

NAIC #

INSURER A: Zurich American Insurance Company

16535

INSURER B: National Union Fire Ins Co Pittsburgh PA

19445

INSURER C: New Hampshire Insurance Company

23841

INSURER D: N/A

N/A

INSURER E:

INSURER F:

COVERAGES

CERTIFICATE NUMBER:

ATL-003209871-01

REVISION NUMBER: 4

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY <input type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input checked="" type="checkbox"/> LOC		GLO3878556-00 SIR: \$2,000,000	04/01/2013	04/01/2014	EACH OCCURRENCE \$ 5,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ 5,000,000 GENERAL AGGREGATE \$ 15,000,000 PRODUCTS - COMP/OP AGG \$ 5,000,000 \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS					COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$					EACH OCCURRENCE \$ AGGREGATE \$ \$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <input checked="" type="checkbox"/> N	WC033575543 (AOS) WC6636198 (OH) WC033575544 (CA) Workers Comp Continued on Attached	04/01/2013 04/01/2013 04/01/2013	04/01/2014 04/01/2014 04/01/2014	X WC STATUTORY LIMITS E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

CERTIFICATE HOLDER

State of West Virginia
Attn: RFP #COR61659
PO Box 50130
Charleston, WV 25305-0130

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE
of Marsh USA Inc.

Jimmy Evans

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AGENCY CUSTOMER ID: 433577

LOC #: Nashville



ADDITIONAL REMARKS SCHEDULE

Page 2 of 2

GENCY Marsh USA, Inc.		NAMED INSURED Corrections Corporation of America 10 Burton Hills Blvd. Nashville, TN 37215	
POLICY NUMBER			
CARRIER	NAIC CODE	EFFECTIVE DATE:	

ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,

FORM NUMBER: 25 FORM TITLE: Certificate of Liability Insurance

Workers Compensation Continued:

Carrier: Illinois National Insurance Company
Policy Number: WC033575545 (FL)
Effective Date: 04/01/2013
Expiration Date: 04/01/2014

Carrier: New Hampshire Insurance Company
Policy Number: WC033575546 (AZ)
Effective Date: 04/01/2013
Expiration Date: 04/01/2014

Carrier: New Hampshire Insurance Company
Policy Number: WC033575547 (KY)
Effective Date: 04/01/2013
Expiration Date: 04/01/2014

Carrier: New Hampshire Insurance Company
Policy Number: WC033575548 (NJ)
Effective Date: 04/01/2013
Expiration Date: 04/01/2014

**RESPONSE TO REQUEST FOR PROPOSAL
West Virginia Division of Corrections and RFP #COR61659**

CCA has carefully reviewed the original Request for Proposals (RFP), as modified by any Addenda to the RFP, and we understand and agree to the Agency's requirements.

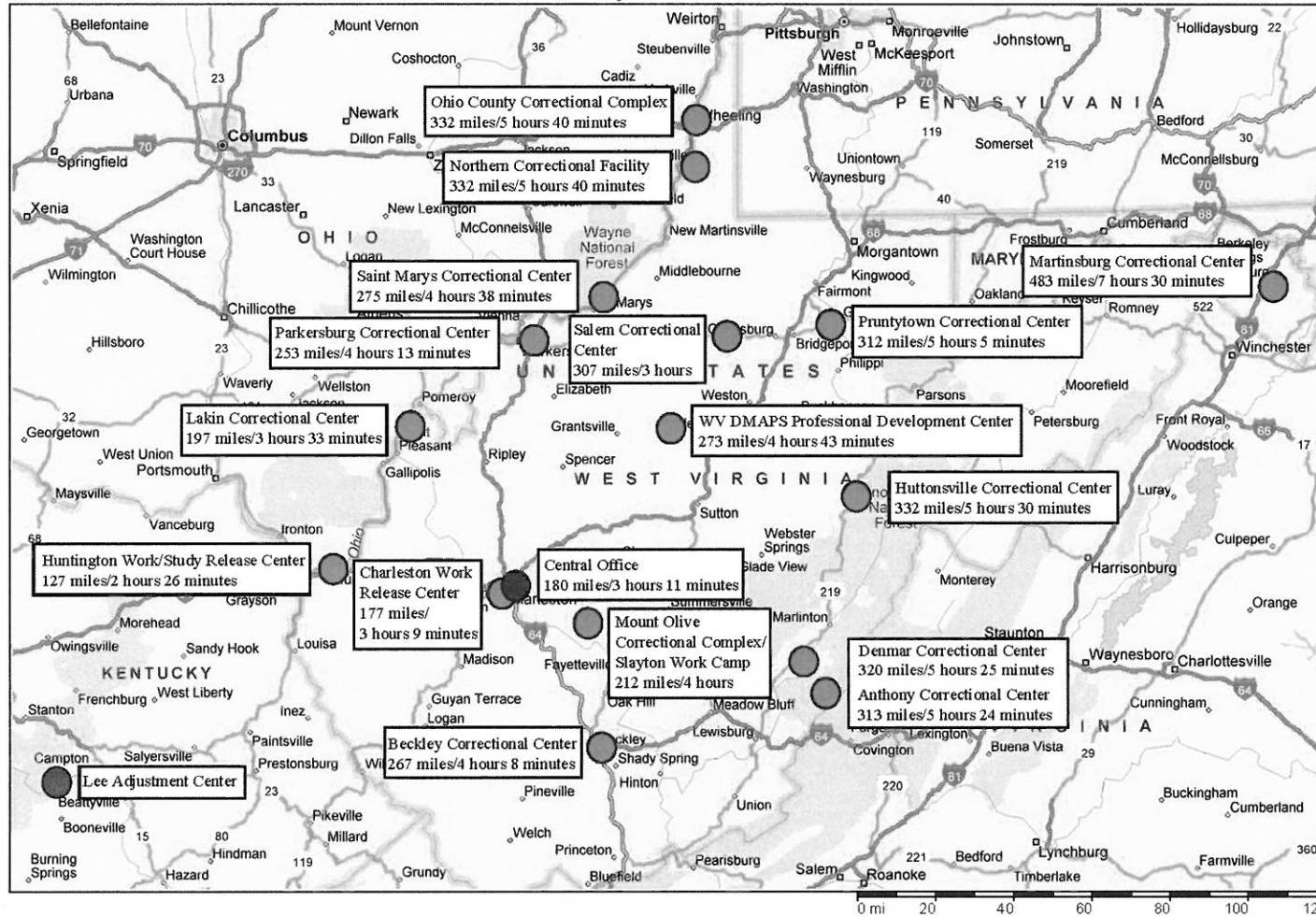
CCA proposes to house the Agency's male inmate population at our existing facility in Beattyville, Kentucky, at Lee Adjustment Center (LAC). Open since 1990, Lee Adjustment has a total capacity of 816 beds. Currently, CCA houses approximately 450 male Vermont inmates here. If CCA is selected to manage the Agency's out of state inmates, our dedicated staff can ramp up operations and be ready to accept up to 350 male inmates within 60 days after contract award. Lee Adjustment Center is able to quickly expand its maximum capacity to accommodate up to or more than 400 West Virginia inmates if the State's needs increase.

Not only does the Lee Adjustment Center have immediate capacity available to meet West Virginia's requested housing need, but the facility is also conveniently located in Kentucky, a state contiguous to West Virginia. The facility in Beattyville, Kentucky is 72 miles from the West Virginia state line and an approximate three hour drive from Charleston, WV. For ease of reference, we have provided a map on the following page outlining the distances between CCA's Lee Adjustment Center and the Agency's facilities.

Our ability to understand the Agency's requirements is strengthened by the long-term relationships we have developed with various Department of Corrections throughout the United States. Over the years, these relationships have facilitated open discussion regarding the various departments' expectations in different areas of operation. For nearly 20 years, CCA has provided available beds for partners who needed out of state housing for their inmate population. LAC is one of the facilities currently used to house out of state inmates and the staff is familiar with implementing and abiding by an out of state partner agency's applicable policies and procedures. Additionally, CCA's prison transport subsidiary, Transcor, has over 20 years of transportation expertise. Transcor supplements local facility transports by providing out of state inmate transports as needed.

We have arranged our proposal in compliance with Attachments A and B, as outlined by the RFP on pages 41 through 62. We have, for the evaluator's convenience, also included the RFP's language from Attachments A and B in red font prior to providing the requested information or other information pertinent to the RFP section. Additionally, to show our intent to comply with the operational requirements of the RFP, we provided an agreement statement to each section in Attachment B. Provided further, regarding the requirement to follow applicable Agency policy, CCA agrees to follow the specific WV DOC policies provided by the Department after the issuance of Addendum 3.

Lee Adjustment Center



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Attachment A: Vendor Response Sheet

Provide a response regarding the following: firm and staff qualifications and experience in completing similar projects; references; copies of any staff certifications or degrees applicable to this project; proposed staffing plan; descriptions of past projects completed entailing the location of the project, project manager name and contact information, type of project, the project goals and objectives, and the manner in which they were met.

FIRM QUALIFICATIONS AND EXPERIENCE WITH SIMILAR PROJECTS

CCA is the nation's largest, most experienced owner and operator of partnership prisons – correctional services provided in partnership with government agencies. CCA founded the partnership corrections industry thirty years ago and today manages 64 total facilities (56 operating and eight idled or leased facilities) with a total design capacity of approximately 89,000 inmate beds located in 20 states and the District of Columbia; only the federal government and three states (Texas, California and Florida) operate larger systems.

CCA began offering inmate housing and correctional services alternatives to government agencies in 1983 upon securing a contract with the U.S. Department of Justice and former Immigration and Naturalization Service or INS (now "ICE") in Houston, Texas. This bold initiative launched a successful new industry in America, and many other firms have followed suit in offering partnership corrections.

Today, CCA management includes government partners from 15 states, the District of Columbia, the Federal Bureau of Prisons (BOP), the United States Marshals Service (USMS), Immigration and Customs Enforcement (ICE), U.S. Virgin Islands (USVI) and nine local governments. Our broad management experience translates into a national correctional system with industry credibility and considerable resources. This allows CCA to adapt quickly to the needs of our government partners by implementing CCA and agency initiatives that ensure the continuing application of best correctional practices.

By partnering with CCA to manage a portion of a corrections system's inmate population, federal, state, and local agencies can reduce expenses, avoid capital expenditures, increase flexibility in addressing fluctuations in inmate populations, and enhance the quality of inmate programs fundamental to the rehabilitation process. Five factors set CCA apart in providing the best value to our corrections partners: performance, experience, cost-effective value, specialized customer support and financial strength.

1) Performance:

- **ACA Accreditation Scores:** A key hallmark of CCA's success in facilities management is seeking and maintaining accreditation with the nationally recognized American Correctional Association. CCA is committed to not only obtaining and maintaining ACA accreditation at our facilities, but to the achievement of exemplary performance as evidenced by our companywide audit scores. CCA's companywide average ACA scores for the past ten years are as follows:

- | | |
|----------------|----------------|
| ○ 2012 – 99.2% | ○ 2007 – 99.4% |
| ○ 2011 – 99.2% | ○ 2006 – 99.4% |
| ○ 2010 – 99.1% | ○ 2005 – 99.1% |
| ○ 2009 – 99.4% | ○ 2004 – 99.4% |
| ○ 2008 – 99.2% | ○ 2003 – 99.3% |

As of September 2013, the historical average compliance score of our 54 accredited operating facilities is 99.2% along with 100% compliance with required mandatory ACA Standards.

Lee Adjustment Center first achieved ACA accreditation in September 1993. Since then the facility has continually maintained its accreditation status at a high level of compliance, receiving a score of 100% compliance with all Mandatory standards and 100% compliance with Non-Mandatory standards during its most recent ACA audit in January 2012.

- ***Consistent and Long-Term Federal Performance:*** CCA's status as the largest and most tenured partnership corrections provider to the federal government began with an October 1983 contract from the former Immigration and Naturalization Service (now known as ICE) for our Houston Processing Center, a relationship we are proud to maintain to this day. Based on this first successful partnership, CCA expanded our federal relationships to include the USMS with whom we have contracted since 1988, and the BOP since 1990.
 - 30 years: Immigration and Customs Enforcement;
 - Over 25 years: Federal Bureau of Prisons; and
 - Over 20 years: United States Marshals Services.
- ***Long-Term and Growing State Performance:*** State customers that we have served for:
 - Over 25 years: Texas, Tennessee;
 - Over 20 years: New Mexico, Louisiana;
 - Over 15 years: Florida, Colorado, District of Columbia, Georgia, Oklahoma, Idaho, Hawaii;
 - Over 10 years: Montana;
 - Over 5 years: Vermont, California; and
 - Newest state partnerships (less than 5 years): Arizona, Ohio, U.S. Virgin Islands.
- ***Strong Base of Local Contract Performance:*** CCA assumed management of the Silverdale Detention Facilities in 1984, making it the nation's first partnership corrections adult county facility. Silverdale has more than doubled in size under our management and continues to be managed by CCA today. CCA has consistently grown as an operator of facilities managed for local governments and today serves eight municipalities.

- Over 25 years: Hamilton County, TN;
- Over 20 years: Tarrant County, NM; Davidson County, TN (TN DOC inmates);
- Over 15 years: Citrus County, FL; Marion County, IN;
- Over 10 years: Tallahatchie County, MS; and
- Newest local partnerships (less than 5 years) Sierra County, NM; Bernalillo County, NM; Wyandotte Co, KS.

2) Experience: As the founder of partnership corrections, there is simply no provider more experienced than CCA. In our 30 year history, CCA has refined and improved upon our vision of being the best full service adult corrections system, resulting in our continuing status as the industry leader in partnership corrections. Our industry leading record includes:

- **Facility Management:** As the fifth-largest prison system in the United States, CCA's more than 14,500 employees are responsible for the daily care and custody of over 73,500 inmates in 64 facilities located in 20 states and the District of Columbia. Our diverse adult inmate population includes over 24,500 federal inmates, nearly 46,400 state inmates and over 2,600 local inmates.
- **Out of State Inmate Housing:** In response to inmate population growth and housing capacity pressures within government correctional systems, CCA pioneered the housing of inmates outside of an agency's home state. This specialized management option requires a high degree of cooperation and planning between the sending state agency and CCA. CCA facilities currently house over 10,400 out of state inmates from the following jurisdictions:
 - Central Arizona Detention Center, Florence, Arizona: Hawaii (in addition to USMS, ICE, and Pascua Tribe)
 - Citrus County Detention Facility, Lecanto, Florida: U.S. Virgin Islands (in addition to Citrus Co. and USMS);
 - Florence Correctional Center, Florence, Arizona: California and Vermont (in addition to Pascua Tribe, ICE and USMS);
 - Kit Carson Correctional Center, Burlington, Colorado: Idaho (in addition to Colorado);
 - La Palma Correctional Center, Eloy, Arizona: California;
 - *Lee Adjustment Center, Beattyville, Kentucky:* Vermont;
 - North Fork Correctional Facility, Sayre, Oklahoma: California;
 - Red Rock Correctional Center, Eloy, Arizona: California, Hawaii;
 - Saguaro Correctional Facility, Eloy, Arizona: Hawaii;
 - Tallahatchie County Correctional Facility, Tutwiler, Mississippi: California (in addition to Tallahatchie County).
- **Real Estate Development and Management:** CCA's in-house Real Estate Department includes Site Acquisition, Design and Construction and Facility Maintenance. In addition to designing, constructing, expanding and maintaining our 48 CCA-owned facilities; we design, build and expand government-owned facilities

under CCA management, 16 of which are currently being maintained and cared for by CCA.

- ***Facility Activations and Transitions:*** CCA has extensive experience in facility activations and transitions. Over the past 30 years, CCA has successfully activated over 60 facilities and assumed operation of more than 40 additional facilities from other partnership providers or agencies. An example of a large scale activation of a new prison population is our California contract. Over 10,000 inmates from the California Department of Corrections and Rehabilitation (CDCR) have been transitioned to five CCA facilities across the nation since CCA began to assist the State with its significant overcrowding concerns in late 2006. These beds included the construction and phased activation of a 3,060-bed facility for CDCR's use. CCA currently has approximately 8,200 CDCR inmates in our care.
- 3) **Cost-Effective Value:** CCA innovatively seeks new methods and technologies to reduce costs to our government partners while maintaining the highest standards. Constant vigilance with respect to cost drivers ensures that our per diems continue to represent the best value when compared with our competitors. CCA's size helps us deliver value to our partners by providing purchasing power and allows us to achieve certain economies of scale.

In addition, contracting with CCA offers our government partners certainty in their budgeting process. By contracting for a fixed per inmate per day rate, despite potential fluctuations in operating costs, CCA accepts the risk of market and inflationary cost increases.

Certainty in budgeting not only protects government agencies from these unanticipated costs, but also allows our partners to secure against known annual cost drivers that have historically caused overruns in corrections budgets. Examples of these traditional cost drivers include employee salary and benefits costs, legal costs (including indemnification against inmate claims), on-site health care costs, and facility maintenance costs.

- 4) **Specialized Customer Support:** When agencies partner with CCA, they are not only contracting for the management services of a specific facility, but for the expertise and resources of the entire CCA system. This means that in times of emergency or unexpected circumstances, our partners are able to call on the resources of CCA for assistance. For example, in May 2011, the Mississippi River caused widespread flooding in several states, including the States of Louisiana and Mississippi. The largest maximum security prison in the U.S., Louisiana State Penitentiary (aka Angola), evacuated prisoners to other Louisiana prisons, causing a shift among prison populations within the state. As a result, CCA's Winn Correctional Center, located in Winn Parish, housed an additional 100 Louisiana inmates for the Department of Corrections during the crisis. CCA's Tallahatchie County Correctional Facility, located in northwestern Mississippi, sent ten members of their Special Operations and Response Team to Winn to help with the transition. Also in conjunction with the River's flooding, CCA's Adams County Correctional Center, located in Natchez, Mississippi, came to the community's aide through a staff/inmate initiative which provided 22,000 sandbags to help protect the community against the cresting river.

5) Financial Strength: CCA's financial strength is unique relative to our peers. The company has demonstrated sustained financial strength over our 30 year history with consistent positive revenue growth and sustained profitability. Our financial stability is demonstrated by the following:

- As of September 30, 2013, CCA had \$70.1 million in cash and cash equivalents and \$364.8 million available to borrow under its revolving credit facility. As a result of these funding sources, CCA has \$434.9 million immediately available to fund operations and facility development without having to access the capital markets. The combination of these funding sources, as well as our strong access to the debt and equity capital markets, not only illustrates our current financial stability but also demonstrates our ability to remain financially stable in the future.

CCA's strong financial position provides us with the financial flexibility to comfortably meet development needs and/or expansion plans without stressing our capital structure.

More detailed information concerning CCA's financial status may be found in our most recent audited financial statements (2012 10K) and our third quarter 2013 filing (10Q) conveniently located on our website (cca.com) under the financial section.

STAFF QUALIFICATIONS AND EXPERIENCE WITH SIMILAR PROJECTS

As a fully operational facility, Lee Adjustment Center is staffed with experienced personnel currently providing the services requested in this RFP. More importantly, the facility has housed an out of state population from Vermont from early 2004 to the present. Accordingly, LAC staff are well versed in the intricacies of managing inmates from other jurisdictions.

Further, these experienced staff are led by qualified individuals serving in facility management positions including current LAC Warden, David Frye; Assistant Warden, Donna Stivers; and Chief of Security, Robert Gray. Resumes for each of these management personnel are provided on the following pages. CCA's corporate organizational chart is provided immediately after these resumes. The organizational chart reflects the structure of authority and the manner in which the facility reports to CCA's corporate/Facility Support Center structure. Facility Support Center (FSC) is the internal name for CCA's central office and reflects the mission of providing support to the facilities. Following the organizational chart, we have provided brief professional biographies for our executive management and key FSC personnel for this project.

The facility organizational chart for the Lee Adjustment Center is included with the staffing pattern in the Proprietary Information – Technical Proposal envelope.



Warden, Lee Adjustment Center

David Frye

David Frye was appointed Warden of CCA's Lee Adjustment Center in September 2012. He is responsible for all aspects of professional correctional management by directing, administering and coordinating the activities of the correctional facility in support of policies, goals and objectives established by the Officers and Board of Directors by performing duties personally or through subordinate managerial staff. Warden Frye has extensive experience with the LAC facility, having begun his corrections career with United States Corrections Company (USCC) at Lee Adjustment Center in 1991 as a Case Manager and serving in multiple management positions over the years. He has a Bachelor of Arts Degree in History, with a minor in English, from Eastern Kentucky University.

Experience:

- Warden, CCA/Lee Adjustment Center, 2012 – Present;
- Acting Warden, CCA/Otter Creek Correctional Center, 2012;
- Assistant Warden of Programs, CCA/Lee Adjustment Center, 2004 – 2012;
- Programs Manager; CCA/Lee Adjustment Center, 2000 – 2004;
- Unit Manager, CCA/Lee Adjustment Center, 1999 – 2000;
- Case Manager, CCA/Lee Adjustment Center, 1999;
- Case Manager, Kentucky Department of Corrections, 1998 – 1999;
- Programs Manager, USCC/Lee Adjustment Center, 1997 – 1998;
- Case Manager, USCC/Lee Adjustment Center, 1991 – 1992; 1994 – 1997; and
- Construction Supervisor, Frye Construction, 1989 – 1991.



Assistant Warden, Lee Adjustment Center

Donna G. Stivers

Donna Stivers joined USCC in 1991 as a Case Manager at Lee Adjustment Center and was promoted to Deputy Warden of Programs in 1995. When CCA purchased the facility in 1998, Ms. Stivers stayed on as a Programs Manager. In 2000, Ms. Stivers was promoted to Assistant Warden of CCA's Lee Adjustment Center. In this position, she assists the Warden in establishing and implementing operating policies and procedures to include planning, supervising, coordinating and reviewing programs to ensure that they meet the security, discipline, education, religious, health, dietary and general welfare needs of the inmate population. Ms. Stivers holds a Bachelor of Arts Degree from Eastern Kentucky University majoring in Business Education, with a minor in History.

Experience:

- Assistant Warden, CCA/Lee Adjustment Center, 2000 - Present;
- Programs Manager, CCA/Lee Adjustment Center, 1998 – 2000;
- Deputy Warden of Programs, USCC/Lee Adjustment Center, 1995 – 1998;
- Programs Manager, USCC/Lee Adjustment Center, 1994 – 1995;
- Case Manager, USCC/Lee Adjustment Center, 1991 – 1994;
- Deputy Property Value Administrator, Kentucky Revenue Cabinet, 1990 – 1991;
- Director of Administration, Breathitt County Museum, 1988 – 1990; and
- Substitute Teacher, Jackson City Schools, 1986 – 1988.



Chief of Security Lee Adjustment Center

Robert Gray

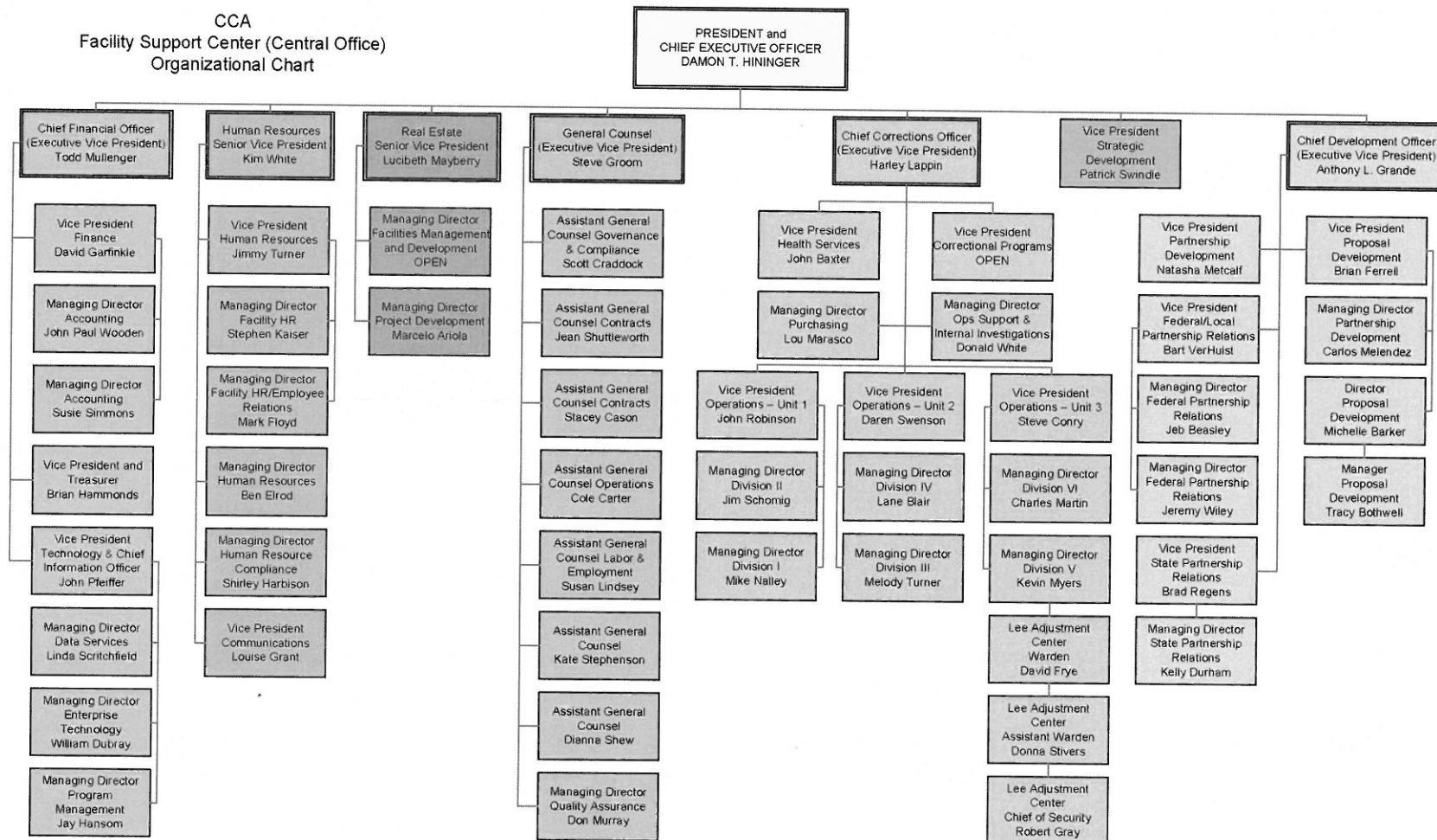
Robert Gray was appointed as Chief of Security of CCA's Lee Adjustment Center in January 2013. He is responsible for the overall security plan and security operations of the facility, to include planning, supervising, coordinating and reviewing security programs, policies and procedures and other relevant facility programs. Mr. Gray began his corrections career with USCC at Lee

Adjustment Center in 1994 as a Correctional Officer. When CCA purchased the facility in 1998, Mr. Gray stayed on and was promoted to Case Manager. Since then he has advanced through the ranks holding positions in both programs and operations areas. He holds a Bachelor of Arts Degree in Police Administration from Eastern Kentucky University.

Experience:

- Chief of Security, CCA/Lee Adjustment Center, 2013 – Present;
- Chief of Unit Management, CCA/Lee Adjustment Center, 2006 - 2013;
- Acting Unit Manager, CCA/Lee Adjustment Center, 2006;
- Classification Coordinator, CCA/Lee Adjustment Center, 2004 – 2006;
- Unit Manager, CCA/Lee Adjustment Center, 2000 – 2004;
- Case Manager, CCA/Lee Adjustment Center, 1998 – 2000; and
- Correctional Officer - Classification/Treatment Officer, USCC/Lee Adjustment Center, 1994 – 1998.

CCA
Facility Support Center (Central Office)
Organizational Chart



A brief summary of CCA's executive management and other key FSC staff is provided below.

President and Chief Executive Officer (CEO): *Damon T. Hininger* was named President and Chief Executive Officer in August 2009 after serving in various capacities throughout the company, both at CCA facilities and the company's headquarters. He began his corrections career in 1992 as a Correctional Officer at Leavenworth Detention Center in Kansas. Mr. Hininger's astute financial, operational and management capabilities, combined with his proven success throughout his CCA career, resulted in his being appointed President and Chief Operating Officer in July 2008. He previously served as Vice President of Business Analysis and Vice President, Federal/Local Customer Relations. Mr. Hininger also served as Senior Vice President, Federal/Local Customer Relations, immediately prior to his elevation to President and Chief Operating Officer.



Executive Vice President and Chief Corrections Officer: *Harley G. Lapin* was named Chief Corrections Officer in June 2011 after serving as Director of the Federal Bureau of Prisons from 2003 until his retirement in spring 2011. Mr. Lapin has received numerous awards throughout his 25-year BOP career, including the Bureau's Excellence in Prison Management award (2000); the Attorney General's Award for Excellence in Management (2001); and the Presidential Rank Award of Meritorious Executive (2004). Most recently, he received the American Correctional Association's (ACA) E.R. Cass Award for Correctional Achievement (2010), the highest honor bestowed by that organization. He served as Chairman of the ACA Standards Committee for six years.



Executive Vice President and Chief Development Officer: *Tony Grande* was named Executive Vice President and Chief Development Officer in July 2008, assuming oversight of CCA's Partnership Development department, including State Partnership Relations; Federal/Local Partnership Relations; Proposal Development; Partnership Contracts, and Communications. Mr. Grande joined CCA in 2003 as Vice President, State Customer Relations, providing oversight to CCA's national state customer base with 20 state governmental agencies. He was named Senior Vice President, State Customer Relations, in August 2007. Prior to joining CCA, Mr. Grande served as the State of Tennessee's Commissioner of Economic and Community Development. In that role, he led the recruitment and expansion of business to the state, managing an \$85 million budget and 200 employees. He previously led a publishing and database marketing company and has served as a speechwriter for the Republican National Committee.



Executive Vice President and Chief Financial Officer: *Todd J. Mullenger* was named Executive Vice President and Chief Financial Officer (CFO) in March 2007. Mr. Mullenger joined CCA in 1998 as Vice President, Finance, and also served as Treasurer from 2001-2007. His prior experience includes Assistant Vice President, Finance, for Service Merchandise Companies, Inc. He spent several years at Arthur Anderson LLP where his accounts included the partnership corrections industry. He previously held positions with American Medical International and General Electric Company-



Motor Business Group.

Executive Vice President and General Counsel: *Steve Groom* was named Executive Vice President and General Counsel in April 2010, and directs CCA's legal, risk management, policy and procedures, quality assurance and oversees external legal relationships. Mr. Groom joined CCA in March 2001 as Vice President and Deputy General Counsel after serving as a partner in the Nashville law firm of Stites & Harbison, PLLC. Previously, he was General Counsel of SunTrust Bank, also in Nashville. In April 2010, he was promoted to his current position as Executive Vice President and General Counsel. Mr. Groom's impressive career includes serving on the adjunct faculty of Nashville's Lipscomb University's MBA program, teaching Corporate Governance and The Legal & Regulatory Environment of Business. He also serves on the Board of Visitors of the University's College of Business and the Board of Advisors of the Institute for Conflict Management.



Senior Vice President, Human Resources: *Kim White* joined CCA in July 2012 as Managing Director, Inmate Programs, bringing a wealth of correctional experience and knowledge as a corrections professional to her position. In January 2013 she was promoted to Vice President, Correctional Programs Division and in November 2013 she was promoted to her current position of Senior Vice President, Human Resources. After serving more than 25 years with the Federal Bureau of Prisons (BOP) in a wide variety of operational roles, Ms. White most recently held the position of Assistant Director, Human Resource Management Division, where she was responsible for the management of hiring, training, recruitment and retention of the BOP's 38,000 employees. Prior to that post, she served six years as Regional Director in the BOP's Mid-Atlantic Region, providing oversight to the region's 30,000-plus inmates and 5,000 field staff. Having joined the BOP as a Correctional Officer, she promoted through the ranks, including serving as a Warden.



Senior Vice President, Real Estate: *Lucibeth Mayberry* joined CCA in May 2003 as Senior Director, State Customer Relations, where she managed relationships for CCA's various state partners throughout the nation. She was promoted to Managing Director, State Customer Relations in June 2004; named Vice President, Research, Contracts and Proposals in March 2006; and, appointed Vice President and Deputy Chief Development Officer in August 2008. In her most recent role, in addition to providing continued oversight of the company's proposal development department, she assisted the Chief Development Officer in managing the Partnership Development division, including developing key strategies with other CCA departments. In November 2013, she was promoted to her current position of Senior Vice President, Real Estate where she is responsible for land purchases and development; design and construction of correctional properties; and maintenance, capital projects and energy management of CCA properties. Prior to CCA, Ms. Mayberry served as a Senior Associate of the Taxation and Estate Planning Practice Group at the Nashville-based law firm Stokes Bartholomew Evans and Petree.



Facility Operations Management

Vice President, Facility Operations - Business Unit 3: *Steven Conry* joined CCA in March 2006 after a successful 23-year career with the New York City Department of Correction (NYC). Prior to joining CCA, Mr. Conry served as Chief of Facility Operations with NYC where he was responsible for executive management of 15 detention facilities, three hospital prison wards, and five court detention divisions throughout the City of New York, including all of the Rikers Island Complex. The sphere of his position encompassed 10,500 uniformed and civilian staff daily and 100,000 inmates annually. Additionally, as the city's Chief of Management and Planning during 2001, he coordinated the agency's initial response to the 9/11 terrorist attack on the World Trade Center and the crash of Flight 587 in Rockaway, Queens, New York. His corrections experience further extends to the facility level where he has served in positions from Correctional Officer to Warden. He has recently attained ACA certification as a Certified Corrections Executive. As Vice President, Facility Operations, Mr. Conry provides oversight to CCA's Business Unit 3, Divisions V and VI, encompassing 22 facilities located in the states of California, Georgia, Idaho, Kansas, Kentucky, New Jersey, Tennessee, Texas and the District of Columbia.



Managing Director, Facility Operations - Business Unit 3/Division V: *Kevin Myers* joined CCA in 1990 after spending nearly 15 years with the Oklahoma Department of Corrections. His first position with CCA was Assistant Warden at the Venus Pre-Release Center in located in the state of Texas, a facility later renamed the Sanders Estes Unit by the Texas Department of Criminal Justice (TDCJ) in honor of CCA Warden and former TDCJ employee, the late Sanders Estes. Mr. Myers transferred as Assistant Warden to South Central Correctional Center in Tennessee in 1992, and was named Warden at the facility in 1994. He was promoted to Managing Director of Operations in 2005, providing facility management oversight for CCA Division V, which includes 11 facilities located in the states of Tennessee, Kentucky and Minnesota.



Vice President, Health Services: *Dr. John Baxter* joined CCA in March of 2008 as Director of Mental Health Services and was promoted to Vice President, Health Services in May 2013. Prior to CCA, he served as the Psychology Services Administrator (Chief Psychologist) for the Federal Bureau of Prisons (BOP), with administrative oversight of over 1,000 mental health staff providing care to over 200,000 inmates in 115 federal correctional facilities. Dr. Baxter's successful correctional mental health career spans 27 years of state and federal service. During this time he has provided direct services to mentally ill patients as a psychologist intern, staff psychologist, chief psychologist, regional psychology administrator and agency chief psychologist. His clinical work has included implementing substance abuse treatment programs, implementing treatment and risk assessment programs for sex offenders, expanding treatment programs for mentally ill and behaviorally disordered offenders and serving as a behavior analyst for the National Joint Terrorism Task Force. His non-clinical roles have included oversight of management development and distance training programs for a large correctional system, as well as administrative management of mental health and



substance abuse treatment services. Dr. Baxter graduated from George Peabody College of Vanderbilt University with a doctoral degree in education (human development counseling). He also holds a master's degree from Harding Graduate School of Religion and a bachelor's degree from Lipscomb University.

Managing Director, Facility HR: *Dr. Stephen Kaiser* joined CCA in 1996 as Warden of the newly opened Davis Correctional Facility in Oklahoma after a 14-year career with the Oklahoma Department of Corrections. He was named to his current position as Managing Director, Facility HR in late 2008. He served as Divisional Managing Director, Facility Operations, since 2000 providing oversight to 11 CCA facilities in Colorado, New Mexico and Oklahoma, serving government partners from those states as well as Arizona, Vermont, Wyoming, Hawaii, the U.S. Marshals Service and Immigration and Customs Enforcement. Prior to CCA, Dr. Kaiser served as Chief of Staff and Operations with the Oklahoma Department of Corrections (ODOC) central office. He began his corrections career with the Kentucky Department of Corrections (KDOC) as an Assistant Unit Manager/Psychologist in the assessment and classifications unit at the Kentucky State Reformatory.



Senior Director, Food Services: *John Gimesh* joined CCA in 2003 as Senior Director, Food Services Analysis, after an extensive career in the food service hotel industry. He has worked in various positions of increasing responsibility for the Marriott hotel chain and has served as a cooking apprentice in countries such as Hungary and Israel. In his position as Senior Director, Food Services, Mr. Gimesh serves as liaison to Trinity Services I, LLC, the national food service vendor contracted to provide food services to CCA's facilities nationwide. He also designs the facilities' kitchens and equipment specifications, manages religious and therapeutic diet compliance, and oversees the food service quality assurance process.



Managing Director, Quality Assurance: *Don Murray* joined CCA in 2004 as Director, Addictions Treatment and Behavioral Programs after a 22-year career with the Federal Bureau of Prisons (BOP), where he worked in providing psychological and drug abuse treatment services at individual facilities and on the national level. He was named CCA's Managing Director, Quality Assurance in June 2005. In this role he provides leadership for the Quality Assurance department whose goal is to provide comprehensive audit, compliance and risk management services in the 56 correctional facilities operated by CCA. Dr. Murray maintains a current license as a Psychologist in the State of Texas, and he is a Certified Addiction Specialist (CAS), American Academy of Health Care Providers, in the Addictive Disorders. He has edited or contributed to numerous books, articles, presentations and training seminars. He also has taught undergraduate psychology courses at two colleges and counseled adolescents while working for the West Virginia Department of Mental Health.



REFERENCES

CCA works diligently with our government partners to fully comply with the requirements set forth in their respective contracts and provide services that are a step ahead of other providers. CCA's goal with all our government partners is to consistently comply with operational requirements and deliver quality services at the lowest possible cost. We set high standards for ourselves and our employees and work diligently to maintain our reputation as a quality corrections provider. Overall, CCA partners are pleased with the quality of correctional service that we provide them.

Accordingly, the references we have listed below demonstrate our ability to deliver on that pledge. These government agencies maintain current and ongoing contracts with CCA and we invite you to contact them regarding our services. Our references include the Vermont Department of Corrections, Tennessee Department of Correction and Hawaii Department of Public Safety.

References:

Agency: Vermont Department of Corrections
Name: Rick Byrne, Director, Out of State Programs
Telephone: 802-241-1936
Email: Richard.Byrne@ahs.state.vt.us
Mailing Address: Vermont Department of Corrections
103 S. Main Street
Waterbury, VT 05671

Description of Services Provided: Confine, supervise and provide care, treatment and total facility management for approximately 500 Vermont DOC inmates. CCA has housed Vermont DOC inmates in various facilities since January 2004. Currently, CCA houses Vermont DOC inmates at our Florence Correctional Center in Arizona and Lee Adjustment Center in Kentucky.

Agency: Tennessee Department of Correction
Name: Derrick D. Schofield, Commissioner
Telephone: (615) 741-1000
Email: derrick.schofield@tn.gov
Mailing Address: 320 6th Avenue N., 4th Floor,
Rachel Jackson Building
Nashville, Tennessee 37243

Description of Services Provided: Confine, supervise and provide care, treatment and total facility management of more than 5,000 Tennessee DOC inmates. CCA has housed Tennessee DOC inmates since 1992. Currently, CCA houses Tennessee DOC inmates at our Whiteville Correctional Facility and Hardeman County Correctional Facility, both located in Whiteville, TN and the South Central Correctional Center in Clifton, TN.

Agency: Hawaii Department of Public Safety
Name: Shari Kimoto, Administrator Mainland/FDC Branch
Telephone: (808) 837-8020

Email: shari.l.kimoto@hawaii.gov
Mailing Address: 919 Ala Moana Blvd., Suite 400
Honolulu, Hawaii 96814

Description of Services Provided: Confine, supervise and provide care, treatment and total facility management approximately 1,400 Hawaii DPS inmates. CCA has housed Hawaii DPS inmates in various facilities since July 1998. Currently, CCA houses Hawaii DOC inmates at our Saguaro Correctional Center in Eloy, Arizona.

STAFF CERTIFICATIONS OR DEGREES APPLICABLE TO THIS PROJECT

As described in the facility management resumes provided above, the Warden, Assistant Warden and Chief of Security have college degrees as follows:

Name	Degree	College
David Frye	Bachelor of Arts in History	Eastern Kentucky University
Donna Stivers	Bachelor of Arts in Business Education	Eastern Kentucky University
Robert Gray	Bachelor of Arts in Police Administration	Eastern Kentucky University

Health services and program staff have certifications or credentials as appropriate for their positions.

In addition to the certifications and degrees mentioned above, the LAC staff receive initial and on-going facility training. A qualified full-time facility Manager, Learning and Development coordinates delivery and implementation of the comprehensive, integrated training program for facility employees. The Manager, Learning and Development is supported by a Division Manager and Managing Director of Staffing and Training at CCA's FSC. A Division Manager is assigned to each CCA Operations business unit to ensure program integrity, consistency and compliance with training standards.

CCA Policy 4-1, Staff Development and Training, and the Facility Training Plan outline the organized, planned and evaluated training programs for all employees and volunteers to enhance job knowledge, performance skills and employee competence. CCA's training program meets and frequently exceeds the stringent training requirements set forth by ACA and includes requirements for all categories of personnel.

Orientation Curriculum

All CCA facility employees begin their professional development by participating in a comprehensive forty (40) hour Orientation Program prior to being independently assigned to work (excluding auxiliary personnel who complete training appropriate to their individual assignments). Each employee also receives forty (40) hours of on-the-job training (OJT). At a minimum, Orientation training will include the following:

- CCA Overview (history/philosophy);
- Policy and Procedure Overview;
- Human Resources Management;
- Criminal Justice System, Legal Issues and Inmate Rights;
- Facility Tour and Meet Staff;
- Sexual Harassment;
- Professionalism and Ethics;
- Emergency Plans/Incident Command
- Special Needs Inmates;
- Tool and Key Control;
- Use of Force (regulations and tactics);
- Communicable Diseases/Infection Control;
- Medical and Psychiatric Referral;
- Sexual Assault/Staff Sexual Misconduct/ Prison Rape Elimination Act (PREA);
- Building a Career in Corrections;
- Introduction to LMS Student Center;

- System (ICS) Overview;
- Hostage Situations;
- Games Criminals Play (inmate manipulation);
- Supervision of Inmates;
- Inmate Management (classification, grievance and disciplinary procedures);
- Institutional Safety;
- Suicide Prevention;
- Count and Inmate Accountability;
- Unit Management and Direct Supervision;
- Cultural and Ethnic Sensitivity;
- Security Threat Groups (STG);
- Report Writing Part I;
- First Aid (including defibrillator)/CPR (Cardiopulmonary Resuscitation);
- Information Security; and
- Health Insurance Portability and Accountability Act of 1996 (HIPAA).

Security/Correctional Officer Basic Training Curriculum

In addition to the aforementioned 40 hours of Pre-Service Orientation and 40 hours of OJT, security personnel who work in direct and continuing contact with inmates receive 120 hours of Basic Training during their first six months of employment. Basic Training topics include:

- Policies, Procedures and Post Orders;
- Crime Scene Procedures;
- Unit Management & Direct Supervision;
- Inmate Communication (including Crisis Prevention Intervention, Interpersonal Communication, Inmate Problem Solving);
- Radio Communications;
- Searches and Contraband Control;
- Stress Management;
- Substance Abuse;
- True Colors;
- Tool and Key Control;
- Building a Career in Corrections;
- Inmate Accountability;
- Security and Safety, Part II;
- Transportation of Inmates;
- Report Writing, Part I;
- Report Writing, Part II;
- Chemical/Inflammatory Agents Familiarization;
- Use of Restraints;
- Security Systems;
- Crisis Communication;
- Defensive Tactics (Pressure Points Control Tactics [PPCT], Parts I and II);
- Special Management Units;
- Correctional Officer Subculture;
- Teambuilding;
- Conflict Management;
- Inmate Management, Part II;
- Security Threat Groups (STG); and
- Video Camera Operations.

In-Service Training Curriculum

CCA provides annual In-Service training to all employees in accordance with the previously stated standards and guidelines. The In-Service training program is designed around the principle that training is an instrument for change. To support this principle, CCA has developed a forty (40) hour In-Service training curriculum that has two distinct components: 1) "Fundamentals of Operations" is provided to all employees in order to meet required standards and satisfy hands-on training requirements for applicable staff in areas such as CPR and firearms; and 2) "Tract" training to target

employees performing specific job-related tasks. Training for both categories may include web-based e-Learning, as well as classroom instruction.

"Fundamentals of Operations" In-Service training for security and non-security employees will include the following subject areas:

- Cultural Ethnic Sensitivity;
- Information Security;
- Suicide Prevention;
- PREA;
- Sexual Harassment;
- Professionalism/Ethics;
- HIPAA;
- Emergency Plans/ICS;
- Institutional Safety;
- Tool and Key Control;
- First Aid/Communicable Diseases;
- Inmate Communication;
- Use of Restraints; and
- Use of Force.

"Tract" In-Service training pertaining to employees with job-specific tasks and includes the following subject areas:

- Firearms;
- Firearms/Oleoresin Capsicum and Unit Management;
- Firearms/Back to Basics;
- National Rifle Association Instructor;
- Back to Basics (16 Hours);
- Back to Basics (24 Hours);
- Transportation/Outside Work Crew;
- Human Resource Manager Training;
- Samberg Leadership Training;
- Warden's Training;
- Command Spanish;
- Unit Management;
- Clerical;
- True Colors Instructor;
- Training for Trainers;
- Warden Conference;
- Special Operations Response Team;
- Medical;
- Canine;
- Investigator Training;
- Less Lethal Munitions Instructor;
- Food Service;
- PPCT Instructor;
- Learning and Development Manager Training;
- DOT;
- Classification/STG;
- Public Information Officer;
- Foundations Leadership;
- Presentation Skills;
- Maintenance;
- Safety;
- ICS and Exercise Design;
- Inmate Programs; and
- Other facility/contract-specific training.

Professional Development: Samberg Leadership Training

CCA has designed a comprehensive leadership development program called "Samberg Leadership Training," delivering three-phased supervisory and leadership development training integrated into a

career ladder. Positions required to attend leadership training include Senior Correctional Officers (or Sergeants), Assistant Shift Supervisors (Lieutenants), Shift Supervisors (Captains), Correctional Counselors, Case Managers, Unit Managers and all supervisors and facility executive staff. This program was developed by, and named in memory of, long-time CCA Warden Mike Samberg and is evidence of CCA's companywide commitment to the development of strong corrections leaders.

- Phase I includes sixteen (16) hours of supervisory skill enhancement through e-Learning, required reading and practical assignments.
- Phase II is a three-day (twenty-four hours) workshop that focuses attention on positively influencing character traits that have been determined to be consistent with the ideal supervisor – including, but not limited to, traits such as integrity, trustworthiness and humility – all to enhance the supervisor's competence in communicating with line staff.
- Phase III, the final phase of the program, is twelve (12) months of interactive assignments within a closely knit group of CCA central office and field staff. This phase, also known as the "Maximizer" phase, provides a follow-up e-Mentoring program designed to assist participants in continuing their learning journey.

The second tier of the leadership development program is called "Foundations," and is designed for Wardens, Assistant Wardens, Chiefs of Security, Chiefs of Unit Management and designated central office staff. This program is a forty (40) hour onsite program with both pre-work assignments prior to attending, and post-work as they implement changes to their operations and to themselves.

The entire Samberg experience helps leaders to understand the importance of slowing down, communicating and following up with middle management and line staff. It encourages transparency and a culture of listening to staff and speaking to one another.

Training Records

CCA has developed a computer-based initiative that includes the implementation of a Learning Management System (LMS), which automates the training administration processes, enables on-line learning and supports CCA's competency and performance management programs. The Divisional Manager's monitoring of all training conducted at the facility is accomplished monthly through LMS, allowing comparison to the annual training plan. All training files for individual CCA employees, and the classes conducted, are maintained electronically at CCA's FSC, with necessary back-up maintained on site at the facility.

PROPOSED STAFFING PLAN

CCA's security Staffing Plans are based on a post analysis specifying all posts and positions at the facility and the staff rank required to fill those posts or positions. Other key variables used to determine custody post placement include:

- Mission of the facility;
- Requirements of the contracting agency;
- Total number of inmates at the facility;
- Classification of inmates to be housed;
- Programming needs;
- Location and design of physical plant;
- Security systems;
- CCA's experience in staffing and managing the facility;
- Court ordered stipulations;
- Applicable policies and procedures; and
- Applicable state law and legislative requirements.

CCA has a clear understanding of the security staff necessary to safely and securely operate the Lee Adjustment Center for an out of state population. As the current provider of services for an out of state partner at Lee Adjustment, we have in place appropriate security staffing levels and, if chosen to house the DOC's inmates, will be able to ramp up operations and accept inmates 60 days after contract award. The total allocation of staff to be provided at Lee Adjustment is indicated by position and shift in the facility Staffing Plans located in the Proprietary Information – Technical Proposal envelope as referenced on page 8.

DESCRIPTION OF PAST PROJECTS COMPLETED

Over our 30 year history, CCA has maintained a varied nationwide base of government partners housing adult male and female inmates; detainees; pre-trial; pre-release; sentenced; and minimum, medium, close and maximum security inmate classifications. Today, CCA houses inmates in 56 operating facilities throughout the United States. As previously mentioned, of the over 73,500 inmates under CCA's care, over 24,500 are housed under contracts with the federal government; nearly 46,400 are housed through our state government partners; with over 2,600 from local governments. CCA currently contracts with the following government agencies to provide housing for these varied inmate populations:

- Federal Bureau of Prisons;
- United States Marshals Service;
- U.S. Immigration and Customs Enforcement;
- U.S. Virgin Islands;
- 15 State Governments;
- District of Columbia; and
- Eight Local Governments.

We have provided a chart below that shows the duration of each current CCA/facility government partnership. This chart clearly illustrates our longevity in providing corrections/detention as well as our experience in managing populations similar to those requested in this RFP. Please note that the column entitled "Duration of Service" designates the total time in which that customer's population has been housed in the facility and is not necessarily indicative of the current contract term. Except where specifically noted otherwise, CCA provides full turnkey services at each of the listed facilities, e.g., security, food services, health services, programming and all ancillary services, making them similar in scope to the services required under this RFP.

As the current partnership chart clearly demonstrates, CCA has extensive nationwide experience in providing correctional management similar in scope and size to the services sought in this RFP. Although this list represents our current contractual relationships, in many cases, the longevity of these partnerships reflects completed contracts that experienced no break in service due to new contract negotiations as well as winning proposals when the services were rebid. Additionally, and in response to the information requested by the RFP, examples of completed contracts where we do not have a continuing partnership with the agency are as follows (please note that the contact information listed may reflect the person who provided oversight at the date of termination/completion and may not currently serve in the same position/department):

- From July 2003-March 2004, CCA provided temporary housing of approximately 1,400 adult male inmates at our Tallahatchie County Correctional Facility in Tutwiler, Mississippi for the Alabama Department of Corrections to relieve overcrowding.

TALLAHATCHIE COUNTY CORRECTIONAL FACILITY (TUTWILER, MS)		
Project Manager and Contact Information	Location of the Project	Type of Project and Project Goals
Donal Campbell Commissioner P.O Box 301501 101 S. Union Street Montgomery, AL 36130 (334) 353-3883	415 U.S. Highway 49 North Tutwiler, MS 38963	Type of Project: Total facility management Type Inmate: Adult male Classification: Medium

- From April 1998-May 2005, CCA provided services and housing for up to 1,000 adult male inmates at our Otter Creek Correctional Center in Wheelwright, Kentucky for the Indiana Department of Corrections.

OTTER CREEK CORRECTIONAL CENTER (WHEELWRIGHT, KY)		
Project Manager and Contact Information	Location of the Project	Type of Project and Project Goals
Al Bennett, Contract Monitor 3320 Vestal Road Plainfield, IN 46168 (317) 839-3940	Highway 306 P.O. Box 500 Wheelwright, KY 41669	Type of Project: Total facility management Type Inmate: Adult male Classification: Medium

- From May 2004-June 2010, CCA provided services and housing for approximately 1,600 male inmates at our Prairie Correctional Facility in Appleton, Minnesota for the Minnesota Department of Correction.

PRAIRIE CORRECTIONAL FACILITY (APPLETON, MN)		
Project Manager and Contact Information	Location of the Project	Type of Project and Project Goals
Guy Bosch, Director of Classifications and Transfers MN DOC 1450 Energy Park Drive, Suite 200 St. Paul, MN 55108 (651) 361-7247	445 South Munsterman Street Appleton, MN 56208	Type of Project: Total facility management Type Inmate: Adult male Classification: Medium

- From December 2002-December 2006, CCA provided services and housing for up to 5,500 male inmates in various contract facilities for the Wisconsin Department of Corrections.

DIAMDONBACK CORRECTIONAL FACILITY (WATONGA, OK)		
Project Manager and Contact Information	Location of the Project	Type of Project and Project Goals
Jeff Wydeven, Contract Administrator WIDOC P.O. Box 7925 3099 E. Washington Avenue	Rt. 2, Box 336 Watonga, OK 73772	Type of Project: Total facility management Type Inmate: Adult male Classification: Medium

Madison, WI 53707 (608) 240-5180		
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PRAIRIE CORRECTIONAL FACILITY (APPLETON, MN)		
Project Manager and Contact Information	Location of the Project	Type of Project and Project Goals
Jeff Wydeven, Contract Administrator WI DOC P.O. Box 7925 3099 E. Washington Avenue Madison, WI 53707 (608) 240-5180	445 South Munsterman Street Appleton, MN 56208	Type of Project: Total facility management Type Inmate: Adult male Classification: Medium

WHITEVILLE CORRECTIONAL FACILITY (APPLETON, MN)		
Project Manager and Contact Information	Location of the Project	Type of Project and Project Goals
Jeff Wydeven, Contract Administrator WI DOC P.O. Box 7925 3099 E. Washington Avenue Madison, WI 53707 (608) 240-5180	1440 Union Springs Road Whiteville, TN 38075	Type of Project: Total facility management Type Inmate: Adult male Classification: Medium

As discussed extensively throughout this proposal, CCA provides contractual services for multiple federal, state and municipal agencies. CCA has not received any notices of default or breach, been assessed fines or liquidated damages, or been part of any judicial or quasi-judicial action that resulted in the termination of a contract. Specifically, for the two year period identified in the RFP, CCA has not had any breach or default notices or similar correspondence, liquidated damages or fines at the proposed facility of the Lee Adjustment Center.

CURRENT CCA/FACILITY GOVERNMENT PARTNERSHIPS

Facility Name	Location	Contracting Agencies	Duration of Service	Classification	Inmate Type and Facility Capacity
Adams County Correctional Center	Mississippi	Federal Bureau of Prisons (BOP)	4 years	Low	Adult Male 2,567
Bartlett State Jail*	Texas	State of Texas	18 years	Level II, Minimum and Medium	Adult Male 1,049
Bay Correctional Facility	Florida	State of Florida	18 years	Community, Minimum, Medium	Adult Male 985
Bent County Correctional Facility	Colorado	State of Colorado	18 years	Level III Medium	Adult Male 1,466
Bradshaw State Jail*	Texas	State of Texas	9 years	Minimum and Medium	Adult Male 1,980
California City Correctional Center	California	United States Marshals Service (USMS) and Immigration and Customs Enforcement (ICE)	Nearly 3 year (ALL)	Low	Adult Male and Female 2,304
Central Arizona Detention Center	Arizona	ICE, USMS and Pascua Yaqui Tribe	19 years (USMS, ICE) 16 years (Pascua Yaqui Tribe)	Multi-level	Adult Male 2,304
Cibola County Correctional Center	New Mexico	BOP	Nearly 13 years	Low	Adult Male 1,129
Cimarron Correctional Facility	Oklahoma	State of Oklahoma and Commonwealth of Puerto Rico	16 years (OK) 1 year (PR)	Minimum, Medium and Maximum	Adult Male 1,720
Citrus County Detention Facility	Florida	Citrus County, FL, USMS, and U.S Virgin Islands	Nearly 18 years (Citrus Co.) 10 years (USMS) 3 years (USVI)	Minimum and Medium	Adult Male and Female 760
Coffee Correctional Facility	Georgia	State of Georgia	16 years	Medium	Adult Male 3,302
Correctional Treatment Facility*	Washington DC	District of Columbia, USMS and BOP	16 years (DC) 6 years (USMS) Less than 1 year (BOP)	Medium, Felons and Pre-trial	Adult Male and Female 1,500



America's Leader in Partnership Corrections

Facility Name	Location	Contracting Agencies	Duration of Service	Classification	Inmate Type and Facility Capacity
Crossroads Correctional Center	Montana	State of Montana and USMS	14 years (MT) 6 years (USMS)	Multi-level	Adult Male 664
Crowley County Correctional Facility	Colorado	State of Colorado	12 years	Level III Medium	Adult Male 1,894
Davis Correctional Facility	Oklahoma	State of Oklahoma	15 years	Medium and Maximum	Adult Male 1,600
Eden Detention Center	Texas	BOP	Nearly 18 years	Low	Adult Male 1,558
Elizabeth Detention Center*	New Jersey	ICE	16 years	Minimum	Adult Male and Female 300
Eloy Detention Center*	Arizona	ICE	15 years	Low	Adult Male and Female 1,596
Florence Correctional Center	Arizona	States of Vermont and California, USMS, ICE, and Pascua Yaqui Tribe	9 years (VT) 5 years (CA) 13 years (USMS and ICE) 14 years (Pascua Yaqui Tribe)	Multi-level	Adult Male 1,824
Graceville Correctional Facility	Florida	State of Florida	3 years	Medium	Adult Male 1,884
Hardeman County Correctional Facility	Tennessee	State of Tennessee	17 years	Medium	Adult Male 2,016
Houston Processing Center*	Texas	ICE	Nearly 30 years	Medium	Adult Male and Female 1,000
Idaho Correctional Center	Idaho	State of Idaho	13 years	Minimum, Medium and Maximum	Adult Male 2,104
Jenkins Correctional Center	Georgia	State of Georgia	3 years	Medium	Adult Male 1,150
Kit Carson Correctional Center	Colorado	States of Colorado and Idaho, Bernalillo County, NM	14 years (CO) 1 year (ID) Less than 1 year (Bernalillo Co.)	Level III Medium	Adult Male 1,488
La Palma Correctional Center	Arizona	State of California	Nearly 6 years	Medium	Adult Male 3,060



America's Leader in Partnership Corrections

Facility Name	Location	Contracting Agencies	Duration of Service	Classification	Inmate Type and Facility Capacity
Lake City Correctional Center	Florida	State of Florida	18 years	Multi-Level	Male Youthful Offender (19-24) 893
Lake Erie Correctional Institution	Ohio	State of Ohio	1 year	Minimum, Medium	Adult Male 1,798
Laredo Processing Center	Texas	ICE	28 years	Medium	Adult Male and Female 404
Leavenworth Detention Center	Kansas	USMS, BOP, and Wyandotte County, KS	23 years (USMS and BOP) 4 years (Wyandotte Co.)	Medium and Maximum	Adult Male and Female 1,126
Lee Adjustment Center	Kentucky	State of Vermont	9 years	Minimum and Medium	Adult Male 845
Lindsey State Jail*	Texas	State of Texas	9 years	Level II	Adult Male 1,031
Marion County Jail II	Indiana	Marion County, IN	17 years	Multi-level	Adult Male and Female 1,030
McRae Correctional Facility	Georgia	BOP	10 years	Low	Adult Male 1,524
Metro-Davidson County Detention Facility	Tennessee	Davidson County, TN for State of Tennessee	Nearly 23 years	Multi-level	Adult Male and Female 1,348
Moore Haven Correctional Facility	Florida	State of Florida	3 years	Minimum and Medium	Adult Male 985
Nevada Southern Detention Center	Nevada	USMS and BOP	Nearly 3 years (BOTH)	Multi-level	Adult Male and Female 1,072
New Mexico Women's Correctional Facility*	New Mexico	State of New Mexico	24 years	Multi-level Felons and Misdemeanants	Adult Female 611
North Fork Correctional Facility	Oklahoma	State of California	Nearly 7 years	Medium	Adult Male 2,400
North Georgia Detention Center	Georgia	ICE	4 years	Multi-level	Adult Male and Female 502
Northeast Ohio Correctional Center	Ohio	BOP and USMS	8 years (BOP) 14 years (USMS)	Low	Adult Male 2,016
Red Rock Correctional Center	Arizona	State of Arizona	To be housed starting January 2014 (AZ)	Multi-level	Adult Male 1,596



America's Leader in Partnership Corrections

Facility Name	Location	Contracting Agencies	Duration of Service	Classification	Inmate Type and Facility Capacity
Saguaro Correctional Center	Arizona	State of Hawaii	6 years	Multi-level	Adult Male 1,926
San Diego Correctional Facility*	California	ICE and USMS	15 years	Minimum and Medium	Adult Male and Female 1,040
Silverdale Detention Facilities	Tennessee	Hamilton County, TN, USMS, and BOP	29 years (ALL)	Multi-level	Adult Male and Female 1,062
South Central Correctional Center	Tennessee	State of Tennessee	21 years	Minimum and Medium Level III	Adult Male 1,676
Stewart Detention Center*	Georgia	ICE	7 years	Medium	Adult Male 1,752
T. Don Hutto Residential Center*	Texas	ICE	7 years	Minimum	Adult Female 512
Tallahatchie County Correctional Facility	Mississippi	State of California and Tallahatchie County, MS	Nearly 7 years (CA) Nearly 15 years (County)	Medium	Adult Male 2,800
Torrance County Detention Facility	New Mexico	USMS, ICE, Torrance County, NM, Sierra County, NM, and Bernalillo County, NM	22 years (USMS and ICE) 20 years (Torrance Co.) 3 years (Sierra Co.) 2 years (Bernalillo Co.)	Multi-level	Adult Male and Female 910
Webb County Detention Center	Texas	USMS and ICE	14 years (BOTH)	Medium	Adult Male and Female 480
West Tennessee Detention Facility	Tennessee	USMS, ICE, BOP	23 years (ALL)	Medium	Adult Male 600
Wheeler Correctional Facility	Georgia	State of Georgia	16 years	Medium	Adult Male 3,028
Whiteville Correctional Facility	Tennessee	State of Tennessee	Nearly 11 years	Minimum and Medium	Adult Male 1,536
Willacy County State Jail*	Texas	State of Texas	9 years	Level II	Adult Male 1,069
Winn Correctional Center	Louisiana	State of Louisiana	23 years	Medium	Adult Male 1,538

* CCA does not deliver health care at these locations.

Section 4, Subsection 4.1: Provide housing for up to 400 Agency inmates, on a voluntary basis.

Vendor Response:

CCA is offering the use of beds at its Lee Adjustment Center in Beattyville, KY. This facility currently houses out of state inmates from Vermont, which gives the staff there valuable experience in handling populations from other jurisdictions. The facility has approximately 350 permanent beds that can be immediately allocated to West Virginia's population and, as previously mentioned, is an approximate three hour drive from Charleston, WV. Access to medical and mental health care, programming and education are available at Lee Adjustment Center, as discussed in more detail in the appropriate sections of Attachment B.

Section 4, Subsection 4.2: Provide access to treatment and programming services in order to allow inmates the opportunity to prepare for their initial parole hearing.

Vendor Response:

Lee Adjustment Center has medical staff and numerous substance abuse, rehabilitative and educational programs available to the inmates housed there. These are discussed more fully in Attachment B, Sections 5.20 to 5.27.

Section 4, Subsection 4.3: Provide all required services to this inmate population in compliance with American Correctional Association (ACA) standards, Prison Rape Elimination Act (PREA) standards, National Commission on Correctional Healthcare (NCCHC) standards, applicable Agency policies, and federal/state/local laws and regulations.

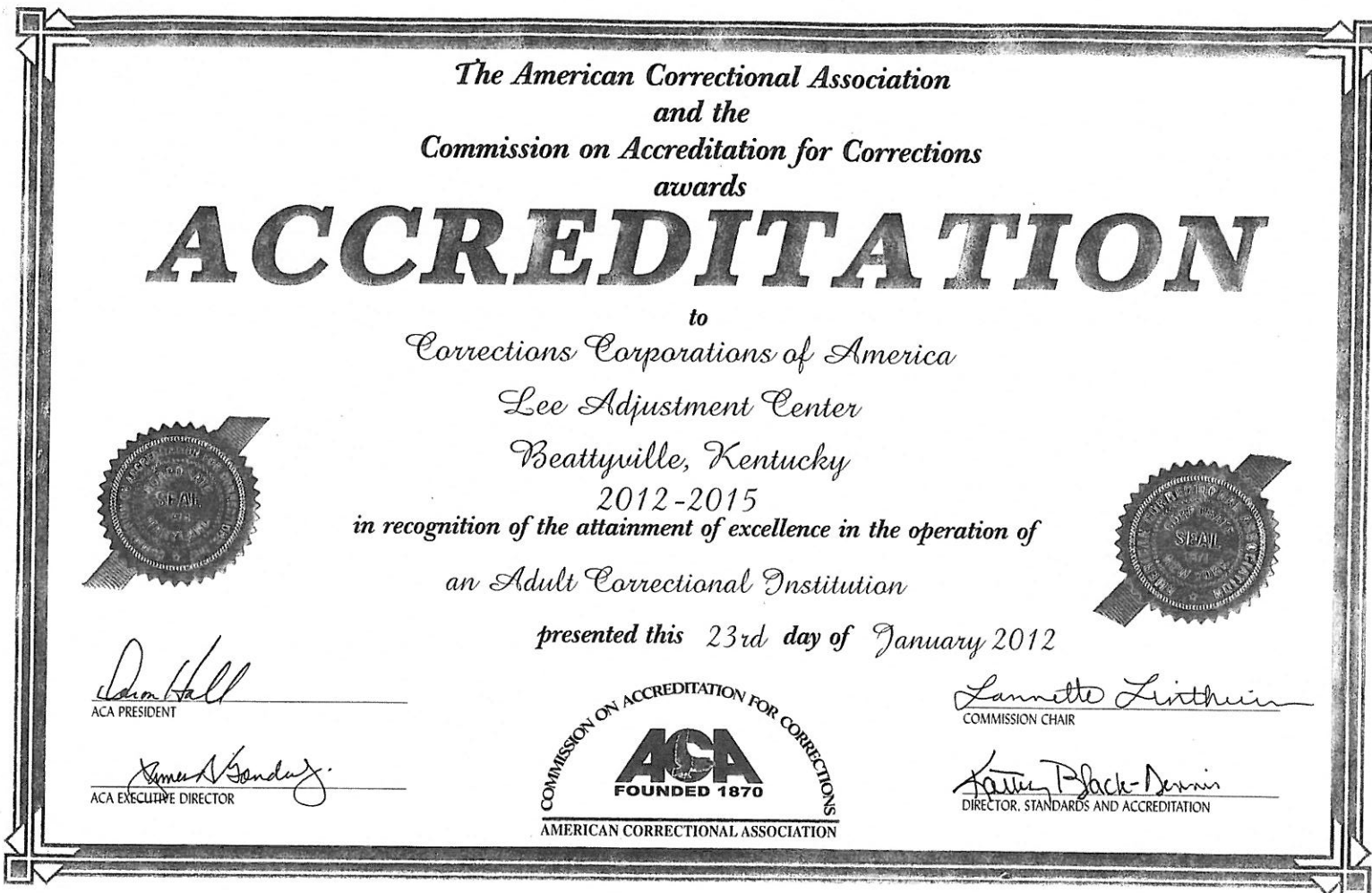
Vendor Response:

As previously mentioned, Lee Adjustment Center first obtained ACA accreditation in 1993 and has maintained its accreditation since then. On the next page is Lee Adjustment's most recent ACA certificate, awarded in January 2012. The facility scored 100% on all of ACA's mandatory standards and 100% on all of the non-mandatory standards.

Lee Adjustment Center first obtained NCCHC accreditation in 2005 and has maintained its accreditation since then. A copy of the most recent NCCHC certificate, awarded in March 2011, follows the ACA certificate. The facility scored 100% on all NCCHC essential standards and 96% on all important standards¹. This accreditation will be reviewed again later this year.

Furthermore, CCA adheres to and trains all of its facility personnel on Prison Rape Elimination Act (PREA) standards, applicable Agency policies, and any other applicable federal, state or local laws and regulations. Our adherence to these standards, including ACA and NCCHC standards, is described in more detail in our responses to Attachment B.

¹ At the time, the facility allowed tobacco products and missed one NCCHC important standard because nicotine replacement products were not offered in the commissary. The facility has since gone tobacco-free.



National Commission on Correctional Health Care

Certificate of Accreditation

CCA/Lee Adjustment Center
Beattyville, Kentucky

The above named facility is hereby recognized by the National Commission on Correctional Health Care upon recommendation of its Accreditation Committee to have met all the requirements of accreditation under NCCHC's *Standards for Health Services*.

March 2011

Carol C. Bellm

Chair, NCCHC Accreditation Committee

Joseph V. Dem...

Chair, NCCHC Board of Directors

Edward A. Hamilton

President, NCCHC



REQUEST FOR PROPOSAL
West Virginia Division of Corrections and RFP #COR61659

Attachment B: Mandatory Specification Checklist

Section 5, Subsection 5.1:

5.1. The Vendor shall provide for transportation of inmates upon assignment to or from the facilities as provided by the Agency's movement coordinator and for such other purposes as may be required from time to time, including court appearances.

- 5.1.1. Inmate transportation security will be in accordance with applicable Agency policy.
- 5.1.2. Vendor must provide transportation for up to 30 inmates, twice per month, from one or more designated facilities within West Virginia, to the proposed facility.

Vendor Response:

CCA understands and agrees to the above. To complement applicable Agency policy, CCA Policy 9-18, Transportation Procedures, provides procedures to ensure the safe and secure transportation of inmates to medical appointments, parole board hearings, disciplinary returns, court appearances, transfers to other facilities, etc. Trained transport officers take all reasonable precautions to protect the lives, safety and welfare of self, other personnel, the general public and the inmates during all transports. Detailed procedures include the following subject areas:

- Officer selection;
- Training;
- Initiating the transport;
- Administrative process;
- Transfer of custody;
- Vehicles and equipment;
- Meals;
- Restraints;
- Inmate preparation;
- Boarding and property;
- Weapons management;
- Departure;
- Routes of travel;
- Driving limitations;
- Communication;
- Scheduled/unscheduled stops;
- Destination arrival/departure;
- Emergencies; and
- Risk reduction.

This policy is in place at the Lee Adjustment Center. Similarly, CCA's wholly-owned subsidiary, TransCor America, LLC (TransCor) adheres to policies that encompass transportation procedures and supplements facility transports when appropriate. Originally established in 1990, TransCor, a Nashville-based corporation, was acquired by CCA in 1994. Since then, the TransCor has grown to become the largest and most experienced

detainee/prisoner transportation company in the United States, transporting males and females, adults and juveniles, by ground and via charter aircraft. Over the past 23 years, TransCor has moved over 1.2 million inmates at all security levels from coast to coast. TransCor transports inmates nationwide under the authority of the Department of Transportation, Federal Motor Carrier Safety Administration (FMCSA) as a contract carrier. The company's USDOT number is 426551 and its MC number is 239934. The company is licensed and qualified to do business in all 50 states.

TransCor was the first inmate transportation company to be fully compliant with the Interstate Transportation of Dangerous Criminals Act of 2000 as well as all Department of Transportation regulations promulgated in CFR Title 49. These laws and regulations set minimum performance standards that were not previously present in the inmate transport industry. To comply with these standards, TransCor modified and improved its operations, including agent and vehicle resources, training curriculum, scheduling and planning efforts to ensure that they remain in continuous compliance with these laws. In addition, to ensure our ongoing compliance with all applicable DOT regulations, they retain an outside consulting company to audit their driver logbooks.

TransCor's transport service offers the following:

- **Online Enhanced Technology.** Online ordering and tracking means increased convenience. TransCor's customized computer operating system allows shorter lead-time requirements and quicker trips.
- **Vehicle Enhanced Technology.** TransCor's entire fleet is equipped with ZONAR Systems which provides electronic fleet inspection and tracking. Every TransCor vehicle has GPS tracking technology onboard.
- **Quality Performance.** As mentioned above, TransCor was the first company to become fully compliant with the regulations created by the Interstate Transportation of Dangerous Criminals Act of 2000. They also operate in full compliance with expanded Department of Transportation (DOT) regulations.
- **On-Time Service.** With TransCor's skilled logistic team and dispersed workforce they are able to transport inmates from coast to coast in a timely manner.
- **Professional Agents.** TransCor agents must have at least two years of experience in corrections, military and criminal justice and successfully complete 100 plus hours of training before becoming a full-time employee. They comply fully with federal requirements for pre-employment screening.
- **Unparalleled Insurance Coverage.** TransCor carries the most comprehensive insurance coverage of any company in the prisoner transportation industry. A \$100 million liability insurance policy covers incidents that might occur during transportation.
- **Reliable Equipment.** With an average vehicle age of two years, TransCor's fleet has fewer miles and receives more preventative maintenance than any of their competitors. Inmates are safer in transit and TransCor is able to deliver them in a timely manner.

5.2. The Vendor shall provide medical services to the West Virginia inmates housed at the Vendor's facility. The Vendor shall submit, with its technical bid, a description of current medical services provided, including, but not limited to, a copy of the Vendor's inmate medical contract and the name and contact information of the Vendor's inmate medical provider. It is the intent of the Agency that the inmates receive care comparable to that available to the inmates in the West Virginia Division of Corrections system.

Vendor Response:

CCA understands and agrees to the above and that the inmates in its care will receive care comparable to that available in the Agency's system. In the sections that follow, we have described the medical services provided at Lee Adjustment Center. In this section, we provide information about our medical providers. CCA does not subcontract for medical services.

The CCA FSC leaders who will oversee the delivery of health services to the inmates in our Lee Adjustment Center are highlighted below. These individuals are readily available to oversee all aspects of care delivery and to ensure that all partner expectations are met. We find that this has been especially valuable as staff members are trained in CCA policies and procedures and will work with facility staff to implement the new contract requirements. Immediately following the information on the FSC medical support personnel is a resume for the Lee Adjustment Center's Health Services Administrator (HSA).

Vice President, Health Services: Dr. John Baxter was named Vice President, Health Services in June 2013. He joined CCA in 2008 as Director, Mental Health Services. Dr. Baxter has more than 30 years of experience in correctional health care, with over 26 years of service in state and federal correctional systems prior to joining CCA. His experience includes both direct service to patients in prisons, jails, and detention settings, as well as oversight of large correctional mental health and healthcare systems. He holds a bachelor's degree from David Lipscomb University, a master's degree from Harding Graduate School of Religion and a doctoral degree in human development counseling from Vanderbilt University.



Chief Medical Officer: Dr. Bill Andrade joined CCA in 2003 with 25 years of medical practice and career development experience, including seven years of increasing responsibilities solely in correctional health care. His varied responsibilities have included both field and corporate medical operations. His correctional career began as a jail and prison site medical provider and Director in Nevada, progressing to five years as Corporate Associate Medical Director with Correctional Medical Services in St. Louis. Dr. Andrade's clinical specialty is emergency medicine. He has served as a faculty instructor for the paramedic certification program for Emergency Medical Services in Maryland and was Chief Physician for the Maryland State Athletic Commission. He is also an affiliate and past board member for the Correctional Medical Institute and is a current member of the Society of Correctional Physicians.



A medical graduate of Duke University, Dr. Andrade completed residencies at Harvard and Johns Hopkins Hospital.

Chief Dental Officer: Dr. Stephen Merrill joined CCA in 1996 as Director, Dental Services, at Bay Correctional Facility in Panama City, Florida. In 1999, he was appointed Director, Dental Services, for CCA's central office Health Services department, where he oversees the dental practices and policies for CCA facilities nationwide. Dr. Merrill has extensive experience in the dentistry field including 21 years in the United States Air Force; he retired as a Colonel in the reserves. Dr. Merrill received his undergraduate degree from Western Kentucky University and his Doctor of Dental Medicine from the University of Louisville. Dr. Merrill completed a 2 year general practice residency at Lackland Air Force Base. He is one of 975 Board Certified General Dentists out of 181,562 practicing general dentists in the United States. He presently is licensed to practice dentistry in 11 states.



Senior Director, Mental Health Services: Dr. Dudley Terrell, Jr. joined CCA in 2013 as Senior Director of Mental Health Services. He recently retired from a 23-year career with the Federal Bureau of Prisons, where he was Warden of five different prisons at all security levels, including a comprehensive medical/mental health facility and a major pre-trial detention center. Earlier, as a correctional psychologist and administrator, he had oversight of forensic psychiatry and psychology evaluations, risk of dangerousness assessments, due process hearings for involuntary medication, mental health inpatient beds, and outpatient services. Also, he directed and supervised general psychology services, including mental health intake screening, psychological review of segregated inmates, crisis intervention, suicide risk assessment and prevention, individual and group therapy, staff training, pre-employment interviewing, and employee assistance programs. He recruited, hired, and supervised staff psychologists, specialty psychologists, drug abuse treatment specialists, sex offender treatment staff, and psychology interns. Dr. Terrell has a PhD in Psychology from Auburn University, and he has been a licensed psychologist since 1991.



Regional Director, Health Services: Michelle Tipton joined CCA in 1997 as a Registered Nurse (RN) at Diamondback Correctional Facility in Oklahoma. She then transferred to North Fork Correctional Facility in western Oklahoma where she also promoted to the Health Services Administrator (HSA). She has previously worked for Oklahoma DOC as a Correctional Health Services Administrator (CHSA). Ms. Tipton was promoted to her current position with CCA in 2009. In this role, she supervises seven CCA facility Health Services departments (including this facility), ensuring policy and procedure adherence with medical standards such as ACA, NCCHC and The Joint Commission (TJC). She also recruits and hires Licensed Independent Providers (LIP) at facilities within her division and provides guidance to facility HSAs regarding clinical issues. Ms. Tipton is a Registered Nurse holding an unencumbered license to practice in the state of Oklahoma and an unencumbered multi-state license to practice in 24 states including Kentucky,



is certified in Basic Life Support and ACLS and is an NCCHC Correctional Health Professional member.

Regional Medical Director, Health Services: *Dr. Jose Garriga* joined CCA in February 2001.



Dr. Garriga has been practicing medicine since 1986, when he signed on with the Federal Bureau of Prisons and worked in California, New York, Arizona and Louisiana. He then worked with the State of Florida from 1996 until he joined CCA in 2001. Currently, Dr. Garriga works out of CCA's Lake City Correctional Facility in Florida, providing health care services to approximately 900 youthful offender inmates and clinical oversight of the facility medical department. He is one of the four Regional Medical Directors and reports directly to the CCA Chief Medical Officer, Bill Andrade. As a Regional Medical Director, Dr. Garriga's responsibilities include utilization management for specialty consults and non-formulary medication requests from fourteen facilities in six states, including Lee Adjustment Center. Dr. Garriga holds a doctorate degree from the Universidad Autonoma de Sato Domingo.



Health Services Administrator, Lee Adjustment Center

Tami Osborne

Tami Osborne joined CCA/Lee Adjustment Center in 2006 as the Health Services Administrator. She is responsible for the daily operation of the medical department to include the recruitment, training and supervision of nursing and department clerical personnel; ensuring delivery of quality healthcare to the inmate population; and evaluating and recommending methods of improving operational efficiency and cost effectiveness of health-related services. Ms. Osborne holds a Bachelor of Science Degree in Nursing from Eastern Kentucky University.

Experience:

- Health Services Administrator, CCA/Lee Adjustment Center, 2006 - Present;
- Nurse Services Administrator, Kentucky Department of Corrections, 2000 – 2006;
- Nurse Consultant/Inspector, Kentucky Office of Inspector General, 1995 – 2000;
- Staff Nurse (RN), Eastern State Hospital, 1993 – 1995;
- Nursing Assistant, University of Kentucky Hospital, 1991 -1993; and
- Pharmacy Technician, Good Samaritan Hospital, 1980 – 1981.

5.3. The Vendor shall provide all onsite healthcare and mental health services.

Vendor Response:

CCA understands and agrees to the above. CCA's Health Services department is spearheaded by an experienced team of full-time medical professionals assuring that the specific needs of our partners' inmate populations are met. CCA regional and management staff hold the Certified Correctional Health Professional designation. All medical staff members are licensed in the state of practice, in this case the Commonwealth of Kentucky. CCA provides primary license verification for nurses; physicians and mid-levels are fully credentialed, utilizing the National Practitioner Data Bank. Health Services staff conduct peer reviews and professional credentialing, and they perform trend analysis for mortality and morbidity reviews. Additionally, CCA has all credentialing information on our licensed independent providers verified by an outside vendor. The CCA Health Services department reviews all health-related incidents, inmate deaths and Continuous Quality Improvement (CQI) data. On-site audits of facility Health Services departments are performed on a routine basis to ensure the delivery of quality care.

The delivery of routine and emergency care is provided 24 hours per day, seven (7) days per week. Because Lee Adjustment is already serving an out of state inmate population, appropriate health services staffing levels have already been achieved and positions filled. The total allocation of medical staff to be provided at Lee Adjustment is indicated by position and shift in the facility Staffing Plans located in the Proprietary Information – Technical Proposal envelope.

5.4. The Agency's inmate medical contract provider shall be responsible for monitoring, coordinating, and authorizing healthcare and mental health services provided by the Vendor and/or its medical contract provider.

Vendor Response:

CCA understands and agrees to the above.

5.5. The Agency agrees not to transfer any inmate with known chronic illnesses or severe mental health issues to the Vendor. However, in the event of a catastrophic event with a transferred inmate, the Agency shall have the inmate returned to West Virginia as soon as practicable.

Vendor Response:

CCA understands and agrees to the above.

5.6. Should the Vendor identify the need for an inmate to receive inpatient hospitalization and/or surgery, the Vendor shall notify Agency's inmate medical provider for prior approval. In the event of an emergency, the Vendor shall notify the Agency's inmate medical provider within four (4) hours of the emergency. The Agency's inmate medical provider will monitor, coordinate, and approve recommended medical procedures.

Vendor Response:

CCA understands and agrees to the above.

5.7. Under no circumstances shall the Vendor limit or delay access to inpatient hospitalization for inmates identified as needing this level of care. If the Agency believes that the Vendor is not transporting inmates needing inpatient hospitalization in a timely fashion, the Agency shall audit the case. Failure to reach satisfactory resolution of such as case may be grounds for termination of the contract by the Agency.

Vendor Response:

CCA understands and agrees to the above. If an inmate is in need of care beyond what the facility's medical personnel can provide, then CCA will transport the inmate to an appropriate facility in a timely manner. Outside medical facilities utilized by Lee Adjustment and their proximity to the facility include the following:

- Marcum & Wallace Memorial Hospital, 60 Mercy Court, Irvine, Kentucky, approximately 21 miles away; and
- Kentucky River Medical Center, 540 Jetts Drive, Jackson, Kentucky, less than 30 miles away.

5.8. The Vendor shall staff and utilize infirmary beds available at the Vendor's facilities for admissions which do not require hospitalization.

Vendor Response:

CCA understands and agrees to the above as clarified in the answer to question 38 in Addendum 2. Lee Adjustment Center has Medical Observation cells adjacent to the clinic area to isolate inmates in a medical setting as needed. Written policy, procedure and practice for medical observation is in accordance with ACA Standards.

5.9. The Vendor shall submit a detailed proposal for the following functions:

- 5.9.1. Medical Orientation
- 5.9.2. Physical Examinations
- 5.9.3. Sick Call
- 5.9.4. Emergency Services
- 5.9.5. Specialty Outpatient Services
- 5.9.6. Laboratory Services
- 5.9.7. Radiology Services
- 5.9.8. Diet Therapy
- 5.9.9. EKG Services
- 5.9.10. Medical Prosthetics
- 5.9.11. Optical Services
- 5.9.12. Pharmaceuticals
- 5.9.13. Medication Administration
- 5.9.14. Dental Services
- 5.9.15. Hepatitis Treatment
- 5.9.16. Suicide Prevention and Crisis Intervention
- 5.9.17. Health Care Record System
- 5.9.18. Quality Assurance and Improvement Program

Vendor Response:

CCA understands and agrees to the above. CCA's health services units operate by the highest industry standards, including the American Correctional Association (ACA), The Joint Commission (TJC) and the National Commission on Correctional Health Care (NCCHC), the most rigorous industry standards for corrections and health care provider organizations, and applicable federal, state and local laws and regulations. In addition, all CCA policies, procedures and standards of care meet local, state and federal guidelines for the delivery of care. Our medical policies are exhaustive in their coverage of all applicable standards and correctional medical practices and meet or exceed the requirements of the RFP.

5.9.1. Medical Orientation

Health care services include a program for preliminary screening of inmates upon arrival at the facility, a comprehensive health evaluation, emergency services, and regularly scheduled sick call and triage as further outlined below.

Intake Assessment: Inquiry and observation of all inmates being admitted is conducted in order to identify those needing immediate treatment, those with communicable disease and those whose health needs require periodic evaluation (e.g., medications, mental, or dental needs). This information is obtained from the inmate by qualified health service staff upon the inmate's arrival at the facility. Another vital part of the initial screening process is providing the inmate with an Inmate Handbook or pamphlets that explain

health services and the procedures to implement for access to these services. Educational information is also provided on HIV and AIDS.

5.9.2. Physical Examinations

Health Appraisal (Initial and Periodic): An appraisal is performed on all inmates new to the correctional setting within the first 7-14 days of incarceration. Health appraisals are repeated at an appropriate frequency as determined by the responsible physician in consideration of age, gender and health needs of the inmate population. Health appraisals include a medical history, physical examination and diagnostic testing, if necessary. Providers are expected to practice evidence-based medicine utilizing the CCA drug and laboratory formulary except when needed medications or laboratory tests have no compatible alternatives listed in the approved formularies.

5.9.3. Sick Call

Nursing Sick Call and Triage: All inmates, whether in general population housing units or in segregation, may request health services. Sick call is held daily and triaged by a nurse utilizing highly directive nursing protocols. Sick call is scheduled according to severity of complaint/physical condition. If the request does not appear to be an emergency, the inmate is evaluated by the appropriate health care provider within 24 hours of the request or sooner, if indicated (72 hours on weekends). Referrals to the physician/LIP are seen within one week of the request or as clinically indicated.

Provider Sick Call: Inmates are seen in Provider Sick Call when their conditions have been deemed, through the Nursing Sick Call triage process, to be too complicated to be treated with nursing protocols.

5.9.4. Emergency Services

Health care staff provide an immediate response (within four (4) minutes) to inmates with emergency health care needs. Automatic external defibrillators are standard equipment. All staff are trained in basic life support. CCA provides quarterly unannounced CPR drills for medical and security staff.

5.9.5. Specialty Outpatient Services

Various specialists will be used in the community as clinically indicated. All non-emergent referrals will be reviewed for medical necessity and approved by the Chief Medical Officer or designee.

5.9.6. Laboratory Services

Services will be provided by a contracted, nationally known vendor. Results will be reported via a printer, fax or the electronic record with panic levels telephoned to the facility. Stat laboratory services will be provided locally.

5.9.7. Radiology Services

Services will be provided on-site for simple, uncomplicated x-rays. More complex studies will be provided in the community.

5.9.8. Diet Therapy

Diets will be ordered by the facility physician. Over-sight of special diets will be provided by a registered dietitian.

5.9.9. EKG Services

Routine EKG's will be performed on-site and read by the facility physician. A cardiologist over-read will be requested by the facility physician as clinically indicated.

5.9.10. Medical Prosthetics

Inmates will be provided with prosthetic devices as medically indicated.

5.9.11. Optical Services

Optical services will be provided on site. Eye exams with optical correction will be provided for all inmates with a visual acuity of 20/50 or worse. Inmates requiring treatment beyond the scope of services offered on-site will be seen by a specialist in the community.

5.9.12. Pharmaceuticals

CCA utilizes a cost-effective, correctionally sound formulary for inmate medications that are provided through a correctional pharmaceutical vendor. A back-up community pharmacy system is also available as needed. Stock legend medication is available on-site for urgent medication needs. Inmates receive routine medications within 48-72 hours. There is also a non-formulary request system in place with rapid turnaround.

5.9.13. Medication Administration

CCA policies and procedures provide guidelines and limitations for direct observation and keep-on-person (KOP) and over-the-counter (OTC) medications. OTC medications

are administered by nurses during sick call for minor medical complaints and are available through the facility commissary. A 30-day supply is usually distributed for prescription KOP medications and a three (3) to ten (10) day supply of OTC medications.

Typically, pill call is held twice per day with a nighttime call for medications that require nighttime administration. Pill call generally occurs at a pill call window with security in place to monitor for cheeking (hiding pills in the mouth) and traffic control. At all times, inmates must report to the pill call window with valid identification.

5.9.14. Dental Services

Dentists and dental auxiliaries (such as dental assistants) provide dental coverage for CCA's facility dental department. Dental care services are provided in accordance with ACA Standards and include a program for dental evaluation by a licensed dental professional as outlined below.

Dental Screening: A review of the patient's dental history, examination of the hard and soft tissues of the oral cavity, charting of oral conditions, X-ray studies for diagnostic purposes if necessary, and priority classification of dental conditions.

Dental Sick Call: Dentists perform routine, urgent, and emergent sick call for inmates according to acuity.

Routine Dental Care: Routine comprehensive dental care based on the professional judgment of the treating dentist.

Preventive Dentistry: Plaque control, fluoride treatment when indicated, dental health orientation, and oral hygiene instruction and information, both initially and ongoing.

5.9.15. Hepatitis Treatment

In accordance with the answer to question 37 in Addendum 2, section 5.9.15 has been deleted from the RFP.

5.9.16. Suicide Prevention and Crisis Intervention

CCA's Mental Health Program is designed to conduct effective and efficient screening, identify mental health issues and provide comprehensive mental health services to the inmate population throughout their incarceration. Mental health care services are governed by applicable ACA Standards and include mental health evaluations; intake screening; emergent/urgent referral; routine referral; chronic care; psychotropic

medications, as indicated, with informed consent and routine monitoring; crisis intervention; and suicide precaution and prevention as outlined below.

Mental Health Evaluations: Evaluations are pre-disciplinary and conducted prior to an inmate's housing assignment; on a periodic basis while an inmate is in segregation; and ongoing as clinically indicated.

- *Intake Screening:* All inmates are screened upon intake to identify past mental health history and current mental health concerns. Inmates who are identified as needing further evaluation are referred to professional mental health staff for follow up.
- *Emergent/Urgent Referral:* Inmates are placed in a protective environment (medical observation) and a mental health professional notified for evaluation.
- *Routine Referral:* An inmate is evaluated within fourteen (14) days of referral by a mental health professional. An inmate in need of continued mental health services receives a plan of care (treatment plan) that outlines follow-up with the mental health professional.

Crisis Intervention: CCA staff receives training (pre-service and annual in-service) to assist in identifying inmates who may need immediate and continual mental health services and/or experience an emergent/urgent mental health need. Any staff member may refer an inmate to health services for screening and evaluation by professional staff. Use of involuntary medicating and therapeutic restraints is governed by CCA policy and procedure and is used only as a last resort.

Suicide Precaution: Mental health professionals are responsible for the management and plan of care for any inmate placed on suicide precaution. Any inmate who attempts suicide or has a prior history of suicide attempts has a detailed plan of care completed by the mental health professional and is kept on the mental health caseload as long as the mental health professional and the psychiatrist deem appropriate.

CCA utilizes a comprehensive Suicide Prevention Program that incorporates best practices from across the corrections industry on a national scale. CCA's approach to suicide prevention is dependent on recognition, in conjunction with CCA's unit management approach where Correctional Officers work a particular unit every day (as opposed to rotating) and get to know the inmates living there. Suicide prevention is considered a significant CCA principle every single day for all staff at each facility, not just for mental health professionals.

5.9.17. Health Care Record System

Medical records will be maintained in an organized fashion. Documentation by healthcare providers will be in the SOAPE format (Subjective, Objective, Assessment, Plan, and Educate) and will be problem oriented. All off-site services provided will be documented to include discharge summaries, findings and recommendations. All health information will be protected, utilizing HIPAA standards.

5.9.18. Quality Assurance and Improvement Program

Health Services staff conduct peer reviews and professional credentialing, and they perform trend analysis for mortality and morbidity reviews. Additionally, CCA has all credentialing information on our licensed independent providers verified by an outside vendor. The CCA Health Services department reviews all health-related incidents, inmate deaths and Continuous Quality Improvement (CQI) data. On-site audits of facility Health Services departments are performed on a routine basis to ensure the delivery of quality care.

Additionally, CCA has in place four types of overall auditing or monitoring plans:

- Quality Assurance (QA) Plan;
- Continuous Self-Monitoring;
- Facility Support Center Monitoring; and
- Annual Operational Audits.

Each of these plans is discussed in Section 5.30 of this Response.

5.10. The Vendor shall provide all required services to the West Virginia inmate population housed at the Vendor's facility in compliance with American Correctional Association (ACA) standards, Prison Rape Elimination Act (PREA) standards, National Commission on Correctional Healthcare (NCCHC) standards, applicable Agency policies, and federal/state/local laws and regulations. ACA and NCCHC accreditation must be maintained during the term of this contract.

Vendor Response:

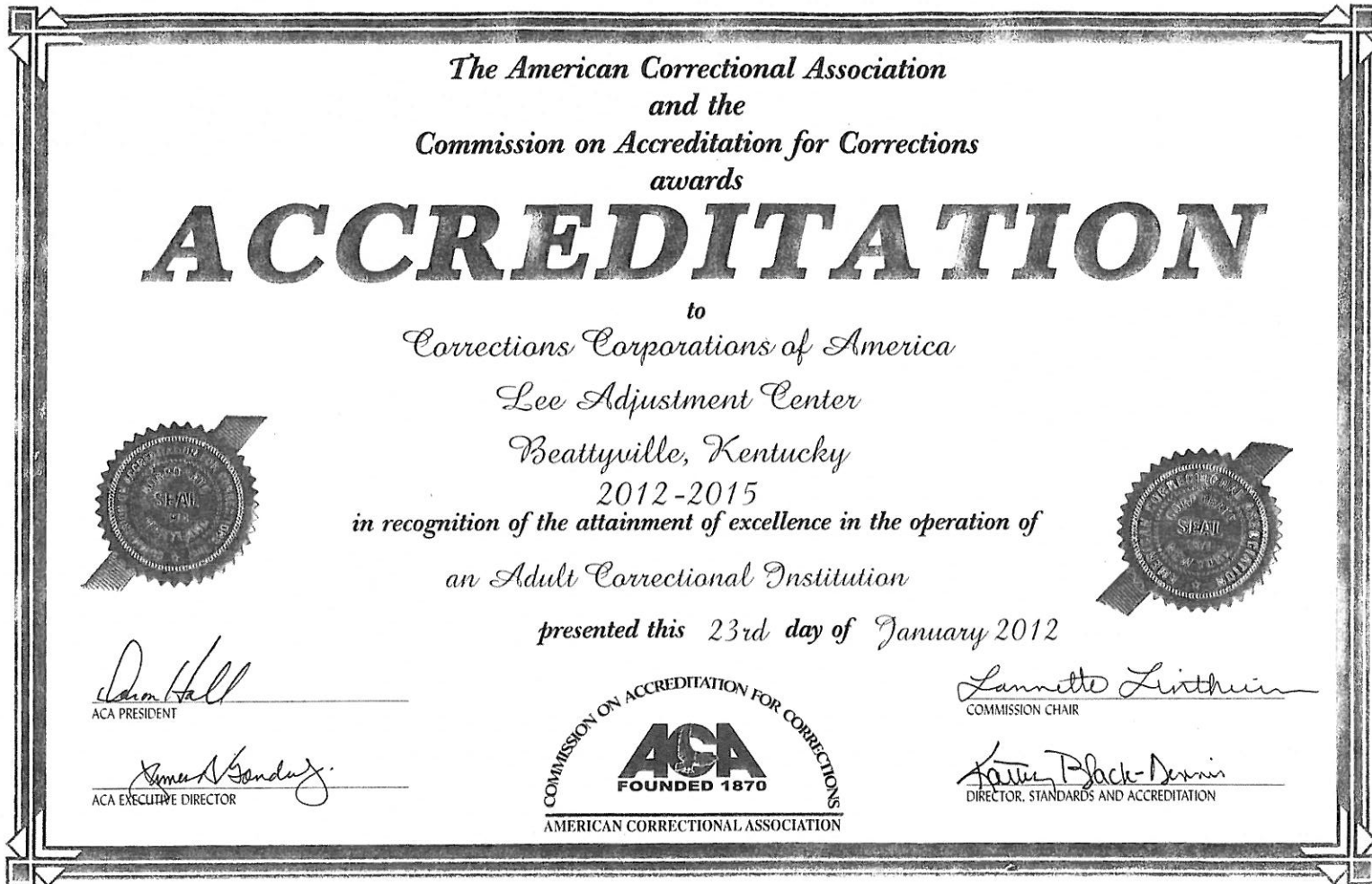
CCA understands and agrees to the above. As mentioned in our Attachment A response, a key hallmark of CCA's success in facilities management is seeking and maintaining accreditation with the nationally recognized American Correctional Association (ACA). All CCA facilities are managed in accordance with the guidelines of ACA; 54 of CCA's 56 operating facilities are accredited with accreditation being sought for the remainder. CCA's success in achieving and maintaining ACA accreditation continues to be a strong indicator of the quality of our correctional management.

Lee Adjustment Center first obtained ACA accreditation in 1993 and has maintained its accreditation since then. On the next page is Lee Adjustment's most recent ACA certificate, awarded in January 2012. The facility scored 100% on all of ACA's mandatory standards and 100% on all of the non-mandatory standards.

Lee Adjustment Center first obtained NCCHC accreditation in 2005 and has maintained its accreditation since then. A copy of the most recent NCCHC certificate, awarded in March 2011, follows the ACA certificate. The facility scored 100% on all NCCHC essential standards and 96% on all important standards¹. This accreditation will be reviewed again later this year.

Furthermore, CCA adheres to and trains all of its facility personnel on Prison Rape Elimination Act (PREA) standards, applicable Agency policies, and any other applicable federal, state or local laws and regulations. Our adherence to these standards is described in more detail throughout our responses herein.

¹ At the time, the facility allowed tobacco products and missed one NCCHC important standard because nicotine replacement products were not offered in the commissary. The facility has since gone tobacco-free.



National Commission on Correctional Health Care

Certificate of Accreditation

CCA/Lee Adjustment Center
Beattyville, Kentucky

The above named facility is hereby recognized by the National Commission on Correctional Health Care upon recommendation of its Accreditation Committee to have met all the requirements of accreditation under NCCHC's *Standards for Health Services*.

March 2011

Carol C. Bellini

Chair, NCCHC Accreditation Committee

Joseph V. Penn

Chair, NCCHC Board of Directors

Edward A. Harrison

President, NCCHC



5.11. In the event the Vendor fails to maintain ACA and/or NCCHC accreditation during the term of this agreement, the Agency shall impose a 30-day warning and grace period. If the accreditation plan criteria are not met after the 30-day warning period, the Agency reserves the right to impose a \$500.00 penalty per day until the Agency Contact Monitor certifies that the accreditation plan criteria are met.

Vendor Response:

CCA understands and agrees to the above.

5.12. The Vendor shall include in the proposal its classification system, as well as laws and requirements for housing inmates from other states.

Vendor Response:

CCA understands and agrees to the above. All CCA facilities utilize an approved classification system to effectively manage inmates and meet the company's goal to reduce the risk of incidents throughout the company.

In order to determine if an inmate is eligible for housing at our Lee Adjustment Center, there are two areas to consider: (1) Classification using CCA's "ICAS"; and (2) State Statutory Restrictions.

1. CCA's Internal Classification Assessment System ("ICAS"):

CCA's ICAS has three custody levels – Low, Moderate and High. The Lee Adjustment Center is appropriate for housing a Low to Moderate custody inmate. The facility may also house certain High custody inmates.

2. Statutory Restrictions:

Files are also reviewed by CCA and/or the receiving jurisdiction to determine compliance with state statutes. Pursuant to Kentucky Revised Statute § 197.505(2), which requires that the classification level of out of state inmates not exceed the designated security level of the facility (Lee Adjustment is classified as medium security), Lee Adjustment Center also uses the Commonwealth of Kentucky Department of Corrections' classification system to ensure that the out of state inmates are eligible to be housed at Lee. Copies of the statute and of the policy are included as Appendix A.

The purpose of the classification system is to thoroughly assess, identify and stratify the inmate population within the facility. It provides Wardens the information needed to determine the classification levels of inmates and assign resources appropriate to the level of risk. It allows for inmates to be assigned based upon classification levels of Low, Moderate and High, and to use

custody classification for better decision making in assignments. This reduces the potential for inmates to manipulate themselves into assignments. Working in conjunction with the provisions of CCA policy and applicable state classification guidelines, the approved classification assessment system will allow employees to match the level of supervision and oversight with risk in all areas of housing, work and programs and provide a process to conduct systematic reviews to ensure inmates are assigned in a safe and secure manner. The classification system assesses the following risk factors:

- Current and prior criminal offenses;
- History of escape and violence;
- Mental and emotional stability;
- History of prior convictions;
- History of substance abuse;
- Age, education and employment history; and
- Special considerations (e.g. protective custody, medical/mental health issues, STG concerns, etc.).

The Warden/designee will review and approve each of the classification, housing and work/program plans prior to implementation and then at least annually or as revisions are made. A copy of each approved plan, as well as any revisions, is then forwarded to CCA's Director, Classification & STG.

5.13. The Vendor shall provide an annual credit in the amount of Fifty Thousand Dollars (\$50,000.00) for contract monitoring.

Vendor Response:

CCA understands and agrees to the above.

5.14. The Vendor shall provide the Agency Contract Monitor office space that has a lock which is not master keyed, a desk, chair, telephone/fax/computer lines (for internet access only). The Vendor will not be responsible for non-business related fax or telephone costs.

Vendor Response:

CCA understands and agrees to the above.

5.15. The Vendor shall ensure the facilities used have video conferencing capabilities and that these capabilities are freely available to Agency contract monitors and the WV Parole Board for their use in conducting parole hearings.

Vendor Response:

CCA understands and agrees to the above. CCA provides various video conferencing devices in all of our 56 operating facilities, including Lee Adjustment. Our experience with these applications includes arraignments, court and parole hearings, visitation, telemedicine, administrative and other conferencing. We provide systems compliant with either of the two prevailing video conference protocols – H.320 and H.323. CCA currently uses the leading industry Polycom brand with a secure "judicial enclosure" offering a high level of reliability.

Using the H.320 protocols, the video unit links three bonded ISDN BRI circuits to provide a minimum of 128k bandwidth. These video units can also securely use the IP-based H.323 protocols by routing the IP signal over either a dedicated circuit or across CCA's internal MPLS network to our central office (FSC) and then, using a virtual private network, create a dedicated site-to-site connection over the internet to the agency-side video units. CCA uses a standardized plan for cabling, data switch, and network implementation and support and will coordinate with the contract monitor and the Agency's IT staff regarding any specific technology and setting up, testing and maintaining these connections.

5.16. The Vendor agrees to use the Agency Classification, Disciplinary and Grievance systems as well as Agency policies on inmate grooming and tobacco use. The Agency will provide training in these areas.

Vendor Response:

CCA understands and agrees to the above.

5.17. The Vendor shall provide one permanently affixed bed per inmate.

5.17.1 All Agency inmates shall be housed or remain separate from all other jurisdiction inmates. This separation includes, but is not limited to, dining hall, recreation yard, library, and work assignments.

Vendor Response:

CCA understands and agrees to provide one permanently affixed bed per inmate. CCA's Lee Adjustment Center in Beattyville, Kentucky, has 350 beds immediately available for male inmates. Beattyville, Kentucky is approximately 170 miles (roughly a 3.5 hour drive) from the Agency's Central Office in Charleston, WV. The State of Kentucky was the primary partner at the facility from its opening in 1990 until 2010 and in February 2004, adult male inmates from the State of Vermont began being housed at the facility along with Kentucky inmates. Presently

only Vermont inmates occupy the facility.

5.18. The Vendor will abide by all reporting requirements as specified by Agency policy, including Monthly Reports, incident reports, use and upkeep of the Agency inmate information systems, inmate trustee accounts, etc.

Vendor Response:

CCA understands and agrees to the above.

5.19. The Vendor shall utilize the Agency's current inmate information system and inmate trustee system. The Vendor shall allow the Agency's technology staff and/or the Agency's contractors access for implementation and training purposes.

Vendor Response:

CCA understands and agrees to the above.

5.20. The Vendor shall, at a minimum, provide GED and high school credit bearing classes for said inmates, provided by a certified instructor on a weekly basis.

Vendor Response:

CCA understands and agrees to the above. The vast majority of inmates in West Virginia eventually will be released to return to their communities, but experience shows that unless the inmate has a sufficient change in self or circumstances, approximately 26.8% return to prison within three years. While no correctional system can mitigate all the factors that contribute to recidivism, CCA is committed to providing evidence-based programs that have the objective of reducing recidivism by improving the successful reintegration of the inmates back into society upon release from incarceration. Research has consistently demonstrated that correctional programs reduce recidivism; for example, a new meta-analysis found that "inmates who participated in correctional education programs had 43 percent lower odds of recidivating than inmates who did not. These results were consistent even when we included the lower-quality studies in the analysis. This translates into a reduction in the risk of recidivating of 13 percentage points for those who participate in correctional education programs versus those who do not" (Lois M. Davis, Robert Bozick, Jennifer L. Steele, Jessica Saunders, Jeremy N. V. Miles. "Evaluating the Effectiveness of Correctional Education: A Meta-Analysis of Programs That Provide Education to Incarcerated Adults." 2013 RAND Corporation).

CCA currently provides academic and vocational programs at the Lee Adjustment Center and will make educational programming available to the West Virginia inmates. CCA's comprehensive education programs address the full scope of social, academic and vocational development of facility inmates by providing growth opportunities ranging from adult basic education to job training through vocational programs. Program entry and exit is tied to the

achievement of clear and measurable learning goals. Programs are individualized as much as possible to meet the prescribed and diagnosed needs of the student, and students are assessed frequently to ensure quality control, teaching effectiveness and student progress.

For inmates who possess neither a General Educational Development (GED) nor a high school diploma, CCA education programs provide multi-level academic courses which target an inmate's individual needs. CCA will provide West Virginia inmates a full range of academic programming at Lee Adjustment, including Adult Basic Education, GED Testing/High School Equivalency Assessment, Post-Secondary Programs and College-Level Correspondence Courses as described below.

Adult Basic Education (ABE) provides essential reading, writing and mathematical skills essential for life and for further educational attainment, specifically the pursuit of the GED/High School Equivalency Certification credential. CCA's ABE program stresses performance-based instruction to incorporate applied academics and workplace skills ensuring maximum student performance and preparation for postsecondary education and employment. Students in these classrooms are exposed to a wide variety of instructional strategies and resource materials including technology, individualized instruction, cooperative learning, competency-based instruction, student-centered instruction and teacher-directed instruction.

GED Testing/High School Equivalency Assessment is administered on-site. Students who do not pass all parts or who are lacking enough points to pass the test are re-tested after additional instruction to remedy their educational deficiencies. In 2012, more than 3,200 inmates in CCA-operated facilities earned GEDs.

Postsecondary Programs/College Credit by Examination provide college-level training, correspondence, college credit by examination and, where possible, live instruction. Participants must hold a high school diploma or an equivalency certificate to enroll. Course offerings are selected based on inmates' appropriateness of skills taught to high demand areas of employment.

Correspondence Courses offer inmates who possess either a GED/High School Equivalency Certification or a high school diploma the ability to pursue the completion of college courses while incarcerated. CCA's program model allows inmates to enroll and participate in correspondence courses as a means of expanding the educational opportunities for inmates seeking post-secondary education.

Vocational training programs offer inmates the opportunity to build employment potential. The curriculum is competency-based and allows open-entry and open-exit. Programs lead to the award of a certificate of completion. Standardized Craft Training (SCT) was developed by the National Center for Construction Education and Research (NCCER), a not-for-profit educational foundation committed to the development of a skilled and educated construction workforce. For employers, CCA's status as an

accredited training sponsor of NCCER means that CCA construction and maintenance vocational training is compatible with apprenticeship training. Instruction is provided in **Core Curricula/Carpentry** as an introduction to this construction trade. NCCER develops students with little or no knowledge of the subject by first introducing them to fundamental aspects of the construction craft trades industry. This introduction develops skills in several areas: Basic Safety, Basic Construction Math, Introduction to Use of and Care for Hand Tools, Introduction to Use of and Care for Power Tools, Introduction to Blueprints, and Basic Rigging. Students continue their training with an overview of the carpentry trade, as well as Using Nails, Fasteners and Adhesives; Using Wood Building Materials; Understanding Flooring Systems; Understanding Wall Systems; Preparing Construction Sites; Using Concrete and Reinforcement Materials; Placing and Handling Concrete; and Forming Foundations and Flatwork. Equipping students with these fundamental construction industry skills prepares them for self-sufficiency in the free world.

5.21. The Vendor will offer, at a minimum, programs that address the following subjects for Agency inmates, with detailed curricula information and training, if required, on each provided by the Agency. The Agency reserves the right to add or remove programs in accordance with Agency policy or parole guidelines. In this event, the Vendor and the Agency shall negotiate an amended per diem rate, which shall be accomplished by change order to this contract.

Vendor Response:

CCA understands and agrees to the above. CCA is experienced in providing cognitive behavioral programs for inmates in our facilities around the country, including the programs specified by this RFP, and we will provide at least those programs to West Virginia's inmates housed at Lee Adjustment. Many of these programs, or close versions of them, are already in place at the facility.

5.22. Rational Thinking Models

5.22.1. Managing My Anger:

5.22.1.1. Managing My Anger is a cognitive- behavioral program. The goal of this program is to educate and challenge the beliefs of offenders in order to improve the offender's ability to manage anger and interact with others in a socially acceptable manner. Anyone who has committed a crime of violence, or who has a disciplinary problem should attend at least eight group session classes. This evidence based program is based on Cage Your Rage, by Impact Publications, <http://www.impactpublications.com/cageyourrageprogram.aspx>.

5.22.2. Thinking for a Change (T4C):

- 5.22.2.1. T4C is an integrated, cognitive behavior change program for offenders that includes cognitive restructuring, social skills development, and the development of problem solving skills.

Vendor Response:

CCA understands and agrees to the above and proposes to provide evidence-based cognitive behavioral programs designed to address inmates' criminogenic thinking.

Anger Management instruction will be provided and will use a curriculum such as **Cage Your Rage: An Inmate's Guide to Anger Control**, an ACA publication comprised of a self-study workbook to help inmates manage their anger and aggression and create a more stable population and more secure facility. The program addresses skills crucial to an inmate's success following release. Study sections include helping inmates recognize how hurts that occurred while they were growing up may contribute to the way they deal with the emotion of anger now; the results of anger and how to prevent anger from leading to aggression; distinguishing between the "inside" and "outside" reasons why people get angry; tools about how to react to outside or external reasons that are beyond their control; and developing skills needed to manage anger, including relaxation techniques, changing negative thinking patterns, developing awareness of the progression of angry feelings and dealing with anger one step at a time.

Thinking for a Change (T4C) was developed through the National Institute of Corrections and has long been recognized as a successful cognitive behavioral program within the criminal justice setting. The curriculum uses as its core a problem-solving program embellished by both cognitive restructuring and social skills interventions. While each of the concepts is presented systemically, the participant quickly learns and comes to appreciate the skills and methods they develop with cognitive restructuring. The program offers a systematic approach to identifying one's thought processes, belief systems, attitudes and values development. The cognitive restructuring concepts are introduced and emphasized during the initial lessons of the program. Additionally, they are interspersed with targeted critical social skills which support the cognitive restructuring process. This is followed by the problem solving techniques, again supported by appropriate social skills to embellish that concept. Simultaneously, the problem solving portion of the curriculum relies heavily upon the restructuring concepts and techniques already introduced to the participants, thereby integrating all three approaches. The cognitive restructuring techniques become ingrained in the participant's repertoire of competencies, so that it is no longer required to be emphasized as a separate entity, becoming "second nature" to the inmate participant. By the conclusion of the program, participants should be ready to evaluate themselves in order to develop their own cognitive skills (advanced) curriculum.

Additionally, many other cognitive behavioral programs were developed by the Institute for Behavioral Research (Texas Christian University) using proven techniques for achieving positive cognitive behavioral change, particularly in correctional and substance abuse treatment

populations. The TCU manuals all incorporate core technique of Mapping Enhanced Counseling (recognized on the Substance Abuse and Mental Health Services Administration's [SAMHSA] National Registry of Evidence-based Programs and Practices) as a fundamental communication and decision-making tool. **Topic Focused Modular Applications** (formerly known as Brief Interventions) is a series of programs from the TCU Treatment System that includes materials designed for correctional populations. The collection of manuals contains focused, easily accessible and brief strategies for engaging inmates in discussions and activities on important recovery topics. These interventions are derived from evidence-based foundations, including cognitive behavioral models and field-based research. Although best suited for group work, the concepts and exercises can be directly adapted to individual settings. Modules include the following: Understanding and Reducing Angry Feelings; Ideas for Better Communication; Building Social Networks; Unlock Your Thinking, Open Your Mind; Common Sense Ideas for HIV Prevention and Sexual Health; and Mapping the Journey: A Treatment Guidebook.

Other cognitive behavioral, pre-release and life skills courses may be provided as facility resources and inmate need require. Please see Section 5.66 for more information.

5.23. Victim Empathy Programs

- 5.23.1. CVA (Crime Victim Awareness): CVA is an evidence based program based on the Office for Victims of Crime (OVC) TTAC curriculum: Victim Impact: Listen and Learn

- 5.23.1.1. Victim Impact consists of 13 units, built around 10 core crime topics: property crime, assault, robbery, hate and bias, gang violence, sexual assault, child abuse and neglect, domestic violence, drunk and impaired driving, and homicide.

- 5.23.1.2. The basic precepts of the Victim Impact Curriculum are:

- 5.23.1.2.1. Victims and the impact of crime on them are the focus.

- 5.23.1.2.2. Victims' personal experiences are the centerpiece.

- 5.23.1.2.3. Victims deserve to have their rights enforced and their voices heard.

- 5.23.1.2.4. Anyone can become a victim of crime.

- 5.23.1.2.5. Victimization creates a "ripple effect" throughout the community.

- 5.23.1.2.6. Offenders have the opportunity to change their thinking and their behavior.

5.23.1.2.7. Offenders have an obligation to make amends to their victims, directly and indirectly.

5.23.1.3. The new curriculum integrates clips from OVC's DVD, Victim Impact: Listen and Learn, which was developed at the request of victim service coordinators from around the country who were seeking to supplement their impact of crime programs.

5.23.1.4. The full evidence based curriculum can be downloaded at <https://www.ovcttac.gov/victimimpact/>.

Vendor Response:

CCA understands and agrees to the above. CCA provides crime victim awareness and victim impact/empathy programs in many facilities around the country, including an existing program at Lee Adjustment, and studies are beginning to show that these programs can help reduce recidivism and improve outcomes for both inmates and prior victims in the community.

In compliance with the RFP, CCA will provide the required victim empathy programs for West Virginia inmates at Lee Adjustment.

5.24. Substance Abuse Programs

5.24.1. ALADRUE, Phases 1, 2, and 3, is the agency's three-tiered non-residential substance abuse program for offenders in various stages of drug/alcohol abuse and addiction. Individuals who are not recommended to participate in the Residential Substance Abuse Treatment program, who have a history of Substance Abuse or Addiction are required to participate in the program.

5.24.1.1. The Phase 1 program is designated to be the basic Substance Abuse program offered to the offenders incarcerated within the correctional facilities. Within this program offenders are introduced to a variety of program specific approaches. This program focuses on five (5) main components, including: Motivation to Change, Basic Drug I Alcohol Education, Overview of the Twelve Steps, Cognitive Behavioral Approach to Addiction and Relapse Prevention. ALADRUE, Phase 1 is the only required program in the ALADRUE curriculum for offenders to participate in, other than the Residential Substance Abuse Treatment Units. Aladrue, Phase One consists of thirty-one (31) session, running approximately fifteen and half (15) weeks in duration. Resources include: "The Big Book", and "Twelve Steps and Twelve Traditions", from Alcoholics Anonymous, <http://www.aa.org/?Media=NoFlash>.

- 5.24.1.2. The Phase 2 program is designed to be a voluntary program for those offenders who wish to gain more strength, knowledge, and understanding of the Twelve Steps of Alcoholics and Narcotics Anonymous support groups. This program is titled, "Mapping Your Steps: 'Twelve Step' Guide Maps" developed by the Institute of Behavioral Health, Texas Christian University, <http://www.ibr.tcu.edu/>. ALADRUE, Phase 2 consists often (10) sessions, running approximately two and half (2.5) months in length.
- 5.24.1.3. The Phase 3 program is also designed to be a voluntary program for those offenders who wish to develop a Relapse Prevention Plan that is more stable and effective within their recovery and transition back into society. The program helps the offender in terms of their addiction for their transition back into society. The program focuses on Transition Skills for Recovery, including building new relationships and peer support upon release from the correctional facility. The program is titled, "Straight Ahead Transition Skills for Recovery," also from the Institute of Behavioral Health, Texas Christian University. ALADRUE, Phase 3 consists of ten (10) sessions, running approximately two and a half (2.5) months in duration.
- 5.24.1.4. Inmates in these programs must also attend Alcoholics Anonymous and/or Narcotics Anonymous groups regularly.

Vendor Response:

CCA understands and agrees to the above. CCA recognizes that an inmate's likelihood for success of overcoming substance abuse problems and maintaining a drug-free lifestyle upon release increases when evidence-based substance abuse treatment is available for inmates who have this assessed need. CCA has more than 20 years of experience in the provision of evidence based, cognitive behavioral substance abuse treatment programming in facilities throughout the United States. In addition to recovery maintenance opportunities such as Alcoholics Anonymous, CCA currently operates various models of evidence based addictions treatment programs in 24 facilities for 14 different government partners throughout the nation and serving more than 1,500 inmates.

CCA will provide the components of the ALADRUE phases to inmates as outlined in the RFP, including the mandatory Phase 1 programming for designated inmates who have a history of substance abuse or addiction.

For inmates who are committed to long-term avoidance of substance abuse, CCA will facilitate voluntary opportunities for participation in Phase 2 recovery programs. These recovery programs

include the use of Texas Christian University's Mapping Your Steps and other 12-Step model associations such as Alcoholics Anonymous (AA), Narcotics Anonymous (NA). CCA proposes to facilitate self-help substance abuse programs to inmates in which the participants have group discussions about their past experiences with drug and alcohol addictions as well as write down ideas they would like to discuss in the future, and have inmate volunteers speak about their history and experiences with drug and alcohol addictions. The expected outcome is that through consistent participation they will be able to remain clean during incarceration and once returned to society.

Voluntary Phase 3 programming will be available to inmates, including the use of Straight Ahead Transition Skills for Recovery and other curricula from Texas Christian University and AA.

5.25. Family-based Violence

- 5.25.1. BIPP (Batterers Intervention and Prevention Program): The Batterers Intervention Prevention Program is based on the best practice Duluth Model. Since the early 1980s, Duluth-a small community in northern Minnesota-has been an innovator of ways to hold batterers accountable and keep victims safe. The "Duluth Model" is an ever evolving way of thinking about how a community works together to end domestic violence. This program provides batterers with educational components designed to intervene in the cycle of violence, power, and control. The Duluth Model is developed by DAIP, Domestic Abuse Intervention Program. They can be contacted at <http://www.theduluthmodel.org>. The inmate's LS/CMI Program Plan determines if an inmate is referred to the group. Then, a facilitator will screen the inmate in order to make the determination whether or not the inmate is appropriate for the group. If appropriate, the class should be taken by the inmate as recommended on the program plan. The BIPP's curriculum should be about 35 sessions in length. Other resources include: Emerge Abuser Education Group Program Manual for First & Second Stage Groups, developed by Emerge: Counseling & Education to Stop Domestic Violence, <http://www.emergedv.com>; Men Stopping Violence, <http://www.menstoppingviolence.org>; and "Men's Work" by Paul Kivel, <http://www.paulkivel.com>.

Vendor Response:

CCA understands and agrees to the above. CCA understands that domestic violence is a learned behavior that can be unlearned with the help of appropriate cognitive training.

CCA is familiar with the Duluth Model's integrated approach to supporting victims while helping abusers change, and we will include this and other opportunities (such as Emerge, Men Stopping Violence and *Men's Work*) in our programmatic offerings to help incarcerated men prepare to reenter society and live in peace with their households and communities.

5.26. Sex Offender Programs (Phases One, Two and Three):

- 5.26.1. Sex Offender Program, Phase I, is for Psycho-education. It should be recommended for all inmates with a current offense that involves sexual violence, conviction of a crime where a sexual component was present, abuse, or if an inmate has a history of sexual violence or abuse. This includes inmates who have dismissed charges that were pled down to non-sexual crimes and any inmate who is required to register as a sex offender. At a minimum, the topics should include legal definitions of sexual offending (West Virginia State Code 61-8B; 62-11; 62-12); sex offender registration (West Virginia State Code 15-2) [Resource West Virginia State Code: <http://129.71.164.29/wvcode/61/masterfrm2frm.htm>]; offending cycles, victim empathy, and managing emotions. The program was designed based on evidence based models like the Sex Offender Responsible Living Model, <http://www.medlintraining.com>; and Sex Offender: The Good Lives and Self-Regulation Models, by The Safer Society Foundation Inc., <http://www.safersociety.org>.
- 5.26.2. Sex Offender Programs, Phases 2 & 3, are geared more toward voluntary compliance by the inmate. Phase Two focuses on Cognitive Restructuring. It requires the inmate to have some form of sexual deviance. All participants must sign appropriate consent for treatment and acknowledgement of limits of confidentiality. In addition to reinforcing Phase 1 treatment, at a minimum, topics would include the importance of treatment, the willingness to change, high risk treatment planning, high risk factors, modifying deviant thought, identifying cognitive distortions, victim awareness, and human sexuality (sexual development, responsible sexual behavior, attraction, infatuation, and intimacy). Sex Offender Programs, Phase 3, focuses on Relapse Prevention. It is designed to be provided to inmates who are near discharge and/or parole eligibility. Building on the previous phases, further topics should include, at a minimum, relapse prevention plans, communication skills, goal setting, and support systems.

Vendor Response:

CCA understands and agrees to the above. CCA proposes to create a three-phase Sex Offender Program for West Virginia inmates at the Lee Adjustment Center as described below. In accordance with the answer to question 51 in Addendum 2, CCA may adjust our sex offender program offering based upon the forthcoming revised versions of the West Virginia curriculum.

Phase One of the program will provide psycho-educational programming to inmates with a current offense that involves sexual violence, conviction of a crime where a sexual component was present, abuse, or if an inmate has a history of sexual violence or abuse, including inmates who have dismissed charges that were pled down to nonsexual crimes as well as any inmate who

is required to register as a sex offender. Phase Two will provide cognitive restructuring to inmates with some form of sexual deviance who sign appropriate consent for participation and acknowledgement of limits of confidentiality. Phase Three will focus on relapse prevention and reentry preparation for inmates who have completed Phases One and Two and who are near discharge or parole eligibility.

Proposed program components, unit characteristics and staffing requirements are described below. These proposed elements are based on CCA's experience in program design and delivery, incorporating evidence-based sex offender program practices which follow Association for the Treatment of Sexual Abusers (ATSA) standards and ethical guidelines, Center for Sex Offender Management (CSOM) best practice recommendations, and review of sex offender treatment models used in multiple prison systems (state and federal).

Proposed Program Components

Programming will be accomplished through psycho-educational and discussion groups, structured journals, and self-study assignments. Program components will include:

- Phase One – Psycho-educational Activities
 - Program Focus – These topics focus on components of sexual offending and the impact it has on others, including legal definitions of sexual offending, sex offender registration requirements, offending cycles, victim empathy and managing emotions. Materials and methods will be based on the Sex Offender Responsible Living and the Good Lives and Self-Regulation models.
 - Length of Phase One – This phase may begin at any point in an inmate's sentence and is completed in approximately 12 weeks.
- Phase Two – Cognitive Restructuring
 - Program Focus – Phase Two topics will include the importance of treatment, motivation and willingness for change, high-risk treatment planning, high risk factors, modifying deviant thought, identifying cognitive distortions, victim awareness and human sexuality.
 - Informed Consent – Written consent for participation in Phases Two and Three will include admission of sexual deviancy, agreement to complete program requirements and acknowledgement of limits of confidentiality.
 - Length of Phase Two – This phase will commence after a participant completes Phase One and will take up to 12 months, depending on an individual's specific programming needs.
- Phase Three – Relapse Prevention and Reentry Preparation
 - Program Focus – Building on previous phases, Phase Three will focus on development of relapse prevention plans, enhancement of communication skills and preparation for reentry (i.e., goal setting and building support systems).
 - Length of Phase Three – Participation in this phase will require approximately 12 weeks.

Proposed Staffing Requirements

The Sex Offender Program Facilitator will be a social science professional with the ability to teach psycho-educational classes, lead discussion groups and master Sex Offender Program material. Staffing requirements will be based on the number of inmates participating in program services. A cohort of 15 inmate participants will meet for one 2-hour session per week, and a Program Facilitator will dedicate five hours per week to each cohort. With the expectation that approximately 20% of the West Virginia inmates will be sex offenders, CCA can provide the Sex Offender Program to four cohorts (60 inmates) simultaneously with one 0.50 FTE. A proposed staffing pattern is included in the Proprietary Information – Technical Proposal envelope.

5.27. It is the intent of the State that inmates receive care comparable to that available to inmates in West Virginia. The Vendor's written policies and procedures will describe health services, medical services and dental services to be provided. At a minimum, these must meet ACA and NCCHC standards, federal, state and local laws and regulations, and the following State policies and procedures.

Vendor Response:

CCA understands and agrees to the above. As demonstrated in Section 5.10 and 5.11, Lee Adjustment Center is currently accredited by both ACA and NCCHC. The written policies and procedures for health, medical and dental services, more fully described above in Sections 5.3 through 5.9 of Attachment B, are in compliance with ACA and NCCHC standards as well as federal, state and local laws and regulations.

5.28. Vendor's Assumption of Risk Relating to Constitutional Limitations and Indemnification

- 5.28.1. The Vendor must expressly acknowledge that Article III§ 5 of the West Virginia Constitution provides that "[n]o person shall be transported out of, or forced to leave the State for any offense committed within the same..." This clause has been held to mean that state prisoners cannot be incarcerated within facilities outside of the state. Ray v. McCoy, 174 W.Va. 1, 321 S.E.2d 90 (1984). At least one state with a similar prohibition has since reached a different conclusion about the effect of housing prisoners outside of the state of conviction. Daye v. State, 171 Vt. 475, 769 A.2d 630 (2000) citing Olim v. Wakinekona, 461 U.S. 238, 248, 103 S.Ct. 1741, 75 L.Ed.2d 813 (1983).
- 5.28.2. However, the scope of this agreement shall be solely limited to the incarceration of prisoners willing to consent to their transfer to a facility operated by the Vendor. The Vendor shall defend, indemnify, and hold harmless the State of West Virginia, the Division of Corrections, and their officials, agents, and employees from and against any claims brought by a prisoner relating to the prisoner's housing or placement within a facility operated by the Vendor. Said indemnification shall not be applicable to any claim, injury, death, or damage to

property arising out of any act or omission on the part of the state, its officers, agents, servants, or independent contractors (other than the Owner/Operator) who are directly responsible to the State.

5.28.3. The Vendor must defend in any action at law, indemnify, and hold harmless the State of West Virginia, the Division of Corrections, and their officials, agents, and employees from and against any claim or cause of action which arises from any act or omission by the Vendor or any of the Vendor's employees or subcontractors, including the following:

5.28.3.1. Any claims or losses for services rendered by the vendor or persons performing or supplying services in connection with the performance of the contract;

5.28.3.2. Any claims or losses to any person injured or damaged by the willful or negligent actions of the vendor, its officers or employees in the performance of the contract;

5.28.3.3. Any claims or losses resulting to any person injured or damaged by the vendor, its officers or employees by the publication, translation, reproduction, delivery, performance, use or disposition of any data processed under the contract in a manner not authorized by the contract, or by federal or state regulations or statutes;

5.28.3.4. Any failure of the vendor, its officers or employees to adhere to applicable laws, including but not limited to labor laws and minimum wage laws;

5.28.3.5. Any constitutional, federal, state, or civil rights claim brought against the State, Agency or its officers, agents or employees, related to the prison facilities or treatment of the prisoners housed therein;

5.28.3.6. Any claims, losses, demands or causes of action arising out of the Vendor's activities in this state; and

5.28.3.7. Attorney fees or court costs arising from any habeas corpus actions or other inmate suits which may arise, including, but not limited to, attorney fees for the State's representation, any court appointed representation of any inmate, and the costs of any special judge who may be appointed to hear such actions.

Vendor Response:

CCA understands and agrees to the above as amended in Addendum 3, question 5.

5.29. Powers not delegable to Vendor.

5.29.1. The following are duties that are not delegated to the Vendor:

- 5.29.1.1. Developing or implementing procedures for calculating inmate release and parole eligibility dates;
- 5.29.1.2. Developing or implementing procedures for calculating and awarding good time;
- 5.29.1.3. Approving inmates for work release;
- 5.29.1.4. Approving the type of work inmates may perform and the wages or good time, if any, which may be given to inmates engaging in such work;
- 5.29.1.5. Granting, denying, or revoking good time;
- 5.29.1.6. Recommending that the Parole Board either deny or grant parole, although the Vendor may submit reports which have been prepared in the ordinary course of business;
- 5.29.1.7. Approving of transfer of any inmate to and/or from an Agency facility; and
- 5.29.1.8. Paroling and/or releasing inmates from the Vendor's facility. All inmates shall be returned to Agency for parole and/or release.

Vendor Response:

CCA understands and agrees to the above.

5.30. The Vendor's proposed facility for the housing of Agency inmates must have and maintain ACA accreditation.

Vendor Response:

CCA understands and agrees to the above. Lee Adjustment Center first obtained ACA accreditation in 1993 and has maintained its accreditation since then. Please see Lee Adjustment's most recent ACA certificate, awarded in January 2012, on page 16 of this response. The facility scored 100% on all of ACA's mandatory standards and 100% on all of the non-mandatory standards.

This record of performance on ACA inspections is common across all CCA facilities thanks to CCA's internal Quality Assurance Division. Currently, CCA has in place four types of auditing or monitoring plans:

- Quality Assurance (QA) Plan;
- Continuous Self-Monitoring;
- Facility Support Center Monitoring; and
- Annual Operational Audits.

Each of these plans is discussed in further detail below.

1. Quality Assurance (QA) Plan

CCA's Quality Assurance Plan is rigorous, comprehensive and provides far more than annual audits. Our all-encompassing audit tool serves as the cornerstone of the QA Plan and is used to conduct both internal self-monitoring and external audits at each facility. This audit tool and associated audit data collection processes utilize sophisticated technologies that enable us to capture data and analyze it to help further enhance operational compliance and reduce operational risk. CCA was the first major correctional system to develop an extensive electronic quality assurance audit and compliance data tracking system. The system's cutting edge enterprise intelligence functions gives CCA advanced data analysis and trending capabilities, as well as the ability to compile highly customized reports regarding operational efficacy within a facility or across the company.

These enhanced analytic tools allow CCA to separate operational areas within and among facilities, allowing the company to precisely pinpoint commonly occurring areas of concern, as well as to identify those areas that continue to do extremely well. In so doing, CCA can apply the methodology being successfully applied in one facility, or group of facilities, to those facilities that may be underperforming in that same area. The result can deter a pattern of non-compliance, as well as help identify and promote outstanding correctional practices. Similarly, corrective plans of action (POA) found to be effective in addressing a variety of root causes across several facilities are captured and maintained in the audit database for strategic consideration in the management of similar deficiencies in other facilities. Hence, the rigorous study of the metrics captured by this system, combined with the implementation of workable solutions to the revealed deficiencies, allows us to advance toward our goal of operating all facilities at the highest possible level of safety and security.

Operating standards incorporated into the auditing tool include CCA policies and procedures; the most current edition of the Performance-Based ACA Standards; medical care in compliance with National Commission on Correctional Health Care (NCCHC) Standards; applicable agency requirements; and local, state and federal laws and regulations.

Organizationally, CCA's corporate QA Division is separate from CCA's Operations Division and reports to the Office of the General Counsel. The organizational independence of the QA

Division helps to ensure objective reporting of all findings and immediate attention to areas of concern through written plans of action.

CCA's QA Plan fully supports the company's mission to provide a meaningful public service, in partnership with government, by operating the highest quality adult corrections system in the United States. Continuous compliance and an absolute dedication to continuous quality improvement are the objectives of the QA Division and the company. The QA Plan provides a method by which all programs and services are monitored in order that the safety of the facility and community are ensured at all times.

2. Continuous Self-Monitoring

The facility's QA Manager is the staff member responsible for coordinating CCA's rigorous self-assessment or self-monitoring process, as well as ensuring completion of the plans of action generated from all audit reports that occur at the facility. These include not only CCA's internal comprehensive operational audits, government partner audits, outside regulatory agency audits, ACA, etc., but also the POAs emanating from the self-monitoring process that occurs at the facility on an ongoing basis.

The QA Manager and other suitably qualified corrections professionals monitor the implementation of the identified standards, general management practices and reporting procedures using the comprehensive auditing document for facility self-monitoring and reporting. Both Facility Support Center staff and facility management may review inspection results immediately via a secure website, including tracking key discrepancies and POAs. At a minimum, audits are conducted by the facility QA Manager and/or other designated facility staff on a quarterly basis which constitutes a full self-audit annually.

In addition to the quarterly self-monitoring and other daily, weekly and monthly inspections, the facility conducts the following monitoring:

- Monthly and quarterly internal departmental audits as required by both partner policies and by ACA Standards, contract performance requirements and CCA's internal policies and procedures;
- Monthly audits of all key physical plant security elements and performed by the facility Warden and/or other designated staff;
- Annual ACA compliance review; and
- Annual review of policies and procedures for revisions.

3. Facility Support Center Monitoring

The Facility Support Center's QA and Operations Departments provide ongoing monitoring of facility operations to ensure implementation of the required standards and contract requirements. Major functions of CCA's QA program that aid in achieving our goal of continuous compliance include the following:

- Development of highly specialized operational audit tools used by facility and FSC staff for self-monitoring and auditing processes;
- Ongoing oversight of the comprehensive, customized facility self-monitoring process;
- Review of audits conducted by agency contract monitors, standards-based accrediting bodies in which we hold membership, and other outside agencies and regulatory bodies;
- Technical assistance across all areas of operations to assist with policy and contract compliance and to promote best practices through subject matter expert auditors, who remain current and abreast of the latest developments in their respective fields;
- Discernment of areas of potential problematic performance enabling swift management attention, with corrective and preventive action;
- Assessment and communication of best practices observed throughout CCA facilities; and
- Annual operational audits as further described below. Compliance with various mandatory and non-mandatory ACA Standards is also reviewed during the facility's annual audit.

4. Annual Operational Audits

An outside audit of the facility is conducted at least once a year by non-facility, full-time, Facility Support Center-based Quality Assurance auditors who are subject matter experts. The review is designed to cover all major operational areas of the facility. Audit teams are often led by experienced former facility wardens. Accompanying the team leader are multiple subject matter experts who have previously held department head, assistant warden or warden level positions. Audit teams arrive at the facility on an *unannounced* basis to ensure that the auditors are able to assess facility operations as they would be normally occurring on a routine day-to-day basis. The team spends the better part of a week at the facility, covering all shifts and all departments, including the business office.

On the final day of the audit, a closeout is held with the Warden and staff, Operations Divisional Managing Director, Business Unit Vice President and CCA's Managing Director of Quality Assurance summarizing all findings noted during the review. A POA is developed to correct any deficiencies identified during this meticulous review.

Upon completion of the audit, the Audit Team Leader, in consultation with the corporate QA Managing Director and other members of the FSC QA Division, oversees the production of the final audit report that contains the audit team's findings. The audit report recognizes commendable practices, which will be shared with other CCA facilities. More importantly, the final audit report is organized to report priority findings by discipline and is distributed to key

personnel throughout the company – not just at the facility level. It provides a detailed blueprint enabling the facility to put into place corrective actions and direct the POA process as required by facility policy.

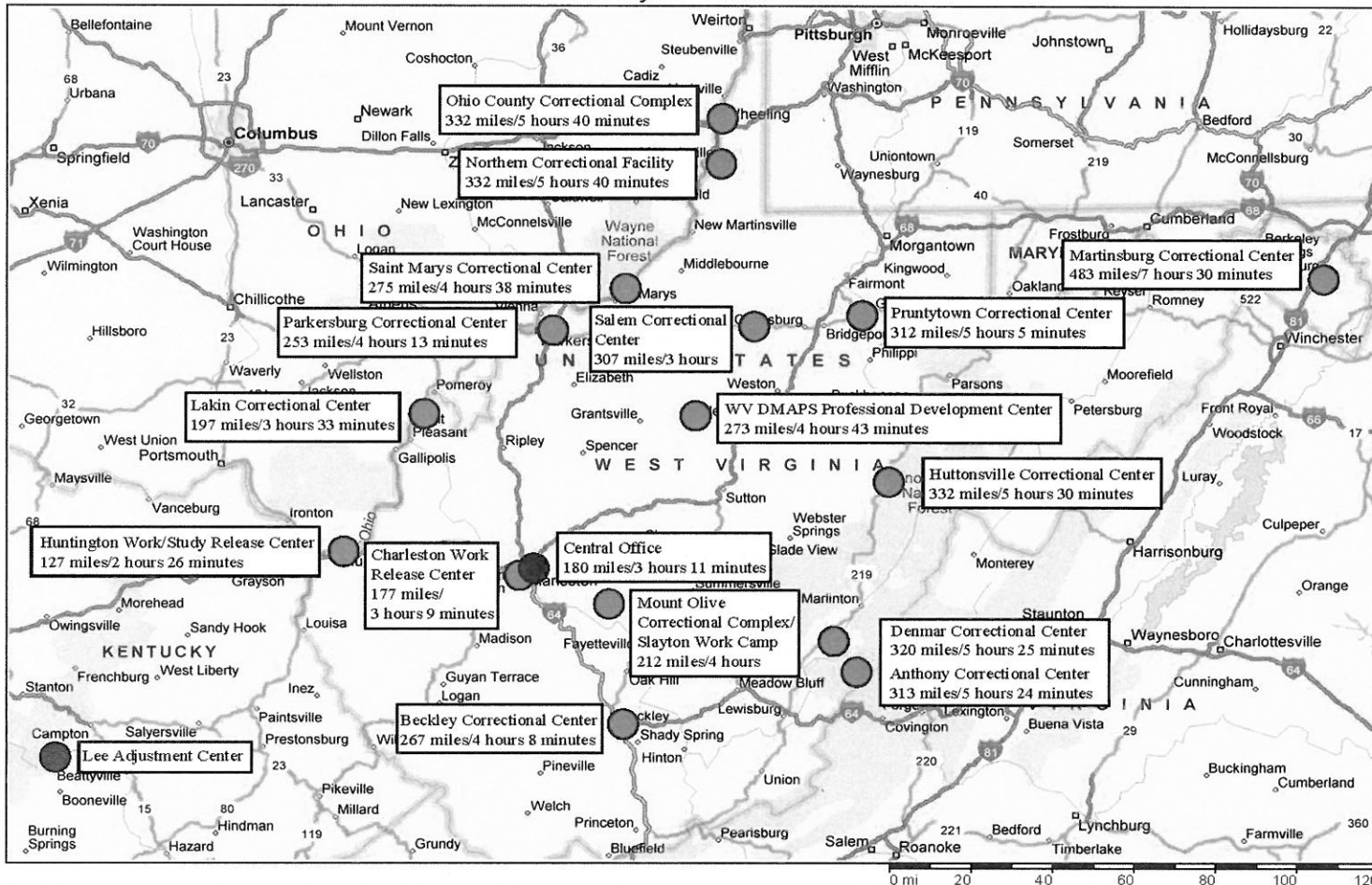
5.31. Due to inmate transportation, visitation by family and friends, and Agency visits to out of state facility, Agency will consider proximity to Agency's facilities during evaluation process. Vendor shall submit physical address of facility or facilities proposed for housing of Agency's inmates.

Vendor Response:

CCA understands and agrees to the above. Lee Adjustment Center is conveniently located in Kentucky, a state contiguous to West Virginia. The facility in Beattyville, Kentucky is 72 miles from the West Virginia state line and an approximate three hour drive from Charleston, WV. For ease of reference, we have provided a map on the following page outlining the distances between CCA's Lee Adjustment Center and the Agency's facilities.

For family and friends of inmates, Lee Adjustment Center provides an online resource detailing the necessary information for sending mail or money and for visitations (<http://cca.com/facilities/lee-adjustment-center>). For those who wish to visit, there are a number of hotels within 25 miles of the facility; Blue Grass Airport in Lexington, Kentucky, is 80 miles from the facility.

Lee Adjustment Center



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5.32. Any and all transfers of Agency inmates into and out of Vendor facilities shall be approved by the Agency Central Office Inmate Movement Coordinator.

- 5.32.1. Classification changes shall be approved by Agency, to higher or lower security level;
- 5.32.2. Medical or psychiatric transfers, as initiated by medical staff at the facilities, shall be approved and agreed to by the health administrator of Agency and/or the Contract Monitor;
- 5.32.3. Emergency transfers that involve insurrections or such other circumstance occurring at the facilities. Such transportation arrangements will be at the sole expense of Vendor subject to Agency approval;
- 5.32.4. The Vendor may request, in writing, that an inmate be transferred from their facilities in accordance with Agency procedures; or
- 5.32.5. At the direction of the Agency.

Vendor Response:

CCA understands and agrees to the above.

5.33. The Vendor shall operate and maintain the facilities in a condition so as to comply with all applicable local and state fire and health codes, as well as compliance with life safety codes, building and occupancy codes, and in accordance with ACA Standards. Copies of outside regulatory agency inspection results and approved corrective action plans will be submitted to the Contract Monitor when received by the Vendor and when any documentation is submitted to the regulatory agency.

Vendor Response:

CCA understands and agrees to the above.

5.34. The Vendor shall furnish all facility perishables or consumable supplies, including, but not limited to, general hygiene items, inmate clothing, pharmaceutical supplies, medications, medical and dental supplies, office supplies, and building support items.

Vendor Response:

CCA understands and agrees to the above. Please also see Section 5.37 below for information regarding what items are provided to inmates upon transfer into Lee Adjustment Center.

5.35. The Vendor shall operate the facilities in accordance with this proposal, Agency Policies (when applicable or mandated), ACA Standards, NCCHC Standards, and all other rules and regulations made pursuant thereto.

Vendor Response:

CCA understands and agrees to the above. As previously discussed throughout this response, Lee Adjustment Center first obtained ACA accreditation in 1993 and has maintained its accreditation since then. Please see Lee Adjustment's most recent ACA certificate, awarded in January 2012, on page 16 of this response. The facility scored 100% on all of ACA's mandatory standards and 100% on all of the non-mandatory standards.

5.36. The Vendor shall currently possess and maintain an emergency procedure plan, to address emergencies such as labor disputes, riots, fire, and natural disasters, which emergency plan shall include the Vendor's process for continuing to house the inmates in a safe and secure manner. Copies of the Vendor's procedures will be provided to the Agency with the Vendor's technical proposal and must be approved by the Agency prior to implementation of said Contract.

Vendor Response:

CCA understands and agrees to the above. Due to the sensitive, proprietary nature of the information requested, we have supplied a detailed narrative regarding our emergency procedure plan and a copy of Lee Adjustment Center's Emergency Plan in the Proprietary Information – Technical Proposal envelope. This plan addresses labor disputes, riots, fire and natural disasters as well as a plan for the continued housing of inmates in a safe and secure manner.

5.37. To ensure that the successful Vendor meets all applicable sanitation, hygiene, and health standards, the Vendor shall submit its policies and procedures with the technical proposal and these policies must be approved by the Agency prior to implementation of said Contract.

Vendor Response:

CCA understands and agrees to the above. Inmates will be encouraged to practice good personal hygiene during their period of incarceration. With the availability of showers, hair care services, laundry access, personal hygiene items and the provision of clean clothing and bedding on a regular basis, the inmate population will be fully equipped to maintain a clean and sanitary appearance and personal hygiene.

As required, CCA's applicable sanitation, hygiene and health standards policies are provided as Appendix B. Additional information regarding this section is provided below.

Bedding and Linen

All newly admitted inmates will be issued suitable, clean bedding and linen consisting of the items listed below. Procedures will be established for the regular exchange of bedding and linen

in compliance with ACA Standards and according to a posted schedule, but not less than weekly. Blankets, pillows and mattresses will be cleaned and sanitized before reissue.

Item Name	Qty
Mattress	1
Pillow	1
Blanket	1
Pillow Case	1
Sheet	2
Laundry Bag	1
Towel	2
Washcloth	2

Personal Hygiene

All newly admitted inmates will receive a personal hygiene kit consisting of the items listed below. Replacement items will be regularly issued to inmates in compliance with ACA Standards, applicable Agency policies and according to a posted schedule.

Item Name	Qty
Hygiene Pack: toothbrush, toothpaste, disposable razor, shaving cream, soap, comb	1
Toilet Paper	1

Inmate Uniforms

All newly admitted inmates will be issued outerwear and underwear consisting of the items listed below. At a minimum, inmates will be provided the opportunity to have three complete sets of clean clothing per week. Clothing will be properly fitted, durable and presentable. Seasonal clothing (e.g. hats, coats, gloves, etc.) may be issued as needed based upon the work/program assignments of inmates and the weather conditions. Generally, seasonal clothing will only be worn as needed during the respective season. Certain seasonal clothing items will be issued to inmates and then collected from the inmates when the seasons change and the items are no longer needed. CCA will provide for the thorough cleaning and disinfecting of inmates' personal clothing before storage or before allowing the inmate to keep and wear personal clothing.

Item Name	Qty
Shirt	3
Pants	3
Shoes	1
Socks	3
Boxer Shorts	3

The Property Officer will maintain institutional records of clothing and linen issue to ensure accountability and compliance with limitations. Clothing will be exchanged due to tears or damage on a one-for-one basis as needed in compliance with ACA Standards, CCA policy and applicable Agency policies and according to a posted schedule.

Special/Protective Clothing/Equipment

Inmates assigned to special work areas will be appropriately clothed and equipped according to the requirements of their work assignment and in compliance with ACA Standards, CCA policy and applicable Agency policies.

Laundry Services

Laundry services for clothing, bedding and linens will be provided in compliance with ACA Standards. A laundry services schedule will be posted in each housing unit, to include linen exchange. Laundry operations will be supervised by security staff but may also provide work opportunities for inmates.

Hair Care Services

A room(s) at the facility will be designated to provide hair care services that comply with governmental health regulations and applicable Agency policy. Hair will be cut under sanitary conditions and in an area that permits observation by staff. Equipment will be securely stored when not in use.

5.38. The Vendor shall provide telecommunication access to inmates at a cost comparable to rates in West Virginia. All monitoring and recording of inmate phone calls shall conform to W.Va. Code § 25-1-17. Vendor shall detail its current inmate telephone plan, including telephone provider, to include a list of minute rates and any other applicable fees.

Vendor Response:

CCA understands and agrees to the above. CCA policy provides procedures that allow inmates daily telephone access except during formal and emergency counts or any other emergency or facility situation that may temporarily require otherwise. Telephones are located in each facility living unit. Telephone use is, however, considered a privilege, not a right. With the exception of telephone calls with attorneys regarding legal matters, security measures require that all inmate telephone calls be subject to electronic monitoring by facility staff. We will also provide TDY phone service for hearing impaired, mobile access for segregation, and a dedicated PREA hotline.

CCA will contract with a vendor for inmate telephone service that charges the comparable rates as West Virginia inmates pay in the Agency's facilities. Those rates are outlined in Addendum 2, answer to question 58.

5.39. The Vendor shall collect a medical co-payment charge from the inmates in accordance with applicable Agency policy and W.Va. Code§ 25-1-8. Money received in connection with any medical co-payment plan shall be reported to the Contract Monitor monthly and shall be remitted back to the Agency on a quarterly basis.

Vendor Response:

CCA understands and agrees to the above.

5.40. The Vendor shall provide food service for all inmates in compliance with Agency policy, ACA Standards, and consistent with all state health and nutritional rules and regulations. At a minimum, the food service operation shall provide a meal schedule, including special diets meeting medical or religious requirements. Vendor shall detail its current food service operations, including menu and cycle, in the Vendor's technical proposal.

Vendor Response:

CCA understands and agrees to the above. CCA recognizes that wholesome and nutritious food is central to an inmate's health and behavior, while a lack of it becomes the catalyst for numerous discomforts and complaints. The quality of food and its presentation are equally important in contributing to the inmate's positive attitude. To ensure these goals are attained, CCA Policy 11-1, Food Service, provides procedures for serving meals at CCA facilities under staff supervision that are nutritionally balanced, well-planned, prepared, served and delivered in a manner that meets established governmental safety codes while adhering to American Dietetic Association (ADA), National Academy of Sciences (NAS), ACA Standards and federal, state and local laws and regulations.

CCA's Policies and Procedures also address the delivery and preparation of food, medical and religious diets, the delivery of food in case of an emergency, a plan for sanitation and rodent control, a preventive maintenance schedule for food service equipment, and maintaining high risk foods/condiments in a locked, controlled environment. A set of menus from Lee Adjustment are provided on the pages following this section.

Management

CCA proposes to continue to subcontract the food service operations at Lee Adjustment Center to our existing national food service provider, Trinity Services, LLC ("Trinity"). As a long established provider of food services to the corrections industry, Trinity is committed to establishing effective and efficient systems that support the custody and control requirements at every facility it serves. Trinity offers an extensive support system for CCA with a management team dedicated to CCA facilities' food service operations nationwide. This model results in a lower cost, high quality program and a partnership that is aligned with CCA's vision and business initiatives.

Trinity provides a Food Service Manager at Lee Adjustment Center and additional food service personnel as identified in facility Staffing Plans located in the Proprietary Information – Technical Proposal envelope. The facility Food Service Manager reports directly to a Trinity District Manager, while maintaining open communication with facility management in order to become a part of the facility culture and to become a source of resolution to any food service issues. Direct monitoring of Trinity's food service operations is maintained by facility management with oversight at CCA's central office provided by the Senior Director of Food Services.

As the food service operator at Lee Adjustment Center for CCA, Trinity certifies the food service delivery as meeting the requirements of the appropriate federal, state and local authorities.

Menu Planning

All menus will be written following the guidelines of the ADA, NAS, ACA and other applicable policies. The facility Food Service Manager will prepare advance master menus and forward them to a qualified dietitian or nutritionist for nutritional analysis and approval. The analysis will include all therapeutic and special diets. All menus and special diets will be planned, dated and available for review at least one (1) week in advance. Menu evaluations will be conducted at least quarterly by the Food Service Manager to verify adherence to established basic daily servings. Dietary allowances will be reviewed at least annually by a qualified nutritionist or dietician to ensure menus meet nationally recommended allowances for basic nutrition.

Inmates will be provided three (3) meals daily, at least two (2) of which will be hot, at regular times and with no more than fourteen hours between the evening meal and breakfast. Variations may be made on weekends and holidays to add variety and better accommodate the inmate population, while ensuring that basic nutritional goals are met. Modification of the meal service may be required during certain emergency situations; any such modifications will be communicated with the Contract Monitor as soon as is feasible.

Food will not be withheld nor the standard menu varied as a disciplinary sanction for an individual inmate. Food service is an inmate management tool that both CCA and Trinity take quite seriously.



America's Leader in Partnership Corrections

TRINITY SERVICES GROUP

WEEK 1

CCA Menu C Lee Adjustment Center, KY Unit# 12354

	FRIDAY	SATURDAY	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY
B	MEAL # 1	MEAL # 4	MEAL # 7	MEAL # 10	MEAL # 13	MEAL # 16	MEAL # 19
R	1 cup Hot Cereal	1 cup Cold Cereal	1 cup Cold Cereal	1 cup Hot Cereal	1 cup Hot Cereal	1 cup Hot Cereal	1 cup Hot Cereal
E	2 ea Pancakes	2 ea Boiled Eggs	3 oz Scrambled Eggs	2 ea Breakfast Sandwich	2 ea Pancakes	4 oz Scrambled Eggs W/T Ham	3/4 cup Breakfast Gravy / 1 oz meat
A	1 oz T Ham	1 ea Muffin Square	1 / 40 ct Cheese Biscuit	1 ea Egg	1 oz T Sausage	1 / 40 ct Biscuit	1 / 40 ct Biscuit
K	2 oz Syrup	1/2 oz Margarine	1/2 oz T. Bologna	1/2 oz Cheese	2 oz Syrup	1/2 oz Margarine	1 cup Grilled Potatoes
F	1/2 oz Margarine	8 oz Milk	1/2 oz Margarine	1 oz T Ham	1/2 oz Margarine	8 oz Milk	1/2 oz Margarine
S	8 oz Milk	9 oz Coffee	9 oz Milk	1 / 40 ct Biscuit	8 oz Milk	8 oz Coffee	8 oz Milk
T	8 oz Coffee	1/2 cup Spiced Apples	8 oz Coffee	1/2 oz Margarine	8 oz Coffee	8 oz Beverage	8 oz Coffee
	9 oz Beverage	8 oz Beverage	8 oz Beverage	9 oz Milk	8 oz Beverage	2 tsp Sugar	8 oz Beverage
	2 tsp Sugar	2 tsp Sugar	2 tsp Sugar	8 oz Beverage	2 tsp Sugar		2 tsp Sugar
				2 tsp Sugar			
L	MEAL # 2	MEAL # 5	MEAL # 8	MEAL # 11	MEAL # 14	MEAL # 17	MEAL # 20
U	1 ea Breaded Fish Patty	Hot Turkey Sandwich	2 ea Taco Shells	1 ea Chicken Fried Steak	1/4 ea BBQ Chicken	1 cup Soup Du Jour	3 oz Turkey Salad
N	1 ea Bun	3 oz Sliced Turkey	1/2 cup Taco Meat	1 cup Mashed Potatoes	1 cup Rice Pilaf	1 oz ea T. Bologna & T. Salami	2 sl Bread
C	1/2 oz Tartar Sauce	1 cup Mashed Potatoes	1/2 cup Shredded Lettuce	2 oz Country Gravy	1/2 cup Corn	1 oz Cheese	1 cup Fried Potatoes
H	1 cup Potato Au Gratin	3 oz Gravy	1 oz Cheese	1/2 cup Mixed Vegetables	1 / 40 ct Biscuit	1 ea Lettuce Leaf	1/2 cup Mixed Vegetables
	1/2 cup Peas	2 sl Bread	1 oz Picante Sauce	1 ea Dinner Roll	1/2 cup Pudding	1 oz Italian Dressing	1/2 cup Pudding
	1 / 54 ct Jelly-o Cake	1/2 cup Broccoli	1 cup Spanish Rice	2 ea Cookies	1/2 oz Margarine	1/2 oz Mustard	8 oz Beverage
	8 oz Beverage	1 ea Pudding Cake	1 cup Refried Beans	1/2 oz Margarine	8 oz Beverage	4 sl Bread	
		8 oz Beverage	1/2 cup Gelatin	8 oz Beverage		1 cup Potato Salad	
			8 oz Beverage			1 ea Fresh Fruit or Canned Fruit	
						8 oz Beverage	
D	MEAL # 3	MEAL # 6	MEAL # 9	MEAL # 12	MEAL # 15	MEAL # 18	MEAL # 21
I	1 cup Pepper Steak	3 oz Meatloaf	1 ea Hamburger	1 cup Spaghetti W/	1 1/2 cups Stroganoff Hot Dish	3/4 cup Hot Beef W/ Gravy	1 cup Chili Con Carne
N	1 cup Rice	1 oz Red Sauce	1 ea Bun	1 cup Meat sauce	1/2 cup Vegetable	1 cup Noodles	1 cup Rice
E	1/2 cup Mixed Vegetables	1 ea Baked Potato	1 oz Onion	1/2 cup Green Beans	1 cup Tossed Salad	1/2 cup Steamed Carrots	1 cup Tossed Salad
R	1 cup Tossed Salad	1/2 cup Steamed Carrots	1 cup Fried Potatoes	1 cup Tossed Salad	1 oz Dressing	1 / 40 ct Biscuit	1 oz Dressing
	1 oz Dressing	1 ea Dinner Roll	1/2 cup Veg. Pasta Salad	1 oz Corn Bread	2 sl Bread	1/2 oz Margarine	1 / 54 ct Cornbread
	1 / 54 ct Brownie	1 / 54 ct Gingerbread	1/2 oz ea Ketchup & Mustard	1 / 54 ct Cake w/ Topping	1/2 oz Margarine	1 / 54 ct Cake w/ Frosting	1/2 cup Gelatin
	2 sl Bread	1/2 oz Margarine	1/2 cup Canned Fruit	8 oz Beverage	2 ea Cookies	8 oz Beverage	8 oz Beverage
	1/2 oz Margarine	8 oz Beverage	8 oz Beverage				
	8 oz Beverage						

Laurie LeClair, RSLD

R.D. SIGNATURE

4/13/13

DATE

CLIENT SIGNATURE

DATE

1 PIECE SEASONAL FRESH FRUIT MAY BE SUBSTITUTED FOR 1/2 C CANNED FRUIT.
ALL PORTIONS ARE LISTED AS COOKED WEIGHT/VOLUME MEASUREMENTS.
ALL MENU ITEMS ARE PORK-FREE

TRINITY SERVICES GROUP

WEEK 2

CCA Menu C Lee Adjustment Center, KY Unit# 12354

	FRIDAY	SATURDAY	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY
B R E A K F A S T	MEAL # 22 1 cup Hot Cereal 3 oz Scrambled Eggs 1 / 54 ct Coffee Cake 1/2 oz Margarine 8 oz Milk 8 oz Coffee 8 oz Beverage 2 tsp Sugar	MEAL # 25 1 cup Cold Cereal 2 ea Pancakes 2 oz Syrup 1 oz T. Ham 1/2 oz Margarine 8 oz Milk 8 oz Coffee 8 oz Beverage 2 tsp Sugar	MEAL # 28 1 cup Cold Cereal 2 ea Boiled Eggs 1 ea Muffin Square 1/2 oz Margarine 8 oz Milk 8 oz Coffee 8 oz Beverage 2 tsp Sugar	MEAL # 31 1 cup Hot Cereal Breakfast Sandwich 1 ea Fried Egg 1/2 oz Cheese 1 oz T. Ham 1 / 40 ct Biscuit 1/2 oz Margarine 8 oz Milk 8 oz Coffee 8 oz Beverage 2 tsp Sugar	MEAL # 34 1 cup Hot Cereal 3/4 cup Breakfast Gravy / 1 oz Meat 1 / 40 ct Biscuit 1/2 oz Margarine 8 oz Milk 8 oz Coffee 8 oz Beverage 2 tsp Sugar	MEAL # 37 1 cup Hot Cereal 2 ea Boiled Eggs 1 cup Fried Potatoes 1 / 54 ct Coffee Cake 8 oz Margarine 8 oz Milk 8 oz Coffee 8 oz Beverage 2 tsp Sugar	MEAL # 40 1 cup Hot Cereal 1 cup Breakfast Hash 1 / 40 ct Biscuit 1/2 oz Margarine 8 oz Milk 8 oz Coffee 8 oz Beverage 2 tsp Sugar
	MEAL # 23 1 / 16 ct Meat Pizza 1 cup Marinara Sauce 1 cup Noodles 1/2 cup Green Beans 1 cup Tossed Salad 1 oz Dressing 2 ea Cookies 8 oz Beverage	MEAL # 26 1 cup Chili Mac Soup 1/2 cup Sloppy Joe 1/2 cup Coleslaw 1 ea Bun 1 cup Garlic Fried Potatoes 1/2 cup Gelatin 8 oz Beverage	MEAL # 29 1 cup Minestrone Soup 2 oz T. Ham 1 oz Cheese 1 ea Lettuce Leaf 1 oz Onions 1 ea Bun 1 oz Salad Dressing 1 cup Vegetable Pasta Salad 1/2 cup Canned Fruit 8 oz Beverage	MEAL # 32 1 ea Hamburger 1/2 oz Sliced Cheese 1 ea Bun 1 oz Pickles 1 cup Fried Potatoes 1 cup BBQ Beans 1/2 oz ea Mustard & Ketchup 1 / 54 ct Jell-O Cake 8 oz Beverage	MEAL # 35 1 cup Chicken w/ Dumplings 1 cup Buttered Parsley Pasta 1/2 cup Carrots 2 sl Bread 1/2 oz Margarine 1/2 cup Gelatin 8 oz Beverage	MEAL # 38 3 oz Salisbury Steak 1 cup Mashed Potatoes 3 oz Gravy 1/2 cup Peas 2 sl Bread 1/2 oz Margarine 1/2 cup Pudding 8 oz Beverage	MEAL # 41 1 1/2 cup Macaroni Goulash 1/2 cup Green Beans 1 cup Tossed Salad 1 oz Dressing 2 sl Bread 1/2 oz Margarine 1 / 54 ct Brownie 8 oz Beverage
	MEAL # 24 1 ea Breaded Fish Patty 1 cup Seasoned Potatoes 1/2 cup Creamed Peas 2 sl Bread 1/2 oz Margarine 1 / 54 ct Lemon Cake w/ Frosting 8 oz Beverage	MEAL # 27 3 oz Turkey Breast 1 cup Mashed Potatoes 3 oz Gravy 1/2 cup Corn 1 cup Bread Dressing 1 / 54 ct Gingerbread Cake 8 oz Beverage	MEAL # 30 1 1/2 cup Fried Rice w/ Meat 1/2 cup Mixed Vegetables 1 cup Tossed Salad 1 oz Dressing 2 sl Bread 1/2 oz Margarine 1 / 54 ct Cake 8 oz Beverage	MEAL # 33 1 cup Country Stew 1 cup Noodles 1/2 cup Coleslaw 1/2 cup Peas & Carrots 1 ea Dinner Roll 1/2 oz Margarine 1/2 cup Pudding 8 oz Coffee 8 oz Beverage	MEAL # 36 2 ea Pancakes 2 oz Syrup 1 oz T. Ham 1 cup Grilled Potatoes 1/2 cup Spiced Apples 1/2 cup Margarine 8 oz Dairy Drink 8 oz Coffee 8 oz Beverage	MEAL # 39 1 cup Turkey Creole 1 cup Steamed Rice 1/2 cup Cooked Cabbage 2 sl Bread 1/2 oz Margarine 1/2 cup Canned Fruit 8 oz Beverage	MEAL # 42 1 cup Ala King 1 cup Noodles 1/2 cup Mixed Vegetables 2 sl Bread 1/2 oz Margarine 2 ea Cookies 8 oz Beverage
	MEAL # 25 1 cup Cold Cereal 2 ea Pancakes 2 oz Syrup 1 oz T. Ham 1/2 oz Margarine 8 oz Milk 8 oz Coffee 8 oz Beverage 2 tsp Sugar	MEAL # 26 1 cup Chili Mac Soup 1/2 cup Sloppy Joe 1/2 cup Coleslaw 1 ea Bun 1 cup Garlic Fried Potatoes 1/2 cup Gelatin 8 oz Beverage	MEAL # 29 1 cup Minestrone Soup 2 oz T. Ham 1 oz Cheese 1 ea Lettuce Leaf 1 oz Onions 1 ea Bun 1 oz Salad Dressing 1 cup Vegetable Pasta Salad 1/2 cup Canned Fruit 8 oz Beverage	MEAL # 32 1 ea Hamburger 1/2 oz Sliced Cheese 1 ea Bun 1 oz Pickles 1 cup Fried Potatoes 1 cup BBQ Beans 1/2 oz ea Mustard & Ketchup 1 / 54 ct Jell-O Cake 8 oz Beverage	MEAL # 35 1 cup Chicken w/ Dumplings 1 cup Buttered Parsley Pasta 1/2 cup Carrots 2 sl Bread 1/2 oz Margarine 1/2 cup Gelatin 8 oz Beverage	MEAL # 38 3 oz Salisbury Steak 1 cup Mashed Potatoes 3 oz Gravy 1/2 cup Peas 2 sl Bread 1/2 oz Margarine 1/2 cup Pudding 8 oz Beverage	MEAL # 41 1 1/2 cup Macaroni Goulash 1/2 cup Green Beans 1 cup Tossed Salad 1 oz Dressing 2 sl Bread 1/2 oz Margarine 1 / 54 ct Brownie 8 oz Beverage
	MEAL # 24 1 ea Breaded Fish Patty 1 cup Seasoned Potatoes 1/2 cup Creamed Peas 2 sl Bread 1/2 oz Margarine 1 / 54 ct Lemon Cake w/ Frosting 8 oz Beverage	MEAL # 27 3 oz Turkey Breast 1 cup Mashed Potatoes 3 oz Gravy 1/2 cup Corn 1 cup Bread Dressing 1 / 54 ct Gingerbread Cake 8 oz Beverage	MEAL # 30 1 1/2 cup Fried Rice w/ Meat 1/2 cup Mixed Vegetables 1 cup Tossed Salad 1 oz Dressing 2 sl Bread 1/2 oz Margarine 1 / 54 ct Cake 8 oz Beverage	MEAL # 33 1 cup Country Stew 1 cup Noodles 1/2 cup Coleslaw 1/2 cup Peas & Carrots 1 ea Dinner Roll 1/2 oz Margarine 1/2 cup Pudding 8 oz Coffee 8 oz Beverage	MEAL # 36 2 ea Pancakes 2 oz Syrup 1 oz T. Ham 1 cup Grilled Potatoes 1/2 cup Spiced Apples 1/2 cup Margarine 8 oz Dairy Drink 8 oz Coffee 8 oz Beverage	MEAL # 39 1 cup Turkey Creole 1 cup Steamed Rice 1/2 cup Cooked Cabbage 2 sl Bread 1/2 oz Margarine 1/2 cup Canned Fruit 8 oz Beverage	MEAL # 42 1 cup Ala King 1 cup Noodles 1/2 cup Mixed Vegetables 2 sl Bread 1/2 oz Margarine 2 ea Cookies 8 oz Beverage

Laurie L. Clair, R.D.L.D.
R.D. SIGNATURE

4/13/13
DATE

CLIENT SIGNATURE

DATE

1 PIECE SEASONAL FRESH FRUIT MAY BE SUBSTITUTED FOR 1/2 C CANNED FRUIT.
ALL PORTIONS ARE LISTED AS COOKED WEIGHT/VOLUME MEASUREMENTS.
ALL MENU ITEMS ARE PORC-FREE.

TRINITY SERVICES GROUP

WEEK 3

CCA Menu C Lee Adjustment Center, KY Unit# 12354

	FRIDAY	SATURDAY	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY
B R E A K F A S T	MEAL # 43 1 cup Hot Cereal 3 oz Scrambled Eggs 2 ea Flour Tortillas 1 oz Salsa Margarine 8 oz Milk 8 oz Coffee 8 oz Beverage 2 tsp Sugar	MEAL # 46 1 cup Cold Cereal 2 ea Boiled Eggs 1 ea Muffin Square 1/2 oz Margarine 8 oz Milk 8 oz Coffee 8 oz Beverage 2 tsp Sugar	MEAL # 49 1 cup Cold Cereal 3 ea French Toast 2 oz Syrup 1 oz T. Ham 1/2 oz Margarine 8 oz Milk 8 oz Coffee 8 oz Beverage 2 tsp Sugar	MEAL # 52 1 cup Hot Cereal Breakfast Sandwich 1 ea Fried Egg 1/2 oz Cheese 1 oz T. Ham 1/40 ct Biscuit 1/2 oz Margarine 8 oz Milk 8 oz Coffee 2 tsp Beverage 2 tsp Sugar	MEAL # 55 1 cup Hot Cereal 3/4 cup Breakfast Gravy / 1 oz Meat 1/40 ct Biscuit 1/2 oz Margarine 8 oz Milk 8 oz Coffee 1/2 cup Cinnamon Applesauce 8 oz Beverage 2 tsp Sugar	MEAL # 58 1 cup Hot Cereal 2 ea Boiled Eggs 1 cup Grilled Potatoes 1/54 ct Coffee Cake 1/2 oz Margarine 8 oz Milk 8 oz Coffee 8 oz Beverage 2 tsp Sugar	MEAL # 61 1 cup Hot Cereal 2 ea Pancakes 2 oz Syrup 1 oz T. Ham 1/2 oz Margarine 8 oz Milk 8 oz Coffee 8 oz Beverage 2 tsp Sugar
L U N C H	MEAL # 44 1 cup Tomato Rice Soup 2 ea Grilled Cheese Sandwiches 1 cup Potato Salad 1/2 cup Steamed Vegetables 1/54 ct Brownie 8 oz Beverage	MEAL # 47 1 1/2 cup Sausage Jambalaya Rice 1/2 cup Green Beans 1 cup Tossed Salad 1 oz Dressing 1/54 ct Cornbread Margarine 2 ea Cookies 8 oz Beverage	MEAL # 50 3 oz T. Ham 1 cup Au gratin Potatoes 1 cup Black-eyed Peas 1/40 ct Biscuit 1/2 oz Margarine 1/54 ct Cake 8 oz Beverage	MEAL # 53 1/4 ea BBQ Chicken 1 cup Fried Potatoes 1/2 cup Collard Greens 2 sl Bread 1/2 oz Margarine 1/2 cup Gelatin 8 oz Beverage	MEAL # 56 1 cup Tamale Pie 1 cup Spanish Rice 1/2 cup Corn 1/54 ct Cornbread 1/2 oz Margarine 1/54 ct Jelly-O Cake 8 oz Beverage	MEAL # 59 1 cup Ground Meat Stroganoff 1 cup Noodles 1/2 cup Peas 1 cup Tossed Salad 1 oz Dressing 1/40 ct Biscuit 1/2 oz Margarine 1/2 cup Gelatin 8 oz Beverage	MEAL # 62 1 cup Taco Salad 1/2 cup Taco Meat Mix 1/2 cup Red Beans & Rice 1/2 cup Shredded Lettuce 1 oz Shredded Cheese 1 oz Salsa 1 oz Corn Chips 1/2 cup Bread Pudding 8 oz Beverage
D I N N E R	MEAL # 45 2 ea Toasty Dogs 1 cup Macaroni & Cheese 1/2 cup Cooked Cabbage 1/2 oz Ketchup 1/2 oz Mustard 1/2 cup Pudding 8 oz Beverage	MEAL # 48 1 1/2 cup Stir-Fry Yakisoba w/ 1/2 cup Ground Meat 1/2 cup Mixed Vegetables 2 sl Bread 1/2 cup Margarine 1 ea Fresh Fruit 8 oz Beverage	MEAL # 51 3 oz Meatloaf 1 cup Mashed Potatoes 3 oz Brown Gravy 1/2 cup Carrots 1 ea Dinner Roll 1/2 oz Margarine 1/2 cup Canned Fruit 8 oz Beverage	MEAL # 54 1 1/2 cup Macaroni & Cheese W/ Meat 1/2 cup Italian Green Beans 1 cup Tossed Salad 1 oz Dressing 2 sl Bread 1/2 oz Margarine 1/2 cup Pudding 8 oz Beverage	MEAL # 57 1 1/2 cup Spaghetti Hot dish 1/2 cup Peas & Carrots 1/2 cup Colelaw 2 sl Bread 1/2 oz Margarine 1/54 ct Lemon Cake 8 oz Beverage	MEAL # 60 1 cup Country Vegetable Stew 1 cup Seasoned Potatoes 1/54 ct Cornbread 1/2 oz Margarine 1/54 ct Chocolate Cake 8 oz Beverage	MEAL # 63 1 cup Sweet and Sour 1 cup Steamed Rice 1/2 cup Mixed Vegetables 1/2 cup Colelaw Vinaigrette 2 sl Bread 1/2 oz Margarine 2 ea Cookies 8 oz Beverage

Laurie LeClair, RD LD

4/13/13

R.D. SIGNATURE

DATE _____

1 PIECE SEASONAL FRESH FRUIT MAY BE SUBSTITUTED FOR 1/2 C CANNED FRUIT.
ALL PORTIONS ARE LISTED AS COOKED WEIGHT/VOLUME MEASUREMENTS.
ALL MENU ITEMS ARE PORK-FREE.

TRINITY SERVICES GROUP

WEEK 4

CCA Menu C Lee Adjustment Center, KY Unit# 12354

	FRIDAY	SATURDAY	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY
B	MEAL # 64	MEAL # 67	MEAL # 70	MEAL # 73	MEAL # 76	MEAL # 79	MEAL # 82
R	1 cup Hot Cereal	1 cup Cold Cereal	1 cup Cold Cereal	1 cup Hot Cereal	1 cup Hot Cereal	1 cup Hot Cereal	1 cup Hot Cereal
E	3 oz Scrambled Eggs	3 ea French Toast	3 oz Denver Eggs	2 ea Breakfast Sandwich	2 ea Pancakes	2 ea Boiled Eggs	3/4 cup Breakfast Gravy / 1 oz Meat
A	1 cup O'Brien Potatoes	2 oz Syrup	1 ea Muffin Square	1 ea Fried Egg	2 oz Syrup	1 cup Grilled Potatoes	1 / 40 ct Biscuit
K	1 / 40 ct Biscuit	1 oz T. Ham	1/2 oz Margarine	1/2 oz Sliced Cheese	1 oz T. Ham	1 / 54 ct Coffee Cake	1/2 oz Margarine
F	1/2 oz Margarine	1/2 oz Margarine	8 oz Milk	1 oz T. Ham	1/2 oz Margarine	1/2 oz Margarine	8 oz Milk
A	8 oz Milk	8 oz Coffee	8 oz Coffee	1 / 40 ct Biscuit	8 oz Milk	8 oz Coffee	8 oz Coffee
S	8 oz Coffee	8 oz Coffee	8 oz Beverage	1/2 oz Margarine	8 oz Coffee	8 oz Coffee	8 oz Beverage
T	8 oz Beverage	8 oz Beverage	2 tsp Sugar	8 oz Milk	8 oz Beverage	8 oz Beverage	2 tsp Sugar
	2 tsp Sugar	2 tsp Sugar		8 oz Coffee	2 tsp Sugar	2 tsp Sugar	
				8 oz Beverage			
				2 tsp Sugar			
L	MEAL # 65	MEAL # 68	MEAL # 71	MEAL # 74	MEAL # 77	MEAL # 80	MEAL # 83
U	1 cup Soup Du Jour	1/2 cup Sloppy Joe	1 1/2 cup Chili Mac	1/4 ea Oven Fried Chicken	1 / 16 ct T. Sausage Pizza	1 1/2 cup Tomato Macaroni Hot dish	1 cup Turkey Chow Mein
N	2 oz T. Bologna	1 ea Bun	1/2 cup Corn	1 cup Mashed Potatoes	1 cup Spaghetti	1/2 cup Peas	1 cup Rice
C	1 oz Sliced Cheese	1 cup BBQ Beans	1/2 cup Colelaw	2 oz Gravy	1 cup Marinara Sauce	1 cup Tossed Salad	1/2 cup Vegetables
H	1 ea Lettuce Leaf	1 cup Potato Salad	2 sl Bread	1/2 cup Peas & Carrots	1/2 cup Green Beans	1 oz Dressing	2 sl Bread
	1 oz Pickle	1/2 cup Fresh Relishes	1/2 oz Margarine	2 sl Bread	1 cup Tossed Salad	1 / 54 ct Cornbread	1/2 oz Margarine
	1/2 oz ea Mustard & Mayo	1/54 ct Iced Cake	1/2 cup Fruit Crisp	1/2 oz Margarine	1 oz Dressing	1/2 oz Margarine	2 ea Cookies
	2 sl Bread	8 oz Beverage	8 oz Beverage	1/2 cup Gelatin	1 / 54 ct Jell-O Cake	1 ea Fresh Fruit	8 oz Beverage
	1 cup Pasta Salad			8 oz Beverage	8 oz Beverage	8 oz Beverage	
	1/2 cup Gelatin						
	8 oz Beverage						
D	MEAL # 66	MEAL # 69	MEAL # 72	MEAL # 75	MEAL # 78	MEAL # 81	MEAL # 84
I	3/4 cup Beef w/ Gravy	2 ea T. Hot Dogs	1 cup Turkey Crole	1 cup Soup Du Jour	1 cup Jambalaya	1 1/2 cup Turkey Tetrazzini	1 cup Burrito
N	1 cup Mashed Potatoes	2 ea Buns	1 cup Steamed Rice	1 oz ea T. Salami & T. Bologna	1 cup Steamed Rice	1/2 cup Steamed Carrots	1 cup Meat & Bean Mix
E	1/2 cup Stewed Vegetables	1 cup Chili w/ Beans	1/2 cup Cooked Cabbage	1 oz Cheese	1/2 cup Mixed Vegetables	1 / 40 ct Biscuit	1 ea Hour Tortilla
R	1 / 40 ct Biscuit	1 cup Oven Fried Potatoes	2 sl Bread	1 oz ea Pickles & Onions	2 sl Bread	1/2 oz Margarine	1/2 cup Shredded Lettuce
	1/2 oz Margarine	1 oz Diced Onion	1/2 oz Margarine	1 ea Lettuce Leaf	1/2 oz Margarine	1 cup Tossed Salad	1/2 oz Cheese
	1/54 ct Pudding Cake	2 ea Cookies	1/2 cup Pudding	4 sl Bread	2 ea Cookies	1 oz Dressing	1 cup Spanish Rice
	8 oz Beverage	8 oz Beverage	8 oz Beverage	1 cup Potato Salad	8 oz Beverage	1/2 cup Pudding	1 cup Refried Beans
				1/2 cup ea Mustard & Mayo		8 oz Beverage	1 oz Salsa
				8 oz Canned Fruit			1/2 cup Gelatin
				8 oz Beverage			8 oz Beverage

Laurie McClain, R.D. LD

R.D. SIGNATURE

4/13/13

DATE

CLIENT SIGNATURE

DATE

1 PIECE SEASONAL FRESH FRUIT MAY BE SUBSTITUTED FOR 1/2 C CANNED FRUIT.
ALL PORTIONS ARE LISTED AS COOKED WEIGHT/VOLUME MEASUREMENTS.
ALL MENU ITEMS ARE PORTION-FREE

TRINITY SERVICES GROUP

WEEK 5

CCA Menu C Lee Adjustment Center, KY Unit# 12354

	FRIDAY	SATURDAY	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY
B R E A K F A S T	MEAL # 85 1 cup Hot Cereal 3 oz Scrambled Eggs 1 / 54 ct Coffee Cake 2 oz Syrup 1/2 oz T. Ham 8 oz Milk 8 oz Coffee 8 oz Beverage 2 tsp Sugar	MEAL # 88 1 cup Cold Cereal 2 ea Pancakes 2 oz Syrup 1/2 oz T. Ham 8 oz Margarine 8 oz Milk 8 oz Coffee 8 oz Beverage 2 tsp Sugar	MEAL # 91 1 cup Cold Cereal 2 ea Boiled Eggs 1 ea Muffin Square 1/2 oz Margarine 8 oz Milk 8 oz Coffee 8 oz Beverage 2 tsp Sugar	MEAL # 94 1 cup Hot Cereal Breakfast Sandwich 1 ea Fried Egg 1/2 oz Cheese 1/2 oz T. Ham 1 / 40 ct Biscuit 8 oz Margarine 8 oz Milk 8 oz Coffee 2 tsp Sugar	MEAL # 97 1 cup Hot Cereal 3/4 cup Breakfast Gravy / 1 oz Meat 1 / 40 ct Biscuit 1/2 oz Margarine 8 oz Milk 8 oz Coffee 1/2 cup Cinnamon Applesauce 8 oz Beverage 2 tsp Sugar	MEAL # 100 1 cup Hot Cereal 2 ea Boiled Eggs 1 cup Fried Potatoes 1 / 54 ct Coffee Cake 1/2 oz Margarine 8 oz Milk 8 oz Coffee 8 oz Beverage 2 tsp Sugar	MEAL # 103 1 cup Hot Cereal 1 cup Breakfast Hash 1 / 40 ct Biscuit 1/2 oz Margarine 8 oz Milk 8 oz Coffee 8 oz Beverage 2 tsp Sugar
	MEAL # 86 1 ea Hamburger 1/2 oz Sliced Cheese 1 ea Bun 1 oz Pickles 1 cup Fried Potatoes 1 cup BBQ Beans 1/2 oz ea Mustard & Ketchup 1 ea Fresh Fruit 8 oz Beverage	MEAL # 89 1 1/2 cup Yakisoba Stir-Fry with Ground Meat 1/2 cup Carrots 2 sl Bread 1/2 oz Margarine 1/2 cup Gelatin 8 oz Beverage	MEAL # 92 1 1/2 cup Fried Rice w/ Meat 1/2 cup Mixed Vegetables 1 cup Tossed Salad 1 oz Dressing 2 sl Bread 1/2 oz Margarine 1 / 54 ct Cake 8 oz Beverage	MEAL # 95 1 / 16 ct Meat Pizza 1 cup Marinara Sauce 1 cup Noodles 1/2 cup Green Beans 1 cup Tossed Salad 1 oz Dressing 1/2 cup Pudding 8 oz Beverage	MEAL # 98 1 cup Minestrone Soup 2 oz T. Ham 1 oz Cheese 1 ea Lettuce Leaf 1 oz Onions 1 ea Bun 1 oz Salad Dressing 1/2 cup Pasta Salad 1 / 54 ct Jell-O Cake 8 oz Beverage	MEAL # 101 1 1/2 cup Macaroni Goulash 1/2 cup Peas 1 cup Tossed Salad 1 oz Dressing 2 sl Bread 1/2 oz Margarine 1 / 54 ct Brownie 8 oz Beverage	MEAL # 104 1 1/2 cup Scalloped Potatoes w/ T. Ham 1/2 cup Green Beans 2 sl Bread 1/2 oz Margarine 2 ea Cookies 8 oz Beverage
	MEAL # 87 1 ea Breaded Fish Patty 1 cup Seasoned Potatoes 1/2 cup Creamed Peas 1/2 cup Coleslaw 2 sl Bread 1/2 oz Margarine 1 / 54 ct Lemon Cake w/ Frosting 8 oz Beverage	MEAL # 90 3 oz Turkey Breast 1 cup Bread Dressing 3 oz Gravy 1/2 cup Corn 2 sl Bread 1/2 oz Margarine 1 / 54 ct Gingerbread Cake 8 oz Beverage	MEAL # 93 1 cup Tamale Pie 1 cup Spanish Rice 1 cup Refried Beans 1 / 54 ct Cornbread 1/2 oz Margarine 1/2 cup Pineapple 8 oz Beverage	MEAL # 96 1 cup Soup Du Jour 1/2 cup Sloppy Joe 1 ea Bun 1 cup Garlic Fried Potatoes 1/2 cup Coleslaw 1/2 cup Gelatin 8 oz Beverage	MEAL # 99 3 oz Meatloaf 1 cup Mashed Potatoes 3 oz Gravy 1/2 cup Carrots 2 sl Bread 1/2 oz Margarine 2 ea Cookies 8 oz Beverage	MEAL # 102 1 cup Chicken w/ Dumplings 1 cup Buttered Parsley Pasta 1/2 cup Mixed Vegetables 2 sl Bread 1/2 oz Margarine 1/2 cup Gelatin 8 oz Beverage	MEAL # 105 2 ea Toasty Dogs 1 cup Macaroni & Cheese 1/2 cup Cooked Cabbage 1/2 oz Ketchup 1/2 oz Mustard 1/2 cup Pudding 8 oz Beverage

Laurie L. Clair, R.D.
R.D. SIGNATURE

4/13/13
DATE

CLIENT SIGNATURE

DATE

1 PIECE SEASONAL FRESH FRUIT MAY BE SUBSTITUTED FOR 1/2 C CANNED FRUIT.
ALL PORTIONS ARE LISTED AS COOKED WEIGHT/VOLUME MEASUREMENTS.
ALL MENU ITEMS ARE POOR-FREE.

Nutrition Adequacy Statement Lee Adjustment Center

The daily average calorie count for the cycle menu, dated April 13, 2013 is approximately 3000 calories.

The cycle menu for this facility was developed by Trinity Services Group, based on specifications and guidelines from Corrections Corporation of America (CCA), to be served as the regular menu in the adult population. The menu has been analyzed using the Food Processor SQL Nutritional Analysis program from the ESHA Corporation of Salem, Oregon. Per standard nutritional analysis protocol, the menu was averaged in seven-day periods.

The analysis confirms that the menu provides a nutritionally adequate diet for sedentary and/or incarcerated adults. As written and analyzed, the menu satisfies the Dietary Reference Intakes/EARs recommendations published by the National Academy of Sciences-National Research Council for major nutrients recommended for adults. The menu also meets ACA standards for basic nutritional requirements.

Some nutrient values may vary based on the nutrient data available from manufacturers, the nutrient listings available under FDA labeling requirements, and the specified items used for analysis.

Laurie LeClair, RD

4/13/13

Laurie LeClair, RD, LD
Registered Dietitian #724836

5.41. The Vendor will maintain inmate property in accordance with Agency policy. Inmate property lost or damaged when in control of the Vendor will remain the sole responsibility of the Vendor. Inmates may use the grievance process (Policy Directive 335.00) to seek reimbursement for any lost or damaged property. The Vendor agrees that it will be bound by the decision of the Commissioner or his/her designee under Policy Directive 335.00.

Vendor Response:

CCA understands and agrees to the above. CCA has established specific policy guidelines governing the property, both personal and facility issued, that inmates may retain in their possession. These guidelines supplement Agency policy and provide instructions on the property disposition, storage, laundering, acquisition, contraband, release and claim procedures. Inmates will only be allowed to retain personal property as authorized by policy and only in an amount that does not exceed the capacities of individual storage areas and lockers provided by the facility. The facility is required to maintain accurate and current records of inmate property in order to ensure accountability and resolve loss/theft or damage claims.

In Addendum 2, answer to question 27, vendors were instructed to indicate if television sets, microwaves, or any other small appliances are allowed and that the Department would then consider allowing the inmates to bring such items. At the Lee Adjustment Center, personal microwaves are not allowed as a communal microwave is provided in each pod/unit. Inmates are allowed a television set as part of their personal property. The television set must be clear and can be no larger than a 13" screen size.

Inventory Methods: Upon arrival at the facility, each inmate will receive information regarding allowable personal property. A thorough search of the inmate and his possessions will be conducted. All allowable property will be inventoried and documented to include information pertaining to condition, quantity, color, brand, size and serial number. The inmate will be required to review and sign the completed Personal Property Form as verification of his property. A copy of the approved form will then be provided to the inmate.

All non-allowable property, if any, will be listed on the non-allowable property form with a copy provided to the inmate. Each inmate will complete a property disclaimer form designating the name and address of the person who is to receive his personal property in the event of the inmate's death or property abandonment. The inmate may request to change the original designation at any time. The inmate may designate the disposition of non-allowable property in one of the following manners:

- Destroyed by facility staff;
- Mailed to an address designated by the inmate (at the expense of the inmate);
- Donated to a local charity approved by the facility; or
- Picked up by an inmate's visitor with prior approval of the Warden/designee.

Facility Issue: Inmates will be issued suitable clean clothing, linens, mattress and pillow. All facility issued property will be given to the inmate and listed on a Facility Issued Property Receipt. The inmate will sign for each item issued and will be held liable for any damage to or loss of facility issued property in excess of normal wear and use. Standard issue includes multiple sets of clean clothing, bedding and linens.

As previously mentioned, inmates will be issued special and, when appropriate, protective clothing and equipment when assigned to the facility's food service, physical plant maintenance shops and other special work details.

Tracking: In addition to the property, both personal and facility issued, that inmates are allowed to have upon admission, inmates may acquire additional personal property through the commissary and/or facility approved vendors. Inmates acquiring additional property will be provided an itemized receipt of these items as documentation of ownership. Inmates are required to keep all receipts of property items purchased for proof of ownership for as long as they maintain the property item.

Non-consumable items (televisions, radios, etc.) will be clearly marked with the inmate's name and number. A copy of purchase receipts for all non-consumable items, regardless of where purchased, shall be forwarded to the Property Officer/designee to be added to the inmate's property file.

Property Confiscation: Circumstances under which property may be considered contraband and/or confiscated include the following:

- Any items in an inmate's possession that have not been approved during admission, issued by the facility or purchased from the commissary/approved vendors;
- Allowable property in excess of the amount authorized by the inmate's allowable personal property list;
- Property acquired by the means of sale, purchase, barter, loan, gift, store, exchange;
- Being in possession of another inmate's property;
- Property that has been altered, modified or has had identifying marks removed or modified; and
- Allowable property used to cover sprinkler heads, vents, windows, walls, doors or safety or security equipment.

Lost/Damaged Property: Lost/stolen property claims will be investigated and, when determined valid, the facility will offer appropriate replacement or reimbursement. Only those items listed on the allowable property form will be eligible for claim investigation. In the event that an inmate chooses to appeal a denied property claim, the inmate must complete a Denied Property

Claim Appeal and forward it to the designated property officer within seven (7) calendar days of receipt of the denied claim.

CCA understands and agrees that the inmates may use the grievance process (Policy Directive 335.00) to seek reimbursement for any lost or damaged property. CCA further agrees that it will be bound by the decision of the Commissioner or his/her designee under Policy Directive 335.00.

5.42. The Vendor shall provide full time inmate laundry services and inmate clothing in compliance with the ACA Standards and Agency Policy.

CCA understands and agrees to the above. Laundry services for clothing, bedding and linens will be provided in compliance with ACA Standards. A laundry services schedule will be posted in each housing unit, to include linen exchange. Laundry operations will be supervised by security staff but may also provide work opportunities for inmates. More information about this subject is available under Sections 5.33, 5.34 and 5.37 herein.

5.43. The Vendor shall provide a commissary or commissary services for inmates that contain items similar to the Agency's facilities. The sale price paid by inmates shall be comparable to those set by the Agency. It shall be permissible to deny an inmate access to the commissary for disciplinary or medical reasons. Commissary items may be priced to cover the cost of inventory, commissary personnel, and commissary utilities. The Vendor will be responsible for remission of all sales taxes to the appropriate taxing authority and shall also obtain any necessary business licenses, permits, or approvals. The Vendor shall detail its current commissary operations, including a market basket with prices, in the Vendor's technical proposal.

Vendor Response:

CCA understands and agrees to the above. CCA will provide a commissary in accordance with ACA Standards and contract requirements to permit inmates the opportunity to purchase approved items on a regular basis. Adequate controls and processes will be in place regarding all commissary operations, including contracted vendor transactions. CCA currently utilizes Mid-States Services, Inc., located in Fort Worth, Texas, to supply commissary services at its facilities. In early 2014, CCA will be transitioning to Keefe Group, based in St. Louis, Missouri, to supply commissary services. Keefe is a leading commissary provider and is well acquainted with prison and jail commissary operations throughout the USA.

CCA has established policies and procedures in place which govern commissary and fiscal operations. Procedures for commissary management include, but are not limited to, the following:

- A system of controls and accountability for all monetary transactions;
- Establishment of a commissary inventory as determined by the Warden;

- A facility Commissary Operations Manual which addresses ordering, receiving, delivery, returns, equipment, change requests, claims, Trust Fund accounting and the inmate welfare fund;
- Pricing, which will include price mark-up on items sold in the commissary;
- Expenditure of commissary funds;
- Physical inventory and variance reporting; and
- Review/approval of non-prescription (over-the-counter) medications by a health authority.

The facility will maintain a commissary checking account to process expenses related to replenishing the commissary's inventory and commissary operational expenses, to maintain commissary profits which will be utilized for the benefit of inmates at the facility, and to support commissary operations.

CCA's corporate quality assurance department, which is independent of commissary operations, conducts an annual commissary audit. The facility commissary checking accounts are included in the annual audit.

Market Basket

Today at Lee Adjustment Center, we offer over 300 commissary items to inmates. The market basket on the next page is a sample of 40 of the most popular items in no particular order and the price to inmates in 2013. Due to our commissary vendor transition in 2014, there will be some change in specific products and pricing but we expect our offering to be similar at competitive, comparable pricing.

Market Basket Based on Lee Adjustment's Top 40 Items	
ITEM	2013 PRICE
SPAGHETTI	\$1.59
WHEAT BREAD	\$2.93
RANCH DRESSING	\$0.38
RAISIN BRAN	\$2.73
KRAFT SINGLES	\$0.18
ONION	\$1.00
WHITE MILK	\$0.31
BANQUET CHICKEN	\$7.46
BAR S SAUSAGE	\$1.71
ANGUS QUARTERPOUNDER	\$2.08
VANILLA WHEY PROTEIN	\$14.05
CHOCOLATE WHEY PROTEIN	\$14.05
TASTER'S CHOICE	\$4.84
FOLGERS 8 OZ	\$8.62
SODAS (5 flavors)	\$0.61
CHOCOLATE CUPCAKE	\$0.88
ICED HONEY BUN	\$0.88
BUDDY BARS	\$2.11
PEANUT BUTTER	\$3.95
MARUCHAN RAMON SOUPS (5 flavors)	\$0.37
HOT AND SPICY SUMMER SAUSAGE	\$2.49
PLAIN WHITE RICE	\$1.43
MACARONI & CHEESE	\$0.63
SWEET N LOW	\$3.61
SUGAR CUBES	\$2.35
NON-DAIRY CREAMER	\$1.96
BUTTER POPCORN MICROWAVEABLE	\$0.63
CRACKER SINGLE	\$0.55
DUPLEX COOKIES	\$0.75
PEANUT BUTTER COOKIES	\$0.75
CHOCOLATE CHIP COOKIES	\$0.75
STRAWBERRY POPTARTS	\$0.63
PLAIN OATMEAL	\$1.63
PEPPERONI SLICES	\$1.73
TUNA POUCH 5 OZ.	\$1.98
JACK MACKEREL POUCH	\$2.45
DAVID SUNFLOWER SEEDS	\$1.51
CEREAL OF THE MONTH	\$2.17
KARS SALTED PEANUTS	\$0.96
AA BATTERY	\$0.83

5.44. The Vendor shall handle and provide delivery of inmate mail and correspondence in accordance with W.Va. Code§ 25-1-18, applicable Agency policy, and federal law.

Vendor Response:

CCA understands and agrees to the above. CCA Policy 16-1, Resident Mail, will supplement Agency policy and includes the following:

- No limitation as to the number of letters an inmate at the facility may send or receive or on the length, language, content or source of the mail, except where there is clear and convincing evidence to justify the limitations for reasons of public safety or facility order and security.
- All publications such as books and periodicals shall be received from a publisher.
- Publications received that are deemed to constitute a tangible threat to the security of the institution will be rejected.
- Incoming mail is distributed within 24 hours of receipt and packages within 48 hours, excluding weekends and holidays when it is distributed the next administrative working day.
- Outgoing mail is posted within 24 hours of the time the mail was turned over to the facility by the inmate, excluding weekends and holidays when it is posted the next administrative working day.
- Inmates place outgoing written correspondence in a centrally located mailbox. Outgoing packages are delivered to the Property Room.
- Outgoing privileged correspondence is treated as privileged only if the name and official status of the recipient appears on the envelope. It is not opened, inspected or censored in any manner. If there is a reasonable suspicion to believe that the outgoing correspondence is not privileged, the Warden may hold it prior to mailing for a reasonable period of time (not to exceed 48 hours) to allow verification of the privileged status of the addressee.
- Incoming privileged correspondence may be opened and examined for cash, checks, money orders or contraband, but only in the presence of the inmate to whom the communication is addressed.

5.45. The Vendor shall provide facilities for religious services and access to religious programs in accordance with ACA standards and state and federal law.

Vendor Response:

CCA understands and agrees to the above. CCA recognizes the benefit of religious services in providing spiritual guidance, support and counseling to the inmate population and simultaneously contributing to the safety, security and welfare of the facility. The mission of religious programs at Lee Adjustment provides inmates with moral and ethical strength, thus producing a rehabilitated character compatible with society. Additionally, studies have

demonstrated that inmate participation in religious services can result in decreases in disciplinary cases, violence and recidivism rates. Facility religious services are provided in compliance with ACA Standards and state and federal law. The chaplain also conducts an annual religious care needs review and makes program adjustments accordingly.

Weekly religious services are available to all inmates assigned to the facility. Scheduled times, activities and religious representation are subject to change relevant to facility need and availability of identified religious volunteers and ministries. All scheduled religious activities are posted in the housing units.

Chaplaincy programs at the facility include:

- Provision of care and counseling to inmates related to personal issues (mental, emotional, physical and spiritual), family issues such as parenting skills, marital counseling, behavior modification and community relations;
- Regularly scheduled religious services for identified faith groups represented in the inmate population;
- Regularly scheduled religious studies including active recruitment of volunteers to support and facilitate such studies;
- Volunteer programs on spiritual needs and issues as identified by the Chaplain via interviews, questionnaires, inmate requests and community interest;
- Pastoral counseling in both group and individual settings; and
- Pastoral visits by community religious leaders, as requested by the inmate, to address spiritual needs.

Additionally, the facility Chaplain will actively recruit and train volunteers/laypersons from the community to contribute their time inside the facility to assist with the provision and implementation of educational, social and spiritual programs. The Chaplain will facilitate and coordinate faith-based initiatives provided by recognized ministries for the inmate population. Interviewing, screening and background checks are an integral part of developing a core of volunteers to support and enhance program offerings. Although the Chaplain serves as the volunteer coordinator, all facility staff may engage in the process of recruiting, training and supporting this important group.

Many volunteers work closely with inmates in faith-based initiatives such as religious studies, worship services and one-on-one religious counseling, while others contribute by serving as literacy mentors and providing employment-related assistance (i.e. through job fairs). Volunteers also may help facilitate programs that help inmates maintain substance abuse recovery such as Alcoholics Anonymous and Narcotics Anonymous.

5.46. Inmates will be afforded access to reasonable, impartial and non-discriminatory disciplinary procedures in compliance with applicable ACA standards, specifically utilizing Agency Policy Directive 325.00. The Vendor shall utilize a Correctional Hearing Officer employed by the Agency to conduct all disciplinary hearings. Video conferencing capabilities shall be made available by the Vendor for this purpose. All recommendations for good time lost by a Correctional Hearing Officer may be reviewed by the Contract Monitor, employed by the Agency. In any grievance or appeal process (either under Policy Directive 335.00 or 325.00) the Contract Monitor and/or the Vendor will respond at all levels below the Commissioner. The Vendor expressly agrees that it will be bound by all decisions of the Commissioner in appeals and grievances of inmates pursuant to said policies

- 5.46.1. The security level of the facilities will be sufficient to house inmates classified at levels IV and lower, including beds suitable for housing inmates found guilty of an institutional rule infraction by an Agency Correctional Hearing Officer and sanctioned with time in Segregation, under Agency Policy Directive 401.01. The Vendor shall provide security and control in accordance with ACA Standards and Agency policy.
- 5.46.2. Prior to occupancy by inmates, the Vendor shall provide a complete copy of its current operational manuals, including a security manual for approval by the Agency. The security manual will contain all procedures related to security and control and must address, at a minimum the following: physical plant inspections, inmate counts, weapons and chemical agent control, contraband, key control, tool and equipment control and emergency procedures. This manual shall be available to all staff and shall be reviewed at least annually and updated if needed. The Vendor shall notify the Agency in writing of desired changes in, or additions to, the Operational Plan with regard to the Operator's policies and procedures, emergency procedures/security manual, and post orders. The Agency will review the changes and return it to the Vendor within 30 days of receipt. No such changes shall be implemented prior to the Operator's receipt of written approval from the Agency, which approval shall not be unreasonably withheld. Non-compliance with the Operational Plan may be regarded as a breach of contract.
- 5.46.3. All inmate program activities shall take place within the facilities or on facility grounds. No inmate shall leave the facilities except under security escort in accordance with Agency Policy and ACA Standards.

Vendor Response:

CCA understands and agrees to the above.

- 5.46.4. The Vendor shall report all serious and unusual incidents to the Agency. Monday through Friday, 8:00a.m. to 5:00p.m., these incidents will be reported to the Agency's Contract Monitor. During holidays and all other days and times, these incidents will be reported to the Charleston Work Release Center. Serious incidents are defined as incidents having a negative impact upon the physical safety of any person or which impact adversely upon the immediate safe operation of the facilities. Unusual incidents are those, which although contained or presenting no immediate threat to the public, staff, or inmates, could initiate attention from the media or general public or require a response from the Commissioner or a member of the Agency management staff. Examples of serious and unusual incidents include, but are not limited to, the death or serious injury of any person, whether accidental or self-inflicted, to any person in relation to facility operations, suicide or attempted suicide, riot, hostage taking, escape or attempted escape, emergency counts, fire, interruption of public utility service, inmate work stoppage, employee work stoppage, hazardous material incident, natural disaster, battery by staff members or inmates, arrest of any inmate or employee, any and all sex acts, and occurrence of contagious diseases. The Vendor shall train its employees and respond to any incidents occurring within the facility. The Vendor will notify and report for investigation to the political subdivision's law enforcement agencies having jurisdiction in the event of any crime, serious or unusual incident, or emergency that requires law enforcement assistance or criminal investigation. The parties shall cooperate in such cases; however, the Vendor will be responsible for all such incidents or emergencies and should take appropriate steps to develop internal and inter-agency emergency response plans, in accordance with ACA and PREA, agreements, and related staff training.

Vendor Response:

CCA understands and agrees to the above. CCA Policy 5-1, Incident Reporting, ensures that significant incidents occurring within all CCA facilities are reported and reviewed in an accurate and timely manner and will supplement Agency policy. Procedures provide for documenting facility-related occurrences and reportable incidents that jeopardize (or have the potential to jeopardize) the health, safety or welfare of prisoners, staff, the community at large, facility security or any combination thereof.

For reporting purposes, incidents are prioritized into three (3) levels of seriousness: Priority I, II and III. Specific notification requirements are detailed for each priority level and include immediate notification to the appropriate CCA FSC and Agency staff in the event of the most serious incidents, including those involving an escape, use of deadly force, use of force requiring medical treatment, disturbance, inmate death or serious assault on staff or inmate.

Additionally, Lee Adjustment would comply with the Agency's policies and procedures regarding incident reporting.

5.47. The Vendor shall exercise its best efforts to prevent escapes from the facilities and shall provide escape response and prevention plans to the Agency for approval. Upon discovery of an unauthorized absence or escape, the Vendor shall immediately notify the local and state law enforcement agencies and the Agency. The Vendor shall be responsible for all expenses incurred by the Agency for returning inmates captured, including any overtime expenses for its staff or other agency staff. The Agency shall be responsible for returning escapees to West Virginia from other jurisdictions, but shall be reimbursed by the Vendor for any expenses associated with the escapee's return, including transportation and all other legal costs and expenses.

Vendor Response:

CCA understands and agrees to the above.

5.48. The Vendor shall bear all costs of any escape or disturbance requiring the assistance of local law enforcement agencies, state law enforcement agencies, or the Agency, and shall defend, indemnify, and hold harmless from any claims arising from the same.

Vendor Response:

CCA understands and agrees to the above.

5.49. The Vendor will comply with state laws and federal laws regarding use of force. The Vendor will notify the Contract Monitor or designee by telephone immediately following all serious incidents consistent with Agency Policy. After business hours, all notices and reports will be transmitted to the Charleston Work Release Center and the Agency's Central Office. The Vendor shall detail, in its technical proposal, its use of force training requirements and procedures.

- 5.49.1. Reasonable force may be used as required and as authorized by federal and state law. All uses of force shall be documented in accordance with Agency policies and procedures, and the Vendor will provide a copy of all such documentation to the Contract Monitor.

Vendor Response:

CCA understands and agrees to the above. CCA Policy 9-1, Use of Force, establishes procedures for governing the lawful use of force in CCA facilities. Staff are authorized to use force only if procedures for its use have been specifically set out in policy and approved in advance by CCA's Vice President, Operations, and the General Counsel, and the employee has successfully completed training in its use. General use of force regulation and tactics are included in the Orientation training for all facility employees. Initial Security/Correctional Officer Custody training includes specific methods such as use of restraints and chemical/inflammatory agents. Use of force is also covered during annual in-service training for security personnel. Designated CCA personnel authorized to use firearms must successfully

complete the basic firearms training course and must re-qualify annually. Initial firearms training includes twenty-four (24) hours of classroom and range qualification. Annual refresher training consists of fourteen (14) hours of classroom and range qualification. All staff authorized to use firearms receive the appropriate training and certification before assignment to a post involving the possible use of such weapons.

Every effort is made to prevent and defuse situations that might require the use of force. If at all possible, non-forceful means (verbal intervention, negotiation, show of force, etc.) are attempted before using force as a last resort. Verbal provocation alone does not justify the use of physical force.

The use of any type of force for punishment or reprisal, or which is unnecessary or excessive, is strictly prohibited. The amount and type of force used will be the least possible and then only as a last resort, consistent with the safety of the public, staff and inmates. It is CCA practice to videotape all planned uses of force (i.e. cell extractions) and, when possible, have medical personnel present when chemical agents are administered.

At all times, use of force will be consistent with all federal and state laws and applicable Departmental use of force policies.

5.50. The Vendor shall provide a complete copy of its current operations manual to Agency.

Vendor Response:

CCA understands and agrees to the above. A complete copy of CCA's current operations manual will be provided to the Agency after award and prior to occupancy by West Virginia inmates.

5.51. The Vendor shall provide physical space, furniture, equipment, and supervision for visitation, including attorney visitation, in accordance with Agency Policy and ACA Standards. Option video conferencing is allowed if supplied by Vendor.

Vendor Response:

CCA understands and agrees to the above. CCA encourages inmates to maintain ties with their families through regularly scheduled, supervised visits limited only by facility schedules, personnel constraints, availability of space, contract requirements and the safety and security of visitors and inmates. CCA policy establishes general guidelines for inmate visitation in accordance with contractual requirements and ACA Standards and will supplement Agency policy. Visitation procedures are also contained in the inmate handbook provided to all inmates during orientation.

Visitation procedures include the following:

- Available space for all eligible inmates to have access to visitation;

- Instructions for inmates to submit names for inclusion on the list of approved visitors and circumstances that would cause visitation privileges to be denied or curtailed;
- Information to visitors about the most feasible means of transportation to and from the facility, including the location of neighboring public transit terminals;
- Restrictions on the number of visitors allowed each inmate in accordance with partner policies and procedures and ACA Standards to ensure that space is available for all inmates to have access to visitation;
- Visitation schedules posted in each housing unit;
- Registration instructions upon entry into the facility and circumstances under which visitors may be searched;
- Personal property that inmates and visitors may bring to the visitation area;
- Rules and regulations governing behavior during visits. Entry of any person deemed unfit to conduct him/herself properly will be subject to denial;
- Non-contact visits when meeting the facility's established security criteria (such as the inmate's custody level and disciplinary status); and
- Special visits with the prior approval of the Warden/designee (visits include pastoral, legal and those traveling 300 miles or more).

Currently, the visiting hours at Lee Adjustment Center are from 8:30a.m. through 4:30p.m. on weekends and recognized holidays. However, visitors must arrive at the entry checkpoint no later than 3:30p.m. to allow sufficient time for processing.

In most cases, there is ample space to allow all visits to continue for the entire visiting period. However, in the unlikely event that lack of space does become an issue, visitors are rotated on a first-in/first-out basis with a two (2) hour minimum visit per scheduled visiting day. Visitors traveling in excess of three hundred (300) miles one way will receive a minimum four (4) hour visit. Visitors who seldom visit, such as once per calendar quarter or less, and who travel three hundred (300) miles or more one way may request an all-day visit (limited to normal visiting hours unless otherwise specified). Such requests must be approved by the Warden or designee at least one (1) week in advance of the desired visit date. All-day visits that occur on weekends and recognized holidays will be normal contact visits, but those occurring during normal weekdays will be non-contact visits.

If insufficient space results in the termination of an inmate's Saturday visit after two (2) hours, or after (4) hours for visitors traveling three hundred (300) miles or more one way, efforts will be made to avoid early termination of his visit the following day providing the Sunday visitors are the same individuals terminated early the previous day. If this is not feasible due to the number of inmates receiving visits during holiday weekends, the two (2) hour or four (4) hour minimum visits described above will apply. It is rare for a visit to be terminated due to overcrowding.

Visitations are held indoors, in a space with tables and chairs and food and drink are available. Additionally, Lee Adjustment Center has a system in place by which visitation, particularly attorney conferences, can be provided via videoconferencing.

5.52. The Vendor shall provide inmates access to Court Systems by use of a legal materials reference center, persons trained in the law, or any combination thereof. If access is provided by use of a law library and law clerks, the requirements shall be consistent with Agency policy, ACA Standards and all other applicable state or federal law.

Vendor Response:

CCA understands and agrees to the above. CCA Policy 14-8, Access to Courts, establishes procedures for allowing inmates the opportunity for access to the court system and will serve inmates as the Legal Services Program. Pursuant to *Lewis v. Casey*, constitutional access to the court system extends only to assistance with the preparation of initial pleadings (e.g., Motions to Proceed In Forma Pauperis, Motions for Appointment of Counsel, Petitions for Writs of Habeas Corpus, Petitions for Post-Conviction Relief, Civil Complaints for Section 1983 Claims in state or federal court). Constitutional access to courts provided by the State (or its private contractor) does not extend to assistance with any legal proceedings beyond the initial pleading stage. Though inmates have the right to present issues to the court system, CCA is only required to assist inmates in accordance with the parameters outlined in *Lewis v. Casey*. Officers, employees or agents of CCA do not interfere with, harass, punish or otherwise penalize any inmate as a result of the inmate gaining access to the courts. CCA also utilizes screened and trained inmate Legal Aides when appropriate.

Legal reference materials, primarily comprising computerized resources, are chosen by CCA's FSC legal staff to meet the constitutional needs of the inmates or as required by the facility management contract. These legal reference materials may include state or federal criminal substantive and procedural materials, rules of evidence, sentencing guidelines, legal dictionary, materials relating to immigration procedures, inmate rights and rules of court.

Legal reference materials will be available during hours that facilitate reasonable access by all inmates, including weekends and evenings in accordance with ACA Standards. A schedule outlining times available for using the legal reference materials will be posted with the library rules. Library rules will be published by the facility and remain posted. The rules will be available in English and Spanish if necessary. If an inmate demonstrates a legitimate need to access the legal reference materials beyond scheduled hours, a request can be submitted to the designated staff. This request will be granted, absent good cause to deny such, and allowed when the inmate is not involved in other scheduled activities. Access to the court system shall also be provided to inmates housed in segregation.

5.53. The Agency shall provide the Vendor with essential data and information relating to sentence computations in accordance with West Virginia law, the inmates' judgment and sentence and the applicable Agency policy and procedures for inmates assigned to the facilities. The Vendor shall record and compute each inmate's time of confinement in accordance with such law and procedures, including, but not limited to, all statutory good time credits and discharge dates, and will forward such information to the Agency: Provided, that the final decisions with respect to sentence computation rests with the Agency. This is only an administrative responsibility, and the Agency will continue to have all legal responsibility for final determination of earned credits and discharge dates. Nothing herein will be construed to abrogate the duty of the Agency in this regard. The Agency will provide training to the Vendor in this function.

Vendor Response:

CCA understands and agrees to the above.

5.54. The Vendor shall provide intake orientation and re-entry services in accordance with the Agency policy and ACA Standards. The Vendor shall adhere to the classification policy set forth in Agency Policy Directive 401.01 subject to the approval of the Contract Monitor and /or his/her designee.

5.54.1. The Vendor will maintain inmate records at their sole expense in accordance with applicable Agency record keeping practices and procedures and shall adhere to federal, state, and local laws governing confidentiality. Upon request, all records, reports, and documents will be made available immediately to the Contract Monitor for review. Upon termination of confinement of an inmate, the Vendor will preserve all inmate records consistent with Agency policy.

5.54.2. The Vendor will ensure a case manager/counselor maintains individual inmate files documenting each inmate's program goals, employment, earned credits, disciplinary records, programmatic involvement and any other significant events.

5.54.3. The Vendor shall report the daily midnight inmate count to the Central Office Movement Coordinator by 9:00a.m. each working day. The Vendor shall report each Monday by 9:00a.m. to the Contract Monitor a summary listing of inmates housed in restrictive housing to include: Inmate name, number, status, and date placed in restrictive housing. The Vendor will submit a monthly report by the 5th day of the month to the Contract Monitor which will include a narrative of facility highlights, serious incidents, and other significant issues.

Vendor Response:

CCA understands and agrees to the above. Information describing intake orientation is provided

below. Re-entry services are described in Section 5.66, Other Services and Programs.

All newly arriving inmates transferred to Lee Adjustment from the Agency will complete an intake screening and orientation process. An individual inmate screening will be conducted to identify special needs, abilities or health problems through testing, examination and interview. Classification, housing assignments and possible gang affiliations will be determined through a review of pertinent documents in the inmate's institutional file. Each inmate's personal property will be inventoried and documented, and he will receive standard facility issue for clothing and bed linens. The orientation process will provide inmates with information and materials that will acquaint them with institutional schedules; rules; prohibited acts; how to access services such as healthcare, food service and commissary; and activities and programs such as recreation, visitation, work and educational opportunities. All aspects of the intake process will be provided in accordance with ACA standards. A summary of the intake and orientation services to be provided to Agency inmates is outlined below.

Intake and Orientation: The facility's intake staff will be responsible for coordinating the orientation of all inmates. The initial intake process will be conducted on the day of arrival and will consist of the following:

- Inmate strip search upon entering facility to inspect and compare identifying marks as identified in the inmate file, etc.;
- Photographs (as needed);
- Search of all inmate property for contraband; inventory and documentation of all items on an inventory form. Property that is not allowed in the facility (including contraband) will be handled in accordance with policies and procedures;
- Issue of clean clothing (inmate uniform), linens (including towels and washcloths), bedding (sheets, pillow and pillowcase), mattress and blanket; and
- Provision of a copy of the Inmate Handbook, which contains detailed information on all aspects of the facility's operations, including such topics as the following:
 - Life/fire safety and emergency evacuation;
 - Housekeeping and sanitation;
 - Inmate property and claims for lost/stolen property;
 - Case management;
 - Searches and contraband control;
 - Laundry services;
 - Inmate telephone system and usage;
 - Television usage;
 - Programs – religious, library, law library, recreation, education, hobby craft;
 - Non-discrimination;
 - Inmate work program;
 - Drug/intoxicant testing program;

- Legal access – notary services, legal visits, legal assistance;
- Clinical services – medical, dental, optometry, pill call, etc.;
- Mental health services;
- Americans With Disabilities Act (ADA) notice;
- Prison Rape Elimination Act;
- Commissary, financial requests, inmate banking;
- Indigent assistance;
- Mail;
- Visitation;
- Grievance procedures;
- Disciplinary policy, offenses and penalties;
- Security threat groups;
- Inmate counts;
- Food service;
- Inmate movement;
- Identification cards;
- Personal hygiene/dress code, including access to barber; and
- General facility rules.

In addition to the Inmate Handbook, inmates will receive materials and view a video that covers the Prison Rape Elimination Act (PREA) requirements, e.g. prevention, intervention, reporting, etc. Inmates will verify receipt of these materials by signing the appropriate orientation form.

When necessary, inmates will receive oral and/or written orientation translations in their own language. When a literacy problem exists, a staff member will assist the inmate in understanding the material.

Medical/Mental Health Screening: A medical assessment will be conducted on each inmate entering the facility. Inmates will be examined for any evidence of bodily injury and communicable disease. If injuries are detected, security staff will be notified and the proper documentation completed. If an urgent medical problem is identified, the inmate will be immediately examined by a health care provider.

A mental health assessment will be conducted on each inmate entering the facility. The assessment will include a determination of the inmate's vulnerability for assault or tendency to exert sexually aggressive behavior, as well as any current or past mental health issues. Inmates identified as high risk for assault will be further assessed by a mental health or other qualified professional, monitored and counseled. Inmates identified as having current mental health issues will receive a comprehensive mental health screening and may be referred to the facility Psychiatrist for further assistance and evaluation.

Initial Interview: The entire inmate orientation process will be completed in accordance with the timelines established by the ACA Standards. During orientation, a Case Manager will conduct an initial interview with each inmate to gather personal information, to include the following:

- Basic inmate information: name, alias(es), address, Social Security number, military service and identifying marks (tattoos, scars, etc.);
- Institutional information: prior facility, housing, known enemies and gang affiliations;
- Health information (physical, mental);
- Emergency contact information;
- Educational background: highest grade completed, last school attended, special education, vocational training and education/vocational interests; and
- Work history: jobs previously held (community and institutional), skills, special training and job interests.

After completing the orientation process, inmates will be assigned to a specific bed in a housing pod.

5.55. The Vendor, may allow inmates to engage in programs which have been approved by Agency. The type of work and wages or good time, if any, shall be approved by Agency.

5.56. Inmate labor may be used within the facility to perform certain tasks related to food service, maintenance, laundry, and other tasks which do not compromise the safety of the public, staff or inmates, or institutional security. Wages shall be those established by Agency policy.

5.57. At no time shall any inmate ever be placed in a position of authority over another inmate.

5.58. Inmates will be compensated by the Vendor for work performed in accordance with applicable Agency policy. All funds received for or on account of inmates will be held and managed in accordance with W.Va. Code§ 25-1-3a. The Vendor shall establish a mandatory interest bearing savings account for inmates required to have such an account pursuant to W.Va. Code§25-1-3a(b).

5.59. No inmate shall be permitted to work outside the secure perimeter of the facility.

Vendor Response:

CCA understands and agrees to the above. Lee Adjustment Center offers the inmate population a variety of work opportunities which helps them gain skills that can be utilized after release. Work assignments are available for inmates with disabilities.

Jobs are available in areas such as janitorial, maintenance, warehouse, food service, commissary, laundry, grounds work, library and other aspects of facility operations. The facility also has a canine obedience training program in which inmate trainers train dogs for the Humane Society and other animal rescue programs in order to better increase the animal's chances of adoption. Participation in these programs is contingent upon the inmate's interest, behavior and the sending

Agency's approval. At no time is an inmate in charge of or overseeing other inmates nor is any inmate allowed to work outside the facility's secure perimeter. Inmates receive compensation for work program participation and these funds are handled pursuant to CCA policies and procedures, which are tailored to reflect all applicable ACA standards and federal, state and local laws and regulations and will supplement Agency policy.

5.60. The Vendor shall provide facilities, equipment, and supplies for indoor and outdoor recreational and leisure time programs in accordance with the Agency policy and ACA Standards.

Vendor Response:

Recreation/Leisure Time Activities

CCA understands and agrees to the above. Lee Adjustment Center provides a wide variety of programs and activities for the inmate population to reduce idleness. Programs available to the population include work and educational opportunities as well as recreational and leisure time activities.

Facilities are available to accommodate both indoor and outdoor recreational activities in accordance with ACA and NCCHC standards. A recreational supervisor is employed to develop, implement and supervise the recreational program. This individual is assisted by inmate recreational aides and/or other recreational department staff in delivering a quality program to the inmate population.

Recreational facilities are available to all general population inmates seven (7) days a week in accordance with a rotating schedule that ensures equal access to all facilities and equipment. Segregated inmates have the opportunity for a minimum of one (1) hour of out-of cell exercise at least five (5) days per calendar week unless individual security considerations dictate otherwise.

Outdoor recreational areas for the general population total more than 68,000 square feet and includes:

- Softball Field;
- Walking/Running Track;
- Handball Court;
- Basketball Court;
- Horseshoe Pits;
- Covered Weight Shed (16 assorted machines); and
- Tables for Various Games.

An indoor gymnasium of approximately 7,500 square feet is also available to the general population. This area includes:

- Basketball Court;
- Billiard Tables;
- Table Soccer;
- Stationary Bicycles;
- Dip Bar;
- Set-up Machine; and
- Tables for Various Games.

The above listed areas can also accommodate additional activities such as soccer, volleyball, beanbag pitching and others that are more mobile and don't require a specifically designated space fulltime.

The recreation department organizes various leagues throughout the year which fosters competition and cooperation among the inmates and encourages teamwork. Special activities and completions are held around major holidays and prizes, such as commissary credit, are awarded to winners and runners up in each event. Recreational events involving individuals and/or sports teams from the community also occur from time to time.

Other leisure time activities available include, but are not limited to:

- Handicraft Projects;
- Television (both personal and day area sets);
- Library;
- Music;
- Art; and
- Individual Inmate Interests.

5.61. The Vendor shall provide and manage a general library for the benefit of inmates in accordance with state law, Agency policy, and ACA Standards.

Vendor Response:

CCA understands and agrees to the above. CCA provides access to comprehensive library services that include a reference collection of general and specialized materials. The facility continuously acquires and replaces books and materials. General reading and reference materials are selected to meet the educational, informational and recreational needs of the inmate population. CCA's current library collection at Lee Adjustment includes an assortment of nearly 5,000 books on a wide array of subjects.

Methods of operation ensure delivery of library services and legal access in a professional, timely and orderly manner. A contract librarian with a Master of Library Science degree provides oversight of the delivery of services and training according to ACA Standards. The

library aide assists in the maintenance of library materials, which are easily accessible and regulated by a system that discourages abuse, and also provides daily guidance and direction to inmates in their routine use of the library.

Library orientation trains inmates in proper and effective library use. Survey statistics demonstrate that few Americans understand library organization and cataloging. Providing library orientation helps inmates to learn the rudimentary issues of searching for books and locating reference information, as well as the methods of proper care for books, periodicals and electronic equipment.

Library services at the facility are provided in compliance with ACA Standards offering daily operation during hours that facilitate access by all inmates. Library hours are posted within the housing units and outlined in the Inmate Handbook. Mobile library services serve those inmates not permitted to travel to the general purpose library, such as segregation and medical. Input from inmates and staff is actively solicited to determine the needs of the facility population, programs and activities. This information provides the basis for acquisition of new materials.

5.62. The Vendor will maintain an inmate trust fund in accordance with W.Va. Code § 25-1-3a and applicable Agency policy. All inmate earnings and personal receipts will be placed in a trust fund to be used solely by that inmate. General accepted accounting procedures will be followed in managing this account. All records will be made available to the Contract Monitor or the Division of Corrections' internal auditor or Director of Administration/designee upon request. Vendor will follow Agency policy 111.06 and W.Va. Code § 25-1-3c for mandatory deductions.

Vendor Response:

CCA understands and agrees to the above.

5.63. Vendor shall provide hygiene products to all inmates in accordance with ACA Standards.

Vendor Response:

CCA understands and agrees to the above.

5.64. Inmates may dispose of the products of their labor in accordance with state and federal law, Agency policy, and ACA Standards. If an inmate is permitted to sell any craft or product, all funds shall be handled in accordance with other requirements of this proposal.

Vendor Response:

CCA understands and agrees to the above.

5.65. All inmates shall undergo routine, random, and suspect drug and alcohol testing at the expense of the Vendor. Testing shall be conducted according to Agency policy, and a summary of the results furnished to the Contract Monitor monthly. Suspect drug and alcohol testing shall be in addition to the random testing called for in Agency policy.

Vendor Response:

CCA understands and agrees to the above. To supplement Agency policy, CCA policy provides for the use of an inmate drug/intoxicant testing program which complies with due process requirements to assist in maintaining facility security. Drug testing of inmates may be conducted under the following circumstances:

- When facility staff have a reasonable suspicion that an inmate has used drugs/intoxicants;
- When the inmate is found to be in possession of suspected drugs/intoxicants or when suspected drugs/intoxicants are detected or found in an area controlled, occupied or inhabited by the inmate;
- When the inmate is observed to be in possession of or using drugs/intoxicants, but facility staff are unable to obtain a sample of the substance;
- On a routine basis when inmates return from a furlough or other temporary release program; and/or
- On a random basis, utilizing an appropriate random testing procedure. A random testing program will not be used for the purpose of or have the effect of harassing or intimidating any inmate or group of inmates.

5.66. If the Vendor provides other services and programs, it shall comply with Agency policy, ACA Standards, and other state and federal law. Vendor shall, in its technical bid, detail all services and programs that are available to the inmates.

Vendor Response:

CCA understands and agrees to the above.

A significant type of programmatic opportunities not previously detailed in this proposal is reentry preparation. Reentry preparation is more than a single program; it is a full process that begins the day of intake and continues through release, a reality that eventually occurs for the vast majority of West Virginia's inmates. Moreover, reentry is a vital public safety concern and requires an aggressive, ongoing strategy for successful reintegration of inmates into communities where they failed to thrive prior to incarceration. CCA is committed to helping inmates make the most of their time in prison by offering a variety of rehabilitative opportunities with increasing focus on prerelease and transition as inmates approach the end of their sentence. We understand that interventions should be matched to inmates' risks, needs and readiness to change, and our reentry efforts will adhere to best practices.

While CCA asserts that every program already detailed in this proposal supports reentry by enhancing inmates' opportunities for success through better knowledge, skills, health and behaviors, certain programs focus entirely on the goal of inmates' successful, permanent reentry to their communities. CCA enhances the effectiveness of its comprehensive programmatic services plan by offering transition/prerelease preparation on top of diverse offerings in academic, vocational and behavioral programs in the facilities we manage. We also have experience using volunteers and community experts to provide guidance about how to be successful upon release from prison. By providing prerelease and other transitional education programs, CCA equips inmates with the skills of living and independence.

Reentry Offerings

CCA's reentry offerings utilize evidence-based program curricula to address criminogenic needs of inmates in areas such as substance abuse, employment readiness, negative thinking, pro-social behaviors, family interventions and enhancement of other relationships. Programs include curriculum such as JIST Works' "Preparing for Career Success" materials, which address cognitive critical thinking skills related to attitudes surrounding work, family and social relationships, finance and housing issues. This and other curricula focus on basic behavior and attitudes while following a tested model of crime prevention and inmate rehabilitation. Participants learn widely applicable skills such as logical problem solving, decision making and using a value hierarchy. Other emphases are detailed below.

Employability/Occupational Training focuses on career exploration, job lead sources, proper attire, hygiene, punctuality, attendance, time management and following instructions. Instructors assess each inmate's work history, skills, interests and aptitudes to help him set reasonable employment goals. The job skills component carefully addresses issues of concern to inmates such as how to answer interview questions about criminal history and incarceration. Inmates participate in mock employment search situations such as telephone calling prospective employers and interviewing for a job. Essential workplace math and language skills are likewise a key component of this program.

Interpersonal Skills classes train inmates in fundamental skills of decency and respect, demonstrating how learning to use interpersonal skills can increase their chances of obtaining employment and attaining their goals. Communication skills are taught and practiced using a variety of real life situations. Additional topics include independent living skills, anger control, victimization and appropriate responses to sensitive situations such as parole hearings, criticism and peer and supervisory conflict.

Parenting and Family Dynamics teaches inmates how to be effective parents during different stages of child development, how to help children succeed in school and how to function in an "at risk" family. Primarily, the course prepares the inmate for his return to his family to become a successful parent or spouse. An inmate who acquires these skills has more hope of rejoining his family and being a functional, responsible adult and parent.

Community Preparedness and Community Resources will focus on specific issues inmates will face once released. Creative Workshops, Seminars, community guest speakers and role playing scenarios will be integral tools provided to inmates that will provide realistic learning opportunities simulating real life.

Self-Help Programming (AA/NA) ensures that inmates have support for maintaining recovery from substance abuse.

Reentry opportunities also include the programs listed below.

- *Anger Management* (detailed in Section 5.22) enables participants to better learn, practice and integrate strategies presented in group sessions. Cognitive behavioral approaches have been found to be effective, time-limited treatments for anger problems.
- *Victim Empathy Programs* (detailed in Section 5.22) helps sensitize inmates to the impact that crime has on victims, families and the community.
- Other programs required by the RFP, including sex offender programs, substance abuse treatment and family-based violence program.

5.67. Vendor shall house male inmates in an all-male facility. Vendor shall house female inmates in an all-female facility.

Vendor Response:

CCA proposes to house up to 350 male inmates at our Lee Adjustment Center in Beattyville, Kentucky. This facility is an all-male facility located approximately 180 miles from the DOC's Central Office.

While CCA has not specifically proposed a female housing option in our response, we stand ready to discuss this potential need with the DOC as appropriate. CCA owns and operates an all-female facility in New Mexico. Additionally, CCA houses female inmates in some of our facilities with local and federal populations. These facilities house both male and female inmates; however, there is sight and sound separation.

5.68. The Vendor will immediately report the death of any inmate to the proper authorities, the Agency, and the appropriate medical examiner. The Vendor will complete any medical examination required by law or Agency policy; report immediately to the Agency the death of any inmate; furnish all information requested by the Agency and the proper authorities; the body, when released from authorities, shall be returned to the Agency; and the Vendor will notify the relatives of the deceased inmate, if any, as soon as practicable thereafter.

- 5.68.1. The provisions of this section will not affect the liability of any relative or other legally liable person for the disposition of the deceased or for any expenses therewith.

- 5.68.2. The Agency, at its expense, may obtain the deceased inmate for burial in accordance with Agency's policies and practices for burial and/or all matters incident thereto.
- 5.68.3. The Vendor will forward to the Agency a certified copy of the death certificate and the inmate's file and medical records.

Vendor Response:

CCA understands and agrees to the above.

By signing below, I certify that I have reviewed this Request for Proposal in its entirety; understand the requirements, terms and conditions, and other information contained herein; that I am submitting this proposal for review and consideration; that I am authorized by the bidder to execute this bid or any documents related thereto on bidder's behalf; that I am authorized to bind the bidder in a contractual relationship; and that, to the best of my knowledge, the bidder has properly registered with any State agency that may require registration.



(Signature)

CCA

(Company)

Brian Ferrell, Vice President, Proposal Development
(Representative Name, Title)

Telephone: 615-263-3282; Facsimile: 615-263-3090
(Contact Phone/Fax Numbers)

December 3, 2013
(Date)



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KENTUCKY REVISED STATUTES ANNOTATED

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*** Current through the 2013 Regular Session ***

*** Annotations current through August 1, 2013 ***

TITLE XVII Economic Security and Public Welfare

CHAPTER 197 Penitentiaries

Privatization of Prisons

Go to the Kentucky Code Archive Directory

KRS § 197.500 (2013)

197.500. Definitions for KRS 197.505 to 197.525.

As used in *KRS 197.505* to *197.525*, unless the context otherwise requires:

(1) "Adult correctional facility" means any minimum or medium adult penal or correctional facility operated for the purpose of housing convicted felons for the department; and

(2) "Private provider" means a private legal entity authorized to do business in the Commonwealth and which is in the business of establishing, operating, and managing adult correctional facilities.

HISTORY: (Enact. Acts 1988, ch. 234, § 1, effective July 15, 1988; 1992, ch. 211, § 68, effective July 14, 1992; 1992, ch. 445, § 9, effective July 14, 1992; 1994, ch. 418, § 17, effective July 15, 1994; 1998, ch. 606, § 93, effective July 15, 1998; 2007, ch. 85, § 233, effective June 26, 2007.)

NOTES: Opinions of Attorney General.

County would be banned under Ky. Const., § 162 from paying any claim under an agreement or contract for a project involving the leasing of a detention facility (prison) used to house prisoners from outside as well as within the state, as there is no express authority of law for a county's entry into such endeavor. OAG 90-115.

Long-term housing of prisoners of the state of Kentucky is a function constitutionally mandated to the state, and the role sought to be assumed by a county in housing not only state prisoners, but prisoners of jurisdictions outside Kentucky, is not provided for by statute and is not a function necessary for operation of the county; accordingly, the county may not lawfully lease and operate a 336-bed detention center or prison for such purpose; such action is not necessary for operation of the county and handling the types of prisoners envisioned under this project is "otherwise provided for" by statute and the Kentucky Constitution. OAG 90-115.

Collateral References.

60 Am. Jur. 2d, Penal and Correctional Institutions, § 7.

LexisNexis 50 State Surveys, Legislation & Regulations

Private Incarceration & Inmate Employment



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KENTUCKY REVISED STATUTES ANNOTATED

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*** Current through the 2013 Regular Session ***

*** Annotations current through August 1, 2013 ***

TITLE XVII Economic Security and Public Welfare

CHAPTER 197 Penitentiaries

Privatization of Prisons

Go to the Kentucky Code Archive Directory

KRS § 197.505 (2013)

197.505. Privatization of prisons -- Maintenance of designated security level of the facility -- Locations restricted.

(1) The state may enter into contracts with a private provider to establish, operate, and manage adult correctional facilities. In all such contracts the state shall retain clear supervisory and monitoring powers over the operation and management of the adult correctional facility to insure that the inmates are properly cared for and that the employees of the facility and the public are adequately protected.

(2) Any adult correctional facility operated by a private provider under this section shall ensure that all inmates housed in the facility, including those inmates housed under contract with another state, shall meet classification requirements as set forth by the department for the designated security level of the facility.

(3) Any adult correctional facility contracted for pursuant to this section shall be constructed only in a county with an established Department of Kentucky State Police post or in a county in which at least two (2) State Police officers reside as a result of a duty assignment or in a county with a full-time police department.


HISTORY: (Enact. Acts 1988, ch. 234, § 2, effective July 15, 1988; 1994, ch. 418, § 18, effective July 15, 1994; 2003, ch. 107, § 1, effective March 18, 2003; 2007, ch. 85, § 234, effective June 26, 2007.)

NOTES: Opinions of Attorney General.

An adult correctional facility may be operated by a private provider only where statutory requirements for resident law enforcement personnel are met. All statutory elements must be met before privatization of a prison may be accomplished. OAG 2004-13.

LexisNexis 50 State Surveys, Legislation & Regulations

Private Incarceration & Inmate Employment

 KENTUCKY CORRECTIONS Policies and Procedures	Policy Number	Total Pages
	18.1	9
	Date Filed	Effective Date
	May 14, 2007	August 31, 2007
Authority/References KRS 196.035, 197.020 ACA 4-4492, 4-4494, 4-4495, 4-4496, 4-4497	Subject CLASSIFICATION OF THE INMATE	

I. DEFINITIONS

None

II. POLICY and PROCEDURES

A. It is the goal of the classification process to:

1. Ensure the safety of the public by maintaining control of the inmate;
2. Ensure the safety of the staff, the institution and inmates by proper housing, program assignment, work assignment, and custody level;
3. Assign program and work activities for the inmate according to assessed needs and the availability of resources;
4. Utilize inmates in the operation and daily functions of Kentucky's correctional institutions; and
5. Document program and security decisions affecting the inmate's custody level, program participation and completion, housing assignment, work assignment, and disciplinary or adjustment actions.

B. The Classification Branch Manager shall be responsible for:

1. Overseeing and managing the Classification Branch;
2. Overseeing the classification process;
3. Developing and initiating classification policies and procedures;
4. Monitoring the implementation of classification policies and procedures;

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5. Establishing a process whereby all classification policies and the Classification Manual are reviewed regularly and updated, changed or rescinded as circumstances dictate;
6. Overseeing the classification reviews of the Local Facilities programs;
7. Reviewing classification and reclassification actions;
8. Monitoring the placement of any specific inmate who may present a unique or sensitive problem for Corrections or the public;
9. Reviewing and approving or disapproving transfers between institutions;
10. Reviewing and responding to inmate appeals of classification decisions;
11. Preparing classification training;
12. Coordinating inmate transfers; and
13. Preparing and reporting daily inmate count and reviewing institutional populations.

C. The Warden of each institution shall be ultimately responsible for overseeing the classification process in his specific institution. It is the Warden's responsibility to:

1. Maintain all Corrections Policies and Procedures relevant to classification;
2. Implement any new or revised policies and procedures relevant to classification;
3. Monitor all classification policies and procedures within his institution to ensure compliance with Corrections guidelines;
4. Establish specific classification committees and procedures to review classification actions; and
5. Establish a procedure to allow for inmate appeals of classification decisions within the institution.

D. The following are general guidelines to be used in classification:

1. The classification procedure shall be utilized:
 - a. to assign each inmate a custody level and institutional placement;

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- b. to assign jobs, or institutional housing;
 - c. to make furlough recommendations; and
 - d. for any other reason as determined by the Warden or designee.
- 2. It shall be the responsibility of every Classification Committee to document the results of each classification action in the offender management system.
- 3. It shall be the responsibility of each Classification Committee to establish a definite time to meet each week. Each scheduled inmate shall be notified forty-eight (48) hours prior to his meeting with the Classification Committee. An inmate may waive the forty-eight (48) hour notice. The waiver shall be clearly documented on the classification document. If a document is not completed, the waiver of forty-eight (48) hours notice shall be completed and placed in the inmate record;
- 4. The inmate shall attend the Classification Committee meeting regarding his custody level in order to present any evidence or testimony to ensure an appropriate classification. If an inmate is unable to appear due to medical reasons or if the inmate's presence may present a severe security problem, written documentation shall be entered in the offender management system. If the inmate has received proper notification of the hearing and he fails to appear, the committee may hold the hearing in his absence. Failure of the inmate to appear may result in disciplinary action; and
- 5. The inmate shall be permitted to submit a written or verbal request to the Classification Committee prior to his hearing. The request shall be entered into the offender management system.
- 6. The inmate may be excused from the hearing during the deliberation process. The inmate shall return to the hearing to be notified of the committee decision.
- 7. Each inmate shall be assigned a Classification and Treatment Officer (CTO). The CTO shall be responsible for:
 - a. Preparation and presentation of the inmate's classification document or other required document. This shall include discussing the classification documents with the inmate prior to the classification hearing unless a threat to security exists;
 - b. Recommendations for assignment or changes in the custody level of the inmate. The CTO may also make recommendations for bed changes or work and program assignments;

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- c. Implementing any referrals recommended by the Classification Committee;
 - d. Collection, summation and presentation of data relevant to the case;
 - e. Having the inmate participate in assessing his own needs and program progression during interviews; and
 - f. Documentation of any data.
- 8. The chairperson shall report the recommendations of the Classification Committee to the Warden or his designee.
- E. The following are general functions of the Classification Committee:
 - 1. Evaluating and approving each inmate's classification document;
 - 2. Recommending a plan of action to implement the inmate's individual program;
 - 3. Ensuring the maximum involvement of the inmate in assessing his needs and selecting programs to meet those needs;
 - 4. Ensuring proper screening and classification of a special needs inmate;
 - 5. Making appropriate referrals to various institutional programs or agencies;
 - 6. Ensuring that each inmate receives an orientation upon arrival at an institution;
 - 7. Recommending transfer of an inmate if appropriate; and
 - 8. Ensuring that each inmate is assigned to the lowest appropriate custody level.
- F. The Warden may, with the approval of the Classification Branch Manager, delegate Classification Committee functions to a subcommittee.
 - 1. The Warden may assign a designee to handle specific duties normally handled by the Classification Committee. This may include bed assignments, work assignments or other duties if a full committee action is not necessary.
 - 2. Any action taken by a classification designee shall be reported to the Warden or Classification Committee. The inmate shall be notified of the action.

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3. Any action taken may be appealed to the Warden or his designee as established by the institution.

G. Classification Committee Membership

1. All Classification Committees shall consist of a minimum of two (2) members, to include a chairperson of a supervisory level who has received training in the classification process, and a staff member, preferably a CTO prepared to present the case.
2. Other security and program personnel may be utilized by the classification committee if deemed necessary to ensure appropriate decision making.
3. The Classification Committee may utilize written reports from security and program personnel as a basis for decision making.

H. The two (2) types of Classification Committees shall be:

1. Assessment Center Classification Committee which shall be responsible for all initial classification except for an inmate receiving a penalty of death or received through transfer from another state or a contract inmate; and
2. Reclassification Committee, which shall be responsible for all classification actions taken after initial placement. These committees may be held at the institutional or unit level.

I. The Assessment Center Classification Committee shall meet with the inmate at the end of the initial reception and assessment process.

1. The centralized Assessment Center is located at the Roederer Correctional Complex. A branch of this assessment center shall be located at the Kentucky Correctional Institution for Women. Other branch assessment centers may be established by the Commissioner for the management of the inmate population. The centralized Assessment Center shall be responsible for initial receiving, processing and classification as described in Corrections Policy and Procedures 17.2.
2. The purpose of the Assessment Center Classification Committee shall be to:
 - a. Assess the basic needs of each inmate entering the system;
 - b. Complete a classification document on each inmate;
 - c. Assign the initial institutional placement of each inmate; and

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- d. Recommend short and long-term plans for custody, program placement and housing.
- J. The Reclassification Committee at each institution shall oversee the entire classification process occurring at the institutional level.
1. The Reclassification Committee shall be responsible for classifying an inmate received from the Assessment Center or other institution:
 - a. Each inmate shall be seen by the Reclassification Committee within ten (10) working days after entering the institution:
 - (1) If an inmate is transferred in order to participate in a specific short-term program including Legal Aide training or medical treatment, a case review may be substituted for a classification action; and
 - (2) This action shall be documented in the Offender Management System
 - b. Review the inmate's classification document and custody level;
 - c. Revise program placement recommendations if necessary to ensure that the recommended program is realistic in comparison to resources available; and
 - d. Assign or review housing assignments.
 2. The Reclassification Committee shall be responsible for ensuring that each inmate has completed an orientation to the institution after being received.
 - a. This orientation shall include:
 - (1) An explanation of rules and regulations of the institution;
 - (2) A list of programs available to the inmate and methods for gaining entry into these programs;
 - (3) An explanation of methods for reducing custody or being transferred to another institution; and
 - (4) An explanation of the inmate performance level expected by the institution;
 - b. A copy of the institution's inmate handbook shall be given to each inmate; and

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- c. If an inmate is transferred in order to participate in a specific short-term program, the orientation may be condensed to include only those issues pertinent to the program participants.
- K. The Reclassification Committee may vary according to the institution. The committee may be at the unit or institutional level.
 - l. The Reclassification Committee shall be responsible for:
 - a. Reviewing all inmates at least once in a calendar year for program and status review;
 - b. Changes in work assignments, program assignments and housing assignments;
 - c. Reviewing and processing changes in the inmate's visiting list;
 - d. Reviewing or reclassifying each inmate referred to the Committee through appropriate sources. These sources may include:
 - (1) Inmate's CTO;
 - (2) Inmate's request;
 - (3) Warden's request;
 - (4) Deputy Warden's request;
 - (5) Program or work supervisor's request;
 - (6) Adjustment Committee; and
 - (7) Classification Duty Designee;
 - e. Recommending the housing assignment of the inmate;
 - f. Recommending restoration of statutory good time loss;
 - g. Evaluating and revising each inmate's classification document, if appropriate;
 - h. Updating each inmate's custody, if appropriate;
 - i. Recommending transfer, if appropriate; and
 - j. Making or altering work and program assignments.
 - 2. The inmate may initiate a classification custody review once during a 12 month period.
 - 3. Each inmate may submit to the CTO a written request for a review by the Reclassification Committee. This shall be called a Special

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Reclassification. Only one (1) Special Reclassification shall be granted per calendar year. In these cases:

- a. If deemed appropriate, the CTO may refer the request to the Reclassification Committee chairperson for a decision on whether to honor the request;
- b. All approvals or denials of requests shall be documented in the inmate's institutional folder using the Classification Record; or
- c. If the request for Special Reclassification is denied, the inmate shall be informed in writing of the decision.

L. The classification of each institutional inmate shall be reviewed at least once in a calendar year. This action shall require the completion of a classification document and program review.

1. If an initial classification or reclassification document, including program review, has been completed during this time period, it shall not be necessary to complete a classification document on the month indicated.
2. An institution may, at the direction of the Warden or Deputy Warden for Classification, schedule more frequent reviews.
3. The following schedule shall be used by a CTO in scheduling and conducting a reclassification review for an inmate. Each CTO shall review an inmate on his caseload whose last institutional digit corresponds with the following months:
 - a. January - 1;
 - b. February - 2;
 - c. March - 3;
 - d. April - 4;
 - e. May - 5;
 - f. June - 6;
 - g. July - none;
 - h. August - 7;
 - i. September - 8;
 - j. October - 9;
 - k. November - 0; and
 - l. December - none.
4. If an inmate has been classified during the calendar year, it shall be documented in the Offender Management System. If the inmate has a pending action that may affect the results of his reclassification (i.e. detainer, good time action, or disciplinary action) the hearing may be postponed as long as the action is completed within the calendar year.


Policy Number	Effective Date	Page
18.1	August 31, 2007	9

M. Appeals

1. An inmate may appeal any classification action to the Warden or his designee within five (5) working days of the action. An Assessment Center classification action concerning initial placement and custody level shall be appealable to the Classification Branch Manager.
2. If the inmate is not satisfied with the response received from the Warden or his designee, the inmate may request that his case be reviewed by the Classification Branch Manager or his designee, with the exception of protective custody decisions. If a copy of the institutional response is not included in the appeal, it shall be returned to the inmate with directions for the proper process to be followed.

N. Inmates Housed in a Local Facility

1. An inmate in the Class D Program shall receive a custody review as outlined in 501 KAR 2:020 and 2:060 and the Classification Manual. The inmate shall not be present during the review.
2. An inmate in the Community Service Center or the Community Custody Program is at the lowest possible custody level. The inmate shall not receive a custody review unless there is a change that would alter the custody level or at the discretion of the Classification Branch Manager.
3. An inmate in the Contract - Medium Security Program may be reviewed annually according to the classification schedule.
4. The inmate may appeal any action taken in a custody review to the Classification Branch Manager.
5. Jail staff may request custody reviews by submitting a request to the Classification Branch Office.

	POLICY TITLE				Safety Inspections	
	CHAPTER	8	POLICY NUMBER	8-6	Page 1 of 12	
	EFFECTIVE DATE			SUPERSEDES DATE		
	JANUARY 18, 2012			OCTOBER 1, 2006 (8-6) OCTOBER 22, 2007 (13-37)		
<i>SIGNATURE ON FILE AT FACILITY SUPPORT CENTER</i> <i>Harley G. Lappin</i> <i>Executive Vice President/Chief Corrections Officer</i> <i>SIGNATURE ON FILE AT FACILITY SUPPORT CENTER</i> <i>Steve Groom</i> <i>Executive Vice President/General Counsel</i>	FACILITY NAME		LEE ADJUSTMENT CENTER			
	FACILITY EFFECTIVE DATE			FACILITY SUPERSEDES DATE		
	APRIL 1, 2012			DECEMBER 15, 2006 (8-6) JUNE 1, 2008 (13-37)		

8-6.1 POLICY:

It is the policy of CCA to conduct safety inspections periodically to ensure compliance with the National Fire Protection Association/Life Safety Code (NFPA/LSC), Occupational Safety and Health Administration (OSHA) standards, codes, and comply with all applicable laws and regulations of the governing jurisdiction.

8-6.2 AUTHORITY:

CCA Company Policy

8-6.3 DEFINITION:

Inspections - The monitoring of the work environment to locate and report hazards, which by themselves or in combination with other variables, have the potential to cause personal injury, death, property damage, and health problems.

Outside Agent/Service Provider - A qualified person, consultant, or agency providing services to the facility who are not identified on the facility staffing pattern and shall be:

- Licensed factory trained and certified;
- Certified by a state or local authority; or
- Employed, trained, and qualified by an organization listed by a national testing laboratory for the service of fire alarm systems.

SCBA - Self Contained Breathing Apparatus.

8-6.4 PROCEDURES:

PROCEDURES INDEX

SECTION	SUBJECT
A	Fire Extinguishers
B	Sprinkler Heads
C	Eye Wash Stations
D	Backflow Devices
E	Sprinkler Systems
F	Standpipes
G	Fire Alarms
H	Exit Signs
I	Emergency Lighting
J	Emergency Exits
K	SCBA
L	First Aid/Spill Kits

M	Emergency Generator
N	Fire Hoses
O	Fire Trucks
P	Inspection Variances
Q	Occupational Safety & Health Inspections
R	Weekly Safety Inspections
S	Monthly Safety Inspections
T	Semi-Annual Inspections
U	Annual Inspections
V	Plans of Actions
W	Documentation

The Facility Safety Authority (FSA) designated by the Warden/Administrator and identified in CCA Policy 8-2 Facility Safety Authority/Team Safety Program shall be responsible for all inspections as set forth in this policy.

A. FIRE EXTINGUISHERS

1. Weekly Inspection

Fire extinguishers shall be visually inspected by the qualified department head/departamental staff member on a weekly basis and will be recorded on the 8-6A Weekly Safety Inspection. These inspections shall include a check/verification of at least the following:

- a. Location (designated placement).
- b. No obstruction to access.
- c. Operating instructions on name plate legible and facing outward.
- d. Safety seals and tamper indicators are not missing or broken.
- e. Examination for obvious physical damage, corrosion, leakage, or clogged nozzle.
- f. Pressure gauge reading or indicator is in the operable range or position.

2. Monthly Inspection

Fire extinguishers shall be visually inspected by the FSA or designee when initially placed into service and thereafter at monthly intervals. Monthly inspections shall be documented on the 8-6B Monthly Fire Extinguisher Inspection and shall include:

- a. Serial number;
- b. Location (designated place);
- c. Type;
- d. Size (in weight);
- e. Hydro-static test date;
- f. No obstruction to access;
- g. Operating instructions on name plate legible and facing outward;
- h. Examination for obvious physical damage, corrosion, leakage, or clogged nozzle;
- i. Safety seals and tamper indicators are not missing or broken;

- j. Pressure gauge reading or indicator is in the operable range or position;
- k. If carbon dioxide extinguisher is used, must check fullness by weighing; and
- l. Last external inspection date.

At least monthly, the date the inspection was performed and the signature of the person performing the inspections shall be recorded.

3. Annual Inspection

All fire extinguishers will be inspected by an outside service provider on an annual basis.

4. Records shall be kept on a tag or label attached to the fire extinguisher, on an inspection checklist maintained on file, or in an electronic system that provides a permanent record. All records will be maintained in accordance with CCA Policy 1-15, Retention of Records.

B. SPRINKLER HEADS

1. Weekly Inspection

The following will be visually inspected by the qualified department head/departmental staff member on a weekly basis and will be recorded on the 8-6A Weekly Safety Inspection:

- a. Intact;
- b. Free from debris or corrosion;
- c. Free from paint, and
- d. Eighteen (18) inches of unobstructed water flow.

2. Monthly Inspection

The following will be visually inspected by the FSA or designee, at least on a monthly basis and will be recorded on the 8-6D Sprinkler System Inspection:

- a. Free from paint/excessive dust build-up;
- b. Euseson plate (ring) attached; and
- c. Free from leaks.

C. EYE WASH STATIONS

All eye wash stations must supply at least fifteen (15) minutes of continuous water flow. The following will be visually inspected by the FSA or other qualified designee on a weekly basis and will be recorded on the 8-6A1 Weekly Safety Inspection (FSA):

- 1. Water quality and;
- 2. Condition of equipment.

NOTE: Eye wash stations that are connected to a pressurized water source must also be flow tested for a minimum of one (1) minute during the weekly inspection.

D. BACKFLOW DEVICES

All backflow devices will be inspected by a licensed outside inspector in accordance with the facility's state requirements.

AT THIS FACILITY, THE STATE REQUIREMENTS FOR INSPECTION OF BACKFLOW DEVICES IS:

BACKFLOW DEVICES WILL BE TESTED ANNUALLY.**E. SPRINKLER SYSTEMS****1. Weekly Testing**

Fire pump assemblies will be tested weekly by the FSA or qualified designee and will be recorded on the 8-6A1 Weekly Safety Inspection (FSA).

2. Monthly Inspection

The following will be visually inspected by the FSA or designee, at least on a monthly basis and will be recorded on the 8-6D Sprinkler System Inspection:

- a. Identification of wet or dry system;
- b. Condition of gauges;
- c. Gauge reading; and
- d. Condition of control valves.

3. Quarterly Inspection

The following will be visually inspected by the FSA or designee, on a quarterly basis and will be recorded on the 8-6D Sprinkler System Inspection:

- a. Alarm devices (flow switches);
- b. All inspector test valves;
- c. Hose connections; and
- d. Last external inspection date.

4. Annual Inspection

The following items will be inspected by an outside service provider on an annual basis:

- a. All pipes and fittings;
- b. Hangers/seismic bracing;
- c. Sprinklers;
- d. Spare sprinklers;
- e. All valves (all types); and
- f. Main drains.

F. STANDPIPES**1. Monthly Inspection**

The following items will be visually inspected by the FSA or designee at least monthly and will be recorded on the 8-6D Sprinkler System Inspection:

- a. Control valves;
- b. Hoses (if applicable); and
- c. Housing/Cabinet.

2. Quarterly Inspection

The following items will be visually inspected by the FSA or designee on a quarterly basis and will be recorded on the 8-6D Sprinkler System Inspection:

- a. Pressure regulating devices;
 - b. Piping;
 - c. Hose connections;
 - d. Alarm devices (flow switches); and
 - e. Last external inspection date.
3. Records shall be kept on a tag or label attached to the stand pipe, on an inspection checklist maintained on file, or in an electronic system that provides a permanent record. All records will be maintained in accordance with CCA Policy 1-15, Retention of Records.

G. FIRE ALARMS

1. Monthly Inspection

The following items will be visually inspected by the FSA or designee at least on a monthly basis and will be recorded on the 8-6E FSA Monthly Inspection:

- a. Back-up battery;
- b. Power supplies;
- c. Lamps and LED's;
- d. Alarm notification equipment;
- e. Initiating devices (including smoke, heat, duct detectors, and infra-red transmitting devices); and
- f. Last external inspection date.

2. Annual Inspection

An annual fire alarm inspection will be conducted by qualified and experienced personnel in the inspection, testing, and maintenance of fire alarm systems. Examples of qualified personnel permitted to conduct inspection include, but are not limited to:

- a. Factory trained and certified;
- b. National Institute for Certification in Engineering Technologies fire alarm certified;
- c. International Municipal Signal Association fire alarm certified;
- d. Certified by a state or local authority; or
- e. Employed, trained, and qualified personnel by an organization listed by a national testing laboratory for the service of fire alarm systems.

H. EXIT SIGNS

1. Weekly Inspection

Exit signs shall be visually inspected weekly by the qualified department head/departamental staff member for operation of the illumination sources, and will be recorded on the 8-6A Weekly Safety Inspection. The inspections will consist of the following:

- a. Condition;

- b. Illumination; and
 - c. Placement.
2. Monthly Inspection

Exit signs shall be inspected by the FSA or designee for operation of the illumination sources at intervals not to exceed monthly, and will be recorded on the 8-6E FSA Monthly Inspection. The inspection shall include:

- a. Condition;
- b. Illumination;
- c. Placement;
- d. Battery operated exit signs will be inspected as outlined above and shall include a functional test lasting a duration not less than thirty (30) seconds; and
- e. Battery operated exit signs will be inspected annually lasting a duration not less than one and a half (1 ½) hours.

I. EMERGENCY LIGHTING

Battery back-up emergency lighting systems shall be visually inspected by the FSA or designee for operation of the illumination sources and be recorded on the 8-6E FSA Monthly Inspection.

1. Monthly Testing

Emergency lighting functional testing will be conducted at monthly intervals, lasting a duration not less than thirty (30) seconds.

2. Annual Testing

Emergency lighting functional testing will be conducted lasting a duration not less than one and a half (1½) hours if the emergency lighting system is battery powered.

J. EMERGENCY EXITS

1. Daily Inspection

Emergency exits shall be visually inspected each shift and documented in accordance with procedures set forth in CCA Policy 9-7 Security Inspections. The inspections will consist of the following:

- a. Free of any obstructions; and
- b. Locking mechanisms operate without restrictions.

2. Weekly Inspection

The following will be visually inspected by the qualified department head/departmental staff member at least on a weekly basis and will be recorded on the 8-6A Weekly Safety Inspection:

- a. Condition of door(s);
- b. Condition of door handle;
- c. Condition of hinges;
- d. Locking mechanism;
- e. Automatic closing mechanism; and
- f. Evacuation Plan posted (and legible).

3. Monthly Inspection

The following shall be inspected by the FSA or designee at least monthly and will be recorded on the 8-6E FSA Monthly Inspection:

- a. Condition of door(s);
- b. Condition of door handle;
- c. Condition of hinges;
- d. Locking mechanism;
- e. Automatic closing mechanism; and
- f. Evacuation plan posted (and legible).

K. SCBA

1. Monthly Inspection

The following will be visually inspected by the FSA or designee on a monthly basis and will be recorded on the 8-6F SCBA Inspection:

- a. Condition of harness, straps, and buckles;
- b. Regulator;
- c. Mask cleaning;
- d. Opening and closing of all tank regulators and service valves;
- e. Tank and tank pressure at least 90% capacity; and
- f. Complete visual inspection (gauges, hoses, masks, & apparatus).

2. Quarterly Inspection

The following will be inspected by the FSA or designee at least on a quarterly basis and will be recorded on the 8-6F SCBA Inspection:

- a. Condition of harness, straps, and buckles;
- b. Regulator (Full operational test);
- c. Opening and closing all tank regulator and service valves;
- d. Disassemble/reassemble and clean regulators and service valves;
- e. Mask cleaning;
- f. Tank and tank pressure at least 90% capacity;
- g. Disassemble/reassemble all hoses, masks, and apparatus;
- h. Complete visual inspection of all hoses (masks and apparatus); and
- i. Condition of miscellaneous parts (gauges, hoses, etc.).

3. Annual Inspection

The following will be inspected by the FSA or designee (if allowed by manufacturer's recommendations) on an annual basis and will be recorded on the 8-6F SCBA Inspection:

- a. Regulator check and test (per manufacturers recommendation); and
- b. Air tank hydro-static testing (at intervals specified by manufacturer).

L. FIRST AID/SPILL KITS

1. First aid/spill kits are available for urgent use and are secured with a plastic break-away seal. The Health Services Administrator and Warden/Administrator will determine the locations (e.g. each housing unit, central control, food service area, vocational/industrial workshop areas, recreation areas, booking areas, vehicles, etc.) of first-aid/spill kits.
2. Location and use of first-aid/spill kits will be communicated to employees during pre-service orientation.
3. Supplies
 - a. At a minimum, first aid/spill kits will include the following. Additional supplies (excluding medications) may be included as approved by the Health Services Administrator:
 - i. Gloves;
 - ii. Dressing (i.e. gauze pads);
 - iii. Tape;
 - iv. Resuscitation mask; and
 - v. Clean-up material and bag for spills.

NOTE: First-aid/spill kits will not include medications.

- b. A list of contents will be placed on the outside of all first-aid/spill kits.
4. Any employee accessing, or discovering access of, a first aid/spill kit will complete a 5-1C Incident Statement that will include the location of the first aid/spill kit and supplies used or missing. The 5-1C will be forwarded to the Shift Supervisor and the Facility Safety Authority, who will ensure the needed supplies/seals are replaced.
5. Inventory
 - a. Correctional officers will inspect first aid/spill kits on each shift, to verify presence and that the first aid/spill kit is sealed. The inspection will be documented in the post logbook.
 - b. During weekly safety inspections, department heads/departmental staff members will inspect first aid/spill kits, to verify presence and that the first aid/spill kit is sealed and document the results of the inspection on the 8-6A.
 - c. The Facility Safety Authority or Health Services Administrator, as designated by the Warden/Administrator, will be responsible for conducting monthly inspections of all first aid/spill kits located in the facility and document the results on the 8-6J Monthly First Aid/Spill Kit Inspection.

NOTE: If an inspection indicates that a first aid/spill kit was accessed, procedures outlined in L.4. above will be followed.

M. EMERGENCY GENERATOR

The Maintenance Supervisor or designee will conduct the following inspections. All inspections will be conducted and recorded in accordance with CCA Policy 7-2 Physical Plant Maintenance, utilizing the Preventative Maintenance Program, if applicable.

1. Weekly Inspection
Emergency generator(s) will be inspected weekly.
2. Testing

- a. Juvenile Training Schools
Emergency generator(s) will be tested at least every two (2) weeks.
- b. All Other Facilities
Emergency generator(s) will be load tested at least monthly or as specified by the manufacturer's recommendation.
3. Semi or Annual Servicing
Emergency generator(s) will be serviced semi-annually or annually (per manufacturer's recommendation).

N. FIRE HOSES

1. Monthly Inspection

The following conditions will be visually inspected by the FSA or designee on a monthly basis and will be recorded on the 8-6G Monthly Fire Hose Inspection:

- a. Date of last hydrostatic test;
- b. Location;
- c. Hose length;
- d. Condition of hose;
- e. Condition of couplings; and
- f. Condition of nozzle.

2. Semi-Annual

To eliminate permanent bends and deterioration of fire hoses, a semi-annual re-rack of all fire hoses will be conducted.

3. A five (5) year hydrostatic test will be conducted on all fire hoses.

O. FIRE TRUCKS

Fire trucks will be inspected by the FSA or designee on a monthly basis utilizing the 8-6H, Monthly Fire Truck Inspection.

P. INSPECTION VARIANCES

AT THIS FACILITY, ADDITIONAL PROCEDURES REGARDING PROCEDURES OUTLINED IN 8-6.4 A.-O. ARE AS FOLLOWS:

<u>SECTIONS K, N & O ABOVE DO NOT APPLY DUE TO THIS FACILITY NOT HAVING SCBA EQUIPMENT, FIRE HOSES OR FIRE TRUCKS.</u>

Q. OCCUPATIONAL SAFETY AND HEALTH INSPECTIONS

1. Occupational safety and health inspections will be conducted by a qualified person, consultant, or agency in accordance with contractual, local, state, and/or federal requirements.
2. The original inspection report is maintained by the FSA, with a copy provided to the Warden/Administrator or designee.

R. WEEKLY SAFETY INSPECTIONS

1. Weekly safety inspections will be conducted by qualified department head/departmental staff members and documented on the 8-6A Weekly Safety Inspection. In the event that a qualified department head/departmental staff member(s) is absent from the facility (i.e. vacation, medical leave, etc.), the FSA will approve of the qualified staff member designated to conduct the weekly inspection.
2. The completed 8-6A Weekly Safety Inspection along with any deficiencies noted will be forwarded to the FSA, with corrective action attached for each deficiency noted.
3. The FSA or designee will conduct an inspection of all hazardous chemical/materials storage areas weekly and will be documented on the 8-6I Hazardous Chemical/Material Inspection. Qualified department heads/departmental staff members shall also inspect the hazardous chemical/materials storage areas and cabinets weekly and document the results on the 8-6A Weekly Safety Inspection.

S. MONTHLY SAFETY INSPECTIONS

1. The FSA or designee will conduct the monthly safety inspection of the entire facility and document on the 8-6E FSA Monthly Inspection.
 - a. The monthly inspection will be conducted utilizing all current federal, local, state, OSHA, NFPA, and Life Safety Codes, if applicable.
 - b. A copy of all completed monthly inspections forms (8-6B, 8-6C, 8-6D, 8-6E, 8-6F, 8-6G and 8-6H, as applicable) along with any deficiencies noted, will be forwarded to the Warden/Administrator for review.
2. In addition to the inspection required by R.1. above, the FSA will conduct a monthly inspection on negative air pressure/isolation rooms as outlined in CCA Policy 7-5.

T. SEMI-ANNUAL INSPECTIONS

Food Service range hoods/extinguishing systems are inspected semi-annually by authorized outside agents. Reports will be reviewed by the Warden/Administrator or designee and maintained on file by the FSA.

U. ANNUAL INSPECTIONS

1. The State Fire Marshal, or comparable authority, having local jurisdiction shall conduct an annual inspection of the facility to monitor compliance with applicable fire and safety codes.
2. Private fire hydrant inspections will be conducted by a licensed person, consultant, or agency on an annual basis unless the authority having jurisdiction requires a more frequent inspection (i.e. quarterly or semi-annually).
3. The facility's potable water source and supply, whether owned and operated by the public water department or the facility, will be certified at least annually by an outside source to ensure compliance with jurisdictional laws and regulations.
4. Annual Hazard Assessment

The FSA shall conduct an annual hazard assessment of the facility in accordance with the CCA Team Safety Manual.

V. PLANS OF ACTIONS

A plan of action must be generated any time a deficiency, requiring a written response, is identified through an internal or external audit, inspection, etc. Plans of actions will be completed in accordance with CCA Policy 1-22, Plan of Action.

W. DOCUMENTATION

1. The FSA will be responsible for maintaining original copies of all internal and external inspections. Copies of external inspections will be forwarded to the Warden/Administrator or designee.
2. Documentation of all internal and external safety inspections will be maintained in accordance with CCA Policy 1-15, Retention of Records.

8-6.5 REVIEW:

The Chief Correction Officer or designee will review this policy on an annual basis.

8-6.6 APPLICABILITY:

All CCA Facilities (Provided contractual requirements do not mandate otherwise)

8-6.7 APPENDICES:

None

8-6.8 ATTACHMENTS:

- 8-6A Weekly Safety Inspection
- 8-6A1 Weekly Safety Inspection (FSA)
- 8-6B Monthly Fire Extinguisher Inspection
- 8-6C Monthly Eye Wash Station Inspection (**DELETED AS OF 01/18/2012**)
- 8-6D Sprinkler System Inspection
- 8-6E FSA Monthly Inspection
- 8-6F Self Contained Breathing Apparatus (SCBA) Inspection
- 8-6G Monthly Fire Hose Inspection
- 8-6H Monthly Fire Truck Inspection (applicable facilities only)
- 8-6I FSA Weekly Hazardous Chemical/Material Inspection
- 8-6J Monthly First Aid/Spill Kit Inspection

8-6.9 REFERENCES:

CCA Policy 1-15
CCA Policy 1-22
CCA Policy 7-2
CCA Policy 7-5
CCA Policy 8-2
CCA Policy 9-7
CCA Team Safety Manual
ACA Standards. The ACA Standards for this facility are:
4-4124M/4-ALDF-1C-07M
4-4211M/4-ALDF-1C-08M
4-4212M/4-ALDF-1C-09M

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4-4219/4-ALDF-1C-15

4-4330/4-ALDF-1A-07

4-4390/ 4-ALDF-4D-09

4-ALDF-1C-04M

CHAPTER 12: SANITATION AND HYGIENE
SUBJECT: FACILITY MAINTENANCE AND SANITARY INSPECTIONS
SUPERSEDES: FIRST ISSUE
EFFECTIVE DATE: NOVEMBER 15, 1990
FACILITY: LEE ADJUSTMENT CENTER
FACILITY SUPERSEDES: LAC 12-01-01 and 08-07-01
FACILITY EFFECTIVE DATE: MAY 1, 1999

APPROVED: SIGNATURE ON FILE
DOCTOR R. CRANTS
PRESIDENT

APPROVED: SIGNATURE ON FILE
LINDA G. COOPER
VICE PRESIDENT, LEGAL AFFAIRS

12-1.1 PURPOSE:

To establish procedures for identifying and correcting maintenance and sanitation problems posing a threat to the visitors, staff, and inmates/residents/students of a CCA facility.

12-1.2 AUTHORITY:

Corporate Policy.

12-1.3 DEFINITIONS:

None.

12-1.4 POLICY:

It is the policy of the Corrections Corporation of America to provide healthful and sanitary living and working conditions for all inmates/residents and staff.

12-1.5 PROCEDURES:

A. Designated employees assigned to an area of a facility shall be made responsible for regularly inspecting the maintenance and sanitation of that area. The inspection shall ascertain the physical maintenance needs and sanitary conditions of that area. Each designated staff member or designated administrative staff member shall conduct a weekly inspection of their respective department or living unit. Each Warden/Facility Administrator or designated Assistant Warden/Facility Administrator shall periodically conduct an unscheduled walk-through inspection of the physical plant of a facility for the purpose of evaluating facility conditions and ensuring facility adherence to local and state sanitary requirements.

B. INSPECTIONS.

1. DAILY INSPECTIONS:

THE FOLLOWING EMPLOYEES ARE DESIGNATED TO MAKE MAINTENANCE AND SANITATION INSPECTIONS OF THEIR RESPECTIVE AREA OF ASSIGNMENT/RESPONSIBILITY:

All Staff

2. WEEKLY INSPECTIONS:

THE FOLLOWING DEPARTMENT HEADS AND UNIT MANAGERS ARE DESIGNATED TO MAKE MAINTENANCE AND SANITATION INSPECTIONS OF THEIR RESPECTIVE DEPARTMENTS AND LIVING UNITS:

Fire/Safety Officer, Shift Supervisors, Unit Managers, and Chief of Security.

3. Each area of facility operations (e.g. housing cellblock/dorms, food service, laundry areas, agricultural operations, office/staff areas, etc.) shall be inspected. The designated staff members and department heads shall be responsible for detecting any deficiencies or hazards and for maintaining an inspection log with the following entries:
 - a. Date;
 - b. Time;
 - c. Employee's name;
 - d. Availability of hygiene and cleaning supplies (if applicable)
 - e. Cleanliness of area: Staff will ensure that housekeeping supplies such as push brooms, mops, mop buckets, toilet tissue, and cleansers are maintained in a secure area and utilized in all living areas. Daily housekeeping routines shall be established and adhered to in all areas of the facility. Trash shall be removed each day from all living areas. Commissary items shall be stored in designated storage areas only. At no time shall inmates store open food that would encourage insect and rodent infestation. Pest control services will be performed once a month or as needed at each facility.
 - f. Safety hazards: Staff will maintain a constant vigil for any potential hazards. The designated inspector shall note any hazard and take immediate action to report and correct the hazard. If the hazard has not been addressed/removed, the designated inspector will note this in the "Comments" section of the inspection log.

TO ENSURE THAT ALL NECESSARY MAINTENANCE WORK ORDERS HAVE BEEN FILLED AND ALL SAFETY HAZARDS HAVE BEEN CORRECTED IMMEDIATELY, ALL INSPECTION LOGS WILL BE FORWARDED TO:

Chief of Security.

- g. Lighting: Staff will monitor the level of illumination and will maintain the required level necessary. Burnt-out light bulbs should be replaced immediately;
 - h. Plumbing: Staff will monitor the operation of plumbing fixtures (e.g. clogged toilets/drains, etc.) Problems should be addressed immediately;
 - i. Doors/Windows: Staff will monitor the operation and condition of all doors and windows in their area of responsibility; and
 - j. All physical deficiencies beyond the capability of immediate staff shall be entered on a Maintenance Work Request giving a description of the problem or the type of action requested. The form will be directly forwarded to the Maintenance Supervisor.
4. **WARDEN'S PERIODIC INSPECTION**

The Warden or designee shall conduct a thorough weekly walk through inspection of all areas of the physical plant. The purpose of the inspection will be to identify, report, and/or correct deficiencies in the physical and sanitary conditions of the facility.

5. CORRECTION CATEGORIES:

The urgency for maintenance and deficiency correction varies and shall be divided into three categories:

- a. Urgent: A deficiency or breakdown requiring immediate correction to eliminate hazards to personnel, equipment, or property. If repair parts are available, the work shall be given top priority. If immediate repair is not possible, the Warden will be notified. A plan of action will be completed with details and recommendations from the Maintenance Supervisor or appropriate contractors given.
- b. Essential: Those items that should be corrected as soon as possible but are not of sufficient urgency that they cannot be fit into a work planning schedule.
- c. Projected: Includes items similar to those of essential maintenance but of a less urgent nature, e.g. items showing some evidence of deterioration which will increase with time and subsequently require corrective action.

6. ADDITIONAL INSPECTIONS AND, WHERE APPLICABLE, CHECKLISTS FOR THE FACILITY ARE AS FOLLOWS:

Semi-Annual inspections are conducted by the Lee Co. Health Department.

An Annual inspection is conducted by the State Fire Marshall.

12-1.6 REVIEW:

As needed by the Vice President of Facility Operations.

12-1.7 APPLICABILITY:

All CCA facilities.

12-1.8 ATTACHMENTS:

None.

12-1.9 REFERENCES:

ACA Standards. The ACA Standards for this facility are:

3-4199 3-4200 3-4202 3-4310 3-4313

CHAPTER 12: **SANITATION & HYGIENE**
SUBJECT: **HAIR, GROOMING AND IDENTIFICATION CARDS**
SUPERCEDES: **NONE**
EFFECTIVE DATE: **JULY 1, 2011**

APPROVED:


DONNA STIVERS, ACTING WARDEN

12-101.1 POLICY:

Inmates may select hairstyles of their choice and will be allowed freedom in personal grooming within the requirements of this policy. All inmates will have access to basic personal grooming items and services necessary to maintain personal hygiene, including hair care services compliant with applicable health requirements. Each inmate will possess a photo identification card that matches his current identity (hair length, mustache and/or beard).

12-101.2 AUTHORITY:

Facility Policy

12-101.3 DEFINITIONS:

None

12-101.4 PROCEDURES:**A. HAIR CARE**

1. Inmates may choose the style length of their hair; wear a mustache, beard or both. Cutouts or symbols in any body hair are prohibited. Hair, mustache and/or beard length may be restricted if not kept clean and neat.
2. Inmates may be required to wear a hair net and/or beard covering if working in food service or in an area where long hair/beard may increase the likelihood of injury. If an inmate with long hair works around machinery, he will be required to wear the hair back in a ponytail to reduce the likelihood of a work injury.
3. Barbershops, staffed by inmate barbers, will be available to the inmate population affording the opportunity to receive haircuts/hair care services at no charge. Facility barbershops will be inspected semi-annually by the local health authority in conjunction with the correctional facility inspections.

B. GROOMING

1. All inmates are encouraged to bathe and/or shower daily to maintain an acceptable level of personal hygiene. Hair should be cleaned and shampooed as needed to maintain good hygiene.
 - a. Inmates in the general population inmates are permitted to shower daily and segregated inmates will have the opportunity to shower at least three (3) times per week.
2. Basic hygiene items will be available for purchase through the commissary and provided to indigent inmates.

C. IDENTIFICATION CARDS

1. Upon arrival all inmates will be issued an identification card depicting a current photograph. Identification cards must be displayed above the waist whenever an inmate is outside his assigned living area.
2. Identification cards may be color coded. Unauthorized removal or changing of color coding by any inmate is strictly prohibited may result in disciplinary action.
3. New identification cards will be issued without charge when a card becomes unusable through normal wear. An inmate will be required to pay for a new identification card when deemed appropriate due to:
 - a. Lose of a card;
 - b. Intentional or negligent misuse, abuse or damage to a card; or
 - c. Changing his appearance to that substantially different from the image depicted on his current identification card.

12-101.5 REVIEW:

This policy will reviewed at least annually by designated staff with any recommendations for revision submitted to the Warden or designee.

12-101.6 APPLICABILITY:

Staff and Inmates

12-101.7 APPENDICES:

None

12-101.8 ATTACHMENTS:

None

12-101.9 REFERENCES:

ACA Standards. The ACA Standards for this facility are:
4-4283, 4-4342, 4-4343



America's Leader in Partnership Corrections

Brian Ferrell

Vice President, Proposal Development

December 3, 2013

Tara Lyle, Buyer
Department of Administration, Purchasing Division
2019 Washington Street East
Charleston, WV 25305-0130

**RE: Proprietary Information in Proposal Response
RFP #COR61659 – RFP for the Confinement and Supervision of up to 400 Out Of
State Inmates**

Dear Ms. Lyle:

CCA appreciates the opportunity to designate items within its submittal as exempt from release pursuant to public records requests made under state law. To that end, CCA provides the enclosed information in a format segregated from our general bid response. These materials are exempt from disclosure pursuant to public records requests made under state law based on either the exemptions associated with confidential and proprietary trade secret material or redactions based on security system plans or both, as outlined in more detail below.

It is understood that CCA will be responsible for the defense of its own claims of exemption. Therefore, CCA will assert any additional exemptions or defenses to release available to us at the time of the request.

Emergency Plan - §29B-1-4(a)(1): Trade secret, i.e., security system, plan; §29B-1-4(a)(9) Records maintained to insure public safety; §29B-1-4(a)(10): Response plans for deployment of emergency response personnel or law enforcement; §29B-1-4(a)(14): Security or Disaster Recover Plans; §29B-1-4(a)(15): Maps/layout of secure facility; §29B-1-4(a)(19): Records of DOC agency. Confidential and proprietary.

Pricing - §29B-1-4(a)(1): Trade secrets, confidential, proprietary.

Staffing Pattern - §29B-1-4(a)(1): Trade secret, i.e., security system, plan; §29B-1-4(10): Deployment plan of law enforcement or emergency response personnel; §29B-1-4(a)(19): Records of DOC agency. Confidential and proprietary.

Facility Organizational Charts - §29B-1-4(a)(1): Trade secret, i.e., security system, plan; §29B-1-4(10): Deployment plan of law enforcement or emergency response personnel; §29B-1-4(a)(19): Records of DOC agency. Confidential and proprietary.

Information about Security - §29B-1-4(a)(1): Trade secret, i.e., security system, plan; §29B-1-4(a)(19): Records of DOC agency. Confidential and proprietary.

Policies -

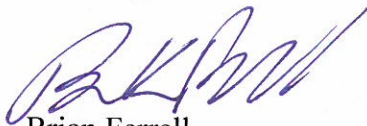
Chapter 8

Emergency Response - §29B-1-4(a)(1): Trade secret, i.e., security system, plan; §29B-1-4(a)(19): Records of DOC agency. Confidential and proprietary.

Emergency Plans - §29B-1-4(a)(1): Trade secret, i.e., security system, plan; §29B-1-4(a)(19): Records of DOC agency. Confidential and proprietary.

Again, thank you for the opportunity to provide this information in a segregated and clearly identifiable format. Please don't hesitate to contact me if you have any questions or need any additional information. I can be reached by telephone at 615-263-3282 or by email at Brian.Ferrell@cca.com.

Sincerely,



Brian Ferrell

Vice President, Proposal Development

**State of West Virginia
Division of Corrections
Request for Proposal Number:
COR61659**


**Confinement and Supervision of up to 400 WV Inmates in an
Out Of State Adult Correctional Facility**



PROPRIETARY INFORMATION

Corrections Corporation of America (CCA)

10 Burton Hills Boulevard
Nashville, Tennessee 37215
Phone: (615) 263-3000
Fax: (615) 263-3090



Brian Ferrell

Vice President, Proposal Development

Brian.Ferrell@cca.com

December 3, 2013

STAFFING PATTERN

Enclosed herein is a proposed Staffing Pattern in response to various sections of the RFP, including but not limited to the following:

1. 5.3 – Medical Staffing;
2. 5.20 through 5.26 – Programming Staffing;
3. 5.36 – Security and Emergency Procedures Staffing; and
4. 5.40 – Food Service Staffing.

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**LEE ADJUSTMENT CENTER
Beattyville, Kentucky
816 Beds (WV / VT Inmates)**

STAFF DEPLOYMENT BY SHIFT & POSITION	
MANAGEMENT/SUPPORT	15.00
SECURITY OPERATIONS	74.00
UNIT MANAGEMENT	66.00
MAINTENANCE	6.00
SERVICES	4.00
PROGRAMS	15.00
HEALTH SERVICES	14.85
TOTAL	194.85

MANAGEMENT / SUPPORT		Job Code	1st Shift	2nd Shift	3rd Shift	Days Covered	Hrs/ PP	Relief Factor	Total Staff
WARDEN		1016	1	0	0	5	80	1.00	1.00
ASST WARDEN		1003	1	0	0	5	80	1.00	1.00
MANAGER, LEARNING AND DEVELOPMENT		2115	1	0	0	5	80	1.00	1.00
BUSINESS MANAGER		1004	1	0	0	5	80	1.00	1.00
BOOKKEEPER		5004	1	0	0	5	80	1.00	1.00
ACCOUNTING CLERK		5016	1	0	0	5	80	1.00	1.00
MANAGER, HUMAN RESOURCES		5019	1	0	0	5	80	1.00	1.00
HUMAN RESOURCES ASSISTANT		5076	1	0	0	5	80	1.00	1.00
MANAGER, QUALITY ASSURANCE		2009	1	0	0	5	80	1.00	1.00
SAFETY MANAGER		9041	1	0	0	5	80	1.00	1.00
MASTER SCHEDULER		5082	1	0	0	5	80	1.00	1.00
INVESTIGATOR	STG	2051	1	0	0	5	80	1.00	1.00
SECRETARY		5014	1	0	0	5	80	1.00	1.00
MAIL ROOM CLERK		5009	1	0	0	5	80	1.00	1.00
ADMINISTRATIVE CLERK		5002	1	0	0	5	80	1.00	1.00
TOTAL			15	0	0				15.00

SECURITY OPERATIONS - 8HR SHIFT		Job Code	1st Shift	2nd Shift	3rd Shift	Days Covered	Hrs/ PP	Relief Factor	Total Staff
CHIEF OF SECURITY		1005	1	0	0	5	80	1.00	1.00
SR CORRECTIONAL OFFICER	Disciplinary Hearing	9012	1	0	0	5	80	1.00	1.00
SR CORRECTIONAL OFFICER	K-9	9012	1	0	0	5	80	1.00	1.00
SR CORRECTIONAL OFFICER	Housing Zone	9012	0	0	2	7	80	1.68	3.00
SR CORRECTIONAL OFFICER	Transportation	9012	2	0	0	5	80	1.20	2.40
CORRECTIONAL OFFICER	Transportation	9003	2	0	0	5	80	1.20	2.40
CORRECTIONAL OFFICER	Tool Room	9003	1	0	0	5	80	1.00	1.00
CORRECTIONAL OFFICER	Visitation	9003	2	0	0	5	80	1.00	2.00
CORRECTIONAL OFFICER	Work Detail	9003	1	0	0	5	80	1.00	1.00
CORRECTIONAL OFFICER	Intake/ Property	9003	1	0	0	5	80	1.00	1.00
CORRECTIONAL OFFICER	Vehicle Sallyport	9003	1	0	0	5	80	1.00	1.00
CORRECTIONAL OFFICER	Front Entrance	9003	1	1	0	7	80	1.68	3.36
CORRECTIONAL OFFICER	Kitchen	9003	1	1	0	7	80	1.68	3.36
CORRECTIONAL OFFICER	Medical	9003	1	1	0	5	80	1.20	2.40

SECURITY OPERATIONS - 12HR SHIFTS		Job Code	1st Shift	2nd Shift	Days Covered	Hrs/ PP	Relief Factor	Total Staff
SHIFT SUPERVISOR		1014	1	1	7	84	2.26	5.00
ASST SHIFT SUPERVISOR		9101	1	1	7	84	2.26	5.00
CORRECTIONAL OFFICER	Utility/Search & Escort	9003	2	1	7	84	2.26	6.78
CORRECTIONAL OFFICER	Central Control	9003	2	2	5	84	2.26	9.04
CORRECTIONAL OFFICER	Perimeter Patrol	9003	1	1	7	84	2.26	4.52
CORRECTIONAL OFFICER	Yard	9003	2	2	5	84	2.26	9.04
CORRECTIONAL OFFICER	Recreation	9003	4	0	7	84	2.26	9.04
TOTAL			29	11				74.00

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LEE ADJUSTMENT CENTER
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UNIT MANAGEMENT - 8HR SHIFTS		Post / Assignment	Job Code	1st Shift	2nd Shift	3rd Shift	Days Covered	Hrs/ PP	Relief Factor	Total Staff
CHIEF OF UNIT MANAGEMENT			1032	1	0	0	5	80	1.00	1.00
UNIT MANAGER			1015	2	0	0	5	80	1.00	2.00
CASE MANAGER			2003	5	0	0	5	80	1.00	5.00
CORRECTIONAL COUNSELOR			2089	3	2	0	5	80	1.00	5.00
RECORDS CLERK			5013	1	0	0	5	80	1.00	1.00
ADMINISTRATIVE CLERK		Classification	5002	1	0	0	5	80	1.00	1.00
ADMINISTRATIVE CLERK			5002	2	0	0	5	80	1.00	2.00
UNIT MANAGEMENT - 12HR SHIFTS		Post / Assignment	Job Code	1st Shift	2nd Shift	3rd Shift	Days Covered	Hrs/ PP	Relief Factor	Total Staff
NORTH DORM - WV										
CORRECTIONAL OFFICER		Housing	9003	2	2		7	84	2.26	9.04
SOUTH DORM - VT										
CORRECTIONAL OFFICER		Housing	9003	1	1		7	84	2.26	4.52
WEST UNIT - VT										
CORRECTIONAL OFFICER		Pod Control	9003	0	2		7	84	2.26	4.52
CORRECTIONAL OFFICER		Housing	9003	5	2		7	84	2.26	15.82
SPECIAL MANAGEMENT UNIT										
SR CORRECTIONAL OFFICER			9012	1	1		7	84	2.26	5.00
CORRECTIONAL OFFICER		Pod Control	9003	1	1		7	84	2.26	4.52
CORRECTIONAL OFFICER		Housing	9003	2	1		5	84	2.26	6.78
TOTAL				26	12					66.00
MAINTENANCE		Post / Assignment	Job Code	1st Shift	2nd Shift	3rd Shift	Days Covered	Hrs/ PP	Relief Factor	Total Staff
MAINTENANCE SUPERVISOR			1009	1	0	0	5	80	1.00	1.00
MAINTENANCE WORKER			6003	4	0	0	5	80	1.00	4.00
ADMINISTRATIVE CLERK			5002	1	0	0	5	80	1.00	1.00
TOTAL				5	0	0				6.00
SERVICES		Post / Assignment	Job Code	1st Shift	2nd Shift	3rd Shift	Days Covered	Hrs/ PP	Relief Factor	Total Staff
** COMMISSARY COORDINATOR			5052	1	0	0	5	80	1.00	1.00
** WAREHOUSE/COMMISSARY WORKER			9046	2	0	0	5	80	1.00	2.00
LAUNDRY SUPERVISOR			9009	1	0	0	5	80	1.00	1.00
* FOOD SERVICE MANAGER			1008	1	0	0	5	80	1.00	Contract
* FOOD SERVICE WORKER		Supervisor	9006	2	1	0	5	80	1.40	Contract
TOTAL				7	1	0				4.00
PROGRAMS		Post / Assignment	Job Code	1st Shift	2nd Shift	3rd Shift	Days Covered	Hrs/ PP	Relief Factor	Total Staff
ADDICTIONS TREATMENT MANAGER			1022	1	0	0	5	80	1.00	1.00
ADDICTIONS TREATMENT COUNSELOR			2039	2	0	0	5	80	1.00	2.00
PROGRAM FACILITATOR		Cognitive Behavior/Sex Offender Program	2083	2	0	0	5	80	1.00	2.00
RECREATION SUPERVISOR			2028	1	0	0	5	80	1.00	1.00
CHAPLAIN			2004	1	0	0	5	80	1.00	1.00
INSTRUCTOR SUPERVISOR			2011	1	0	0	5	80	1.00	1.00
ACADEMIC INSTRUCTOR			2117	3	0	0	5	80	1.00	3.00
VOCATIONAL INSTRUCTOR			2118	2	0	0	5	80	1.00	2.00
LIBRARY AIDE			5017	1	0	0	5	80	1.00	1.00
ADMINISTRATIVE CLERK			5002	1	0	0	5	80	1.00	1.00
* LIBRARIAN							CONTRACT/ PRN			
TOTAL				15	0	0				15.00

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LEE ADJUSTMENT CENTER
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HEALTH SERVICES	Post / Assignment	Job Code	1st Shift	2nd Shift	3rd Shift	Days Covered	Hrs/PP	Relief Factor	Total Staff
HEALTH SERVICES ADMINISTRATOR		1010	1	0	0	5	80	1.00	1.00
PHYSICIAN, P/T		2075	1	0	0	1	80	0.20	0.20
ARNP, P/T		2033	1	0	0	4	80	0.75	0.75
PSYCHIATRIST, P/T		2091	1	0	0	1	80	0.25	0.25
PSYCHOLOGIST, P/T		2077	1	0	0	4	80	0.75	0.75
DENTIST, P/T		2067	1	0	0	4	80	0.75	0.75
DENTAL ASSISTANT, P/T		3016	1	0	0	4	80	0.75	0.75
RN		2068	1	1	1	7	80	1.68	5.04
LPN		3003	1	1	0	7	80	1.68	3.36
CERTIFIED MEDICAL ASSISTANT		9054	0	0	1	5	80	1.00	1.00
MEDICAL RECORDS CLERK		5018	1	0	0	5	80	1.00	1.00
TOTAL			10	2	2				14.85

* Positions hired under a contractual or fee basis for services rendered.

LAC816-WV RFP - 11/20/2013

** Salaries and benefits of commissary staff reimbursed commissary profits.

Shift schedules may be adjusted as necessary to accommodate inmate activity.

POSITION SUMMARY		STAFF RATIOS	
SHIFT SUPERVISOR	5	CORRECTIONAL OFFICER TO INMATE	1:7.7
ASST SHIFT SUPERVISOR	5	UNIFORMED STAFF TO INMATE	1:6.1
SR CORRECTIONAL OFFICER	12	ALL STAFF TO INMATE	1:3.9
CORRECTIONAL OFFICER	101		
UNIT MANAGER	2		
CASE MANAGER	5		
CORRECTIONAL COUNSELOR	5		
FOOD SERVICE CONTRACT STAFF	8		
ALL OTHER STAFF	59.85		
		UNIT MANAGEMENT RATIOS	
		UNIT MANAGER TO INMATE	1:380
		CASE MANAGER TO INMATE	1:156
		CORRECTIONAL COUNSELOR TO INMATE	1:156

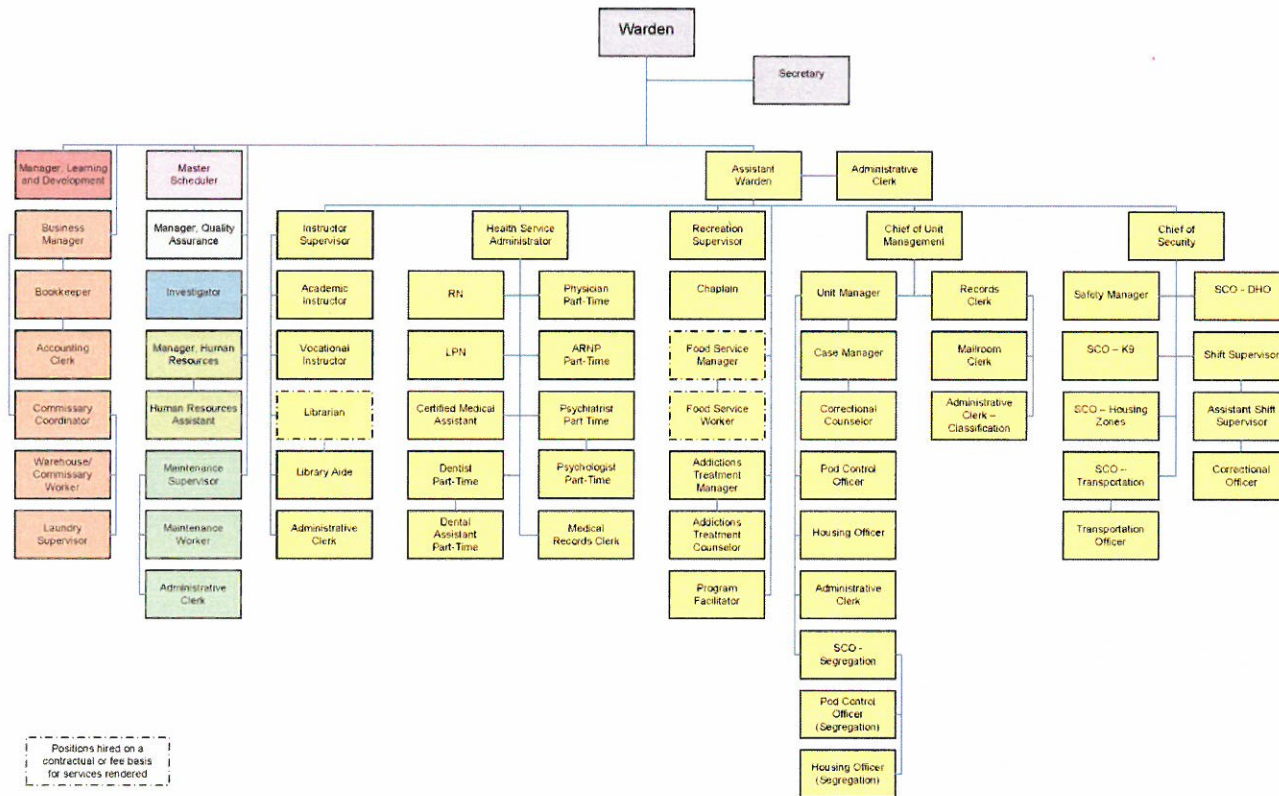
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Facility Organization Chart

On the following page is the Facility Organization Chart for Lee Adjustment Center as referenced on page 8 of Attachment A.

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Lee Adjustment Center



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EMERGENCY PROCEDURE PLAN

5.36. The Vendor shall currently possess and maintain an emergency procedure plan, to address emergencies such as labor disputes, riots, fire, and natural disasters, which emergency plan shall include the Vendor's process for continuing to house the inmates in a safe and secure manner. Copies of the Vendor's procedures will be provided to the Agency with the Vendor's technical proposal and must be approved by the Agency prior to implementation of said Contract.

Vendor Response:

a. Emergency Plans

The facility's Emergency Response Plans include procedures to be followed in the event of any circumstance that threatens the overall order and normal operation of the facility. A copy of the Lee Adjustment Center Emergency Plan (CCA Policy 8.1) is located on the enclosed CD in .pdf format in compliance with Addendum #2, Attachment A, Question/Answer #2. An overview of the facility's Emergency Plans, procedures and measures is provided below.

1. **Emergency Plans Overview**

CCA utilizes the Incident Command System (ICS) as the foundation of our facility Emergency Response Plans. ICS is a management system used in the United States, parts of Canada, the United Kingdom and other countries to organize emergency responses. Under the ICS, an Incident Commander is responsible for delegating responsibilities to the Command Staff (specific support/communications personnel) and General Staff (specific key incident management personnel) to assist in the resolution of the emergency. This system reduces the confusion and chaos associated with any emergency.

The ICS can be utilized for any type or size of emergency, ranging from a minor disturbance controlled by facility staff to a major emergency involving several outside agencies. The ICS process also allows agencies to communicate and coordinate using common terminology, to share goals and tactical objectives, and to understand the roles and responsibilities of other individuals involved in the resolution of the emergency.

- Key Components of CCA's Emergency Response Plan
 - Emergency Response Team (ERT): CCA's first responders to an incident. Initial response and reaction to an emergency is crucial, therefore an ERT is established at the beginning of each shift.
 - Emergency Operations Center (EOC): The location where a group of designated CCA central office/Facility Support Center employees form to receive emergency information and provide direction and support to the Incident Commander.

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- *Five Phase Response*: In order for Emergency Plans to be effective, all employees must be knowledgeable about the plan and be prepared to respond appropriately. At a minimum, factors involved in preparing to effectively react to emergency situations include:
 - Locate and verify;
 - Isolate and contain;
 - Evacuate;
 - Resolve; and
 - Deactivate.
 - *Specific Emergency Plans*: Policy 8-1, Emergency Response provides effective plans and procedures for responding to specific emergency situations. In addition, facility staff ensure that appropriate employees are sufficiently trained in the execution of these plans.
 - *Special Operations and Response Team (SORT)*: SORT is a designated group of individuals with specialized training who respond to emergencies within any CCA facility. There are more than 50 CCA SORTs nationwide. A trained CCA SORT team is currently in place at this facility.
 - *Crisis Intervention and Stress Management (CISM)*: An integrated system of interventions which recognizes that employee involvement in abnormally stressful emergency situations may cause adverse psychological reactions. Crisis intervention is emotional first aid and is not intended to replace any needed therapy or counseling. Use of a CISM Program generally decreases the percentage of employees who develop serious long-term psychological and/or physical problems and assists in preparing employees for a return to normal duties.
- Degrees of Alert

The seriousness of an emergency is divided into the following two (2) distinct levels of alert as determined by the degree of employee involvement (particularly command staff):

- *Level I*: An emergency of a nature that resolution **can** be established with on-duty and readily available employees. Command would be exercised from Central Control by the Shift Supervisor or Assistant Shift Supervisor; and
- *Level II*: An emergency of a nature that resolution **cannot** be established with on-duty and readily available employees. Command would be exercised from a Command Post by the Incident Commander. Additional resources are generally required to reach resolution.

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- Ongoing Training, Drills and Exercises

For emergency plans to be effective, all employees must be knowledgeable about the plans and be prepared to respond appropriately. Accordingly, all CCA facility staff receive orientation and in-service training on emergency preparedness and the facility's specific emergency plans. Staff also receive training on responding to medical emergencies and CPR.

In addition to orientation and in-service training and to ensure the continuing ability of staff to react to facility emergencies in a prompt and effective manner, the facility conducts monthly security drills, quarterly functional exercises and annual full-scale facility exercises as follows:

- *Monthly Security Drills:* Intended to enhance the initial response time during an emergency situation, security drills are conducted on each shift every month and include situations such as medical emergency, inmate on inmate fight, staff and inmate accountability, etc.
- *Quarterly Exercises:* Functional exercises are intended to encompass designated employees on duty at the time of the exercise and include Level II Alert procedures.
- *Full-Scale Exercises:* Full-scale exercises simulate a real event as closely as possible. Each exercise is designed to evaluate the operational capability of emergency management plans and systems in a highly stressful environment that simulates actual response conditions. To accomplish the realism, it requires the mobilization and actual movement of emergency employees, equipment and resources. Ideally, the full-scale exercise should test and evaluate most functions of the emergency plan.

2. Specific Emergency Response Plans Overview

The Emergency Response Plan addresses procedures to be followed in the event of any circumstance that threatens the overall order and normal operation of the facility as follows:

- Assault from the Outside;
- Bomb Threat;
- Escape/Absconder;
- Evacuation (Total/Partial);
- Fire;
- Hostage Situation;
- Disruptive Event (Riot/Disorder);
- Hazardous Material (Chemical Spill);
- Medical Emergency;
- Employee Work Stoppage (Strike Plan);

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- Inmate Food Strike;
- Natural Disasters;
- Inclement Weather; and
- Coordination with Local Agencies and DOC for Emergency Assistance.

A brief overview of these specific emergency plans is provided below.

- Assault from the Outside: CCA's facility will be prepared to defend or protect itself from assaults or attacks from outside the facility. Upon notification of an assault from the outside, the facility will be placed on lockdown, the notification process will be initiated, an emergency count will be conducted and an account will be made for all employees and visitors/volunteers. In the event of assault, every effort will be made to contact local law enforcement to obtain immediate support and reinforcement.

The Incident Commander may determine that a partial evacuation is necessary to ensure the safety of employees and inmates. Evacuation to a safe and supervised area will only be conducted when trained employees are available to cover within the danger zone.

- Bomb Threat: Keeping in mind that the bomb threat may be a diversion for another incident in the facility (e.g. inmate escape attempt), the evaluation will involve primarily assessing the credibility of the message in accordance with established guidelines. As determined by the Incident Commander, employees and/or inmates will be evacuated from the building. Based on the evaluation and with the guidance of responding Explosive Ordinance Demolition personnel, key personnel will be notified and the Bomb Threat Emergency Plan fully activated. Searches will normally be conducted by designated individuals familiar with the area and its contents under the supervision of a search team leader. In the event of an explosion, the affected area will be considered a crime scene and will be secured until law enforcement officials have completed an investigation.
- Escape/Absconder: The facility takes appropriate measures such as maintaining accountability through the count process, preparing identification information and/or escape flyers for all transports and monitoring and controlling movement to decrease the likelihood of an escape and protect the safety of the public. If an inmate is sighted escaping, employees engage in hot pursuit if doing so would not jeopardize their personal safety or the safety of the facility. Once sight is lost and the inmate has breached CCA or DOC property, recapture efforts will be in accordance with applicable state statutes and any other applicable agreement, policy or procedure.

Upon notification that an inmate cannot be accounted for during count procedures, the facility will immediately be placed on lockdown and an

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emergency standing identification count will be conducted. If the inmate is still unaccounted for, teams will be assembled to begin a systematic search of the facility. At this point, the Administrative Duty Officer (ADO) will be contacted. If the inmate is still unaccounted for, the emergency will be considered a confirmed escape and Escape Emergency Plans will be enacted. The Agency will be notified immediately of any inmate escape or attempted escape.

Available employees will be assigned to strategic areas where the circumstances and location of the escape/absconding dictate the need for patrols. At the direction of the Incident Commander, local schools and property owners identified on the Emergency Contact List will be notified of the confirmed escape. The Incident Commander will coordinate recapture efforts beyond CCA property with local law enforcement agencies, state law enforcement agencies, and the Agency.

If an escapee/absconder is captured by CCA employees beyond the secure perimeter and on CCA property, the escapee will be immediately returned to the facility and notifications will be made to law enforcement officials and the Agency. If an escapee/absconder is captured by CCA employees beyond CCA property, the escapee will be given into the custody of law enforcement. A written report and remedial action will be provided as required by any applicable agreement, policy or procedure.

- Evacuation Plans:

- *Total Evacuation:* Prior to the total evacuation of the facility, every effort will be made to move inmates out of the danger zone but still within the secure perimeter. Total evacuation of the facility will only occur simultaneously with or subsequent to the activation of another emergency. Total evacuation will always be considered a Level II alert under the direction of the Incident Commander and the Emergency Operations Center (EOC) (located at CCA's central office/Facility Support Center).

When conditions within the confines of the facility become life threatening as determined by the Incident Commander, evacuation of employees and inmates will commence as quickly and securely as possible. Prior to any external evacuation, the Incident Commander will contact the EOC and the Agency for guidance and approval on an established location. Communication will be established and maintained with local law enforcement officials throughout the evacuation process.

During a total evacuation, count procedures will be conducted every hour in all areas (to include external relocation areas) and all counts will be reported to the Operations Section Chief/designee. Memos of Understanding (MOU)

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and/or letters of agreements will be established for temporary and long-term evacuation of the facility and transportation.

In preparation of transport to an external location, employees will be designated to classify inmates into such categories as illness, gender, custody levels and segregated. All facility vehicles will be prepared and readied for transport; additional vehicles and transport assistance may be obtained from other agencies.

The Operations Section Chief will supervise the relocation procedures and ensure the following:

- Adequate supervision of inmates;
- Inmate accountability at all times;
- Inmates receive any necessary medical attention;
- Inmates are adequately clothed in preparation for transport;
- Inmates receive meals; and
- Efforts are made to retrieve and pack inmates' personal property, institutional file and medical records.

Once the loading process has been completed and the vehicles assembled, with an armed escort vehicle at the front and rear of the vehicle column, Central Control will be notified prior to leaving the facility. Security officers with radio communication will be assigned to travel with each convoy vehicle.

- *Partial Evacuation:* During a partial evacuation of the facility, inmates will be retained inside the secure perimeter. If conditions exist that an entire housing pod or unit warrants the evacuation of inmates, they will be moved in a safe and orderly manner away from the affected area. During the emergency, no one will be allowed in or out of the facility without proper authorization/identification.

Upon notification of an emergency requiring partial evacuation, the ERT will be deployed to assist in the evacuation process and to supervise movement from the affected area. Movement will be in strict compliance with the posted evacuation routes. A head count will be conducted during the evacuation process.

All areas affected by evacuation will be thoroughly searched to ensure that all individuals have been evacuated. Once the evacuation is complete, an account will be made for all employees and visitors/volunteers and an emergency inmate count will be conducted.

The affected area will then be inspected. If it has sustained minimal or no damage and is safe to enter, it may be cleared for occupancy. If the affected

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area sustained excessive damage prohibiting occupancy, the facility will be locked down and the notification process will be initiated. If the affected area reduces the availability of beds that cannot be corrected, inmates will be moved to other housing areas within the facility.

If available bed space is not sufficient to meet the needs of the population, the Incident Commander will contact the EOC at CCA's central office and the Agency for guidance in the transfer and relocation of excessive inmates. If areas other than housing are affected, alternate locations will be established to ensure the continuance of minimal operations (e.g. health services, meals, etc.).

- Fire Plan: During a fire emergency, time is of the essence. Small incipient stage fires can generally be controlled by on-duty employees using a fire extinguisher or other means of fire extinguishing equipment which the employee is trained to use. When a fire progresses from incipient stage to a flashover state and cannot be controlled by on-duty employees and equipment, 911 will be notified immediately. In the event it becomes necessary to evacuate the immediate area, employees and inmates will be evacuated to a secure area in accordance with evacuation procedures.
- Hostage Situation: The primary goal in a hostage situation is to safely affect the release of any hostage while preserving the life of the hostage(s), employees and inmates. Should it become evident that lives may be lost, immediate steps will be taken to minimize the loss. If the Incident Commander determines use of force is necessary to control the emergency, less-lethal force will receive the first consideration.

The Incident Commander will isolate and contain the affected areas and will maintain dialogue with the hostage takers until the appropriate law enforcement personnel arrive at the facility.

- Disruptive Event (Riot or Disorder): CCA's facility staff are trained to respond to disruptive events quickly and effectively to reduce the possibility of serious injury to employees, inmates and visitors/volunteers. Inmates will be given instructions to comply with all verbal directions. Those individuals involved will be instructed to return to their respective housing assignments and/or an alternate location. A proclamation will set forth what is expected of those involved and include a time limit. The proclamation will be repeated at reasonable intervals to suit the situation so that all inmates are aware of what is being required of them. A show of force may be used to obtain a psychological advantage. In the event that the proclamation and show of force are not able to resolve the emergency, force may be used as a final alternative in accordance with CCA's written Use of Force policy.

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- Hazardous Material (Chemical Spill): This facility, just as all CCA facilities are, is prepared to evaluate, identify and take action regarding incidents related to hazardous materials in accordance with the U.S. Department of Transportation Emergency Response Guidebook. The guidebook is located with the facility's Emergency Plans. In the event the hazardous material/chemical spill is within a potential danger distance of the facility, outside assistance will be requested. Only required emergency services will be continued during the emergency. The building and equipment will be completely secured. Outside sources of air must be turned off and wet towels placed under doors. Provisions to relieve idleness and boredom among the inmate population will be considered for emergencies extending over a long period of time.
- Medical Emergency: In the event of a medical emergency, the facility Health Services department will provide triage/care/treatment services within the scope of their licensure and available space and equipment, any applicable procedures or Health Services Bulletins. Individuals with serious or life-threatening injuries will be transported for outside emergency medical care/treatment.

During a medical emergency, the Incident Commander will ensure that communication is established and maintained throughout the emergency with the Health Services Administrator/designee. The Health Services department will be under the direct authority of the Logistics Section Chief for the duration of the emergency. Determination of appropriate medical care will rely solely with the Health Services department. Security employees will be assigned to the Health Services department to assist in radio communication, transport assistance, etc. Health Services employees will follow the procedures for dealing with medical emergencies as outlined in CCA's policies. In the event the Health Services department is affected by the emergency and rendered inoperable or additional space is needed due to the extent of the emergency, alternate areas of the facility will be designated to provide triage/care/treatment.

- Employee Work Stoppage (Strike Plan): In the event of an employee work stoppage, the facility will provide for the orderly management of all basic services and minimize any negative reactions or deterioration of the security and welfare of the employees and inmate population, regardless of the degree of work stoppage. Emphasis on adequately staffing and maintaining normal operations will receive top priority.

All department heads will be notified in anticipation that labor problems may develop. The Human Resources Manager/designee will prepare a list of available employees not involved in the work stoppage. Should the total number of available employees be determined insufficient to meet minimum employee needs, the Incident Commander will seek assistance from other CCA facilities or outside agencies. Departments that are considered the main areas of concern

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during an employee work stoppage include security, health services, food service and maintenance. Inmate programs, laundry and recreation will be conducted at the direction of the Incident Commander.

At the time the facility's administration receives information or notification that picketing and/or demonstrating is planned to occur on the facility premises, activity planners will be informed that they are not allowed to conduct their activity on CCA property. The aid of law enforcement officers and/or other state agencies may be necessary as determined by the Incident Commander, including assistance to have violators removed. An escort to the facility may be necessary to protect the safety of non-striking employees.

- Inmate Food Strike: Inmates may be protesting in a passive aggressive manner when the facility experiences a significant decrease (25% or greater per meal) in average meal participation (as determined by Food Service records) for three (3) consecutive meals and/or verifiable information is obtained which indicates that inmates are refusing to participate in meal service.

If it is determined that the security of the facility is threatened by a food strike, the facility will be locked down. An emergency count will be conducted and account made for all employees and visitors/volunteers. If the food strike is discontinued and inmates agree to participate in meal service, the emergency will be deactivated. In the event the food strike is not resolved with the employees and resources available, the notification process will be initiated.

The Incident Commander/designee will continue to monitor the number of inmates involved, any inmate demands and the current state of health of the inmates involved. Each inmate will be provided the opportunity to partake in each scheduled meal and all refusals will be documented. Adequate supplies of drinking water will be available for participating inmates. At the direction of the Incident Commander, interview teams will be established and all inmates involved will be interviewed.

Shakedowns will be conducted in the housing areas of those inmates involved to determine if excessive hoarding of consumable commissary items exist. All commissary purchasing privileges will be suspended for the duration of the food strike. With the exception of legal visits, the Incident Commander may also choose to suspend additional privileges from participating inmates such as television, radio, visitation and telephone privileges.

- Natural Disasters: In the event of a natural disaster, the primary goal is to prevent an escape and maintain safety and security. During a natural disaster, every effort will be made to contact local television and/or radio stations to request an emergency broadcast to inform employees of the need to report to the facility. However, due to the characteristics of most natural disasters, the facility will

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likely be impacted and employees will be instructed to respond to the facility without waiting for notification.

If the facility is struck by a natural disaster that impacts normal operations, the facility will be placed on lockdown, the notification process initiated, an emergency count conducted and an account made for all employees and visitors/volunteers. If time permits, inmates will be returned to their housing units. If time does not permit, supervisory employees will ensure inmates and employees are directed to a safe area.

If the perimeter is damaged, available employees (armed, if necessary) will be immediately placed in position to secure the perimeter and prevent escapes. If necessary, employees will be deployed to the Health Services and Food Services departments to secure the pharmacy and the food supply.

Rescue operations will begin immediately after the inner perimeter has been restored. Medical care and triage will be established to address any injuries to employees and/or inmates.

- Inclement Weather Plan: In general, most incidents of inclement weather will be considered a Level I alert under the direction of the Shift Supervisor/designee. In the event long periods of inclement weather occur causing an extended lockdown of the facility or suspension of normal activities, a Command Post will be established to deal with inmate idleness.

An assessment will be made of needed employee levels and posts to be manned. As needed, additional perimeter employees will be assigned to ensure complete visibility of the entire perimeter. Inmate movement will cease until all posts are manned. Firearms may be issued to each weapons qualified employee assigned to the perimeter. Firearms will be used in accordance with CCA's Use of Force policy, and only as a last resort to prevent an escape and to prevent injury or loss of life to employees, inmates or the public.

An account will be made for all employees and visitors/volunteers and an emergency inmate count conducted. All inmate movement will be limited to essential job assignments. Work supervisors must directly supervise all inmates released during activation of the Inclement Weather Plan.

When inclement weather occurs for long periods of time requiring normal operations to cease, the CCA Managing Director, Facility Operations, will be notified. Additional employees will continue to be assigned to the perimeter until otherwise directed by the Incident Commander. Health Services will provide various services in the housing units to minimize inmate movement. Meals will be served in the housing units. Program and recreation employees will be

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responsible for developing an activity schedule for general population housing units to reduce inmate idleness.

The Inclement Weather Plan will not be deactivated until it is determined by the ADO or higher authority that visibility has improved to a level no longer requiring additional security precautions.

- Coordination with Local Agencies for Emergency Assistance: As stated previously, CCA will work together with West Virginia's Division of Corrections to coordinate emergency team responses at the facility between the Agency and CCA. CCA also maintains written agreements with the appropriate state and local authorities to ensure agency assistance in the event an emergency incident would adversely affect the communities near a facility. Copies of the Emergency Response Plan and any updates are issued to the local fire jurisdiction and the chiefs of agencies and offices (e.g. law enforcement, fire department, Emergency Management Services, etc.) that may become involved in an emergency. Access control is maintained on a need-to-know basis to protect the integrity of the security component.

The primary role of law enforcement/correctional agencies is to ensure public safety and to protect lives and property at and beyond the outer perimeter of the facility. Under the direction of the Incident Commander, such agencies may be used to contain and control emergencies and to provide communication and coordination at the outer perimeter. The public safety focus of outer perimeter security may include, but is not limited to the following:

- General law enforcement functions;
- Escape prevention;
- Escapee apprehension;
- Protection of other emergency employees;
- Traffic control; and
- Evacuation assistance.

Law enforcement/correctional agencies will follow their own policies and state statutes regulating the use of force, use of weapons and use of deadly force.

Fire department assistance may be requested whenever fire and/or emergency plans are implemented. The primary role of firefighting agencies is to protect lives and property inside and outside of the facility. The focus of firefighting agencies includes, but is not limited to, fire suppression, fire rescue and hazardous material functions.

Emergency medical assistance may be requested whenever medical emergency plans are implemented. The primary role and focus of emergency medical

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services is to provide emergency medical care and transportation to persons inside and outside the facility.

Emergency management assistance may be requested through the local Emergency Management Agency when dictated by the emergency and requested by the Incident Commander. The primary role of the Emergency Management Agency is the coordination of emergency resources pursuant to the Emergency Plans, in response to disasters and civil emergencies occurring at the facility.

b. Emergency Squads

Facility policy establishes procedures that provide for an adequate number of properly trained individuals to respond to fire, escape, hostage situations, disturbance, power failure or any other incident that may arise. Personnel assigned to the Special Operations Response Team or SORT will have at least one year of experience as a Correctional Officer and receive specialized training. The teams organization should, at a minimum, include a Commander and Assistant Commander. Lee Adjustment Center currently has an experienced, well-trained SORT team in place at the facility, ready to respond in the event of an emergency at Lee Adjustment as needed.

The initial SORT Member Academy training consists of the following courses:

- Chemical agents/SIMS requalification;
- Firearms qualification;
- Use of inflammatory requalification;
- Use of force/SORT;
- Baton exercises;
- Baton re-qualification;
- Basic disturbance control;
- Advanced disturbance control;
- Cell extraction;
- SORT handbook review;
- Hand and arm signals;
- Institutional breaching plans/tactical entry techniques;
- Drill and ceremony;
- Physical training; and
- SORT's role within the ICS.

All facility SORT members are required to attend monthly training. The training schedule is forwarded by the Regional SORT Commanders in conjunction with the Director, Security and FSC's Training department prior to the start of the affected year. At a minimum, In-Service training must include inflammatory, chemical, less-lethal qualifications, use of batons and qualification in any electronic devices used. Tactical skills are perishable skills and need to be trained upon monthly.

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Each member of the SORT must also successfully complete all training specified in the Pre-Service Orientation and Correctional Officer Basic Training Program. Any SORT training conducted outside of the local facility and/or in conjunction with other CCA facilities or outside agencies will be coordinated in advance through CCA's Managing Director, Staff and Organization Development.

The facility's Emergency Plans, Section III.I., outline how squads will be deployed and the line of authority. The strength of the SORT deployed will depend on the nature and the scope of the incident. Different situations dictate the need to alert or deploy more than one team, or combine and augment teams. Each individual plan further establishes how squads will be deployed during a particular emergency and the corresponding SORT responsibilities. Emergency Plans require that the SORT Manual be retained at the incident Command Post. The manual details specific individual responsibilities for each position.

CCA also has facilities in Georgia, Mississippi, Tennessee and Louisiana whose SORT teams can be called upon to provide assistance and additional expertise during an emergency.

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