



**U.S. Immigration
and Customs
Enforcement**

December 19, 2022

Ms. Jacqueline Stevens
601 University Place, 2d floor
Political Science Department
Evanston, IL 60208

**RE: Stevens v. ICE 20-cv-2725
ICE FOIA Case Number 2020-ICLI-00042
Twenty-Fifth Interim Release**

Dear Ms. Stevens:

This letter is the twenty-fifth interim response to your client's Freedom of Information Act (FOIA) requests to U.S. Immigration and Customs Enforcement (ICE). Your client seeks records relating to the following Freedom of Information Act requests: 2018-ICFO-56530, 2020-ICFO-18634, 2019-ICFO-33429, 2019-ICFO-29171, 2018-ICFO-59138, and 2019-ICFO-24680. ICE has considered your request under the FOIA, 5 U.S.C. § 552. This interim response provides additional documents responsive to your FOIA requests 2018-ICFO-59138.

FOIA request 2018-ICFO-59138 seeks:

“A. The most recent Jail Services Costs Statement (JSCS) for the following facilities ICE uses to hold people under immigration laws:

- 1) the Berks County Residential Center, Berks County, PA;
- 2) South Texas Family Residential Center, Dilley, TX;
- 3) Hudson County Jail, Hudson County, NJ;
- 4) Stewart County, GA, (CoreCivic);
- 5) Aurora, Colorado (GEO)
- 6) Tacoma, WA (GEO)
- 7) Otay Mesa, CA (CoreCivic)
- 8) Eloy, AZ (CoreCivic)
- 9) Pinal County Jail, AZ
- 10) Otero County Processing Center, NM (MTC)
- 11) Joe Corley Detention Facility, Conroe TX (GEO)
- 12) Houston, TX (CoreCivic on Export Drive)
- 13) IAH, Secure Adult Detention Center (MTC) (Livingstone, TX)
- 14) LaSalle, LA

B. Memorandum from Michael J. Davidson, Chief, CALD, OPLA, ICE to William C. Randolph, Director and Head of Contracting Activity, OAQ, ICE, Funding Intergovernmental Service Agreements (Feb. 7, 2013)

C. All information in any medium including but not limited to e-mail, text messages, reports, contracts, memoranda, letters, or faxes signed by, from, to OR about Charlie Dent, John McCormack, Eric Ruth, Matthew Lerch, Judith Kraine, Mark Baldwin, William Dennis, Thomas Gajewski, Judith Schwank, Mark Scott in ICE components that handle Berks County, PA ICE Intergovernmental Service Agreements (IGSAs) and not responsive to previous requests. This means any document under ICE control associated with detention or removal operations, facility leases, purchases, sales, or services rendered in Berks County, PA that reference any of the individuals listed above is responsive to this request. Please make sure to inquire of any ICE component responsible for any negotiations with Berks County. The time frame of this request is 2000 to the present.

The most likely location of records responsive to this request are offices responsible for the Berks County, PA operations, contracts, and reviews, including but not limited to litigation for that facility. In particular, there should be communications in 2006 about ICE-contracted facility firings based on allegations of unlawful actions. Components within ICE that are alerted about misconduct or possible litigation should be searched for responsive records.

D. Please also include all grievance logs and grievances for Berks County, PA, Hudson County, NJ, and Otero County Processing Center, January 1, 2010, to present. (Names and other Personally Identifying information is of course exempt and may be redacted.)

E. All Jail Services Costs Statements for Berks County Family Facility and Hudson County, NJ 2001 to present.

F. Since January 1, 1999, the earliest first 100 pages of documents associated with the IGSA for:

1. Berks County, PA
2. Hudson County, NJ

For "F" please request documents of the component of ICE predecessor INS that would initiate discussions of IGSAs for the purposes of holding people under immigration laws. I am seeking the first information referencing these county governments as suitable detention locations by an INS component in any medium, including but not limited to emails, letters, proposals, memorandums, or reports.

G. All Evaluations associated with contracts for facilities below, including technical and performance evaluations by the Contracting Officers and ICE Detention Planning and Acquisition Unit and ongoing performance and renewals by contract officers EXCEPT Inspector reports. The time frame for this request is January 1, 2000, or the first year of the facility's submission of the JCSC through the present.

- 1) the Berks County Residential Center, Berks County, PA;
- 2) South Texas Family Residential Center, Dilley, TX;

- 3) Hudson County Jail, Hudson County, NJ;
- 4) Stewart County, GA, (CoreCivic);
- 5) Aurora, Colorado (GEO)
- 6) Tacoma, WA (GEO)
- 7) Otay Mesa, CA (CoreCivic)
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- 13) IAH, Secure Adult Detention Center (MTC) (Livingstone, TX)
- 14) LaSalle, LA

H. Evaluations of JCSCs by Contracting Officers and ICE Detention Planning and Acquisition Unit for all detention contracts since January 1, 2008.

I. Evaluations of the FIRST JCSCs by Contracting Officers and ICE Detention Planning and Acquisition Units (or their predecessors) for all currently operating ICE/INS detention facilities except as covered by (H).”

ICE has considered your requests under the FOIA, 5 U.S.C. § 552.

A search of the Office of Acquisitions located records that were potentially responsive to your request. For this production ICE reviewed 968 pages of potentially responsive documents. ICE has determined that 672 pages were nonresponsive; 173 pages will be released in full and the remaining 123 pages will be withheld in part pursuant to FOIA Exemptions 4, 6, and 7(C) and 7(E) as described below. A total of 296 pages have been Bates numbered 2020-ICLI-00042 9202 through 2020-ICLI-00042 9497.

Included in this release are 156 pages that were sent to CoreCivic from the November 2022 production for consultation. After review, ICE has determined that 104 pages will be released in full and portions of the remaining 52 pages will be withheld pursuant to FOIA Exemptions 4, 6, 7(C) and, 7(E) as described below. These pages have been Bates numbered 2020-ICLI-00042 CoreCivic 109 through 2020-ICLI-00042 CoreCivic 264.

FOIA Exemption 4 protects trade secrets and commercial or financial information obtained from a person that is privileged or confidential. The courts have held that this subsection protects (a) confidential commercial information, the disclosure of which is likely to cause substantial harm to the competitive position of the person who submitted the information and (b) information that was voluntarily submitted to the government if it is the kind of information that the provider would not customarily make available to the public. I have reviewed the responsive documents, the submitter’s objections to release, and relevant case law, and I have determined that portions of the responsive records are exempt from disclosure under subsection (b)(4) of the FOIA and must be withheld in order to protect the submitter’s proprietary interests.

ICE has applied FOIA Exemptions 6 and 7(C) to protect from disclosure the personally identifiable information of DHS employees and third parties contained within the records.

FOIA Exemption 6 exempts from disclosure personnel or medical files and similar files the release of which would cause a clearly unwarranted invasion of personal privacy. This requires a balancing of the public's right to disclosure against the individual's right to privacy. The privacy interests of the individuals in the records you have requested outweigh any minimal public interest in disclosure of the information. Any private interest you may have in that information does not factor into the aforementioned balancing test.

FOIA Exemption 7(C) protects records or information compiled for law enforcement purposes that could reasonably be expected to constitute an unwarranted invasion of personal privacy. This exemption takes note of the strong interests of individuals, whether they are suspects, witnesses, or investigators, in not being unwarrantably associated with alleged criminal activity. That interest extends to persons who are not only the subjects of the investigation, but those who may have their privacy invaded by having their identities and information about them revealed in connection with an investigation. Based upon the traditional recognition of strong privacy interest in law enforcement records, categorical withholding of information that identifies third parties in law enforcement records is ordinarily appropriate. As such, I have determined that the privacy interest in the identities of individuals in the records you have requested clearly outweigh any minimal public interest in disclosure of the information. Please note that any private interest you may have in that information does not factor into this determination.

FOIA Exemption 7(E) protects records compiled for law enforcement purposes, the release of which would disclose techniques and/or procedures for law enforcement investigations or prosecutions or would disclose guidelines for law enforcement investigations or prosecutions if such disclosure could reasonably be expected to risk circumvention of the law. I have determined that disclosure of certain law enforcement sensitive information contained within the responsive records could reasonably be expected to risk circumvention of the law. Additionally, the techniques and procedures at issue are not well known to the public.

If you have any questions about this letter, please contact Assistant United States Attorney Alex Hartzler at Alex.Hartzler@usdoj.gov.

Sincerely,

Meronica D. Stoney
(A) Deputy FOIA Officer

Enclosure: 452 pages



5501 Virginia Way,
 Suite (b)(6); [redacted]
 Brentwood, TN 37027
 Phone: 615-263-3000
 Fax: (615) 208-1126

December 18, 2019

RFP #70CDCR20R0000002 | Requirement B
Otay Mesa Detention Center
2,100 Adult Male and Female Housing

CORECIVIC AGREES TO ALL TERMS, CONDITIONS, AND PROVISIONS INCLUDED IN THE SOLICITATION AND AGREES TO FURNISH ANY AND ALL SERVICES AT THE AGREED UPON PRICE EXCEPT FOR THE ITEMS LISTED IN THE WAIVER ATTACHMENT.

AUTHORIZED NEGOTIATORS

AUTHORIZED SIGNATURE

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 Partnership Contracts Counsel
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(b)(6); (b)(7)(C)
 [redacted signature box]
 Vice President,
 Proposal Development

This proposal includes data that shall not be disclosed outside the Government and shall not be duplicated, used, or disclosed – in whole or in part – for any purpose other than to evaluate this proposal. If, however, a contract is awarded to this offeror as a result of – or in connection with – the submission of this data, the Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. This restriction does not limit the Government's right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in sheets Emergency Contingency Menu Protocol, Emergency Contingency Response Action Plan, Pricing Forms, Facility Building Schedule, Facility Organizational Chart, Staffing Pattern, Facility Drawings and Past Performance.



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Back ` cp /6, 2019

RFP #70CDCR20R0000002 | Requirement B
Otay Mesa Detention Center
2,100 Adult Male and Female Housing

Volume I: Demonstrated Technical/Management Capability (Factors 1-4)

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Factor 1: Technical/ Management Approach

VOLUME ONE – Demonstrated Technical/Management Capability Proposal
Factor 1: Technical Management Approach

Our response to Factor 1 addresses all items in the Technical/Management Approach bullets listed in Section L of the RFP. We have provided additional details regarding select sections of the Performance Work Statement below to illustrate our overall understanding of the requirements and to describe current facility operations. CoreCivic proposes to continue current operations in response to this RFP. As discussed below, CoreCivic has been providing detention services to ICE in the San Diego area for 20 years and we are poised to continue delivering this important service to ICE under the new contract.

PERFORMANCE WORK STATEMENT

Objective

CoreCivic has thoroughly reviewed the Performance of Work Statement (PWS) and understands the services to be provided. We are familiar with the terms and acronyms used in the PWS. We also understand that the PWS sets forth the contract performance requirements for the management and operation of the proposed facility and we agree to provide the same quality services throughout the life of the contract. We are confident the narratives and documentation in the response will support our assertion that CoreCivic is uniquely qualified to meet the needs of ICE. We would like to highlight in this proposal the fact that CoreCivic has more experience in providing detention services to Immigration and Custom Enforcement (ICE) and the former Immigration and Naturalization Services (INS) than any other provider. We understand all requirements and standards specified in the PWS.

In an effort to help ERO achieve the PWS requirements, CoreCivic intends on delivering the same quality services that are being executed in our 85 secure and residential reentry facilities nationwide, to include our 10 facilities currently housing detainees under an ICE contract. One additional facility, contracted with another Federal Agency, houses ICE detainees under a Task Order that incorporates the 2011 PBNDS with 2016 Revisions. CoreCivic has approximately 13,000 employees who are dedicated to carrying out the mission of our government partners. Offering continued service at our Otay Mesa Detention Center (Otay Mesa) puts us in perfect position to best assist with requirement B of the PWS, which requires the contractor to provide a facility capable of housing approximately 2,100 adult male and female detainees within the San Diego AOR.

CoreCivic has extensive history in providing the requested services to ICE in the San Diego area. In October 1998, CoreCivic (then CCA) entered into a contract with ICE (formerly INS) to house male and female detainees at the San Diego Correctional Facility which CoreCivic leased from San Diego County. The facility was expanded over the years with a final capacity of over 1,100. With the lease due to expire and the current San Diego facility to revert back to the County, CoreCivic constructed the Otay Mesa Detention Center as a replacement facility to continue housing federal populations under the existing contract(s). Originally constructed in 21 months

with completion in 2015, the facility recently underwent an expansion bringing its capacity to the approximately 2,100 beds requested in Requirement B.

The fact that we are currently operating under an ICE contract at this location should bring comfort that the day to day operations and care of the current and future detainee will go uninterrupted in the tight time frame of this adjustment. Otay Mesa employs dedicated, knowledgeable employees who will help ERO achieve the PWS requirements by providing safe and secure housing for the detainees entrusted into our care. The facility provides the detainees with meals, housing, space for medical care and programs designed to prevent idleness and provide for the needs of the detainee population.

The facility allows for controlled freedom of movement (based on security levels) and provides the detainees with both indoor and outdoor recreational activities. Detainees have access to three gyms, a large outdoor recreation area, and an extensive law library with a variety of legal resources, as well as unit-based arts and crafts, English Language Acquisition, and life skills programs.

A Volunteer Work Program is offered to eligible detainees who wish to participate. Religious services and programming is offered through the services of our full-time on-site Chaplain, with the utilization of our nationwide network of volunteers in a dedicated space for religious activities. A Visitation area will provide ample space for personal visits as well as private legal visitation. Please see the current Otay Mesa Detention Center building schedule on the following page:

**BUILDING SCHEDULE
2019**

Movement of detainees with different agencies, classifications, custody levels and gender coordinated by originating staff to destination staff and communicated via radio to the Corridor/Housing Zone Officers before movement permitted in the corridor. Corridor/Housing Zone Officers will strictly control and approve movement to and from each destination in the main corridor to ensure no mixing or conflicts occur with the different agencies, classifications, custody levels and gender during movements. The housing pods and other entities have their individual schedules posted.

TIME	ACTIVITY
0000	FORMAL FACILITY COUNT
0100	Email population count to FSC. ICE Perm-Outs to R&D
0145	<i>Stand by for count. Cease all detainee movement.</i>
0200	FORMAL FACILITY COUNT
0300	USM / ICE downtown courts and perm-outs to R&D Kitchen Workers Start Medical Call
0345	<i>Stand by for count. Cease all detainee movement.</i>
0400	FORMAL FACILITY COUNT
0500	Lights on. Sick-call list posted in pods.
0510	Program activity starts for Library (see schedule)
0515	Breakfast begins in conjunction with pill-call.
0600	Transportation departs facility with perm-outs and courts. CoreCivic court staging begins. (0800 Court)
0610	Program activity for library (starts and ends with assistance from Corridor Sergeant. and crash gate.
0700	Contact visitation begins 0700-1900, Saturday, Sunday & Federal Holidays for ICE only. (See schedule) Medical call. Incoming staff shift briefing begins. (1 st shift 0700-1530)
0710-0715	Program movement from and to library and chapel. (See schedule) Program movement to gymnasium. (See schedule)
0715	Staff turn over <i>Stand by for count. Cease all detainee movement.</i>
0720	Trash call.
0730	FORMAL FACILITY COUNT
0830	Visitation starts: Video 0845-1900 7 days a week; Attorney 0845-2100 7 days a week Medical call (0900 appointments). Sick call begins. Recreation yards open. Program activities return to housing from library and gymnasium.
0835-0840	Program activities to library, gymnasium and chapel. (See schedule)
0900	Kitchen workers rotate. (Lunch) Medication issued "Keep on Person" (KOP)
0930	Pill-call commences.
0940	Program activities return to housing from library, gymnasium and chapel.
0955-1000	Program activities to library, gymnasium and chapel.
1030	CoreCivic court staging begins (1300 Court)
1045	Medical call (1100 appointments)

**BUILDING SCHEDULE
2019**

1100 **Lunch service begins.**
Program activities return to housing from library, gymnasium and chapel.
Recreation yards secure.

1140-1145 Program activities to library.

1245 Program activities return to housing from library.
Medical call (1300 appointments)

1250-1255 Program activities to library and gymnasium.

1300 **Lunch service ends.**
Recreation yards open.

1340-1345 Program activities to chapel.

1355 Program activities return to housing from library and gymnasium.

1400-1405 Program activities to library and gymnasium.

1440 Medical call. (1500 appointments)

1445 Program activity returns to housing from Chapel.

1500 Kitchen workers rotate. (Dinner)
Recreation yards secured.
Incoming staff shift briefing begins. (2nd Shift 1500-2330)

1505 Program activities return to housing from library and gymnasium.

1505-1510 Program activities to library and gymnasium.

1515 Staff turnover.
Stand by for count. Cease all detainee movement.

1530 **FORMAL FACILITY COUNT. STANDING COUNT.**

1615 Program activities return to housing from library and gymnasium.

1630 Pill-call begins.

1640-1645 Program activities to library and gymnasium.

1700 **Dinner service begins** in conjunction with pill-call.

1745 Program activities return to housing from library and gymnasium.

1855-1900 Program activities to library, gymnasium and chapel.

1900 Dinner service ends.
Recreation yards open.
Contact visitation ends.

2000 Program activities return to housing from library, gymnasium and chapel. (chapel secures)

2005-2105 Program activities to library and gymnasium.

2105 Program activities return to housing from library and gymnasium.
All activities secured for the day.

2130 Recreation yards secured for the day.

2145 *Stand by for count and facility lockdown. Cease all detainee movement. All visitations secured.*

2200 **FORMAL FACILITY COUNT. FACE TO PHOTO. Upon count clearing, lights out and FACILITY LOCKDOWN.**

2300 Incoming staff shift briefing begins. (3rd Shift 2300-0730).

2315 Staff turnover.

2345 *Stand by for count. Cease all detainee movement.*

BUILDING SCHEDULE 2019

Video Visitation Schedule (7 Days a Week)											
Time	A060	C1	D	E	F063	J060	N060	Q	R	T	V
8:30 am – 10:30 am		C	D	E	F	G	M	Q			
1:00 pm – 3:00 pm	B	C	D	E	Med	H	L		R	T	
5:00 pm – 7:00 pm	A		D	E	J	K	N/P				V

- Visitors should be in the lobby 45 minutes prior to the scheduled video visit.
- Visits are limited to one (1) hour.
- Visit times are subject to change, based on the needs of the facility and approval of the on-duty Shift Supervisor.
- **NOTE: Introduction of contraband will result in denial of visits.**

Contact Visitation Schedule and Procedures (ICE Only)		
Time	Saturday	Sunday
7:00 am – 8:00 am	Medical	D
8:30 am – 9:30 am	M	N
10:15 am – 11:15 am	J	P
12:00 pm – 1:00 pm	K	L
1:45 pm – 2:45 pm		C-1
3:15 pm – 4:15 pm	A	C-2
4:45 pm – 5:45 pm	Q	T
6:15 pm – 7:15 pm	R	V

- Visitors should be in the lobby 45 minutes prior to the scheduled visit.
- Under no circumstances may visitors give property or money directly to a detainee.
- Visits are a minimum of one (1) hour.
- Only four (4) visitors allowed per visit. Minors must remain under the direct supervisor of an adult visitor, so as to not disturb other visitors. Excessively disruptive conduct by minors may result in the termination of the visit.
- **NOTE: Introduction of contraband will result in denial of visits.**

Special Visits for U.S. Marshals Detainee
Special visits may be approved, on a case-by-case basis. The person requesting a special contact visit must submit the request to the Chief of Security or Assistant Warden, either by telephone, letter or request.
Criteria for the visit include, but are not limited to:
<ul style="list-style-type: none"> ▪ Visitors must be immediate family. ▪ Distance the visitor travels must be greater than 250 miles one way. Visitors must provide proof of residence that corresponds with the long distance location. ▪ Reason for the visit needs be articulated, (ie: serious health issues of a detainee or family member, birth of detainee's child). ▪ Detainee's behavior and conduct, while detained.

BUILDING SCHEDULE 2019

Law / Leisure Library Schedule					
Time	Monday	Tuesday	Wednesday	Thursday	Friday
0505-0605	B / E	B / E	B / E	B / E	B / E
0610-0710	G	G	G	G	G
0715-0815	N / P	N / P	N / P	N / P	N / P
0840-0940	T / V	T / V	T / V	T / V	T / V
1000-1100	M	M	M	M	M
1145-1245	F	F	F	F	F
1255-1355	J / K	J / K	J / K	J / K	J / K
1405-1505	H	H	H	H	H
1635-1735	A	A	A	A	A
1810-1910	L	L	L	L	L
1915-2015	Q / R	Q / R	Q / R	Q / R	Q / R
2025-2155	C1	C1	C1	C1	C1

- Times subject to change based on facility needs.
- A leisure cart will be in place at each location and rotated weekly.
- If you have immediate needs, Unit Staff will contact the law library for you.
- Restrictive Housing Units and Medical will have their request picked up Monday-Friday at 0500. Place your requests in the Unit mailbox.
- Closed on all Federal Holidays and weekends.

Indoor Gymnasium Schedule							
Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
0715 – 0815	USM (M)	MHU2 High (M)	USM (F)	MHU2 High (F) ICE	USM (M)	N/A	USM (F)
0840 – 0940	H	A	NA	H	A	MHU2 High (M)	NA
0950 – 1050	J	K	C2	J	K	C2	0900-1100 ICE Special Detail
1100 – 1200	V	Q	NA	V	Q	NA	
1210 – 1310	M	N	D-Seg	M	N	D-Seg	N/A
1315 – 1415	P	F	MHU-Low	P	F	MHU-Low	11300 MHU2 High (F) ICE
1635 – 1735	L	G	NA	L	G	NA	NA
1745 – 1845	T	B	NA	T	B	NA	NA
1855 – 1955	E	R	NA	E	R	NA	NA
2010 – 2110	C1	NA	NA	C1	NA	NA	NA

- All recreation times are subject to change without notice to meet the needs of the facility.
- All general population units will have the opportunity to participate in the indoor gymnasium for 1 hour two days a week.
- Schedules intended to work around meals, counts and other programs in the facility.

**BUILDING SCHEDULE
 2019**

Chapel Schedule					
Time	Monday	Tuesday	Wednesday	Thursday	Friday
0715-0815					
0840-0940			B/E		G/H
1000-1100	K/Q/P	J/V	F		
1345-1445	N/R/T	C1	M	A	L

▪ All programs are subject to changes for security reasons. This includes dates, times and locations.


 Christopher LaRose, Warden

10/08/2019
 Date

To ensure full compliance with the requirements of the PWS, Otay Mesa has a highly skilled Quality Assurance Manager (QAM) who reports directly to the Warden. The QAM is responsible for managing the operational details and requirements of the QA Plan, overseeing American Correctional Association (ACA) accreditation, and assisting the Prison Rape Elimination Act (PREA) Coordinator in assuring full PREA compliance at the facility. The QAM will also coordinate the documentation related to the physical plant requirements of National Commission on Correctional Health Care (NCCHC) accreditation as the delivery of health services is performed by IHSC. In accordance with these responsibilities, the QAM performs quarterly inspections of certain key operational areas using CoreCivic's audit tool. The QAM notifies the Contract Operator Representative (COR) at least 48 hours in advance of these inspections to ensure he/she has the opportunity to participate. For additional information regarding contract fidelity/compliance, please see the responses to Factor 2, Quality Control Plan.

Background and Mission

CoreCivic has an extensive history of excellence and integrity in the corrections industry. As the leading national provider of high-quality corrections management services, CoreCivic has demonstrated a commitment to forging and maintaining long-term relationships with our client agencies. CoreCivic has a reputation of emphasizing a culture that promotes diversity, in both employment and business partnership, as well promoting ethical and sound business practices throughout the fabric of our organization. From our Chief Executive Officer (CEO) to the respectable and diligent frontline staff of any of our many facilities, CoreCivic believes that we all play an integral part in developing and maintaining a safe, secure and humane environment for each and every individual under our supervision. This culture is driven by our values which is represented by the acronym PRIDE. PRIDE stands for Professionalism, Respect Integrity, Duty and Excellence. These five values embody the full composition of our intentions and the execution of correction, detention and re-entry services.

CoreCivic's commitment to ICE is demonstrated by our 36-year partnership with ICE (and its predecessor agency INS). Currently, over 12,000 ICE detainees are housed in CoreCivic facilities as they go through judicial and diplomatic processes. We are both sensitive to, as well as committed to meeting the needs of various nationalities and ethnic groups that are housed at the facility. We pride ourselves in the longevity of our ICE partnership. Just as ICE has grown from the Immigration and Naturalization Service (INS) we at CoreCivic have evolved from a corrections/detention company to one that also provides re-entry center services and real estate only options in an effort to meet the ever growing needs of our partners and further the public good. The common threads of safety and security in a humane environment has bound the two agencies in multiple joint ventures throughout the years.

CoreCivic looks forward to the opportunity to build on our current relationship with DHS/ICE at our existing, fully operational Otay Mesa Detention Center. Otay Mesa is located in the east/southerly section of the County of San Diego. Otay Mesa is part of our Business Unit One, Division I managed directly by Managing Director, David Berkebile. The facility Warden, Chris LaRose has over 20 years of experience in the practice of corrections and detention services. Warden LaRose came up through the ranks at the Supermax Security Penitentiary for the Ohio Department of Rehabilitation and Corrections prior to joining the CoreCivic team in 2016. Much

like our first facility Houston Processing Center, which was established in 1984 and is still fully operational today servicing DHS/ICE, Otay Mesa executes on its promise to maintain and operate within the PBNDS and ACA standards. Otay Mesa shares in CoreCivic's rich history of ACA accredited facilities receiving their first ACA accreditation on September 11, 2001 at the San Diego Correctional Facility. They have continued this trend even in the transition to the current Otay Mesa location which received their accreditation as Otay Mesa Detention Center on November 16, 2016.

Scope of Work

The Otay Mesa Detention Center can accommodate approximately 2,100 adult male and/or female detainees. The facility is fully operational and operates twenty-four (24) hours a day, seven (7) days a week, three-hundred and sixty five (365) days a year. CoreCivic accomplishes this goal through scheduling best practices that ensure around the clock coverage while maintaining appropriate detention staff ratios. The staff schedule along with the building schedule creates the necessary checks and balances to ensure that the facility can meet or exceed the standard requirements set forth by all the standards required by the contract. Staff schedules are designed on a key card methodology. The key card method is an overlapping scheduling method that creates the necessary staffing relief to cover mandated, auxiliary posts and provide for necessary emergency posts. This is important for the mission to have this method to ensure adequate staffing at all times. This method provides clear understanding and commitment to a full year's schedule. The PTO and holiday schedule practices are designed to pre-schedule absences of the frontline officers in order to schedule the necessary relief to maintain the 24/7 operations of the facility.

The Otay Mesa Detention Center was built in 2015, and was recently expanded adding 512 beds. The design of the facility offers all of the requirements for safe and secure conditions of confinement as listed in the PWS. Otay Mesa is currently providing cafeteria style meals three times a day for more than 1,100 detainees. Meals are served hot and detainees are allowed approximately 20 minutes to complete their meal. The facility allows for the abundance of natural light, and the ability to provide both indoor and outdoor recreation activities.

Otay Mesa currently operates at the optimal 2011 PBNDS with 2016 revisions in the following areas:

- Recreation- Detainees are offered access to at least four hours a day, seven days a week to outdoor recreation.
- Special Management Unit- Detainees are offered at least two hours of recreation or exercise a day, seven days a week.
- Law Library- When requested and where resources permit, facilities provide detainees meaningful access to law libraries and legal material and any other related material on a regular schedule no less than 15 hours a week.
- Detainee.FM wireless headsets- Detainees are given FM wireless radios with access to both English and Spanish speaking channels
- Programs: Detainees are offered programs and classes that enhance their skills and quality of life.

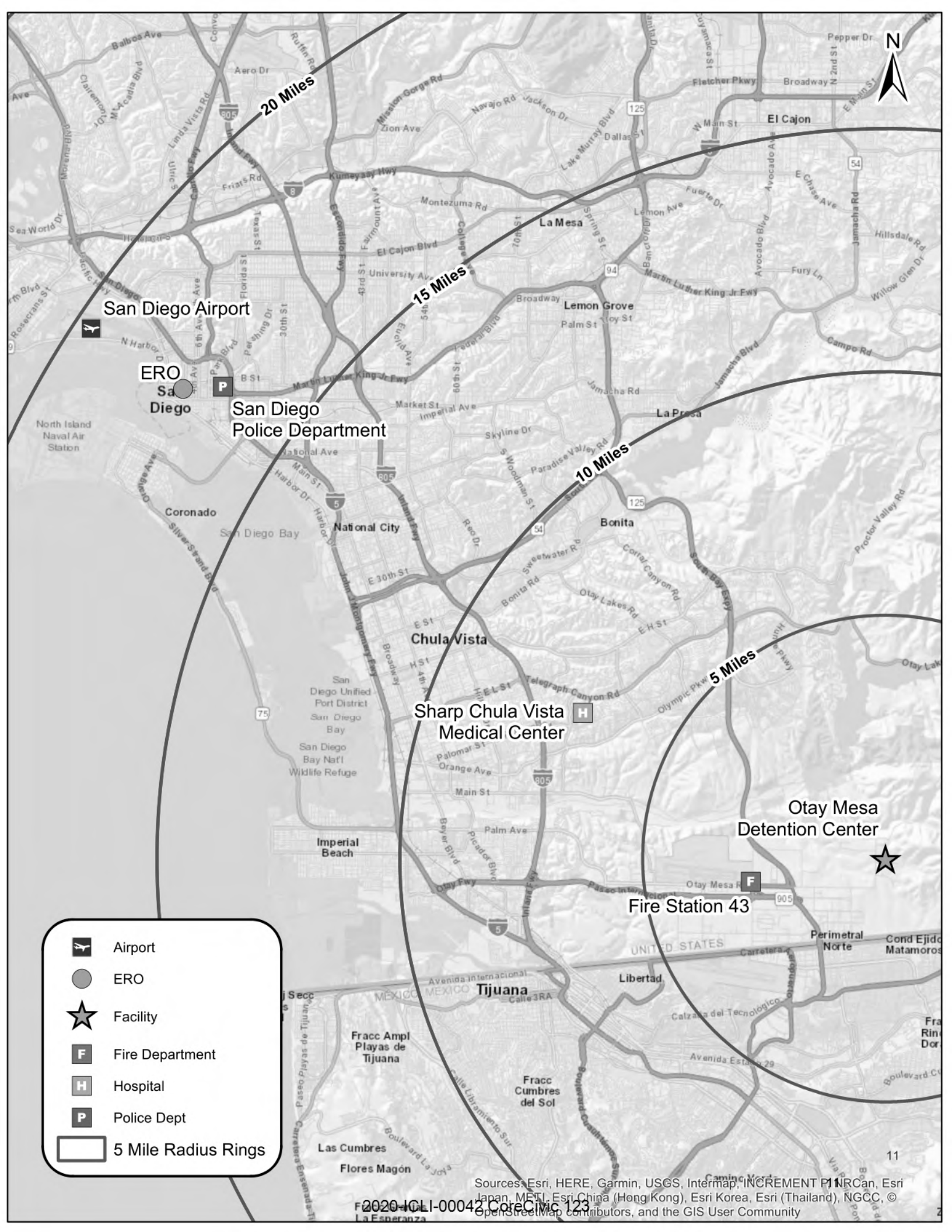
In accordance with the PWS Addendum 1, CoreCivic can provide virtual attorney visitation capability by adding five (5) VTC booths in the existing visitation area as illustrated in the drawing below. This addition will take 12 months to construct from the contract effective date.


(b)(4); (b)(7)(E)

FACILITY DESIGN CONCEPT

Facilities

The Otay Mesa Detention Center is located at 7488 Calzada De La Fuente, Otay, California in San Diego County. Construction started in November 2013 and was completed in less than two years. Otay Mesa was designed to achieve a LEED Silver certification. Otay Mesa is within the fifty (50) miler radius of the ERO and within the same 50 miles of local hospitals, police station, and a fire department. Please see map on following page:



	Airport
	ERO
	Facility
	Fire Department
	Hospital
	Police Dept
	5 Mile Radius Rings

San Diego Airport

ERO
San Diego

San Diego
Police Department

National City

Chula Vista

Sharp Chula Vista
Medical Center

Fire Station 43

Otag Mesa
Detention Center



We are pleased to say that Otay Mesa has all of the necessary business licenses necessary for compliance to all state, local, municipality and county laws. The facility is also in full compliance with all Occupational Safety and Health Administration (OSHA) standards.

We have provided a list of the current Otay Mesa Detention Center provisions for ICE Administrative space, EOIR waiting rooms, Court rooms, etc. All ICE Administrative offices, court rooms and EOIR rooms are complete with necessary furniture to complete daily tasks. The cost of the every five year replacement of the ICE office furniture, courtroom furniture and fitness equipment is included in the contract cost. Janitorial services for the second floor of the facility occupied by ICE will be provided through a contract with an outside cleaning agency. Since this is an existing operational facility we are requesting waivers for the ICE Design Standards and the site-specific requirements listed in the PWS and site-specific addendums. Please see the waivers request in Appendix 1.

Administrative and support space for ICE ERO staff including:

- 51 Offices
- 62 Cubicles

ICE OPLA

- 22 Offices
- 6 Cubicles for Support Staff
- 1 Secure File Room
- 1 Supply Room

Executive Office for Immigration Review (EOIR) Space

- 11 Offices
- 10 Cubicles
- 5 Courtrooms

Administrative/Common area

- Increased Intake Area
- Additional Holds Rooms near Courts
- Additional Attorney and General Visitation Space
- Break room with kitchenette
- Storage File Room
- Secure File Room
- Supply Room
- Interview Room
- Executive Conference Room (with VTC capability)
- Large Muster Room (with VTC capability)
- Work Out Room
- DT Mat Room

- Small Classroom
- Armory
- Copier/Fax/Printer/Shredder Area
- Male Locker Room/Restroom (not used/shared with detainees)
- Female Locker Room/Restroom (not used/shared with detainees)
- Separate Judges' Entrance

Electronic Requirements

- 220 phone numbers/lines/extensions
- 10 separate fax numbers/lines/extensions
- 10 VTC lines (PRI/T1) for two VTC systems
- 10 copiers (fax/scan capable) and supplies (such as paper and ink)
- Wi-Fi secure access throughout the facility

Parking

- A minimum of 50 onsite parking spaces used exclusively for Government and ICE visitors
- Separate secured parking for Government owned Transportation vehicles (approximately 12 buses, 20 Vans and other GOVs)
- Separate and adequate secured parking for contract personnel working at the facility, separate from the facility visitor required parking and DHS parking.

Physical Plant

The facility complex is enclosed by a double perimeter security fence illuminated with 30 foot high pole mounted lighting and monitored with twenty (20) security cameras.

- A 12 foot wide asphalt paved patrol road surrounds the entire perimeter fence.
- A non-lethal electrified fence is attached to the inner fence and monitored by Central Control.
- A 12 foot wide asphalt paved fire apparatus road allows fire department access into the secured perimeter and the vehicle sally port provides access through the double perimeter security fence to a service yard area abutting the facility
- A pedestrian sally port provides access through the double perimeter security fence to the public and staff entrance to the facility.

A two story conventional steel structure houses the entire facility under one roof and is clad with insulated precast concrete wall panels. The two story administration area has a steel bar joist and metal roof deck roof structure with a single-ply TPO membrane roofing system. The remaining one story portion of the building has steel bar joist and metal roof deck roof structure with a standing seam metal roof. The HVAC needs are provided by roof top mounted HVAC units aligned along the roof ridge of the building with roof walkway access to the units for maintenance. A solar water system preheats the water for the central mechanical room and provided hot water to the entire facility.

Detainee housing areas are constructed of exterior and interior precast concrete walls and precast concrete modules. Each general population dayroom unit (18) provides 4'-0" x 4'-0" skylights and (2) 8'-0" x 10'-6" security windows at the end of the dayroom to give the detainee access to natural light. A daylight harvesting system controls the interior lights by turning them on and off as needed throughout the day.

The Dormitory Housing units are comprised of a large open dayroom area with centralized group toilets, showers and drying areas. Each unit has its own partially cover outdoor recreation area.

- The housing unit support spaces includes multi-purpose and program spaces for detainee programs and educational use, medical exam room, barber/hair care room, storage room, and a unit management clerk/office suite area.
- Satellite utility spaces, including Electrical room and Security Electronics room and Dormitory dayroom toilet/shower utility chases are located to be accessed from the exterior of the building.
- Detainees are housed in eight-person precast concrete modules with concrete floors. Each module contains wall mounted bunks and surface mounted ceiling light fixtures.
- Upper level modules are accessed from the first level dayrooms by steel framed stairs with grating stair treads leading up to a concrete surface walkway.
- Dormitory housing unit pods are intended for direct supervisions and are comprised of dayroom area with fixed tables with stools and movable furniture to accommodate detainee housed in the dormitory unit, bunk area, group toilet area, group shower/drying area, offices, multi-purpose rooms, janitor closet, storage room, and a partially covered outdoor recreation area that allows for an abundance of natural light, all accessed directly from the dormitory dayroom space.

The Cell Housing units are comprised of large open dayroom areas with showers and drying areas. Each unit has its own partially cover outdoor recreation area. The housing units are designated for both General Population detainees and Special Management detainees.

- Satellite utility spaces, including Electrical room, Security Electronics room, and Cell bank utility chases for mechanical, plumbing and electrical items servicing the cell banks are located to be accessed from the exterior of the building.
- Detainees are housed in two-person precast concrete modular cells with concrete floors. Each cell contains wall mounted bunks, desks and seats; a combination toilet/lavatory plumbing fixture with mirror at the sink; surface mounted ceiling light fixture; and a vision-slit window at the back of the cells for and obscured view to the chase area.
- Upper level cells are accessed from the first level dayrooms by steel framed stairs with grating stair treads leading up to a concrete surface walkway.
- The housing dayrooms are intended for direct supervision and are provided with fixed tables with stools and movable furniture to accommodate all detainee housed in cells opening into the associated unit dayroom.
- The General population housing dayrooms include two offices, a multi-purpose room, a janitor closet, a storage room, group shower/drying areas, and a partially covered fence

outdoor recreation area for and abundance of natural light, all accessed directly from the dayroom.

- The Special Management Unit (SMU) housing dayroom includes an office, a medical exam room, a video visitation room, and individual shower rooms with detention doors incorporating cuff ports, and a covered outdoor area (for access to natural light) with detention fencing system cages all accessed directly from the dayroom.

Please refer to Volume I Appendix to view the current Physical Plant diagram.

Armed Transportation

All Otay Mesa Detention Center staff who have direct contact with detainees receive transport training. Weapons certification is also made available on a volunteer basis to direct contact staff whose normal job duties do not include transport. This allows us a greater pool of staff from which we can draw during times of unanticipated/emergent need. The authorized use of firearms is limited to the protection of the detainees and transportation officers from imminent threat of severe bodily harm or abduction. At least one officer will be of the same sex as the detainee. At no time will the armed transportation officer be the nearest to the detainee(s). Transportation officers will wear body armor at all times while on transportation duty.

Hospital and CoreCivic Vehicle Transports

- (b)(7)(E) officers assigned to transport.
- (b)(7)(E)
- Prior to detainee contact, e.g. arrival at hospital, (b)(7)(E)
- (b)(7)(E)
- (b)(7)(E)

Emergency Medical Runs (BLS, ALS, Life Flight)

- (b)(7)(E) officers are assigned to the transport.
- (b)(7)(E)
- (b)(7)(E)
- (b)(7)(E)
- (b)(7)(E)

Bus Transportation (Deportation JPATS)

- (b)(7)(E) officers assigned to transport.
- (b)(7)(E)
- Prior to detainee contact or entering the flight line (b)(7)(E)
- (b)(7)(E)

Otay Mesa Detention Center Officers receive a state certified license to carry and operate a firearm. Officers attend the training and must complete the course and field test within the California State guidelines. This allows the transportation teams to meet the ICE requirement of the PBNDS which

require the officers to be certified by state and local laws and regulations. Otay Mesa Detention Center currently provides for JPATS runs and other airlift transport needs to ICE without incident. Safety and security of the detainee, officers and the public is of the utmost importance when transporting detainees.

The vehicles at Otay Mesa Detention Center are equipped with 2-way citizens band (CB) radios, as well as systems that allow electronic monitoring from our central office in Nashville. In addition, all transportation staff at our ICE-contracted facilities are issued company cell phones prior to transport. CoreCivic provides the COR with the current status of all vehicles and post assignment employees upon demand. All vehicles are thoroughly inspected before and after any transport. Escape flyers and G-391 forms are filled out and signed by each transport officer and the transportation supervisor before and after each transport. All trips communicated to the transportation supervisor is considered confidential and only authorized parties are informed about the specifics of the transport. Transport officers maintain the integrity of the detainee's restraints and wellbeing throughout the duration of the transport. The officers also adhere to all driving time limitations set forth by the Department of Transportation. All designated transportation staff are given the opportunity to receive their Certified Driver License (CDL) so that they can operate the larger capacity vehicles.

On Call Guard Services

Otay Mesa Detention Center is equipped with a well-trained transportation department that is supervised by an Assistant Shift Supervisor. All medical and hospital trips are planned based on the circumstances in which the detainee needs to be transported. For on call medical/hospital trips, officers are weapons certified and able to carry the weapon. The officer that is handling the detainee will not have the weapon on their person. The two officers share the duties of checking the detainee's restraints every thirty minutes and then calling in to Central Control with the status of the detainee. The status of the restraints and the detainee's wellbeing is also recorded in a log book that remains on the post for the duration of the detainee's stay. The transport teams and hospital posts are balanced with both males and females in order to ensure that there is always one officer of the same sex as the detainee.

On the staffing plan there are posts prescribed specifically for general transportation and hospital tours of duty. The posts are staffed with minimum numbers to be staffed daily and also relief factors to ensure that there is coverage for absences and to cover any unplanned on call event that may arise. The Master Scheduler along with the Shift Supervisor, work together to revise and recruit staff for posts that are outside of the normal post rotation. Once they are made aware that there is a need for a transport, escort, or hospital duty, the roster is revised to include these on call posts and ensure they are filled with qualified staff as soon as possible. The procedure that is followed for emergency transports or other time sensitive duty posts is to pull qualified staff from the on-duty-roster and back fill with staff that is either called in or working in areas that can be temporarily shut down on a temporary basis until called in staff arrive to the facility.

Notification and Public Disclosures

Otay Mesa agrees that no public disclosures regarding the contract without submitting it for review and approval by the ICE Public Affairs and ICE Contracting Officer. Otay Mesa understands the necessity of confidentiality and discretion with all information regarding the contract.

Records

Guidelines for records retention at Otay Mesa can be found in CoreCivic Policy 1-15 for all non-detainee records and Policy 6-01 reviews the guidelines for detainee records storage, retention and archiving. Records retention guidelines are in full compliance with mandated federal laws and PBNDS standards. Employees are required to sign appropriate non-disclosure agreements.

PERSONNEL AND STAFFING

General

CoreCivic is well aware of the sensitive nature of servicing an ICE contract. We have had the pleasure of managing many facilities that address the needs of recruiting, hiring and retaining qualified employees. Otay Mesa is currently following all the ICE mandated requirements for recruiting, hiring and retention of contracted employees. Otay Mesa presently has a Human Resource Department that is well versed in the necessary processes to maintain the ICE contract.

Preliminary Fitness Determination

A preliminary fitness determination is made on every employee to determine if the candidate has potential to enter employment based on the contract award. Once the candidate has interviewed and been selected from the pool, they will undergo the ICE Preliminary Fitness and Background check. This process helps Otay with filling vacant positions faster and allowing for a more robust applicant pool to continue the success of the contract.

Background Investigations

Background investigations are an important part of ensuring that employees are screened for any security issues that may compromise the mission of the contract. All necessary forms including signed release forms that grant the facility and the contracting partner the right to review sensitive material regarding the potential employees past life experiences and acquaintances. Fingerprint cards and consumer report disclosure documents are obtained from each potential employee

Transfers from other DHS Facilities

One of the advantages of CoreCivic's long history with ICE is the amount of ICE contracted facilities that we currently operate. This gives our employees the opportunity for advancement and growth within the company by allowing them to transfer to or from ICE contracted facilities.

If the employee is transferring from a current ICE contracted facility and has a confirmed clearance that is less than five (5) years passed, that employee may transfer without having to submit to an eligibility background check. There may be necessary training courses that facility requires before the staff member takes a post. For employees transferring from a facility without an ICE clearance, they must submit and at a minimum receive a preliminary fitness determination (pre-clearance) before they can be transferred to the facility.

Continued Eligibility

Employees who are employed for five (5) years with Otay Mesa go through a re-confirmation of eligibility. This screening is done by the Personnel Investigator and Manager, Human Resources. All background and credit requirements must be met and maintained in order to have continued eligibility.

Required Reports

Terminations and/or resignations of all employees at Otay Mesa are communicated to the COR within the five (5) day window. Upon separation from the facility the employee must return facility issued identification badges and any other facility issued equipment before leaving the premises. If this is not feasible then the facility requires that the employee make arrangements to bring the items into the facility. Lost items must be reported immediately through the 5-1 Incident Reporting System and the employee must fill out a 5-1C report form explaining the circumstances of the loss.

Security Management

The appointed Corporate Security Officer at Otay Mesa Detention Center is listed on the staffing pattern as Personnel Investigator. The Personnel Investigator interfaces with OPR-PSU through the COR on any matters that pertain to employee security clearances. Clearances and rejections are sent directly to the Personnel Investigator and that information is then shared with the Manager, Human Resources.

Information Technology Clearance

All CoreCivic staff operating under an awarded contract resulting from this RFP are subject to background checks. CoreCivic will ensure that staff with access to telecommunications and automated information systems meet any additional background clearance requirements.

Information Technology Security Tracking and Override

All CoreCivic staff receive, at a minimum, pre-service and annual in-service training in cybersecurity awareness, accepted security practices, and systems rules of behavior in accordance with Policy 1-8, Use of Communication Devices, Computers, and the Internet; as well as Policy 4-1, Learning and Development.

Facility Staffing Plan, Floor Plan and Key Personnel

CoreCivic understands fully the sensitive nature of information inherent in operating a secure detention facility. Our Policy 1-7, CoreCivic Proprietary Information, requires CoreCivic employees to safeguard any "confidential or proprietary information of a third party, including customers, with respect to which the Company owes a duty of confidentiality by contract or otherwise."

Please refer to our proposed staffing plan, facility organization chart, and job descriptions for Key Personnel located in Factor 4, Staffing Plan where these items are also discussed in greater detail. CoreCivic strongly believes that the successful management of a secure facility begins with the selection of highly qualified and experienced individuals in Key Personnel positions and uses this approach in selecting the Key Personnel at Otay Mesa.

Minimum staffing needs are addressed thoroughly by Otay Mesa's skilled team, comprised of the Master Scheduler, Manager, Human Resources, Shift Supervisor, Assistant Warden and Warden of the facility. The needs are met through careful scheduling, hiring and retention practices. Otay Mesa currently adheres to all minimum staffing requirements and indicates that commitment on the daily roster. Mandatory staffing levels are bolded with an asterisk to indicate that it is mandatory. Shift Supervisors and the Master Scheduler ensure that these posts are filled at all times. The Master Scheduler reports directly to the Assistant Warden of Operations and with this practice, the Assistant Warden is informed immediately of any staffing discrepancies.

Supervisory staffing is the responsibility of the Chief of Security. The Chief maintains the schedules of the Shift Supervisors and Assistant Shift Supervisors to ensure that the facility has a consistent level of supervision. The supervisor's main responsibility is to keep the facility (detainees and employees alike) safe and secure. The Shift Supervisor and Assistant Shift Supervisor monitor the daily activities of the detainees with the help of the Senior Detention Officers (floor Sergeants). They also monitor and mentor staff in their work performance and training needs.

Key Personnel have the necessary authority assigned to them to ensure the mission of the facility is met. It is the Philosophy of CoreCivic to lead by example, with that being said it is important to hire and retain the most experienced corrections professionals to lead our team. A list of Otay Mesa's Key Personnel can be found in Factor 4, Staffing Plan.

Employee Health

CoreCivic agrees that maintaining employee health is crucial to its ability to perform the mission as outlined in the PWS. An integral part of ensuring the safety, security, and well-being of employees and detainees alike, is meticulous maintenance of employee health files in accordance with all applicable federal, state, and local laws and CoreCivic Policy 3-23, Employee Health.

All required pre-employment health screening, immunization documentation and titer results will be maintained in the employee's health file. Should any employee decline or refuse any of these recommended vaccines, an Immunization Declination Form will be completed and the Contracting

Officer Representative will be notified of the refusal. CoreCivic understands that ICE reserves the right to refuse employees who refuse vaccines.

Contractor Employee Rules

During pre-service training, each new employee is provided with a copy of CoreCivic Policy 3-3, CoreCivic Code of Ethics. The Code of Ethics contains policies, standards, and procedures that are designed to prevent and detect violations of law by the company and company personnel and promote an organization-wide commitment to compliance and ethical conduct. All CoreCivic employees are made aware of and must be familiar with and abide by the policies and standards in the Code of Ethics. The Code of Ethics is available in both a hard copy version and on the company's intranet site, also known as the Employee Portal. A written acknowledgement of receipt is obtained from every CoreCivic employee and is maintained in the employee file.

Minimum Standards of Employee Conduct

CoreCivic acknowledges the importance of maintaining a well-defined Standard of Conduct. Although the minimum standards expressed in the PWS are addressed within the parameters of the Code of Ethics mentioned in the paragraph above, (and documentation acknowledging receipt and understanding of which is required of every CoreCivic employee), CoreCivic will, upon request of the CO/COR, also require staff at Otay Mesa to sign a document acknowledging receipt and understanding of the standards as listed in the PWS.

Removal of Duty

Otay Mesa Detention Center is committed to compliance with all laws and regulations applicable to its business and operations. Over and above such legal restrictions, the company expects its directors and employees, as well as other covered persons, to conduct themselves in a manner consistent with Otay Mesa Detention Center values and otherwise to observe high standards of business and personal ethics in the discharge of their duties. Any employee who violates CoreCivic policies is subject to corrective action ranging from counseling, level 1, 2, 3 warnings, up to and including termination of employment. The company has discretion to determine the type and severity of corrective action to be taken. All disciplinary actions are documented in our Employee Relations System.

Tour of Duty/Post Relief

Otay Mesa runs three eight hour shifts for twenty-four hour a day coverage. Staff are assigned posts based on their skills and their shift time and duration is dependent on their daily post assignment. The facility staffing pattern provides enough relief so that there is not a need for dual post positions. Each post assignment is filled with dedicated and skilled staff. The Shift Supervisor ensures that all posted staff are given the opportunity for breaks. Proper relief by an equally qualified officer is sent to the area in which relief is needed. At no time is an officer to leave their post without proper relief.

Personnel Files

Otay Mesa's Policy 3-9, Employee Records, mandates that only information needed by the company to conduct its business or as required by federal, state, or local law will be kept in employee records. For each employee, five types of files will be maintained:

1. General employee file;
2. Background screening file;
3. Medical file;
4. Training file; and
5. I-9 Employment Eligibility Verification forms with appropriate documentation.

Policy 3-9 allows access to employee records for auditing purposes and when contractually-required. All employees are required to sign Form 3-9B, Employee Records Review Acknowledgment, which is maintained in the employee file. Records will be maintained for the duration of the staff members' employment.

Uniforms Requirements

The CoreCivic uniform and overall dress, grooming, and appearance of CoreCivic employees and contract staff is an essential component to our ability to maintain a safe and secure environment for our employees, detainees, visitors and community as a whole. CoreCivic provides specific requirements and criteria regarding CoreCivic-issued uniforms. This includes the items to be worn, the overall look of the uniform, the circumstances under which uniforms may or must be worn, and the authorization of a uniform allowance. CoreCivic utilizes photographic ID badges for employees and requires them to be worn at all times while working. Employees with other certifications are also required to on their person while on shift. Such credentials include but are not limited to:

- Firearms certification/license (Transports) (Perimeter)
- Driver's license (Transport)
- Commercial Driver's License (CDL) Transports

Permits and Licenses

The State of California does not require licensing of detention officers. For those positions that do require licensing/certification (e.g., licensed medical and mental health staff, Food Service employees, CDL drivers, etc.), verification of licenses is a condition of employment.

Work Schedules

CoreCivic's proposed Staffing Plan, located in Factor 4, provides for a full-time Master Scheduler. The Master Scheduler has primary responsibility for preparing work schedules, tracking time worked and Paid Time Off (PTO), as well as late clock-in/clock-outs and no-show/ no-calls for all supervisory and Detention Officers working at the facility and/or off-site.

Staff may not leave their post until properly relieved. Sufficient relief factors and non-mandatory post staffing (including supervisory staff) has been included in the Staffing Plan to ensure that all personnel on mandatory posts have sufficient opportunity for rest and relief during shift.

Beginning and ending of shift times are noted on the facility staff roster. Each employee is supplied with their own personal schedule. Otay Mesa operates on eight hour shifts. Staff may be asked to stay beyond their original work time in some cases due to facility needs. Staff must be properly relieved by another qualified staff to vacate their post unless otherwise advised of post-closing. At the beginning of every shift, the Shift Supervisor and Assistant Shift Supervisor meet in the corridor near the time-clock. At this time roll call commences and the supervisor takes account of the staff by confirming names on the roster. Staff are expected to be dressed in full uniform and ready for duty upon entry into the facility. Once staff are clocked in, the supervisor briefs the staff on issues concerns and announces post assignments.

After the staff briefing, they are then released to retrieve any necessary equipment and keys after which they go to their assigned post to relieve the officer on duty. The on duty officer is not officially off work until they have clocked out and returned all facility equipment.

Rest periods or breaks are given to the staff in scheduled rotation. There are staff identified on the staffing plan for this purpose. The Shift Supervisor is responsible for ensuring that all posted staff are given the opportunity to take breaks from their posted work stations.

Training

At CoreCivic, our Learning and Development mission is to design, implement, and support individual and organizational learning and development as a means for maximizing employees' potential that ensures the availability and growth of talent to successfully lead CoreCivic. Our departments support this mission by providing organized, planned, and evaluated training programs for employees, contractors, and volunteers to enhance job knowledge, performance skills, and employee competence. Our Learning and Development policies establish procedures by which training is accomplished for all CoreCivic employees.

CoreCivic training curricula are designed to meet, and in some cases exceed, requirements of the ACA, NCCHC, the Prison Rape Elimination Act, and the requirements of our government partners.

A qualified full-time Learning and Development Manager (LDM) coordinates delivery and implementation of the comprehensive, integrated training program for facility employees. The LDM is supported by FSC Enterprise Learning. A Business Unit Learning and Development Manager is assigned to each of the three CoreCivic Operations business units to ensure program integrity, consistency, and compliance with training standards.

Orientation

All new employees including all full-time health care employees, complete a minimum of forty (40) hours orientation training before undertaking their assignments. At a minimum, the orientation program includes instruction in the following:

- The purpose, goals, policies, and procedures for the facility and partner agency/facility goals, objectives, and organization;
- Security and contraband regulations;
- Key control;
- Appropriate conduct with detainees;
- Responsibilities and rights of employees;
- Universal precautions;
- Occupational exposure;
- Personal protective equipment;
- Bio-hazardous waste disposal;
- An overview of the correction field/program overview/overview of the criminal justice system;
- The emergency plan;
- Working conditions;
- Personnel policy manual;
- Personnel policies;
- Tour of the facility;
- Code of ethics;
- Staff rules and regulations;
- Aspects of Sexual abuse and harassment;
- Procedures for the suicide prevention plan; and
- Recognizing signs and symptoms of mental illness.

New Custody Employees

All new employees whose job duties require direct contact with detainees complete a minimum of one hundred twenty (120) hours of training during their first year of employment. At a minimum, this training covers the following areas (topics):

- Security and safety procedures;
- Emergency and fire procedures;
- Supervision of detainees;
- Suicide intervention/prevention;
- Use of force;
- Detainee rights;
- Key control;
- Interpersonal relations;
- Communication skills;

- Standards of conduct;
- Cultural awareness;
- Sexual abuse/assault intervention;
- Code of ethics; and
- Self-defense.

In-Service Training

All professional specialists, specialized employees, administrative, support, clerical, contract, and part-time staff will receive forty (40) hours of training, in addition to their orientation training, during their first year of employment and forty (40) hours of training each year thereafter in areas related to their position. At a minimum, this training includes the following areas:

- Security procedures and regulations;
- Supervision of detainees;
- Signs of suicide risk;
- Suicide precaution;
- Use of force regulations and tactics;
- Report writing;
- Detainee rules and regulations;
- Key control;
- Rights and responsibilities of detainees;
- Safety procedures;
- All emergency plans and procedures;
- Interpersonal relationships;
- Social/cultural lifestyles of the detainee population;
- Cultural diversity;
- Communication skills;
- Cardio Pulmonary Resuscitation (CPR)/first-aid;
- Counseling techniques;
- Sexual harassment/sexual misconduct awareness; and
- Code of ethics.

On the Job Training

On-the-Job Training is conducted under the direction of the employee's supervisor and coordinated by the facility LDM. The facility LDM assist facility supervisors and managers in establishing structured OJT training tasks for every position at the facility.

The Correctional Officer On-the-Job Training Verification form or the template Position-Specific On-the-Job Training Verification form for each position will identify facility-specific tasks to be completed and the performance level at which each task will be measured. An OJT form must be completed whenever an employee encounters status changes in any of the following areas:

- Job title;
- Position duties; or
- The employee transfers to another facility (unless the same position was previously held at the same facility or the facilities' management contract is with the same agency from where the employee transferred).

Activities are supervised by an individual equivalent or higher in rank to the individual receiving the training.

Basic First Aid and CPR Training

All facility employees receive Basic First Aid and CPR training during initial pre-service training and annual refresher training.

Supervisory Training

CoreCivic takes particular pride in the success of its enterprise-wide leadership development program. This program is offered to all frontline, managers, and administrative duty supervisors and is designed around the competencies required for each position.

In 2014, CoreCivic announced the creation of CoreCivic University, a vertically- aligned academic model designed to promote personal and professional development. CoreCivic University is an enterprise-wide learning and development vehicle based on CoreCivic's key initiatives and strategies. Through CoreCivic University, we aim to improve our employees' engagement, teamwork, development, and exposure to various subject matter experts.

CoreCivic University has three distinct colleges operating within the University framework with missions to develop and advance the internal leadership bench, refine and innovate operational management practices, and modernize business skills.

With career and industry learning professionals leading the strategy and execution of CoreCivic University, our College of Leadership has generated sustained year-over-year improvement on key metrics, most notably staff turnover and promotion rates.

Training Documentation

CoreCivic utilizes a Learning Management System which automates the training administration processes, enables on-line learning, and supports CoreCivic's competency and performance management programs. The facility Learning and Development Manager monitors all training conducted at the facility.

All training files for individual CoreCivic employees, as well as the classes conducted, are maintained electronically in Talent Central myLearning, which can be accessed from both the facility and the corporate office.

DETENTION SERVICES

Detention Site Standards

Otay Mesa Detention Center received its initial ACA accreditation on November 16, 2016. This is the accreditation earned by the facility since it began operation in its current location; however, its predecessor facility (the San Diego Correctional Facility) held an ACA accreditation since September 11, 2001. The facility prides itself on its most recent score of 100%. The facility is in compliance with the minimal 2011 PBNDS with 2016 Revision standards. The facility provides bilingual staff along with a language line to meet the needs of detainees with limited English speaking proficiencies.

Health and Medical Care Policies

Health care is handled by IHSC in the Otay Mesa Detention Center. The facility provides transportation for medical appointments or hospital runs. Although medical services are not directly handled by any of the Otay Mesa staff, the medical department is equipped with security staff that monitor and secure the detainee while receiving medical care and services. Security staff are located in the clinic area and also posted in the hallways to monitor the movement of those who are going to and from the medical department.

Detainee Voluntary Work Program

Detainees can volunteer to work in different areas of the facility. Detainees can work in the kitchen to help prepare meals or in the units as porters. There are other opportunities in which the detainee may be able to volunteer for that are more project specific such as buffing and waxing the floors or touching up the paint on the walls of the facility. The jobs coordinator in the facility reviews all of the requests for work and evaluates the suitability for the area in which the detainee is asking to work. The evaluation is based on the detainee's facility behavior and classification level. The jobs coordinator reviews all application against the Security Threat Group (STG) reports to ensure that all of the detainee workers are clear of any safety and security risk. A member of the Unit Team is responsible for tracking time and making sure the detainee gets paid on time. Before any detainee can go to work they must be cleared through the medical department and attend any necessary training.

ADMINISTRATION AND MANAGEMENT SERVICES

Receiving and Discharge of Detainee

Otay retains the right of refusal of any detainee that is found to have medical conditions beyond the scope of the current approved health care providers operating procedures. In the event that this issue arises at Otay Mesa the Warden will communicate with the COR on the necessary plan of action based on whether the detainee is already in custody or in transit to the facility.

Upon entry to the Otay Mesa Detention Center, the detainee goes through a robust reception and orientation process. Otay Mesa adheres to the standard of no more than a 12 hour intake for any

one detainee. All detainees undergo a thorough orientation of the institution's procedures, rules, programs and services once they enter their housing unit. Intake officers have specialized training to ensure that the detainee's experience during orientation is productive and efficient. Prior to accepting any detainee into custody, staff must determine that the detainee is legally committed to the facility and that the detainee is not in need of immediate medical attention. *(4-ALDF-2A-19)*. The initial process upon entry of the facility is as follows:

- Detainee property is searched *(4-ALDF-2A-20)*;
- Detainee pat search (ICE detainees are not strip searched unless otherwise authorized by the Warden or designee in accordance with the procedures outlined in policies 9-5 *(4-ALDF-2C-03)*);
- Metal detector screening;
- Issuance of proper institutional clothing and supplies;
- Initial Classification (flagged detainees are classified first) *(4-ALDF-2A-25)*;
- Assigned to temporary holding cell (based on their immediate security needs or mental condition) *(4-ALDF-2A-22)*;
- Recording basic personal information;
- Criminal history check through information provided by ICE;
- Photographing;
- Facility Identification card issued (Name, Agency Number, Commissary Number);
- Fingerprinting;
- Notation of identifying marks or other unusual physical characteristics;
- Medical, dental and mental health screening;
- Suicide screening;
- Orientation video and Detainee handbook; and
- Inventory of property to include US currency, checks and money orders for proper accountability *(4-ALDF-2A-23)*.

In accordance with the Department of Justice PREA Standards and Department of Homeland Security SAAPI Standards the Admission and Orientation process.

- a) The facility assesses all detainees upon intake to identify those likely to be sexual aggressors or sexual abuse victims and house detainees accordingly to prevent sexual abuse, taking necessary steps to mitigate any such danger. The facility also uses the information to determine assignment of detainees to recreation, voluntary work and other activities.
- b) Each new arrivals are kept separate from the general population until he/she is classified and may be housed accordingly.
- c) The facility considers, to the extent that the information is available, documented criteria to assess detainees for risk of sexual victimization.
- d) The initial screening considers prior acts of sexual abuse, prior convictions for violent offenses, and history of prior institutional violence or sexual abuse, as known to the facility, in assessing detainees for risk of being sexually abusive as outlined in (PBNDS 2.11 and by PREA DOJ standards).
 - i) Detainees are not disciplined for refusal to answer or for not disclosing.

- ii) The facility has controls in place to disseminate within the facility the responses to the questions asked pursuant to this screening in order to ensure that sensitive material is not exploited.

Detainees who are considered at risk are placed in the least restrictive housing that is available and appropriate.

All detainees who are being released or transferred to another facility are released or transferred in a timely manner and in accordance with the law. The time, point and manner of release from a facility is consistent with safety considerations and takes into account special vulnerabilities, and is at the direction of the agency authority.

Facility release procedures are approved by ICE/Enforcement and Removal Operations (ERO). Steps in the release process include, but are not limited to **(4-ALDF-5B-18)**:

- a. Verification of identity;
- b. Verification of release papers;
- c. Completing out-processing forms;
- d. Closing files;
- e. Fingerprinting;
- f. Return of personal property;
- g. Reclaiming facility-issued clothing, identification (ID) cards, handbooks, and bedding – verification that no facility property leaves the facility;
- h. Arrangements for completion of a pending action, such as grievances or claims for damages or lost possessions;
- i. Checking writs and warrants;
- j. Medical screening and arrangements for community follow-up where needed to include medication; and a detailed Medical Care Summary; and
- k. Instructions for forwarding or return of mail.
- l. In accordance with ICE PBNDS 4.3 Medical Care, the Health Services Administrator or designee ensures the Warden receives notice of all medical/psychiatric alerts or holds.
- m. The Warden is responsible for notifying ICE/ERO of any medical alerts or holds placed on a detainee that is to be transferred.

After verifying the documents, the facility uses the most expeditious means of communication (e.g. public address system) to instruct the detainee to report to the nearest officer. The officer checks the detainee's wristband to verify his/her identity.

All CoreCivic facilities utilize an approved formal classification system, the Offender Management System (OMS), to effectively manage detainees and reduce the probability of assault and disruptive behavior; enable staff to match the level of detainee supervision and oversight with risk in all areas of housing, work, programs, recreation and other activities; and provide a process to conduct systematic reviews to ensure detainees are appropriately assigned in a manner that enhances safety and security (**ALDF-2A-30**). The classification plan and custody assessments are administered according to the current U.S. Department of Immigration and Customs Enforcement (ICE) Performance-Based National Detention Standards (PBNDS), Standard 2.2 Custody

Classification System. The classification system uses verifiable and documented data about detainees (*4-ALDF-2A-30*).

The initial classification process at Otay Mesa is conducted by a member of the Unit Management team. The Chief of Unit Management oversees the scheduling of Unit Staff to ensure that the appropriate number of team members are available to meet the needs of the detainee population. This includes scheduling the appropriate unit team member for the intake process. If the initial ICE Classification score produced by the ICE Field Office is not provided upon initial arrival of the detainee, the Form 18-100B, ICE Custody Classification Worksheet is utilized to document and score information about each detainee in order to produce a total custody classification score.

There may be consideration factors such as risk of vulnerability, victimization or assault that may affect their scores. When making classification and housing decisions for transgendered or intersex detainees, staff consider the detainee's gender self-identification and an assessment of the effects of placement on the detainee's health and safety. The facility Housing plan is the tool by which fully classified detainees are housed within the facility. The Facility Housing Plan includes the following information:

- Identification of Unit;
- Number of Beds;
- Gender of detainees;
- Adult or Juvenile;
- Contracting Agency;
- Classification level of detainees housed; and
- Unit population profile.

Otay Mesa's Classification system scores detainees based on four security levels: Low, Moderate Low, Moderate High and High. Detainees of all custody levels may be housed in Health Services and segregation if necessary; however, restrictions /handling instructions between different classification levels are clearly defined and provided to the staff managing those detainees. Single cell occupancy cells are made available in the event qualifying factors exist, such as, severe medical disabilities, serious mental illness, sexual predator, likely to be exploited or victimized by others, and maximum or high level custody to ensure safety and security.

Good decisions must be made in the assignment of work and programs to ensure that undue risk is not being placed upon the facility, therefore high custody detainees are not assigned to work areas where they have access to class "A" tools or work in assignments within close proximity of exterior sally port(s) or the facility secure perimeter. Outside of this standard, detainees are considered for voluntary work based on criminal history, current offense type, and history of violence, attempted escape, and predatory sexual behavior, length of sentence, institutional conduct and Security Threat Group (STG) designation. Work assignments are approved through the unit team where the detainee is housed.

Detainee Assets (Funds, Property)

During Admission to the facility, the intake officer conducts a thorough search of the detainee's possessions to ensure no contraband items exist. Staff search and inventory detainee property only in the presence of the detainee(s), unless instructed otherwise by the Warden. All ICE detainee baggage and facility containers are to be tagged and handled in accordance with ICE PBNDS 2.5 Funds and Personal Property. Medical staff determine the disposition of all medicine accompanying an arriving detainee. Identity documents for ICE detainees such as passports, birth certificates, and driver's licenses are inventoried and given to ICE/ERO staff. Detainees are only allowed to retain personal property as authorized by facility policy.

Personal clothing not allowed by policy are collected, inventoried, placed in a laundry bag provided, and forwarded to the Laundry Department to be cleaned and returned back to the Property Room for storage (4-ALDF-2A-23 and 24). A forwarding address is obtained from every detainee for use in the event that personal property is lost or forgotten in the facility after the detainee's release, transfer, or removal. Upon completion of the Disposition of Non-Allowable Property receipt (OMS-generated), the intake officer and the detainee sign the Personal Property Form. Distribution is as follows:

- a) Original - To file;
- b) Copy - To be placed in detainee's property bag; and
- c) Copy - To detainee.

Upon admission, detainees receive information regarding allowable personal property. Information may be disseminated using the Allowable Personal Property List or the detainee Handbook as required by the PBNDS. The information is given so that the detainee has a clear understanding what items they are able to keep and which ones they cannot to include but not limited to money, pictures and other personal items. The detainee has the option to request an ICE/ERO-Certified copy of any identity document such as passports, birth certificates, etc. which are placed in their file. An allowable property list is accessible to the detainee throughout the period of time that they are in the facility.

All non U.S. currency are listed on the Form 14-6A, Disposition of Non-Allowable Property and mailed out or placed in the appropriate storage area along with the detainee's other personal property. The Property Officer or designee completes the Form 14-6A verifying all U.S. money confiscated from the Detainee. The detainee is required to sign the form acknowledging the amount confiscated for deposit. If the amount of currency exceeds twenty-five dollars (\$25), two (2) officers must count the money and sign the Form 14-6A verifying the amount. All funds are documented through OMSe or a triplicate receipt book. In accordance with the PBNDS, Otay Mesa uses the G-589 property form to document any money removed from the detainees possession and a separate G-589 for any other types of currency that the detainee may have on their person. Monies and documentation are then placed in a secure drop box. There should be three copies of the G-589 form and the detainee should get one once it is signed by the two present officers and the detainee.

Upon release, after verifying the detainee's identity, the processing officer takes physical possession of the housing ID card, handbook, supplement and locker key (if applicable) handed back by the detainee. The officer dates and signs the back of the Form I-385 Alien Book Record (or specified form) and removes the bottom portion(s) of the detainee's Form I-77(s). Before returning the property to the detainee, the officer explains the form and requires the detainee to sign his/her name on the bottom of the Form I-77 or on a separate piece of paper. The processing officer compares the blue and pink copy of the Form G-589 inventory form with the white copy presented by the detainee. If the detainee's documentation is in order, the officer returns the funds and has the detainee sign the blue copy of the Form G-589 confirming receipt of the inventoried property. The signed sheet goes in the detainee's detention file and a copy is given to the detainee.

If the detainee claims to have lost the white portion of the Form G-589, the processing officer notes this on the blue copy, which he/she and the detainee certifies by signing immediately below. Staff should ensure that the content of the form is clear and that the detainee is made fully aware of what he/she is signing in a language or other manner with the detainee can understand. If it is determined that property is missing or unaccounted for, the detainee completes a Form I-387 Report of Missing Property or equivalent. The detainee is provided instructions on the appropriate office to contact in order to follow up on the government's search for lost property. In addition, the detainee is informed as to how the property is returned if it is located.

Facility Operations

Key control is an essential element in the safety and security of a Facility. In order to provide a system of accountability and smooth operation for key control, which balances both safety and security, policies and procedures are necessary. Key management procedures are as follows:

Key Management

The Chief of Security is the Key Control Manager at Otay Mesa and has overall responsibility for key control management. Maintaining the Key Inventory, issuance of duplicate keys, replacement of damaged or broken keys and quarterly inventory of the overall key control procedure on a day to day basis is handled by the Armory Sergeant (Senior Detention Officer).

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Key Issuance

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Removal or Addition of Keys

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Lost Keys or Broken Keys

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Exchange of Keys

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Change of Lock or Lock Location and Inventory

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Shift inventory

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Quarterly Inventory and Lock Check

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Prevention of Sexual Abuse/Assault

Since the 2014 publication of the Department of Homeland Security (DHS) Standards to Prevent, Detect, and Respond Sexual Assault in Confinement Facilities, CoreCivic has taken a leadership position on this important public policy issue. CoreCivic developed an aggressive plan with the goal of reducing the risk of victimization through sexual abuse. This plan is articulated in CoreCivic Policy 14-2 DHS, *Sexual Abuse Prevention and Response*. CoreCivic adopted a "zero tolerance" approach and implemented a comprehensive Sexual Abuse and Assault Prevention and Intervention (SAAPI) Program. Key features of the CoreCivic program, include the following:

- A full-time Prevention of Sexual Assault (PSA) Coordinator at the Senior Director level in the CoreCivic Corporate Office. This position is responsible for the development, implementation and oversight of company policies and procedures, company compliance efforts, reporting requirements, and audit processes related to PREA. This individual is an on-site liaison at the facility during PREA Audits. The facility will add a PSA Compliance Manager. This will be a new position at the facility that will be on-site and dedicated to PREA.
- A full time Director Investigations and Compliance devoted to SAAPI and PREA. This position is responsible for reviewing all sexual assault Investigations completed at the facility level, monitoring training for sexual assault investigators, and working with law enforcement to enhance cooperation. The Director of Investigations provides on-site training at facilities in sexual assault investigations. This individual also coordinates data collection received from the facilities and conducts analysis to identify possible trends in sexual assaults.
- A Prevention of Sexual Assault (PSA) Compliance Manager appointed by the facility Warden, who maintains responsibility for the Sexual Abuse and Assault Prevention and Intervention Program at the facility level. He/she must hold a management level position and provide supervisory oversight to ensure the coordination of facility departments in the prevention, detection, intervention, investigation and discipline/prosecution components of the CoreCivic PREA Policy.
- A facility Sexual Abuse and Response Team (SART) comprised of skilled facility staff who have a primary role in provided a coordinated response to reported incidents of sexual

abuse. The team provides victim assessment and support needs, ensures reporting requirements are met, and that policy and procedures that protect the safety of staff and detainee have been followed.

- Staffing plans that provides for effective levels of staffing and, where applicable, video monitoring to protect detainee from sexual abuse.
- A comprehensive Pre-Service and In-Service training program to train employees on their responsibilities in preventing, recognizing and responding to sexual abuse. The program incorporates the unique vulnerabilities of transgender, intersex and gender nonconforming detainee.
- Background checks on all prospective employees to remove those who have engaged in sexual abuse from consideration for employment.
- An objective screening process using a CoreCivic Screening Tool that has been recognized as exceeding DOJ PREA Standards as well as DHS Standards. Detainee are screened for risk of being sexually abused or sexually abusive, and this information is used to assign housing, bed, work, education and programming.
- A comprehensive detainee education program conducted during intake and orientation. detainee will receive both written and video information on topics such as self-protection from sexual abuse, how to safely report incidents or threats, and treatment and counseling services available.
- Awareness efforts (such as posters conspicuously placed throughout our facilities) that emphasize CoreCivic's zero tolerance approach and encourage employees and detainee to report allegations of sexual abuse or harassment.
- Multiple channels for detainee to report sexual abuse and harassment, including internal mechanisms allowing detainee to confidentially report incidents to staff either verbally or in writing. CoreCivic facilities post telephone numbers of internal and external 24 hour hotlines and numbers and or addresses for to report incidents and remain anonymous upon request. Third party reporting information is posted on the CoreCivic facility web site. Staff have the option to report abuse on behalf of an detainee by contacting the CoreCivic Ethics Line.
- CoreCivic ensures that all sexual abuse and sexual assault allegations are investigated promptly and thoroughly. Allegations that would be criminal in nature are referred to law enforcement for an investigation. CoreCivic maintains Memorandum of Understanding with local law enforcement to ensure mutual understanding of reporting requirements. MOUs are also maintained with local hospitals to ensure access to forensic medical examinations and with rape crisis centers to ensure victim advocate services.
- A comprehensive audit process that includes layers of internal audits. Each year all CoreCivic facilities go through an Operational Audit conducted by our QA team that includes an evaluation of PREA compliance. Prior to each PREA Audit conducted by the external independent certified PREA Auditor, CoreCivic conducts an internal Mock Audit using internal certified PREA Auditors. The internal audits provide valuable information needed to identify and correct potential problems in PREA Policy and practice.
- Management oversight of the program through a PREA committee consisting of company officers and healthcare, legal and corrections professionals.
- Regular oversight by the company's Board of Directors, including quarterly review of key program information.

Collect and Disseminate Intelligence Information

At Otay Mesa the Facility Investigator along with the Security Threat Group (STG) Officer are

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The Director, Classification & STG provides oversight of the STG Program at the Facility Support Center level and is responsible for:

- Coordinating and disseminating STG intelligence information to facilities throughout the company;
- Providing resources and guidance to facilities;
- Coordinating training;
- Tracking and monitoring companywide STG information;
- Collecting and sharing STG intelligence information with correctional managers and other criminal justice agencies, law enforcement, and customers;
- Serving as the company liaison with national gang associations and outside investigative agencies; and
- Conducting research as necessary to ensure companywide programs meet requirements to successfully manage STG activity and enforce zero tolerance.

STG Officer/Designees are responsible for:

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ICE Notifications

Although ICE notifications vary by circumstance, communication with ICE is in full compliance with PBNDS standards. CoreCivic's Incident Reporting System is designed with our partners in mind. The process includes not only the collection of all necessary information to investigate any level of infraction but also to ensure that all proper notifications are made in a timely manner.

Otay Mesa utilizes the Incident Report Database (IRD) to record and report out on incidents in the facility. Employees authorized to access the IRD must protect the information from unauthorized disclosure, modification, or destruction, to ensure that the integrity, confidentiality, and availability of the information is not compromised. Incidents reported through the IRD will be electronically stored in accordance with CoreCivic Policy 1-15, Retention of Records. In the event the IRD is inoperable, manual forms are filled out in accordance to policy in the same mandated time frames.

The purpose of preparing incident reports and incident investigation reports is to document specific events, to evaluate trends, and to evaluate procedures utilized prior to, during, and after an incident. Incident reports contain only factual information regarding the specific incident and do not contain opinions or conclusory statements. These reports are utilized when reporting to ICE any accidents, disturbances, fights and any other unusual incident that disrupts the normal daily activity of the facility.

Otay Mesa's policies and procedures include the process by which incidents are investigated and communicated to our ICE partner. A brief description of the notification process is provided below:

Priority I Incident: When a Priority I Incident occurs the Warden or designee immediately notifies the COR, Managing Director, Facility Operations, (b)(6); (b)(7)(C) who in turn contacts the Vice President, Facility Operations (b)(6); (b)(7)(C) The Vice President, Facility Operations is responsible for immediately notifying the Office of General Counsel and determining the need for additional notification to senior management. Examples of Priority I incidents include but are not limited to: Any significant disturbance (such as group demonstrations, food boycotts, work strikes, work-place violence, civil disturbances, or protests), the activation of a disturbance control team staff use of lethal and less-lethal force, assaults on staff or detainees resulting in injuries requiring medical attention; fires, full or partial lock-downs, escapes, deaths, suicide attempts, incidents attracting significant publicity, significant adverse weather, damage to the perimeter of the facility, power outages, bomb threats, significant environmental issues impacting facility operations, transportation incidents resulting in injuries to staff or detainees, and sexual assaults.

Preliminary written report (Form 5-1A) is forwarded to the appropriate individuals at FSC and the COR within twenty-four (24) hours, excluding weekends and holidays. Reports for weekends and holidays are sent by 11:00 a.m. (local time) the following business day. Finalized reports are due within seven (7) calendar days of the incident's occurrence or from the date the incident became known.

Priority II Incident: Priority II incidents require telephone notification to the COR or his/her designee, if the incident involves a detainee on detainee assault, employee on detainee assault, allegation of sexual abuse assault, and any staff misconduct or allegation of staff misconduct. Other types of Priority II incidents do not require telephonic notification unless otherwise determined by the Warden or his designee.

Preliminary reporting requirements for Priority II incidents are the same as Priority I incidents. The finalized report is forwarded within twenty-one (21) calendar days of the incident's occurrence or from the date the incident became known.

Priority III Incident: Priority III incidents will be reported to the COR by the Warden immediately if it falls within the above mention assaults, misconduct or allegations. Otherwise the Warden will determine notification methods. Finalized written reports are due within twenty-one (21) calendar days of the incident's occurrence of from the date the incident became known.

Maintain Institutional Emergency Readiness

CoreCivic utilizes the Incident Command System (ICS) as the foundation of our facility Emergency Response Plans. As part of the Federal Emergency Management Agency's (FEMA) National Response Framework, the ICS process allows the facility to communicate with government agencies 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.

Otay Mesa has written mutual aid agreements with the appropriate state and local authorities to ensure agency assistance in the event of an emergency incident that could adversely affect the community, as well as staff and detainees. The facility also maintains communication with the community and neighboring public service agencies (i.e. city police departments, sheriff's offices, fire departments, emergency management services, federal agencies, highway patrol) that may provide assistance during emergencies. CoreCivic procedures require that copies of the Emergency Response Plan and any updates are issued to the local fire jurisdiction and the chiefs of agencies and offices that may become involved in an emergency.

The best way to deal with any emergency situation within the facility is to be prepared. Preparation includes the formation of plans to address any situation that may arise, the training of personnel to respond and the scheduling of emergency drills to check, maintain and improve skill levels of staff. It is the policy of CoreCivic to maintain effective plans and procedures for responding to emergency situations. In addition, each facility ensures that appropriate employees are sufficiently trained in the execution of these plans. The Emergency Plans provide guidance and procedures to be utilized in an emergency situation and includes individual plans for the following incidents:

- Disruptive Event
- Bomb Threat
- Assault from the Outside
- Partial Evacuation
- Total Evacuation
- Civil Disturbances
- Fire
- Escape/Absconder
- Natural Disaster
- Inclement Weather
- Food Strike
- Hazardous Material/Chemical Spill
- Hostage Situation
- Medical Emergency
- Employee Work Stoppage
- Opioid Plan

Disruptive Event

CoreCivic's facility staff are trained to respond to disruptive events quickly and effectively to reduce the possibility of serious injury to employees, detainees and visitors/volunteers. Detainees 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 a designated alternate location. A proclamation will set forth what is expected of those involved and will include a time limit. The proclamation will be repeated at reasonable intervals to suit the situation so that all detainees 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 facility policy.

Bomb Threat

Keeping in mind that a bomb threat may be a diversion for another incident in the facility (e.g. detainee escape attempt), the evaluation will involve assessing the credibility of the message in accordance with established guidelines. As determined by the Incident Commander, employees and/or detainees will be evacuated from the building. Based on the evaluation and with the guidance of responding emergency 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.

Assault from the Outside

Otay Mesa Detention Center 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 an 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 detainees. Evacuation to a safe and supervised area will only be conducted when trained employees are available to cover within the danger zone.

Partial Evacuation

During a partial evacuation of the facility, detainees are retained inside the secure perimeter. If conditions exist that an entire housing pod or unit warrants the evacuation of detainees, they are moved in a safe and orderly manner away from the affected area. During the emergency, no one is allowed into or out of the facility without proper authorization/identification.

Upon notification of an emergency requiring partial evacuation, the Emergency Response Team (ERT) is deployed to assist in the evacuation process and to supervise movement from the affected

area. Movement is in strict compliance with the posted evacuation routes. A head count is conducted during the evacuation. All areas affected by evacuation is thoroughly searched to ensure that all individuals have been evacuated. Once the evacuation is complete, an account is made for all employees and visitors/volunteers and an emergency detainee count is conducted.

The affected area is then inspected. If it has sustained minimal or no damage and is safe to enter, it may be cleared for occupancy. If the affected area sustained excessive damage prohibiting occupancy, the facility is locked down and the notification process is initiated. If the affected area reduces the availability of beds that cannot be corrected, detainees are 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 contacts the Emergency Operations Center (EOC) at CoreCivic's Facility Support Center (FSC) and ICE for guidance in the transfer and relocation of excessive detainees. If areas other than housing are affected, alternate locations are established to ensure the continuance of minimal operations (e.g. Health Services, Food Service, etc.).

Total Evacuation

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When conditions within the confines of the facility become life-threatening as determined by the Incident Commander, evacuation of employees and detainees commences as quickly and securely as possible. Prior to any external evacuation, the Incident Commander contacts the EOC and ICE for guidance and approval regarding an established location. Communication is established and maintained with local law enforcement officials throughout the evacuation process.

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(b)(7)(E) Relocation procedures ensure the following:

- Detainees are provided adequate supervision;
- Detainee accountability is maintained at all times;
- Detainees receive any necessary medical attention;
- Detainees are adequately clothed in preparation for transport;
- Detainees receive meals; and
- Detainees' personal property, institutional file and medical records are retrieved and packed, if at all possible.

Once the loading process is completed and the vehicles assembled, (b)(7)(E) (b)(7)(E) Central Control is notified prior to leaving the facility. Security officers with radio communication are assigned to travel with each convoy vehicle.

Civil Protest/Disturbance Plans

Civil disturbances/protests have the potential for causing facility disruption, inciting violence, destroying facility property, threatening the safety and welfare of employees, and/or visitors of the facility, etc. During a civil disturbance, the facility's responsibility is limited to the safe and orderly operation of the facility. Control of a civil disturbance is the responsibility of law enforcement officials. The intent of this plan is to ensure safety of staff, visitors, volunteers, property, and ensure the continued orderly operation of the facility.

All employees are trained in the implementation of the Emergency Plans in pre-service orientation and annually thereafter during in-service training. Employee work stoppage and Disruptive Event plans are communicated only to appropriate supervisory employees or other employees directly involved in the implementation of these plans.

Emergency Contact list is updated quarterly and includes updated names and numbers of facility staff and subcontracting staff. It also includes all updated Field Office and ICE/Enforcement and Removal management, Law enforcement agencies, Special Operations Response Team (SORT), Hostage negotiation team

At a minimum, the Emergency Plans policy is reviewed at least annually by the Warden, Chief of Security, and Health Services Administrator. All reviews are documented on the Policy/Post Order Review/Revision and forwarded to the Manager, Quality Assurance for archiving. Recommended revisions to the policy and/or attachments will be forwarded to the Manager, Quality Assurance for processing. The Chief of Security or designee will be responsible for ensuring revisions to the policy and/or attachments are distributed to ICE within thirty (30) days of revisions.

In addition, revisions to the Emergency Plans will require re-certification as outlined above. 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, CoreCivic facilities conduct monthly security drills, quarterly functional exercises and annual full-scale facility exercises. The functional exercises are intended to encompass designated employees on duty at the time of the exercise. Full-scale exercises are designed to evaluate the operational capability of emergency management plans and systems in a highly stressful environment that simulates actual response conditions. To accomplish realism, these exercises require the mobilization and actual movement of emergency employees, equipment and resources. Fire drills are also conducted in accordance with ACA standards to prepare both staff and detainee to respond and evacuate properly and safely in the event of a fire.

Fire Plan

Small incipient stage fires can generally be controlled by on-duty employees using a fire extinguisher or other means of fire extinguishing equipment that employees are trained to use.

When a fire progresses from the 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 detainees will be evacuated to a secure area in accordance with evacuation procedures.

Escapes

Otay Mesa Detention Center takes all appropriate preventive measures (b)(7)(E)

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

At the direction of the Incident Commander, (b)(7)(E)

(b)(7)(E) If an escapee/absconder is captured by CoreCivic employees beyond the secure perimeter and on CoreCivic property, the escapee is immediately returned to the facility and notifications are made to law enforcement officials and the Department. The Incident Commander coordinates recapture efforts beyond CoreCivic property with local law enforcement agencies, state law enforcement agencies, and ICE.

Natural Disaster

In the event of a natural disaster, the primary goal is to prevent an escape while maintaining safety and security. If the facility is struck by a natural disaster thereby impacting normal operations, the

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(b)(7)(E) If time permits, detainees will be returned to their housing units. If time does not permit, supervisory employees will ensure detainees and employees are directed to a safe area.

If the perimeter is damaged, available employees (b)(7)(E) will be immediately placed in position to secure the perimeter and prevent escapes. (b)(7)(E)

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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 detainees.

Inclement Weather

In general, most incidents of inclement weather will be considered a Priority I incident 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 detainee idleness.

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

When inclement weather occurs for long periods of time requiring normal operations to cease, the CoreCivic Managing Director, Facility Operations, will be notified. (b)(7)(E)

(b)(7)(E) The Health Services department will provide various services in the housing units to minimize detainee movement. Meals also will be served in the housing units. Program and recreation employees will be responsible for developing an activity schedule for general population housing units to reduce detainee idleness.

Food Strike

Detainees may be protesting in a passive-aggressive manner when the facility experiences a significant decrease in average meal participation for three (3) consecutive meals and/or verifiable information is obtained which indicates that detainees 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 detainees 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 detainees involved, any detainee demands and the current state of health of the detainees involved. Each detainee 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 detainees. At the direction of the Incident Commander, interview teams will be established and all detainees involved will be interviewed.

(b)(7)(E)

(b)(7)(E) All commissary purchasing privileges will be suspended for the duration of the food strike. With the exception of legal visits, the Incident

Commander, with the agreement of the COR, may also choose to suspend additional privileges from participating detainees such as television, radio, visitation and telephone privileges.

Hazardous Material/Chemical Spill

All CoreCivic facilities, including Otay Mesa, will be 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 maintained with the facility's Emergency Plans. In the event of a hazardous material/chemical spill within a potentially dangerous radius 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 will be turned off and wet towels placed under doors. Provisions to relieve idleness and boredom among the detainee population will be considered for emergencies extending over a long period of time.

Hostage Situation

CoreCivic recognizes that a hostage situation may take a variety of forms depending on the number of hostages and/or detainees involved, the location of the situation, and the actions or attitudes of the captor(s) or hostage(s). Our primary goal in a hostage situation is to safely affect the release of any hostage while preserving the life of the hostage(s), other employees and detainees. In compliance with ACA Standards, CoreCivic has developed training for all employees pertaining to hostage situations. Training is based upon information developed by the National Institute of Corrections (NIC) and the Federal Bureau of Investigation (FBI), among others.

Medical Emergency

During a medical emergency, Health Services work in a collaborative effort with the Warden and his administrative team to establish lines of communication. This effort involves a combination of both CoreCivic policy and procedure and IHSC medical emergency protocols. We anticipate that the ICE contracted Health Services department will provide triage/care/treatment services within the scope of their licensure and available space and equipment. 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. Determination of appropriate medical care will rest solely with the Health Services department. Security employees will be assigned to the Health Services department to assist in radio communication, transport assistance, etc. 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

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 detainee population, regardless of the degree of the work stoppage. Emphasis will be placed on adequately staffing and maintaining normal operations. All department heads will be notified in advance if information is received indicating 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 CoreCivic ICE facilities or outside agencies.

Departments that are considered the main areas of concern during an employee work stoppage include security, health services, food service and maintenance. Detainee 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 CoreCivic property in order to minimize disruption of facility cooperation. The aid of law enforcement officers and/or other state agencies will be sought if the Incident Commander determines that the aid is necessary. If needed, escorts will be provided to protect the safety of non-striking employees.

Opioid Exposure Response Plan

National events have demonstrated a clear threat to the lives of staff and detainees in relation to the popularity of this drug among recreational users. Fentanyl is an opioid and is used as pain medication or anesthesia. It has a rapid onset and common effects of exposure include; vomiting, sedation, confusion, hallucinations and poor coordination. Serious side effects may include; cyanosis (bluish discoloration of the skin), respiratory depression, high body temperature, agitation, anxiety, tremors, seizures, low blood pressure, coma and death. Fentanyl is approximately 100 times stronger than morphine and some analogues are approximately 10,000 times stronger than morphine. In 2016, more than 20,000 deaths occurred in the U.S. due to fentanyl overdoses.

In response to the on-going opioid crisis and recent events within correctional systems around the country related to the elevated risk of exposure presented by Fentanyl, a five step plan has been developed to assist our staff when responding to an opioid exposure.

Step 1: REPORT - Once a person is believed to be exposed to any opioid the staff member making the observation will report it to the Shift Supervisor. At that time the staff member will request a Code 1 response with medical support and protective gear. The responding staff members will don the personal protective equipment. The Shift Supervisor will report the situation to the appropriate staff members.

Step 2: CONTAIN – A partial or total evacuation of the affected area will be conducted. If safe to do so, fans, air handlers or any other sources of airflow in the affected area will be deactivated.

Staff will be assigned to control detainee evacuated from the affected area. Counts will be conducted of the detainee population with staff monitoring the population for any signs of exposure.

Step 3: MOBILIZE – Trained responders will be dispatched to the location of the suspected opioid exposure. Medical teams will be dispatched to standby outside of the affected area.

Step 4: RESPOND – Responders will enter the affected area and collect the suspected opioid. The responders will assess, decontaminate and administer Narcan, if necessary, to any exposed staff or detainee. Authorized responders will decontaminate the affected area. All contaminated personal protective equipment will be isolated and disposed of as directed by the local hazardous materials authority.

Step 5: RECOVER – Action will be taken to return the affected area to normal operation. Once the area has been deemed clear, initiate the return of evacuated staff and detainee. Another count will be conducted in order to make sure all detainee have returned to the area. A 5-1 Incident Report will be completed by all staff members involved.

Communications Plan

CoreCivic and the staff at Otay Mesa Detention Center understand that communication is key to a safe and secure environment. Below are details regarding the different procedures and protocols set in place to ensure that communication between staff and ICE employees is as smooth and seamless as possible.

Communication Training

CoreCivic's commitment to communication begins during the on-boarding of each employee. During the employees' Pre-Service training they are introduced to the process and procedures of communication in a series of classes that are given with the intention of developing the knowledge and the behavior of responsible communication practices.

As part of CoreCivic Pre-Service training, employees receive eight hours (8) of Communication and De-escalation training delivered by a certified instructor. The purpose of the training is to introduce employees to the appropriate ways of communicating with detainees in situations that have the probability of escalating to higher intensity if not handled properly. During the training, employees observe examples of the de-escalation process through video demonstrations and live role-play conducted by staff members. Employees also receive a 1 hour of Radio and Telephone communications class to ensure that proper radio and telephone etiquette is utilized when communicating on open frequencies and telephone lines. During the Radio and Telephone communication class, staff are trained on the radio frequency numbers, emergency telephone numbers and correct protocols and procedures for radio and telephone communication during emergencies. Both classes are required to be completed by employees annually as part of In-Service training.

Radios and Telephones

Otay Mesa Detention Center has (b)(7)(E) radios charged and prepared for use throughout the course of the day. Radios and cell phones are located in Central Control and at least (b)(7) officers are posted at all times. Central Control officers work collaboratively to ensure that all equipment, to include phones and radios, is properly tagged and identified. The process of identifying and tagging each radio and cell phone is crucial because it plays a significant role in assuring safe and secure communications between front line staff as well as communications to and from the ADO staff. During each shift, Central Control officers take an inventory of all equipment on site and reconcile any checked out equipment. Once the inventory process is completed, it is approved by the Shift Supervisor and is then included in the daily shift report.

The Warden and his executive staff, also known as Administrative Duty Officers (ADO) are permanently assigned radios that remain with them at all times while they are at the facility.

The facility has assigned (b)(7)(E) radios to ICE staff to allow for open communication and monitoring. During each shift, Shift Supervisors and Assistant Shift Supervisors are assigned a radio for the duration of their shift. The process that is used at Otay Mesa to check out radios is called a CHIT process. (b)(7)(E) tag that employees provide to the Central Control officer in exchange for radios and other assigned equipment.

The photo CHIT is placed on the board corresponding to the radio number that is checked out. (b)(7)(E)
(b)(7)(E) The CHIT process is repeated at shift change. Central Control officers have the permanently assigned radios tagged out to each ADO staff so that they can easily identify each radio if there were a distress call (b)(7)(E) Once radios and other needed equipment are checked out and shift is change is complete, Central Control officers will conduct a radio check of all radios by calling the radio number to have the officer respond from them. The radio check process ensures that all radios are operational and in good working order.

The radios have up to (b)(7)(E) owned by the facility. Frontline officers have access to (b)(7)(E)

1. (b)(7)(E)
- 2.
- 3.

These (b)(7)(E) channels allow all necessary communication between frontline staff, to Shift Supervisors and ADO staff. The last (b)(7)(E) channels on the radio are reserved for staff that need to be aware of specific activity in the building:

4. (b)(7)(E)
- 5.
- 6.

CoreCivic provides ADO staff with company cell phones to ensure that CoreCivic employees and ICE can reach the ADO staff at all times. The contact information for the Warden and ADO Staff

is kept in Central Control to ensure Shift Supervisors can contact ADO Staff at any time. The transportation teams and off-site medical posts are also assigned cell phones for each shift to allow communication with the facility, ADO staff and ICE.

In the event that transport staff are unable to reach ADO or ICE staff via cell phone, the proper procedure is to call into Central Control and the officers assigned to that post will call the Warden and/or ADO staff immediately. The Central Control officer would utilize the same process for contacting ICE staff as well. In the event that the transportation teams or off-site medical posts need to contact ICE, a subsequent call to the Warden and/or ADO staff is made as well. Central Control requires one of the team members to check the phone out with a CHIT that will remain in the Central Control area until the transport is over or relieving officers come to exchange their CHIT for the posted officers.

Acquisition and Maintenance of Communication Devices

It is understood and acknowledged by all Otay Mesa staff that company equipment is to be treated with care and is secured during the entire shift. Each radio and cell phone housed in Central Control is checked for damages or issues upon its return. If any issues arise with equipment during the tour of duty of an officer, the officer should notify Central Control as soon as possible. If there is damage or issues with security equipment, it is reported to the Shift Supervisor who then reports it to the Chief of Security. The Chief of Security will ensure that the damaged equipment is documented appropriately and an order for replacement is sent through the appropriate chain of command.

Manage Computer Equipment and Services

CoreCivic employees are allowed use of the company's e-mail, phone and computer systems, voice mail system, internet access, wireless communication devices, intercoms, and other company resources. CoreCivic explicitly reserves the right to examine and/or monitor internet use and verbal and electronic communications or files created or maintained on its e-mail, phone or computer systems, voice mail system, internet, wireless communication devices, intercoms, or any other company resource..

Proprietary information is not to be transmitted over the internet without prior approval from the FSC Technology Department. User passwords are considered confidential information and are not shared with other individuals.

OMSe is the system by which Otay Mesa collects and records detainee information electronically. Only staff that have job titles that make it necessary for access to the OMSe system, can do so. If an employee has a temporary need for access to the system the Warden or his designee can grant temporary access. Employees are trained to safeguard all sensitive detainee information by ensuring that all electronic files are secured and locked.

Commissary

CoreCivic provides commissary for detainees at Otay Mesa Detention Center as outlined in the PWS. The Warehouse Manager along with the Commissary Supervisor are responsible for the operations of the facility commissary program. The Warehouse Manager oversees the supplies and ensures that the facility has all the necessary items to fill the commissary orders. The Commissary Supervisor's responsibilities include supervising staff and maintaining the scheduled orders for the detainees on the units.

Along with other trained staff and volunteer detainee workers the commissary orders are filled in accordance to a preset schedule that is approved by the Manager, Operation Finance and the Warden. Full-time Commissary Workers, reporting to the Commissary Supervisor will oversee all commissary operations, including the selection, training, and supervision of detainee workers under the Volunteer Work Program.

The commissary schedule is posted in the housing units at Otay Mesa and the detainees can order up to the day before their assigned commissary date. Commissary operates five (5) days a week Monday thru Friday. The Commissary department works in conjunction with the facility building schedule. The Commissary department also does their best to work around other programs and transports by delivering orders that are left over after the last housing unit is served. If any issues arise they are addressed immediately by the Commissary staff during delivery. If the issue cannot be resolved immediately every effort is made to resolve it as soon as possible. Below is the current Commissary schedule as an example.



OTAY MESA DETENTION CENTER

COMMISSARY DELIVERY SCHEDULE

<u>MONDAY</u>	<u>TUESDAY</u>	<u>WEDNESDAY</u>	<u>THURSDAY</u>	<u>FRIDAY</u>
D UNIT	J UNIT	A UNIT	B UNIT	F UNIT
MEDICAL UNIT	L UNIT	G UNIT	C UNIT	K UNIT
E UNIT	N UNIT	P UNIT	M UNIT	V UNIT
H UNIT	Q UNIT	R UNIT	T UNIT	

Detainee Telephone Systems (DTS)

Otay Mesa Detention Center manages the Talton phone system which is the ICE provided DTS for the facility. The system is capable of accommodating both debit and collect telephone calls.

The facility has established procedures that permit detainees to make telephone calls, including in cases of emergency or indigence. Otay Mesa provides at least one phone for every 25 detainees in accordance with ACA standards.

Otay Mesa provides procedures for detainees to place unmonitored telephone calls to the CoreCivic/DHS/PREA Help Lines, their embassy/consulate, their attorneys of record, and/or pro bono legal assistance. Emergency calls to family members or attorneys are provided at no cost to the detainee if the detainee is indigent and would not otherwise have access to detainee phones.

Detainees are provided reasonable and equitable access to telephones during established facility “waking hours” (excluding the hours between lights-out and the morning resumption of scheduled activities). Telephones are located in parts of the facility that are accessible to detainees. To ensure equitable telephone access to each detainee, a fifteen (15) minute time limit may be exercised as necessary. Telephone access hours are posted near the telephones.

New detainees are allowed the opportunity to complete at least one (1) telephone call during the admission process and are assisted, as needed, to notify persons of their admission to custody (**4-ALDF-6A-05**). The telephone call provided during the admission process is free. Abuse of phone call privileges or telephone equipment could result in disciplinary action.

FACILITY SECURITY AND CONTROL

Security and Control (General)

In accordance ICE Performance-Based National Detention Standards (PBNDS), each officer who assumes a post assignment conducts a security check of the area, records the results in the post logbook, and prepares and submits maintenance work requests as necessary. The Shift Supervisor is notified of all deficiencies noted during inspections and this information is entered into the maintenance tracking system. The Shift Supervisors complete the required inspection forms and submit them to the chief of security at the end of their duty shift.

Two examples of facility post orders are the (b)(7)(E) and (b)(7)(E). Both procedures provide the necessary guidance for the officer to understand his/her duties while on post. Within the post order there are procedures by which the officer will identify and log all incoming and outgoing traffic into the facility. If there is any deviation from the normal identification necessary for an incoming individual, the Shift Supervisor or above must approve the alternate identification before entry can be granted. (b)(7)(E)

(b)(7)(E)

The Shift Supervisor is responsible for oversight of the facility's daily security inspection process, under the Chief of Security. The Shift Supervisor or designee reviews all search and inspection documentation and reports recurrent maintenance work problems to the concerned department head and/or Assistant Warden.

Perimeter inspections occur frequently, but (b)(7)(E) as follows:

- (b)(7)(E)
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Detainee Rights

Otay Mesa Detention Center is committed to protecting the detainee's civil, personal, cultural and ethical beliefs. It is the full intention of the facility to promote and foster a zero tolerance environment of any incidents that may diminish, oppress or otherwise intentionally cause mental physical or physiological harm to any detainee. Detainees at Otay Mesa are not discriminated against based on their sex, race, color, ethnicity or sexual orientation. As part of these efforts CoreCivic enforces that every facility identify PREA posts on their daily shift rosters. These posts are identified as PREA posts because detainees could find themselves vulnerable in the area if they are not supervised closely.

The PREA hotline number is posted in the unit and is a free call to the detainee. The detainee is made aware of the PREA policy, rules and the hotline during their orientation which is done first by video in the holding cell during the intake process. The detainee is given this information again during the full orientation in the unit provided by a member of the unit team. This meeting is usually led by the Unit Manager who allows for questions during the meeting so that the detainees have the opportunity ask questions for clarity.

The Detainee Handbook is also reviewed with the detainee as well. In the handbook, detainee rights are listed as well as the rules and code of conduct by which they should govern themselves. In addition, it also communicates the facility's responsibilities to the detainee. The handbook acts as a guide to the detainee on issues and concerns that they may have with staff and how to handle filing a grievance.

The Grievance Coordinator is responsible for collecting and reviewing all detainee grievances. The detainee fills out a grievance form and places it in the designated mailbox located in the housing unit. The mailbox has a lock on it that is accessible only to the Grievance Coordinator or their designee.

Unauthorized Access/Video Surveillance

(b)(7)(E)

(b)(7)(E)

(b)(7)(E)

Direct Supervision

Direct Supervision of the Detainees is constant throughout their daily activities in the facility. Whether they are in their housing unit or on the recreation yard, the detainee's security level is always taken into account. Detainees are housed based on their security levels as mentioned below. Otay Mesa does not house any Moderate High detainees with any Low security level detainees. A Moderate High detainee is one that scores a Medium but has a history of assaultive or combative behavior. Moderate High detainees are housed with High security level detainees only. The housing units are identified by the security level of the population. (b)(7)(E)

(b)(7)(E)

(b)(7)(E)

- (b)(7)(E)
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The Unit Officer is the primary individual that is responsible for the direct supervision of the detainees at Otay Mesa Detention Center. The Unit Case Manager and Counselor work closely together to ensure that all of the detainee's activities inside of the unit are properly supervised to include common room activities, recreation and barbering activities. All of the housing units and medical housing units are identified as mandatory PREA posts on the daily rosters and at no time are these posts not manned with at least the minimum staffing required to operate at a safe and secure level.

The Unit Management Team is comprised of a Unit Manager, Case Manager and a Counselor. This team's primary responsibility is to aid the detainees in developing the daily living skills that will promote a safe, sanitary and hygienic living environment. Detainees have access to the unit team member every day of the week for at least 12 hours a day and weekends. The unit team aids in the direct supervision of the detainees. When detainees can't speak to the unit team directly, there are locked mailboxes located on the unit that the detainee can put information requests or work requests for a member of the unit team to address.

The Case Manager and the Counselors share duties to review these requests and address them as soon as possible. The Case Manager and Counselor also hire and supervise the Unit Porter who is assigned to work within the unit and keep it clean. Although each detainee is responsible for his or her personal living space, the unit porters work to keep the common areas, bathrooms, and showers clean and disinfected. There are also mailboxes in the unit for health services where the detainee can request to see a member of the medical department and a box for the Grievance Coordinator. The boxes are checked daily.

Log Books

Log books are used to record daily activities in the dorm as well as other auxiliary posts within the facility. Primarily the logging process is required wherever detainees are permitted and any area that may be vulnerable to unauthorized access. The log books are located at the Officer's work station. When an entry is made into the log book it will start with the time of entry, then the information that is to be documented and finally initials of the posted officer. When supervisors make their daily rounds, they also review the log book and sign in to the log book notating their rounds and inspection of the post. This is usually done in red ink to stand out from the other entries. Count times and results, meals, recreation, pill call, tool inventory log times, visits, fence checks, and any noted deviations or special events are some examples of the information logged.

Log books are utilized to verify information during investigations or incidents and can also be used in a court of law. Staff are trained on log book procedures during their initial pre-service training and reviewed in their annual in-service training. The Learning and Development Manager (LDM) keeps all instructional guidelines in binders for the staff to access for remedial review. Log books are collected as they are closed out by the appropriate staff and delivered to the Chief of Security for archiving. Retention of all log books is in compliance with the 2011 PBNDS standards with 2016 revisions.

Reports

The Human Resources Department under the direction of the Manager, Human Resources, compiles monthly reports with staffing variances, certificates and licenses, and vacancy levels. The Manager, Operations Finance provides reports for guard hours (both stationary and on-call), medical transports and court trips. The Chief of Security compiles a daily security packet which includes the facility counts and staffing rosters.

A Detainee Manifest is maintained by the facility Records Department which lists each detainee and all of his/her identifying information including their "A" agency number, date of birth, gender, nationality etc. This information is given to ICE daily.

Detainee Counts

(b)(7)(E)

All appropriate members of the facility administration are notified of the emergency count and briefed on the outcome.

Formal count procedures are done in both the housing dorms and also in the ancillary posts as well, such as medical, kitchen, visitation, and law library. The primary officer counts the detainees first and records the number, then a secondary officer (usually the Utility Officer) counts the detainees in the area to verify the count. The primary officer does not share their recorded number with the secondary officer until the verification count is done. Once both officers have counted they share their numbers. If the numbers are the same the secondary officer takes the count sheet to the count clerk for the record. The primary officer calls the count in to the count clerk.

Officers are trained not to count bunks or by vocal recognition. The officer must see a person in the flesh in order to count them as present in their area. Out counts are presented to the count clerk to account for detainees that may be out of the building temporarily such as medical appointments and court appearances. Once the count clerk has received all of the necessary count forms from all of the housing units, auxiliary posts and offsite posts, the count is reconciled and cleared through the Shift Supervisor who then informs Central control to announce that count is cleared. (b)(7)(E)
(b)(7)(E) This method of counting differs only in the fact that the detainee must be at their specific bunk or cell with their identification visible. This count method ensures that the detainee is in the correct bed, bunk or cell that was assigned to them.

Daily Inspections

Daily inspections can be both announced and unannounced. A combination of both methods is encouraged at Otay Mesa Detention Center. All officers are trained in the techniques of inspections. (b)(7)(E)
(b)(7)(E) These routine inspections are documented whether contraband is found or not. Officers are encouraged to have an allowable items list with them when doing inspection of the detainee's living space.

Daily inspections are also conducted in non-living areas where detainees convene. This includes but not limited to (b)(7)(E)
(b)(7)(E) Pat searches are routinely done before and after the detainee is either leaving or returning to their housing unit. The frisk search technique is usually applied for the detainees that work in the kitchen. Strip searches are strictly prohibited and allowed only in situations that safety and security is at risk and with the proper approval from the Warden or his designee.

Use of Force and Restraints

Use of force is addressed in the facility Policy 9-1 and is in full compliance with the 2011 PBNDS with 2016 Revisions. All use of force and use of restraints are documented in the IRD. The use of physical force is restricted to instances of justifiable self-defense, protection of others, protection of property, prevention of escapes, and to maintain or regain control, and then only as a last resort and in accordance with appropriate statutory authority.

The use of any type of force for punishment or reprisal, or which is unnecessary or excessive, is strictly prohibited. Verbal provocation alone will not justify the use of physical force. **(ALDF-2B-01)** The amount and type of force used is the minimum amount necessary to control the situation/individual and then only as a last resort, consistent with the safety of the public, staff, and detainee.

The types of restraints used at Otay Mesa varies but include but are not limited to:

- (b)(7)(E)
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In the event of a use of force, all parties are required to fill out a Form 5-1C recounting their recollection of the turn of events. Staff and detainees alike are to submit the report to the Shift Supervisor prior to the end of shift. All participating parties are seen by the facility medical department. If outside medical care is prescribed the affected individual will be sent to an outside medical provider to receive medical treatment.

Environmental Policy and Procedure

CoreCivic has completed a full Environmental assessment that can be viewed in Factor 7, Environmental Compliance, and Volume IV.

FOOD SERVICE

Otay Mesa Detention Center serves meals that are nutritionally balanced, well-planned, prepared, served and delivered in a manner that meets established governmental and safety codes while adhering to American Dietetic Association (ADA), National Academy of Science (NAS), ACA, NCCHC, local, state and federal requirements. Facility policies and procedures provide for the sanitation, safety, food preparation, handling, serving, storage and nutritional adequacy in compliance with the required standards. Food Service Management ensures food is flavorful, of good texture, temperature controlled and palatable. Otay Mesa's food service personnel maintain a file of tested recipes, serve food as soon as possible after preparation, continuously monitor the temperature of food and storage areas and sample food items prior to serving.

CoreCivic presently subcontracts food services at the Otay Mesa Detention Center to our national food service provider – Trinity Services I, LLC ("Trinity"). Trinity is a food services provider serving both public and private sectors of the corrections industry at prisons, jails and detention centers located throughout the United States. The company was formerly a wholly-owned subsidiary of Compass Group USA, Inc. ("Compass Group") with whom CoreCivic has had a relationship since 2002 when CoreCivic contracted with Compass Group to manage food services operations nationally at CoreCivic managed and owned facilities. CoreCivic benefits from

Trinity's rich history and accumulated food service experience established under its prior corporate structure.

All of the individuals responsible for servicing the contract resulting from this RFP have experience in both the food service industry and the corrections industry. Direct monitoring of Trinity's food service operations is maintained by facility management with additional oversight provided at CoreCivic's FSC by the Senior Director of Food Services. Trinity offers an extensive support system for CoreCivic with a dedicated Vice President and support team solely devoted to the support of the CoreCivic facilities nationwide. Reporting to the Regional Vice President are four District Managers, a Director of Projects, a Registered Dietitian and an Administrative Assistant, also solely dedicated to the CoreCivic operations. Trinity provides a Food Service Manager at Otay Mesa Detention Center and food service personnel as identified in the Facility Staffing Plan.

Meal Schedules: Meal schedules are subject to change based on the facility building schedule and facility need. The times provided on the building schedule indicate the times when meal service will begin.

Frequency of Meals: In compliance with ACA standards, at least three (3) meals (including two [2] hot meals) will be provided at regular meal times during each twenty-four (24) hour period, with no more than fourteen (14) hours between the evening meal and breakfast.

Time Allotted to Consume Meals: In compliance with the Operating Standards, detainees are provided at least twenty (20) minutes to consume meals.

Where Meals will be served: At Otay Mesa Detention Center, meals are prepared, delivered, and served under staff supervision. Meals are served in one of six (6) dining halls. There are three (3) cafeteria style dining facilities on the East and West sides of the facility. All detainees, except those on therapeutic/special diets, religious diets, or alternative meal service, are issued the same meals.

Facility security/program personnel are responsible for detainee management and supervision of the dining hall conduct during meal services.

Provision of Special or Holiday Meals: Variations may be made on weekends and holidays to add variety and better accommodate the detainee population, while ensuring that basic nutritional goals are met.

Meals for Special Management Unit(s): Detainees being housed in a special housing unit are provided the same meals as detainee in general population. Food will not be withheld nor the standard menu varied as a disciplinary sanction against an individual detainee. Detainees on suicide watch or close observation will be provided meals in accordance with procedural guidelines pertaining to use of utensils, etc.

Nutritional and Caloric Menu Composition: The Food Service Manager prepares advance master menus and forwards them to a qualified dietitian or nutritionist for nutritional analysis and

approval. The analysis includes all therapeutic and special diets. In accordance with NCCHC standards, a registered or licensed dietician reviews regular and medical diets for nutritional adequacy at least every six (6) months and whenever a substantial change in the menu is made.

PROPERTY ACCOUNTABILITY

Otay Mesa and its employees respect and protect all government property. Otay Mesa Detention Center agrees to take necessary measures to safeguard all government property furnished by this contract. All government furniture and equipment remains on campus and will continue to do so for the duration of the contract term. At the end of the contract the facility will reconcile all accounts and records with the COR. There are currently no government wireless communication devices at Otay Mesa Detention Center.

FIREARMS / BODY ARMOR

(b)(7)(E)

(b)(7)(E)

TRANSITION

Otay Mesa Detention Center is currently in full operation with ICE Detainees. Because of this fact there no need to transition the facility or disturb the current operations. However Factor 3, Transition Plan details how we intend to transition out once the contract term has ended.

TECHNICAL/MANAGEMENT APPROACH

Section L of the RFP outlines many areas in which the requirement to demonstrate our technical and management capabilities in detail is necessary. Provided below are the bulleted requirements and our response. Our understanding of the PWS and how we intend to help the ERO accomplish the mission is discussed in detail within the objective section. Therefore, we have not included those details in this section to reduce redundancy.

Management plan

The Otay Mesa Detention Center has housed ICE detainees since it opened in 2015. The staff at Otay Mesa understands that successful contract performance is directly linked to the full understanding of the PWS. The facility currently houses over fourteen hundred ICE detainees and

complies with PBNDS standards to deliver top quality services to our federal partners and the detainees in our care.

Management differs from supervision in that management is an active function; supervision is passive. Management of facility operations fosters proactive measures that reduce or even eliminate negative impacts, while mere supervision often leads to reaction once negative events have already occurred.

One key factor that differentiates management from supervision is communication. CoreCivic believes strongly in and continually strives toward maintaining open channels of communication both informally and formally to facilitate efficient operations. Two-way communication between the staff and the detainee population is encouraged. Detainees are encouraged to resolve questions, disputes or complaints through informal communication, both written and verbal, with staff at all levels. A system for formal communication with administrative or supervisory personnel through letters or the formal grievance procedure is also provided. All staff are required to respond to communication from the detainee population accurately, honestly and in a timely manner.

How well facility staff communicate with the detainee population is also an important part of our overall Quality Assurance Plan. CoreCivic's internal auditors conduct staff and detainee interviews regarding the social climate of each facility and the quality of life afforded to detainees. This significant additional effort reveals important, substantial, and informative insights into the general climate of the facility that is traditionally not gathered by most audit processes used in corrections today. Only a process such as CoreCivic's which operates with a commitment to operational excellence and quality as the centerpiece of all services delivered within the facilities we operate, can offer such perspective.

Proposed management structure

CoreCivic understands the authority and functions of the ICE's Contracting Officer (CO) and Contracting Officer's Representative (COR) as described in the PWS. CoreCivic has a well-established history of collaborating with ICE staff at our Otay Mesa Detention Center. Please refer to the corporate organizational chart in Appendix I, and the facility organizational chart, located in Factor 4, Staffing Plan. Below is the current management structure showing the operational chain of command from CoreCivic's Facility Support Center (FSC) to the Otay Mesa Detention Center.

Job Title	Incumbent (Name)
President/Chief Executive Officer	(b)(6); (b)(7)(C)
Executive Vice President/Chief Corrections Officer	
Vice President, Operations (Business Unit 2)	
Managing Director, Division IV	
Warden, Otay Mesa Detention Center	Christopher LaRose
Assistant Warden, Otay Mesa	(b)(6); (b)(7)(C)
Assistant Warden, Otay Mesa	

Chief of Unit Management, Otay Mesa	(b)(6); (b)(7)(C)
Unit Manager, Otay Mesa	Various
Chief of Security, Otay Mesa	(b)(6); (b)(7)(C)
Assistant Chief of Security, Otay Mesa	
Shift Supervisor, Otay Mesa	Various
Assistant Shift Supervisor, Otay Mesa	Various
Senior Detention Officer, Otay Mesa	Various
Detention Officer, Otay Mesa	Various

The lines of communication between each level of management is described in more detail in Factor 4, Staffing Plan.

Description and diagram of the structural connections or associations of the entities responsible for this work with any corporate or division organizations and any Subcontractor(s)

Our executive management team is comprised of twelve members who collectively oversee all aspects of CoreCivic. Operationally, there are three Vice Presidents who oversee business units comprised of 3 divisions, each with 7-8 facilities supervised by a Managing Director. Wardens/Administrators/Directors are responsible for the daily operations at the facility level and report to the divisional Managing Director.

For this contract, the partnership with ICE is managed by the Vice President, Federal Partnership Relations and the Managing Director, Federal Partnership Relations. Within our organization, operational oversight of the Otay Mesa Detention Center is provided by the Vice President, Facility Operations, Business Unit 2 and the Managing Director, Facility Operations, Division IV. An organizational chart depicting the lines of communication/authority of Otay Mesa Detention Center in relation to the corporate office (known as the Facility Support Center or FSC) can be found in Factor 4, Staffing Plan.

Regarding CoreCivic's partnership with our Food Services subcontractor, Trinity Services Inc., LLC. Trinity's corporate leadership liaisons with (b)(6); (b)(7)(C) CoreCivic's Senior Director, Food Services. For day-to-day operations at the facility, the Food Services Manager at Otay Mesa, The Trinity Food Service Manager, reports to the Assistant Warden.

Authority and responsibility vested in key personnel and their access to corporate or company resources to support the contract through all phases

As the highest-ranking administrator on-site, Warden Christopher LaRose has the full authority and responsibility vested by CoreCivic's executives. Warden LaRose managed North East Ohio Correctional Center for three years before joining the Otay Mesa team. He brings with him a wealth of knowledge and know how in regards to compliance and operations of an ICE contracted facility.

The Warden delegates his authority to the other management personnel (the Assistant Warden, the Chief of Security, the Manager, Operations Finance, and the Manager, Learning and Development) as required for the performance of their assigned duties. All key CoreCivic personnel and

department heads have access to subject matter experts at the Facility Support Center (FSC) during normal business hours, and at any time of the day or night in emergency situations.

Proposed subcontracting arrangements

CoreCivic currently contracts with our national food service partner –Trinity Services Inc., LLC ("Trinity") to provide Food Service at Otay Mesa Detention Center. Trinity is highly experienced in meeting or exceeding ACA, NCCHC, and the minimal PBNDS standards for food service and hygiene. By utilizing Trinity at Otay Mesa, a long-term partnership that has a proven record of success in our other facilities under contract to ICE, this will ensure that the high quality of service is continually delivered at Otay Mesa.

Proposed corporate policies and procedures relating to the requirement

CoreCivic has developed a comprehensive list of Policies, Procedures, and Post Orders for use at its facilities under contract to ICE. These policies have been customized to meet the requirements of the PWS at Otay Mesa Detention Center. In conformance with the Deliverables Chart provided in Section E of the RFP, the current Plans, Policy, Procedures Manual will be submitted within 5 days of award.

Approach to performing the requirements of the PWS under a firm fixed price/labor hour hybrid contract and ensuring quality performance

CoreCivic's approach to performance under a firm fixed price/labor hour hybrid contract is the same as that under any other type of contract with our government partners: to utilize our experience managing and operating facilities for ICE in order to comply with the requirements as expressed in the PWS in ways that are cost-effective and better the public good. In order to do so, our solutions have to be flexible and innovative.

Through our extensive quality assurance management processes and because of the size of our company and the strengths of our various partnerships, CoreCivic is able to observe and assess various practices in correctional and detention facilities across the country. We can then adopt the best practices to reduce costs while still providing a high level of service for our partners and the populations we house. We believe that our proposal demonstrates CoreCivic's incomparable combination of best practices, best results, and best value to ICE.

Identification of management risk areas and recommended approaches to minimize the probability and impact of those risks

CoreCivic's greatest strength is its people – approximately 13,000 employees nationwide. However, people can also be the greatest management risk to performance if allowed to become so. To that end, CoreCivic has continually sought to incorporate industry best practices and innovation into its Ethics and Compliance initiatives, staff learning and development programs, Team Safety Zero Accident Program, and CoreCivic University leadership development programs. These programs help our staff to stay informed, develop and grow professionally, and to take pride in our work.

Otay Mesa Detention Center adheres to the State and local Armed Guard rules and regulations. The State of California performs all testing and field certifications. Once an officer has completed the course and passed the field exam, they are legally licensed to carry and use a firearm in the State of California. While this practice lifts a substantial burden of maintaining NRA certified instructors and securing a range for our officers, it also poses some management challenges in regards to transporting a detainee over the state line.

In order to overcome this challenge Otay Mesa has rendezvous points that are safe and secure to transfer detainees into the custody of the neighboring state's law enforcement agency to complete the transport. Although this is a creative way to solve this unique issue it is one of Otay Mesa's most heightened management risk situations.

In order to ensure contract compliance and the delivery of high quality detention services CoreCivic has two full-time audit teams which include a team leader and several subject matter experts. The audit teams conduct unannounced audits at each CoreCivic facility yearly. Each specific area of facility operations is reviewed extensively using an audit tool consisting of more than 1,600 individual items. Each facility's audit tool is uniquely tailored to the contract of that facility by the inclusion of a separate document covering all aspects that are distinct and pertain only to that contract.

The focus of the audits is not limited to documentation of policy compliance but also includes actual auditor observations of comprehensive core correctional practices. Any deficiency found requires the preparation of a Plan of Action (POA). CoreCivic's Plan of Action policy drives a comprehensive intervention that is initiated by the facility to remediate any and all concerns noted during the operational audit. Deficiencies adversely affecting the security operations of the facility are required to be corrected immediately. In other operational areas, the facility is afforded a maximum of sixty (60) days to ensure operational compliance in any area found to be operating below a satisfactory level of compliance with policy, procedure or contractual obligations. Corrective actions that cannot be remedied within sixty (60) days are brought to the attention of the divisional Managing Director and Business Unit Operations Vice President for resolution.

CoreCivic's POA policy requires corrective action plans for findings of deficiencies contained in any and all audits that occur at the facility. This includes internal self-monitoring by local facility staff, external audits authorized or conducted by partner agencies, external regulatory or accreditation organizations, and all audits and staff assistance visits conducted by FSC Quality Assurance personnel.

CoreCivic expends substantial financial resources in both staffing and comprehensive IT solutions employing proprietary tools and enterprise intelligence in an effort to ensure the development of effective corrective action plans to any deficiencies found during the audits described above.

CoreCivic employs staff whose primary responsibility is to manage state-of-the-art data management systems that exclusively monitor and track corrective action plans or POAs. Not only is there very close monitoring of the development and implementation of corrective action plans locally, there are specifically-designated staff at divisional and corporate levels whose primary

mission is to consult, track and prevent the recurrence of deficiencies. Any repeat deficiencies identified become a significant focus of management attention.

From a managerial perspective, it is made clear that repeat deficiencies are neither expected nor acceptable. However, if repeat deficiencies occur, there are significant disincentives to local facility personnel, as well as higher level management personnel having responsibility for oversight of these areas of operations and facilities within the company. Such disincentives include the high probability of substantially lowered performance ratings and significant disciplinary actions in the event of continuing operational difficulties in those areas previously noted by auditors. For further details, please refer to Factor 2, Quality Control.

Factor 2: Quality Control Plan

VOLUME ONE – Demonstrated Technical/Management Capability Proposal
Factor 2: Quality Control Plan**Introduction**

CoreCivic's Quality Control Plan (QCP) is designed to work in conjunction with the Government's Quality Assurance Surveillance Plan (QASP) to provide continuous quality assurance and improvement. The objectives of CoreCivic's QCP at the Otay Mesa Detention Center (OMDC) are (1) to validate that critical operational performance requirements are provided at a continuous, uniform, and acceptable level, consistent with the contract's Performance Work Statement (PWS) and the ICE 2011 Performance-Based National Detention Standards (PBNDS) with the 2016 revisions and (2) to identify operational deficiencies, develop effective corrective action plans, and implement those corrective actions in a timely manner.

To achieve these objectives, this QCP comprises a documented and comprehensive program of audits, inspections, reports, corrective action plans, and associated management and oversight, which collectively provide a structured, ongoing/perpetual monitoring and corrective action methodology that is aligned with the Government's QASP.

Quality Assurance Policies, Procedures, and Instruments

Quality Assurance (QA) is a priority at OMDC and at all facilities operated by CoreCivic. This is reflected in the significant resources allocated to CoreCivic's QA Division and the QA Division's functional autonomy. Organizationally, the QA Division resides within, and reports directly to, CoreCivic's Office of General Counsel, allowing it to operate independently of the Operations Division and effectively eliminating the potential for internal conflicts of interest when performing audits and reporting audit findings. The QA Division is headquartered at the Company's corporate office in Brentwood, Tennessee, referred to internally as the Facility Support Center (FSC). The Vice President, Quality Assurance oversees all facility QCPs for CoreCivic, including the scheduling and execution of internal Annual Operational Audits which are described more fully below.

Consistent contract compliance and continuous quality improvement are the primary objectives of CoreCivic's QA Division. The structure and methodology for achieving these objectives is established by this QCP and by CoreCivic Policy 1-22, Audits, Inspections and Corrective Action. Moreover, CoreCivic has developed and implemented a comprehensive set of written operational policies, procedures, and programs to address the specific requirements of each applicable standard, as well as the means for documenting compliance, including inventories, log books, receipts, medical records, staff training records, investigative reports, equipment inspections, system tests, other records and reports, and inspections and audits. Specific emphasis is placed on incorporating the applicable requirements of the following standards into our policies, procedures, and audit tools:

- ICE 2011 PBNDS with the 2016 revisions;
- American Correctional Association (ACA) Standards for Adult Local Detention Facilities (ALDF); and
- Department of Homeland Security (DHS) PREA Standards.

As these standards change and evolve over time, CoreCivic periodically reviews and updates the QCP, as well as applicable policies and procedures, as needed but not less often than an annual basis.

In the event the QCP, or applicable policies and procedures, needs to be updated, CoreCivic will submit the changes in writing to the COR for review.

CoreCivic's internal audit instrument is another key component of the QCP, and is designed to correspond with the PBNDS, with the objective of providing the following information:

- Identification of noncompliance in contractual obligations, specifically in relation to Safety, Security, Order, Care, Activities, Justice, and Administration and Management;
- Assurance that operations and programs are functioning in compliance with the PWS, the Performance Requirements Summary (PRS), and applicable performance standards, policies, procedures, laws, and regulations;
- Identification of potential fraud, waste, abuse, mismanagement, or illegal acts, so as to detect, report, and prevent such activity; and
- Assurance that financial and administrative controls are in place and effective.

CoreCivic's internal audit instrument is reviewed and updated at least annually to reflect current standards, policies, procedures, and requirements.

Continuous Improvement

Continuous improvement is a vital component of CoreCivic's quality assurance program at OMDC. OMDC leadership encourages staff to continually improve the quality of facility operations and compliance on a daily basis, with the goal of identifying and correcting deficiencies prior to discovery through a formal internal, external, or partner audit. Deficiencies identified by staff outside of an audit or inspection (*e.g.*, deficiencies discovered by employees during their normal course of duties) should be corrected immediately. For deficiencies that cannot be corrected immediately, the deficiency must be reported to the Quality Assurance Manager, who will enter the deficiency into the FSC approved database to ensure that associated corrective action plans (CAPs) are developed, implemented, and monitored for effectiveness.

Quality Assurance Manager and Monthly Self-monitoring Inspections

At OMDC, CoreCivic will employ a Quality Assurance Manager (QAM) who will report directly to the Warden and be responsible for managing the QCP. In accordance with this QCP, along with the requirements of ICE PBNDS and CoreCivic Policy 1-22, the QAM will perform, and oversee department heads in the performance of, monthly self-monitoring inspections of the facility's critical operations and services to validate that OMDC's operations and services meet acceptable performance standards. Critical operational areas covered by the inspections routinely include security and control, safety and sanitation, food service, detainee grievances, detainee discipline, detainee activities and programs, and staff training/professional certifications. OMDC will notify the COR, or the COR's designee, at least 48 hours in advance of the self-monitoring inspections to ensure the COR or designee is available to participate. Through these self-monitoring inspections, OMDC will identify deficiencies and develop and timely implement appropriate corrective actions.

Annual Operational Audits

In addition to ongoing/perpetual self-monitoring inspections, CoreCivic will conduct a comprehensive annual operational audit of OMDC. This "Annual Operational Audit" is performed by CoreCivic's internal, full-time audit team (non-facility staff), consisting of non-OMDC personnel. Typically, the audit team will arrive at OMDC on an unannounced basis, which ensures that auditors

are able to view and assess the facility's normal day-to-day staffing, conditions, and operations. The audit team spends two or more days at the facility auditing all critical operational areas. Moreover, the audit team looks well beyond documentary evidence as part of the audit process, observing facility operational practices across numerous functions to determine compliance. In addition, audit team members routinely share operational best practices with facility staff to encourage a commitment to continuous improvement.

The audit team will conduct daily audit closeout meetings with the facility's staff, communicating their detailed observations and audit findings, focusing on areas that need improvement, and offering guidance and best practices for resolving deficiencies. A final audit report is compiled and distributed to key personnel at OMDC and at the FSC following the audit.

Final operational audit reports and other results generated by OMDC's QCP activities will be provided to the COR as requested.

External Audits and Inspections

For all external audits, inspections, and requests for information from other governmental regulatory agencies (*e.g.*, fire marshal, local health inspector, etc.), the QAM will distribute copies of the audit report to OMDC's Warden, appropriate facility department head(s), and appropriate FSC stakeholders for the development of CAPs. The QAM will upload the report and any identified findings to CoreCivic's electronic database and submit a copy of the report and any associated response to the COR as requested.

ACA Accreditation

In conjunction with CoreCivic's FSC QA Division, the QAM will oversee the ACA accreditation process at the facility. The QAM is responsible for ensuring that ACA accreditation files are updated annually and for conducting periodic reviews of operational practices at the facility to ensure ACA standards are being met. As part of the facility's Annual Operational Audit, the FSC QA Audit Team also reviews operational practices to verify that all ACA mandatory standards are being met. In the event any deficiencies are identified, the QAM will work with facility leadership and the FSC QA Division to implement corrective actions.

Otay Mesa shares in CoreCivic's rich history of ACA accredited facilities receiving their first ACA accreditation on September 11, 2001 at the San Diego Correctional Facility where services to ICE were initially provided in the San Diego area. They have continued this trend even in the transition to the current Otay Mesa location which received their accreditation score of 100% as Otay Mesa Detention Center on November 16, 2016.

Corrective Action Program

OMDC will develop a CAP for each deficiency identified during any self-monitoring inspection; Annual Operational Audit; ICE audit, inspection or written communication; or external governmental agency inspection. OMDC's QAM will work directly with the Warden, Assistant Wardens, and department heads to identify root causes and develop corrective and preventative actions that fully address the deficiencies. Written CAPs must typically include: (a) a clear statement of each corrective action step; (b) the title of the person who will perform each corrective action step; and (c) how the corrective action step will be documented. For CAPs that cannot be completed within 30 days, OMDC will include target dates for completing each major step. As needed, CoreCivic

subject matter experts may be consulted to assist in identifying root causes and in developing effective CAPs. Once developed and approved, CAPs must be implemented by facility staff as soon as possible.

For deficiencies identified by the ICE through an audit report, Contract Discrepancy Report (CDR), or other written communication, OMDC must submit the written CAP to the FSC QA Division for review. The FSC QA Division reviews the CAP to help ensure the CAP addresses the root cause, includes all key elements, and is likely to be effective. Once reviewed by the FSC QA Division, the CAP is transmitted to the COR, or designee, for approval and to the facility for implementation. CAPs must be implemented by facility staff as soon as possible, but not later than 90 days after OMDC's receipt of the final ICE audit report.

In certain instances, additional measures may be instituted to ensure that deficiencies are fully resolved. Such additional measures include the use of targeted follow-up audits or inspections, targeted technical assistance visits (to assist facility personnel with identifying root causes, correcting deficiencies, and improving processes and procedures), and requiring periodic monitoring of CAPs. These additional QA measures are implemented on a case-by-case basis, consistent with what is necessary to ensure compliance with the performance standards.

Supervisory Plan

By CoreCivic policy, the Warden is responsible for fostering a culture of continuous quality improvement at OMDC and ensuring that all employees actively and timely participate in the audit and corrective action processes. The QAM is directly responsible for the oversight and management of all QA activities at the facility. The Warden directly supervises the QAM, and the FSC Quality Assurance Division provides oversight to the QAM at the enterprise level. In addition, the FSC QA Division provides initial and ongoing training and support to the QAM, including a formal onboarding program, along with on-the-job training (OJT) provided by an experienced QAM or Regional Director of Quality Assurance. Audit results and associated CAPs are tracked and monitored by the QAM at the facility level and by the FSC QA Division at the enterprise level on a weekly and quarterly basis. In the event that a department head or other facility staff member does not complete a CAP by the identified target date or provide associated documentation, the QAM will promptly follow-up with the department head or other staff member and elevate the matter to the Warden as needed.

Reporting and Communication

CoreCivic's FSC QA Division provides comprehensive reporting to executive, operational, and facility leadership regarding both external and internal audit results, corrective action plans, and facility accreditations. These communications are provided through a variety of means, including weekly audit reports, CAP status reports, and executive updates and briefings, ensuring that appropriate facility and FSC staff are promptly alerted to any deficiencies or concerns and that corrective actions can be properly developed, resourced, implemented, and monitored.

Similarly, OMDC will continue to cooperate collaboratively with the COR and other Government representatives, providing access to ICE detainees and CoreCivic staff in all areas of the facility at all times. In addition, OMDC will provide the Government with access to all books, records, reports and self-monitoring documents maintained by CoreCivic concerning the operation of OMDC during normal administrative business hours.

In addition, the Warden, QAM, and other CoreCivic representatives will communicate directly with the COR, and any on-site Government monitors, on a regular basis, through a combination of formal and informal meetings, phone calls, and email on a basis determined by the Government. OMDC staff will be responsible for preparing associated meeting minutes as appropriate. In addition, OMDC staff are expected to be diligent in ensuring both courteous and timely cooperation with all Government staff, as CoreCivic is committed to maintaining a cooperative and supportive relationship with the Government.

OMDC staff will immediately notify the COR, along with any other designated ICE official, in the event of any emergency, including any significant disturbance (such as group demonstrations, food boycotts, work strikes, work-place violence, civil disturbances, or protests), the activation of a disturbance control team, staff use of lethal and less-lethal force, assaults on staff or detainees resulting in injuries requiring medical attention; fires, full or partial lock-downs, escapes, deaths, suicide attempts, incidents attracting significant publicity, significant adverse weather, damage to the perimeter of the facility, power outages, bomb threats, significant environmental issues impacting facility operations, transportation incidents resulting in injuries to staff or detainees, and sexual assaults.

All records related to contract performance will be retained in a retrievable format for the performance period of the contract. QCP records will be maintained throughout the performance period of the contract and until final settlement of any claims under the contract.

Emergency Food Service Plan

CoreCivic takes seriously its responsibility for the care, safety, and well-being of the detainees, inmates, residents, and clients entrusted to our care. To that end, subject matter experts both at our facilities and at FSC regularly examine our contingency plans to provide for the needs of those we house for our government partners during a variety of emergencies. While other emergency plans are discussed in Factor 1 in accordance with the RFP instructions, CoreCivic's plan to continue provision of nourishing meals during emergency situations is detailed below. A copy of the Emergency Contingency Response Action Plan can be found immediately following this section.

The Action Plan will be initiated at any time there is an interruption of food service. Causes for interruption of food service could be one or any combination of the following:

- Limited or no detainee labor;
- Non-functioning kitchen;
- Natural disaster;
- Food-borne illness;
- Disturbance; or
- Injury/Death of a staff member on the job.

Within thirty (30) minutes of initial notification of an interruption of food service, the Warden/Facility Administrator (or, in absence of the Warden/Facility Administrator, the Administrative Duty Officer) must contact Administration from Trinity Services Group (the subcontractor providing Food Service at Otay Mesa) and FSC Food Services staff listed on the Call Tree provided on the first page of the Action Plan.

The severity of food service interruptions is determined by the availability of resources and is categorized as either Tier One or Tier Two. In both cases, Food Service Managers are expected to utilize whatever is on hand at the facility. Facilities are required to maintain seven days' worth of

food on hand; however, a nine (9)-meal supply of items on the Tier One menu are also required to be maintained on hand at all times.

Tier One is the most severe; there is little or no detainee labor, as well as little or no volunteer labor. Vendor deliveries are unlikely and the kitchen's freezers, coolers, and outlets are operational only on generator backup. A Tier One situation may be continued for no longer than three (3) days. During this time, the Tier One menu will provide basic sustenance.

Tier Two is utilized as a step-down from Tier One. It may also be initially implemented (with the concurrence of Trinity Food Services administration and FSC's Manager, Food Service) if the interruption falls within the following parameters: limited detainee labor, limited volunteer labor, vendors are able to make deliveries, and all kitchen equipment is fully operational. Tier Two may be maintained for an extended length of time, if necessary, but the goal is always to return to regular meal service as soon as it is feasible.

Regardless of Tier level, additional meal planning is a requirement. To facilitate that process, the Action Plan provides a worksheet that will assess food requirements based on facility population. A sample of the menus for Tier One and Tier Two, as well as the Tier One Par Level worksheet is provided with the Action Plan. All substitutions must be noted on the required substitution logs.

Quality Control Measures for all Subcontractors

Otay Mesa Detention Center subcontracts with Trinity Food Group LLC. The facility Assistant Warden (AW), Deborah Powell aids as a direct line of communication for the Food Service Manager, Lito Lagrisola at the facility. Less complex issues are resolved between the Food Service Manager and the AW. Warden LaRose involves the appropriate management to resolve issues that are more intricate in nature.

Quality Control Measures set in place involve weekly walk visits to the kitchen area by the AW, Safety Manager and the Maintenance Supervisor. During the visit, the team evaluates sanitation of the area, use of protective equipment, control of kitchen equipment, menu and delivery schedule. If issues are found, it is the Food Service Manager's responsibility to deliver a CAP and the AW's responsibility to follow-up in the appropriate time frames. The ICE contract monitor does a walk through audit once a week and sends any findings directly to the AW for corrective action.

Otay Mesa kitchen staff are ServSafe certified. ServSafe is a food and beverage safety training and certificate program administered by the National Restaurant Association. The program is accredited by ANSI and the Conference for Food Protection. Kitchen staff and kitchen operations are key in the ACA accreditation process, and were instrumental in meeting all of the necessary standards for the facility to accomplish a 100% score on their most recent accreditation.

Emergency Contingency Response Action Plan

Interruption of Service

Due to one or any combination of the following:

- Limited or no inmate labor
- Non-Functioning Kitchen
- Natural Disaster
- Food Born Illness
- Disturbance
- Injury/ death staff member on the job

Be prepared to provide the following information:

- Why the interruption of service?
- Do you have access to inmate workers/ or support staff?
- Do you have adequate food & paper supplies?
- Is there a nearby facility that can support?

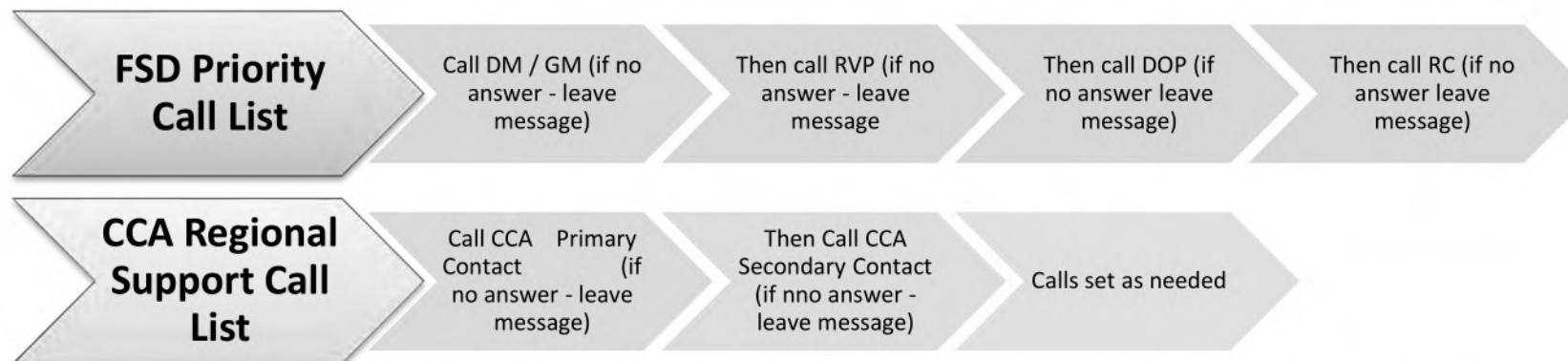
Immediate Action Required by FSD / Facility - Call Tree

(provide names in the appropriate fields below. Phone numbers to be provided directly to the appropriate associates)

CONTACT MUST BE MADE WITHIN THIRTY (30) MINUTES OF FIRST (1st) NOTIFICATION

FSD PRIORITY CALL LIST	
FSD Cell:	RVP Cell: (b)(6); (b)(7)(C)
Email:	Email: (b)(6); (b)(7)(C)@trinityservicesgroup.com
GM Cell: (b)(6); (b)(7)(C)	DOP Cell: (b)(6); (b)(7)(C)
Email: (b)(6); (b)(7)(C)@trinityservicesgroup.com	Email: (b)(6); (b)(7)(C)@trinityservicesgroup.com
DM Cell: (b)(6); (b)(7)(C)	RC Cell: (b)(6); (b)(7)(C)
Email: (b)(6); (b)(7)(C)@trinityservicesgroup.com	Email: (b)(6); (b)(7)(C)@trinityservicesgroup.com

CCA REGIONAL SUPPORT CALL LIST	
CCA Primary Cell: (b)(6); (b)(7)(C)	CCA Secondary Cell: (b)(6); (b)(7)(C)
(FSC)Email: (b)(6); (b)(7)(C)@corecivic.com	(FSC)Email: (b)(6); (b)(7)(C)@corecivic.com



Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this proposal.

Emergency Contingency Menu Protocol

Tier One

Tier One Indicators

Tier One is defined as an emergency situation in which the following are present:

1. Limited or no inmate labor
2. Limited or no volunteer labor
3. Vendor deliveries are unlikely
4. Power is not available; freezers, coolers, and outlet for slicer are operational on generator back up

Overview of Tier One: may be used for a maximum of 3 days

1. May be a result of a natural disaster or inmate uprising.
2. Duration of event may be long lasting however inmate labor, volunteer labor and equip would be expected to return to normal within a few days.
3. Menu will deliver basic sustenance for up two three days
4. Outside influence may be limited in the short term (Hurricane/Tornado & etc. however the expectation is a return to operating standards as soon as possible)
5. Freezer, Refrigeration and outlet for slicer are all required, identified and operational on back up generator

Instructions on Implementation

- 1) No special product ordering is needed - this menu utilizes inventory which is typically on hand. It does require maintaining a minimum of 9 meals worth of the items listed on the Tier One menu in your on-hand inventory at all times.
- 2) You will need to quick thaw foods under cold running water if necessary.
- 3) All substitutions must be noted on the required substitution logs

Tier Two Tier Two may be implemented independently or as a step down from Tier One

Tier Two Indicators

Tier Two is defined as an emergency situation in which the following are present:

1. Limited inmate labor
2. Limited volunteer labor
3. Vendor are able to make deliveries
4. All equipment is operational

Overview of Tier Two

1. Foodservice Director develops each day's menu based on the Tier Two menu plan; items are selected to accommodate the available labor and equipment
2. Menus will deliver the basic dietary requirements during the duration of the event.
3. We can operate on Tier 2 for extended period at this time - ordering to replace product based on the Tier Two meal plan, but with the goal of moving back to regular meal service as soon as feasible.
4. Decision to implement Tier Two Protocol involves Regional Director, DM and FSC Food Manager

Instructions on Implementation

1. Utilize what you have on hand.
2. Items selected from the Tier Two meal chart may be combined; for example if ground chicken, pasta and vegetables are selected for the meal, they may be combined into a casserole dish - however care must be taken to ensure the correct portions of each item are incorporated into the final combined item.
3. Once Tier Two is implements, you must plan the meals and do pulls for at least 4 meals ahead. Your first concern is meeting the needs of the facility, financial responsibility to your unit is part of this process - make decisions that are appropriate for the facility, CoreCivic and Trinity. Your Facility Administrator may choose to have input; involve your DM if the facility is trying to define the menu.
4. All substitutions must be noted on the required substitution logs

Tier One Meal Pattern

Requires to have on hand at all times:

1. Nine runs of deli meat/cheese/turkey E & P
2. Nine runs of any combination of the starch items
3. Nine runs of combination of margarine/salad dressing
4. Three runs of milk; six runs of beverage

Protein (Choose One)		Starch (Choose 1)		Condiment (Choose 1)		Beverage
Breakfast	Portion	Breakfast	Portion	Breakfast	Portion	Portion
Deli Meat Salad	3 WZ	Dinner Roll	1 Ea	Margarine	2 TBSP	Milk
Sliced Deli Meat	2 WZ	Sliced Bread	3 Ea	Salad Dressing	2 FZ	
Cheese	2 WZ	Biscuit	1 Ea	Salad Dressing	2 PKT	
NOTE: May use combination to total 2 WZ of protein, eg. 1 WZ deli meat AND 1 WZ cheese		Flour Tortilla, 8"	1 Ea			
		Flour Tortilla, 6"	2 Ea			
		Corn Tortilla	2 Ea			
		Bun (HB or HD)	1 Ea			
Lunch	Portion	Lunch	Portion	Lunch	Portion	Lunch
Deli Meat Salad	4 WZ	Dinner Roll	1 Ea	Margarine	2 TBSP	Beverage
Sliced Deli Meat	3 WZ	Sliced Bread	3 Ea	Salad Dressing	2 FZ	
Cheese	3 WZ	Biscuit	1 Ea	Salad Dressing	2 PKT	
NOTE: May use combination to total 3 WZ of protein, eg. 2 WZ deli meat AND 1 WZ cheese		Flour Tortilla, 8"	1 Ea			
		Flour Tortilla, 6"	2 Ea			
		Corn Tortilla	2 Ea			
		Bun (HB or HD)	1 Ea			
Dinner	Portion	Dinner	Portion	Dinner	Portion	Dinner
Deli Meat Salad	4 WZ	Dinner Roll	1 Ea	Margarine	2 TBSP	Beverage
Sliced Deli Meat	3 WZ	Sliced Bread	3 Ea	Salad Dressing	2 FZ	
Cheese	3 WZ	Biscuit	1 Ea	Salad Dressing	2 PKT	
NOTE: May use combination to total 3 WZ of protein, eg. 2 WZ deli meat AND 1 WZ cheese		Flour Tortilla, 8"	1 Ea			
		Flour Tortilla, 6"	2 Ea			
		Corn Tortilla	2 Ea			
		Bun (HB or HD)	1 Ea			
		Proprietary and Confidential				

Tier Two Meal Pattern

Protein (Choose One)		Starch (Choose 1)		Vegetable (Lunch/Dinner) or Second Starch (Breakfast) - Choose 1		Dessert/Sweet (Choose 1)		Condiment (Choose 1)		Beverage
Breakfast	Portion	Breakfast	Portion	Breakfast	Portion	Breakfast	Portion	Breakfast	Portion	Portion
Boiled or Scrambled Egg (fresh)	2 EA	Cold Cereal	1 Cup	Cold Cereal	1 Cup	Coffeecake	1 - 54/cut	Margarine	2 TBSP	Milk
Scrambled Egg (egg mix)	1/2 Cup	Hot Cereal	1 Cup	Hot Cereal	1 Cup	Fresh Fruit	1 Ea	Salad Dressing	2 FZ	
Turkey Ham	2 WZ	Sliced Bread	3 Ea	Sliced Bread	2 Ea	Canned Fruit	1/2 Cup	Salad Dressing	2 PKT	
Turkey Sausage	2 WZ	Cornbread	1 - 54/cut	Cornbread	1 - 54/cut	Sugar cookie	2 Ea			
Ground Chicken	2 WZ	Biscuit	1 Ea	Biscuit	1 Ea	Duplex Cookie	4 Ea			
Peanut Butter	2 FZ	Muffin	1 Ea	Muffin	1 Ea					
Fried Egg	2 EA	Flour Tortilla, 8 "	1 Ea	Flour Tortilla, 8 "	1 Ea					
		Flour Tortilla, 6"	2 Ea	Flour Tortilla, 6"	2 Ea					
		Corn Tortilla	2 Ea	Corn Tortilla	2 Ea					
		Pastry	1 Ea	Pastry	1 Ea					
		Pancake	2 Ea	Pancake	2 Ea					
Lunch	Portion	Lunch	Portion	Lunch	Portion	Lunch	Portion	Lunch	Portion	Lunch
Tky Ham (2wz) Im Cheese (1wz)	3 WZ	Pasta	1 Cup	Frozen Vegetable	1/2 Cup	Cake	1 54 cut	Margarine	2 TBSP	Beverage
Tky Bologna (2wz) Im Cheese (1wz)	3 WZ	Rice	1 Cup	Fresh Vegetable	1/2 Cup	Sugar Cookie	2 Ea	Salad Dressing	2 FZ	
Tky Salami (2wz) Im Cheese (1wz)	3 WZ	Potato	1 Cup	Canned Vegetable	1/2 Cup	Duplex Cookie	4 Ea	Salad Dressing	2 PKT	
Tky Roll (2wz) Im Cheese (1wz)	3 WZ	Bread	3 Ea	Tossed Salad, with dressing	1 Cup	Pudding	1/2 Cup			
Turkey Polish Sausage	3 WZ	Cornbread	1 54 cut			Muffin	1 Ea			
Peanut Butter (2 oz) & Jelly (1 oz)	3 FZ	Biscuit	1 Ea			Coffeecake	1/54 ct			
Beans	1 Cup	Dinner Roll	1 Ea							
Tuna Fish	3 FZ	Bun (HB or HD)	1 Ea							
TVP Kosher Meals	2 Ea	Flour Tortilla, 8 "	1 Ea							
Hamburger	1 Ea	Flour Tortilla, 6"	2 Ea							
Hot Dog	2 ea	Corn Tortilla	2 Ea							
Gound Chicken	3 WZ									
Dinner	Portion	Dinner	Portion	Dinner	Portion	Dinner	Portion	Dinner	Portion	Dinner
Tky Ham (2wz) Im Cheese (1wz)	3 WZ	Pasta	1 Cup	Frozen Vegetable	1/2 Cup	Cake	1 54 cut	Margarine	2 TBSP	Beverage
Tky Bologna (2wz) Im Cheese (1wz)	3 WZ	Rice	1 Cup	Fresh Vegetable	1/2 Cup	Muffin	1 Ea	Salad Dressing	2 FZ	
Tky Salami (2wz) Im Cheese (1wz)	3 WZ	Potato	1 Cup	Canned Vegetable	1/2 Cup	Sugar Cookie	2 ea	Salad Dressing	2 PKT	
Tky Roll (2wz) Im Cheese (1wz)	3 WZ	Bread	3 Ea	Tossed Salad, with dressing	1 Cup	Duplex Cookie	4 ea			
Turkey Polish Sausage	3 WZ	Cornbread	1 54 cut			Pudding	1/2 cup			
Peanut Butter (3 oz) & Jelly (1 oz)	4 FZ	Biscuit	1 Ea			Coffeecake	1/54 ct			
Beans	1 Cup	Dinner Roll	1 Ea							
Tuna Fish	3 FZ	Bun (HB or HD)	1 Ea							
TVP Kosher Meals	1 Ea	Flour Tortilla, 8"	1 Ea							
Hamburger	1 Ea	Flour Tortilla, 6"	2 Ea							
Hot Dog	2 Ea	Corn Tortilla	2 Ea							
Gound Chicken	3 WZ									

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Tier 1 Par Level Worksheet

Population **1000**

**** Goal is
9 runs of each
category**

Protein	Serving Size	LBs on Hand	# of Meals on hand	Meals on hand, utilizing only Complete Cases
Turkey E/P	3 wz	1440	7.68	7
Turkey Bologna	3 wz	1120	5.97	5
Turkey Salami	3 wz	380	2.03	2
Turkey Ham	3 wz	570	3.04	3
Sliced Cheese	3 wz	150	0.80	0
Total Meals on Hand			19.52	17.00

Starch	Serving/ LB, Loaf, Pack	LB/ LF/ Pk on Hand	# of Meals on hand	Meals on hand, utilizing only Complete Cases
Dinner Roll (2 wz)	8		0.00	0
Biscuit (3 wz)	5.3		0.00	0
Bread (3 sl)	6.67	581	3.88	3
8" Flour Tortilla (1 Ea)	12		0.00	0
6" Flour Tortilla (2 Ea)	144	25	3.60	3
Corn Tortilla (2 Ea)	36	32	1.15	1
Hamburger Bun (1 Ea)	8		0.00	0
Hot Dog Bun (1 Ea)	16		0.00	0
Total Meals on Hand			8.63	7.00

Condiment	Servings/ Case	Cases on Hand	# of Meals on hand	Meals on hand, utilizing only Complete Cases
Margarine (2 TBSP)	960		0.00	0
Salad Dressing - Gallon (2 FZ)	256		0.00	0
PC Salad Dressing (2 PC)	500	26	13.00	13
Total Meals on Hand			13.00	13.00

Beverage	Servings/ Case	Cases on Hand	# of Meals on hand	Meals on hand, utilizing only Complete Cases
Milk Carton (8 FZ)	50		0.00	0
Milk Bulk (8 FZ)	528		0.00	0
Bulk Juice (8 FZ)	5760		0.00	0
PC Juice (1 Each)	1000	28	28.00	28
Total Meals on Hand			28.00	28.00

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Factor 3: Transition Plan

VOLUME ONE – Demonstrated Technical/Management Capability Proposal
Factor 3: Transition Plan

Since CoreCivic currently provides the services described in the PWS and the Otay Mesa Detention Center is fully operational, the transition period will not be necessary. CoreCivic is fully prepared to provide a seamless transition to the new contract and will continue to provide the same high quality services that are currently provided to ICE at the Otay Mesa Detention Center. The facility is currently staffed with ICE cleared personnel who are trained and experienced in managing the detainee population described in the PWS.

At the conclusion of the contract and when directed by ICE, CoreCivic will begin a systematic collaboration with ICE on the transition. For logistic planning, ICE will notify CoreCivic whether the ICE population at Otay Mesa Detention Center will be transferred to ICE operated facilities or to facilities operated by other private providers. In either case (or combination of both if needed), CoreCivic will work with ICE/private operator to develop a comprehensive transition plan which will contain detailed procedures for the transition of detainee management in the following areas at a minimum:

- Coordinating with ICE/other private operator to on specific transportation plans appropriate for the detainee security level to relocate the ICE population and their personal property to the designated facility(ies);
- Providing necessary records and files pertinent to the management of the detainee population to include detainee medical files, detainee account balances, etc.);
- Providing an Operational Data/Metrics Summary which includes the average daily population (ADP) for the facility as well as the monthly number of transportation miles and related information.

CoreCivic will facilitate a transition that is as seamless as possible for the ICE detainee population.

Factor 4: Staffing Plan

VOLUME ONE – Demonstrated Technical/Management Capability Proposal
Factor 4: Staffing Plan**Staffing and Successful Contract Performance**

CoreCivic understands that recruiting and retaining high quality staff and implementing effective staffing processes are critical to successful contract performance. CoreCivic currently operates a nationwide system that has been in service since 1983, providing service to the Immigration Naturalization Service (INS), now Immigrations Customs Enforcement (ICE), for over three decades. As we are currently housing ICE detainees at Otay Mesa Detention Center, as well as other ICE contracted facilities, we are intimately familiar with the staffing required for the successful operation of a contract detention facility. A stable workforce provides consistency in daily operations for the detainee population and the staff also becomes more tenured and experienced collectively. Conversely, high employee turnover can be challenging in that larger number of new, and likely less experienced, employees are delivering required services and continuing to learn the intricacies of their position. It can also reduce the number of qualified and knowledgeable employees for promotional opportunities into leadership roles at the facility. Furthermore, high turnover is not cost effective as the facility loses the training investment made in the employee and also creates additional requests to ICE as more candidates apply for eQip clearances.

Clear Lines of Communication

CoreCivic understands that effective communication is the key to successful facility operations and contract compliance. CoreCivic strives to ensure that the lines of communication are clear to all facets of the organization. Communication is most effective when there is an established process for ensuring two way communication for all employee levels from the Warden to the Detention Officer. This system allows for a better understanding of any concerns or challenges that need immediate attention and those that can be resolved over time. The communication lines between Warden LaRose and the ICE COR are clear and continuous. ICE COR and other Field Office personnel are contacted whenever incidents occur outside of the normal secure daily operations.

At Otay Mesa Detention Center the incidents that occur during the shift are funneled up via the Shift Supervisor. Depending on the severity of the event, that information is given to the Chief of Security (COS) or the Chief of Unit Management (COUM) via face to face or phone. Shift Supervisors are trained in the methods of beginning reports in the Incident Reporting System (IRD) based on the incident priority level discussed in Factor 1, ICE notifications section.

Before the Shift Supervisor begins the report electronically he/she starts by gathering information from all parties involved via a paper form called a 5-1C. While these forms are in process the Shift Supervisor informs the COS, Joe Roemmich and COUM, Virginia Sawyer who in turn communicates with the Warden, Chris LaRose and Assistant Wardens, Deborah Powell and Robert Garcia. If the incident is beyond regular business hours, the Administrative Duty Officer (ADO) is contacted as soon as possible. Each week the ADO is different depending on which administrator

is assigned. The Warden, Assistant Wardens, and the Chiefs are all assigned duty weeks and they rotate throughout the year.

Face to face communication is always best but not always possible in certain situations. Due to this, Shift Supervisors are allowed to call the ADO beyond normal business hours when incidents occur that are outside the normal scope of operations. The ADO schedule, along with phone numbers, is located in the Shift Supervisor's office for easy access. Once the Warden and/or appropriate ADO is contacted, the Warden or ADO contacts the COR and the Managing Director, David Berkebile. The Managing Director reports directly to the Vice President, Jason Medlin. Vice President, Jason Medlin reports directly to Patrick Swindle the Vice President and Chief Corrections Officer who in turn reports to Damon Hininger our President and Chief Executive Officer. Please refer to the CoreCivic corporate organizational chart included in this factor..

Lines of communication outside of Security is managed directly through the assigned department head. The Manger, Operations (Business Manager), Learning and Development Manager (LDM), Quality Assurance Manager (QA), Manager, Human Resources (HRM), and Investigator all have direct reports represented on the facility organizational chart provided in this factor. Department heads have direct lines to either the Assistant Warden or to the Warden depending on their area of responsibility as depicted on the organizational chart.

If there is information regarding any incidents, concerns or challenges that need to be communicated down the chain, it is funneled down the same lines of communication. There are factors that may prohibit information from going back down to the frontline officer level, but all appropriate staff are debriefed on any after-action matters. As stated before communication is best when the opportunity for feedback is present. CoreCivic strives to keep the lines of communication open for all parties involved.

Effective Staffing and Scheduling Processes

The facility utilizes a Master Scheduler who prepares shift rosters and ensures that the facility is staffed at an optimal level at all times. This position is also responsible for coordinating and providing staffing for all on-call transportation needs. Immediately following the staffing pattern is a facility organizational chart which easily illustrates job titles, clear lines of authority and lines of communication for the Otay Mesa Detention Center. Otay Mesa Detention Center is proud to offer a workforce holding current and valid ICE clearances readily available to continue providing services.

The current staffing pattern ensures that Otay Mesa Detention Center provides continuous service, twenty four (24) hours per day, three hundred sixty five (365) days per year with shift times being (b)(7)(E) for 1st shift, (b)(7)(E) for 2nd shift, and (b)(7)(E) for third shift. Non-shift hours are generally (b)(7)(E) the current staffing pattern is provided immediately following this section and lists all personnel by department, shift, post, and position including relief factor and hours per pay period.

As mentioned previously in Factor 1, CoreCivic presently subcontracts food services at Otay Mesa Detention Center to our national food service provider – Trinity Services I, LLC ("Trinity"). Trinity is a food services provider serving both public and private sectors of the corrections industry at prisons, jails and detention centers located throughout the United States. All of the individuals responsible for servicing the contract resulting from this RFP have experience in both the food service industry and the corrections industry. Direct monitoring of Trinity's food service operations is maintained by facility management with additional oversight provided at CoreCivic's FSC by the Senior Director of Food Services. Trinity offers an extensive support system for CoreCivic with a dedicated Vice President and support team solely devoted to the support of the CoreCivic facilities nationwide. Reporting to the Regional Vice President are four District Managers, a Director of Projects, a Registered Dietitian and an Administrative Assistant, also solely dedicated to the CoreCivic operations. Trinity provides a Food Service Manager at Otay Mesa Detention Center and food service personnel as identified on the staffing pattern.

Staff Recruitment

Although the facility is currently staffed and operational, CoreCivic employs numerous methods to advertise open positions in the event necessary, to include various job boards, geo-fencing, radio ads, and working directly with Workforce Centers. A deep internal candidate pool ensures that experienced staff have the opportunity to be part of the Otay Mesa Detention Center. When a vacancy is present, job notices are posted internally in addition to the external recruitment methods. CoreCivic advertises and conducts hiring events within the community also reaching local citizens who are interested in working at the facility.

A recruiter at the Facility Support Center is assigned to the Otay Mesa Detention Center to oversee and direct recruiting and advertising efforts. Staff will work directly with a recruiter and director to fill specific needs and more challenging positions. Among other recognitions regarding recruiting and being an exceptional place to work, CoreCivic has been recognized as one of the best places to work in America for military servicepersons transitioning from active duty. CoreCivic promotes equal opportunity without regard to race, color, sex, national origin, religion, age, disability or any other status or characteristic protected by applicable federal, state or local law in recruiting, hiring, and all other terms and conditions of employment.

The CoreCivic hiring process includes the centralized prescreening of applications at the Facility Support Center. All candidates will be evaluated based on their application or resume, as it pertains to the job description and required qualifications for an ICE contract. Applicants meeting the basic qualifications for the position will then be forwarded to the local hiring manager for interview. Once the applications are received at the facility, the Manager, Human Resource, completes a pre-screen questionnaire to aid in suitability.

Staff Retention

CoreCivic understands that employees are one of the most valuable resources in the organization. Experienced and high quality employees are essential in ensuring contract compliance. In order for the facility to be compliant with standards, meet the needs of the detainees or adhere to any rule or regulation, they must believe and understand that they are a part of the team. Otay Mesa

shows their staff appreciation and empowers them as Corrections Professionals to know their jobs and perform to the highest standard every day they put on the CoreCivic uniform. Otay Mesa prides themselves on the continued dedication of service from the many tenured staff. Otay Mesa's culture of Professionalism, Respect, Integrity, and Excellence (PRIDE) aids in their retention plan. At Otay Mesa approximately 50% of the staff have between 5 and 20 years of service with CoreCivic.

Benefits packages are an important part of our employees' total compensation and is part of what makes CoreCivic a great place to work. CoreCivic offers generous benefits for health insurance, paid time off, life insurance, flexible spending accounts, a retirement plan, and more. In addition to the benefits plan, we work with employees to keep them engaged through continuous training and the availability of advancement opportunities throughout the organization. Listed below are the benefits we currently offer; however, these benefits may change based on the needs of the employees.

- **Health Care:** CoreCivic offers employees health insurance which provides coverage for a wide range of services including office visits, preventive care, hospitalization and prescription drugs which is in compliance with the Affordable Care Act.
- **Dental:** CoreCivic offers its employees optional dental insurance.
- **Vision:** CoreCivic offers its employees optional vision insurance.
- **Medical and Dependent Care Flexible Spending Account (FSA):** An FSA is an employer-sponsored plan that lets employees deduct dollars from their paycheck and put that money into a special account that is protected from taxes.
- **Life Insurance:** Life insurance and accidental death and dismemberment (AD&D) benefits are provided to all eligible employees as part of the health and welfare benefit.
- **Savings Plans:** CoreCivic offers retirement benefits to employees through a 401(k) plan. Upon meeting the eligibility requirements, employees may contribute, on a pre-tax basis, up to 90% of their gross bi-weekly pay into the Plan. For each dollar that an employee contributes, CoreCivic currently matches the contribution dollar-for-dollar up to 5% of eligible compensation.
- **Leave Benefits:** In addition to the specified paid holidays, CoreCivic offers Paid Time Off (PTO), which may be used for any reason that an employee needs to miss work, including vacation, illness, personal business, family illness or holidays not observed by the company.
- **Other Benefits:**
 - CoreCivic contracts with an Employee Assistance Program (EAP) provider. The program provides confidential and free counseling services to our employees, and their eligible dependents. EAP counselors are fully licensed and credentialed and have years of clinical experience. They help with a wide range of issues like alcohol/drug abuse, depression, loss of a loved one, workplace stress, marital/relationship problems, finding childcare or eldercare, financial difficulties, domestic violence, parenting concerns and other life issues. The EAP is available twenty-four (24) hours per day, seven (7) days per week.
 - The CoreCivic Cares Fund is a charitable organization funded by CoreCivic employees to provide short-term assistance to fellow employees who are in severe financial need as a result of an unexpected emergency or catastrophic disaster.

- CoreCivic employees may also be provided with opportunities to enroll in different voluntary products, such as supplemental life insurance, accident, and/or disability plans.
- CoreCivic offers a scholarship program to provide financial assistance for employees who are pursuing educational goals. The scholarships are awarded to several employees annually and recipients may continue to submit applications multiple times as earning a degree generally takes more than one year.

OTAY MESA DETENTION CENTER

San Diego, CA

Approximately (b)(4) (Federal Population)

STAFF DEPLOYMENT BY SHIFT & POSITION		
MANAGEMENT/SUPPORT	(b)(4)	
SECURITY OPERATIONS		
UNIT MANAGEMENT		
MAINTENANCE		
SERVICES		
PROGRAMS		
HEALTH SERVICES		(Contracted by ICE- IHSC)
TOTAL		

MANAGEMENT / SUPPORT	Post / Assignment	Job Code	1st Shift	2nd Shift	3rd Shift	Days Covered	Hrs/P P	Relief Factor	Total Staff
SENIOR WARDEN		1098	(b)(4)						
ASSISTANT WARDEN		1003							
MANAGER, LEARNING AND DEVELOPMENT		2156							
COORDINATOR, LEARNING AND DEVELOPMENT		5093							
MANAGER, OPERATIONS FINANCE		1031							
BOOKKEEPER		5004							
ACCOUNTING CLERK		5016							
MANAGER, HUMAN RESOURCES		5019							
HUMAN RESOURCES ASSISTANT		5076							
MEAL BREAK SUPERVISOR		2196							
PERSONNEL INVESTIGATOR		5067							
PREVENTION SEXUAL ASSAULT - COMPLI MNGR		2197							
MANAGER, QUALITY ASSURANCE		2009							
QUALITY ASSURANCE COORDINATOR		5062							
TECHNOLOGY SUPPORT SPECIALIST		3036							
GRIEVANCE COORDINATOR		5094							
SAFETY MANAGER		9087							
MASTER SCHEDULER		5082							
INVESTIGATOR		2051							
MAILROOM CLERK		5009							
SECRETARY		5014							
* ARNP	PA (Employee Screens)							CONTRACT/PRN	
TOTAL			(b)(4)						

SECURITY OPERATIONS	Post / Assignment	Job Code	1st Shift	2nd Shift	3rd Shift	Days Covered	Hrs/P P	Relief Factor	Total Staff
CHIEF OF SECURITY		1005	(b)(4)						
ASST CHIEF OF SECURITY		1026							
SHIFT SUPERVISOR		1014							
ASST SHIFT SUPERVISOR		9104							
ASST SHIFT SUPERVISOR	R&D / Transportation	9104							
STG OFFICER		9072							
SR DETENTION OFFICER	Disciplinary Hearing	9013							
SR DETENTION OFFICER	Armory/Key / Tool Control	9013							
SR DETENTION OFFICER	Housing Zone	9013							
SR DETENTION OFFICER	Intake / Release	9013							
DETENTION OFFICER	Intake / Release	9005							
DETENTION OFFICER	Intake / Release	9005							
DETENTION OFFICER	Visitation	9005							
DETENTION OFFICER	Attorney Visits	9005							
SR DETENTION OFFICER	Transportation	9013							
DETENTION OFFICER	Transportation	9005							
DETENTION OFFICER	Transportation - Weekend	9005							
DETENTION OFFICER	Perimeter Patrol	9005							

OTAY MESA DETENTION CENTER

San Diego, CA

Approximately (b)(4) (Federal Population)

SECURITY OPERATIONS	Post / Assignment	Job Code	1st Shift	2nd Shift	3rd Shift	Days Covered	Hrs/P P	Relief Factor	Total Staff
DETENTION OFFICER	Central Control	9005	(b)(4)						
DETENTION OFFICER	Central Control	9005							
DETENTION OFFICER	Recreation	9005							
DETENTION OFFICER	Outdoor Recreation	9005							
DETENTION OFFICER	Recreation- Pod	9005							
DETENTION OFFICER	Recreation - Medical	9005							
DETENTION OFFICER	Medical Clinic	9005							
DETENTION OFFICER	Medical Clinic - Roving	9005							
DETENTION OFFICER	Medical Escort	9005							
DETENTION OFFICER	Corridor	9005							
DETENTION OFFICER	Utility/Search & Escort	9005							
DETENTION OFFICER	ICE Entrance	9005							
DETENTION OFFICER	Kitchen	9005							
SR DETENTION OFFICER	Court	9013							
DETENTION OFFICER	Court	9005							
DETENTION OFFICER	Asylum	9005							
DETENTION OFFICER	Break Officer / Meal Relief	9005							
DETENTION OFFICER	Off-Site Hospital	9005							
DETENTION OFFICER	Front Entrance	9005							
DETENTION OFFICER	Inside Work Detail	9005							
DETENTION OFFICER	Outside Work Detail	9005							
DETENTION OFFICER	Vehicle Sallyport	9005							
DETENTION OFFICER	Laundry	9005							
ADMINISTRATIVE CLERK	Security Operations	5002							
TOTAL									

UNIT MANAGEMENT	Post / Assignment	Job Code	1st Shift	2nd Shift	3rd Shift	Days Covered	Hrs/P P	Relief Factor	Total Staff
CHIEF OF UNIT MANAGEMENT		1032	(b)(4)						
UNIT MANAGER		1015							
UNIT MANAGER		1015							
CASE MANAGER		2003							
CASE MANAGER		2003							
DETENTION COUNSELOR		2090							
DETENTION COUNSELOR		2090							
RECORDS SUPERVISOR		5096							
RECORDS CLERK		5013							
ADMINISTRATIVE CLERK	Classification / Jobs	5002							
ADMINISTRATIVE CLERK	Unit Management	5002							
UNIT V (b)(4) CELL BLOCK) - MALES									
DETENTION OFFICER	Housing	9005							
UNIT T (b)(4) CELL BLOCK) - MALES									
DETENTION OFFICER	Housing	9005							
UNIT R (b)(4) CELL BLOCK) - MALES									
DETENTION OFFICER	Housing	9005							
UNIT Q (b)(4) CELL BLOCK) - MALES									
DETENTION OFFICER	Housing	9005							
UNIT P (b)(4) DORMITORY) - MALES									
DETENTION OFFICER	Housing	9005							
UNIT N (b)(4) DORMITORY) - MALES									
DETENTION OFFICER	Housing	9005							
UNIT M (b)(4) CELL BLOCK) - MALES									
DETENTION OFFICER	Housing	9005							
UNIT L (b)(4) CELL BLOCK) - MALES									
DETENTION OFFICER	Housing	9005							

OTAY MESA DETENTION CENTER

San Diego, CA

Approximately (b)(4) (Federal Population)

UNIT MANAGEMENT	Post / Assignment	Job Code	1st Shift	2nd Shift	3rd Shift	Days Covered	Hrs/P P	Relief Factor	Total Staff
UNIT K (b)(4) DORMITORY) - MALES			(b)(4)						
DETENTION OFFICER	Housing	9005							
UNIT J (b)(4) DORMITORY) - MALES									
DETENTION OFFICER	Housing	9005							
UNIT H (b)(4) CELL BLOCK) - MALES									
DETENTION OFFICER	Housing	9005							
UNIT G (b)(4) CELL BLOCK) - MALES									
DETENTION OFFICER	Housing	9005							
UNIT F (b)(4) DORMITORY) - MALES									
DETENTION OFFICER	Housing	9005							
UNIT D and E (b)(4) CELL BLOCK (MALES) - (b)(4)									
SR DETENTION OFFICER		9013							
DETENTION OFFICER	Pod Control	9005							
DETENTION OFFICER	Housing	9005							
DETENTION OFFICER	Segregation Housing	9005							
UNIT B (b)(4) CELL BLOCK (FEMALES) - (b)(4)									
DETENTION OFFICER	Housing	9005	(b)(4)						
DETENTION OFFICER	Segregation Housing	9005							
UNIT A (b)(4) DORMITORY (FEMALES)									
DETENTION OFFICER	Housing	9005							
UNITS MENTAL HEALTH - (b)(4)									
DETENTION OFFICER	Housing	9005							
TOTAL									

MAINTENANCE	Post / Assignment	Job Code	1st Shift	2nd Shift	3rd Shift	Days Covered	Hrs/P P	Relief Factor	Total Staff
MAINTENANCE SUPERVISOR		1009	(b)(4)						
ASST MAINTENANCE SUPERVISOR		6015							
MAINTENANCE WORKER		6003							
ADMINISTRATIVE CLERK	Maintenance	5002							
TOTAL									

SERVICES	Post / Assignment	Job Code	1st Shift	2nd Shift	3rd Shift	Days Covered	Hrs/P P	Relief Factor	Total Staff
WAREHOUSE MANAGER	Commissary	1070	(b)(4)						
** COMMISSARY SUPERVISOR		5073							
** WAREHOUSE/COMMISSARY WORKER		9046							
LAUNDRY SUPERVISOR		9009							
* FOOD SERVICE MANAGER		1069							
* ASST FOOD SERVICE MANAGER		9086							
* FOOD SERVICE WORKER		9006							
TOTAL									

OTAY MESA DETENTION CENTER

San Diego, CA

Approximately (b)(4) (Federal Population)

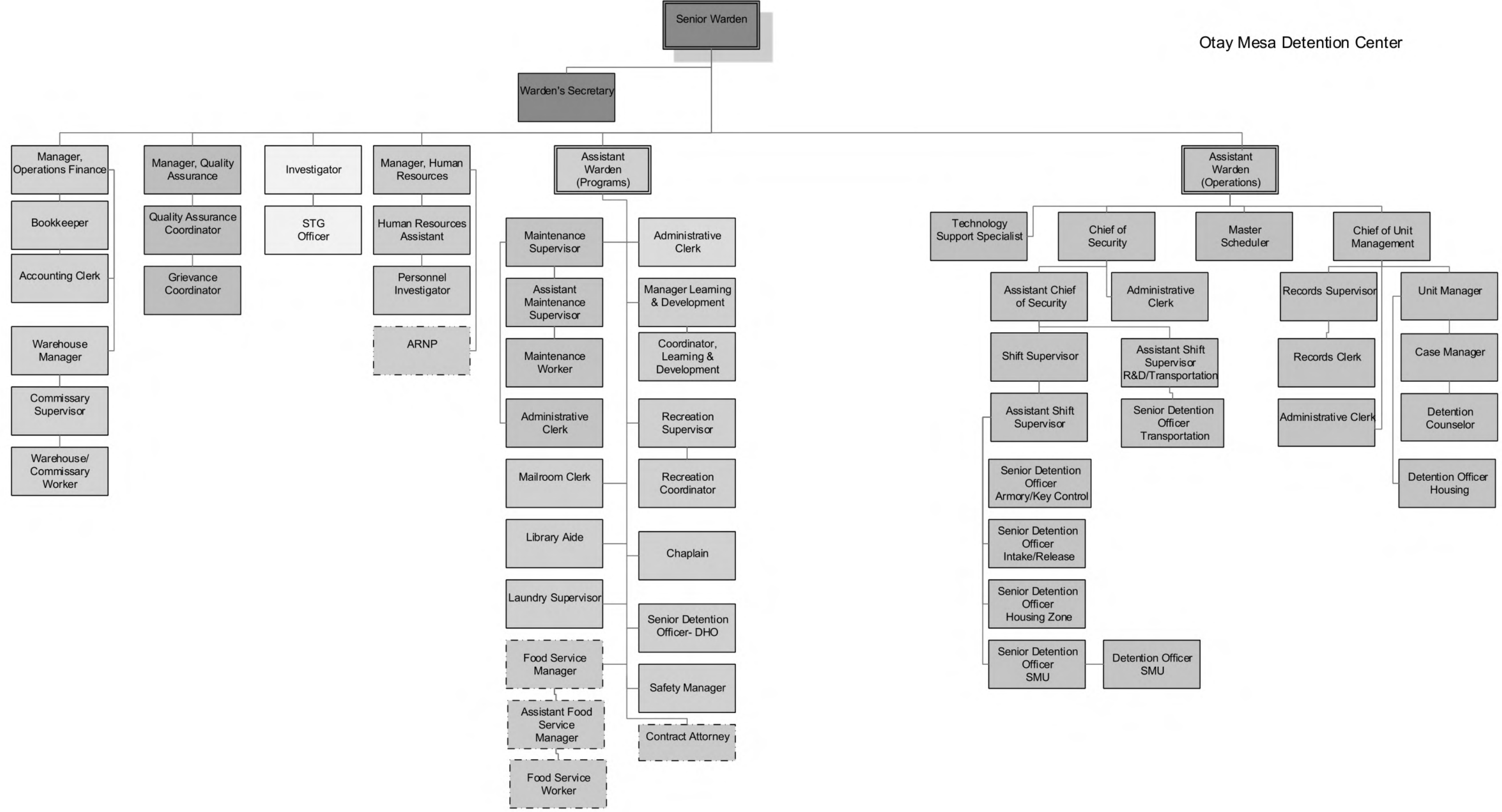
PROGRAMS	Post / Assignment	Job Code	1st Shift	2nd Shift	3rd Shift	Days Covered	Hrs/P P	Relief Factor	Total Staff
RECREATION SUPERVISOR		2149	(b)(4)						
RECREATION COORDINATOR		2017							
CHAPLAIN		2142							
LIBRARY AIDE		5017							
ADMINISTRATIVE CLERK	Programs	5002							
CONTRACT ATTORNEY			CONTRACT / PRN						
TOTAL			(b)(4)						

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

** "Salary and benefits of one Commissary Supervisor and 3 of 4 Warehouse/Commissary workers will be paid from commissary revenue"

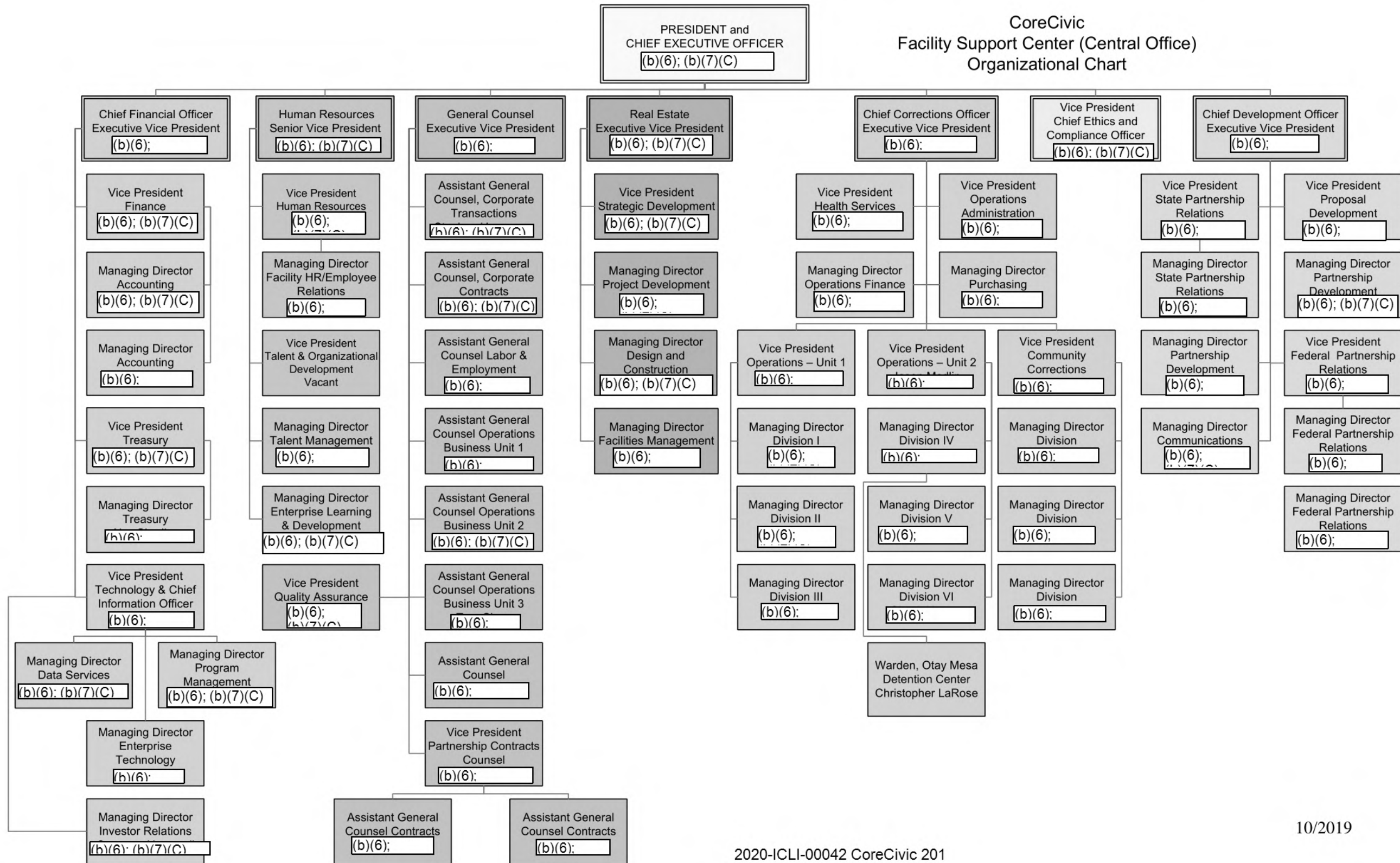
Staffing is commensurate with population and is scheduled as activity dictates.

POSITION SUMMARY		STAFF RATIOS	
SHIFT SUPERVISOR	(b)(4)	DETENTION OFFICER TO INMATE	(b)(4)
ASST SHIFT SUPERVISOR		UNIFORMED STAFF TO INMATE	
SR DETENTION OFFICER		ALL STAFF TO INMATE	
DETENTION OFFICER			
UNIT MANAGER			
CASE MANAGER			
DETENTION COUNSELOR			
FOOD SERVICE CONTRACT STAFF			
ALL OTHER STAFF			
			UNIT MANAGEMENT RATIOS
		UNIT MANAGER TO INMATE	(b)(4)
		CASE MANAGER TO INMATE	
		DETENTION COUNSELOR TO INMATE	



Positions hired on a contractual or fee basis for services rendered

CoreCivic
Facility Support Center (Central Office)
Organizational Chart



Job Title	Job Code
WARDEN	1016

Department	EEO Code	EEO Category	FLSA Status	Full Time	Part Time
01	010	OM	Exempt	X	N/A

SUMMARY:

The Warden has the overall responsibility for the assigned correctional/detention facility, including but not limited to, operations, staff, safety/security, inmates, and budget, in accordance with the policies, procedures and guidelines established by CCA executive management, corporate officers, and partner contract(s).

ESSENTIAL FUNCTIONS:

The incumbent should be able to perform ALL of the following functions at a pace and level of performance consistent with the job performance requirements. Any additional qualifications and/or essential job functions for specific facility locations will be contained in Appendix A.

1. Manages all areas of the facility operation utilizing established corporate, facility and correctional policy and procedure in making decisions in an independent and professional manner using sound correctional judgment.
2. Creates a vision for the direction of the facility and communicates vision to upper management and subordinate staff. Formulates facility goals on an annual basis and translates these goals into measurable objectives with periodic reviews, in alignment with vision and CCA goals.
3. Supervises the formulation, implementation and enforcement of all facility policies, procedures and post orders for the proper operation of the facility consistent with federal/state law, CCA policy and contractual obligations.
4. Communicates effectively with upper management and corporate office staff, contracting agency representatives, local law enforcement agencies, visitors, community leaders and inmates using tact, diplomacy and good judgment. All communications should reflect the CCA Guiding Principles.
5. Manages the annual preparation of the facility operational and capital budgetary process. Develops the business acumen necessary to understand and manage forecasting, earnings, budgeting and operational expenditures, to ensure the appropriate amount of fiscal prudence in the operation of the assigned facility.

Job Title	Job Code
WARDEN	1016

6. Guides and directs staff in the safe and orderly operation of the correctional facility in a manner that promotes public safety, staff safety and a secure and humane environment for offenders.
7. Creates and reviews a variety of facility reports, including, but not limited to, operational, financial/budgetary, incidents, audits, and investigations.
8. Directs and supervises staff, and makes employment decisions, as appropriate, to include hiring, assigning, training, supervision, evaluation, discipline and termination.
9. Reviews, processes and responds (via corporate counsel) to lawsuits and provides any related facility records. Attends court and administrative hearings, when necessary.
10. Promotes staff engagement in the work environment through mentoring, coaching, communication, feedback, staff recognition, and positive team building exercises.
11. Shares organizational values with all assigned staff and creates programs to recognize staff for positive contributions.
12. Domestic U. S. travel may be required.

QUALIFICATIONS:

Graduate from an accredited college or university with a Bachelor's degree is required, preferably in Social or Behavioral Sciences or a related field. Ten years of correctional work experience, with increasing responsibility, including two years of experience at the Assistant Warden level or above is required. Additional qualifying full-time correctional supervisory experience may be substituted for the education requirement on a year for year basis. Must demonstrate a comprehensive understanding and knowledge of the practices and principles of correctional facility management, pertinent correctional laws, rules and regulations, and the principles and practices of supervision and training. Proficiency in Microsoft Office applications is required. A valid driver's license is required.

SUMMARY OF CURRENT JOB PERFORMANCE CHARACTERISTICS

Job Title	Job Code	Department	Full Time	Part Time
Warden	1016	01	X	N/A

GROUP I (Number of hours in an 8-hour day)		Intermittent	Constant		
Sitting		>5			
Standing		<1			
Walking		>2			
GROUP II	Weight	N/A	Occasionally	Frequently	Continuously
Lifting up to	150		X		
Carrying up to	50		X		
Pushing up to	150		X		
Pulling up to	150		X		
GROUP III	N/A	Occasionally	Frequently	Continuously	
Squatting		X			
Bending			X		
Kneeling		X			
Reaching			X		
Twisting		X			
Crawling	X				
Ladder Climbing		X			
Stair Climbing		X			
Other Climbing	X				
GROUP IV	N/A	Occasionally	Frequently	Continuously	
Walking on rough ground		X			
Exposure to changes of temperature or humidity		X			
Exposure to dust, fumes or gases		X			
Being near moving machinery		X			
Working from heights		X			
Exposure to Infectious Diseases		X			
Driving			X		
Mental Alertness				X	

OTHER CHARACTERISTICS:

Use of the following equipment:

Motor vehicle, firearms, hand tools, computer, telephone, copier, hand radio, metal detector, SCAB, gas mask, electronic restraints, hand and leg cuffs, belly chains and other restraint devices.

Travel: Frequent local ground travel, occasional long distance ground travel; occasional long distance air travel.

Additional Physical Demands:

While performing the duties of this job, the employee is regularly required to use hands to finger, handle or feel objects or controls; reach with hands and arms, talk and hear.

Must occasional lift and/or move up to 150 lb.

Specific vision abilities required include close, color, distance, and peripheral vision; depth perception; and ability to adjust focus.

Job Title	Job Code
ASSISTANT WARDEN	1003

Department	EEO Code	EEO Category	FLSA Status	Full Time	Part Time
01	010	OM	Exempt	X	N/A

SUMMARY:

The Assistant Warden directs, administers and coordinates the management of the facility in the area of operations and/or programs personally or through subordinate managerial staff, with oversight and direction of the Warden. This position acts with full authority in the absence of the Warden.

ESSENTIAL FUNCTIONS:

The incumbent should be able to perform all of the following functions at a pace and level of performance consistent with the job performance requirements. Any additional qualifications and/or essential job functions for specific facility locations will be contained in Appendix A.

1. Monitors daily operations of the facility to ensure compliance with policy, procedure and contractual requirements.
2. Supervises the internal and external security, and/or programs and services of the facility. Routinely inspects posts to observe preparedness of staff and to confirm that security is properly maintained at all times. Provides for areas under supervision to be adequately staffed for the safety and welfare of inmates/residents.
3. Communicates the vision of the facility and ensures alignment with CoreCivic goals. Participates in the formulation of facility goals on an annual basis and translates these goals into measurable objectives with periodic reviews.
4. Initiates and completes investigations and inquiries with accuracy by gathering information and evidence, interviewing and obtaining the statements of victims, witnesses, suspects and confidential informers. Exercises independent judgment in determining when probable cause exists to recommend or take disciplinary action with inmates/residents and staff.
5. Guides and directs staff in the safe and orderly operation of the correctional facility in a manner that promotes public safety, staff safety and a secure and humane environment for offenders.

Revised March 2017

***Note:** These qualifications apply to employees hired or transferred into this position beginning April 4, 2017; however, where partner approval is required prior to implementing a new or revised job description, these qualifications will apply to employees hired or transferred into this position on and after the date of partner approval.

<p>Job Title</p> <p style="text-align: center;">ASSISTANT WARDEN</p>	<p>Job Code</p> <p style="text-align: center;">1003</p>
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6. Establishes, recommends and/or implements facility policies, procedures and post orders to ensure the proper operation of the facility consistent with federal/state law, CoreCivic policy and contractual obligations.
7. Participates in the annual preparation of the facility operational and capital budgetary process. Develops the business acumen necessary to understand and manage forecasting, earnings, budgeting and operational expenditures, to ensure the appropriate amount of fiscal prudence in the operation of the assigned facility.
8. Assigns, trains, supervises and evaluates staff, through subordinate supervisory and managerial staff and makes employment decisions, as appropriate, to include interviewing, hiring, discipline and termination.
9. Effectively communicates responsibilities, authorities and accountability to all direct subordinates. Motivates and encourages staff to perform their duties consistent with policy and procedures.
10. Conducts and/or attends staff meetings to maintain communication and consistency of operation between shifts. Develops and implements procedures and controls to promote effective communications and the proper flow of relevant information to upper management, staff, contracting agency representatives, local law enforcement agencies, visitors and the general public, using tact, diplomacy, understanding, fairness, firmness and good judgment.
11. Responds to inmate and staff grievances and attempts to resolve disputes and/or problems.
12. Reviews, processes and responds (via corporate counsel) to lawsuits and provides any related facility records. Attends court and administrative hearings, when necessary.
13. Ensures that staff is engaged in the work environment through mentoring, coaching, communication, feedback, staff recognition, and positive team building exercises.
14. Domestic U. S. travel may be required.

QUALIFICATIONS*:

Graduate from an accredited college or university with a Bachelor's degree is required, preferably in Social or Behavioral Science or a related field. Six years of correctional work experience, including two years of experience at the Chief of Security or Chief of Unit Management level or five years of experience as a CoreCivic department head or

Revised March 2017

***Note:** These qualifications apply to employees hired or transferred into this position beginning April 4, 2017; however, where partner approval is required prior to implementing a new or revised job description, these qualifications will apply to employees hired or transferred into this position on and after the date of partner approval.

Job Title	ASSISTANT WARDEN	Job Code	1003
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equivalent is required. Additional qualifying full-time correctional supervisory experience may be substituted for the required education on a year-for-year basis. Must demonstrate a comprehensive understanding and knowledge of the practices and principles of correctional facility management, pertinent corrections laws, rules and regulations, and the principles and practices of supervision and training. Proficiency in Microsoft Office applications is required. A valid driver's license is required.

Revised March 2017

***Note:** These qualifications apply to employees hired or transferred into this position beginning April 4, 2017; however, where partner approval is required prior to implementing a new or revised job description, these qualifications will apply to employees hired or transferred into this position on and after the date of partner approval.

SUMMARY OF CURRENT JOB PERFORMANCE CHARACTERISTICS

Job Title	Job Code	Department	Full Time	Part Time
Assistant Warden	1003	01	X	N/A

GROUP I (Number of hours in an 8-hour day)		Intermittent	Constant		
Sitting		>4			
Standing		<2			
Walking		>2			
GROUP II	Weight	N/A	Occasionally	Frequently	Continuously
Lifting up to	150		X		
Carrying up to	50		X		
Pushing up to	150		X		
Pulling up to	150		X		
GROUP III	N/A	Occasionally	Frequently	Continuously	
Squatting		X			
Bending			X		
Kneeling		X			
Reaching			X		
Twisting		X			
Crawling	X				
Ladder Climbing		X			
Stair Climbing		X			
Other Climbing	X				
GROUP IV	N/A	Occasionally	Frequently	Continuously	
Walking on rough ground		X			
Exposure to changes in temperature or humidity		X			
Exposure to dust, fumes or gases		X			
Being near moving machinery		X			
Working from heights		X			
Exposure to Infectious Diseases		X			
Driving		X			
Mental Alertness				X	

OTHER CHARACTERISTICS:

Use of the following equipment:

Motor vehicle, firearms, hand tools, computer, telephone, copier, hand radio, metal detector, gas mask, self-contained breathing apparatus, electronic restraints, hand and leg cuffs, belly chains and other restraint devices.

Travel: Frequent local ground travel, occasional long distance ground travel; occasional long distance air travel.

Additional Physical Demands:

While performing the duties of this job, the employee is regularly required to use hands to finger, handle or feel objects or controls, reach with hands and arms, talk and hear.

Must occasional lift and/or move up to 150 lbs.

Specific vision abilities required include close, color, distance, and peripheral vision; depth perception; and ability to adjust focus.

Job Title	Job Code
CHIEF OF SECURITY	1005

Department	EEO Code	EEO Category	FLSA Status	Full Time	Part Time
07	010	OM	Exempt	X	N/A

SUMMARY:

The Chief of Security coordinates and monitors the overall security operations of the facility, ensuring proper staffing levels for all shifts and posts, and maintaining safety and security of staff and inmates. Promotes compliance with all applicable policies, procedures, rules, regulations and standards.

ESSENTIAL FUNCTIONS:

The incumbent should be able to perform ALL of the following functions at a pace and level of performance consistent with the job performance requirements. Any additional qualifications and/or essential job functions for specific facility locations will be contained in Appendix A.

1. Conducts and/or participates in inspections of the facility and grounds, including housing and general use units, in order to meet or exceed standards, facility operating procedures, policies, and corporate guidelines for security, sanitation and safety. Maintains accountability of tools, keys and security equipment. Develops appropriate solutions and directs staff and inmate/resident resources in correcting any noted deficiencies.
2. Supervises and/or participates in the security operations, organization and services at the facility. Makes recommendations on improvements affecting the economy, efficiency and quality of these areas based on a review of facility metrics and trends.
3. Meets regularly with facility management team and administrative department heads to ensure facility support for security operations and to discuss matters that may cause barriers between security and other departmental areas. Coordinates scheduled staff meetings between security and unit management staff to assist with maintaining communication and consistency of operations between shifts.
4. Communicates effectively with upper management and corporate office staff, contracting agency representatives, local law enforcement agencies, visitors, community leaders and inmates using tact, diplomacy and good judgment.
5. Supports the vision of the facility and ensures communication to subordinate staff. Assists in the formulation of facility goals on an annual basis and translates these

Job Title <p style="text-align: center;">CHIEF OF SECURITY</p>	Job Code <p style="text-align: center;">1005</p>
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goals into measurable objectives with periodic reviews, in alignment with vision and CCA goals.

6. Participates in the annual preparation of the facility operational and capital budgetary process. Develops the business acumen necessary to understand and manage forecasting, earnings, budgeting and operational expenditures, to ensure the appropriate amount of fiscal prudence in the operation of the assigned facility.
7. Assigns, trains, supervises and evaluates security staff, and provides input on employment decisions, as appropriate, to include interviewing, hiring, disciplinary action, performance improvement/evaluation and termination.
8. Develops and/or reviews the facility emergency plan and post orders on an annual basis and ensures communication of these orders and plans with appropriate parties. Designs and implements routine drills to practice emergency response and deployment of staff.
9. Prepares, and/or directs the preparation of, reports and records including but not limited to shift logs, count packets, disciplinary reports, incident reports, security inspections, and various other shift reports in a timely manner. Maintains accurate reports in accordance with policy and established practices. Takes corrective action upon identification of problems or concerns.
10. Ensures that staff is engaged in the work environment through mentoring, coaching, communication, feedback, staff recognition, and positive team building exercises.
11. Domestic U. S. travel may be required.

QUALIFICATIONS:

Graduate from an accredited college or university with a Bachelor's degree is required, preferably in Social or Behavioral Science or a related field. Four years of correctional work experience, including two years of experience as a Shift Supervisor, Unit Manager and/or CCA department head, or equivalent, is required. Correctional work experience must include three years supervisory experience of correctional employees. Additional qualifying full-time correctional supervisory experience may be substituted for the required education on a year-for-year basis. Must demonstrate knowledge of correctional custody methods and techniques, pertinent facility rules, regulations and standards, principles and practices of supervision and training. Proficiency in Microsoft Office applications is required. A valid driver's license is required.

SUMMARY OF CURRENT JOB PERFORMANCE CHARACTERISTICS

Job Title	Job Code	Department	Full Time	Part Time
Chief of Security	1005	07	X	N/A

GROUP I (Number of hours in an 8-hour day)		Intermittent	Constant		
Sitting		>4			
Standing		<2			
Walking		>2			
GROUP II	Weight	N/A	Occasionally	Frequently	Continuously
Lifting up to	50		X		
Carrying up to	50		X		
Pushing up to	150		X		
Pulling up to	150		X		
GROUP III	N/A	Occasionally	Frequently	Continuously	
Squatting			X		
Bending			X		
Kneeling		X			
Reaching			X		
Twisting			X		
Crawling	X				
Ladder Climbing		X			
Stair Climbing		X			
Other Climbing		X			
GROUP IV	N/A	Occasionally	Frequently	Continuously	
Walking on rough ground			X		
Exposure to temperature and humidity changes			X		
Exposure to dust, fumes or gases			X		
Being near moving machinery		X			
Working from heights		X			
Exposure to Infectious Diseases		X			
Driving			X		
Mental Alertness				X	

OTHER CHARACTERISTICS:

Use of the following equipment:

Motor vehicle, firearms, hand tools, computer, telephone, copier, hand radio, metal detector, gas mask, self-contained breathing apparatus, electronic restraints, hand and leg cuffs, belly chains and other restraint devices.

Travel: Frequent local ground travel, occasional long distance ground travel; occasional long distance air travel.

Additional Physical Demands:

While performing the duties of this job, the employee is regularly required to use hands to finger, handle or feel objects or controls; reach with hands and arms; talk and hear.

Must occasionally push or pull up to 150 lbs.

Specific vision abilities requires include close, color, distance, peripheral vision; depth perception; and ability to adjust focus.

Job Title	Job Code
MANAGER, QUALITY ASSURANCE	2009

Department	EEO Code	EEO Category	FLSA Status	Full Time	Part Time
01	002	P	Exempt	X	N/A

SUMMARY:

The Manager, Quality Assurance is responsible for managing all areas of Quality Assurance to include conducting regular audits and inspections. Develops, reviews, edits and oversees the implementation of facility policies, procedures and corrective action plans, by gathering and analyzing data related to the operation and management of the facility. Ensures ongoing facility compliance in accordance with established company policies and procedures and contractual requirements.

ESSENTIAL FUNCTIONS:

The incumbent should be able to perform all of the following functions at a pace and level of performance consistent with the job performance requirements. Any additional qualifications and/or essential job functions for specific facility locations will be contained in Appendix A.

1. Manages all areas of Quality Assurance to include audits, inspections, data gathering and analysis, reporting, training and communication in accordance with established policies and procedures and contractual requirements.
2. Collaborates with facility management, department managers, FSC and contracting agency to formulate, revise and implement policies and procedures in compliance with established company policies and procedures, accreditation standards, and contractual requirements. Develops strong working relationships with contracting agencies and ensures consistent communications between the facility and the contracting agencies.
3. Manages and conducts audits and inspections of overall facility operations and maintenance to make improvement recommendations affecting the, efficiency and quality of the facility organization, security, operations, services, programs and budget. Coordinates and assists department heads with developing, reviewing, implementing, and validating corrective action plans to ensure that root causes are addressed and corrective actions are effective.
4. Conducts regular inspections to ensure facility is ACA audit ready. Collects, prepares, reviews and maintains all facility ACA files.

Revised April 2016

***Note:** These qualifications apply to employees hired or transferred into this position beginning May 24, 2016; however, where partner approval is required prior to implementing a new or revised job description, these qualifications will apply to employees hired or transferred into this position on and after the date of partner approval.

Job Title <p style="text-align: center;">MANAGER, QUALITY ASSURANCE</p>	Job Code <p style="text-align: center;">2009</p>
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5. Collaborates with facility department heads on Quality Assurance inquiries. Ensures top facility performance by providing direction and advises best practices using experience, data, contractual standards and company policy and procedure guidance.
6. Compiles, prepares and accurately maintains, on a current basis, standard operating records and reports, as requested by management or required by policies, procedures, regulations, laws, accreditation standards and/or contract. Reviews reports and records produced by staff; properly processes all reports and documents in a timely manner.
7. Collaborates with FSC Legal to review and respond to lawsuits. Assists with providing related facility records, and attends court and/or administrative hearings, as necessary.
8. Utilizes established company and facility policies and procedures in making decisions, but performs with a high degree of independence and professional administrative skill and uses sound independent judgment in meeting the responsibilities and performing the duties of the position.
9. May supervise and train Quality Assurance department staff. Directs, coordinates and reviews work assignments to ensure effective and efficient operations of the department.
10. Domestic U. S. travel may be required.

QUALIFICATIONS*:

Graduate from an accredited college or university with a Bachelor's degree in criminal justice, corrections, social or behavioral science, quality assurance, business administration or a related field is required. Two years of experience in corrections, quality assurance, accreditation, or a related field is required. Additional experience in corrections, quality assurance, accreditation, or a related field may be substituted for the education requirement on a year-for-year basis. Excellent written communication skills and analytical ability required. Proficiency in Microsoft Office applications or other similar software applications is required. A valid driver's license is required.

Revised April 2016

***Note:** These qualifications apply to employees hired or transferred into this position beginning May 24, 2016; however, where partner approval is required prior to implementing a new or revised job description, these qualifications will apply to employees hired or transferred into this position on and after the date of partner approval.

SUMMARY OF CURRENT JOB PERFORMANCE CHARACTERISTICS

Job Title	Job Code	Department	Full Time	Part Time
Manager, Quality Assurance	2009	01	X	N/A

GROUP I (Number of hours in an 8-hour day)		Intermittent	Constant		
Sitting		>5			
Standing		<1			
Walking		<2			
GROUP II	Weight	N/A	Occasionally	Frequently	Continuously
Lifting up to	25		X		
Carrying up to	25		X		
Pushing up to	25		X		
Pulling up to	25		X		
GROUP III	N/A	Occasionally	Frequently	Continuously	
Squatting		X			
Bending			X		
Kneeling		X			
Reaching			X		
Twisting		X			
Crawling	X				
Ladder Climbing		X			
Stair Climbing		X			
Other Climbing - Describe:	X				
GROUP IV	N/A	Occasionally	Frequently	Continuously	
Walking on rough ground			X		
Exposure to changes of temperature or humidity			X		
Exposure to dust, fumes or gases			X		
Being near moving machinery		X			
Working from heights		X			
Exposure to Infectious Diseases		X			
Driving		X			
Mental Alertness				X	

OTHER CHARACTERISTICS:

Use of the Following Equipment:

Calculator, telephone, copier, computer and facsimile.

Travel: Occasional local ground travel; occasional long distance ground or air travel.

Specific vision abilities required by this job include:

Close, distance, and color, peripheral vision; depth perception and the ability to adjust focus.

Additional Physical Demands:

While performing the duties of this job, the employee is regularly required to use hands to finger, handle or feel objects or controls; reach with hands and arms, talk and hear.

Job Title MANAGER, LEARNING AND DEVELOPMENT	Job Code 2156
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Department	EEO Code	EEO Category	FLSA Status	Full Time	Part Time
01	002	P	Non-Exempt	X	N/A

SUMMARY:

The Manager, Learning and Development plans and organizes all staff learning and development activities in compliance with applicable policies, procedures, rules, regulations and standards. Responsible for the supervision and direction of all students, instructors and learning activities. Identifies facility and individual development needs. Monitors and/or leads learning and development sessions, providing a learning environment that promotes self-development.

ESSENTIAL FUNCTIONS:

The incumbent should be able to perform all of the following functions at a pace and level of performance consistent with the job performance requirements.

1. Selects qualified instructors and provides direction to ensure consistency in the delivery of approved lesson plan content applicable to the facility. Evaluates and provides feedback to ensure quality of instruction.
2. Supervises students assigned to learning and development programs to include establishing and maintaining student records, evaluating student comprehension of learning objectives, offering career guidance, and taking appropriate corrective or disciplinary action. Provides performance evaluation feedback as requested and suggests appropriate development activities.
3. Conducts learning and development sessions and establishes a positive learning culture by preserving the quality of the learning and development environment. Minimizes disruptions and ensures safety of all participants to optimize learning and development.
4. In cooperation with facility management, prepares annual learning and development plan, and ensures compliance with established schedules to include student attendance, instructor assignments, training space, and other resources.
5. Maintains compliance with current ACA standards by establishing and administering the facility learning and development programs in accordance with policy, procedure, and contract requirements.

Job Title MANAGER, LEARNING AND DEVELOPMENT	Job Code 2156
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6. Collaborates with employees and supervisors to identify individual formal/informal learning and development opportunities to enhance job performance and career development.
7. Leads quarterly Learning and Development Committee meetings to assess and identify facility development needs. Recommends appropriate formal/informal learning and development activities and fosters a positive learning culture.
8. Participates in the review of policies, procedures, and lesson plan materials. Prepares revisions and outlines facility-specific references for appropriate approval.
9. Maintains regular communication with facility management and FSC learning and development staff to discuss facility learning and development activities, concerns, requests, or plan variances. Implements any necessary changes.
10. Reads and comprehends lesson plans, reference materials, correspondence, policies, regulations, procedures, reports, directions, and other simple and moderately complex documents.
11. Domestic U.S travel may be required.

QUALIFICATIONS:

Graduate from an accredited college or university with a Bachelor's degree is required. Two years of experience in a criminal justice field is required. One year of experience in training, classroom instruction or curriculum development is required. Supervisory experience is preferred. Additional related work experience may be substituted for the required education on a year-for-year basis. Strong verbal and written communication skills required. Experience in Microsoft Office or other similar software applications is required. Knowledge of learning management platforms is preferred. A valid driver's license is required.

SUMMARY OF CURRENT JOB PERFORMANCE CHARACTERISTICS

Job Title	Job Code	Department	Full Time	Part Time
Manager, Learning and Development	2156	01	X	N/A

GROUP I (Number of hours in an 8-hour day)		Intermittent	Constant		
Sitting		2 to 4			
Standing		4 to 6			
Walking		<1			
GROUP II	Weight	N/A	Occasionally	Frequently	Continuously
Lifting up to	50		X		
Carrying up to	50		X		
Pushing up to	50		X		
Pulling up to	50		X		
GROUP III	N/A	Occasionally	Frequently	Continuously	
Squatting			X		
Bending			X		
Kneeling		X			
Reaching			X		
Twisting			X		
Crawling	X				
Ladder Climbing		X			
Stair Climbing		X			
Other Climbing - Describe:					
GROUP IV	N/A	Occasionally	Frequently	Continuously	
Walking on rough ground		X			
Exposure to changes of temperature and/or humidity		X			
Exposure to dust, fumes or gases	X				
Being near moving machinery	X				
Working from heights	X				
Exposure to Infectious Diseases		X			
Driving		X			
Mental Alertness				X	

OTHER CHARACTERISTICS:

Use of the following equipment:

Computer, telephone, copier, facsimile, DVD/VCR, overhead projector and related audio/visual equipment, firearms, chemical agents, radio, SCBA, gas masks, restraint equipment (handcuffs, leg irons, belly chains), riot equipment.

Travel: Frequent local ground travel, occasional long distance ground travel, occasional long distance air travel.

Additional Physical Demands:

While performing the duties of this job, the employee is regularly required to use hands to finger, handle or feel objects or controls; reach with hands and arms; talk and hear.

Must occasionally lift and/or move up to 50 lbs.

Specific vision abilities required by this job include:

Close, distance, color and peripheral vision; depth perception; and the ability to adjust focus.

Job Title	Job Code
SHIFT SUPERVISOR	1014

Department	EEO Code	EEO Category	FLSA Status	Hours/Week	Full Time	Part Time
07	001	OM	Exempt	---	X	N/A

SUMMARY:

The Shift Supervisor is responsible for the supervision of the administrative and operational security activities on a specific shift in a juvenile or adult facility. Effectively manages staff during assigned shift to maintain adequate security coverage. Provides for the protection of each inmate/resident and the preservation of each inmate's/resident's legal rights. Supervises the count of inmate/residents. Must be able to work any post assignment on any shift. This position reports to the Chief of Security or above.

ESSENTIAL FUNCTIONS:

The successful applicant should be able to perform ALL of the following functions at a pace and level of performance consistent with the actual job performance requirements. Any additional qualifications and/or essential job functions for specific facility locations will be contained in Appendix A.

- Read, understand and comply with specific post orders written for the assigned post.
- Directly supervise security staff and inmates/residents on the shift in the performance of their duties and evaluate as prescribed by facility and corporate policy. This includes training new employees; listening to complaints and effectively resolving disputes or problems; taking corrective or disciplinary action; developing work schedules for subordinates; monitoring post assignments; approving leave requests; and preparing inmate/resident work assignments.
- Assist in the effective management of facility resources.
- Provide for adequate staffing in areas supervised; fill in as needed during periods of short staffing.
- Participate in recruiting, hiring and orienting assigned staff.
- Make recommendations to supervisor concerning personnel matters such as employment, retention, promotion, merit increases and discipline.
- Complete written evaluations on all staff under direct supervision; review and approve staff evaluations completed by subordinate managers or supervisors in accordance with corporate guidelines.

Job Title <p style="text-align: center;">SHIFT SUPERVISOR</p>	Job Code <p style="text-align: center;">1014</p>
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- Routinely review subordinates' payroll documents and use of overtime.
- Cooperate and coordinate with the facility training manager for the delivery of required staff training programs; verify each subordinate employee supervised receives required training.
- Monitor safety practices and ensure that safety and accident reports are prepared and disseminated as required by policy; take appropriate action in cases of serious and unusual incidents and emergencies.
- Communicate responsibilities, authorities and accountability to all direct subordinates so that they are defined and understood.
- Conduct meetings of shift officers, attend scheduled staff meetings and enhance effective communications between administration, staff and inmates/residents; assist other Shift Supervisors in maintaining communications and consistency of operation between shifts.
- Communicate effectively and coherently to administration, staff, inmates/residents, visitors and the general public, particularly in situations requiring tact, diplomacy, understanding, fairness, firmness and good judgment. This giving information, instructions and directions, mediating disputes, advising of rights and processes, and providing reliable testimony in court and other formal settings.
- Read and comprehend legal and non-legal documents, including the processing of such documents as medical instructions, commitment orders, summons and other legal writs.
- Review, process and respond (via corporate counsel) to lawsuits and provide any related facility records; attend court and administrative hearings, when necessary.
- Motivate and encourage staff to perform their duties consistent with policy and procedures.
- Prepare or direct the preparation of shift logs, disciplinary reports and other administrative reports and records, using appropriate grammar, to include filing, alphabetizing and labeling.
- Provide for correctional officers to receive, read, understand and log their post orders daily.

Job Title	Job Code
SHIFT SUPERVISOR	1014

- Review reports and records produced on the shift; properly processes all reports and documents in a timely manner.
- Conduct inspections of all housing and general use areas to ensure that proper standards, facility operating procedures and corporate guidelines of security, health, safety, sanitation and welfare are maintained; direct staff and inmate/resident resources to correct problems detected.
- Supervise the internal and external security of the facility; routinely inspect posts to observe alertness of personnel and to confirm that security is properly maintained at all times.
- Prepare inmate/resident work assignments.
- Respond to inmate/resident and staff grievances; attempt to resolve disputes and/or problems.
- Escort inmates/residents or coordinate the movement of inmates/residents to and from different areas; use handcuffs and other appropriate restraints when necessary or required.
- Initiate and complete investigations and inquiries with accuracy by gathering information and evidence, interviewing and obtaining the statements of victims, witnesses, suspects and confidential informers; exercise independent judgment by determining when probable cause exists to recommend or take disciplinary action.
- Apply, instruct and supervise others in the use of restraining equipment.
- Use, instruct, and supervise others in the use of communications equipment.
- Put on, operate and instruct others in the use of a self-contained breathing apparatus in appropriate situations.
- Conduct visual and audio surveillance for extended periods of time, including the reliable repetitive identification of inmates/residents by visual means.
- Effectively break up a fight and restrain an inmate/resident, forcibly if necessary, using handcuffs and other restraints; subdue resisting inmates/residents using maneuvers and resort to the use of hands and feet and other approved devices in self-defense.
- Aid in preventing escapes; pursue fleeing inmates/residents, take part in searches for escaped inmates/residents and other duties which may involve quickly entering and

Job Title <p style="text-align: center;">SHIFT SUPERVISOR</p>	Job Code <p style="text-align: center;">1014</p>
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exiting secured areas; effecting the movement of heavy objects from one place to another; accessing elevated surfaces; passing through openings; moving over obstacles and in confined areas and using force to gain entrance.

- Perform searches of people, objects capable of concealing contraband, buildings and outdoor areas which will involve detecting and identifying objects, moving throughout the facility building(s) and/or grounds for long periods of time and detaining people.
- Engage in functions in confined areas that include such things as serving food, working rotating shifts, extended patrol and physically checking the doors, windows and other areas to verify they are secure.
- Endure verbal and mental abuse when confronted with the hostile views and opinions of inmates/residents and others encountered in an antagonistic environment.
- Perform rescue functions at accidents, emergencies and disasters to include administering basic emergency medical aid, physically removing people away from dangerous situations, and securing and evacuating people from confined areas.
- Take appropriate action to prevent or diffuse potentially disruptive situations.
- Perform periodic inmate/resident counts.
- Verify the activities schedule is followed and that inmates/residents receive the opportunity for recreation as required by standards and policy.
- Inspect unclothed inmates/residents visually, with possible exposure to body fluids, wastes and possible encounter with deceased or contagious persons.
- Interpret, enforce and comply with applicable rules, regulations, policies, procedures, standards and/or contract requirements.
- Establish and maintain effective working relations with others and handle difficult interpersonal contacts.
- Define problems, collect data, establish facts and draw valid conclusions; apply management techniques to problems of administration and devise workable solutions.
- Add, subtract, multiply and divide using whole numbers, common fractions and decimals; work with mathematical concepts such as fundamentals of plane and solid geometry and apply concepts such as fractions, percentages, ratios and proportions to practical situations.

Job Title SHIFT SUPERVISOR	Job Code 1014
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- Operate a vehicle during both the day and night where driving conditions can include congested traffic and unsafe road conditions caused by factors such as fog, rain, ice and snow.
- Remain alert at all times and react quickly, efficiently and calmly in emergency and other high stress situations.
- Domestic U. S. travel for training or emergency situations is required.

QUALIFICATIONS:

High school diploma, GED certification or equivalent, with three years experience in a criminal justice field or other acceptable related field, which includes two years in a supervisory capacity. Additional education may be substituted for the experience on a year-for-year basis. Completion of basic pre-service correctional officer training and, where applicable, be a commissioned security officer licensed by the state of employment. A valid driver's license is required.

Must demonstrate knowledge of the practices and principles of correctional facility management; pertinent corrections laws, rules and regulations; and the principles and practices of supervision and training.

With written approval from Corporate Operations and/or Human Resources, the warden or facility administrator may waive any or all experience requirements if none of the applicants has all the qualifications and/or exhibits a superior level of job performance and demonstrates exceptional knowledge of company policies and procedures.

SUMMARY OF CURRENT JOB PERFORMANCE CHARACTERISTICS

Job Title	Job Code	Department	Hours/Week	Full Time	Part Time
Shift Supervisor	1014	07	---	X	N/A

GROUP I (Number of hours in an 8-hour day)		Intermittent	Constant		
Sitting		>4			
Standing		>2			
Walking		>2			
GROUP II	Weight	N/A	Occasionally	Frequently	Continuously
Lifting up to	150		X		
Carrying up to	50		X		
Pushing up to	150		X		
Pulling up to	150		X		
GROUP III	N/A	Occasionally	Frequently	Continuously	
Squatting			X		
Bending			X		
Kneeling		X			
Reaching			X		
Twisting			X		
Crawling		X			
Ladder Climbing		X			
Stair Climbing		X			
Other Climbing	X				
GROUP IV	N/A	Occasionally	Frequently	Continuously	
Walking on rough ground			X		
Exposure to changes in temperature and/or humidity			X		
Exposure to dust, fumes or gases			X		
Being near moving machinery		X			
Working from heights		X			
Exposure to Infectious Diseases		X			
Driving		X			
Mental Alertness				X	

OTHER CHARACTERISTICS:

Use of the following equipment:

Motor vehicle, firearms, hand tools, computer, telephone, copier, hand radio, metal detector, gas mask, self-contained breathing apparatus, electronic restraints, hand and leg cuffs, belly chains and other restraint devices.

Travel: Occasional local and long distance ground travel; occasional long distance air travel.

Additional Physical Demands:

While performing the duties of this job, the employee is regularly required to use hands to finger, handle or feel objects or controls; reach with hands and arms; talk and hear.

Must occasionally lift and/or move up to 150 lbs.

Specific vision abilities required include close, color, distance, peripheral vision; depth perception; and ability to adjust focus.

Volume I Appendix: Waiver Requests

VOLUME ONE – Demonstrated Technical/Management Capability Proposal
Waiver Requests

In accordance with the Government's Answers to Questions Part 3 and the revised PWS, CoreCivic respectfully requests the following limited and reasonable waivers from ICE Design Standards and site-specific requirements consistent with the current facility's physical plant and operation.

Requirement B, PWS Addendum (ICE ERO)

The second paragraph requires compliance with the optimal PBNDS 2011 with the 2016 revisions. Otay Mesa currently operates at the optimal 2011 PBNDS with 2016 revisions in the following areas:

- *Recreation*- Detainees are offered access to at least four hours a day, seven days a week to outdoor recreation.
- *Special Management Unit*- Detainees are offered at least two hours of recreation or exercise a day, seven days a week.
- *Law Library*- When requested and where resources permit, facilities provide detainees meaningful access to law libraries and legal material and any other related material on a regular schedule no less than 15 hours a week.
- *Detainee.FM wireless headsets*- Detainees are given FM wireless radios with access to both English and Spanish speaking channels
- *Programs*: Detainees are offered programs and classes that enhance their skills and quality of life.

Accordingly, we request waivers to the remaining optimal standards consistent with current facility operation.

Requirement B, PWS Addendum (ICE ERO - Subsections for Facility, Detention and Administrative Space Requirements)

The current facility was not required to be designed in accordance with the standards listed in the third paragraph under this subsection. Accordingly, we request a waiver to this paragraph.

Requirement B, PWS Addendum (ICE ERO - Subsections for Facility, Detention and Administrative Space Requirements)

The current facility was not required to provide a separate building for ICE ERO as listed in the fourth paragraph of this subsection. ICE ERO is currently on the second floor of the facility. Accordingly, we request a waiver to this paragraph.

Requirement B, PWS Addendum (ICE ERO - Subsections for Facility, Detention and Administrative Space Requirements)

The fifth paragraph requires that any proposed existing facilities be remodeled/re-designed to meet ICE ERO needs. As the facility is currently meeting the needs of ICE in its current state and it would be a cost impact to remodel/re-design the current facility to meet ICE ERO needs, we request a waiver to this paragraph.

Requirement B, PWS Addendum (ICE ERO - Subsections for Facility, Detention and Administrative Space Requirements)

The sixth paragraph requires compliance with ICE ERO CDF Design standards as well as protective barriers. The current facility was not required to be designed in accordance with the ICE ERO CDF Design standards. (b)(7)(E)

Accordingly, we request a waiver to this portion of the paragraph consistent with the current facility's physical plant with the exception of the accepted solution below.

(b)(4); (b)(7)(E)

Requirement B, PWS Addendum (USCIC - Subsections for Facility, Detention and Administrative Space Requirements)

The current facility was not required to include these spaces in its design. Accordingly, we request a waiver to this paragraph.

Requirement B, PWS Addendum (EOIR - Subsections for Facility, Detention and Administrative Space Requirements)

The current facility was not required to be compliant with the U.S. DHS Design Standards for EOIR. The facility currently provides 11 offices, 10 cubicles and 5 courtrooms. Accordingly, we request a waiver to these standards and the specific number of spaces consistent with the facility's current physical plant.

Requirement B, PWS Addendum (Subsection for Additional Administrative/Common area requirements)

The current facility does not have the spaces listed in the fourth and thirteenth bullets (Cardio Room and Additional common room space for Mental Health Programming). Accordingly, we request a waiver for these two space requirements.

Requirement B, PWS Addendum (Subsection for Additional Administrative/Common area requirements)

The current facility has separate Judges' entrance rather than a separate Government Employee entrance. Accordingly, we request a waiver to this requirement consistent with the current facility's physical plant with the exception of the accepted solution below.

(b)(4); (b)(7)(E)
(b)(4); (b)(7)(E)
(b)(4); (b)(7)(E)

Requirement B, PWS Addendum (Subsection for Furniture Requirements)

~~The facility was not required to be designed to these standards nor planned for furniture replacement every five years. Accordingly, we request a waiver to this subsection.~~

Requirement B, PWS Addendum (Subsection for Parking)

The current facility has 50 onsite parking spaces used exclusively for Government and ICE visitors. Accordingly, we request a waiver to the parking space requirements listed in this subsection consistent with the current facility's physical plant.

Requirement B, PWS Addendum (Subsection for Parking)

The current facility does not have covered parking but otherwise has a separate secured parking for Government owned transportation vehicles (approximately 12 buses, 20 vans and other GOVs). Accordingly, we request a waiver to the requirement for covered parking consistent with the current facility's physical plant.

PWS Addendum 1, Section J. Facility Staffing Plan, Floor Plan and Key Personnel

In accordance with the answer to question #6 in the Part III Q&A, CoreCivic requests that the two references to "60 days" be changed to "90 days" in the third paragraph.

(b)(4); (b)(7)(E)

Section C.X.A, Firearms Requirements

~~The first sentence of the third paragraph requires firearms to be semi-automatic; however, the facility currently utilizes revolvers. Changing to a semi-automatic would have cost and operational impacts; accordingly, we request a waiver to this requirement.~~

Section F.3, Place of Performance

This section requires the Contractor to "house an exterior, temporary, 2,000-gallon (all exclusive) fuel tank on skids. ICE may utilize a portion of the contractor's concrete parking area for short term storage of the fuel tank in emergency situations." The facility has four tanks totaling 19,075 gallons. For safety reasons and based on the current facility's MUP, we cannot put tanks on skids. Accordingly, we request a waiver to this requirement.

Section J, List of Attachments

The current facility was not required to be designed in accordance with the Contract Detention Facility (CDF) Design Standards. Accordingly, we request a waiver to the entire CDF Design Standards Addenda:

- Addendum A: ICE Design Standards for CDFs
- Addendum B: Executive Office for Immigration Review (EOIR) Design Standards
- Addendum C: Structure Cable Plant Standards
- Addendum D: Health Design Standards
- Addendum D1: IHSC Design Standards Supplement

In accordance with the Government's Answers to Questions Part 3, we understand and agree to treat the following attachments to the RFP and PWS sections as N/A since they do not apply to our proposal.

- Attachment 2A: PBNDS 4.2 Hunger Strikes
- Attachment 2A: PBNDS 4.6 Terminal Illness, Advance Directive, and Death
- Attachment 2A: Electronic Quality Medical Care (QMC) reporting
- Attachment 3: IHSC National Formulary FY 2019
- Attachment 4: IHSC Form 067 Request for approval of non-formulary medications
- Attachment 5: IHSC Minimum Staffing Requirements Standards
- Attachment 6: IHSC Intake Screening Form
- Attachment 7: IHSC Sample Clinical Practice Guidelines
- Attachment 8: IHSC electronic Quality Medical Care (QMC) Audit tool
- Attachment 9: IHSC electronic Quality Medical Care (QMC) Incident Report
- Attachment 10: Requirements Traceable Matrix

- Attachment 14A: Detention Services Cost Statement User Handbook for ICE-Dedicated Facilities
- PWS Section V.(D.) (Medical) and related Attachments

(b)(4); (b)(7)(E)



OTAY MESA DETENTION CENTER
HARDENING FOR ICE

(b)(4); (b)(7)(E)



5501 Virginia Way,
Suite (b)(6),
Brentwood, TN 37027
Phone: 615-263-3000
Fax: (615) 208-1126

December 18, 2019

RFP #70CDCR20R0000002 | Requirement B
Otay Mesa Detention Center
2,100 Adult Male and Female Housing

Volume III: Price (Factor 6)

VOLUME THREE – Price/Cost Proposal

Table of Contents

Signed SF 33
Section B: CLINs
Section K.....
Attachment 13

SOLICITATION, OFFER AND AWARD		1. THIS CONTRACT IS A RATED ORDER UNDER DPAS (15 CFR 700)	RATING	PAGE OF PAGES 1 178	
2. CONTRACT NUMBER		3. SOLICITATION NUMBER 70CDCR20R00000002	4. TYPE OF SOLICITATION <input type="checkbox"/> SEALED BID (IFB) <input checked="" type="checkbox"/> NEGOTIATED (RFP)	5. DATE ISSUED 10/16/2019	6. REQUISITION/PURCHASE NUMBER
7. ISSUED BY ICE/DCR ICE/Detention Compliance & Removals Immigration and Customs Enforcement Office of Acquisition Management 801 I Street, NW (b)(6); WASHINGTON DC 20536			8. ADDRESS OFFER TO (If other than Item 7) (b)(7)(E)@ice.dhs.gov		

NOTE: In sealed bid solicitations "offer" and "offeror" mean "bid" and "bidder".

SOLICITATION

9. Sealed offers in original and 1 copies for furnishing the supplies or services in the Schedule will be received at the place specified in Item 8, or if hand carried, in the depository located in _____ until 1200 ES local time 10/31/2019
(Hour) (Date)

CAUTION: LATE Submissions, Modifications, and Withdrawals: See Section L, Provision No. 52.214-7 or 52.215-1. All offers are subject to all terms and conditions contained in this solicitation.

10. FOR INFORMATION CALL:	A. NAME	B. TELEPHONE (NO COLLECT CALLS)			C. E-MAIL ADDRESS
		AREA CODE	NUMBER	EXT.	

11. TABLE OF CONTENTS

(X)	SEC.	DESCRIPTION	PAGE(S)	(X)	SEC.	DESCRIPTION	PAGE(S)
PART I - THE SCHEDULE				PART II - CONTRACT CLAUSES			
<input checked="" type="checkbox"/>	A	SOLICITATION/CONTRACT FORM	1-7	<input checked="" type="checkbox"/>	I	CONTRACT CLAUSES	113-146
<input checked="" type="checkbox"/>	B	SUPPLIES OR SERVICES AND PRICES/COSTS	8-11	PART III - LIST OF DOCUMENTS, EXHIBITS AND OTHER ATTACH.			
<input checked="" type="checkbox"/>	C	DESCRIPTION/SPECS./WORK STATEMENT	12-85	<input checked="" type="checkbox"/>	J	LIST OF ATTACHMENTS	147-148
<input checked="" type="checkbox"/>	D	PACKAGING AND MARKING	86	PART IV - REPRESENTATIONS AND INSTRUCTIONS			
<input checked="" type="checkbox"/>	E	INSPECTION AND ACCEPTANCE	87-96	<input checked="" type="checkbox"/>	K	REPRESENTATIONS, CERTIFICATIONS AND OTHER STATEMENTS OF OFFERORS	149-151
<input checked="" type="checkbox"/>	F	DELIVERIES OR PERFORMANCE	97-99	<input checked="" type="checkbox"/>	L	INSTRS., CONDS., AND NOTICES TO OFFERORS	152-164
<input checked="" type="checkbox"/>	G	CONTRACT ADMINISTRATION DATA	100-105	<input checked="" type="checkbox"/>	M	EVALUATION FACTORS FOR AWARD	165-178
<input checked="" type="checkbox"/>	H	SPECIAL CONTRACT REQUIREMENTS	106-112				

OFFER (Must be fully completed by offeror)

NOTE: Item 12 does not apply if the solicitation includes the provisions at 52.214-16, Minimum Bid Acceptance Period.

12. In compliance with the above, the undersigned agrees, if this offer is accepted within 60 calendar days (60 calendar days unless a different period is inserted by the offeror) from the date for receipt of offers specified above, to furnish any or all items upon which prices are offered at the price set opposite each item, delivered at the designated point(s), within the time specified in the schedule.

13. DISCOUNT FOR PROMPT PAYMENT (See Section I, Clause No. 52.232.8)	10 CALENDAR DAYS (%) N/A	20 CALENDAR DAYS (%) N/A	30 CALENDAR DAYS (%) N/A	CALENDAR DAYS (%) N/A
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14. ACKNOWLEDGEMENT OF AMENDMENTS (The offeror acknowledges receipt of amendments to the SOLICITATION for offerors and related documents numbered and dated):	AMENDMENT NO.	DATE	AMENDMENT NO.	DATE
	Amendment 1 Documents Posted	10/22/19 10/23/19	Amendment 4 Amendment 5	10/25/19 10/25/19

15A. NAME AND ADDRESS OF OFFEROR	CODE	FACILITY	16. NAME AND TITLE OF PERSON AUTHORIZED TO SIGN OFFER (Type or print)
CoreCivic, Inc. 5501 Virginia Way (b)(6); Brentwood, TN 37027			(b)(6); (b)(7)(C) Vice President, Proposal Development

15B. TELEPHONE NUMBER AREA CODE NUMBER EXT.	15C. CHECK IF REMITTANCE ADDRESS IS DIFFERENT FROM ABOVE - ENTER SUCH ADDRESS IN SCHEDULE.	17. (b)(6); (b)(7)(C)	18. OFFER DATE 11/04/19
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AWARD (To be completed by government)

19. ACCEPTED AS TO ITEMS NUMBERED	20. AMOUNT	21. ACCOUNTING AND APPROPRIATION	
22. AUTHORITY FOR USING OTHER THAN FULL AND OPEN COMPETITION: <input type="checkbox"/> 10 U.S.C. 2304 (c) () <input type="checkbox"/> 41 U.S.C. 253 (c) ()		23. SUBMIT INVOICES TO ADDRESS SHOWN IN (4 copies unless otherwise specified) ITEM	
24. ADMINISTERED BY (If other than Item 7) CODE	25. PAYMENT WILL BE MADE BY CODE		
26. NAME OF CONTRACTING OFFICER (Type or print)		27. UNITED STATES OF AMERICA (Signature of Contracting Officer)	
		28. AWARD DATE	

IMPORTANT - Award will be made on this Form, or on Standard Form 26, or by other authorized official written notice.
AUTHORIZED FOR LOCAL REPRODUCTION
Previous edition is unusable

STANDARD FORM 33 (Rev. 9-97)
Prescribed by GSA - FAR (48 CFR) 53.214(c)

SECTION B:

**SUPPLIES OR SERVICES AND
PRICES/COSTS**

B.1 GENERAL

The Contractor shall provide all management, supervision, labor, and materials necessary to perform the services identified in the Performance Work Statement on an Indefinite Delivery – Indefinite Quantity basis to have detention beds purchased on a firm fixed price basis.

B.2 CONTRACT PRICING

Offerors are instructed to fill in the Contract Line Item Number (CLIN) table below. This table may be edited prior to award but is anticipated to be the CLIN structure that will be utilized for this contract. All Base and Option Period pricing shall be incorporated into this contract upon award. Offerors may propose an alternate CLIN structure.

Base Period (December 20, 2019 – December 19, 2024):

CLIN	Description	Unit	Dec 20, 2019 - Dec 19, 2020			Dec 20, 2019 - Dec 19, 2024		
			Year 1 Qty	Year 1 Unit Price	Year 1 Total	5 Year Total Qty	5 Year Blended Unit Price	5 Year Total
0001	Transition (If needed)	0	(b)(4)					
0002*	Detention Services Bed Day Rate Guaranteed Minimum (1 to 1100 Beds)	Bed Days	(b)(4)			(b)(4)		
0003*	Detention Services Bed Day Rate Above Guaranteed Minimum (1100+ Beds)							
0004	Transportation Mileage (Mileage reimbursed in accordance with JTC rates) (\$.58 per mile currently)							
0005	On-Call / Transportation Guard Hours (Regular Hourly Rate)	Hours						
0006	On-Call / Transportation Guard Hours (Overtime Rate)	Hours						
0007	Detainee Work Program Rate: \$1.00 Per Day Per Detainee	Detainee- Day	50,000	\$1.00	\$50,000.00	250,000	\$1.00	\$250,000.00
0008	Surge/Facility Upgrades	Not to Exceed, All Vendors	(b)(4)			(b)(4)		
(b)(4)			(b)(4)			(b)(4)		

Option Period 1 (December 20, 2024 – December 19, 2029):

			Dec 20, 2024 - Dec 19, 2025			Dec 20, 2024 - Dec 19, 2029		
CLIN	Description	Unit	Year 1 Qty	Year 1 Unit Price	Year 1 Total	5 Year Total Qty	5 Year Blended Unit Price	5 Year Total
1001*	Detention Services Bed Day Rate Guaranteed Minimum (1 to 1100 Beds)	Bed Days	(b)(4)			(b)(4)		
1002*	Detention Services Bed Day Rate Above Guaranteed Minimum (1100+ Beds)	Bed Days	(b)(4)			(b)(4)		
1003	Transportation Mileage (Mileage reimbursed in accordance with JTC rates) (\$.58 per mile currently)		(b)(4)			(b)(4)		
1004	On-Call / Transportation Guard Hours (Regular Hourly Rate)	Hours	(b)(4)			(b)(4)		
1005	On-Call / Transportation Guard Hours (Overtime Rate)	Hours	(b)(4)			(b)(4)		
1006	Detainee Work Program Rate: \$1.00 Per Day Per Detainee	Detainee-Day	50,000	\$1.00	\$50,000.00			
1007	Surge/Facility Upgrades	Not to Exceed, All Vendors			\$5,000,000			(b)(4)
Total Year 1 of Option Period 1					(b)(4)			

*CLIN Unit Price will inflate by 2.50% annually during the five-year Option Period 1

Option Period 2 (December 20, 2029 – December 19, 2034):

			Dec 20, 2029 - Dec 19, 2030			Dec 20, 2029 - Dec 19, 2034		
CLIN	Description	Unit	Year 1 Qty	Year 1 Unit Price	Year 1 Total	5 Year Total Qty	5 Year Blended Unit Price	5 Year Total
2001*	Detention Services Bed Day Rate Guaranteed Minimum (1 to 1100 Beds)	Bed Days	(b)(4)			(b)(4)		
2002*	Detention Services Bed Day Rate Above Guaranteed Minimum (1100+ Beds)	Bed Days	(b)(4)			(b)(4)		
2003	Transportation Mileage (Mileage reimbursed in accordance with JTC rates) (\$.58 per mile currently)		(b)(4)			(b)(4)		
2004	On-Call / Transportation Guard Hours (Regular Hourly Rate)	Hours	(b)(4)			(b)(4)		
2005	On-Call / Transportation Guard Hours (Overtime Rate)	Hours	(b)(4)			(b)(4)		
2006	Detainee Work Program Rate: \$1.00 Per Day Per Detainee	Detainee-Day	50,000	\$1.00	\$50,000.00			
2007	Surge/Facility Upgrades	Not to Exceed, All Vendors			\$5,000,000			(b)(4)
Total Year 1 of Option Period 2					(b)(4)			
(b)(4)								

B.3 MINIMUM AND MAXIMUM QUANTITIES

The Government's minimum quantity of detention beds per day is _1100_ beds. The maximum quantity of beds available per day is __1,994__.

B.4 FUNDING

Funds for the services provided will be obligated, at the task order level, as they become available, or excess funds de-obligated at the task order level, by modification to the task order contracts unilaterally by the Government.

**SECTION K:
REPRESENTATIONS, CERTIFICATIONS, AND OTHER
STATEMENTS OF OFFERORS OR RESPONDENTS**

Note: All information in this section of the solicitation is applicable to all awards for Requirements A, B, C and D

K1. PROVISIONS INCORPORATED BY REFERENCE

Number	Titles	DATE
52.225-25	Prohibition on Contracting with Entities Engaging in Certain Activities or Transactions Relating to Iran-Representation and Certification	Aug 2018

K2. PROVISIONS INCORPORATED IN FULL TEXT

52.204-24 Representation Regarding Certain Telecommunications and Video Surveillance Services or Equipment (Aug 2019)

(a) *Definitions.* As used in this provision—

“Covered telecommunications equipment or services”, “Critical technology”, and “Substantial or essential component” have the meanings provided in clause 52.204-25, Prohibition on Contracting for Certain Telecommunications and Video Surveillance Services or Equipment.

(b) *Prohibition.* Section 889(a)(1)(A) of the John S. McCain National Defense Authorization Act for Fiscal Year 2019 (Pub. L. 115-232) prohibits the head of an executive agency on or after August 13, 2019, from procuring or obtaining, or extending or renewing a contract to procure or obtain, any equipment, system, or service that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system. Contractors are not prohibited from providing—

- (1) A service that connects to the facilities of a third-party, such as backhaul, roaming, or interconnection arrangements; or
- (2) Telecommunications equipment that cannot route or redirect user data traffic or permit visibility into any user data or packets that such equipment transmits or otherwise handles.

(c) *Representation.* The Offeror represents that—

Section K

It x will, will not provide covered telecommunications equipment or services to the Government in the performance of any contract, subcontract or other contractual instrument resulting from this solicitation.

(d) *Disclosures.* If the Offeror has responded affirmatively to the representation in paragraph (c) of this provision, the Offeror shall provide the following information as part of the offer

(1) All covered telecommunications equipment and services offered (include brand; model number, such as original equipment manufacturer (OEM) number, manufacturer part number, or wholesaler number; and item description, as applicable);

Please see attached document.

(2) Explanation of the proposed use of covered telecommunications equipment and services and any factors relevant to determining if such use would be permissible under the prohibition in paragraph (b) of this provision;**Please see attached document.**

(3) For services, the entity providing the covered telecommunications services (include entity name, unique entity identifier, and Commercial and Government Entity (CAGE) code, if known); and

(4) For equipment, the entity that produced the covered telecommunications equipment (include entity name, unique entity identifier, CAGE code, and whether the entity was the OEM or a distributor, if known).

(End of provision)

52.209-7 Information Regarding Responsibility Matters (Oct 2018)

(a) *Definitions.* As used in this provision—

“Administrative proceeding” means a non-judicial process that is adjudicatory in nature in order to make a determination of fault or liability (*e.g.*, Securities and Exchange Commission Administrative Proceedings, Civilian Board of Contract Appeals Proceedings, and Armed Services Board of Contract Appeals Proceedings). This includes administrative proceedings at the Federal and State level but only in connection with performance of a Federal contract or grant. It does not include agency actions such as contract audits, site visits, corrective plans, or inspection of deliverables.

“Federal contracts and grants with total value greater than \$10,000,000” means—

(1) The total value of all current, active contracts and grants, including all priced options; and

(2) The total value of all current, active orders including all priced options under indefinite-delivery, indefinite-quantity, 8(a), or requirements contracts (including task and delivery and multiple-award Schedules).

Section K

“Principal” means an officer, director, owner, partner, or a person having primary management or supervisory responsibilities within a business entity (*e.g.*, general manager; plant manager; head of a division or business segment; and similar positions).

(b) The offeror has does not have current active Federal contracts and grants with total value greater than \$10,000,000.

(c) If the offeror checked “has” in paragraph (b) of this provision, the offeror represents, by submission of this offer, that the information it has entered in the Federal Awardee Performance and Integrity Information System (FAPIIS) is current, accurate, and complete as of the date of submission of this offer with regard to the following information:

(1) Whether the offeror, and/or any of its principals, has or has not, within the last five years, in connection with the award to or performance by the offeror of a Federal contract or grant, been the subject of a proceeding, at the Federal or State level that resulted in any of the following dispositions:

(i) In a criminal proceeding, a conviction.

(ii) In a civil proceeding, a finding of fault and liability that results in the payment of a monetary fine, penalty, reimbursement, restitution, or damages of \$5,000 or more.

(iii) In an administrative proceeding, a finding of fault and liability that results in–

(A) The payment of a monetary fine or penalty of \$5,000 or more; or

(B) The payment of a reimbursement, restitution, or damages in excess of \$100,000.

(iv) In a criminal, civil, or administrative proceeding, a disposition of the matter by consent or compromise with an acknowledgment of fault by the Contractor if the proceeding could have led to any of the outcomes specified in paragraphs (c)(1)(i), (c)(1)(ii), or (c)(1)(iii) of this provision.

(2) If the offeror has been involved in the last five years in any of the occurrences listed in (c)(1) of this provision, whether the offeror has provided the requested information with regard to each occurrence.

(d) The offeror shall post the information in paragraphs (c)(1)(i) through (c)(1)(iv) of this provision in FAPIIS as required through maintaining an active registration in the System for Award Management, which can be accessed via <https://www.sam.gov> (see 52.204-7).

(End of Provision)

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[END OF SECTION K]

- (1) All covered telecommunications equipment and services offered (include brand; model number, such as original equipment manufacturer (OEM) number, manufacturer part number, or wholesaler number; and item description, as applicable);

Base phone system:

AVAYA

G450

Part # 700459456

Media Gateway

Handsets:

Avaya 9608G

Avaya made by Anatel (Made in China)

Part# 736123456

Voicemail:

Avaya Aura Messaging

- (2) Explanation of the proposed use of covered telecommunications equipment and services and any factors relevant to determining if such use would be permissible under the prohibition in paragraph (b) of this provision

This system provides telephone access and voicemail for ICE staff.

- (3) For services, the entity providing the covered telecommunications services (include entity name, unique entity identifier, and Commercial and Government Entity (CAGE) code, if known); and

Avaya does not provide services other than warranty repairs.

- (4) For equipment, the entity that produced the covered telecommunications equipment (include entity name, unique entity identifier, CAGE code, and whether the entity was the OEM or a distributor, if known).

ATTACHMENT 13 – CONTRACTOR COST/PRICING SUMMARY

Offeror: CoreCivic, Inc.	Date: 12/13/2019
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Attachment 13 Instructions:

1. Offerors shall propose a labor mix and level of effort which meets the requirements of the Performance Work Statement, and fill in the corresponding values in Attachment 13 and Section B of the solicitation.
2. Offerors shall provide details in Attachment 13 (Enclosure 1) of employee classifications for all proposed staff, including proposed staffing numbers, and identify if a Department of Labor Wage Determination or Collective Bargaining Agreement applies to any positions proposed.
3. Offerors shall provide the wage data in Attachment 13 (Enclosure 2) for all Option Periods for all proposed staff to which a Department of Labor Wage Determination or Collective Bargaining Agreement applies.
4. Offerors may utilize Attachment 13 (Enclosure 3) to provide a pricing narrative, including any proposed discounts.
5. Offerors shall utilize the relevant CLIN quantities to estimate the cost associated with each CLIN.
6. Failure to follow these instructions and/or fully provide the Price/Cost proposal Volume information in accordance with this Attachment, the relevant Enclosures and/or the solicitation in the prescribed format may result in the Offeror's disqualification from the competition.

Note:

1. The Government anticipates awarding hybrid firm fixed price and time and materials contract. The quantities below are for estimating purposes only and do not guarantee the Offeror the amounts or costs associated with the estimates.
2. For estimating purposes, the bed day quantity is calculated by multiplying by 365 days, or 366 days in leap years.

Attachment 13 – Contractor Cost/Pricing Summary

Base Period (December 20, 2019 – December 19, 2024):

CLIN	Description	Unit	Dec 20, 2019 - Dec 19, 2020			Dec 20, 2019 - Dec 19, 2024		
			Year 1 Qty	Year 1 Unit Price	Year 1 Total	5 Year Total Qty	5 Year Blended Unit Price	5 Year Total
0001	Transition (If needed)	0	(b)(4)					
0002*	Detention Services Bed Day Rate Guaranteed Minimum (1 to 1100 Beds)	Bed Days	(b)(4)			(b)(4)		
0003*	Detention Services Bed Day Rate Above Guaranteed Minimum (1100+ Beds)							
0004	Transportation Mileage (Mileage reimbursed in accordance with JTC rates) (\$.58 per mile currently)		(b)(4)			(b)(4)		
0005	On-Call / Transportation Guard Hours (Regular Hourly Rate)	Hours						
0006	On-Call / Transportation Guard Hours (Overtime Rate)	Hours	(b)(4)			(b)(4)		
0007	Detainee Work Program Rate: \$1.00 Per Day Per Detainee	Detainee-Day						
0008	Surge/Facility Upgrades	Not to Exceed, All Vendors			\$5,000,000			(b)(4)
					(b)(4)			
(b)(4)								

Option Period 1 (December 20, 2024 – December 19, 2029):

CLIN	Description	Unit	Dec 20, 2024 - Dec 19, 2025			Dec 20, 2024 - Dec 19, 2029		
			Year 1 Qty	Year 1 Unit Price	Year 1 Total	5 Year Total Qty	5 Year Blended Unit Price	5 Year Total
1001*	Detention Services Bed Day Rate Guaranteed Minimum (1 to 1100 Beds)	Bed Days	(b)(4)			(b)(4)		
1002*	Detention Services Bed Day Rate Above Guaranteed Minimum (1100+ Beds)							
1003	Transportation Mileage (Mileage reimbursed in accordance with JTC rates) (\$.58 per mile currently)		(b)(4)			(b)(4)		
1004	On-Call / Transportation Guard Hours (Regular Hourly Rate)	Hours						
1005	On-Call / Transportation Guard Hours (Overtime Rate)	Hours	(b)(4)			(b)(4)		
1006	Detainee Work Program Rate: \$1.00 Per Day Per Detainee	Detainee-Day						
1007	Surge/Facility Upgrades	Not to Exceed, All Vendors			\$5,000,000			(b)(4)
Total Year 1 of Option Period 1					(b)(4)			
(b)(4)								

Attachment 13 – Contractor Cost/Pricing Summary

Option Period 2 (December 20, 2029 – December 19, 2034):

CLIN	Description	Unit	Dec 20, 2029 - Dec 19, 2030			Dec 20, 2029 - Dec 19, 2034		
			Year 1 Qty	Year 1 Unit Price	Year 1 Total	5 Year Total Qty	5 Year Blended Unit Price	5 Year Total
			2001*	Detention Services Bed Day Rate Guaranteed Minimum (1 to 1100 Beds)	Bed Days	(b)(4)		
2002*	Detention Services Bed Day Rate Above Guaranteed Minimum (1100+ Beds)	Bed Days						
2003	Transportation Mileage (Mileage reimbursed in accordance with JTC rates) (\$.58 per mile currently)							
2004	On-Call / Transportation Guard Hours (Regular Hourly Rate)	Hours						
2005	On-Call / Transportation Guard Hours (Overtime Rate)	Hours						
2006	Detainee Work Program Rate: \$1.00 Per Day Per Detainee	Detainee-Day	50,000	\$1.00	\$50,000.00	250,000	\$1.00	\$250,000.00
2007	Surge/Facility Upgrades	Not to Exceed, All Vendors			\$5,000,000			(b)(4)
Total Year 1 of Option Period 2					(b)(4)			
(b)(4)								

Attachment 13 – Enclosure 1 - Contractor Proposed Employee Classifications

Contractor Proposed Employee Classifications					
Position Description	Number of Staff	Collective Bargaining Agreement (CBA) Applies [Y/N]	CBA Number (If Applicable)	DoL Wage Determination (WD) Applies [Y/N]	WD Number (If Applicable)
ACCOUNTING CLERK	(b)(4)	N		Y	2015-5635 Rev. 10
ADMINISTRATIVE CLERK		N		Y	2015-5635 Rev. 10
ASSISTANT CHIEF OF SECURITY		N		N	
ASSISTANT MAINTENANCE SUPERVISOR		N		Y	2015-5635 Rev. 10
ASSISTANT SHIFT SUPERVISOR - 8 HR		N		N	
ASSISTANT SHIFT SUPERVISOR (Non-Exempt) - 8 HR		N		Y	2015-5635 Rev. 10
ASSISTANT WARDEN		N		N	
BOOKKEEPER		N		Y	2015-5635 Rev. 10
CASE MANAGER		N		Y	2015-5635 Rev. 10
CHAPLAIN		N		Y	2015-5635 Rev. 10
CHIEF OF SECURITY		N		N	
CHIEF OF UNIT MANAGEMENT		N		N	
COMMISSARY SUPERVISOR		N		N	
COORDINATOR, LEARNING & DEVELOPMENT		N		Y	2015-5635 Rev. 10
DETENTION COUNSELOR		N		Y	2015-5635 Rev. 10
DETENTION OFFICER - 8 HR		N		Y	2015-5635 Rev. 10
GRIEVANCE COORDINATOR		N		Y	2015-5635 Rev. 10
HUMAN RESOURCES ASSISTANT		N		Y	2015-5635 Rev. 10
INVESTIGATOR		N		N	
LAUNDRY SUPERVISOR		N		Y	2015-5635 Rev. 10
LIBRARY AIDE	N		Y	2015-5635 Rev. 10	
MAILROOM CLERK	N		Y	2015-5635 Rev. 10	
MAINTENANCE SUPERVISOR	N		N		
MAINTENANCE WORKER	N		Y	2015-5635 Rev. 10	
MANAGER, HUMAN RESOURCES	N		N		
MANAGER, LEARNING AND DEVELOPMENT	N		Y	2015-5635 Rev. 10	

Attachment 13 – Enclosure 1 - Contractor Proposed Employee Classifications

Contractor Proposed Employee Classifications					
Position Description	Number of Staff	Collective Bargaining Agreement (CBA) Applies [Y/N]	CBA Number (If Applicable)	DoL Wage Determination (WD) Applies [Y/N]	WD Number (If Applicable)
MANAGER, OPERATIONS FINANCE	(b)(4)	N		N	
MANAGER, QUALITY ASSURANCE		N		N	
MASTER SCHEDULER		N		Y	2015-5635 Rev. 10
PERSONNEL INVESTIGATOR		N		Y	2015-5635 Rev. 10
QUALITY ASSURANCE COORDINATOR		N		Y	2015-5635 Rev. 10
RECORDS CLERK		N		Y	2015-5635 Rev. 10
RECORDS SUPERVISOR		N		Y	2015-5635 Rev. 10
RECREATION COORDINATOR		N		Y	2015-5635 Rev. 10
RECREATION SUPERVISOR		N		Y	2015-5635 Rev. 10
SAFETY MANAGER		N		Y	2015-5635 Rev. 10
SECRETARY		N		Y	2015-5635 Rev. 10
SHIFT SUPERVISOR		N		N	
SR DETENTION OFFICER - 8 HR		N		Y	2015-5635 Rev. 10
STG OFFICER		N		Y	2015-5635 Rev. 10
TECHNOLOGY SUPPORT SPECIALIST		N		Y	2015-5635 Rev. 10
UNIT MANAGER		N		N	
SENIOR WARDEN		N		N	
WAREHOUSE MANAGER		N		Y	2015-5635 Rev. 10
WAREHOUSE/COM MISSARY WORKER		N		Y	2015-5635 Rev. 10

(*Continue Table as Necessary)

Attachment 13 – Enclosure 2 – Contractor Proposed Wage Data

Contractor Proposed Wage Data					
Position Description	Number of Staff	DoL WD Number or CBA Number (If Applicable)	Proposed Hourly Rate	Health & Welfare	Fully Burdened Rate
BASE Period					
ACCOUNTING CLERK	(b)(4)	2015-5635 Rev. 10	(b)(4)		
ADMINISTRATIVE CLERK		2015-5635 Rev. 10			
ASSISTANT CHIEF OF SECURITY					
ASSISTANT MAINTENANCE SUPERVISOR		2015-5635 Rev. 10			
ASSISTANT SHIFT SUPERVISOR - 8 HR					
ASSISTANT SHIFT SUPERVISOR (Non-Exempt) - 8 HR		2015-5635 Rev. 10			
ASSISTANT WARDEN					
BOOKKEEPER		2015-5635 Rev. 10			
CASE MANAGER		2015-5635 Rev. 10			
CHAPLAIN		2015-5635 Rev. 10			
CHIEF OF SECURITY					
CHIEF OF UNIT MANAGEMENT					
COMMISSARY SUPERVISOR					
COORDINATOR, LEARNING & DEVELOPMENT		2015-5635 Rev. 10			
DETENTION COUNSELOR		2015-5635 Rev. 10			
DETENTION OFFICER - 8 HR		2015-5635 Rev. 10			
GRIEVANCE COORDINATOR		2015-5635 Rev. 10			
HUMAN RESOURCES ASSISTANT		2015-5635 Rev. 10			
INVESTIGATOR					
LAUNDRY SUPERVISOR		2015-5635 Rev. 10			
LIBRARY AIDE		2015-5635 Rev. 10			
MAILROOM CLERK		2015-5635 Rev. 10			
MAINTENANCE SUPERVISOR					
MAINTENANCE WORKER		2015-5635 Rev. 10			
MANAGER, HUMAN RESOURCES					
MANAGER, LEARNING AND DEVELOPMENT		2015-5635 Rev. 10			

Attachment 13 – Enclosure 2 – Contractor Proposed Wage Data

Contractor Proposed Wage Data				
Position Description	Number of Staff	DoL WD Number or CBA Number (If Applicable)	Proposed Hourly Rate	Health & Welfare Fully Burdened Rate
MANAGER, OPERATIONS FINANCE	(b)(4)		(b)(4)	
MANAGER, QUALITY ASSURANCE				
MASTER SCHEDULER		2015-5635 Rev. 10		
PERSONNEL INVESTIGATOR		2015-5635 Rev. 10		
QUALITY ASSURANCE COORDINATOR		2015-5635 Rev. 10		
RECORDS CLERK		2015-5635 Rev. 10		
RECORDS SUPERVISOR		2015-5635 Rev. 10		
RECREATION COORDINATOR		2015-5635 Rev. 10		
RECREATION SUPERVISOR		2015-5635 Rev. 10		
SAFETY MANAGER		2015-5635 Rev. 10		
SECRETARY		2015-5635 Rev. 10		
SHIFT SUPERVISOR				
SR DETENTION OFFICER - 8 HR		2015-5635 Rev. 10		
STG OFFICER		2015-5635 Rev. 10		
TECHNOLOGY SUPPORT SPECIALIST		2015-5635 Rev. 10		
UNIT MANAGER				
SENIOR WARDEN				
WAREHOUSE MANAGER		2015-5635 Rev. 10		
WAREHOUSE/COM MISSARY WORKER		2015-5635 Rev. 10		
*				
OPTION Period 1				
ACCOUNTING CLERK	(b)(4)	2015-5635 Rev. 10	(b)(4)	
ADMINISTRATIVE CLERK		2015-5635 Rev. 10		
ASSISTANT CHIEF OF SECURITY				
ASSISTANT MAINTENANCE SUPERVISOR		2015-5635 Rev. 10		
ASSISTANT SHIFT SUPERVISOR - 8 HR				
ASSISTANT SHIFT SUPERVISOR (Non-Exempt) - 8 HR		2015-5635 Rev. 10		
ASSISTANT WARDEN				
BOOKKEEPER		2015-5635 Rev. 10		
CASE MANAGER		2015-5635 Rev. 10		

Attachment 13 – Enclosure 2 – Contractor Proposed Wage Data

Contractor Proposed Wage Data					
Position Description	Number of Staff	DoL WD Number or CBA Number (If Applicable)	Proposed Hourly Rate	Health & Welfare	Fully Burdened Rate
CHAPLAIN	(b)(4)	2015-5635 Rev. 10	(b)(4)		
CHIEF OF SECURITY					
CHIEF OF UNIT MANAGEMENT					
COMMISSARY SUPERVISOR					
COORDINATOR, LEARNING & DEVELOPMENT		2015-5635 Rev. 10			
DETENTION COUNSELOR		2015-5635 Rev. 10			
DETENTION OFFICER - 8 HR		2015-5635 Rev. 10			
GRIEVANCE COORDINATOR		2015-5635 Rev. 10			
HUMAN RESOURCES ASSISTANT		2015-5635 Rev. 10			
INVESTIGATOR					
LAUNDRY SUPERVISOR		2015-5635 Rev. 10			
LIBRARY AIDE		2015-5635 Rev. 10			
MAILROOM CLERK		2015-5635 Rev. 10			
MAINTENANCE SUPERVISOR					
MAINTENANCE WORKER		2015-5635 Rev. 10			
MANAGER, HUMAN RESOURCES					
MANAGER, LEARNING AND DEVELOPMENT		2015-5635 Rev. 10			
MANAGER, OPERATIONS FINANCE					
MANAGER, QUALITY ASSURANCE					
MASTER SCHEDULER		2015-5635 Rev. 10			
PERSONNEL INVESTIGATOR		2015-5635 Rev. 10			
QUALITY ASSURANCE COORDINATOR		2015-5635 Rev. 10			
RECORDS CLERK		2015-5635 Rev. 10			
RECORDS SUPERVISOR		2015-5635 Rev. 10			
RECREATION COORDINATOR		2015-5635 Rev. 10			
RECREATION SUPERVISOR		2015-5635 Rev. 10			
SAFETY MANAGER		2015-5635 Rev. 10			
SECRETARY		2015-5635 Rev. 10			
SHIFT SUPERVISOR					

Attachment 13 – Enclosure 2 – Contractor Proposed Wage Data

Contractor Proposed Wage Data				
Position Description	Number of Staff	DoL WD Number or CBA Number (If Applicable)	Proposed Hourly Rate	Health & Welfare Fully Burdened Rate
SR DETENTION OFFICER - 8 HR	(b)(4)	2015-5635 Rev. 10	(b)(4)	
STG OFFICER		2015-5635 Rev. 10		
TECHNOLOGY SUPPORT SPECIALIST		2015-5635 Rev. 10		
UNIT MANAGER				
SENIOR WARDEN				
WAREHOUSE MANAGER		2015-5635 Rev. 10		
WAREHOUSE/COM MISSARY WORKER		2015-5635 Rev. 10		
*				
OPTION Period 2				
ACCOUNTING CLERK	(b)(4)	2015-5635 Rev. 10	(b)(4)	
ADMINISTRATIVE CLERK		2015-5635 Rev. 10		
ASSISTANT CHIEF OF SECURITY				
ASSISTANT MAINTENANCE SUPERVISOR		2015-5635 Rev. 10		
ASSISTANT SHIFT SUPERVISOR - 8 HR				
ASSISTANT SHIFT SUPERVISOR (Non-Exempt) - 8 HR		2015-5635 Rev. 10		
ASSISTANT WARDEN				
BOOKKEEPER		2015-5635 Rev. 10		
CASE MANAGER		2015-5635 Rev. 10		
CHAPLAIN		2015-5635 Rev. 10		
CHIEF OF SECURITY				
CHIEF OF UNIT MANAGEMENT				
COMMISSARY SUPERVISOR				
COORDINATOR, LEARNING & DEVELOPMENT		2015-5635 Rev. 10		
DETENTION COUNSELOR		2015-5635 Rev. 10		
DETENTION OFFICER - 8 HR		2015-5635 Rev. 10		
GRIEVANCE COORDINATOR		2015-5635 Rev. 10		
HUMAN RESOURCES ASSISTANT		2015-5635 Rev. 10		
INVESTIGATOR				
LAUNDRY SUPERVISOR		2015-5635 Rev. 10		
LIBRARY AIDE		2015-5635 Rev. 10		
MAILROOM CLERK		2015-5635 Rev. 10		

Attachment 13 – Enclosure 2 – Contractor Proposed Wage Data

Contractor Proposed Wage Data				
Position Description	Number of Staff	DoL WD Number or CBA Number (If Applicable)	Proposed Hourly Rate	Health & Welfare Fully Burdened Rate
MAINTENANCE SUPERVISOR	(b)(4)		(b)(4)	
MAINTENANCE WORKER		2015-5635 Rev. 10		
MANAGER, HUMAN RESOURCES				
MANAGER, LEARNING AND DEVELOPMENT		2015-5635 Rev. 10		
MANAGER, OPERATIONS FINANCE				
MANAGER, QUALITY ASSURANCE				
MASTER SCHEDULER		2015-5635 Rev. 10		
PERSONNEL INVESTIGATOR		2015-5635 Rev. 10		
QUALITY ASSURANCE COORDINATOR		2015-5635 Rev. 10		
RECORDS CLERK		2015-5635 Rev. 10		
RECORDS SUPERVISOR		2015-5635 Rev. 10		
RECREATION COORDINATOR		2015-5635 Rev. 10		
RECREATION SUPERVISOR		2015-5635 Rev. 10		
SAFETY MANAGER		2015-5635 Rev. 10		
SECRETARY		2015-5635 Rev. 10		
SHIFT SUPERVISOR				
SR DETENTION OFFICER - 8 HR		2015-5635 Rev. 10		
STG OFFICER		2015-5635 Rev. 10		
TECHNOLOGY SUPPORT SPECIALIST		2015-5635 Rev. 10		
UNIT MANAGER				
SENIOR WARDEN				
WAREHOUSE MANAGER	2015-5635 Rev. 10			
WAREHOUSE/COM MISSARY WORKER	2015-5635 Rev. 10			

Contractors may state any proposal narrative in this area. Also discuss any proposed discounts:

OTAY MESA DETENTION CENTER

San Diego, CA

Approximately (b)(4) (Federal Population)

STAFF DEPLOYMENT BY SHIFT & POSITION		
MANAGEMENT/SUPPORT	(b)(4)	
SECURITY OPERATIONS		
UNIT MANAGEMENT		
MAINTENANCE		
SERVICES		
PROGRAMS		
HEALTH SERVICES		(Contracted by ICE- IHSC)
TOTAL		

MANAGEMENT / SUPPORT	Post / Assignment	Job Code	1st Shift	2nd Shift	3rd Shift	Days Covered	Hrs/P P	Relief Factor	Total Staff
SENIOR WARDEN		1098	(b)(4)						
ASSISTANT WARDEN		1003							
MANAGER, LEARNING AND DEVELOPMENT		2156							
COORDINATOR, LEARNING AND DEVELOPMENT		5093							
MANAGER, OPERATIONS FINANCE		1031							
BOOKKEEPER		5004							
ACCOUNTING CLERK		5016							
MANAGER, HUMAN RESOURCES		5019							
HUMAN RESOURCES ASSISTANT		5076							
MEAL BREAK SUPERVISOR		2196							
PERSONNEL INVESTIGATOR		5067							
PREVENTION SEXUAL ASSAULT - COMPLI MNGR		2197							
MANAGER, QUALITY ASSURANCE		2009							
QUALITY ASSURANCE COORDINATOR		5062							
TECHNOLOGY SUPPORT SPECIALIST		3036							
GRIEVANCE COORDINATOR		5094							
SAFETY MANAGER		9087							
MASTER SCHEDULER		5082							
INVESTIGATOR		2051							
MAILROOM CLERK		5009							
SECRETARY		5014							
* ARNP	PA (Employee Screens)		CONTRACT/PRN						
TOTAL			(b)(4)						

SECURITY OPERATIONS	Post / Assignment	Job Code	1st Shift	2nd Shift	3rd Shift	Days Covered	Hrs/P P	Relief Factor	Total Staff
CHIEF OF SECURITY		1005	(b)(4)						
ASST CHIEF OF SECURITY		1026							
SHIFT SUPERVISOR		1014							
ASST SHIFT SUPERVISOR		9104							
ASST SHIFT SUPERVISOR	R&D / Transportation	9104							
STG OFFICER		9072							
SR DETENTION OFFICER	Disciplinary Hearing	9013							
SR DETENTION OFFICER	Armory/Key / Tool Control	9013							
SR DETENTION OFFICER	Housing Zone	9013							
SR DETENTION OFFICER	Intake / Release	9013							
DETENTION OFFICER	Intake / Release	9005							
DETENTION OFFICER	Intake / Release	9005							
DETENTION OFFICER	Visitation	9005							
DETENTION OFFICER	Attorney Visits	9005							
SR DETENTION OFFICER	Transportation	9013							
DETENTION OFFICER	Transportation	9005							
DETENTION OFFICER	Transportation - Weekend	9005							
DETENTION OFFICER	Perimeter Patrol	9005							

OTAY MESA DETENTION CENTER

San Diego, CA

Approximately (b)(4) (Federal Population)

SECURITY OPERATIONS	Post / Assignment	Job Code	1st Shift	2nd Shift	3rd Shift	Days Covered	Hrs/P	Relief Factor	Total Staff
DETENTION OFFICER	Central Control	9005	(b)(4)						
DETENTION OFFICER	Central Control	9005							
DETENTION OFFICER	Recreation	9005							
DETENTION OFFICER	Outdoor Recreation	9005							
DETENTION OFFICER	Recreation- Pod	9005							
DETENTION OFFICER	Recreation - Medical	9005							
DETENTION OFFICER	Medical Clinic	9005							
DETENTION OFFICER	Medical Clinic - Roving	9005							
DETENTION OFFICER	Medical Escort	9005							
DETENTION OFFICER	Corridor	9005							
DETENTION OFFICER	Utility/Search & Escort	9005							
DETENTION OFFICER	ICE Entrance	9005							
DETENTION OFFICER	Kitchen	9005							
SR DETENTION OFFICER	Court	9013							
DETENTION OFFICER	Court	9005							
DETENTION OFFICER	Asylum	9005							
DETENTION OFFICER	Break Officer / Meal Relief	9005							
DETENTION OFFICER	Off-Site Hospital	9005							
DETENTION OFFICER	Front Entrance	9005							
DETENTION OFFICER	Inside Work Detail	9005							
DETENTION OFFICER	Outside Work Detail	9005							
DETENTION OFFICER	Vehicle Sallyport	9005							
DETENTION OFFICER	Laundry	9005							
ADMINISTRATIVE CLERK	Security Operations	5002							
TOTAL									

UNIT MANAGEMENT	Post / Assignment	Job Code	1st Shift	2nd Shift	3rd Shift	Days Covered	Hrs/P	Relief Factor	Total Staff
CHIEF OF UNIT MANAGEMENT		1032	(b)(4)						
UNIT MANAGER		1015							
UNIT MANAGER		1015							
CASE MANAGER		2003							
CASE MANAGER		2003							
DETENTION COUNSELOR		2090							
DETENTION COUNSELOR		2090							
RECORDS SUPERVISOR		5096							
RECORDS CLERK		5013							
ADMINISTRATIVE CLERK	Classification / Jobs	5002							
ADMINISTRATIVE CLERK	Unit Management	5002							
UNIT V (b)(4) CELL BLOCK) - MALES									
DETENTION OFFICER	Housing	9005							
UNIT T (b)(4) CELL BLOCK) - MALES									
DETENTION OFFICER	Housing	9005							
UNIT R (b)(4) CELL BLOCK) - MALES									
DETENTION OFFICER	Housing	9005							
UNIT Q (b)(4) CELL BLOCK) - MALES									
DETENTION OFFICER	Housing	9005							
UNIT P (b)(4) DORMITORY) - MALES									
DETENTION OFFICER	Housing	9005							
UNIT N (b)(4) DORMITORY) - MALES									
DETENTION OFFICER	Housing	9005							
UNIT M (b)(4) CELL BLOCK) - MALES									
DETENTION OFFICER	Housing	9005							
UNIT L (b)(4) CELL BLOCK) - MALES									
DETENTION OFFICER	Housing	9005							

OTAY MESA DETENTION CENTER

San Diego, CA

Approximately (b)(4) (Federal Population)

UNIT MANAGEMENT		Post / Assignment	Job Code	1st Shift	2nd Shift	3rd Shift	Days Covered	Hrs/P P	Relief Factor	Total Staff
UNIT K (b)(4)	DORMITORY) - MALES			(b)(4)						
	DETENTION OFFICER	Housing	9005							
UNIT J (b)(4)	DORMITORY) - MALES									
	DETENTION OFFICER	Housing	9005							
UNIT H (b)(4)	CELL BLOCK) - MALES									
	DETENTION OFFICER	Housing	9005							
UNIT G (b)(4)	CELL BLOCK) - MALES									
	DETENTION OFFICER	Housing	9005							
UNIT F (b)(4)	DORMITORY) - MALES									
	DETENTION OFFICER	Housing	9005							
UNIT D and E (b)(4)	CELL BLOCK (MALES) - (b)(4)									
	SR DETENTION OFFICER		9013							
	DETENTION OFFICER	Pod Control	9005							
	DETENTION OFFICER	Housing	9005							
	DETENTION OFFICER	Segregation Housing	9005							
UNIT B (b)(4)	CELL BLOCK (FEMALES) - (b)(4)									
	DETENTION OFFICER	Housing	9005	(b)(4)						
	DETENTION OFFICER	Segregation Housing	9005							
UNIT A (b)(4)	DORMITORY (FEMALES)									
	DETENTION OFFICER	Housing	9005							
UNITS MENTAL HEALTH - (b)(4)										
	DETENTION OFFICER	Housing	9005							
TOTAL										

MAINTENANCE		Post / Assignment	Job Code	1st Shift	2nd Shift	3rd Shift	Days Covered	Hrs/P P	Relief Factor	Total Staff
	MAINTENANCE SUPERVISOR		1009	(b)(4)						
	ASST MAINTENANCE SUPERVISOR		6015							
	MAINTENANCE WORKER		6003							
	ADMINISTRATIVE CLERK	Maintenance	5002							
TOTAL										

SERVICES		Post / Assignment	Job Code	1st Shift	2nd Shift	3rd Shift	Days Covered	Hrs/P P	Relief Factor	Total Staff
	WAREHOUSE MANAGER	Commissary	1070	(b)(4)						
**	COMMISSARY SUPERVISOR		5073							
**	WAREHOUSE/COMMISSARY WORKER		9046							
	LAUNDRY SUPERVISOR		9009							
*	FOOD SERVICE MANAGER		1069							
*	ASST FOOD SERVICE MANAGER		9086							
*	FOOD SERVICE WORKER		9006							
TOTAL										

OTAY MESA DETENTION CENTER

San Diego, CA

Approximately (b)(4) (Federal Population)

PROGRAMS	Post / Assignment	Job Code	1st Shift	2nd Shift	3rd Shift	Days Covered	Hrs/P P	Relief Factor	Total Staff
RECREATION SUPERVISOR		2149	(b)(4)						
RECREATION COORDINATOR		2017							
CHAPLAIN		2142							
LIBRARY AIDE		5017							
ADMINISTRATIVE CLERK	Programs	5002							
* CONTRACT ATTORNEY			CONTRACT / PRN						
TOTAL			(b)(4)						

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

** "Salary and benefits of one Commissary Supervisor and 3 of 4 Warehouse/Commissary workers will be paid from commissary revenue"

Staffing is commensurate with population and is scheduled as activity dictates.

POSITION SUMMARY		STAFF RATIOS	
SHIFT SUPERVISOR	(b)(4)	DETENTION OFFICER TO INMATE	(b)(4)
ASST SHIFT SUPERVISOR		UNIFORMED STAFF TO INMATE	
SR DETENTION OFFICER		ALL STAFF TO INMATE	
DETENTION OFFICER			
UNIT MANAGER			
CASE MANAGER			
DETENTION COUNSELOR			
FOOD SERVICE CONTRACT STAFF			
ALL OTHER STAFF			
			UNIT MANAGEMENT RATIOS
		UNIT MANAGER TO INMATE	(b)(4)
		CASE MANAGER TO INMATE	
		DETENTION COUNSELOR TO INMATE	

QUALITY ASSURANCE SURVEILLANCE PLAN

1. INTRODUCTION

ICE's Quality Assurance Surveillance Plan (QASP) is based on the premise that the Service Provider, and not the Government, is responsible for the day-to-day operation of the Facility and all the management and quality control actions required to meet the terms of the Agreement. The role of the Government in quality assurance is to ensure performance standards are achieved and maintained. The Service Provider shall develop a comprehensive program of inspections and monitoring actions and document its approach in a Quality Control Plan (QCP). The Service Provider's QCP, upon approval by the Government, will be made a part of the resultant Agreement.

This QASP is designed to provide an effective surveillance method to monitor the Service Provider's performance relative to the requirements listed in the Agreement. The QASP illustrates the systematic method the Government (or its designated representative) will use to evaluate the services the Service Provider is required to furnish.

This QASP is based on the premise the Government will validate that the Service Provider is complying with ERO-mandated quality standards in operating and maintaining detention facilities. Performance standards address all facets of detainee handling, including safety, health, legal rights, facility and records management, etc. Good management by the Service Provider and use of an approved QCP will ensure that the Facility is operating within acceptable quality levels.

2. DEFINITIONS

Performance Requirements Summary (Attachment A): The Performance Requirements Summary (PRS) communicates what the Government intends to qualitatively inspect. The PRS is based on the American Correctional Association (ACA) Standards for Adult Local Detention Facilities (ALDF) and ICE 2011 Performance Based National Detention Standards (PBNDS). The PRS identifies performance standards grouped into nine functional areas, and quality levels essential for successful performance of each requirement. The PRS is used by ICE when conducting quality assurance surveillance to guide them through the inspection and review processes.

Functional Area: A logical grouping of performance standards.

Contracting Officer Representative (COR): The COR interacts with the Service Provider to inspect and accept services/work performed in accordance with the technical standards prescribed in the Agreement. The Contracting Officer issues a written memorandum that appoints the COR. Other individuals may be designated to assist in the inspection and quality assurance surveillance activities.

Performance Standards: The performance standards are established in the ERO ICE 2011 PBNDS at <http://www.ice.gov/detention-standards/2011> as well as the ACA standards for ALDF. Other standards may also be defined in the Agreement.

Measures: The method for evaluating compliance with the standards.

Acceptable Quality Level: The minimum level of quality that will be accepted by ICE to meet the performance standard.

Withholding: Amount of monthly invoice payment withheld pending correction of a deficiency. See Attachment A for information on the percentages of an invoice amount that may be withheld for each functional area. Funds withheld from payment are recoverable (See Sections 7 and 8) if the COTR and Contracting Officer confirm resolution or correction and should be included in the next month's invoice.

Deduction: Funds may be deducted from a monthly invoice for an egregious act or event, or if the same deficiency continues to occur. The Service Provider will be notified immediately if such a situation arises. The Contracting Officer in consultation with the ERO will determine the amount of the deduction. Amounts deducted are not recoverable.

4. QUALITY CONTROL PLAN

The Service Provider shall develop, implement, and maintain a Quality Control Plan (QCP) that illustrates the methods it will use to review its performance to ensure it conforms to the performance requirements. (See Attachment A for a summary list of performance requirements.) Such reviews shall be performed by the Service Provider to validate its operations, and assure ICE that the services meet the performance standards.

The Service Provider's QCP shall include monitoring methods that ensure and demonstrate its compliance with the performance standards. This includes inspection methods and schedules that are consistent with the regular reviews conducted by ERO. The reports and other results generated by the Service Provider's QCP activities should be provided to the COR as requested.

The frequency and type of the Service Provider's reviews should be consistent with what is necessary in order to ensure compliance with the performance standards.

The Service Provider is encouraged not to limit its inspection to only the processes outlined in the 2011 PBNDS; however, certain key documents shall be produced by the Service Provider to ensure that the services meet the performance standards. Some of the documentation that shall be generated and made available to the COR for inspection is listed below. The list is intended as illustrative and is not all-inclusive. The Service Provider shall develop and implement a program that addresses the specific requirement of each standard and the means it will use to document compliance.

- Written policies and procedures to implement and assess operational requirements of the standard

- Documentation and record keeping ensuring ongoing operational compliance with the standards (e.g.; inventories, logbooks, register of receipts, reports, etc.)
- Staff training records
- Contract discrepancy reports (CDRs)
- Investigative reports
 - Medical records
- Records of investigative actions taken
- Equipment inspections
- System tests and evaluation

5. METHODS OF SURVEILLANCE

ICE will monitor the Service Provider's compliance with the Performance Standards using a variety of methods. All facilities will be subject to a full annual inspection, which will include a review of the Service Provider's QCP activities. In addition, ICE may conduct additional routine, follow-up, or unscheduled ad hoc inspections as necessary (for instance, as a result of unusual incidents or data reflected in routine monitoring). ICE may also maintain an on-site presence in some facilities in order to conduct more regular or frequent monitoring. Inspections and monitoring may involve direct observation of facility conditions and operations, review of documentation (including QCP reports), and/or interviews of facility personnel and detainees.

5.1 Documentation Requirements: The Service Provider shall develop and maintain all documentation as prescribed in the PBNDS (e.g., post logs, policies, and records of corrective actions). In addition to the documentation prescribed by the standards, the Service Provider shall also develop and maintain documentation that demonstrates the results of its own inspections as prescribed in its QCP. The Government may review 100% of the documents, or a representative sample, at any point during the period of performance.

6. FUNCTIONAL PERFORMANCE AREAS AND STANDARDS

To facilitate the performance review process, the required performance standards are organized into nine functional areas. Each functional area represents a proportionate share (i.e., weight) of the monthly invoice amount payable to the Service Provider based on meeting the performance standards. Payment withholdings and deductions will be based on these percentages and weights applied to the overall monthly invoice.

ICE may, consistent with the scope the Agreement, unilaterally change the functional areas and associated standards affiliated with a specific functional area. The Contracting Officer will notify

the Service Provider at least 30 calendar days in advance of implementation of the new standard(s). If the Service Provider is not provided with the notification, adjustment to the new standard shall be made within 30 calendar days after notification. If any change affects pricing, the Service Provider may submit a request for equitable price adjustment in accordance with the “Changes” clause. ICE reserves the right to develop and implement new inspection techniques and instructions at any time during performance without notice to the Service Provider, so long as the standards are not more stringent than those being replaced.

7. FAILURE TO MEET PERFORMANCE STANDARDS

Performance of services in conformance with the PRS standards is essential for the Service Provider to receive full payment as identified in the Agreement. The Contracting Officer may take withholdings or deductions against the monthly invoices for unsatisfactory performance documented through surveillance of the Service Provider’s activities gained through site inspections, reviews of documentation (including monthly QCP reports), interviews and other feedback. As a result of its surveillance, the Service Provider will be assigned the following rating relative to each performance standard:

Rating	Description
Acceptable	Based on the measures, the performance standard is demonstrated.
Deficient	Based on the measures, compliance with most of the attributes of the performance standard is demonstrated or observed with some area(s) needing improvement. There are no critical areas of unacceptable performance
At-Risk	Based on the performance measures, the majority of a performance standard’s attributes are not met.

Using the above standards as a guide, the Contracting Officer will implement adjustments to the Service Provider’s monthly invoice as prescribed in Attachment A.

Rather than withholding funds until a deficiency is corrected, there may be times when an event or a deficiency is so egregious that the Government *deducts* (vs. “withholds”) amounts from the Service Provider’s monthly invoice. This may happen when a significant event occurs, when a particular deficiency is noted multiple times without correction, or when the Service Provider has failed to take timely action on a deficiency about which he was properly and timely notified. The amount deducted will be consistent with the relative weight of the functional performance area where the deficiency was noted. The deduction may be a one-time event, or may continue until

the Service Provider has either corrected the deficiency, or made substantial progress in the correction.

Further, a deficiency found in one functional area may tie into another. If a detainee escaped, for example, a deficiency would be noted in “Security,” but may also relate to a deficiency in the area of “Administration and Management.” In no event will the withhold or deduction exceed 100% of the invoice amount.

8. NOTIFICATIONS

(a) Based on the inspection of the Service Provider’s performance, the COR will document instances of deficient or at-risk performance (e.g., noncompliance with the standard) using the CDR located at Attachment B. To the extent practicable, issues should be resolved informally, with the COR and Service Provider working together. When documentation of an issue or deficiency is required, the procedures set forth in this section will be followed.

(b) When a CDR is required to document performance issues, it will be submitted to the Service Provider with a date when a response is due. Upon receipt of a CDR, the Service Provider shall immediately assess the situation and either correct the deficiency as quickly as possible or prepare a corrective action plan. In either event, the Service Provider shall return the CDR with the action planned or taken noted. After the COR reviews the Service Provider’s response to the CDR including its planned remedy or corrective action taken, the COR will either accept the plan or correction or reject the correction or plan for revision and provide an explanation. This process should take no more than one week. The CDR shall not be used as a substitute for quality control by the Service Provider.

(c) The COR, in addition to any other designated ICE official, shall be notified immediately in the event of all emergencies. Emergencies include, but are not limited to the following: activation of disturbance control team(s); disturbances (including gang activities, group demonstrations, food boycotts, work strikes, work-place violence, civil disturbances, or protests); staff use of force including use of lethal and less-lethal force (includes detainees in restraints more than eight hours); assaults on staff or detainees resulting in injuries requiring medical attention (does not include routine medical evaluation after the incident); fights resulting in injuries requiring medical attention; fires; full or partial lock down of the Facility; escape; weapons discharge; suicide attempts; deaths; declared or non-declared hunger strikes; adverse incidents that attract unusual interest or significant publicity; adverse weather (e.g., hurricanes, floods, ice or snow storms, heat waves, tornadoes); fence damage; power outages; bomb threats; significant environmental problems that impact the Facility operations; transportation accidents resulting in injuries, death or property damage; and sexual assaults. Note that in an emergency situation, a CDR may not be issued until an investigation has been completed.

(d) If the COR concludes that the deficient or at-risk performance warrants a withholding or deduction, the COR will include the CDR in its monthly report, with a copy to the Contracting Officer. The CDR will be accompanied by the COR's investigation report and written recommendation for any withholding. The Contracting Officer will consider the COTR's recommendation and forward the CDR along with any relevant supporting information to the Service Provider in order to confirm or further discuss the prospective cure, including the Government's proposed course of action. As described in section 7 above, portions of the monthly invoice amount may be withheld until such time as the corrective action is completed, *or* a deduction may be taken.

(e) Following receipt of the Service Provider's notification that the correction has been made, the COR may re-inspect the Facility. Based upon the COR's findings, he or she will recommend that the Contracting Officer continue to withhold a proportionate share of the payment until the correction is made, or accept the correction as final and release the full amount withheld for that issue.

(f) If funds have been withheld and either the Government or the Service Provider terminates the Agreement, those funds will not be released. The Service Provider may only receive withheld payments upon successful correction of an instance of non-compliance. Further, the Service Provider is not relieved of full performance of the required services hereunder; the Agreement may be terminated upon adequate notice from the Government based upon any one instance, or failure to remedy deficient performance, even if a deduction was previously taken for any inadequate performance.

(g) The COR will maintain a record of all open and resolved CDRs.

9. DETAINEE OR MEMBER OF THE PUBLIC COMPLAINTS

The detainee and the public are the ultimate recipients of the services identified in this Agreement. Any complaints made known to the COTR will be logged and forwarded to the Service Provider for remedy. Upon notification, the Service Provider shall be given a pre-specified number of hours after verbal notification from the COTR to address the issue. The Service Provider shall submit documentation to the COTR regarding the actions taken to remedy the situation. If the complaint is found to be invalid, the Service Provider shall document its findings and notify the COTR.

10. ATTACHMENTS

- A. Performance Requirements Summary
- B. Contract Discrepancy Report

Attachment 2A – Performance Requirements

FUNCTIONAL AREA/ WEIGHT	ACCEPTABLE QUALITY LEVEL and/or PERFORMANCE STANDARD (PBNS 2011)	WITHHOLDING/DEDUCTION CRITERIA
<p>Safety (20%) Addresses a safe work environment for staff, volunteers, contractors and detainees</p>	<p>PBNS References: Part 1 - SAFETY 1.1 Emergency Plans; 1.2 Environmental Health and Safety; 1.3 Transportation (by Land).</p>	<p>A Contract Discrepancy Report that cites violations of cited PBNS or PWS (contract) sections that provide a safe work environment for staff, volunteers, contractors and detainees, permits the Contract Officer to withhold or deduct up to 20% of a month invoice until the Contract Officer determines there is full compliance with the standard or section.</p>
<p>Security (20%) Addresses protection of the community, staff, contractors, volunteers and detainees from harm</p>	<p>PBNS References: Part 2 - SECURITY 2.1 Admission and Release; 2.2 Classification System; 2.3 Contraband; 2.4 Facility Security and Control; 2.5 Funds and Personal Property; 2.6 Hold Rooms in Detention Facilities; 2.7 Key and Lock Control; 2.8 Population Counts; 2.9 Post Orders; 2.10 Searches of Detainees; 2.11 Sexual Abuse and Assault Prevention and Intervention; 2.12 Special Management Units; 2.13 Staff-Detainee Communication; 2.14 Tool Control; 2.15 Use of Force and Restraints.</p>	<p>A Contract Discrepancy Report that cites violations of PBNS or PWS (contract) sections that protect the community, staff, contractors, volunteers, and detainees from harm, permits the Contract Officer to withhold or deduct up to 20% of a monthly invoice until the Contract Officer determines there is full compliance with the standard or section.</p>
<p>Order (10%) Addresses contractor responsibility to maintain an orderly environment with clear expectations of behavior and systems of accountability</p>	<p>PBNS Reference: Part 3 - ORDER 3.1 Disciplinary System.</p>	<p>A Contract Discrepancy Report that cites violations of PBNS or PWS (contract) sections that maintain an orderly environment with clear expectations of behavior and systems of accountability permits the Contract Officer to withhold or deduct up to 10% of a monthly invoice until the Contract Officer determines there is full compliance with the standard of section.</p>
<p>Care (20%) Addresses contractor responsibility to provide for the basic needs and personal care of detainees</p>	<p>PBNS References: Part 4 - CARE 4.1 Food Service; 4.2 Hunger Strikes; 4.3 Medical Care; 4.4 Personal Hygiene; 4.5 Suicide Prevention and Intervention; 4.6 Terminal Illness, Advanced Directives, and Death. 4.7 Electronic Quality Medical Care (QMC) reporting, and; PWS Section V.(D.) (Medical) and related Attachments</p>	<p>A Contract Discrepancy Report that cites violations of PBNS or PWS (contract) sections that provide for the basic needs and personal care of detainees, permits the Contract Officer to withhold or deduct up to 20% of a monthly invoice until the Contract Officer determines there is full compliance with the standard or section.</p>
<p>Activities (10%) Addresses contractor responsibilities to reduce the negative effects of confinement</p>	<p>PBNS References: Part 5 - ACTIVITIES 5.1 Correspondence and Other Mail; 5.2 Escorted Trips for Non-Medical Emergencies; 5.3 Marriage Requests; 5.4 Recreation; 5.5 Religious Practices; 5.6 Telephone Access; 5.7 Visitation;</p>	<p>A Contract Discrepancy Report that cites violations of PBNS or PWS (contract) sections that reduce the negative effects of confinement permits the Contract Officer to withhold or deduct up to 10% of a monthly invoice until the Contract Officer determines there is full compliance with the standard or section.</p>

Attachment 2A – Performance Requirements

FUNCTIONAL AREA/ WEIGHT	ACCEPTABLE QUALITY LEVEL and/or PERFORMANCE STANDARD (PBNDS 2011)	WITHHOLDING/DEDUCTION CRITERIA
	5.8 Voluntary Work Program.	
<p>Justice (10%) Addresses contractor responsibilities to treat detainees fairly and respect their legal rights</p>	<p>PBNDS References: Part 6 - JUSTICE 6.1 Detainee Handbook; 6.2 Grievance System; 6.3 Law Libraries and Legal Materials; 6.4 Legal Rights Group Presentations.</p>	<p>A Contract Discrepancy Report that cites violations of PBNDS or PWS (contract) sections that treat detainees fairly and respect their legal rights, permits the Contract Officer to withhold or deduct up to 10% of a monthly invoice until the Contract Officer determines there is full compliance with the standard or section.</p>
<p>Administration and Management (10%) Addresses contractor responsibilities to administer and manage the facility in a professional and responsible manner consistent with legal requirements</p>	<p>PBNDS References: Part 7 - -ADMIN & MANAGEMENT 7.1 Detention Files; 7.2 News Media Interviews and Tours; 7.3 Staff Training; 7.4 Transfer of Detainees; 7.5 Transportation Reporting requirements (G-391 Upload Template) 7.6 Pre-Transition and Transition</p> <p>Accommodations for the Disabled, 4-ALDF-6B-04, 4-ALDF-6B-07</p>	<p>A Contract Discrepancy Report that cites violations of PBNDS or PWS (contract) sections that require the Contractor’s administration and management of the facility in a professional and responsible manner consistent with legal requirements, permits the Contract Officer to withhold or deduct up to 10% of a monthly invoice until the Contract Officer determines there is full compliance with the standard or section.</p>
<p>Workforce Integrity (10%) Addresses the adequacy of the detention/correctional officer hiring process, staff training and licensing/certification and adequacy of systems</p>	<p>Staff Background and Reference Checks (Contract) 4-ALDF-7B-03</p> <p>Staff Misconduct 4-ALDF-7B-01</p> <p>Staffing Pattern Compliance within 10% of required (Contract) 4-ALDF-2A-14</p> <p>Staff Training, Licensing, and Credentialing (Contract) 4-ALDF-4D-05, 4-ALDF-7B-05, 4-ALDF-7B-08</p>	<p>A Contract Discrepancy Report that cites violations of the ALDF Standards associated with Workforce Integrity or PWS (contract) sections permits the Contract Officer to withhold or deduct up to 10% of a monthly invoice until the Contract Officer determines there is full compliance with the standard or section.</p>
<p>Detainee Discrimination (10%) Addresses the adequacy of policies and procedures to prevent discrimination against detainees based on their gender, race, religion, national origin, or disability</p>	<p>Discrimination Prevention 4-ALDF-6B-02-03</p>	<p>A Contract Discrepancy Report that cites violations of the ALDF Standards associated with Detainee Discrimination or PWS (contract) sections permits the Contract Officer to withhold or deduct up to 10% of a monthly invoice until the Contract Officer determines there is full compliance with the standard or section.</p>

Attachment 2B – Contract Discrepancy Report

CONTRACT DISCREPANCY REPORT			1. CONTRACT NUMBER
Report Number:			Date:
2. TO: (Contractor and Manager Name)		3. FROM: (Name of COR)	
DATES			
CONTRACTOR NOTIFICATION	CONTRACTOR RESPONSE DUE BY	RETURNED BY CONTRACTOR	ACTION COMPLETE
4. DISCREPANCY OR PROBLEM <i>(Describe in Detail: Include reference in PWS / SOW or Directive: Attach continuation sheet if necessary.)</i>			
5. SIGNATURE OF CONTRACTING OFFICER'S REPRESENTATIVE (COR)			
6. TO: (COR)		7. FROM: (Contractor)	
8. CONTRACTOR RESPONSE AS TO CAUSE, CORRECTIVE ACTION AND ACTIONS TO PREVENT RECURRENCE. ATTACH CONTINUATION SHEET IF NECESSARY. <i>(Cite applicable Q.A. program procedures or new A.W. procedures.)</i>			
9. SIGNATURE OF CONTRACTOR REPRESENTATIVE			10. DATE
11. GOVERNMENT EVALUATION OF CONTRACTOR RESPONSE/RESOLUTION PLAN: <i>(Acceptable response/plan, partial acceptance of response/plan, rejection: attach continuation sheet if necessary)</i>			
12. GOVERNMENT ACTIONS <i>(Payment withholding, cure notice, show cause, other.)</i>			
CLOSE OUT			
CONTRACTOR NOTIFIED	NAME AND TITLE	SIGNATURE	DATE
COR			
CONTRACTING OFFICER			