



**Judicial Council of California**  
ADMINISTRATIVE OFFICE OF THE COURTS

FINANCE DIVISION

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**TO:** POTENTIAL BIDDERS

**FROM:** Administrative Office of the Courts  
Finance Division

**DATE:** April 23, 2009

**SUBJECT/PURPOSE OF MEMO:** REQUEST FOR PROPOSALS  
The Administrative Office of the Courts seeks the services of a consultant to conduct a review and analysis of judicial branch advisory bodies in a Two-Phase Project.

**ACTION REQUIRED:** You are invited to review and respond to the attached Request for Proposals (“RFP”):  
**Project Title:** Developing the Guide to Juvenile Delinquency Court Performance Measures  
**RFP Number:** CFCC-09-09-CT

**CLARIFICATION OR MODIFICATION QUESTIONS DUE DATE:** Questions may be submitted to [solicitations@jud.ca.gov](mailto:solicitations@jud.ca.gov) no later than **1:00 p.m. (Pacific Time) on April 30, 2009.**

**PROPOSAL DUE DATE:** **Proposals must be received by 3:00 p.m. (Pacific Time) on May 11, 2009**

**SUBMISSION OF PROPOSAL:** Proposals must be sent to:  
**Judicial Council of California**  
**Administrative Office of the Courts**  
**Attn: Nadine McFadden, CFCC-09-09-CT**  
**455 Golden Gate Avenue**  
**San Francisco, CA 94102**

**FOR FURTHER INFORMATION:** **E-MAIL:** [Solicitations@jud.ca.gov](mailto:Solicitations@jud.ca.gov)

## 1.0 GENERAL INFORMATION

### 1.1. Background

- 1.1.1. The Judicial Council of California, chaired by the Chief Justice of California, is the chief policy making body of the California judicial system. The California Constitution directs the Council to improve the administration of justice by surveying judicial business, making recommendations to the courts, and making recommendations annually to the Governor and the Legislature. The Council also adopts rules for court administration, practice, and procedure, and performs other functions prescribed by law. The Administrative Office of the Courts (AOC) is the staff arm of the Council and assists both the Council and its chair in performing their duties.
- 1.1.2. The Administrative Office of the Courts (AOC), Center for Families, Children & the Courts (CFCC) is dedicated to improving the quality of justice and services to meet the diverse needs of children, youth, families, and self-represented litigants in the California courts. Working closely with the Judicial Council's advisory committees and task forces, CFCC provides courts and court-connected agencies statewide with legal and court services, research, educational and training opportunities, print and electronic publications, and financial assistance. This is the Center's web site: <http://www.courtinfo.ca.gov/programs/cfcc/programs>.

### 1.2. CFCC's Performance Measures Project

- 1.2.1. The CFCC Performance Measures Project will develop and deliver tools to judicial officers and court managers to improve juvenile dependency, juvenile delinquency, family and collaborative court performance. The tools will consist of: a guide about court performance; technical specifications on how to collect measures; user guidelines on how to interpret and use the measures for decision-making; and, when the data warehouse of the statewide court case management system (CCMS) is operational, statistical reports that contain performance measures.
- 1.2.2. This RFP calls for the development of a guide for juvenile delinquency performance measures. The project will require a consultant to convene national experts and users in the court and juvenile justice system to review existing research and practice, define performance measures, gather feedback from stakeholders and build consensus for performance measurement in juvenile delinquency.
- 1.2.3. The starting point for further development of the guide will be the Draft AOC Performance Measures in Juvenile Delinquency set forth as

Appendix A to this RFP and other source documents specified in Section 3.2.7. The entire guide will be developed in consultation with CFCC, state court partners, and state juvenile justice stakeholders outside the courts. The guide will include sections establishing the need for performance measurement, describing the dimensions of performance that should be measured in juvenile delinquency, specifying the measures within each dimension, and describing the methods of collecting quantitative data for calculating the court performance measures.

## **2.0 PURPOSE OF THIS RFP**

- 2.1 The AOC seeks the services of a consultant with expertise in juvenile delinquency, court processes, developing court performance measures, and working with court and juvenile justice stakeholders.
- 2.2 The consultant is expected to convene national experts and users in the delinquency court and juvenile justice system to review existing research and practice, define performance measures, gather feedback from stakeholders and build consensus for performance measurement in juvenile delinquency.
- 2.3 The consultant is also expected to co-author the guide to performance measurement with CFCC staff. The measures must capture essential dimensions of a juvenile delinquency court, including but not limited to hearing timeliness, fair procedures, public safety, victim restoration, and youth accountability and rehabilitation. The measures should be developed based on existing research and practice in delinquency and related fields, the information needs of court leaders, the obligation of the courts to report on its own performance, the policy priorities of the Judicial Council, and related work being conducted by the other California agencies. The capabilities of the California court case management system (CCMS) and possibilities for exchanging data with justice partners should also be considered in the development of the measures, and the statistics and measures already incorporated into CCMS must be incorporated into any final measurement schema for California.

## **3.0 SCOPE OF SERVICES**

- 3.1 Services are expected to be performed by the consultant between June 2009 and June 2010.
- 3.2 The consultant will be asked to:
  - 3.2.1 Participate in an initial planning meeting or conference call with CFCC staff and their invitees.
  - 3.2.2 Facilitate a meeting with CFCC and the Juvenile Delinquency Court Improvement Resource Group in San Francisco, present a project work

plan, and incorporate feedback. This plan will include: proposed meeting agendas, proposed national working group members, project goals, and outlines of meeting materials.

- 3.2.3 Finalize an approved project plan.
- 3.2.4 Form the national working group of approximately 8-10 people.
- 3.2.5 Facilitate a two-day meeting of the national working group, the Juvenile Delinquency Court Improvement Resource Group, and other CFCC invitees for a discussion on juvenile delinquency court performance measures. This meeting will highlight the importance of creating and using measures, outline the unique dimensions of performance measures in juvenile delinquency, share information about the state of performance measurement in juvenile delinquency to date, and provide lessons from court performance measures projects developed and tested for other case types. This includes drawing from the draft AOC Performance Measures in Juvenile Delinquency and other best practices documents listed in Section 3.2.7, below.
- 3.2.6 Facilitate four workshops to assess information needs and performance area priorities of courts and justice partners in California (judicial officers, defense attorneys, prosecutors, and probation). Provide meeting materials and create memos with meeting results. Each of these workshops should contain approximately 8-10 stakeholders from different counties, at least one member of the Resource Group, and two AOC staff.
- 3.2.7 Based upon the information gathered in the workshops and conference and on, *Delinquency Guidelines*<sup>1</sup>, *Building a Better Court*<sup>2</sup>, the Delinquency Performance Measures Demonstration Project<sup>3</sup>, and other agreed-upon best practices documents, revise and expand Draft AOC Performance Measures in Juvenile Delinquency.
- 3.2.8 Send the national working group and the Juvenile Delinquency Court Improvement resource group draft measures, a review of the results of the stakeholder meetings, and guidance on how to review materials.
- 3.2.9 Convene the national working group in a one day meeting to discuss the findings and critique the revised performance measures.
- 3.2.10 Convene a one-day meeting of state-level representatives to discuss the findings, critique the revised performance measures, and discuss future data exchanges and collaboration.

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<sup>1</sup>National Council of Juvenile and Family Court Judges, *Juvenile Delinquency Guidelines: Improving Court Practice in Juvenile Delinquency Cases* (2005). Available at: <http://www.ncjfcj.org/content/view/411/411/>

<sup>2</sup>National Council of Juvenile and Family court Judges, National Center for State Courts, and American Bar Association Center for Children and the Law, *Building a Better Court: Measuring and Improving Court Performance and Judicial Workload in Child Abuse and Neglect Cases* (2004). Available at: <http://www.ncjfcj.org/content/view/603/427/>

<sup>3</sup>American Prosecutors Research Institute, *Guide to Developing and Implementing Performance Measures for the Juvenile Justice System* (2006). Available at: [http://www.ndaa.org/pdf/performance\\_measures\\_jj\\_system\\_06.pdf](http://www.ndaa.org/pdf/performance_measures_jj_system_06.pdf)

- 3.2.11 Co-author a guide with CFCC that will present the AOC Juvenile Delinquency Court Performance Measures with discussions that justify the need for performance measurement, describe the dimensions of performance that should be measured in juvenile delinquency, explain how they fit with the dimensions of performance, and describe the methods of collecting quantitative court performance measures. The AOC will be responsible for copy editing, duplicating, and distributing guide. The consultant will produce the first draft and revisions as directed by the AOC and the Resource Group.
- 3.2.12 Participate in wrap-up meeting to present the guide to the Juvenile Delinquency Court Improvement resource group or the Family and Juvenile Law subcommittee.
- 3.2.13 Consultant will work with CFCC staff to identify potential members of the working group and workshop participants.
- 3.2.14 Consultant is responsible for meeting planning and logistics, sending invitations to participants (mailing list provided by CFCC), producing working documents for use at meetings, and covering their travel and other expenses. CFCC will provide the meeting facilities (AOC offices in San Francisco, Burbank, and Sacramento), food, and day-of-meeting supplies, such as paper, easel, pens, markers, etc. CFCC will reimburse the travel and lodging costs of participants of the meetings and workshops.
- 3.2.15 Consultants may be asked to co-present with CFCC staff the guide to at least one juvenile delinquency or juvenile court conference in California, such as Beyond the Bench or the Juvenile Law Institute.
- 3.2.16 Consultants may be asked to co-present with CFCC staff the user’s guide to at least one national juvenile delinquency or juvenile court conference, such as the National Council of Juvenile and Family Law Judges annual conference.

3.3 In performing the work of the project, the Consultant will be required to provide the following Deliverables:

Deliverable Number	Duration	Description
1	Weeks 1-13	<ul style="list-style-type: none"> <li>• Plan</li> <li>• Telephone planning meeting with CFCC and their invitees</li> <li>• Telephone planning meeting with CFCC and JDCI</li> <li>• Produce approved plan</li> <li>• Create and invite working group plus AOC staff</li> <li>• Create approved agenda and materials</li> <li>• Convene working group in a two-day meeting</li> <li>• Write summaries and analysis of meeting</li> </ul>

Deliverable Number	Duration	Description
2	Weeks 14-26	<ul style="list-style-type: none"> <li>• Work with stakeholders</li> <li>• Conduct workshops</li> <li>• Produce approved conference agenda and materials</li> <li>• Write summaries and analysis of workshops with recommended revisions</li> </ul>
3	Weeks 27-31	<ul style="list-style-type: none"> <li>• Revise performance measures</li> <li>• Convene one-day meeting with working group to review findings and recommended performance measures</li> <li>• Convene one-day meeting with state-level stakeholders</li> <li>• Create approved revisions to draft AOC Juvenile Delinquency Performance Measures</li> </ul>
4	Weeks 32-52	<ul style="list-style-type: none"> <li>• Produce interim drafts of report for critique and review</li> <li>• Co-author report on measuring and improving court performance in juvenile delinquency court cases to be published by the AOC</li> </ul>

**4.0 EVALUATION OF PROPOSALS**

4.1 Proposals will be evaluated by the AOC using the following criteria, in order of descending priority:

- 4.1.1 Quality of work plan submitted
- 4.1.2 Experience on similar assignments
- 4.1.3 Expertise in performance measures
- 4.1.4 Expertise in juvenile delinquency
- 4.1.5 Reasonableness of fee proposal
- 4.1.6 Ability to meet timing requirements to complete the project

**5.0 SPECIFICS OF A RESPONSIVE PROPOSAL**

5.1 Responsive proposals should provide straightforward, concise information that satisfies the requirements noted above. Expensive bindings, color displays, and the like are not necessary or desired. Emphasis should be placed on conformity to the state’s instructions, requirements of this RFP, and completeness and clarity of content.

5.2 The following information shall be included as the technical portion of the proposal:

- 5.2.1 Name, address, telephone and fax numbers, and federal tax identification number. Note that if a sole proprietorship using its social security number is awarded a contract, the social security number will be required prior to finalizing a contract.
- 5.2.2 Resumes describing the background and experience of key staff, as well as each individual's ability and experience in conducting the proposed activities.
- 5.2.3 Description of key staff's knowledge of the requirements necessary to complete this project.
- 5.2.4 Names, addresses, and telephone numbers of a minimum of five (5) clients for whom the consultant has conducted similar services. The AOC may check references listed by the consultant.
- 5.2.5 Overall plan with time estimates for completion of all work required.
- 5.2.6 Method to complete the Project:
  - 5.2.6.1 Proposed process necessary to address the project objectives;
  - 5.2.6.2 Proposed process for utilizing national experts, California stakeholders, and existing reports on performance measures and on best practices in juvenile delinquency;
  - 5.2.6.3 Proposed process and goals for co-authored guide; and,
  - 5.2.6.4 Proposed project and team organization.

## 6.0 COST PROPOSAL

- 6.1 The total cost or fees for consultant services will not exceed **\$70,000** inclusive of personnel, materials, computer support, travel, lodging, per diem, and overhead rates.
- 6.2 As a separate document, submit a detailed line item budget showing total cost of the services. Fully explain and justify all budget line items in a narrative entitled "Budget Justification."
- 6.3 Proposers must provide a completed and signed DVBE Participation Form (blank form is included as Attachment 5 to this RFP).
- 6.4 **THE STATE DOES NOT MAKE ANY ADVANCE PAYMENT FOR SERVICES.** The AOC's method of payment to the selected consultant for the services specified in this RFP will be by cost reimbursement.

## 7.0 SUBMISSION OF PROPOSALS

- 7.1 Provide an original and five (5) hardcopies of the proposal signed by an authorized representative of the company, including name, title, address, email address, and telephone number of one individual who is the bidder's designated representative and single point of contact.

- 7.2 In addition to the original and hardcopies required by the previous subparagraph, provide one (1) non copy-protected electronic copy of the entire proposal in MS Word compatible format by submitting it on either a CD-ROM or DVD.
- 7.3 A vendor's submitted proposal shall constitute an irrevocable offer for **90 days** following the Proposal Due Date & Time as set forth on the coversheet to this RFP.
- 7.4 Proposals must be delivered to the individual listed in the Submission of Proposals section of the coversheet to this RFP and must be received no later than the Proposal Due Date & Time as set forth on the coversheet to this RFP.
- 7.5 All proposals must be delivered via U.S. Mail, common carrier, overnight delivery service (with proof of delivery), or hand delivery. A receipt should be requested for hand delivered material. Proposals received prior to the Proposal Due Date & Time that are marked properly will be securely kept, unopened until the Proposal Due Date & Time. Proposals received after the Proposal Due Date & Time will be deemed non-responsive and will not be considered. The AOC shall not be responsible for any delays in mail or by common carriers or by delivery errors or delays or missed delivery.
- 7.6 The proposer is solely responsible for ensuring that the full and complete proposal is received by the AOC in accordance with the solicitation requirements prior to the Proposal Due Date & Time and at the place specified.
- 7.7 **Submittal of proposals by facsimile or email transmission is not acceptable, and any proposal so transmitted will be rejected as non-responsive.**
- 7.8 Independence of Proposal and Joint Proposals:
- 7.8.1 Unless a proposer is submitting a joint proposal, the proposer represents and warrants that by submitting its proposal it did not conspire with any other vendor to set prices in violation of anti-trust laws.
- 7.8.2 A proposal submitted by two or more vendors participating jointly in one proposal may be submitted, but one vendor must be identified as the prime contractor and the other as the subcontractor. The AOC assumes no responsibility or obligation for the division of payments, authorized expenses if allowed by the subsequent contract, or responsibilities among joint contractors.



## 8.0 RFP SCHEDULE AND GENERAL INSTRUCTIONS

- 8.1 The AOC has developed the following list of key events and dates from issuances of this RFP through commencement of contracted services. All key events and dates are subject to change at the AOC's sole discretion.

<i>Event Description</i>	<i>Key Dates</i>
RFP Posted	April 23, 2009
Deadline for Proposers Questions	<b>1:00 p.m. (Pacific Time) on April 30, 2009</b>
AOC Posts Clarification / Response to Proposers Questions (estimated)	May 4, 2009
Proposal Due Date & Time	<b>3:00 p.m. (Pacific Time) on May 11, 2009, 2009</b>
Notice of Intent to Award Contract (estimated)	May 15, 2009
Commencement of Contracted Services	June 20, 2009

- 8.2 The RFP and any addenda that may be issued, including responses to proposers' requests for clarification or modification, will be made available on the following website:

<http://www.courtinfo.ca.gov/reference/rfp> (CourtInfo web site)

- 8.3 Request for Clarifications or Modifications

8.3.1 Vendors interested in responding to the solicitation may submit questions by e-mail only on procedural matters related to the RFP or requests for clarification or modification of this solicitation document, including questions regarding the Terms and Conditions in Attachment B, to the Solicitations mailbox referenced below. If the vendor is requesting a change, the request must state the recommended change and the vendor's reasons for proposing the change.

**Solicitations mailbox:** [solicitations@jud.ca.gov](mailto:solicitations@jud.ca.gov)

8.3.2 All questions and requests must be submitted by e-mail to the Solicitations mailbox and received no later than the date and time specified in Section

8.1 above. Questions or requests submitted after the due date will not be answered.

- 8.3.3 All e-mail correspondence sent to the Solicitations mailbox MUST contain the RFP number and other appropriate identifying information in the e-mail subject line. In the body of the e-mail message, always include paragraph numbers whenever references are made to content of this RFP. Failure to include the RFP number as well as other sufficient identifying information in the e-mail subject line may result in the AOC's taking no action on a vendor's e-mail submission.
- 8.3.4 Without disclosing the source of the question or request, the AOC Contracting Officer will post a copy of both the questions and the AOC's responses on the Courtinfo Web site.
- 8.3.5 If a vendor's question relates to a proprietary aspect of its proposal and the question would expose proprietary information if disclosed to competitors, the vendor may submit the question in writing, conspicuously marking it as "CONFIDENTIAL." With the question, the vendor must submit a statement explaining why the question is sensitive. If the AOC concurs that the disclosure of the question or answer would expose proprietary information, the question will be answered, and both the question and answer will be kept in confidence. If the AOC does not concur regarding the proprietary nature of the question, the question will not be answered in this manner and the vendor will be so notified.

## **9.0 RFP ATTACHMENTS AND APPENDICES**

- 9.1 The following Attachments are incorporated into this Request For Proposals (RFP) by reference:

Attachment 1 - Administrative Rules Governing Request For Proposals  
Attachment 2 – Minimum Terms and Conditions  
Attachment 3 – Vendor Acceptance of Minimum Contract Terms and  
Conditions Form  
Attachment 4 – Payee Data Record  
Attachment 5 – DVBE Participation Form

- 9.1.1 Attachment 1, Administrative Rules Governing Request for Proposals. Proposers shall follow and be bound by the rules, set forth in Attachment 1 in preparing their proposal.
- 9.1.2 Attachment 2, Minimum Terms and Conditions. The Contract resulting from this RFP will be funded by a grant award from the U. S. Department of Health and Human Services, Administration for Children and Families

that provides the State's Appropriation Year allocation for the State Court Improvement Data Sharing Program. The Contract with the successful firm will be signed by the parties on a Judicial Council of California, Administrative Office of the Courts Standard Agreement that contains the minimum terms and conditions for such Agreement and which are set forth in Attachment 2.

- 9.1.3 Attachment 3, Vendor Acceptance of Minimum Contract Terms Form. Exceptions to the Minimum Terms and Conditions for these grant-funded services will not be allowed. Proposers must indicate acceptance of the Minimum Terms and Conditions as set forth in Attachment 2 by signing the Vendor Acceptance of Minimum Contract Terms and Conditions Form, and including the signed form in vendor's proposal.
- 9.1.4 Attachment 4, Payee Data Record Form. The AOC is required to obtain and keep on file, a completed Payee Data Record for each vendor prior to entering into a contract with that vendor. Therefore, proposer's proposal must include a completed and signed Payee Data Record Form, set forth as Attachment 4.
- 9.1.5 Attachment 5, DVBE Participation Form. Proposers must demonstrate either (i) DVBE compliance with minimum participation goals, or (ii) written evidence of a "good faith effort" explaining why compliance with DVBE goals cannot be achieved. Therefore, proposer's proposal must include a completed and signed DVBE Participation Form, set forth as Attachment 5.

- 9.2 The following Appendix is incorporated into this Request For Proposals (RFP) by reference:

Appendix A - Draft AOC Performance Measures in Juvenile Delinquency

## **10.0 RIGHTS**

The AOC reserves the right to reject any and all proposals, in whole or in part, as well as the right to issue similar RFPs in the future. This RFP is in no way an agreement, obligation, or contract and in no way is the AOC or the State of California responsible for the cost of preparing the proposal. One copy of a submitted proposal will be retained for official files and becomes a public record.

## **11.0 CONTACT WITH THE AOC**

- 11.1 Prospective service providers are specifically directed NOT to contact any AOC personnel or its consultants for meetings, conferences, or discussions that are specifically related to this RFP at any time prior to any notice of intent to award a

contract. Unauthorized contact with any AOC personnel or its consultants may be cause for rejection of the vendor's proposal.

- 11.2 All communications with the AOC regarding this RFP, including submittal of questions pertaining to these solicitation documents, shall be made through the AOC's Solicitation Mailbox ([solicitations@jud.ca.gov](mailto:solicitations@jud.ca.gov)).

## **12.0 ADDITIONAL REQUIREMENTS**

- 12.1 It may be necessary to interview prospective service providers to clarify aspects of their submittal. If conducted, interviews may be conducted by phone or by in-person presentations, at the AOC's discretion. The AOC will notify prospective service providers regarding the interview arrangements.
- 12.2 It may also be necessary for the AOC to request additional documentation or information in order to clarify aspects of a proposal or a vendor's ability to perform the required services. Should the AOC request such documentation or information, proposer shall provide the requested documentation or information no later than the date specified by such request.
- 12.3 Failure of a proposer to participate in an interview, or provide requested documentation or information by the AOC's specified date may result in the vendor's proposal being disqualified for further evaluation.

## **13.0 CONFIDENTIAL OR PROPRIETARY INFORMATION**

The Administrative Office of the Courts policy is to follow the intent of the California Public Records Act (PRA). If a vendor's proposal contains material noted or marked as confidential and/or proprietary that, in the AOC's sole opinion, meets the disclosure exemption requirements of the PRA, then that information will not be disclosed pursuant to a request for public documents. If the AOC does not consider such material to be exempt from disclosure under the PRA, the material will be made available to the public, regardless of the notation or markings. If a vendor is unsure if its confidential and/or proprietary material meets the disclosure exemption requirements of the PRA, then it should not include such information in its proposal.

## **14.0 DISABLED VETERAN BUSINESS ENTERPRISE PARTICIPATION GOALS**

- 14.1 The State of California Executive Branch requires contract participation goals of a minimum of three percent (3%) for disabled veteran business enterprises (DVBEs). The AOC, as a policy, follows the intent of the Executive Branch program. Therefore, your proposal should demonstrate DVBE compliance; otherwise, if it is impossible for your company to comply, please explain why, and demonstrate written evidence of a "good faith effort" to achieve participation. For further information regarding DVBE resources, please contact the Office of

Small Business and DVBE Certification, at 916-375-4940 or access DVBE information on the Executive Branch's Office of Small Business and DVBE Internet web site at: <http://www.dgs.ca.gov/default.htm>.

- 14.2 Prospective consultants/service providers must complete the DVBE Participation Form, included as Attachment E to this RFP, and include the signed form with the proposer's Cost/Fee Proposal.

*END OF BASE RFP*