

2. Functional, Technical, and Performance Requirements

Prison Rape Elimination Act (PREA) and the Securus' PREA System

Securus proposes to provide a PREA line accessible for each facility at no additional price per minute.

The Prison Rape Elimination Act (PREA) is a United States federal law regarding the sexual assault of prisoners. The bill was signed into law on September 4, 2003 and was supported by a broad base of activists, lobbyists, and organizations. 1 PREA addresses the problem of sexual violence in U.S. prisons. Major provisions of the Act include:

- National standards to prevent, detect, reduce, and punish offender sexual abuse
- Gathering and releasing information regarding prison rape incidents
- Awarding funds to help state and local governments implement the Act

"Our working relationship with Securus goes back many years, and I learned long ago that offender telephone service is only the tip of the iceberg when it comes to the vast expertise in the Securus corrections solutions toolbox. One prime example is the advice and assistance Securus provided in implementing our PREA camera and crime hotline system in seeking solutions to the PREA mandates."

Robyn Schmalenberger, Warden North Dakota State Penitentiary (March, 2011)

The Securus Solution

The Securus PREA system enables an anonymous two-way communication between offenders and investigators or other correctional staff in the following manner:

- **Offenders** – Securus' PREA system provides a secure and confidential method for reporting information about criminal activity—*before or after a crime has taken place*.
- **Facilities** – Securus' PREA system provides a highly flexible and configurable solution for gathering crucial evidence to support prison rape investigations and prevent these crimes.

How it Works

Offenders that want to report criminal activity can leave anonymous messages for correctional staff by calling into the PREA system and leaving a message. The recorded message is automatically time stamped and dated by the system. Additionally, the offender has the ability to call into the system after leaving a message and listen to the PREA investigator's messages.

To maintain anonymity, the system generates a random and anonymous mailbox number for the offender and correctional staff to use. Both parties communicate through this mailbox using random message IDs instead of their normal IDs. This ensures that both parties maintain complete anonymity.

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Comprehensive Capabilities

Securus' PREA system provides comprehensive capabilities that support investigations, while providing offenders with a secure and confidential method for reporting criminal activity. The following table provides highlighted.

Highlighted Capabilities

Capability	Means to a Correctional Facility
Highly Configurable System Provisioning	
<p>Securus' PREA system is highly configurable. Provisioning can be configured to support the following:</p> <ul style="list-style-type: none"> • Support custom branding • Allow multi-site facilities to enable or disable access to the system by site • Permit offender access to the system with or without a PIN; or with or without a pass code • Require an offender to dial a phone number or bypass code such as *1234 to access the system • Enable or disable a pre-recorded announcement • Specify mailbox code and length • Set a limit for the message duration 	<p>Flexible configuration options allow Securus to customize system provisioning to meet the unique needs of each facility.</p> <p>This enables the facility to develop and promote a custom crime prevention program within their facility and externally for their community, engaging a broader audience for improved awareness and participation.</p> <p>It also increases the accountability, safety, and security of facility personnel, offenders, and the public.</p>
Highly Configurable Security Privileges	
<p>Through S-Gate authorized correctional officers are able to configure and control security privileges. For example, security roles are configurable to allow certain users' rights to search, view, listen, or download the following:</p> <ul style="list-style-type: none"> • Messages left by an offender • Messages left by the public • Reply messages left by an investigator <p>Also, authorized officers have the ability to add their notes to a specific message, apply a tracking number for an on-going investigation, and flag notes as private or shared.</p>	<p>With a superior level of control over usage rights and security privileges, administrators are empowered to ensure the safety and security of all parties involved in reporting or investigating PREA crimes—including offenders, facility staff, and the public.</p>
Flexible Recording Options	
<p>The Securus' PREA system also provides flexible recording options that enhance investigative</p>	<p>By allowing two flexible recording options, officers are able to tailor system functionality to</p>

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Capability	Means to a Correctional Facility
<p>capabilities.</p> <p>These include the following recording configuration options:</p> <ul style="list-style-type: none"> • Message playback – records the portion of the call that includes the message left by the offender • Recording playback – records the entire call including the moment the offender picks up the phone to the moment the offender hangs up 	<p>meet the needs of their specific investigation.</p> <p>For example, the recording playback option is a helpful configuration for investigations where bullying is suspected.</p> <p>In this instance, if an offender is “bullied” into making a PREA call, the system records all activity that occurs once the phone is off-hook (including background conversations leading up to the call, during, and after the message is left) revealing important information critical to the investigation.</p>

Optional Informant Line

Securus' PREA offering can also be configured as an anonymous **informant line** that enables a secure, “live” conversation between an offender and a PREA investigator.

Since these calls are anonymous, certain SCP features that identify offenders are disabled, such as Voice Biometrics and PINs.

Also, all recorded call data is protected from unauthorized access, allowing only those officers with approved security privileges the ability to obtain call records.

Sometimes, a confidential and secure “live” conversation between an offender and a specific investigator is more effective and reassuring than leaving an anonymous recorded message.

With access to a more personal method for reporting criminal activity, offenders may choose to report a crime when they otherwise would not. This further supports the overall effectiveness of the facility's crime prevention program.

Officer Check In

The Officer Check-In feature of SCP enables staff to use an offender telephone within the housing unit to document the location, date, and time of their contact with the offender-housing unit or cell.

Each officer will simply lift the receiver of any offender telephone; enter his or her unique Officer Check-In PIN and record observations during their rounds. At the end of their rounds, the authorized users will have the ability to search Officer Check-In calls, as well as accounts providing exact date and time of entry into each cell location as well as playback of the recorded conversation of any observations during their rounds.

For staff convenience, the Officer Check-In feature is always active regardless if the telephone set is automatically programmed to be off during their rounds. However, manual cutoff switches are required to be on to enable connectivity between the telephone and the SCP. SCP is quite flexible in allowing officers to “check in” from any telephone. Each officer is provided a unique PIN as well as a personalized mailbox to record an observation during duty rounds. All information can be obtained simply by generating a report for a single officer PIN or a group of officers by selecting Officer Check-In report module. Once the report is generated, personalized messages can be retrieved by authorized personnel from any workstation with access to the S-Gate secure Website.

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This can all be done without the officer carrying an ancillary tool that needs to be charged, exchanged with other officers, or could be lost. This can be used in critical areas such as administrative segregation, suicide watch, or as a daily supervision tool throughout the entire facility. This feature increases staff productivity and reduces time for supervisory staff

The following Officer Check-In tracking report is available:

Officer Check-In Report

Proprietary and Confidential

SEP

Customer: Management Level - Security Drive Site | Site: All Sites | Phone Group: All Phone Groups | Phone: All Phones

Officer Check In Messages Results

From: * for add and / denote numbers: | Customizable Search Criteria

Phone Location From Which Officer Called | Officer Information

Site	Phone Loc	First/Last Name	User Name	Account/VIN	Officer ID	Dur.	Call Status	Message Date/Time
Security Drive Site	LP 4	John	John@SECURITY	04-99999	05/20/2010 09:47:35	0:17(m)	Message	05-20-2010 09:47:35
Security Drive Site	LP 1129	John	John@SECURITY	99999	05-20-2010 09:47:41	0:03(m)	Message	05-20-2010 09:47:41
Security Drive Site	LP 1129	John	John@SECURITY	99999	05-20-2010 09:47:41	0:03(m)	Message	05-20-2010 09:47:41
Security Drive Site	LP 1129	John	John@SECURITY	99999	05-20-2010 09:47:41	0:03(m)	Message	05-20-2010 09:47:41
Security Drive Site	LP 7	John	John@SECURITY	99999	05-20-2010 09:47:41	0:03(m)	Message	05-20-2010 09:47:41

Replay Recorded Officer Check-in Message

Value to State Agency

Securus understands that corrections environments are extremely litigious and must operate consistently 24x7x365 days a year. The documentation that is required in order to demonstrate compliance with ACA accreditation, litigation due to injury, medical care, suicide, and death, is extremely time consuming, demanding, and the need for accuracy is paramount—Officer Check-In can help.

3. Contractual Provisions and Requirements

This section of the RFP includes contractual requirements and provisions that will govern the contract after RFP award. The contents of this section include mandatory provisions that must be adhered to by the state and the contractor unless changed by a contract amendment. Response to this section by the offeror is not necessary as all provisions are mandatory.

3.1 Contract:

3.1.1 A binding contract shall consist of: (1) the RFP, amendments thereto, and any Best and Final Offer (BAFO) request(s) with RFP changes/additions, (2) the contractor's proposal including any contractor BAFO response(s), (3) clarification of the proposal, if any, and (4) the Division of Purchasing and Materials Management's acceptance of the proposal by "notice of award". All Exhibits and Attachments included in the RFP shall be incorporated into the contract by reference.

a. A notice of award issued by the State of Missouri does not constitute an authorization for shipment of equipment or supplies or a directive to proceed with services. Before providing equipment, supplies and/or services for the State of Missouri, the contractor must receive a properly authorized purchase order or other form of authorization given to the contractor at the discretion of the state agency.

Securus has read, agrees, and complies.

b. The contract expresses the complete agreement of the parties and performance shall be governed solely by the specifications and requirements contained therein.

Securus has read, agrees, and complies.

c. Any change to the contract, whether by modification and/or supplementation, must be accomplished by a formal contract amendment signed and approved by and between the duly authorized representative of the contractor and the Division of Purchasing and Materials Management prior to the effective date of such modification. The contractor expressly and explicitly understands and agrees that no other method and/or no other document, including correspondence, acts, and oral communications by or from any person, shall be used or construed as an amendment or modification to the contract.

3. Contractual Provisions and Requirements

3.2 Contract Period:

- 3.2.1 The original contract period shall be date of award through five years. The contract shall not bind, nor purport to bind, the state for any contractual commitment in excess of the original contract period. The Division of Purchasing and Materials Management shall have the right, at its sole option, to renew the contract for two additional one-year periods, or any portion thereof. In the event the Division of Purchasing and Materials Management exercises such right, all terms and conditions, requirements and specifications of the contract, including prices, shall remain the same and apply during renewal periods.

Securus has read, agrees, and complies.

3.3 Price:

- 3.3.1 All prices shall be as indicated on the Pricing Page. The state shall not pay nor be liable for any other additional costs including but not limited to taxes, shipping charges, insurance, interest, penalties, termination payments, attorney fees, liquidated damages, etc.

Securus has read, agrees, and complies.

3.4 Title:

- 3.4.1 Title to any equipment required by the contract shall be held by and vested in the contractor. The State of Missouri shall not be liable in the event of loss, incident, destruction, theft, damage, etc., for the leased equipment including, but not limited to, devices, wires, software, technical literature, etc. It shall be the contractor's sole responsibility to obtain insurance coverage for such loss in an amount that the contractor deems appropriate.

Securus has read, agrees, and complies.

3.5 Liabilities:

- 3.5.1 The contractor shall agree that the State of Missouri shall not be responsible for any liability incurred by the contractor or the contractor's employees arising out of the ownership, selection, possession, leasing, rental, operation, control, use, maintenance, delivery, return, and/or installation of equipment provided by the contractor, except as otherwise provided in the contract.

Securus has read, agrees, and complies.

3. Contractual Provisions and Requirements

3.6 Contractor Liability:

3.6.1 The contractor shall be responsible for any and all personal injury (including death) or property damage as a result of the contractor's negligence involving any equipment or service provided under the terms and conditions, requirements and specifications of the contract. In addition, the contractor assumes the obligation to save the State of Missouri, including its agencies, employees, and assignees, from every expense, liability, or payment arising out of such negligent act. The contractor also agrees to hold the State of Missouri, including its agencies, employees, and assignees, harmless for any negligent act or omission committed by any subcontractor or other person employed by or under the supervision of the contractor under the terms of the contract.

✔ Securus has read, agrees, and complies.

3.6.2 The contractor shall not be responsible for any injury or damage occurring as a result of any negligent act or omission committed by the State of Missouri, including its agencies, employees, and assignees.

✔ Securus has read, agrees, and complies.

3.6.3 Under no circumstances shall the contractor be liable for any of the following: (1) third party claims against the state for losses or damages (other than those listed above) or (2) economic consequential damages (including lost profits or savings) or incidental damages, even if the contractor is informed of their possibility.

✔ Securus has read, agrees, and complies.

3.7 Termination:

3.7.1 The Division of Purchasing and Materials Management reserves the right to terminate the contract at any time, for the convenience of the State of Missouri, without penalty or recourse, by giving written notice to the contractor at least thirty (30) calendar days prior to the effective date of such termination. In the event of termination pursuant to this paragraph, all documents, data, reports, supplies, equipment, and accomplishments prepared, furnished or completed by the contractor pursuant to the terms of the contract shall, at the option of the Division of Purchasing and Materials Management, become the property of the State of Missouri. The contractor shall be entitled to receive compensation for services and/or supplies delivered to and accepted by the State of Missouri pursuant to the contract prior to the effective date of termination.

✔ Securus has read, agrees, and complies.

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3.8 Liquidated Damages:

3.8.1 The contractor shall agree and understand that the provision of offender telephone system in accordance with the requirements and delivery schedule stated herein is considered critical to the efficient operations of the state agency. However, since the amount of actual damages would be difficult to establish in the event the contractor fails to comply with the requirements and delivery schedule, the contractor shall agree and understand that the amount identified below as liquidated damages shall be reasonable and fair under the circumstances.

Securus has read, agrees, and complies.

3.8.2 In the event that the contractor fails to provide for ongoing accessibility to the system, including all hardware and software through the life of the contract, the contractor shall be assessed liquidated damages in the amount of \$500.00 for each twenty-four (24) hour period thereafter in which the identified requirement is not completed.

Securus has read, agrees, and complies.

3.8.3 The contractor shall also agree and understand that such liquidated damages shall be paid by the contractor as a direct payment to the state agency.

Securus has read, agrees, and complies.

3.8.4 The contractor shall understand that the liquidated damages described herein shall not be construed as a penalty.

Securus has read, agrees, and complies.

3.8.5 The contractor shall agree and understand that all assessments of liquidated damages shall be within the discretion of the State of Missouri and shall be in addition to, not in lieu of, the rights of the State of Missouri to pursue other appropriate remedies.

Securus has read, agrees, and complies.

3. Contractual Provisions and Requirements

3.9 Subcontractors:

3.9.1 Any subcontracts for the products/services described herein must include appropriate provisions and contractual obligations to ensure the successful fulfillment of all contractual obligations agreed to by the contractor and the State of Missouri and to ensure that the State of Missouri is indemnified, saved, and held harmless from and against any and all claims of damage, loss, and cost (including attorney fees) of any kind related to a subcontract in those matters described in the contract between the State of Missouri and the contractor. The contractor shall expressly understand and agree that he/she shall assume and be solely responsible for all legal and financial responsibilities related to the execution of a subcontract. The contractor shall agree and understand that utilization of a subcontractor to provide any of the products/services in the contract shall in no way relieve the contractor of the responsibility for providing the products/services as described and set forth herein. The contractor must obtain the approval of the State of Missouri prior to establishing any new subcontracting arrangements and before changing any subcontractors. The approval shall not be arbitrarily withheld.

☑ Securus has read, agrees, and complies.

3.9.2 Pursuant to subsection 1 of section 285.530, RSMo, no contractor or subcontractor shall knowingly employ, hire for employment, or continue to employ an unauthorized alien to perform work within the state of Missouri. In accordance with sections 285.525 to 285.550, RSMo, a general contractor or subcontractor of any tier shall not be liable when such contractor or subcontractor contracts with its direct subcontractor who violates subsection 1 of section 285.530, RSMo, if the contract binding the contractor and subcontractor affirmatively states that

- a. the direct subcontractor is not knowingly in violation of subsection 1 of section 285.530, RSMo, and
- b. shall not henceforth be in such violation and
- c. the contractor or subcontractor receives a sworn affidavit under the penalty of perjury attesting to the fact that the direct subcontractor's employees are lawfully present in the United States.

☑ Securus has read, agrees, and complies.

3.10 Contractor's Personnel:

3.10.1 The contractor shall only utilize personnel authorized to work in the United States in accordance with applicable federal and state laws. This includes but is not limited to the Illegal Immigration Reform and Immigrant Responsibility Act (IIRIRA) and INA Section 274A.

☑ Securus has read, agrees, and complies.

3. Contractual Provisions and Requirements

3.10.2 If the contractor is found to be in violation of this requirement or the applicable state, federal and local laws and regulations, and if the State of Missouri has reasonable cause to believe that the contractor has knowingly employed individuals who are not eligible to work in the United States, the state shall have the right to cancel the contract immediately without penalty or recourse and suspend or debar the contractor from doing business with the state. The state may also withhold up to twenty-five percent of the total amount due to the contractor.

☑ **Securus has read, agrees, and complies.**

3.10.3 The contractor shall agree to fully cooperate with any audit or investigation from federal, state, or local law enforcement agencies.

☑ **Securus has read, agrees, and complies.**

3.10.4 If the contractor meets the definition of a business entity as defined in section 285.525, RSMo, pertaining to section 285.530, RSMo, the contractor shall maintain enrollment and participation in the E-Verify federal work authorization program with respect to the employees hired after enrollment in the program who are proposed to work in connection with the contracted services included herein. If the contractor's business status changes during the life of the contract to become a business entity as defined in section 285.525, RSMo, pertaining to section 285.530, RSMo, then the contractor shall, prior to the performance of any services as a business entity under the contract:

- (1) Enroll and participate in the E-Verify federal work authorization program with respect to the employees hired after enrollment in the program who are proposed to work in connection with the services required herein; AND
- (2) Provide to the Division of Purchasing and Materials Management the documentation required in the exhibit titled, Business Entity Certification, Enrollment Documentation, and Affidavit of Work Authorization affirming said company's/individual's enrollment and participation in the E-Verify federal work authorization program; AND
- (3) Submit to the Division of Purchasing and Materials Management a completed, notarized Affidavit of Work Authorization provided in the exhibit titled, Business Entity Certification, Enrollment Documentation, and Affidavit of Work Authorization.

☑ **Securus has read, agrees, and complies.**

3.10.5 In accordance with subsection 2 of section 285.530, RSMo, the contractor should renew their Affidavit of Work Authorization annually. A valid Affidavit of Work Authorization is necessary to award any new contracts.

☑ **Securus has read, agrees, and complies.**

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3.11 Participation by Other Organizations:

3.11.1 The contractor must comply with any Organization for the Blind/Sheltered Workshop and/or Minority Business Enterprise/Women Business Enterprise (MBE/WBE) participation levels committed to in the contractor's awarded proposal.

- a. The contractor shall prepare and submit to the Division of Purchasing and Materials Management a report detailing all payments made by the contractor to Organizations for the Blind/Sheltered Workshops and/or MBE/WBEs participating in the contract for the reporting period. The contractor must submit the report on a monthly basis, unless otherwise determined by the Division of Purchasing and Materials Management.

Securus has read, agrees, and complies.

- b. The Division of Purchasing and Materials Management will monitor the contractor's compliance in meeting the Organizations for the Blind/Sheltered Workshop participation levels committed to in the contractor's awarded proposal. The Division of Purchasing and Materials Management in conjunction with the Office of Equal Opportunity (OEO) will monitor the contractor's compliance in meeting the MBE/WBE participation levels committed to in the contractor's awarded proposal. If the contractor's payments to the participating entities are less than the amount committed, the state may cancel the contract and/or suspend or debar the contractor from participating in future state procurements, or retain payments to the contractor in an amount equal to the value of the participation commitment less actual payments made by the contractor to the participating entity. If the Division of Purchasing and Materials Management determines that the contractor becomes compliant with the commitment, any funds retained as stated above, will be released.

Securus has read, agrees, and complies.

3. Contractual Provisions and Requirements

- c. If a participating entity fails to retain the required certification or is unable to satisfactorily perform, the contractor must obtain other certified MBE/WBEs or other organizations for the blind/sheltered workshops to fulfill the participation requirements committed to in the contractor's awarded proposal.
- 1) The contractor must obtain the written approval of the Division of Purchasing and Materials Management for any new entities. This approval shall not be arbitrarily withheld.
 - 2) If the contractor cannot obtain a replacement entity, the contractor must submit documentation to the Division of Purchasing and Materials Management detailing all efforts made to secure a replacement. The Division of Purchasing and Materials Management shall have sole discretion in determining if the actions taken by the contractor constitute a good faith effort to secure the required participation and whether the contract will be amended to change the contractor's participation commitment.

☑ Securus has read, agrees, and complies.

- d. Within thirty days of the end of the original contract period, the contractor must submit an affidavit to the Division of Purchasing and Materials Management. The affidavit must be signed by the director or manager of the participating Organizations for the Blind/Sheltered Workshop verifying provision of products and/or services and compliance of all contractor payments made to the Organizations for the Blind/Sheltered Workshops. The contractor may use the affidavit form available on the Division of Purchasing and Materials Management's website at <http://oa.mo.gov/purch/vendor.html> or another affidavit form providing the same information.

☑ Securus has read, agrees, and complies.

3.12 Assignment:

- 3.12.1 The contractor shall not transfer any interest in the contract, whether by assignment or otherwise, without the prior written consent of the Division of Purchasing and Materials Management.

☑ Securus has read, agrees, and complies.

3.13 Performance Security Deposit:

REVISED PER AMENDMENT #001

- 3.13.1 The contractor must furnish a performance security deposit *annually for the duration of the contract* in the form of an original bond issued by a surety company authorized to do business in the State of Missouri (no copy or facsimile is acceptable), check, cash, bank draft, or irrevocable letter of credit to the Office of Administration, Division of Purchasing and Materials Management within thirty (30) days after award of the contract and prior to performance of

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service under the contract or any installation of equipment. The performance security deposit must be made payable to the State of Missouri in an amount of \$200,000. The contract number and *time period covered by the performance security deposit* must be specified on the performance security deposit. In the event the Division of Purchasing and Materials Management exercises an option to renew the contract for an additional period, the contractor shall maintain the validity and enforcement of the security deposit for the said period, pursuant to the provisions of this paragraph, in an amount stipulated at the time of contract renewal, not to exceed the total contract price for the option period.

✓ Securus has read, agrees, and complies.

3.14 Inventions, Patents, and Copyrights:

3.14.1 The contractor shall report to the state promptly and in reasonable written detail, each notice or claim of patent or copyright infringement based on the performance of the contract of which the contractor has knowledge.

✓ Securus has read, agrees, and complies.

3.14.2 The state agrees that the contractor has the right to defend or at its option to settle, and the contractor agrees to defend at its own expense or at its option to settle, any claim, suit or proceeding brought against the state on the issue of infringement of any United States patent or copyright by any product, or any part thereof, supplied by the contractor to the state under this agreement. The contractor agrees to pay, subject to the limitations hereinafter set forth in this paragraph, any final judgment entered against the state on such issue in any suit or proceeding defended by the contractor. The state agrees that the contractor at its sole option shall be relieved of the foregoing obligations unless the state notifies the contractor promptly in writing of any such claim, suit, or proceeding, and at the contractor's expense, gives the contractor proper and full information needed to settle and/or to defend any such claim, suit, or proceeding. If the product, or any part thereof, furnished by the contractor to the state becomes, or in the opinion of the contractor may become, the subject of any claim, suit, or proceeding for infringement of any United States patent or copyright, or in the event of any adjudication that such product or part infringes any United States patent or copyright, or if the use, lease, or sale of such product or part is enjoined, the contractor may, at its option and its expense: (1) procure for the state the right under such patent or copyright to use, lease, or sell as appropriate such product or part, or (2) replace such product or part with other product or part suitable to the state, or (3) suitably modify such product or part, or (4) discontinue the use of such product or part and refund the aggregated payments and transportation costs paid therefore by the state, less a reasonable sum for use and damage. The contractor shall have no liability for any infringement based upon: (1) the combination of such product or part with any other product or part not furnished to the state by the contractor, or (2) the modification of such product or part unless such modification was made by the contractor, or (3) the use of such product or part in manner for which it was not designed.

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Securus has read, agrees, and complies.

3.14.3 The contractor shall not be liable for any cost, expense, or compromise, incurred or made by the state in conjunction with any issue of infringement without the contractor's prior written authorization. The foregoing defines the entire warranty by the contractor and the exclusive remedy of the state with respect to any alleged patent infringement by such product or part.

Securus has read, agrees, and complies.

3.15 Insurance:

3.15.1 The contractor shall understand and agree that the State of Missouri cannot save and hold harmless and/or indemnify the contractor or employees against any liability incurred or arising as a result of any activity of the contractor or any activity of the contractor's employees related to the contractor's performance under the contract. Therefore, the contractor must acquire and maintain adequate liability insurance in the form(s) and amount(s) sufficient to protect the State of Missouri, its agencies, its employees, its clients, and the general public against any such loss, damage and/or expense related to his/her performance under the contract. The insurance shall include an endorsement that adds the State of Missouri as an additional insured.

Securus has read, agrees, and complies.

3.16 Contractor Status:

3.16.1 The contractor represents himself or herself to be an independent contractor offering such services to the general public and shall not represent himself/herself or his/her employees to be an employee of the State of Missouri. Therefore, the contractor shall assume all legal and financial responsibility for taxes, FICA, employee fringe benefits, workers compensation, employee insurance, minimum wage requirements, overtime, etc., and agrees to indemnify, save, and hold the State of Missouri, its officers, agents, and employees, harmless from and against, any and all loss; cost (including attorney fees); and damage of any kind related to such matters.

Securus has read, agrees, and complies.

3.17 Coordination:

3.17.1 The contractor shall fully coordinate all contract activities with those activities of the state agency. As the work of the contractor progresses, advice and information on matters covered by the contract shall be made available by the contractor to the state agency or the Division of Purchasing and Materials Management throughout the effective period of the contract.

Securus has read, agrees, and complies.

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3.18 Property of State:

REVISED PER AMENDMENT #001

3.18.1 All documents, data, reports, *call records*, *PIN cards*, and accomplishments prepared, furnished, or completed by the contractor pursuant to the terms of the contract shall become the property of the State of Missouri. Upon expiration, termination, or cancellation of the contract, said items shall become the property of the State of Missouri.

Securus has read, agrees, and complies.

3.19 Substitution of Personnel:

3.19.1 The contractor agrees and understands that the State of Missouri's agreement to the contract is predicated in part on the utilization of the specific key individual(s) and/or personnel qualifications identified in the proposal. Therefore, the contractor agrees that no substitution of such specific key individual(s) and/or personnel qualifications shall be made without the prior written approval of the state agency. The contractor further agrees that any substitution made pursuant to this paragraph must be equal or better than originally proposed and that the state agency's approval of a substitution shall not be construed as an acceptance of the substitution's performance potential. The State of Missouri agrees that an approval of a substitution will not be unreasonably withheld.

Securus has read, agrees, and complies.

3.20 Transition:

3.20.1 Upon award of the contract, the contractor shall work with the state agency and any other organizations designated by the state agency to ensure an orderly transition of services and responsibilities under the contract and to ensure the continuity of those services required by the state agency.

Securus has read, agrees, and complies.

Securus will ensure an orderly transition of services and responsibilities under the contract and ensure the continuity of services required by the State of Missouri.

Huber & Associates has been doing business with the State of Missouri for 25 years. We have been working side-by-side with MODOC for most of these years and have gained knowledge of their systems that is invaluable to ensuring a successful transition.

Huber & Associates began its relationship with MODOC by selling and supporting the Department's production server. Huber & Associates has expanded this relationship over the years by providing the Department with a Y2K compliant point of sale system, the Info^Mate Kiosk System, the Release System, the Debt Collection System, the Offender Payroll System, the Inmate Revolving Fund

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Collections System, the Savings Bond System, the Batch Processing System, the Offender Correspondence System. Huber & Associates has also supported the inmate banking system.

For the last ten years, Huber & Associates has provided support for the offender telephone system. This support has included providing all the interfaces between the offender telephone system and the MODOC inmate banking, offender management, point of sale, and kiosk systems to enable the implementation of debit calling and viewing of offender call history. This support has also included PIN administration and problem resolution related to interfaces to the offender telephone system.

By partnering with Huber & Associates, Securus is ensuring a seamless and orderly transition for debit calling, PIN administration, and point of sale and kiosk integration.

3.20.2 The contractor shall transfer the call recording and detail data from the contractor provided storage devices in an electronic format acceptable to the state agency within sixty (60) days of the conclusion of the contract.

Securus has read, agrees, and complies.

3.20.3 The contractor shall remove all of the contractor's owned equipment at the conclusion of the contract in a manner that shall allow the reuse of the wire distribution.

Securus has read, agrees, and complies.

3.20.4 Upon expiration, termination, or cancellation of the contract, the contractor shall assist the state agency to ensure an orderly and smooth transfer of responsibility and continuity of those services required under the terms of the contract to an organization designated by the state agency.

Securus has read, agrees, and complies.

3.20.5 The contractor shall deliver, FOB destination, all records, documentation, reports, data, recommendations, or printing elements, etc., which were required to be produced under the terms of the contract to the state agency and/or to the state agency's designee within seven (7) days after receipt of the written request in a format and condition that are acceptable to the state agency.

Securus has read, agrees, and complies.

3.20.6 The contractor shall discontinue providing service or accepting new assignments under the terms of the contract, on the date specified by the state agency, in order to ensure the completion of such service prior to the expiration of the contract.

3. Contractual Provisions and Requirements

Securus has read, agrees, and complies.

3.20.7 If requested in writing via formal contract amendment, the contractor shall agree to continue providing any part or all of the services in accordance with the terms and conditions, requirements and specifications of the contract for a period not to exceed 180 calendar days after the expiration, termination or cancellation date of the contract for a price not to exceed those prices set forth in the contract.

3.21 Confidentiality and Background Checks of Contractor Staff:

3.21.1 The contractor shall agree and understand that all discussions with the contractor and all information gained by the contractor as a result of the contractor's performance under the contract shall be confidential and that no reports, documentation, or material prepared as required by the contract shall be released to the public without the prior written consent of the state agency.

Securus has read, agrees, and complies.

3.21.2 If required by the state agency, the contractor and any required contractor personnel must sign specific documents regarding confidentiality, security, or other similar documents upon request (See Attachment #2). Failure of the contractor and any required personnel to sign such documents shall be considered a breach of contract and subject to the cancellation provisions of this document.

Securus has read, agrees, and complies.

3.21.3 Additionally, contractor staff may be required to provide information to department staff for background investigation purposes. The state agency shall have the sole discretion to prohibit proposed contractor staff from performing the contractor tasks and responsibilities based on results of the background investigations.

Securus has read, agrees, and complies.

3.22 Substitutions:

REVISED PER AMENDMENT #001

3.22.1 The contractor shall not substitute any item(s) that has been awarded to the contractor without the prior written approval of the Division of Purchasing and Materials Management. Any product substitution must be of equal or better functionality. *Product substitutions must not have an impact on the contractor's pricing.*

Securus has read, agrees, and complies.

3. Contractual Provisions and Requirements

3.23 Contract Monitoring:

3.23.1 The state agency reserves the right to monitor the contract throughout the effective period of the contract to ensure financial and contractual compliance. If the state agency determines the contractor to be at high-risk for non-compliance, the state agency shall have the right to impose special conditions or restrictions. Written notification will be provided to the contractor of the determination of high-risk and of any special conditions or restrictions to be imposed. The *special conditions or restrictions may include, but not limited to, those conditions specified below.*

- a. Requiring additional, more detailed financial reports or other documentation;
- b. Additional contract monitoring;
- c. Requiring the contractor to obtain technical or management assistance; and/or
- d. Establishing additional prior approvals from the state agency.

☑ **Securus has read, agrees, and complies.**

4. Proposal Submission Information and Requirements

This section of the RFP includes information and instructions to the offeror that are integral to vendors offering a proposal. The contents of this section are informational and instructional. Many of the instructional provisions require certain actions by the vendor in offering a proposal.

Preparation and Submission of Proposals:

4.1.1 ELECTRONIC SUBMISSION OF PROPOSALS THROUGH THE ON-LINE BIDDING/VENDOR REGISTRATION SYSTEM WEBSITE IS NOT AVAILABLE FOR THIS RFP.

Securus has read, agrees, and complies.

4.1.2 Conciseness/Completeness of Proposal: It is highly desirable that the offeror respond in a complete, but concise manner. It is the offeror's sole responsibility to submit information in their proposals as it relates to the evaluation categories. The State of Missouri is under no obligation to solicit such information if it is not included in the offeror's response. The offeror's failure to submit such information may cause an adverse impact on the evaluation of their proposal. Unnecessary information should be excluded from the offeror's proposal.

- a. Offerors should limit their proposal's contents only to items that provide substance, quality of content, and clarity of information. However, offerors are cautioned that their failure to provide adequate information to completely address the specified evaluation criteria will at least result in minimal subjective consideration.

Securus has read, agrees, and complies.

4.1.3 Proposal Copies: The offeror's proposal should include an original document, plus seven (7) copies for a total of eight (8) documents. In addition, for each copy provided, the offeror should include one (1) complete electronic copy of their proposal in Microsoft compatible format or in .pdf on CD(s) or flash drive(s).

Securus has read, agrees, and complies.

- a. The offeror should ensure all copies and all media are identical to the offeror's hardcopy original proposal. In case of a discrepancy, the original hardcopy proposal document shall govern. Unless the offeror specifically alerts the State of Missouri that additional proposal

4. Proposal Submission Information and Requirements

information is contained in electronic media submitted with the offeror's original proposal, it shall not be the responsibility of the State of Missouri to ensure that all proposal information submitted on media format is reviewed for evaluation consideration.

✔ **Securus has read, agrees, and complies.**

b. The front cover of the original hard copy proposal should be labeled "original" and the front cover of all copies should be labeled "copy."

✔ **Securus has read, agrees, and complies.**

c. Both the original and the copies should be printed on recycled paper and double sided. All proposals and copies should minimize or eliminate the use of non-recyclable materials such as plastic report covers, plastic dividers, vinyl sleeves and binding.

✔ **Securus has read, agrees, and complies.**

4.1.4 **Imaging Ready:** Except for any portion of a proposal qualifying as proprietary or confidential as determined by the Division of Purchasing and Materials Management as specified above, after a contract is executed or all proposals are rejected, all proposals are scanned into the Division of Purchasing and Materials Management imaging system. The scanned information will be available for viewing through the Internet from the Division of Purchasing and Materials Management Public Record Search system. Therefore, the offeror is advised not to include any information in the proposal that the offeror does not want to be viewed by the public, including personal identifying information such as social security numbers. In preparing a proposal, the offeror should be mindful of document preparation efforts for imaging purposes and storage capacity that will be required to image the proposal and should limit proposal content to items that provide substance, quality of content, and clarity of information.

✔ **Securus has read, agrees, and complies.**

4.1.5 **Open Records:** Pursuant to section 610.021, RSMo, the offeror's proposal shall be considered an open record after a contract is executed or all proposals are rejected. The offeror shall not submit the entire proposal as proprietary or confidential. The offeror may submit a part of the proposal as confidential, but only if the proprietary or confidential nature of the material is provided for in section 610.021, RSMo. Proprietary or confidential portions of the offeror's proposal allowed by the statute need to be separated, sealed, and clearly marked as confidential within the offeror's proposal. Also, the offeror should provide adequate explanation of what qualifies the material to be held as confidential pursuant to the provisions of section 610.021, RSMo.

✔ **Securus has read, agrees, and complies.**

4. Proposal Submission Information and Requirements

4.1.6 Compliance with Terms and Conditions:

- a. The offeror is cautioned when submitting pre-printed terms and conditions or other type material to make sure such documents do not contain other terms and conditions which conflict with those of the RFP and its contractual requirements. The offeror agrees that in the event of conflict between any of the offeror's terms and conditions and those contained in the RFP, that the RFP shall govern. Taking exception to the State's terms and conditions may render an offeror's proposal unacceptable and remove it from consideration for award.

Securus has read, agrees, and complies.

- b. Offerors are cautioned that the State of Missouri will not award a non-compliant proposal and, as a result, any offeror indicating non-compliance with any requirements, terms, conditions and provisions of the RFP will be eliminated from further consideration for award unless the State exercises its sole option to competitively negotiate the respective proposal(s) and the offeror resolves the noncompliant issues.

Securus has read, agrees, and complies.

4.1.7 **Business Compliance:** The offeror must be in compliance with the laws regarding conducting business in the State of Missouri. The offeror certifies by signing the signature page of this original document and any amendment signature page(s) that the offeror and any proposed subcontractors either are presently in compliance with such laws or shall be in compliance with such laws prior to any resulting contract award. The offeror shall provide documentation of compliance upon request by the Division of Purchasing and Materials Management. The compliance to conduct business in the state shall include but may not be limited to:

- a. Registration of business name (if applicable)
- b. Certificate of authority to transact business/certificate of good standing (if applicable)
- c. Taxes (e.g., city/county/state/federal)
- d. State and local certifications (e.g., professions/occupations/activities)
- e. Licenses and permits (e.g., city/county license, sales permits)
- f. Insurance (e.g., worker's compensation/unemployment compensation)

Securus has read, agrees, and complies.

4.1.8 **Foreign Vendors:** If you are a foreign company and do not have an Employer Identification Number assigned by the United States Internal Revenue Service (IRS), you will need to 1) complete the appropriate IRS W-8 form (found on the www.irs.gov website), 2) complete a State of Missouri Vendor Input Form located at www.oa.mo.gov/acct/ and 3) fax these documents along with a cover letter that states that you wish to register on the State of Missouri On-Line

4. Proposal Submission Information and Requirements

Bidding/Vendor Registration System website to the fax number listed in the Vendor Input Form instructions. The cover letter must include the e-mail address of the individual submitting the documentation. The documentation must be processed by the State of Missouri prior to conducting business with the state. Once the information has been processed, your company will be provided, via e-mail, a number that may be used to register as a State of Missouri vendor through this On-Line Bidding/Vendor Registration System website (<https://www.moolb.mo.gov>).

Securus has read, agrees, and complies.

a. If your company is a foreign company and you have an Employer Identification Number assigned by the IRS, completing an IRS W-8 form will not be necessary and you may register as a vendor with the State of Missouri through the On-Line Bidding/Vendor Registration System website by using the Employer Identification Number assigned to your company by the IRS.

Securus has read, agrees, and complies.

b. When submitting your bid/proposal, attach a note to the front page advising DPMM whether you have (1) submitted a W-8 prior to submission of the bid/proposal, (2) included the completed W-8 form with your bid/proposal, or (3) registered with the State of Missouri through the On-Line Bidding/Vendor Registration System website using your Employer Identification Number.

Securus has read, agrees, and complies.

4.2 Proposal Evaluation and Award:

4.2.1 Evaluation: After determining that a proposal satisfies the mandatory requirements, the evaluator(s) shall use both objective analysis and subjective judgment in conducting a comparative assessment of the proposal in accordance with the evaluation criteria stated below:

Cost Evaluation	90 points
Experience/Reliability of Organization	20 points
Proposed Method of Performance, Solution Functionality and Expertise of Personnel	80 points
MBE/WBE Participation	10 points

Securus has read, agrees, and complies.

4.2.2 Competitive Negotiation of Proposals: The offeror is advised that under the provisions of this Request for Proposal, the Division of Purchasing and Materials Management reserves the right

4. Proposal Submission Information and Requirements

to conduct negotiations of the proposals received or to award a contract without negotiations. If such negotiations are conducted, the following conditions shall apply:

- a. Negotiations may be conducted in person, in writing, or by telephone.
- b. Negotiations will only be conducted with potentially acceptable proposals. The Division of Purchasing and Materials Management reserves the right to limit negotiations to those proposals which received the highest rankings during the initial evaluation phase. All offerors involved in the negotiation process will be invited to submit a best and final offer.
- c. Terms, conditions, prices, methodology, or other features of the offeror's proposal may be subject to negotiation and subsequent revision. As part of the negotiations, the offeror may be required to submit supporting financial, pricing and other data in order to allow a detailed evaluation of the feasibility, reasonableness, and acceptability of the proposal.
- d. The mandatory requirements of the Request for Proposal shall not be negotiable and shall remain unchanged unless the Division of Purchasing and Materials Management determines that a change in such requirements is in the best interest of the State of Missouri.

✓ Securus has read, agrees, and complies.

- 4.2.3 Proposal Presentation and/or Solution Demonstration: After an initial screening process, a proposal presentation and/or a solution demonstration shall be conducted with the offeror, if requested by the Division of Purchasing & Materials Management. If requested, the offeror shall demonstrate its proposed solution's ability to meet required functionality in a test environment situation at the state agency facility. Attendance cost shall be at the offeror's own expense. All arrangements and scheduling shall be coordinated by the Division of Purchasing and Materials Management.

✓ Securus has read, agrees, and complies.

- 4.2.4 The award shall be made on an all or none basis.

✓ Securus has read, agrees, and complies.

4.3 Evaluation of Cost:

- 4.3.1 The offeror must respond to Exhibit A with firm, fixed pricing for all applicable costs necessary to satisfy the requirements of the RFP. All prices quoted shall be firm, fixed for the contract period stated on page one. Unless stated herein, the state shall assume absolutely no other costs exist to satisfy the RFP's requirements. Therefore, the successful offeror shall be responsible for any additional costs.

✓ Securus has read, agrees, and complies.

4. Proposal Submission Information and Requirements

- 4.3.2 The cost evaluation shall be based on the pricing provided in response to Section A.1 of Exhibit A (Pricing Pages) using the following estimated quantities that are based on previous usage:

Collect Call, Pre-Paid Call and Debit Call Minutes: 113,052,258 per year;

Collect Call Per Call Set-Up Fee: 1,439,350 collect calls per year.

The cost evaluation shall include the initial period and renewal periods.

- Securus has read, agrees, and complies.

- 4.3.3 The above quantities are estimates and used for evaluation purposes only. The State of Missouri does not guarantee quantities.

- Securus has read, agrees, and complies.

- 4.3.4 Cost evaluation points shall be determined from the result of the calculation stated above using the following formula:

$$\frac{\text{Lowest Responsive Offeror's Price}}{\text{Compared Offeror's Price}} \times \frac{\text{Maximum Cost Points (90)}}{1} = \text{Cost Evaluation Points}$$

- Securus has read, agrees, and complies.

- 4.3.5 Pre-Paid Account Set-Up Fee: If the offeror provided pricing for the pre-paid account set-up fee, the state reserves the right to subjectively evaluate the proposed pre-paid set-up fee as part of the proposed method of performance, solution functionality, and expertise of personnel since estimates of the number of pre-paid account transactions unable to be determined.

- Securus has read, agrees, and complies.

- 4.3.6 International Calls: The state reserves the right to subjectively evaluation the offeror's proposed international calls pricing as part of the proposed method of performance, solution functionality, and expertise of personnel.

- Securus has read, agrees, and complies.

4. Proposal Submission Information and Requirements

- 4.3.7 **Optional Products and Services:** If the offeror provided pricing for an optional products and services, including but not limited to cell phone detection and/or interruption, the state reserves the right to subjectively evaluate availability and cost of the proposed optional products and services as part of the proposed method of performance, solution functionality, and expertise of personnel.

Securus has read, agrees, and complies.

ADDED PER AMENDMENT #001

- 4.3.8 **Tariffs:** *While the state does not preclude the offeror from basing the proposal on existing tariff(s) or from satisfying other state and/or federal obligations by filing a tariff as a result of the contract award. Offerors are hereby advised that such tariff(s) shall not govern the subsequent contract and the state will not include such tariff(s) in the award of the subsequent contract. The offeror is therefore advised not to include an existing tariff with the offeror's response to the RFP. In the event that the offeror includes a tariff with their response, the offeror shall reconcile any conflicting tariff requirements, terms and conditions and bring the tariff language into compliance with the RFP requirements.*

Securus has read, agrees, and complies.

ADDED PER AMENDMENT #004

- 4.3.9 **Coin Payphone Pricing:** *The state reserves the right to subjectively evaluate the offeror's proposed coin payphone per minute pricing as part of the proposed method of performance, solution functionality, and expertise of personnel.*

Securus has read, agrees, and complies.

Securus understands the state reserves the right to subjectively evaluate the offeror's proposed coin payphone per minute pricing as part of the proposed method of performance, solution functionality, and expertise of personnel.

4.4 Evaluation of Experience/Reliability of Organization:

- 4.4.1 The evaluation of the Experience/Reliability of Organization shall be subjective based on fact. Information provided by the offeror in response to Exhibit B, as well as information gained from any other source during the evaluation process, may be used in the subjective evaluation.

Securus has read, agrees, and complies.

4. Proposal Submission Information and Requirements

4.5 Evaluation of Proposed Method of Performance, Solution Functionality, and Expertise of Personnel:

- 4.5.1 The evaluation of the Proposed Method of Performance, Solution Functionality, and Expertise of Personnel shall be subjective based on fact. Information provided by the offeror in response to Exhibit C, as well as information gained from any other source during the evaluation process, may be used in the subjective evaluation. The State of Missouri reserves the right to subjectively evaluate the offeror's proposed optional products and services and prices within the evaluation category of Proposed Method of Performance, Solution Functionality, and Expertise of Personnel.

Securus has read, agrees, and complies.

4.6 Evaluation of Offeror's Minority Business Enterprise (MBE)/ Women Business Enterprise (WBE) Participation:

REVISED PER AMENDMENT #001

- 4.6.1 In order for the Division of Purchasing and Materials Management (DPMM) to meet the provisions of Executive Order 05-30, the offeror should secure participation of certified MBEs and WBEs in providing the products/services required in this RFP. The targets of participation recommended by the State of Missouri are 10% MBE and 5% WBE of the gross revenues of the contract.

- a. These targets can be met by a qualified MBE/WBE offeror themselves and/or through the use of qualified subcontractors, suppliers, joint ventures, or other arrangements that afford meaningful opportunities for MBE/WBE participation.

Securus has read, agrees, and complies.

- b. The services performed or the products provided by MBE/WBEs must provide a commercially useful function related to the delivery of the contractually-required service/product in a manner that will constitute an added value to the contract and shall be performed/provided exclusive to the performance of the contract. Therefore, if the services performed or the products provided by MBE/WBEs is utilized, to any extent, in the offeror's obligations outside of the contract, it shall not be considered a valid added value to the contract and shall not qualify as participation in accordance with this clause.

Securus has read, agrees, and complies.

- c. In order to be considered as meeting these targets, the MBE/WBEs must be "qualified" at the time the proposal is submitted. (See below for a definition of a qualified MBE/WBE.)

Securus has read, agrees, and complies.

4. Proposal Submission Information and Requirements

4.6.2 The offeror's proposed participation of MBE/WBE firms in meeting the targets of the RFP will be considered in the evaluation process as specified below:

- a. If Participation Meets Target: Offerors proposing MBE and WBE participation percentages that meet the State of Missouri's target participation percentage of 10% for MBE and 5% for WBE shall be assigned the maximum stated MBE/WBE Participation evaluation points.
- b. If Participation Exceeds Target: Offerors proposing MBE and WBE participation percentages that exceed the State of Missouri's target participation shall be assigned the same MBE/WBE Participation evaluation points as those meeting the State of Missouri's target participation percentages stated above.
- c. If Participation Below Target: Offerors proposing MBE and WBE participation percentages that are lower than the State of Missouri's target participation percentages of 10% for MBE and 5% for WBE shall be assigned a proportionately lower number of the MBE/WBE Participation evaluation points than the maximum MBE/WBE Participation evaluation points.
- d. If No Participation: Offerors failing to propose any commercially useful MBE/WBE participation shall be assigned a score of 0 in this evaluation category.

Securus has read, agrees, and complies.

4.6.3 MBE/WBE Participation evaluation points shall be assigned using the following formula:

$\frac{\text{Offeror's Proposed MBE \%} \leq 10\% + \text{WBE \%} \leq 5\%}{\text{State's Target MBE \% (10) + WBE \% (5)}}$	x	Maximum MBE/WBE Participation Evaluation points (10)	=	Assigned MBE/WBE Participation points
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Securus has read, agrees, and complies.

4.6.4 If the offeror is proposing MBE/WBE participation, in order to receive evaluation consideration for MBE/WBE participation, the offeror must provide the following information with the proposal.

- a. **Participation Commitment** - If the offeror is proposing MBE/WBE participation, the offeror must complete the Participation Commitment form included in Exhibit D by listing each proposed MBE and WBE, the committed percentage of participation for each MBE and WBE, and the commercially useful products/services to be provided by the listed MBE and WBE. If the offeror submitting the proposal is a qualified MBE and/or WBE, the offeror must include the offeror in the appropriate table on the Participation Commitment form.

Securus has read, agrees, and complies.

4. Proposal Submission Information and Requirements

- b. Documentation of Intent to Participate – The offeror must either provide a properly completed Documentation of Intent to Participate Form included in Exhibit D, signed by each MBE and WBE proposed or must provide a recently dated letter of intent signed by each MBE and WBE proposed which: (1) must describe the products/services the MBE/WBE will provide; (2) must indicate the MBE/WBE's commitment to aid the offeror in the performance of the required services and/or provision of the required products (identified by the Request for Proposal (RFP) number or other identifier) in an amount that must equal the percentage specified on the offeror's Participation Commitment Form included in Exhibit D; and (3) should include evidence that the MBE/WBE is qualified, as defined herein. (i.e. the MBE/WBE Certification Number or a copy of MBE/WBE certificate issued by the Missouri OEO.)

✓ Securus has read, agrees, and complies.

- 4.6.5 Commitment – If the offeror's proposal is awarded, the percentage level of MBE/WBE participation committed to by the offeror on the Participation Commitment form included in Exhibit D, as verified by the MBE/WBE's documentation of intent to participate, shall be interpreted as a contractual requirement.

✓ Securus has read, agrees, and complies.

- 4.6.6 Definition -- Qualified MBE/WBE:

- a. In order to be considered a qualified MBE or WBE for purposes of this RFP, the MBE/WBE must be certified by the State of Missouri, Office of Administration, Office of Equal Opportunity (OEO) at the time of submission of the proposal.
- b. MBE or WBE means a business that is a sole proprietorship, partnership, joint venture, or corporation in which at least fifty-one percent (51%) of the ownership interest is held by minorities or women and the management and daily business operations of which are controlled by one or more minorities or women who own it.
- c. Minority is defined as belonging to one of the following racial minority groups: African Americans, Native Americans, Hispanic Americans, Asian Americans, American Indians, Eskimos, Aleuts, and other groups that may be recognized by the Office of Advocacy, United States Small Business Administration, Washington, D.C.

✓ Securus has read, agrees, and complies.

REVISED PER AMENDMENT #001

- 4.6.7 Resources - A listing of several resources that are available to assist offerors in their efforts to identify and secure the participation of qualified MBEs and WBEs is available at the website shown below or by contacting the Office of Equal Opportunity (OEO) at:

4. Proposal Submission Information and Requirements

Office of Administration, Office of Supplier and Workforce Diversity
Harry S Truman Bldg., Room 630
P.O. Box 809
Jefferson City, MO 65102-0809
Phone: (877) 259-2963 or (573) 751-8130
Fax: (573) 522-8078
Web site: <http://oa.mo.gov/oeo/>

Securus has read, agrees, and complies.

4.7 Other Submittal Requirements and Requested Information:

4.7.1 Preference for Organizations for the Blind and Sheltered Workshops: Pursuant to section 34.165, RSMo, a ten (10) bonus point preference shall be granted to offerors including products and/or services manufactured, produced or assembled by a qualified nonprofit organization for the blind established pursuant to 41 U.S.C. Sections 46 to 48c or a sheltered workshop holding a certificate of approval from the Department of Elementary and Secondary Education pursuant to section 178.920, RSMo.

a. In order to qualify for the ten bonus points, the offeror must meet the following conditions and provide the following evidence:

REVISED PER AMENDMENT #001

- 1) The offeror must either be an organization for the blind or sheltered workshop or must be proposing to utilize an organization for the blind/sheltered workshop as a subcontractor and/or supplier in an amount that must equal the greater of \$5,000 or 2% of the *gross revenue* of the contract for purchases not exceeding \$10 million.
- 2) The services performed or the products provided by an organization for the blind or sheltered workshop must provide a commercially useful function related to the delivery of the contractually-required service/product in a manner that will constitute an added value to the contract and shall be performed/provided exclusive to the performance of the contract. Therefore, if the services performed or the products provided by the organization for the blind or sheltered workshop is utilized, to any extent, in the offeror's obligations outside of the contract, it shall not be considered a valid added value to the contract and shall not qualify as participation in accordance with this clause.
- 3) The offeror must provide the following information with the proposal:

Participation Commitment - The offeror must complete the Participation Exhibit included in Exhibit D by identifying the organization for the blind or sheltered workshop, the amount of participation committed, and the commercially useful products/services to be provided by the listed organization for the blind or sheltered workshop. If the offeror submitting the proposal is an organization for the blind or sheltered workshop, the offeror must be listed in the appropriate table on the Participation Commitment Form.

4. Proposal Submission Information and Requirements

Documentation of Intent to Participate – The offeror must either provide a properly completed Documentation of Intent to Participate included in Exhibit D, signed by the organization for the blind or sheltered workshop proposed or must provide a recently dated letter of intent signed by the organization for the blind or sheltered workshop which: (1) must describe the products/services the organization for the blind/sheltered workshop will provide; (2) must indicate the organization for the blind/sheltered workshop's commitment to aid the offeror in the performance of the required services and/or provision of the required products (identified by the Request for Proposal (RFP) number or other identifier) in an amount that must equal the amount specified on the offeror's Participation Commitment Form included in Exhibit D; and (3) should include evidence of the organization for the blind/sheltered workshop qualifications (e.g. copy of certificate or Certificate Number for Missouri Sheltered Workshop).

b. A list of Missouri sheltered workshops can be found at the following internet address:

<http://www.dese.mo.gov/divspeced/shelteredworkshops/index.html>.

c. The websites for the Missouri Lighthouse for the Blind and the Alhaphointe Association for the Blind can be found at the following internet addresses:

<http://www.lhbindustries.com>

<http://www.alhaphointe.org>

d. Commitment – If the offeror's proposal is awarded, the participation committed to by the offeror on the Participation Commitment form included in Exhibit D, as verified by the organization for the blind/sheltered workshop's documentation of intent to participate, shall be interpreted as a contractual requirement.

Securus has read, agrees, and complies.

4.7.2 Missouri Service-Disabled Veteran Business Preference: Pursuant to section 34.074, RSMo, a three (3) bonus point preference shall be granted to offerors who qualify as Missouri service-disabled veteran businesses and who complete and submit Exhibit E, Missouri Service-Disabled Veteran Business Preference with the proposal. If the proposal does not include the completed Exhibit E and the documentation specified on Exhibit E in accordance with the instructions provided therein, no preference points will be applied.

Securus has read, agrees, and complies.

4.7.3 Affidavit of Work Authorization and Documentation: Pursuant to section 285.530, RSMo, if the offeror meets the section 285.525, RSMo, definition of a "business entity" (<http://www.moga.mo.gov/statutes/C200-299/2850000525.HTM>), the offeror must affirm the offeror's enrollment and participation in the E-Verify federal work authorization program with

4. Proposal Submission Information and Requirements

respect to the employees hired after enrollment in the program who are proposed to work in connection with the services requested herein. The offeror should complete applicable portions of Exhibit F, Business Entity Certification, Enrollment Documentation, and Affidavit of Work Authorization. The applicable portions of Exhibit F, must be submitted prior to an award of a contract.

Securus has read, agrees, and complies.

4.7.4 Other Requested Information: The offeror should respond to the information requested in Exhibit G, Other Requested Information.

- a. Offerors as Employees: Offerors who are employees of the State of Missouri, a member of the Missouri General Assembly or a statewide elected official should complete, sign and return Exhibit G with their proposal. This document must be satisfactorily completed prior to award of the contract.

NOTE: FAILURE TO PROVIDE ADEQUATE INFORMATION TO COMPLETELY ADDRESS THE SPECIFIED EVALUATION CRITERIA WILL AT LEAST RESULT IN MINIMAL SUBJECTIVE CONSIDERATION AND MAY RESULT IN REJECTION OF THE OFFEROR'S PROPOSAL.

Securus has read, agrees, and complies.

4. Proposal Submission Information and Requirements

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**EXHIBIT A
COST (PRICING SECTION)**

REVISED PER AMENDMENT #001, #003, AND #004

The offeror shall provide firm, fixed pricing for the offender telephone system pursuant to all mandatory requirements herein, including furnishing, installing, providing any necessary hardware and software, monitoring, maintaining at each of the institutions referenced in Attachment #1. All costs associated with providing the required services, including all travel and expenses to be incurred by contractor staff, must be included. Prices shall not include commissions to be paid to the State of Missouri. *All per minute prices must be a whole number (i.e. fractions of cents, \$0.075, must not be proposed).*

- A.1** Collect, Pre-paid and Debit Calls: The offeror must state the firm, fixed rates per minute for a collect, pre-paid, and debit call. *The rates proposed for debit calls shall be inclusive of any and all local, state, and federal taxes/fees. Pre-paid calls shall include all set up fees for all offender calls, exclusive of any and all local, state, and federal fees/taxes (i.e. local, state, and federal taxes/fees may be passed on to the customer in addition to the offender's per minute prices.) Collect calls shall include all set up fees for all offender calls, exclusive of any and all local, state, and federal fees/taxes (i.e. local, state, and federal taxes/fees may be passed on to the customer in addition to the offender's per minute prices and set-up charge.) The offeror should identify all applicable taxes/fees in response to Exhibit C.*

Line Item	Description	Unit of Measure	Firm Fixed Price
001	Collect, Pre-paid, and Debit Call	Minute	\$0.05
002	Set-up Charge per Collect Call	Call	\$1.00

The Securus proposed rates results in a reduction in calling rates by 50%, provides Huber programming services, Word Spotting technology, PREA Hot Line and Officer Check-In capabilities and at the same time, through the optional services pricing, creates a technology fund for the Missouri Department of Corrections.

- A.2** Pre-paid Account Set-Up Fee: If the offeror charges a fee to set-up a pre-paid account, they must state the firm, fixed fee to set-up a pre-paid account below. If the offeror does not charge a set-up fee for pre-paid account, they must indicate "N/A" or "\$0.00" for line items 003 and 004. The offeror may either propose a per transaction set-up fee or a one-time set-up fee for a pre-paid account, but not both. The state reserves the right to subjectively evaluate the offeror's proposed pre-paid account set-up fee as part of the Proposed Method of Performance, Solution Functionality, and Expertise of Personnel.

Line Item	Description	Unit of Measure	Firm Fixed Price
003	Per Transaction Set-up Fee for Pre-paid Account	Each	\$6.95
004	One Time Set-up Fee to Establish a Pre-paid Account	Total	\$0.00

Friends and family members who pay by check or money order will not be subject to a Set-Up Fee.

Exhibit A Cost (Pricing Section)

- A.3 International Calls:** The offeror must propose rates for international calls. The offeror shall provide their proposed international callings rates below. The state reserves the right to subjectively evaluate the offeror's proposed pricing for international calls as part of the Proposed Method of Performance, Solution Functionality, and Expertise of Personnel.

Line Item	Description	Unit of Measure	Firm Fixed Price
005	International Call	Minute	\$0.50
006	Set Up Charge for International Call	Call	\$0.50

- A.4 Optional Products and Services:** The offeror may provide pricing for an increase in the firm, fixed per minute call rate for collect, pre-paid, and debit calls identified in Exhibit A, Section A.1 for cell phone detection and/or interruption. The offeror may also provide pricing for an increase in the firm, fixed per minute call rate for collect, pre-paid, and debit calls identified in Exhibit A, Section A.1 for any other optional products and services proposed by the offeror. The state reserves the right to subjectively evaluate the offeror's proposed pricing for optional products and services as part of the Proposed Method of Performance, Solution Functionality, and Expertise of Personnel.

Line Item	Description	Unit of Measure	Firm, Fixed Price
007.1	Cell Phone Detection and/or Interruption	Minute	\$0.01
007.2	Offender Voicemail	Minute	\$0.01
007.3	JLG Investigative Biometric	Minute	\$0.01
007.4	Additional Investigative Resources	Minute	\$0.01
007.5	Software Programming Services (from Huber)	Minute	\$0.00
007.6	Word Spotting	Minute	\$0.00
007.7	PREA Hot Line (Prison Rape Elimination Act)	Minute	\$0.00
007.8	Officer Check-In	Minute	\$0.00

Securus is proposing the following Optional Products and Services, which lowers rates and creates a technology fund at the same time for deploying these solutions:

- Additional fee-based options:
 - Cell Phone Detection and/or Interruption Services
 - Offender Voicemail
 - JLG Investigative Biometric
 - Enhance Investigative Resources
- Non fee-based options

- Huber Programming Services
- Word Spotting
- PREA Hot Line
- Officer Check In

Detection and Interruption of Wireless Communication Devices

Securus is proposing an additional rate per minute (identified in Exhibit A.4) for deploying services for the detection and/or interruption of wireless communications devices, such as cellular telephones and data communications devices within the corrections facilities.

Based on 2010 call volumes of more than 117 million minutes of use from the MODOC facilities, Securus estimates that each one cent (\$0.01) per minute increase represents \$1 million of available funding for deployment of technology for wireless detection and/or interruption services. However, what is not known is which technology is best for the State of Missouri and how many facilities would initially require this technology in the first year and beyond.

With the above questions still open, Securus recommends a multi-step approach to identify which technology and associated vendor is appropriate for the Missouri Department of Corrections. Securus knows from experience that each Department of Correction has policy, timing, financial, operational and installation issues to address before making a final decision on where and how to implement a solution to the problem of contraband cell phones in prisons.

Each potential solution can have significant impact to the day-to-day operations of your facilities. For example, implementing a full-scale detection solution may require the installation of numerous distributed antenna systems (DAS) inside your facilities to detect signals. Alternatively, a managed access service solution may not require the installation of a distributed antenna system but may require substantial policy considerations and changes that may require your staff to contact cellular carriers to shut down cell usage from inside facilities.

Proposed Actions to Assist MODOC

Securus proposes to take the following actions to assist the state agency in determining the best course of action for the Missouri Department of Corrections. Securus proposes to provide services for the detection and /or interruption of wireless communication devices, such as cellular telephones and data communications devices within correctional facilities in the following manner.



Step 1.

The initial step will be to assist the Missouri Department of Corrections in identifying available technology providers that meet the general specifications of the Missouri Department of Corrections and would be available for a technology demonstration.

1. **Deliverable provided by Securus** – List of technology providers and description of services, contact information and availability for demonstration.

Step 2.

Exhibit A Cost (Pricing Section)

Securus will provide a list of vendors to the Missouri Department of Corrections. MODOC will approve vendors and Securus will then contact all approved providers and schedule a technology demonstration for the MODOC personnel.

2. **Deliverable provided by Securus** – Schedule of demonstrations by the approved technology providers including time and place in Jefferson City, Missouri.

Step 3.

Securus will host, coordinate, schedule, and confirm attendees at a technology demonstration conference in Jefferson City, Missouri for having each approved vendor demonstrate their technology and their approach to detecting and interrupting wireless communication devices within facilities at the Missouri Department of Corrections.

3. **Deliverable provided by Securus:** Summary documentation by vendor of the technology, approach, time required and estimated cost per site, from each vendor.

Step 4.

Upon conclusion of the technology demonstrations by the approved vendors, Securus will assist the Missouri Department of Corrections in selecting a qualified vendor to deploy wireless detection and interruption of wireless communication devices technology at the facility locations chosen by the Missouri Department of Corrections.

4. **Deliverable provided by Securus:** Upon selection of the technology vendor by the State of Missouri Department of Corrections, Securus will contract with the vendor to provide services for the detection and/or interruption of wireless communications devices, such as cellular telephones and data communications devices within the corrections facilities.

Step 5.

Upon deployment of the selected technology, assistance may be required in working with the cellular carriers (such as Verizon, AT&T, and Sprint) to affect the necessary actions as a result of finding cell phones within the Missouri Department of Corrections facilities. Securus will provide resources to work with cellular carriers to affect the required changes. The exact number of resources and activities associated with this function will be by mutual agreement between the parties.

5. **Deliverable provided by Securus:** Securus will provide human resources for the purpose of contacting wireless carriers to request that they disconnect or suspend the wireless service associated with wireless contraband phones found in Missouri Department of Corrections' facilities. The exact number of resources are to be determined by the parties.

During the course of our preparation for this response, Securus contacted the numerous companies that provide detection and interruption services and as a result would expect to have their interest in participating in the above process.

Securus Service Approach

The Securus service approach is in the best interest of the Missouri Department of Corrections because of the following:

Exhibit A Cost (Pricing Section)

1. The decision on which technology to deploy for MODOC should not be an "after thought" associated with an offender phone system deployment.
2. The MODOC will have the opportunity to evaluate different technologies before full deployment of the solution.
3. MODOC will not be locked in to the recommended favored partner of the selected phone vendor.
4. MODOC will have the option of using more than one wireless detection technology to reflect the different requirements of different facilities.
5. Securus will include a managed service approach, during the entire life of the program, to assist with the deployment and overall operation of a full service wireless detection and/or interruption program, including interaction with the wireless phone carriers.

Securus has indicated in Exhibit A: 4. how the proposed additional optional products and services below would impact the firm, fixed per-minute call rate for collect, prepaid, and debit calls. Securus understands that the state reserves the right to evaluate our proposed pricing for optional products and services as part of the Proposed Method of Performance, Solution Functionality, and Expertise of Personnel.

Securus does not endorse any single specific technology or vendor but we can and have worked with several providers. As such, we are including wireless phone detection capabilities as an optional service offering to MODOC. Should MODOC desire to pursue our multistep offer as described above; Securus will work with MODOC to identify the preferred provider. Securus will then take on project management responsibilities to ensure a successful implementation of service.

In preparation for this response, Securus has contacted Tecore Networks to request an suggested approach to providing services to the Missouri Department of Corrections As a result of our request, Tecore has provided the Executive Summary presented in the following figure.

Exhibit A Cost (Pricing Section)



iNAC WIRELESS SYSTEM PROPOSAL
TOD-iNAC-Securus-MO(7)-110221

EXECUTIVE SUMMARY

Tecore® Networks is pleased to present to Securus Technologies (Securus) this proposal for a multi-technology, Intelligent Network Access Controller (iNAC).

iNAC is a revolutionary approach used to assist in the control of illicit cell phones in correctional institutions. The iNAC capability provides Managed Access service which allows controlling the communication of unknown or unwanted devices within a targeted area while allowing service to valid approved users. Additionally the platform can provide support for key regulatory features such as E911 emergency call access and CALEA wiretapping.

Tecore's iNAC solution uniquely balances the needs of the facility, the community, the FCC, all major cellular networks and public safety thus making it the optimal solution for correctional facilities. Tecore provides a full suite of deployment and technical support services. We are ISO 9001:2008 certified and a three (3) time winner of 3GSM awards.

The architecture of the proposed solution will provide Securus the flexibility to tailor the iNAC system to meet the requirements of its customer. The proposal and pricing are structured as a list of options that may be selected as needed to form the best iNAC solution for each facility. As such, the total solution will be defined by the options selected.

The Tecore management team appreciates the opportunity to work with Securus. We pride ourselves on our track record of serving the needs of wireless network operators around the globe and believe that we have the products, technologies, experience, focus and resources to execute on the required build-out. The Tecore team stands ready to support you.

Thank you again for your interest in working with Tecore.

Sincerely,

A handwritten signature in black ink, appearing to read "Tim Murphy".

Tim Murphy
Vice President, Sales
Managed Access Systems
Tecore Networks
Phone: +1 (410) 872-6338
Fax: +1 (410) 872-6010
email: tmurphy@tecore.com

Exhibit A Cost (Pricing Section)

The Tecore proposal is designed to primarily cover the high security facilities.

Initial High Security Facilities

Site Location	Facility	Optimization Potential
Group 1 Jefferson City, MO	Jefferson City Correctional Center Algoa Correctional Center	The projected RF distribution for these locations is anticipated to be a grouping of outdoor antenna sets, repeaters (outdoor and indoor). While the site survey and RF plan is required to confirm the proper RF coverage, Tecore is confident that the grouping of the Jefferson City facilities offers opportunity for optimization of the site configuration. Since this is an outdoor installation of RF capability, there is more flexibility in the distribution of the signal in the area. Like the other sites, the optimization possibilities will depend on the accessibility to connectivity between the sites and the RF signal distribution study.
Group 2 Moberly, MO	Moberly Correctional Center	Since this is an outdoor installation of RF capability, there is more flexibility in the distribution of the signal in the area.
Group 3 St. Joseph, MO	Western Reception, Diagnostic and Correctional Center	Since this is an outdoor installation of RF capability, there is more flexibility in the distribution of the signal in the area.
Group 4 Bowling Green, MO	Northeast Correctional Center	Since this is an outdoor installation of RF capability, there is more flexibility in the distribution of the signal in the area.
Group 5 Boonville, MO	Boonville Correctional Center	Since this is an outdoor installation of RF capability, there is more flexibility in the distribution of the signal in the area.
Group 6 Tipton, MO	Tipton Correctional Center	Since this is an outdoor installation of RF capability, there is more flexibility in the distribution of the signal in the area.
Group 7 Fulton, MO	Fulton Reception and Diagnostic Center	Since this is an outdoor installation of RF capability, there is more flexibility in the distribution of the signal in the area.

The Tecore Networks information is highly sensitive, confidential, and proprietary and has been provided at the request of Securus Technologies, Inc.

Exhibit A Cost (Pricing Section)

Offender Voice Mail



Securus through the SCP OTS uniquely offers the ability for offenders and friends and family member to leave secure voicemail messages for each other. Many times offenders experience difficulties connecting with busy friends and family members or offenders may not be able to make a regularly scheduled call. This optional service offering gives both parties an opportunity for two-way communication without the need to be at a telephone at the same time.

All voicemail calls will be subject to monitoring and recording. As a result, investigators will have the same security tools as standard telephone calls.

Voicemail messages can be as long as 30 seconds each with a limit of ten messages per offender per month. A typical voicemail message from a friend or family member could be "Missed talking to you last night, call me tomorrow at 7:30. I was at John's baseball game and they won again. I'll tell you about it tomorrow. Bye." A typical call from an offender could be "I'm sorry I wasn't able to call you yesterday, I'll call you at 7:30 tonight, looking forward to hearing about the game. Bye."

In order to make friends and family members aware of the voicemail program, Securus is able to offer custom announcement during set up of a normal offender call. This custom announcement would be played after all other call prompts are played to the called party. The announcement would give the friend or family member instructions on how to set up a voicemail account.

How it Works

The following is an overview of how the Offender Voice Mail system functions.

Friend and Family (F&F) Voicemail Set-Up

- F&F set-up voicemail by calling Correctional Billing Services at 1-800-844-6951 and requesting voicemail service for Missouri Department of Corrections
- F&F will then set up a 4 to 8 digit mailbox ID.
 - This mailbox ID will be used by the offender and friends and family member when retrieving messages
 - All messages are subject to monitoring and recording.

Friends and Family Leaving a Message

- F&F will call a toll free number to access the voicemail platform. This access number is given to F&F when activate their voicemail account.
- When the voicemail system answers, the system will prompt the F&F member for their phone number and mailbox ID.
- Once the number is validated by the system, the F&F will be prompted to record up to a 30-second message.

Exhibit A Cost (Pricing Section)

Offender Message Retrieval and Reply

- The offender calls the F&F member's telephone number.
- If there is a message associated with the phone number, the system will ask the offender if he or she wants to listen to the message.
 - The offender can listen to the message before the call connects
- If the offender chooses to listen to the voicemail message, the system will prompt them for the mailbox ID.
- If authorized by the account holder (F&F), the offender may send a reply message to the F&F member.
- The offender has the option to listen to the message up to three times before it is deleted. The message is also deleted once the offender terminates the call.
- If the message is not retrieved within 15 days, it will automatically purge from the system.

Offender Initiated Message

- If an offender attempts to call the F&F member and the offender receives a busy/no answer, the offender will be given an opportunity to leave a voicemail message for the F&F member (who would be automatically notified by the system sometime later that day).
 - F&F voicemail activation and authorization must be completed before an offender can initiate a message.
 - Voicemail must be set to begin recording before the F&F home or cell phone voicemail begins.
- This is set up by counting the number of rings before the voicemail picks up.

Value to the State Agency

Offender's friends and family are able to initiate telephone contact with the offender and the offender is able to leave messages for their friends when no one is available to accept a call. Securus proposes to provide each offender with the ability to receive or send up to ten voicemails each month from friends and family (each one up to 30 seconds in length). This gives both parties an opportunity for two-way communication, lessening the burden on correctional officers by providing an alternative to their involvement in the event an emergency contact with an offender is required. It will also potentially reduce the anxiety level of the offenders when they are experiencing difficulties contacting friends and family because they are not available at the times the offender is able to call them.



JLG Investigative Biometric

Securus is proposing to provide investigative biometrics from JLG Technologies at a price per minute as identified in Exhibit A.

Using breakthrough Department of Defense technology, JLG technology provided by Securus brings powerful evidence gathering and investigative analysis tools to corrections and law enforcement customers across the nation. Released in 2007, the JLG investigative biometric system employs

Exhibit A Cost (Pricing Section)

technology to identify and expose offenders who try to hide their identities to engage in criminal activity. Far surpassing traditional biometrics, no other system on the market comes close to providing these capabilities. As of October 2010 the system is currently under contract in 70 facilities in 15 states, automatically monitoring over 240,000 offenders and analyzing a staggering 98 million hours of offender telephone calls to date.

Unprecedented State-of-the-Art Technology

Securus can provide continuous voice recognition with Investigator Pro™ from JLG Technologies LLC (JLG). Investigator Pro™ is a powerful evidence gathering and investigative analysis tool. It uses unprecedented state-of-the-art technology to “recognize” the voices of offenders over telephone calls and exposes offenders who try to beat the system by hiding their identities to engage in criminal activity. The system’s easy-to-use dashboard automatically collects and analyzes a vast amount of information that would otherwise be labor intensive to gather and interpret. This breakthrough technology stands to dramatically change the way evidence is gathered, shared, and incorporated into the investigation and prosecution process. The Investigator Pro™ system provides the highest level of integrity, efficiency, and demonstrated effectiveness as an evidence case management tool.

One of the modules of the system is the CallPlayer Pro. This playback system gives you the power to play and annotate calls faster, with less duplication of effort. In addition, not only will the Investigator Pro™ assist investigators in identifying which calls should be targeted to review, it also provides a sophisticated playback system with the power to play and annotate calls faster, with less duplication of effort. The system provides the following features:

- Ability to separate recorded voices and select only one voice to playback at a time
- Speed or slow a conversation or single voice within a recording
- User friendly playback module with intuitive buttons
- Saves time, allowing for more productive use of staff time, better distribution of staff resources and cost savings
- Report feature allows for supervisory oversight, accountability and assessment of staff’s investigative skills and activities

Continuous Voice Verification with Investigator Pro

The Investigator Pro™ advanced voice identification technology was originally developed for the U.S. Department of Defense for covert surveillance. Prior to its development, no technology existed that was capable of performing the type of advanced surveillance functions to meet their needs. In order to solve this problem, the Department of Defense approached the Massachusetts Institute of Technology, home of the best voice analysis engineers in the world. MIT was tasked with creating a system to automatically monitor and analyze phone calls. Not surprisingly, they succeeded—and delivered a cutting-edge solution with unprecedented capabilities.

In the current version of the Investigator Pro™, offender call voices are analyzed immediately after the call has been completed. Alerts are instantly available in The Investigator in the Real Time status screen at the completion of each voice analysis. In the 1st quarter 2011 Investigator product release, The Investigator Pro™ will provide real time alerts as the call is in progress.

Exhibit A Cost (Pricing Section)

Every second of every call is voice analyzed. The Investigator Pro™ does not utilize intermittent verification because this type of identification allows offenders to converse undetected by passing the telephone when the verification is prompted.

The capability to identify outside party voices is being added in the 1st quarter 2011 release of the Investigator Pro™ product. If the called party voice is identified and labeled as a voice of interest, it will be searched for in future phone conversations. If found, a notification will be sent to the authorized officer that the participating caller is a "person of interest".

Unprecedented Capabilities

Every second of every call is voice analyzed.

Through its relationship with MIT, JLG Technologies was granted an exclusive license to bring this revolutionary technology to the corrections community. Securus can provide, as an optional feature, the JLG Investigative biometric capability. This unique tool assists investigators in matching a voice print to the offender and identifies possible instances where the offender may have forwarded a call.

Value to the State Agency

The JLG investigative technology can be provided to Guarded Exchange for the purpose of providing an additional analysis tool. Using this technology, provided by Securus and associated with an additional per minute cost, Guarded Exchange will be able to analyze a call to determine if the offender originating the call remains on the call or a former offender enters the call.

By using the Securus provided JLG technology combined with the Securus SCP OTS Word Spotting feature and the Guarded Exchange technology, Securus can deliver the most qualified and actionable call possible to the investigators.

Enhanced Investigative Resources

Securus is proposing to provide additional investigative resources at a price per minute as identified in Exhibit A.4.

Securus will provide, through Guarded Exchange LLC, an **enhanced investigative personnel package** which will include a minimum of 12 (twelve) additional highly qualified investigative personnel to provide MODOC with additional investigative capabilities. These additional investigators will have training and skills similar to those of investigative officers employed by MODOC. Each "investigator" will be approved by MODOC Office of Inspector General before utilization for call monitoring.

Value to the State Agency

It is Securus' intent in providing this enhanced investigative personnel offering to supplement the efforts of existing investigators. Additionally, by offering this optional service Securus expects to significantly contribute to the Office of Inspector General's goals of identifying actionable calls as quickly as possible and providing the most substantive information from which to act.

Twelve (Minimum) Additional Investigative Resources

Through Guarded Exchange LLC, Securus will provide an **enhanced investigative personnel package**.

Exhibit A Cost (Pricing Section)

Huber & Associates Software Programming Services

Securus proposes to provide funding for program services provided by Huber & Associates based on a professional fee of \$125.00 per hour. On an annual basis, Securus will provide \$50,000 per year for these services or \$250,000.00 over the life of the contract. This option will be provided at no additional cost per minute.

Examples of these services are described as follows:

Development of More Functional Monitoring Software

Huber & Associates needs to develop more functional monitoring software for the kiosks. The state agency is becoming more and more reliant on the kiosks and need them to remain continuously operational. Huber & Associates has done a great job in keeping the kiosks running, but the numbers are growing and it is taking an increased amount of time to monitor. The state agency has recently bought a kiosk for every wing of every housing unit with the implementation of Kiosk Canteen Order Entry—*this will be the only way to buy phone time.*

Troubleshooting Phone Record Issues

If Huber & Associates encounters issues with phone records for the kiosk, time will be needed to troubleshoot issues and getting the data back in sync.

Example of Programming Services Provided by Huber & Associates

The following table presents potential tasks that could be performed, along with expected deliverables and example pricing for Huber & Associates programming services. Services will be billed when a milestone is completed.

Milestone Description	Deliverable	Example Fee
Analysis		
Interview state agency staff to plan and define processes, inputs and outputs as they relate to current and future kiosk needs.	<ul style="list-style-type: none"> • Documentation and working notes • List of current applications • List of future applications • Project Overview 	\$550
Design		
Define process flow	<ul style="list-style-type: none"> • I/O Modules • Business Logic Modules • Stored Procedures 	\$1100
Define System Configuration	<ul style="list-style-type: none"> • Operating System • Network Configuration 	\$1100

Exhibit A Cost (Pricing Section)

Milestone Description	Deliverable	Example Fee
	<ul style="list-style-type: none"> • Hardware Configuration 	
User Interface design of applications	<ul style="list-style-type: none"> • Screen Designs • Screen Navigation 	\$1650
Development		
Web/Presentation Programming and Testing	<ul style="list-style-type: none"> • Programs • Customized Browser 	\$5500
System Configuration	<ul style="list-style-type: none"> • Completed Configuration and diagnostic programs 	\$2860
Testing and Rework		
Testing and Rework		\$2200
Implementation		
Implementation at Central Office	<ul style="list-style-type: none"> • Installation and Demo 	\$440
Project Management		
Project Management		\$1100

Value to the State Agency

These programming services, which will be provided by Securus (at no cost to the state) during the life of the contract, will enable the state agency to continue to improve investigative technologies, offender services, and additional value added services.

Throughout the life of the contract Securus expects that new technologies will become available and/or become appropriate for the state agency operating environment. By earmarking dollars for programming services, Securus can ensure that the technical interfaces, additional software programming, and implementation will be available to the state agency as required.

SCP OTS Word Spotting

Securus is proposing to provide Word Spotting at no additional per minute charge. The results of Securus Word Spotting will be provided to Guarded Exchange for the purpose of added value to the technology that will be deployed for the Office of Inspector. Significantly, **Securus will be deploying our Word Spotting on ALL calls made through the SCP OTS.** Once the initial filtering is completed by the Securus Word Spotting technology, calls are provide to Guarded Exchange for additional analysis and filtering. As a result, Securus significantly enhances both the Guarded Exchange technology as well as the quality of the information provided to

Integrated Technology

- Added layer of call recording analysis that no other vendor will be providing.

Exhibit A Cost (Pricing Section)

the Office of Inspector. This is compared to other vendor's technology that may not have the architecture to efficiently deploy the technology to monitor all calls from all locations.

The Securus Word Spotting solution was developed specifically for the corrections environment. As an experienced innovator, **Securus built and tested this technology in our development lab using real calls placed by real offenders with feedback and direction from real investigators.** This approach ensures that the state agency will be using a premier investigative tool with the best accuracy in the industry today.

SCP's Word Spotting features include the following components:

- Default dictionary of more than 7,500 search words, which can be customized to meet the facility's needs, including slang and jargon not found in standard dictionaries. As security threat groups expand their code word vocabulary and new intelligence is gained, new keywords can be added.
- User-friendly interface where suspicious offenders or phone numbers can be selected for ongoing searches.
- Word Spotting search engine that automatically processes offenders or phone numbers **with no additional involvement from facility staff.**
- Integrated reporting that allows users to identify calls where specified keywords were spoken.
- Unique feature that allows users to select suspicious recordings from the standard Call Detail Report and send them through the search engine with a single mouse click.

Value to the State Agency

Securus Word Spotting will be made available to state agency investigators and will be fully integrated with the Guarded Exchange technology. This will provide the state agency with an added layer of call recording analysis that no other vendor will be providing. Securus Word Spotting will be used in two ways.

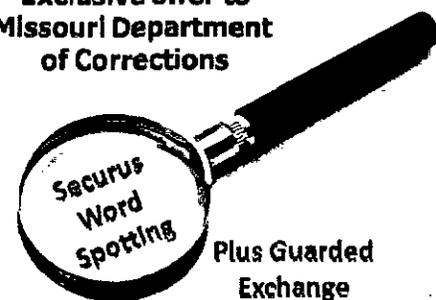
Securus S-Gate User Interface

First, investigators will be able to use the Securus SCP OTS Word Spotting feature by accessing the Securus S-Gate user interface and running reports that will highlight calls that were identified as having the pre-determined words within the call recording. Investigators can then choose to listen to the call or pass them on to Guarded Exchange for further analysis.

Guarded Exchange Monitoring Technology and Call Center

At the same time, the second way the Securus SCP Word Spotting feature will be utilized is in concert with Guarded Exchange monitoring technology and call center resources. In this method, Guarded Exchange will identify the call recordings that have been highlighted in the Securus SCP OTS as having content that is listed in the Word Spotting library and will then further analyze the call.

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Missouri Department
of Corrections**



This deeper level of analysis will consist of applying the Guarded Exchange technology to the call and Guarded Exchange call center resources. If the call raises to Level 2 analysis by the Guarded Exchange call monitoring resources, it will be further analyzed for referral to the Department of Corrections, Office of Inspector General based on the criteria previously established.

This multiple level analysis is designed to virtually eliminate false positives and deliver the most actionable call recordings back to the Office of Inspector General. By combining the Securus SCP OTS Word Spotting technology with the Guarded Exchange technology and call center resources, the Department of Corrections, Office of Inspector General can expect to review ONLY calls that have met very stringent analysis and screening criteria prior to submission to them for review and action. We expect that this solution will deliver the highest possible efficiencies for investigators and create the best use of investigators time.

Prison Rape Elimination Act (PREA) and the Securus' PREA System

Securus proposes to provide a PREA line accessible for each facility at no additional price per minute.

The Prison Rape Elimination Act (PREA) is a United States federal law regarding the sexual assault of prisoners. The bill was signed into law on September 4, 2003 and was supported by a broad base of activists, lobbyists, and organizations. 1 PREA addresses the problem of sexual violence in U.S. prisons. Major provisions of the Act include:

- National standards to prevent, detect, reduce, and punish offender sexual abuse
- Gathering and releasing information regarding prison rape incidents
- Awarding funds to help state and local governments implement the Act

"Our working relationship with Securus goes back many years, and I learned long ago that offender telephone service is only the tip of the iceberg when it comes to the vast expertise in the Securus corrections solutions toolbox. One prime example is the advice and assistance Securus provided in implementing our PREA camera and crime hotline system in seeking solutions to the PREA mandates."

Robyn Schmalenberger, Warden North Dakota State Penitentiary (March, 2011)

The Securus Solution

The Securus PREA system enables an anonymous two-way communication between offenders and investigators or other correctional staff in the following manner:

- **Offenders** – Securus' PREA system provides a secure and confidential method for reporting information about criminal activity—*before or after a crime has taken place.*
- **Facilities** – Securus' PREA system provides a highly flexible and configurable solution for gathering crucial evidence to support prison rape investigations and prevent these crimes.

Exhibit A Cost (Pricing Section)

How it Works

Offenders that want to report criminal activity can leave anonymous messages for correctional staff by *calling into the PREA system and leaving a message. The recorded message is automatically time stamped and dated by the system.* Additionally, the offender has the ability to call into the system after leaving a message and listen to the PREA investigator’s messages.

To maintain anonymity, the system generates a random and anonymous mailbox number for the offender and correctional staff to use. Both parties communicate through this mailbox using random message IDs instead of their normal IDs. This ensures that both parties maintain complete anonymity.

Comprehensive Capabilities

Securus’ PREA system provides comprehensive capabilities that support investigations, while providing offenders with a secure and confidential method for reporting criminal activity. The following table provides highlighted.

Highlighted Capabilities

Capability	Means to a Correctional Facility
Highly Configurable System Provisioning	
<p>Securus’ PREA system is highly configurable. Provisioning can be configured to support the following:</p> <ul style="list-style-type: none"> • Support custom branding • Allow multi-site facilities to enable or disable access to the system by site • Permit offender access to the system with or without a PIN; or with or without a pass code • Require an offender to dial a phone number or bypass code such as *1234 to access the system • Enable or disable a pre-recorded announcement • Specify mailbox code and length • Set a limit for the message duration 	<p>Flexible configuration options allow Securus to customize system provisioning to meet the unique needs of each facility.</p> <p>This enables the facility to develop and promote a custom crime prevention program within their facility and externally for their community, engaging a broader audience for improved awareness and participation.</p> <p>It also increases the accountability, safety, and security of facility personnel, offenders, and the public.</p>
Highly Configurable Security Privileges	
<p>Through S-Gate authorized correctional officers are able to configure and control security privileges. For example, security roles are configurable to allow certain users’ rights to search, view, listen, or download the following:</p> <ul style="list-style-type: none"> • Messages left by an offender 	<p>With a superior level of control over usage rights and security privileges, administrators are empowered to ensure the safety and security of all parties involved in reporting or investigating PREA crimes—including offenders, facility staff, and the public.</p>

Exhibit A Cost (Pricing Section)

Capability	Means to a Correctional Facility
<ul style="list-style-type: none"> • Messages left by the public • Reply messages left by an investigator <p>Also, authorized officers have the ability to add their notes to a specific message, apply a tracking number for an on-going investigation, and flag notes as private or shared.</p>	
Flexible Recording Options	
<p>The Securus' PREA system also provides flexible recording options that enhance investigative capabilities.</p> <p>These include the following recording configuration options:</p> <ul style="list-style-type: none"> • Message playback – records the portion of the call that includes the message left by the offender • Recording playback – records the entire call including the moment the offender picks up the phone to the moment the offender hangs up 	<p>By allowing two flexible recording options, officers are able to tailor system functionality to meet the needs of their specific investigation.</p> <p>For example, the recording playback option is a helpful configuration for investigations where bullying is suspected.</p> <p>In this instance, if an offender is “bullied” into making a PREA call, the system records all activity that occurs once the phone is off-hook (including background conversations leading up to the call, during, and after the message is left) revealing important information critical to the investigation.</p>
Optional Informant Line	
<p>Securus' PREA offering can also be configured as an anonymous informant line that enables a secure, “live” conversation between an offender and a PREA investigator.</p> <p>Since these calls are anonymous, certain SCP features that identify offenders are disabled, such as Voice Biometrics and PINs.</p> <p>Also, all recorded call data is protected from unauthorized access, allowing only those officers with approved security privileges the ability to obtain call records.</p>	<p>Sometimes, a confidential and secure “live” conversation between an offender and a specific investigator is more effective and reassuring than leaving an anonymous recorded message.</p> <p>With access to a more personal method for reporting criminal activity, offenders may choose to report a crime when they otherwise would not. This further supports the overall effectiveness of the facility's crime prevention program.</p>

Officer Check In

The Officer Check-In feature of SCP enables staff to use an offender telephone within the housing unit to document the location, date, and time of their contact with the offender-housing unit or cell.

Each officer will simply lift the receiver of any offender telephone; enter his or her unique Officer Check-In PIN and record observations during their rounds. At the end of their rounds, the authorized users will have the ability to search Officer Check-In calls, as well as accounts providing exact date and time of entry

Exhibit A Cost (Pricing Section)

into each cell location as well as playback of the recorded conversation of any observations during their rounds.

For staff convenience, the Officer Check-In feature is always active regardless if the telephone set is automatically programmed to be off during their rounds. However, manual cutoff switches are required to be on to enable connectivity between the telephone and the SCP. SCP is quite flexible in allowing officers to "check in" from any telephone. Each officer is provided a unique PIN as well as a personalized mailbox to record an observation during duty rounds. All information can be obtained simply by generating a report for a single officer PIN or a group of officers by selecting Officer Check-In report module. Once the report is generated, personalized messages can be retrieved by authorized personnel from any workstation with access to the S-Gate secure Website.

This can all be done without the officer carrying an ancillary tool that needs to be charged, exchanged with other officers, or could be lost. This can be used in critical areas such as administrative segregation, suicide watch, or as a daily supervision tool throughout the entire facility. This feature increases staff productivity and reduces time for supervisory staff

The following Officer Check-In tracking report is available:

Officer Check-In Report

Proprietary and Confidential

The screenshot displays the SCP interface for viewing Officer Check-In Messages Results. At the top, there are navigation icons and the 'SECURUS' logo. Below the header, there are filters for 'Customer', 'Site', 'Phone Group', and 'Phone'. The main section is titled 'Officer Check-In Messages Results' and includes a 'Customizable Search Criteria' box. Below this, there are input fields for 'Phone Number', 'Last Name', and 'Call Station'. A table of results is shown with columns for 'Phone Loc', 'First/Last Name', 'Staff Name', 'Account/PTN', 'Officer ID', 'Dir.', 'Call Method', and 'Message Date/Time'. A 'Replay Recorded Officer Check-in Message' button is visible next to the first row. An 'Officer Information' box is also present, and a call log section is visible at the bottom of the table.

Phone Loc	First/Last Name	Staff Name	Account/PTN	Officer ID	Dir.	Call Method	Message Date/Time
Securus Drive Site			20-00000	010000000000	48 (1)	voice	04-20-2008 09:41:25
Securus Drive Site			20-00000	010000000000	26 (1)	voice	04-20-2008 09:41:47
Securus Drive Site			20-00000	010000000000	12 (1)	voice	04-20-2008 09:41:58
Securus Drive Site			20-00000	010000000000	44 (1)	voice	04-20-2008 09:42:03
Securus Drive Site			20-00000	010000000000	33 (1)	voice	04-20-2008 09:42:08
Securus Drive Site			20-00000	010000000000	27 (1)	voice	04-20-2008 09:42:10

Value to State Agency

Securus understands that corrections environments are extremely litigious and must operate consistently 24x7x365 days a year. The documentation that is required in order to demonstrate compliance with ACA accreditation, litigation due to injury, medical care, suicide, and death, is extremely time consuming, demanding, and the need for accuracy is paramount—Officer Check-In can help

Exhibit A Cost (Pricing Section)

- A.5** *Coin Payphone Calls: The offeror must state the firm, fixed rates per minute for calls made on a coin payphone. The rates proposed for calls made on a coin payphone shall be inclusive of any and all local, state, and federal taxes/fees. The offeror should identify all applicable taxes/fees in response to Exhibit C. The per minute rate shall be the same regardless of type of payment (e.g. coins, credit cards, and bank debit cards). The state reserves the right to subjectively evaluate the offeror's proposed pricing for coin payphone calls as part of the Proposed Method of Performance, Solution Functionality, and Expertise of Personnel.*

<i>Line Item</i>	<i>Description</i>	<i>Unit of Measure</i>	<i>Firm Fixed Price</i>
<i>008</i>	<i>Call Made on Coin Payphone</i>	<i>Minute</i>	<i>\$0.50</i>

EXHIBIT B
EXPERIENCE/RELIABILITY OF ORGANIZATION
(Evaluation is 20 points)

The evaluation of the offeror's experience and reliability of the organization shall be subjective based on the ability of the offeror to perform the requirements stated herein. Therefore, the offeror should present detailed information regarding the organization's experience. The following information should be provided by the offeror in order to assist the State of Missouri in evaluation of the offeror's experience. The state reserves the right to use this information, including information gained from any other source, in the evaluation process.

B.1 EXPERIENCE:

1. The offeror must describe the previous experience they have in successfully designing, implementing, and monitoring multi-institutional networked offender telephone system as the prime contractor. The offeror should indicate whether the implemented networked offender telephone systems includes recording and monitoring all calls and handles a similar volume of calls and minutes as the State of Missouri's requirements herein. The offeror should also indicate whether they possess the capability of networking with at least eight (8) correctional facilities within one system. It is important that the offeror clearly respond in detail as to how their proposal meets the experience specified herein.

The offeror should describe their experience in providing and supporting offender telephone systems in the table below.

Exhibit B Experience/Reliability of Organization

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Exhibit B Experience/Reliability of Organization

Securus has read, agrees, and complies.

Name of Organization including contact and contact information for reference purposes	Type of Government Account (i.e. state, federal, county, city)	Did offeror serve as prime contractor or subcontractor?	Start Date and End Date of Contract	Number of Offenders	Number of Locations Networked Together	Annual Number of Calls Handled	Annual Number of Call Minutes	All Calls Recorded and Stored? (Y/N)	Calls Monitored by government entity, contractor, or both?
Florida Department of Corrections Michael Deariso Finance and Accounting Director 1711 Mahan Drive Tallahassee FL 32308 (850) 922-9836 deariso.michael@mail.dc.state.fl.us	State	Prime	9/25/2007 9/24/2012	102,500	122	9,780,000	130,000,000	Y	Florida DOC
Arizona Department of Corrections 1645 W. Jefferson Phoenix, AZ 58007 Jeff Stewart, Network/IT Operations Manager Tel: 602-542-3879 Fax: 602-542-5036 jstewart@azcorrections.gov	State	Prime	10/17/2007 to 11/17/2014	39,750	28	1,846,170	24,496,928	Y	Arizona DOC

Exhibit B Experience/Reliability of Organization

Name of Organization including contact and contact information for reference purposes	Type of Government Account (i.e. state, federal, county, city)	Did offeror serve as prime contractor or subcontractor?	Start Date and End Date of Contract	Number of Offenders	Number of Locations Networked Together	Annual Number of Calls Handled	Annual Number of Call Minutes	All Calls Recorded and Stored? (Y/N)	Calls Monitored by government entity, contractor, or both?
Maryland Department of Public Safety and Correctional Services (PSDCS) 7943 Brockbridge Rd. Jessup, MD 20794 Carroll Parrish, Warden Maryland Correctional Institution for Women 410-379-3800 (phone) 410-799-6146 (fax) cparrish@PSDCs.state.md.us	State	Prime	12/17/2006 to 12/31/2011	23,285	25	4,309,019	71,563,853	Y	Maryland DOC
Kentucky Department of Corrections Steve Castle KY DOC Director 275 East Main Street Frankfort KY, 40601 (502) 564-4726 x278 stephenw.castle@ky.gov	State	Prime	5/2006 to 5/2016	15,500	15	1,680,193	21,898,396	Y	Kentucky DOC



Exhibit B Experience/Reliability of Organization

Name of Organization including contact and contact information for reference purposes	Type of Government Account (i.e. state, federal, county, city)	Did offeror serve as prime contractor or subcontractor?	Start Date and End Date of Contract	Number of Offenders	Number of Locations Networked Together	Annual Number of Calls Handled	Annual Number of Call Minutes	All Calls Recorded and Stored? (Y/N)	Calls Monitored by government at entity, contractor, or both?
Alaska Department of Corrections Sgt. James Bolgiano Security Alaska Department of Corrections 1400 E. 4th St. Anchorage, AK 99501 (907) 269-4221	State	Prime	3/1/2008 to 6/30/2011 5 one year options	3700	13	233,000 billed	12,200,000 free local calls	Y	Alaska DOC
North Dakota Department of Corrections Patrick Branson Deputy Warden of Operations North Dakota Department of Corrections and Rehabilitation 3100 Railroad Avenue Bismarck, ND 58506-5521 (701) 328-6214	State	Prime	11/1/2009 to 10/31/2014	1300	3	246,300	1.38M	Y	North Dakota DOC



Exhibit B Experience/Reliability of Organization

Name of Organization including contact and contact information for reference purposes	Type of Government Account (i.e. state, federal, county, city)	Did offeror serve as prime contractor or subcontractor?	Start Date and End Date of Contract	Number of Offenders	Number of Locations Networked Together	Annual Number of Calls Handled	Annual Number of Call Minutes	All Calls Recorded and Stored? (Y/N)	Calls Monitored by government entity, contractor, or both?
Suffolk County Sheriff's Office Mac Hayes, Project Manager Information Technology Division 200 Nashua Street Boston, MA 02114 617-704-6812	County	Prime	6/28/2001 6/30/2011	2440	3	472,538	5,670,463	Y	Suffolk County
Cook County, IL Dr. Regine Nazaire Bureau of Technology PMO 69 W. Washington, 2700, Chicago, IL Office: 312.603.1411 regine.nazaire@cookcountyil.gov	County	Prime	9/8/2011 (with two optional one year renewals, extending contract to 9/2013)	10,000	19	1,765,291 (as of 2010)	20,051,379 (as of 2010)	YY	Cook County

Exhibit B Experience/Reliability of Organization

2. The offeror should describe the history of the company. The offeror should indicate the number of years their firm has been providing similar type services.

✔ **Securus has read, agrees, and complies.**

Serving 2,400 correctional facilities and approximately 850,000 offenders makes Securus Technologies, Inc. ("Securus") the largest independent provider of offender telecommunications services to correctional facilities in the United States and Canada. By developing and owning more than 70 technology patents today along with approximately 50 patents pending with the U.S. Patent Office, Securus is without a doubt the leading technology innovator in our industry and has been for more than 20 years. Every large offender telecom provider in our industry, such as GTL, VAC, and Embarq, use our patent technology under our license agreements. Correctional facilities have come to rely on the technology Securus develops to not only provide offenders and friends and family members vital telephone service, but to assist the law enforcement community in solving or preventing crimes.

Our predecessor companies, Evercom Systems, Inc. ("Evercom") and T-Netix, Inc. ("T-Netix") have been serving the correctional industry for more than 20 years. HIG Capital, a \$8.5 billion leading private equity investment firm purchased these companies in 2004 and changed our brand name to Securus. Securus possesses the #1 ranking of market share in terms of facilities served and #2 ranking of market share in terms of revenue generated.

Securus' core business consists of installing, operating, servicing and maintaining sophisticated call processing systems in correctional facilities and providing related services that help solve or prevent crimes. On a limited basis, we also partner with other telecommunications companies whereby we provide our equipment, patented technology, and as needed, back office support including validation and billing and collections services. A few years ago, when companies like AT&T, SBC, Verizon, MCI and other large telephone companies served this niche industry, they chose Securus' "best in class" calling platforms and sophisticated back office systems to serve its customers because they had not developed their own. That alone says a lot about the quality of what Securus has provided in the past and what it provides today to the industry.

Securus prides itself on being able to provide its customers with the following key advantages:

- Industry leading centralized packet-based network platform
- Best economics provided to its customer base
- Broadest and deepest product set—*offering 500 features and attributes*
- Best security on our calling platform
- Technology leadership—*largest number of patents in the industry*
- Largest highly specialized sales and customer service sales force
- 24x7x365 Network Operations Center, with data centers in Dallas, TX, and Atlanta, GA
- In-sourced Customer Call Center located in Carrollton, TX

Exhibit B Experience/Reliability of Organization

- Berkley City P.D. 5850 N. Hanley Rd. Berkley Mo 63134
- Blue Springs P.D. 1100 Smith St. Blue Springs Mo 64015
- Board Of Police Comm. Deten. Ctr. 1125 Locust Kansas City Mo 64106
- Bollinger Co. Jail P.O. Box 503 Marble Hill Mo 63764
- Boone Co. Jail 2121 County Dr. Columbia Mo 65202
- Bridgeton City P.D. 11955 Natural Bridge Rd. Bridgeton Mo 63044
- Butler Co. Justice Ctr. 200 Oak St. Poplar Bluff Mo 63901
- Callaway Co. Jail 1201 Rt. O Fulton Mo 65251
- Cape Girardeau Co. Jail 216 N. Missouri St. Jackson Mo 63755
- Cape Girardeau Police Dept Capegirard Mo
- Carthage City P.D. 213 Lyon St. Carthage Mo 64836
- Cass County Jail 2501 W Wall Ste 100 Harrisonville Mo 64701
- Cedar Co. Jail Courthouse, Box 159 Stockton Mo 65785
- Christian Co. Jail (New) 110 W. Elm Ozark Mo 65721
- Clark Co. Jail 581 N. Lincoln St. Kahoka Mo 63445
- Cole County Sheriff's Office 301 East High Street Jefferson City Mo 65101
- Cooper Co. Jail 200 Main St. Boonville Mo 65233
- Crawford Co. Jail 212 S 3rd St Steelville Mo 65565
- Creve Coeur City P.D. 300 N. New Ballas Rd. Creve Coeur Mo 63141
- Crystal City P.D. 130 Mississippi Ave. Crystal City Mo 63019
- Dade Co. Jail 201 E. Water Greenfield Mo 65661
- Dallas Co. Jail 204 S. Poplar Buffalo Mo 65622
- Daviess/Dekalb County Regional Jail 102 N. Meadows Ln. Pattonsburg Mo 64670
- Dent Co. Jail 5th & Iron Salem Mo 65560
- Doniphan City Jail 124 Jefferson Doniphan Mo 63935
- Ferguson City P.D. 222 S. Florissant Rd. Ferguson Mo 63135
- Festus City P.D. 100 Park Ave. Festus Mo 63208
- Franklin Co. Jail #1 Bruns Lane Union Mo 63084
- Gladstone City Public Safety Dept. 7010 N. Holmes Gladstone Mo 64118
- Greene Co. Juvy Justice Ctr. (Pp) 1111 N. Robberson Springfield Mo 65802
- Grundy County Detention Center 610 Main St Trenton Mo 64683
- Hazelwood City P.D. 415 Elm Grove Ln. Hazelwood Mo 63042

Exhibit B Experience/Reliability of Organization

- Henry Co. Jail 220 S. Washington Clinton Mo 64735
- Hickory Co. Jail P.O. Box 420 Hermitage Mo 65668
- Holt Co. Jail Box 229 Oregon Mo 64473
- Howell Co. Jail 1106 Missouri Ave. West Plains Mo 65775
- Iron Co. Jail 220 Shepherd Ironton Mo 63650
- Jackson Co. 1300 Cherry St. Kansas City Mo 64106
- Jefferson Co. (Substation) 2616 Gravois Rd. High Ridge Mo 63049
- Jefferson Co. Jail 501 1st St. Hillsboro Mo 63050
- Jennings Adult Corr. Fac. 5445 Jennings Rd. Jennings Mo 63136
- Johnson Co. Jail 135 W. Market Warrensburg Mo 64093
- Joplin City P.D. 303 E. Third St. Joplin Mo 64802
- Kansas City P.D.- Cen. Div. 1200 E. Linwood Kansas City Mo 64109
- Kansas City P.D.- East Div. 5301 E. 27th St Kansas City Mo 64134
- Kansas City P.D.- Met. Div.- M 1880 E. 63rd St Kansas City Mo 64109
- Kansas City P.D.- North Div. 1001 Nw Barry Rd. Kansas City Mo 64155
- Kansas City P.D.- S. Div. - Mo 11109 Hickman Mills Dr. Kansas City Mo 64134
- Kansas City Pd-Valley Division 1880 E. 63rd St Kansas City Mo 64109
- Kirkwood City P.D. 131 W. Madison Kirkwood Mo 63122
- Lawrence Co. Jail 300 E. Water Mt. Vernon Mo 65712
- Lee's Summit City P.D. 10 Ne Tudor St. Lee's Summit Mo 64086
- Lincoln Co. Jail 65 Business Park Drive Troy Mo 63379
- Livingston Co. Jail 901 Webster St. Chillicothe Mo 64601
- Louisiana City P.D. (New) 202 S. 3rd Louisiana Mo 63353
- Madison Co. Jail 124 N. Main Fredericktown Mo 63645
- Marion Co. Jail 1703 Marion City Rd. Palmyra Mo 63461
- Mcdonald Co. Jail Harmon Street On The Square Pineville Mo 64856
- Miller Co. Jail 2001 Highway 52 Tuscumbia Mo 65082
- Mississippi Co. Deten. Ctr. 200 W. Commercial Charleston Mo 63834
- Moline Acres City P.D. 2449 Chambers Rd. Moline Acres Mo 63136
- Monett City Police Dept Bldg 2 1901 E Cleveland Ave Monett Mo 65708
- Montgomery Co. Jail 211 E. 3rd St. Montgomery City Mo 63361
- New Madrid Co. Jail Courthouse Square New Madrid Mo 63869
- Newton Co. Sheriffs Dept. 208 W. Coler St. Neosho Mo 64850

Exhibit B Experience/Reliability of Organization

- Nodaway Co. Jail 404 N. Vine Maryville Mo 64468
- Northwoods City P.D. 4608 Oakridge Blvd. Northwoods Mo 63121
- Oregon Co. Jail P.O. Box 265 Alton Mo 65606
- Overland City P.D. 2410 Goodale Ave. Overland Mo 63114
- Ozark Co. Jail Box 348 Gainesville Mo 65655
- Pemiscot Co. Law Enforce. Ctr. 800 Ward Ave. Caruthersville Mo 63830
- Perry Co. Jail 710 S. Kings Highway Perryville Mo 63775
- Pevely City 401 Main St Pevely Mo 63070
- Phelps Co 500 W. 2nd St Rolla Mo 65401
- Platte Co. Sheriff's Dept. 328 Main St. Platte City Mo 64079
- Polk Co. Juvy. Ctr. 211 W. Walnut Bolivar Mo 65613
- Pulaski Co. Jail 301 Hwy 44 E Waynesville Mo 65583
- Putnam Co. Jail P. O. Box 231 Unionville Mo 63565
- Randolph County 372 Hwy Jj Huntsville Mo 65259
- Raytown P.D. 10000 E. 59th Raytown Mo 64133
- Reynolds Co. Jail Box 16 Centerville Mo 63633
- Schuyler Co. Jail Schuyler County Courthouse Lancaster Mo 63548
- Scotland Co. Jail Courthouse, Room 3 Memphis Mo 63555
- Scott County Jail 131 S. New Madrid Benton Mo 63736
- Shannon Co. Jail 2nd & Missouri Ave. Eminence Mo 65466
- Shelby Co. Sheriff's Dept. Courthouse Shelbyville Mo 63469
- Sikeston City Dept Of Public Safety 215 N. New Madrid Sikeston Mo 63801
- St. Charles City P.D. 2645 W. Clay St. St. Charles Mo 63301
- St. Charles Co 301 North Second Street St. Charles Mo 63301
- St. Francis Co. Jail 1550 Doubet Rd. Farmington Mo 63640
- St. Genevieve Co. Jail 5 Basler Dr. St. Genevieve Mo 63670
- St. Peters Police Dept. Po Box 9 St. Peters Mo 63376
- St. Peters Police Dept. 1020 Grand Teton Dr St Peters Mo 63376
- Stoddard Co. Jail P.O. Box #336 Bloomfield Mo 63825
- Taney County Jail Bldg 2 266 Main St Forsyth Mo 65653
- Texas Co. Jail 115 E. Main Houston Mo 65483
- University City P.D. 6801 Delmar Blvd. University City Mo 63136

Exhibit B Experience/Reliability of Organization

- Vernon Co. Jail 230 W. Cherry Nevada Mo 64772
- Warren Co. Jail 104 W. Main Warrenton Mo 63383
- Washington Co. Jail 116 W. High St. Potosi Mo 63664
- Washington Missouri Police Dept 301 Jefferson Washington Mo 63090
- Wayne Co. Jail P.O. Box 109 Greenville Mo 63944
- Wellston Police Department 1414 Evergreen St. Louis Mo 63133
- Wright County Jail 125 Courthouse Sq Hartville

Our SCP will allow and gives the state agency the option to easily share investigative or other data with the Missouri law enforcement community. By using our system along with the cooperative rules and regulations for data sharing between state and local authorities, investigators will be able to easily share offender calling information, call recordings, and numerous other applications. The combination of having access to critical data from the state agency's facilities, and sharing this with 74 counties also served by Securus, will provide you with unmatched investigative capabilities.

Securus has the distinction of being the only offender telecommunications provider to be SAS-70 Type II certified. In 2009, Securus successfully completed an American Institute of Certified Public Accountants Statement on Auditing Standards No. 70 (SAS 70) certification. A SAS 70 certification indicates that an independent accounting and auditing firm completed a comprehensive and in-depth evaluation and testing of Securus' internal controls and related activities. This certification confirms that we have effective controls and safeguards in place to manage information and data belonging to our customers. Because offender telecommunications providers, like Securus, need to install and operate highly sophisticated call management platforms and related services to meet the security and public safety needs of correctional facilities, we must accurately process, manage, and control millions of call records and call recordings for security and investigative purposes. A SAS 70 Type II report reinforces to correctional facilities and their auditors that Securus has the necessary controls in place to manage this critical information.

Exhibit B Experience/Reliability of Organization

Reinvesting in Securus

Securus believes that reinvesting in our company is necessary to provide superior products and services to our new and existing customers. Since 2009, Securus has allocated approximately \$17 million to enhance our services. We lead our industry in terms of our reinvestment activity. The following table illustrates Securus' incremental investments in our company during the period 2009-2010.

Securus Investing in Securus

Reinvesting in Securus	Incremental 2009 – 2010 Investments
In-Sourced Customer Service Center <ul style="list-style-type: none">• Added 250 Dallas-Based Employees	+ \$3 Million
Increased Software Development Team <ul style="list-style-type: none">• Added 9 Employees• Total of 60 Development Employees	+ \$3 Million
Improved Financial Strength <ul style="list-style-type: none">• Added 8 Functional Leaders	+ \$4 Million
Improved Secure Call Platform Reliability <ul style="list-style-type: none">• Added More than 50 Products Offered	+ \$4 Million
Increasing Size of Field Sales/Service Team	+ \$4 Million
Total Incremental Investments: \$17 Million	

3. Describe the nature of the offeror's business, type of services performed, etc.

Securus has read, agrees, and complies.

Securus Technologies, Inc.

Serving 2,400 correctional facilities and approximately 850,000 inmates makes Securus the largest independent provider of inmate telecommunications services to correctional facilities in the United States and Canada. By developing and owning more than 70 technology patents today along with approximately 50 patents pending with the U.S. Patent Office, Securus is without a doubt the leading technology innovator in our industry and has been for more than 20 years. Every large inmate telecom provider in our industry, such as GTL, VAC, and Embarq, use our patent technology under our license agreements. Correctional facilities have come to rely on the technology Securus develops to not only provide inmates and friends and family members vital telephone service, but to assist the law enforcement community in solving or preventing crimes.

Securus leads the industry in terms of years of service, size of field force, numbers of system installations, numbers of technology patents, numbers of security and investigative features,

Exhibit B Experience/Reliability of Organization

amount of re-investment back into the company, and satisfaction of end-users. There will be no "middle-man" between you and us. You will also benefit from our Sarbanes-Oxley and SAS-70 certifications.

Featuring SCP – The Industry’s Flagship Calling Platform

The SCP's centralized design allows us to continue to provide upgrades in the future as technology advances and your needs change. You become future-proof with SCP. You get the perfect blend of using our industry leading technology (e.g. 74 patents) now along with the promise of access to Securus' newest inventions in the future (e.g. 50 more patents pending). Our experience in installing this platform over 1,400 times gives you the security of knowing that you are working with a well-tested process. Our Network Operations Center is watching the system performance 24 hours a day and will find problems and correct them without need to dispatch a technician and often before you even notice any degradation in service.

Equipped with Leading Investigative & Security Capabilities

Our cutting-edge capabilities provide you with unsurpassed abilities to investigate and prevent crime and to protect the public. Our patented features such as Three-Way Call Detection are the best in the industry. Our newest feature, Remote Call Forwarding Detection, allows us to identify calls that are remote call forwarded in real time. You can customize treatment of these identified calls – you can flag and/or terminate calls that are showing as being remote call forwarded - only Securus brings you this level of security. With anywhere, anytime access to investigative data, our SCP is designed for remote access so that investigators can continue to work even if they are not at their desks. Our digital call quality and advanced recording processes provide you the best possible sound and recording capabilities which improves the user experience and establishes guaranteed chain of evidence procedures. The ability to share information with other counties using SCP makes our offer unique.

Backed by Our In-sourced Customer Service Center

We don't believe customer service should be outsourced to an outside company. We are unique among our national competitors in moving to our own domestic customer service center which is staffed with our own employees. We are accountable to your constituents and have proven that our new customer service center is creating significantly higher customer satisfaction scores than is the industry standard. You benefit by having more satisfied constituents and fewer complaints.

Exhibit B Experience/Reliability of Organization

Huber & Associates

Partnering with leading hardware and software providers, Huber & Associates' team of industry-certified professionals offer sales and support to help clients design, configure, install, and deploy IT solutions. We offer a full complement of services across platforms and operating systems.

<p>Systems & Storage Implementation:</p> <ul style="list-style-type: none"> * Sizing/configuration/installation * Hardware/OS upgrades and migrations * Software installation * Unix, Windows, and Linux implementations * System mgmt. and admin. * Performance tuning / capacity planning * Health checks * Disk and tape storage integration * Site preparation <p>Server & Storage Simplification:</p> <ul style="list-style-type: none"> * Assessment services * Consolidation/optimization/virtualization * Clustering * Logical partitioning (LPAR) <p>Networking:</p> <ul style="list-style-type: none"> * Network analysis and design * Network implementation * Switches and routers * LAN/WAN solutions <p>Data Protection:</p> <ul style="list-style-type: none"> * Disaster recovery (DR) * High availability * Backup and recovery 	<p>Security:</p> <ul style="list-style-type: none"> * Security auditing * Security consulting * Security design and implementation * Firewall Policy Review * Anti-Virus and Anti-SPAM * Intrusion detection/prevention <p>Application Development, Integration, & Modernization</p> <ul style="list-style-type: none"> * Lotus, WebSphere, Java, DB2, Visual Basic/.Net, Rational, RPG, PHP, Microsoft SQL, MySQL * Custom application design * Database design/implementation * Web site design and setup * Web enablement <ul style="list-style-type: none"> Portals Electronic commerce Web content management <p>Collaborative Processes</p> <ul style="list-style-type: none"> * Lotus Notes * Lotus Messaging & Conferencing * Microsoft Exchange * Active Directory * Sharepoint <p>Document Imaging</p> <ul style="list-style-type: none"> * Capture, store, manage, re- 	<ul style="list-style-type: none"> trieve, and route documents * Link to business applications <p>IBM Hardware & Software Asset Management</p> <ul style="list-style-type: none"> * Support options that best match operational and budget requirements * Advance notice of renewal dates * Asset-tracking database <p>Managed Services</p> <ul style="list-style-type: none"> * Remote monitoring of client networks, systems and applications * Web site hosting * Hosted disaster recovery * Remote backups * Offsite tape storage * Staff augmentation * "On demand" services <p>Client Training</p> <ul style="list-style-type: none"> * Classroom Training * Mentoring/Skills transfer <p>Enterpol Public Safety Solution</p> <ul style="list-style-type: none"> * CAD, RMS, JMS
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Huber & Associates has the breadth and depth of services and expertise to solve virtually any business or infrastructure problem. One of our greatest strengths is the ability to leverage and integrate multi-vendor hardware and software with our services to architect and deploy scalable solutions to meet client needs for security, privacy, continuity, recovery, availability, regulatory compliance, risk management and mitigation.

With a staff of experienced application developers, account managers, and technical consultants who hold over 175 manufacturer certifications with IBM, Microsoft, Cisco, and many other strategic partners, we bring proven skills in creative problem solving, innovative services, and the latest technologies to address our clients' requirements.

Exhibit B Experience/Reliability of Organization

Application Development and Integration Services

Huber & Associates' application development & integration services support all stages of the application life cycle: from requirements, through design, test, and implementation. Our application development consultants, who are experts across a wide range of architectures, technologies, platforms, and devices, work with clients to define business requirements and then help design, develop, test, and implement applications that give measurable improvements in the way our clients do business. We work with a variety of development tools, which allow us to choose the best tool for the job.

Public Safety is one of Huber & Associates' main focus areas. For the past 25 years, we have supported customers such as the following:

- Missouri Department of Conservation -- Agent smart phone application
- Missouri Department of Natural Resources -- Records Management System for Park Rangers
- Missouri State Highway Patrol -- Infrastructure and Criminal History System
- Missouri Attorney General -- Infrastructure and application support
- City/County/State Government -- Infrastructure and application support
- Missouri Department of Public Safety (Fire Marshal, SEMA) -- application support

Since 2000, Huber & Associates has offered and supported a complete suite of custom applications that provide core functionality for public safety agencies -- our Enterpol Solutions for Public Safety. Enterpol, which is installed at a multitude of locations across the United States and Canada, has three major modules: multi-jurisdictional Computer Aided Dispatch (CAD), centrally-accessible Records Management (RMS), and full-featured Jail Management (JMS). Traditional software can only handle one function, but this custom software is designed as an end-to-end solution comprised of applications that handle every aspect of public safety. Huber & Associates retains a highly qualified team of application developers dedicated to development and support of public safety applications.

With 25 years in business as a computer consulting and technical services provider, and extensive experience with city, county, and state public safety agencies, Huber & Associates can help you today and well into the future by providing outstanding personnel, experience, and dedication.

B.2 RELIABILITY:

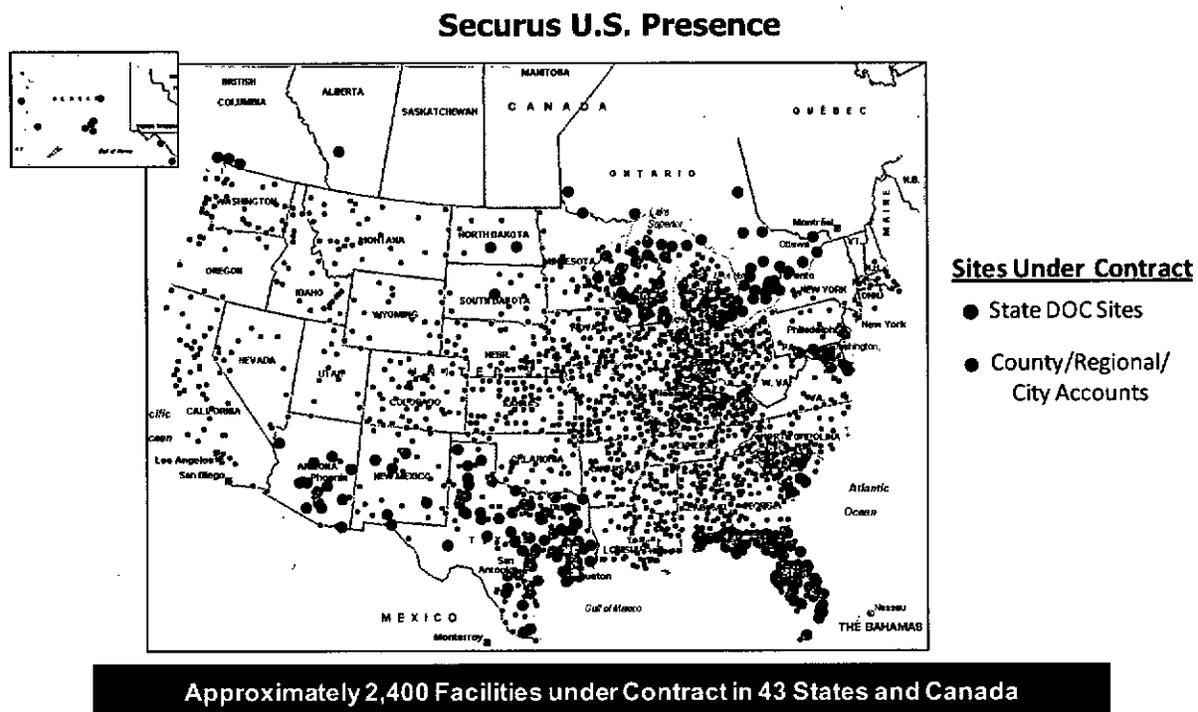
1. The offeror should provide information that documents the depth and number of resources (i.e., financial, supplies, facilities, infrastructure, and human resources) to ensure completion of all requirements herein. The offeror should document how sufficient resources will be provided to the State of Missouri.

Securus has read, agrees, and complies.

Exhibit B Experience/Reliability of Organization

Corporate Background and Expertise

Securus currently serves correctional facilities operated by city, county, state, and federal authorities and other types of confinement facilities such as juvenile detention centers and private jails. The Company provided services to approximately 2,400 correctional facilities in 44 states, the District of Columbia and Canada. Approximately 850,000 offenders are served by Securus at these facilities. Securus national presence is reflected in the following figure.



In the state Department of Corrections (DOC) space, Securus currently serves 12 of the 50 DOCs in the United States: Texas, Florida, Arizona, Maryland, Kentucky, Michigan, Indiana, North Dakota, Alaska, New Mexico, South Carolina, and Wisconsin. We also serve many "mega-county" facilities that house thousands of offenders including: Cook County, IL, Broward County, FL, Orleans Parish, LA, and Bexar County, TX, to name a few. Additionally, we are largest provider of offender services to private prison companies such as Corrections Corporation of America ("CCA") and GEO.

Serving so many correctional facilities requires Securus to have the best internal controls and processes in the industry. To that end, Securus is proud to be the only offender telecommunications provider in the U.S. that is Sarbanes-Oxley Section 404 compliant. Becoming Sarbanes-Oxley compliant in 2009 meant that an independent accounting and auditing firm completed a comprehensive and in-depth evaluation and testing of Securus' internal controls over financial reporting. The unqualified audit opinion, or compliance, confirms that the company has effective

Exhibit B Experience/Reliability of Organization

controls and safeguards in place to manage its financial information. Unlike our competitors that do not provide transparency or vigor in their financial reporting, our accomplishment reinforces that our financial statements provide the necessary depth and accuracy required for investors, rating agencies and our correctional facilities customers.

Securus, unlike any other provider in the industry, can also claim the distinction of being SAS-70 Type II certified as well. In 2009, Securus successfully completed an American Institute of Certified Public Accountants Statement on Auditing Standards No. 70 (SAS 70) certification. A SAS 70 certification indicates that an independent accounting and auditing firm completed a comprehensive and in-depth evaluation and testing of Securus' internal controls and related activities. This certification confirms that the company has effective controls and safeguards in place to manage information and data belonging to its customers. Because offender telecommunications providers, like Securus, need to install and operate highly sophisticated call management platforms and related services to meet the security and public safety needs of correctional facilities, we need to be able to accurately process, manage, and control millions of call records and call recordings for security and investigative purposes. A SAS 70 Type II report reinforces to correctional facilities and their auditors that Securus has the necessary controls in place to manage this critical information.

Corporate Resources

Securus processed 123,101,134 calls in 2009 on our inmate calling platforms. Additionally in 2009, Securus billed 1,354,112,474 minutes of use on our calling platforms. That's almost 1.5 billion minutes of use and 123 million calls! Our platform allows connections to 8.5 million Americans per year, and we have served over 100 million Americans in our history. The diversity of our customer base as well as its geographic dispersion makes Securus uniquely qualified to provide service to the Missouri Department of Corrections. As a testament to our unmatched level of customer satisfaction Securus has a customer retention rate of 95% over the past four years! Securus presently records over 1,000,000 calls per day on our SCP platform, and 63% of our current customers have already been converted to the platform we're proposing to MODOC. That makes it the most widely installed inmate telephone platform in the world. This number includes over 1,400 jails and prisons and we're adding 330 new and existing facilities to SCP every year. By 2015, we'll have 55% of the customers in the industry on SCP! That means you're going to be using a platform that's tested, proven, and scalable enough to support every jail or correctional facility in the United States.

Carrier Class Data Centers

Securus operates two Carrier Class data centers that provide the same diversity, protection and data storage as you would find in a large telephone company operation. The type, size, and breadth of the Securus customer base requires that we provide our clients with a superior level of security of call data and quality of network that requires carrier class facilities. This also has the added benefit of providing Securus with network signaling and protocols that companies without carrier class facilities cannot provide to their clients.

What does this mean to the state agency? It means that Securus provides a level of data security, call quality, and feature functionality that is clearly differentiated from our competitors. Features

Exhibit B Experience/Reliability of Organization

like real time remote call forwarding detection and three-way call detection are far more accurate and reliable as a result of this capability.

Securus Call Center with 200 Dallas-Based Employees

Securus has recognized that our industry needed to change the paradigm of friends and family customer service. We understood that our clients did not appreciate a call center that was outsourced to other countries and that friends and family members were not being provided with the level of service they deserved.

As a result, Securus has invested millions of dollars over the last year to develop and staff a Dallas based call center. Now friends and family members speak with Securus employees who are measured on their ability to resolve questions the first time and our entire call center is measured on how fast we answer calls and resolve problems to the caller's satisfaction. This call center is a major differentiator between offender telephone system providers. We urge you to closely evaluate this issue.

Corporate Financial Strength

The financial statements of all vendors providing offender telephone systems are quite different. Many have taken on large debt and as a result are heavily burdened. Securus is proud to have the least debt of any of the major companies (our debt to income ratio is 55 percent lower than our largest competitor!). Moreover, we can boast of being Sarbanes-Oxley compliant, which guarantees that we have the financial reporting safeguards in place to ensure accurate and timely payments of our financial commitment to facilities - the only offender telephone company that is compliant. Our financial trending is positive and we continue to invest in our company by developing new features on our SCP platform and hiring new people.

60 Corporate Software Development Employees

We have the largest software development team in the industry. These developers continually refine, examine and add to our existing software platform and develop new features that show up at your facility in the form of system upgrades and new product offerings. Our newest software development efforts are centered on providing call analysis technology that will assist investigators in identifying criminal activity before it happens.

Largest Account Management Team in the Industry

Over the course of the last year, Securus has invested in customer facing account management professionals by hiring over 40 new employees and providing new training programs. In all cases, the goal is to spend more time in front of the existing and potential clients and to do a better job of listening and learning how best to serve our customers. We intend to be in our accounts more often, earlier and deeper than any other account team.

Exhibit B Experience/Reliability of Organization

Securus' "Best in Class" Service Offering

Securus' secure, turnkey product offering is a key differentiator in the industry. Through our robust platforms, we offer more products and security applications than any of our competitors. The following list highlights a selection of Securus' comprehensive offering:

- Equipment and system installation
- Offender identification—biometric and/or security code validation
- Enable calls on a prepaid or collect basis to friends and family members
- Identity authentication of called party
- Restrict calls to certain parties (such as judges, jurors, witnesses and victims)
- Detection and restriction of unauthorized call forwarding
- Real-time call monitoring capabilities
- Call recording and storage
- Real-time credit quality assessment of called party
- Billing and customer care
- Interface capabilities to many commissary and jail management systems

Over the past 20 years, Securus has spent over \$100 million dollars and devoted 300,000 man-hours developing an advanced packet-based network platform that provides many cost and service advantages to its customers. We are in the process of transitioning our customers to this advanced platform from legacy, or inferior, premise-based systems that many of our competitors continue to use. The following figure highlights Securus' best-in-class secure calling systems.

Exhibit B Experience/Reliability of Organization

Secure Call Platform Features

SCA Architecture	<ul style="list-style-type: none">• The backbone of Securus' entire system, Secure Call Architecture has resulted in significantly lower operating and capital costs• Comprised of a robust data repository housing multiple data marts, each holding billions of bytes of stored• Intelligent retrieval system retrieves and processes user requests through a cross-application, cross-data-mart retrieval process
Secure Call Platform	<ul style="list-style-type: none">• Services correctional facilities as well as detainees, friends, and family members• Offers networking functions, robust system and application stability and redundancy, heightened security features, user auditing and password-specific utilities• Proprietary packet-based centralized calling platform is widely recognized as the best in the industry
SCN Secure Connect Network	<ul style="list-style-type: none">• Packet-based, digital transmission system for all communications transport• SCN allows Securus' calling platform to provide real-time turn-on/turn-off flexibility for most system features, 24x7 off-site monitoring, immediate system upgrades and repairs from one central location
S-Gate User Interface	<ul style="list-style-type: none">• Single-point, user interface provides a simple to use portal, to all programs, applications and services
Prepaid Calling Programs	<ul style="list-style-type: none">• Offers a paperless, card-free prepaid calling solution for both the called parties and the inmates (debit services)• These cards are sold to facilities or their commissaries who then sell directly to the inmates, cards may be used for both domestic and international calling
Correctional Billing Services	<ul style="list-style-type: none">• Nationwide customer care and billing center dedicated to the inmate's friends and family members open 24x7x365, offers multiple payment options including prepayment of charges, remittance directly to the local phone company credit card payments and check by phone
Additional Products and Services	<ul style="list-style-type: none">• Securus Support, "ELITE" software, Intelligent Call and Billing Management Solution (ICMS), and a multitude of applications and features that provide task-specific solutions designed to satisfy focused areas of a facility's operations

Securus wins new customers and retains existing customers not only because of its capabilities reflected above, but also because of its strong reputation in the industry of assisting law enforcement officials with preventing and solving crimes. We retain more than 95 percent of our annual revenues each year—the best in the industry. We are committed to providing the best customer service to friends and family members of offenders as demonstrated by us spending more than \$2 million dollars the past two years (2009 and 2010). This spend was used to build out a "in-sourced" Customer Call Center where Dallas based Securus employees are assisting end users versus poorly managed and highly inferior foreign call centers that our largest competitors continue to use. Lastly, Securus generally uses its own field service technicians (on payroll employees) that we can control to ensure they follow the strict guidelines our correctional facility customers demand. However, on some occasions when our clients prefer we will use partners to

Exhibit B Experience/Reliability of Organization

provide maintenance. This level of service is much better than that of our competitors, whom many continue to use third party contractors that have other priorities, which might conflict with the offender telephone provide, and therefore provide inferior customer service.

Huber & Associates

By contracting with Huber & Associates we will be able to ensure completion of all requirements herein. Huber & Associates is a Missouri-incorporated full-service Information Technology provider headquartered in Jefferson City, Missouri. Huber & Associates has a sub-office in Springfield; remote sites in Columbia, Kansas City, and St. Louis; and sales professionals, technical consultants, and business partners positioned in other locations across the country to support our global community.

In the summer of 2004, Huber & Associates moved their headquarters into a newly renovated facility in Jefferson City, Missouri, containing 20,000 square feet of office space, classroom space, and raised-floor computer room space. This facility includes an IBM Business Partner Innovation Center; one of only a limited number of IBM approved centers in the country. This facility is helping Huber & Associates expand and better support our clients by allowing us to provide additional training, planning, implementation, testing, disaster recovery and high availability services.

Huber & Associates is a **woman-owned business enterprise (WBE)** which helps with our clients' diversity spend initiatives. We are also an IBM Premier Business Partner and a Microsoft Gold Partner, and we work closely with these partners to provide reliable hardware, software, and services.

Huber & Associates focuses on delivering high-quality technical solutions and services; and we invest in skills, technologies and program offerings to ensure that the advice we give, and the products, services, and solutions we offer are of the highest quality. Our sales and technical consultants hold over 175 manufacturer certifications with IBM, CISCO, Microsoft, etc.

Huber & Associates services hundreds of accounts throughout the state of Missouri, including the State and most of its departments. Our reputation as a vendor with the State is second to none. We have dedicated a team of sales, service and administrative personnel to State accounts to ensure our reputation remains intact by providing the highest level of customer support. Our close proximity to the Missouri Department of Corrections allows us to provide immediate, as-needed resources, throughout the duration of the Offender Telephone System project. We are committed to providing all the resources necessary to ensure success!

Ensuring Sufficient Resources Will Be Provided To The State of Missouri.

Securus will provide sufficient resources to the State of Missouri throughout the life of the contract by drawing on our vast experience proving services to state Department of Corrections across the country, our national footprint of Securus employees and our partnerships with key providers. Securus has carefully studied the requirements identified in the request for proposal and has combined this with the information gathered by our account teams in advance of the RFP release. This has provided Securus with a clear understanding of your requirements and why the requirement has been included in the RFP. We not only understand what you are asking for but why you are asking for it.

Exhibit B Experience/Reliability of Organization

During the preparation of our response to the Request for Proposal, Securus has created a business plan that identifies all elements of the operating model that will be required to meet and exceed all of the RFP requirements. We have anticipated all staff requirements, all networking and operational requirements, all product and service deployment requirements and all account management requirements that are necessary to meet your needs. We have also identified all financial requirements that are required to support our proposal for the contract period. This is where there may be substantial differences between the vendors you consider. Not all vendors will be able to make the investment to provide sufficient resources that will be required to meet all of your requirements throughout the life of the contract.

Securus has also carefully considered the products and services that are required to address your requirements through our partnerships. We have constructed and have signed, teaming agreements with ShawnTech Communications, Huber & Associates and Guarded Exchange LLC to ensure that required resources and technology is available throughout the life of the contract from these partners. However, based on experience and the realities of today's economy, we know that unforeseen circumstances can compromise partners' ability to provide the necessary resources. That is why Securus has also created a "safety net" strategy in the event that a partner cannot deliver or provide adequate resources. This backup strategy is critical to ensuring success at the Missouri Department of Corrections and should be considered carefully by the MODOC. Those who do not have, or cannot afford, a backup strategy to provide adequate resources in the event a partner cannot, will severely compromise the state agencies ability to conduct business in the event of such occurrence. We understand, and proudly accept the role of Prime Contractor and will be fully accountable to the State of Missouri to provide adequate resources for the duration of the contract.

2. The offeror describe its organization and the organization of its proposed subcontractor's(s') organization(s) as it relates to the reliability and market strength/stability of the organization.

Securus has read, agrees, and complies.

The Securus Organization

Over the course of the last three years Securus has undergone a transformation that has resulted in a more customer focused, financially solid company. In mid-2008, HIG Capital, our equity sponsor, chose to bring in a new senior management team to run the company, led by Richard A. Smith, a seasoned Chief Executive Officer with more than 39 years of telecommunications experience. Mr. Smith brought with him a highly talented group of executives, having worked with each of them an average of 11 years at prior companies. Mr. Smith and Securus' executives possess more than 190 years of combined telecommunications and/or inmate telecommunications experience. Many members of the current executive team previously ran a highly successful publicly traded competitive local exchange carrier ("CLEC") called Eschelon Telecom, Inc. (NASDAQ: ESCH). At this company, the management team grew this business from inception and sold it in August 2007 to Integra Telecom, Inc. (a private CLEC) for more than \$710 million dollars.

Exhibit B Experience/Reliability of Organization

This customer-focused senior leadership team has been executing their business plan at Securus for the past three years, and has driven several initiatives to further differentiate the company from our competition including:

- Enhancing our "best-in-class" SCP system to improve performance and usability.
- Building a 250-employee in-sourced Customer Call Center in Dallas so that inmate's friends and family members do not have to deal with poor customer service from foreign call centers that most of our competitors choose to use.
- Expanding our sales and support team to give more personalized service to our correctional facility customer base.

These changes at the top of the organization as well as the associated new investments in the organization have resulted in a much stronger and customer aligned company.

A Partnership With Huber

Securus has created a team of professionals that understands the importance of keeping the state agency at the center of our value proposition. What began as a vendor relationship developed into a creative partnership through a mutual interest in providing the state agency with an offender communications and investigative platform that utilizes existing interfaces but adds new and creative solutions that deploy new technologies. The team was put together understanding that your existing environment is not "broken" but fully capable of taking advantage of new technologies. It soon became clear that there were natural synergies in play when combining the resources of Securus with those of Huber & Associates. We knew that what Huber & Associates can contribute a local presence with local knowledge, a suite of existing capabilities and talents and, a first class facility that could be used to meet more needs of the state agency. Securus on the other hand, is eager to invest in solutions for the state agency, has a rock solid offender calling platform and has the experience and talent in the DOC market to identify and spec out new services that would address "pain points" currently existing within the state agency.

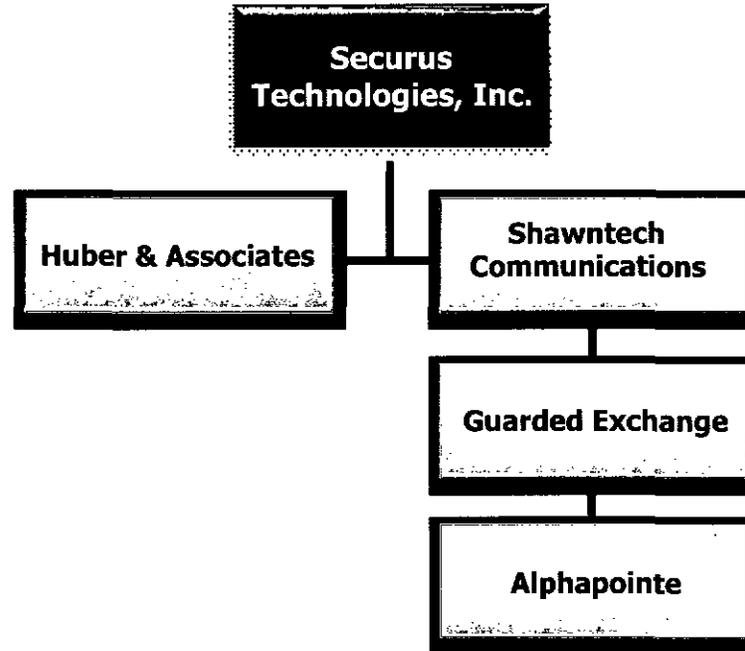
Once Huber & Associates were able to visit our Dallas offices and meet our executive team and Securus had the chance to meet with Huber at their Jefferson City location, the opportunities began to reveal themselves. The two companies worked through the Statement of Work that was provided by Huber to all vendors on behalf of the state agency. We then worked through the process of identifying additional innovative solutions where the two companies could champion new solutions such as providing a funding vehicle for program management service and mandating that the manager of another partner firm have a full time presence in Jefferson City at the offices of Huber & Associates.

As we worked through the process of assessing the specific RFP requirements, identifying the value adds that each could bring to the table and identifying other partners that could address key requirement, a more comprehensive partnership picture began to emerge based on natural synergies between the parties.

Exhibit B Experience/Reliability of Organization

Securus understood that the state agency required a solution that would guarantee that five percent of all calls were listened to and that technology was deployed to identify actionable calls for investigators. Prior to the RFP release Securus had met with Guarded Exchange as a part of our normal pre-RFP due diligence and was aware of their technology and plans to deploy a call monitoring center. What was not obvious at the time was that it would serve the state agency the best if part of the call monitoring and the manager of the group were located in Jefferson City. As a result of our partnership with Huber & Associates and our mutual commitment to the state agency, the parties agreed to locate some of the resources at the Huber & Associates facility in Jefferson City to meet RFP specifications.

Key Partnerships



Securus Technologies, Inc.

In mid-2008, HIG Capital, our equity sponsor, chose to bring in a new senior management team to run the company, led by Richard A. Smith, a seasoned Chief Executive Officer with more than 39 years of telecommunications experience. Mr. Smith brought with him a highly talented group of executives, having worked with each of them an average of 11 years at prior companies. Mr. Smith and Securus' executives possess over 190 years of combined telecommunications and/or offender telecommunications experience. Many members of the current executive team previously ran a highly successful publicly traded competitive local exchange carrier ("CLEC") called Eschelon Telecom, Inc. (NASDAQ: ESCH). At this company, the management team grew this business from inception and sold it in August 2007 to Integra Telecom, Inc. (a private CLEC) for over \$710 million dollars.

Securus' executive management team and biographies are presented as follows.

Exhibit B Experience/Reliability of Organization

Securus Management Team

Officer	Age	Industry Experience	Joined Securus	Position
Richard A. Smith	60	39	June 2008	Chief Executive Officer and President
William D. Markert	46	20	June 2008	Chief Financial Officer
Robert E. Pickens	50	21	September 2008	Chief Operating Officer
Arlin B. Goldberg	54	33	September 2008	Chief Information Officer
Dennis J. Reinhold	50	6	August 2005	Vice President, General Counsel and Secretary
Danny de Hoyos	35	10	September 2008	Vice President, Customer Service
Kathryn S. Lengyel	42	6	June 2007	Vice President, Human Resources
Patrick Brolsma	48	16	November 2008	Vice President of Enterprise Program Management & Corporate Development
Larry Ehlers	56	21	January 2009	Vice President, Applications
Joshua E. Conklin	37	12	December 2009	Vice President, Sales

Richard A. Smith **President and Chief Executive Officer**

Richard A. Smith has served as President and Chief Executive Officer of the Company since June 2008. Mr. Smith previously served as the Chief Executive Officer of Eschelon Telecom Inc., a publicly traded local exchange carrier, from August 2003 through August 2007. Mr. Smith also served as Eschelon's President, Chief Financial Officer, and Chief Operating Officer during his tenure. Prior to joining Eschelon, Mr. Smith had multiple executive level positions at Frontier Corporation. Mr. Smith holds an Associate Degree of Applied Science in Electrical Technology from the Rochester Institute of Technology, a Bachelor of Science in Electrical Engineering from the State University of New York at Buffalo, a Masters in Mathematics from the State University of New York at Brockport, and a Masters in Business Administration from the University of Rochester's Simon School. Mr. Smith previously served as a director of Integra Telecom, a privately held local exchange carrier based in Portland, Oregon and was on the Board of the Upstate Cellular Network, a partnership of Frontier Corporation and Nynex.

Exhibit B Experience/Reliability of Organization

William D. Markert **Chief Financial Officer**

William D. Markert has served as Chief Financial Officer of the Company since June 2008. From December 1999 to November 2007, Mr. Markert held executive level finance positions at Eschelon Telecom, Inc. with his most recent position being Executive Vice President of Network Finance. During Mr. Markert's employment with Eschelon, he was responsible for revenue and cost accounting and reporting, network cost management, carrier access billing and revenue and margin assurance. He also directed various merger and acquisition related projects. Prior to joining Eschelon, Mr. Markert worked for Global Crossing Limited, a publicly traded communications solutions company, in various financial, regulatory and operational management roles. Mr. Markert holds a Bachelor's degree in Business Administration from the University of Wisconsin-Whitewater and a Masters in Business Administration from the University of St. Thomas in St. Paul, Minnesota.

Robert E. Pickens **Chief Operating Officer**

Robert E. Pickens, Chief Operating Officer has served the Company since September 2008. Mr. Pickens has over 18 years of senior level telecommunications experience. Before joining Securus Technologies, Mr. Pickens was Chief Operating Officer of Eschelon Telecom. During his eleven year tenure with that organization, he held leadership positions in marketing, operations, and mergers & acquisitions integration management. Mr. Pickens has a Bachelor of Science in Business degree in Marketing and Management from the University of Minnesota Carlson School Of Management.

Arlin B. Goldberg **Chief Information Officer**

Arlin B. Goldberg has served as Chief Information Officer of the Company since September 2008. Mr. Goldberg has over 30 years of telecommunication industry experience. Previously, Mr. Goldberg served as the Executive Vice President of Information Technology for Eschelon Telecom from October 1996 until July 2007. Prior to that, Mr. Goldberg served as Director of Information Services at Frontier Corporation, and also as Director of Information Services for Enhanced TeleManagement, Inc. Early in his career, Mr. Goldberg served in a variety of roles at Norstan Communications Systems, Inc. Mr. Goldberg received his Bachelor of Science in Business degree in Accounting from the University of Minnesota Carlson School of Management.

Dennis Reinhold **Vice President, General Counsel and Secretary**

Dennis Reinhold has served as Vice President, General Counsel and Secretary of the Company since he joined us in August 2005. Prior to joining us in August 2005, Mr. Reinhold served as the Associate General Counsel of SOURCECORP, Inc. (NASDAQ: SRCP), a public company with approximately 7,000 employees worldwide that specialized in business process outsourcing of critical data and documents. Prior to his position at SOURCECORP, Mr. Reinhold served as Division General Counsel/ Director of International Legal Affairs and Assistant Secretary for AAF-McQuay, Inc. Mr. Reinhold has over 20 years of legal experience, both in law firms and in-house positions, with an emphasis in practicing in the areas of corporate and international law. Mr. Reinhold has a

Exhibit B Experience/Reliability of Organization

J.D. from St. Louis University, a B.S. in Marketing and Business Administration from the University of Illinois and he completed the Advanced Management Program at The Wharton School, University of Pennsylvania. Mr. Reinhold has served on numerous civic organizations, including the Board of Directors for the Louisville Ballet.

Danny de Hoyos **Vice President of Customer Service**

Danny de Hoyos has served as Vice President of Customer Service of the Company since September 2008. Prior to joining Securus, Mr. De Hoyos served as Director of Customer Operations for Medica located in Minneapolis, Minnesota. From 2001 through the end of 2007 Mr. de Hoyos was employed by Eschelon Telecom and served as Vice President of Customer Service and Service Delivery. Prior to joining Eschelon, Mr. de Hoyos was Director of Support Services for One World Online in Provo, Utah. Mr. de Hoyos has also held Customer Operations and Call Center Management leadership roles for other technology companies such as Big Planet and Marketing Ally. Mr. de Hoyos has a Bachelor of Science from Brigham Young University.

Kate Lengyel **Vice President of Human Resources**

Kate Lengyel has served as Vice President of Human Resources for the Company since June 2007. Prior to joining Securus in July, 2007, Ms. Lengyel held the position of Vice President of Human Resources at Excel Telecommunications from October 2005, where she was an integral part of the company's acquisition of Vartec Telecom. Ms. Lengyel acted in a leadership capacity at Stone Holdings, Inc. where she was the Director of Human Resources from November 1991 until 2005. She has created a successful track record of employee initiatives, leadership and organizational change management. Ms. Lengyel has diverse Human Resources experience in start-ups, growth and M&A situations. Ms. Lengyel holds both a Bachelor of Science in Human Development and a Masters of Education in Human Resource Development from Vanderbilt University in Nashville, Tennessee.

Exhibit B Experience/Reliability of Organization

Patrick Brolsma

Vice President of Enterprise Program Management Office and Corporate Development

Patrick W. Brolsma has served as Director of Enterprise Program Management Office and Corporate Development since November of 2008. Mr. Brolsma has over 15 years of senior level telecommunications experience. Prior to joining Securus, Mr. Brolsma spent eight years with Eschelon Telecom where he held leadership positions in Operations, Marketing, and Mergers & Acquisitions. Before Eschelon, Mr. Brolsma held various management positions at US West (Qwest), Sprint Communications, and Unisys. Mr. Brolsma has a B.S. degree in Computer Science and Marketing from Minnesota State University in Mankato, Minnesota.

Larry Ehlers

Vice President of Applications

Larry V. Ehlers has served as the Vice President of Applications since January of 2009. Prior to joining Securus Technologies, he was Vice President of OSS & Applications at Eschelon Telecom in Minneapolis, Minnesota from 2005 through 2008 and served as Vice President of Corporate Systems at Advanced Telcom in Salem, Oregon from 2000 through 2005 prior to its acquisition by Eschelon. He was the Director of Information Technology and Operations at Quintessent Communications and a consultant with Network Designs Corporation in Seattle, Washington. Prior to Network Designs Mr. Ehlers served in a variety of Information Technology roles within the manufacturing industry. Mr. Ehlers received his Bachelor of Science degree from Iowa State University and holds multiple information technology certifications.

Joshua Conklin

Vice President of Sales

Joshua Conklin has served as Vice President of Sales since December of 2009. Mr. Conklin has the responsibility for all new and existing facility sales for Securus. Prior to joining Securus, Mr. Conklin was Senior Vice President and General Manager of California and Nevada for Integra Telecom Inc. In this role, Mr. Conklin had full operational responsibility for Integra Telecom of California and Nevada including sales, customer service, network operations, new customer provisioning, and long haul network operations for the bulk of Integra's network in the western United States. Prior to joining Integra, Mr. Conklin served with Eschelon Telecom Inc. as Senior Director of Network Sales for Colorado, Minnesota, and Utah. In this capacity, Mr. Conklin was responsible for new acquisition sales in over 40% of Eschelon Telecom's network footprint. Mr. Conklin also held several other sales roles within Eschelon including Sales Director, Sales Manager, and Sales Training Manager over his 10-year career with Eschelon. Mr. Conklin holds a Bachelor of Business Administration degree from West Texas A&M University.

Financial Stability

Securus has never been in a better financial position than it is today. In March 2010, we received debt ratings upgrades by both Moody's and Standard and Poor's because of our strong earnings growth that has allowed us to deleverage our business and reduce financial risk. These debt ratings announcements can be made available, in confidence, upon request. Our S&P debt rating is now 55% lower than our largest competitor.

Exhibit B Experience/Reliability of Organization

Please refer to "Appendix H: Securus Certified Financial Statement," for our 2009 Form 10-K.

In the past, we had been the only SEC registered offender telecommunications provider in the sector. Because of our strong earnings and cash flow growth we have generated the past two years, we successfully refinanced our debt on April 30, 2010. This refinancing allowed us to pay back our publicly traded high yield bonds. With this action, we took the company private—meaning we are no longer required to report our financial results to the public. Because we are now considered a private company, Securus would be willing to share any future quarterly company results, in confidence, upon request.

Huber & Associates

Huber & Associates is proud to be in its 25 year of business. In all of those years, Huber & Associates has never maintained any long-term debt. We have substantial lines of credit with our suppliers such as Arrow Electronics (the largest IBM distributor), Ingram Micro, Tech Data, and IBM. We also have an excellent relationship and line of credit with Central Bank. You may contact Mr. Kevin Callaway at Central Bank (573-634-1145) for a reference. We typically maintain a large cash balance - at the printing of this response we had over \$4,500,000 in cash available.

In both 2010 and 2009, we had \$25 million and \$27 million respectively in sales, making Huber & Associates one of the largest IBM Business Partners in the Midwest. In the summer of 2004, we moved our headquarters into our newly renovated, multi-million dollar facility, containing roughly 20,000 square feet of office space, classroom space, and raised floor computer room space. This facility is helping Huber & Associates expand and better support our clients by allowing us to provide additional training, development, testing, implementation, disaster recovery and high availability services.

ShawnTech Communications, Inc.

ShawnTech provides installation, maintenance, and support services for inmate calling solutions and is the current provider for the Missouri Department of Corrections. ShawnTech is the leading independent provider of these services with experience on all major call processing platforms in over 350 correctional facilities nationwide, which is the quality benchmark for the industry. ShawnTech's service to platform providers minimizes system and phone downtime, resulting in greater call revenues, higher customer satisfaction, and ultimately contract retention and extensions. ShawnTech services result in system stability at correctional facilities, as well as reliable and consistent support from experienced and trained technicians.

ShawnTech Communications was established in 1986 to provide reliable telecommunications services. Now entering their 25th year of service, their service offering has grown to include installation, maintenance services, site administration, innovative solutions, and IT services to the corrections industry. They currently serve the needs of facilities in nine states and over 350 locations. ShawnTech is a minority-owned business with annual sales of \$8.6M, as of our latest fiscal year, 2010. ShawnTech Communications, Inc. has a \$1.75M line of credit through Key Bank

Exhibit B Experience/Reliability of Organization

ShawnTech Communications, Inc. Organization

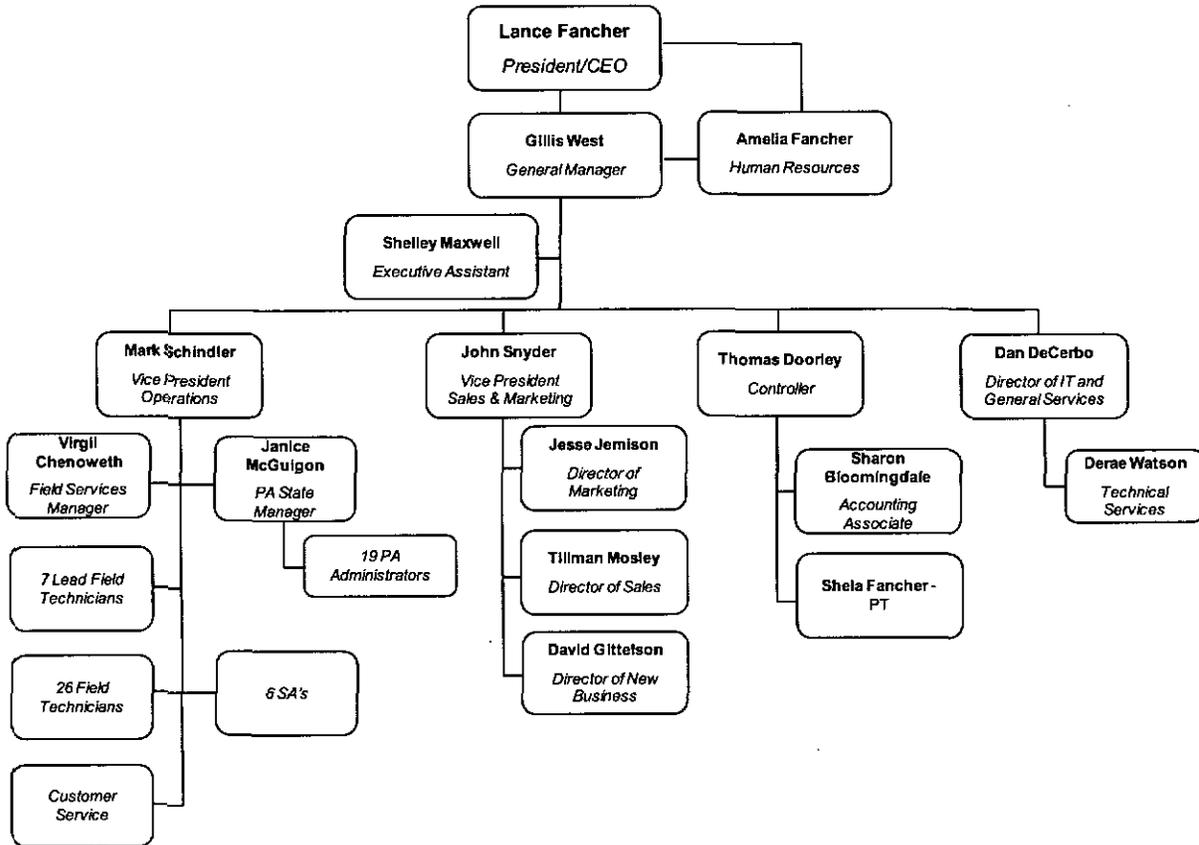


Exhibit B Experience/Reliability of Organization

Guarded Exchange

Guarded Exchange, LLC. (a Missouri corporation) is centrally located in the Lake of the Ozarks area. The corporate facility is approximately 10,000 square feet and includes office space for sales, technical, and administrative staff; and training facilities. In addition, 83 cubicles are available for monitoring staff. Guarded Exchange will locate a satellite office in the Jefferson City area to assist with monitoring operations for the Missouri Department of Corrections.

Guarded Exchange LLC Organization Chart

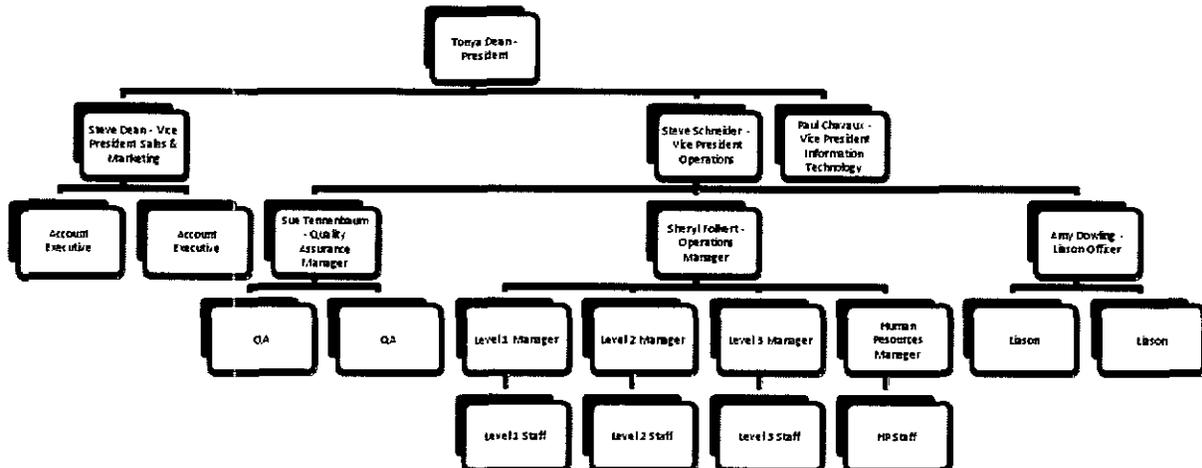


Exhibit B Experience/Reliability of Organization

3. The offeror should describe any other companies and organizations that are strategic partners or alliances. Explain what benefit(s) the agency will receive from these alliances and/or partners as it relates to the provision of the required system and services described herein. Offeror should disclose any corporate affiliations regarding other service organization affiliations, etc.

✓ Securus has read, agrees, and complies.

Huber & Associates

Description

Huber & Associates will be a valued strategic partner in our offering. Huber & Associates is a Premier IBM Business Partner and a Microsoft Gold Partner, Huber & Associates has access to IBM and Microsoft's sales, support, and implementation teams, so when their partners and clients do business with Huber & Associates, they not only gain access to the wealth of expertise available at Huber & Associates, but also to the huge resources of these partners.

Huber & Associates has been working with Securus over the course of the last year to prepare for the Securus proposal. Inclusive in this preparation are activities such as meetings at the Dallas headquarters of Securus as well as numerous meeting on site at Huber & Associates to discuss the current MODOC operating environment. These meetings have produced a clear understanding of the current commissary and trust management operation. In addition, new and creative solutions have been identified that are included in this proposal.

Benefits to the Missouri Department of Corrections

By partnering with Huber & Associates, Securus brings a partner that will provide the Missouri Department of Corrections with existing processes and services. These critical processes include existing commissary and trust banking operations as well as in facility kiosk operations. Securus has carefully designed interfaces in concert with Huber & Associates to ensure continuity of service and consistency of delivery.

ShawnTech Communications, Inc.

Description

ShawnTech provides installation, maintenance, and support services for inmate calling solutions and is the current provider for the Missouri Department of Corrections. ShawnTech is the leading independent provider of these services with experience on all major call processing platforms in over 350 correctional facilities nationwide, which is the quality benchmark for the industry. ShawnTech's service to platform providers minimizes system and phone downtime, resulting in greater call revenues, higher customer satisfaction, and ultimately contract retention and extensions. ShawnTech services result in system stability at correctional facilities, as well as reliable and consistent support from experienced and trained technicians.

ShawnTech Communications was established in 1986 to provide reliable telecommunications services. Now entering their 25th year of service, their service offering has grown to include installation, maintenance services, site administration, innovative solutions, and IT services to the

Exhibit B Experience/Reliability of Organization

corrections industry. They currently serve the needs of facilities in nine states and over 350 locations.

ShawnTech Communications is proud to be recognized as a Minority Owned Business Enterprise (MBE) and holds numerous certifications at state and local levels. In addition, they maintain certifications with State Departments of Transportation and Commerce, the National Minority Suppliers Development Council, and the Department of Administrative Services Equal Opportunity Division.

Benefits to the Missouri Department of Corrections

Securus has chosen ShawnTech communications to provide phone, workstation and wiring maintenance to provide the required security and continuity of service required at the Missouri Department of Corrections. Securus understands the importance of providing personnel that have already been provided security clearance, understands each facilities processes and is familiar with each facilities staff. Securus is partnering with ShawnTech to maintain that level of trust and experience. Moreover, Securus is enhancing the existing maintenance capabilities by adding new service reporting and monitoring capabilities as well as new updated equipment. The Missouri Department of Corrections will benefit by having new phones that will be of higher quality than presently in place resulting in less failures and complaints. Securus is also fully integrating our trouble reporting systems with that of ShawnTech to provide the Missouri Department of Corrections with additional monitoring and reporting capabilities that meet Securus' strict customer response requirements.

Guarded Exchange, LLC

Description

Securus will be providing call monitoring and call monitoring technology through a partnership with Guarded Exchange, LLC (GEX). This Missouri based company has been selected after discussions with GEX over the course of the last year with the knowledge that GEX has previously presented their technology to the Missouri Department of Corrections. Securus has appropriately analyzed Guarded Exchange's technology and supporting business plan. Securus is confident that Guarded Exchange, working in concert with Securus provided technology, will provide the required solution for the Missouri Department of Corrections.

Guarded Exchange, LLC. (a Missouri corporation) is centrally located in the Lake of the Ozarks area. The corporate facility is approximately 10,000 square feet and includes office space for sales, technical, and administrative staff; and training facilities. In addition, 83 cubicles are available for monitoring staff. Guarded Exchange will locate a satellite office in the Jefferson City area to assist with monitoring operations for the Missouri Department of Corrections.

Securus is confident that with the enhancements provided by Securus to the existing Guarded Exchange technology, the solution proposed will be substantially better and more effective than a standalone Guarded Exchange solution.

Exhibit B Experience/Reliability of Organization

Guarded Exchange will be hiring an estimated 56 staff, all within the State of Missouri, to perform the call monitoring requirements. It is estimated that total payroll will meet or exceed \$1.75million per year. In addition, Missouri corporate income tax will be paid on any profits from this service.

Benefits to the Missouri Department of Corrections

The Guarded Exchange, LLC technology solution and associated business plan was previously discussed and presented to the Missouri Department of Corrections Office of Inspector General. During these meetings additions and changes were made to fully meet the Missouri Department of Corrections requirements. Since these changes were made to the Guarded Exchange technology, Securus has evaluated the technology and further enhanced its capabilities by adding Securus capabilities. Securus believes that the resulting technology that is proposed meets the exact requirements in the RFP and will address the critical investigative needs of the Office of Inspector General.

Alphapointe Association for the Blind

Securus will be partnering with Alphapointe Association for the Blind to provide meaningful employment for blind and visually impaired workers. In concert with Guarded Exchange, Alphapointe employees will be engaged to provide phone call monitoring and associated reporting.

Alphapointe is a private, non-profit 501(c) (3) organization that has continued to serve people who are blind and visually impaired in the Kansas City, Missouri community and surrounding region since 1911. Alphapointe Association for the Blind is the largest single employer of visually impaired individuals, employing 176 people, and is the only comprehensive rehabilitation and education agency for people with vision loss in the state of Missouri, serving over 4,000 individuals.

Alphapointe's Mission is to empower people with vision loss to maximize their independence. Their values include:

- A passion for serving people with all types and levels of vision loss.
- Creative initiative and value change as opportunity.
- A positive and safe environment through teamwork.
- Accountable for our commitments and for our results.
- Putting people and families first by treating everyone with honesty and integrity.

Benefits to the Missouri Department of Corrections

By partnering with Alphapointe Association for the Blind, the Missouri Department of Corrections will be providing indirect support and employment for a segment of the Missouri population that is suffering an approximately 85% unemployment rate. MODOC will be providing meaningful work to skilled workers who have a keen sense of listening and are fully capable of performing the type of work they will be asked to perform. These employees will be paying taxes and contributing to the economy of the State of Missouri.

Exhibit B Experience/Reliability of Organization

4. The offeror should indicate whether there is currently and within the past twelve (12) months any legal actions, suits, or proceeding, pending or threatened against the offeror's organization. Explain any such circumstances. For any subcontractors proposed, the same information should be provided for each subcontractor's organization.

☑ **Securus has read, agrees, and complies.**

Securus Technologies, Inc.

In response to indicate whether there is currently and within the past twelve (12) months any legal actions, suits, or proceeding, pending or threatened against the offeror's organization, and further, to explain such circumstances the Offeror, Securus Technologies, Inc. (the "Offeror") has, from time to time, been subject to various legal proceedings that arise in the ordinary course of business operations. The Vendor believes that the ultimate disposition of the litigation will not have a material impact on its financial condition or its ability to perform under the proposed contract.

Litigation

In June 2000 regarding a case styled Sandra Judd, Tara Herivel, and Zuraya Wright, for themselves, and on behalf of all similarly situated persons, v. American Telephone and Telegraph Company, and T-Netix, Inc., T-Netix was named, along with AT&T, in a lawsuit in the Superior Court of King County, Washington, in which two private citizens (Sandra Judd and Zuraya Wright) allege violations of state rules requiring pre-connect audible disclosure of rates as required by Washington statutes and regulations. **T-Netix and other defendants successfully obtained dismissal and a "primary jurisdiction" referral in 2002. In 2005, after several years of inactivity before the Washington Utilities and Transportation Commission ("WUTC"), T-Netix prevailed at the trial court in securing an order entering summary judgment on the grounds of lack of standing, but that decision was reversed by an intermediate Washington state appellate court in December 2006.** On April 21, 2010, the Administrative Law Judge granted T-Netix's Motion for Summary Determination, holding that it is not an Operator Service Provider ("OSP") and thus the rate disclosure rule does not apply to it. The case will proceed as to whether AT&T, who was found to be the OSP, violated the rule; as well as AT&T's cross claim against T-Netix for indemnification. T-Netix has most recently filed responses to Bench Requests issued by the Judge and are awaiting further action from the Court.

On October 11, 2005 in the matter Michael R. Ray, v. Evercom Systems, Inc., et al. an inmate sued several county detention centers and DOCs in South Carolina, along with Evercom and other inmate service providers, claiming violation of the Sherman Anti-trust Act, among other things. An Order was entered in May 2009 denying all Plaintiff's motions and the case was committed to the Magistrate Judge for further proceedings. In August 2009 the Magistrate recommended to the District Court that it dismiss the complaint for and on September 15, 2009 an Order of Dismissal was signed and entered by the Court, dismissing all of Plaintiff's Federal claims with prejudice. Plaintiff's claim for violation of the Sherman Anti-Trust Act is dismissed with prejudice. Plaintiff's claim for Monopolizing Trade in violation of 15 U.S.C. § 2 is also dismissed with prejudice. Plaintiff's remaining state law claims are dismissed without prejudice for lack of subject matter jurisdiction under 28 U.S.C. § 1367 as this court declines to exercise jurisdiction over them. Plaintiff

Exhibit B Experience/Reliability of Organization

appealed the case in September 2009; however the Fourth Circuit Court affirmed dismissal of the case on May 24, 2010.

In May 2006, regarding *Evercom Systems, Inc. v. Iowa Utilities Board and Office of Consumer Advocate*, the Consumer Advocate Division of the Iowa Department of Justice (Office of Consumer Advocate or "OCA") petitioned the Iowa Utilities Board ("Board") to assess civil penalties against Evercom Systems, Inc. ("Evercom") for a cramming violation, Docket No. FCU-06-40. The petition involved a complaint alleging Evercom impermissibly billed an end-user customer for collect telephone calls, without authorization, in violation of Iowa's anti-cramming law. Evercom denied this allegation and it was established that the charges appearing on the end-user customer's bill were the result of fraudulent activity by an inmate and an outside third party. The third-party fraud was not disputed; however, the OCA contended that Evercom failed to take sufficient measures to prevent the fraud. The Board issued an order fining Evercom \$2,500. An appeal of the Board's decision was filed with the Iowa District Court for Polk County on October 2, 2008. On February 18, 2009 the District Court "reversed" the Board's decision and found Evercom "committed no violation." On March 18, 2009 the Board appealed the lower court's reversal to the Iowa Supreme Court. The Iowa Supreme court remanded the case to an Iowa Appeals Court that, on Feb. 10, 2010 upheld the Board's decision. On March 2, 2010 Evercom filed an Appeal to the Iowa Supreme Court. On August 10, 2010 the Iowa Supreme Court granted "further review" of Evercom's Appeal, therefore the Court did not dismiss the case without review. Evercom is awaiting a ruling from the Iowa Supreme Court, however, due to 3 members of the Iowa Supreme Court leaving as of January 1, 2011, it is anticipated that any ruling will be delayed.

In *Rebecca Adams v. Cass County Missouri, T-Netix, Inc., and Securus Technologies, Inc.* on August 27, 2009 Plaintiff filed petition against Defendants in connection with the death of her daughter, Teresa Adams, who allegedly committed suicide on April 3, 2008 while detained in the Cass County Jail by hanging herself with a 32 inch telephone cord. Pursuant to Section 508.090 Plaintiff alleges entitlement to recover damages in excess of \$25,000.00 that Teresa Adams suffered between the time of injury and the time of death and for the recovery for which she might have maintained an action had death not ensued; pecuniary losses suffered by reason of her death; funeral expenses; the reasonable value of the services, consortium, companionship, comfort, instruction, guidance, counsel, training, and support of which those on whose behalf suit may be brought have been deprived by reason of such death; and mitigating or aggravating circumstances. The case is currently going through discovery. We express no opinion or evaluation of an unfavorable outcome or estimate of the amount or range of the potential gain.

On October 2, 2009 in *Allied Bail Bonds, Inc. an Idaho Corporation v. Kootenai County, Evercom Systems, Inc., a Texas Corporation* Plaintiff filed complaint against Defendants alleging that Kootenai County charges illegal fees causing \$10,000 damage to Plaintiff to be proved at trial and tripled pursuant to Idaho Code 31-3218. Plaintiff also alleges the contract between Kootenai County and Evercom Systems, Inc. ("Evercom") is illegal and should therefore be declared illegal and therefore, void and unenforceable or in the alternative be forced to reduce its rates charged for collect calls. Plaintiff seeks judgment for damages in excess of \$10,000 including attorneys' fees and court costs. Evercom filed a *Motion to Dismiss Second Amended Complaint and a Protective Order* preventing discovery was entered on March 12, 2010. Oral argument was heard on Evercom's

Exhibit B Experience/Reliability of Organization

Motion to Dismiss on March 31, 2010 and the Court accepted Evercom's argument that plaintiff has no right of action under the public procurement code, and the statute regarding "fees" paid to county officials does not apply. The Court granted a dismissal on June 3, 2010. In October 2010 both parties reached a confidential settlement agreement which is currently being finalized for execution by all parties. The Judge held a hearing on Evercom's Motion for Fees on January 21, 2011, but made no ruling from the bench. No estimate was given for his time of decision.

In Millicorp, a Florida corporation d/b/a ConsCallHome.com v. Global Tel*Link Corporation, a Delaware corporation; Securus Technologies, Inc., a Texas corporation; T-Netix Telecommunications Services, Inc., a Texas corporation; Evercom Systems, Inc., a Texas corporation on October 15, 2009 in Plaintiff filed complaint in Federal court against the Company and one of its competitors. Millicorp, a proprietor of what the Company has described to the FCC as a "call diverter", has sued these companies under the Communications Act of 1934, alleging that the companies have no right to block attempts by inmates to use the call diversion scheme. The FCC has permitted inmate telecommunications service providers to block such attempts since 1991, and the Company had sought re-affirmance of that permission in a Petition for Declaratory Ruling filed with the FCC on July 24, 2009. In December 2009, the Court was notified of Millicorp's complaint filed with the FCC Enforcement Bureau. It is believed this is additional evidence that the Court should not hear this case. After awaiting a ruling by the Court the US District Court for the Southern District of Florida ruled on Defendants, Securus', T-Netix's and Evercom's Motion to Dismiss requesting all claims be dismissed on April 14, 2010 on the grounds that Plaintiff had sought relief first at the FCC, and thus the case is barred by Section 207 of the Communications Act, and the FCC has jurisdiction, not the Court.

Four female inmates who are living with hearing disabilities, and who are incarcerated in Texas Dept. of Criminal Justice's Lane Murray Unit in Travis County, Texas, filed a Petition on February 10, 2010 against Securus Technologies, Inc., the Executive Director of the TDCJ and the Director of the TDCJ Parole Division in a case styled Leslie Arrington, et al v. Securus Technologies, Inc., et al. alleging that Defendants deny them reasonable accommodations for their hearing disabilities. Securus believes it has no liability because it installed all ADA/TDD phones per Embarq's contract with TDCJ and such phones were tested and operate properly. On March 3, 2010 Securus was properly served through its national registered agent. Securus denies all allegations in the Original Petition based on that no contract exists between TDCJ and Securus. Securus believes Plaintiffs' allegations against Securus lack evidentiary support, are groundless, and accordingly, this suit against Securus is subject to claims: 1) that Plaintiff has violated Chapter 10.001(1), (2) and (3) of the Texas Civil Practices and Remedies Code, and/or, 2) the suit is brought in bad faith or for the purposes of harassment, or for other improper reasons, the violation of Rule 13 of the Texas Rules of Civil Procedure. On December 29, 2010 Plaintiffs filed Motion for a Temporary Restraining Order and Temporary Injunction. While Securus awaits further action from the court it expresses no opinion or evaluation of an unfavorable outcome or estimate of the amount or range of the potential gain.

In the United States District Court for the Western District of Texas, Austin, Texas, in a case styled Antonio Maurice Lacy, et al. v. Texas Board of Criminal Justice, et al. two TDCJ inmates filed a class action complaint on August 2, 2010 against Securus, John Whitmire, a Texas State Senator, Embarq

Exhibit B Experience/Reliability of Organization

and TDCJ, et al alleging violation of constitutional rights and allegations of extortion and a conspiracy by Defendants in violation of Senate Bill 1580 in lieu of House Bill 1888. Securus received service of the summons and class action complaint on October 29, 2010. On February 7, 2011 an Order of Dismissal for Failure to State a Claim and a Judgment dismissing the case was entered by the Court.

On August 5, 2010 Plaintiff, an inmate currently incarcerated in the Ohio Reformatory for Women located in Union County, Ohio filed suit against Defendants in a matter styled Rosezetta LaFoe v. Evercom Systems, Inc. and T-Netix, Inc. After having been arrested on or about July 31, 2009 in Miami County, Ohio and charged with allegedly violating laws regarding operating a brothel and sexual activity for hire in violation of Section 2907.25(A) of the Ohio Revised Code, Plaintiff alleges Defendant was operating an automated jail information service for the Miami County Incarceration Facility to the public through a telephone hotline which was accessed by a Troy Daily News reporter who published an article in August 2009 that allegedly has caused the Plaintiff to suffer public hatred, contempt, ridicule, shame, and loss of her reputation, causing her damages in excess of \$25,000.00. Defendants' insurance is assuming the defense and an initial response was filed on September 7, 2010. Evercom/T-Netix filed an affidavit in support of Motion for Summary Judgment on December 1, 2010. On December 14, 2010 Plaintiff filed Notice of Voluntary Dismissal without Prejudice. Under Ohio rules, Plaintiff has one year to re-file the claim.

A class action complaint demanding a jury trial was filed on October 7, 2010 alleging unfair and unlawful business practices by Defendant in a matter styled Rachel Fishenfeld, et al v. Evercom Systems, Inc., et al. After Securus' counsel sent a letter of response to the Plaintiff's CLRA request letter on December 20, 2010, Plaintiff filed Notice of Voluntary Dismissal on February 18, 2011. Dismissal is without prejudice.

Conclusion

By this response, the Offeror has used its best efforts to provide a thorough statement based upon records accessible to the Offeror. The descriptions are intended to fully satisfy the request for a statement explaining the litigation of the Offeror, while recognizing that certain outside persons having access to this publicly available document could use information for inappropriate purposes, unintended by the requesting party. If any additional specifics are required related to matters described herein the Offeror will certainly accommodate any such reasonable request.

Exhibit B Experience/Reliability of Organization

Huber & Associates

Our strategic partner, Huber & Associates, has never had any legal actions, suits, or proceedings, pending or threatened against our organization.

Guarded Exchange LLC

Guarded Exchange, LLC currently has no legal actions, suits, or proceedings, whether pending or threatened. In the past 12 months, Guarded Exchange, LLC has had no legal actions, suits, or proceedings brought against it.

ShawnTech Communications

ShawnTech Communications, Inc. reports no activity, current, or within the past twelve (12) months regarding any legal actions, suits, or proceeding, pending or threatened against the organization

5. The offeror should indicate whether it has had contracts with other governmental and/or private entities that have been canceled prior to expiration or contracts not renewed after the initial contract period within the past five (5) years. Explain any such circumstances/reasons for the cancellation and/or non-renewal.

Securus has read, agrees, and complies.

Securus has had contracts with other entities that have been canceled prior to expiration or have not renewed after the initial contract period within the past five years.

Securus **has never** had a contract terminated for cause. Securus maintains an exceptional renewal rate on the current business that is higher than the industry average. In the event Securus did not renew a contract from 2006 through 2010, it was due to one of the following circumstances:

- Customers either closed and moved inmates into a different facilities or decided to not have an inmate telephone service
- Customers moved to their State contract
- Customers became a private facility and therefore were obligated to use a different vendor
- Juvenile Centers decided to tie to the County contract that was available to them per state law
- Lost during a competitive bid process

Securus continues to grow the customer base with over 212 new customers from 2006 to 2010. These new customers represent both private, local, County, and State, which include, but is not limited to, such customers as Texas Department of Criminal Justice, Florida Department of Criminal Justice, Arizona Department of Criminal Justice, Cook County, IL, and Tarrant County, TX. Our ability to win new customers provides Securus with a net gain of 139,551 inmates that connect using Securus calling solutions.

Exhibit B Experience/Reliability of Organization

NOTE: FAILURE TO PROVIDE ADEQUATE INFORMATION TO COMPLETELY ADDRESS THE SPECIFIED EVALUATION CRITERIA WILL AT LEAST RESULT IN MINIMAL SUBJECTIVE CONSIDERATION AND MAY RESULT IN REJECTION OF THE OFFEROR'S PROPOSAL.

Securus has read, agrees, and complies.

Exhibit B Experience/Reliability of Organization

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EXHIBIT C
PROPOSED METHOD OF PERFORMANCE, SOLUTION FUNCTIONALITY, AND EXPERTISE OF PERSONNEL

(Evaluation is 80 points)

The evaluation of the offeror's proposed method of performance, solution functionality, and expertise of personnel shall be subjective based on the requirements stated herein. Therefore, the offeror should present detailed information for meeting the objectives and tasks specified in the RFP. The following information should be provided by the offeror in order to verify their method of performance, solution functionality, and expertise of personnel. The state reserves the right to use this information, including information gained from any other source, in the evaluation process.

It is the offeror's responsibility to make sure all products and services proposed are adequately described. It should not be assumed that the evaluator has specific knowledge of the products and services proposed; however, the evaluator does have sufficient technical background to conduct an evaluation when presented complete information.

NOTE: FAILURE TO PROVIDE ADEQUATE INFORMATION TO COMPLETELY ADDRESS THE SPECIFIED EVALUATION CRITERIA WILL AT LEAST RESULT IN MINIMAL SUBJECTIVE CONSIDERATION AND MAY RESULT IN REJECTION OF THE OFFEROR'S PROPOSAL.

C.1 FUNCTIONAL AND TECHNICAL CAPABILITIES AND PROPOSED METHOD OF PERFORMANCE:

1. Within the offeror's response to Exhibit C, the offeror should detail how they intend to satisfy the requirements outlined in the Functional, Technical, and Performance Specifications and Requirements, Section 2, herein. In doing so, the offeror should insert their response immediately following the paragraph to which they are responding in the Functional, Technical, and Performance Specifications and Requirements Section of the RFP. *The offeror should describe how the requirements will be fulfilled by the proposed service offerings to include by whom, when, with what, why, where, etc., the requirements will be satisfied.*

☑ Securus has read, agrees, and complies.

Securus has provided direct responses to all items in Section 2, herein. In each response, Securus has strived to provide an answer that is directly responsive to the question and then add additional information that addresses the "by whom, when, with what, where, and so forth. At the same time Securus' answer is brief and to the point of the question. Securus welcomes the opportunity to amplify, elaborate, clarify, or expand on the answer given at any opportunity.

Securus contacted the State office of Administration contact to ensure our understanding of how best to answer this section. Our confusion was in whether or not to provide a copy of the answers to Section 2 in total, in this Section. Clarification was provided to Securus indicating that providing copies to Section 2 in this section was not necessary.

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

A simple "yes, no, or compliant" response does not fulfill this description request. The offeror should present a detailed description of all products and services proposed in the offeror's response. It is the offeror's responsibility to make sure all requirements are adequately described.

- ☑ **Securus has read, agrees, and complies.**

PLEASE USE THE SAME PARAGRAPH NUMBERING SCHEME OF THE RFP WHEN RESPONDING TO EACH PERFORMANCE SPECIFICATION.

In particular the offeror should provide specific, detailed information, and be able to demonstrate the functionality, related to the following:

- ☑ **Securus has read, agrees, and complies.**

The following responses are provided to amplify the existing information and to add additional information for each of the following items because of the perceived importance of each item to the state agency.

a. Proposed Calling Hardware Features and Capabilities

- ☑ **Securus has read, agrees, and complies.**

SCP Capabilities

Securus is proposing our Secure Call Platform™ (SCP) as our Inmate Telephone System technology. Our SCP is a fully digital system that provides industry leading, crystal clear delivery of voice communication—important in the environment that it operates within. Securus has installed this system at over 1,000 facilities. With our unique ability to upgrade the system as technology advances, SCP provides you with access to the latest technology without delay and without unnecessary confusion and labor.

The advantages of SCP derive primarily from its carrier-class centralized architecture. All centralized platforms are not created equal; many centralized platforms are simply premises-based systems that have been moved to a central location.

SCP's centralized architecture features:

- Minimal on-site equipment which allows us to: (i) expedite installations due to fewer components and minimal needs for on-site work; (ii) reduce time-to-repair; and, (iii) ensure call recordings are protected and are backed up in real-time, rather than through a time consuming and risky nightly batch process.
- Scalable system design which allows us to: (i) update functionality with ease and with minimal disruption; (ii) turn-up new sites with ease; (iii) keep all sites on same software releases; (iv) standardize training and avoid unnecessary end-user confusion; and, (v) make sure sites always have the latest technology for call management, public safety, and investigations.

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

- Pro-active network monitoring which allows us to (i) offer a carrier-class central office/data center that allows for system monitoring and quick fault identification and isolation; (ii) reduce downtime and improve end-user satisfaction; and, (iii) diagnose and resolve issues on your system, often before you notice a problem yourself--our records indicate that our monitoring systems reduced direct facility service issues by approximately 40%, because it discovers and resolves issues before they become a problem for the facility.
- Securus, through our subsidiaries, has been providing communications platforms and investigative services to the correctional industry for over 22 years. Our focus and experience allows us to custom tailor programs and platforms to make sure your needs are met, not only at contract award time, but throughout the length of our contract. Our experience and our extensive customer base allows us to keep a finger on the pulse of the corrections industry, identifying trends in inmate calling and adapting to an ever-evolving secure calling and investigative management industry. We process more than 40 million calls each month on approximately 52 thousand lines. Our footprint provides service to over 1 million inmates. We are proud of our service to over 450,000 state DOC inmates in 12 state DOC's that use calling platforms. The Texas Department of Criminal Justice (TDCJ) subcontract award was one of our most recent DOC additions. Securus is responsible for installing, maintaining and managing the SCP system at 114 TDCJ facilities.

Securus Secure Call Platform

The Securus Secure Call Platform (SCP) has over 450 features that are currently available. As a general summary, Securus features are grouped into the following categories followed by the number of features in each category.

SCP Features

- Administrator Portal (6)
- Alerts (5)
- Announcements (14)
- Burning Calls to External Media (10)
- Call Recording Management (33)
- Call Tracker (7)
- Call Restrictions (23)
- Calling Schedules (5)
- Cardless Pre-paid with Block Purchases (6)
- Commissary Order by Phone (4)
- Covert Alert (16)
- Crime Tip (19)
- DTMF Prevention/Detection (2)
- DTN Lock (2)

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- Global Allowed Numbers (7)
- Officer Check-In (5)
- Identify Station (5)
- Informant Line (1)
- Offender Name Re-use (5)
- Integration (6)
- International Calling (3)
- Investigative Reports (50)
- Language Choices (16)
- Line Supervision (6)
- Live Monitoring (31)
- Mute Acceptance Call Progression (1)
- Number Restrictions (12)
- On Demand Messaging (voicemail) (3)
- On Line Help (1)
- PAN/Auto PAN (9)
- Phone on / off Soft Switch (by Phone, group of phones, site) (6)
- PIN - Auto PIN / E-Imports (19)
- PIN - Manual PIN Management (24)
- Prepaid Calling Cards (6)
- Pro-bono (4)
- Recording Storage Options (10)
- Remote Call Forwarding Detection & Prevention (5)
- SCP Debit (13)
- Security Templates (12)
- System Access (6)
- System Logging (11)
- TDD/TTY (1)
- Three Way Detection & Prevention (6)
- Trust Fund Acceleration (1)
- Visitation-3D (1)
- Visitation (Monitoring & Recording) (11)
- Voice Biometrics (9)

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Each feature has been developed either in direct response to our client's requirements or a perceived need by the general market. Securus holds more than 70 patents and more than 50 pending for various features and continues to develop additional features; Securus provides a level of technology insulation throughout the contract period by providing at least three system updates per year.

Carrier Class Data Centers

Securus operates two Carrier Class data centers that provide the same diversity, protection and data storage as you would find in a large telephone company operation. The type, size, and breadth of the Securus customer base requires that we provide our clients with a superior level of security of call data and quality of network that requires carrier class facilities. This also has the added benefit of providing Securus with network signaling and protocols that companies without carrier class facilities cannot provide to their clients.

What does this mean to the state agency? It means that Securus provides a level of data security, call quality, and feature functionality that is clearly differentiated from our competitors. Features like real time remote call forwarding detection and three-way call detection are far more accurate and reliable as a result of this capability.

Securus Call Center with 200 Dallas-Based Employees

Securus has recognized that our industry needed to change the paradigm of friends and family customer service. We understood that our clients did not appreciate a call center that was outsourced to other countries and that friends and family members were not being provided with the level of service they deserved.

As a result, Securus has invested millions of dollars over the last year to develop and staff a Dallas based call center. Now friends and family members speak with Securus employees who are measured on their ability to resolve questions the first time and our entire call center is measured on how fast we answer calls and resolve problems to the caller's satisfaction. This call center is a major differentiator between offender telephone system providers. We urge you to closely evaluate this issue.

Corporate Financial Strength

The financial statements of all vendors providing offender telephone systems are quite different. Many have taken on large debt and as a result are heavily burdened. Securus is proud to have the least debt of any of the major companies (our debt to income ratio is 55 percent lower than our nearest competitor!). Moreover, we can boast of being Sarbanes-Oxley compliant, which guarantees that we have the financial reporting safeguards in place to ensure accurate and timely payments of our financial commitment to facilities – the only offender telephone company that is compliant. Our financial trending is positive and we continue to invest in our company by developing new features on our SCP platform and hiring new people.

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60 Corporate Software Development Employees

We have the largest software development team in the industry. These developers continually refine, examine and add to our existing software platform and develop new features that show up at your facility in the form of system upgrades and new product offerings. Our newest software development efforts are centered on providing call analysis technology that will assist investigators in identifying criminal activity before it happens.

Largest Account Management Team in the Industry

Over the course of the last year, Securus has invested in customer facing account management professionals by hiring over 40 new employees and providing new training programs. In all cases, the goal is to spend more time in front of the existing and potential clients and to do a better job of listening and learning how best to serve our customers. We intend to be in our accounts more often, earlier and deeper than any other account team.

b. Proposed System's Recording and Monitoring Features and Capabilities

✓ Securus has read, agrees, and complies.

SCP Call Recording Features

The SCP's call recording features are summarized as follows:

- Can be turned on or off on an offender basis or for the entire system.
- Can be timed to begin at a specific time and end at a specific time, which can apply to a particular offender's PIN or a specific phone.
- Configurable by site
- Can record all phones simultaneously
- Is password protected to protect security
- Privileged calls are protected from recording
- Can be played back to speaker or other output audio device
- Can be accompanied by case notes
- Can include warning announcement to provide legal announcement of recording
- Is configurable to require offender acknowledge and approval of recording before each call
- Called Party is required to acknowledge and approve the possibility of call recording prior to the start of the call.
- Acknowledgement and approval of recording from both the offender and called party (Admonitions acceptance) is obtained on all calls for both selective and comprehensive recording.
- Recording may be saved as a .wav file and emailed
- Configure storage rules at customer level

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- Ability to download single WAV file, without the need for going through the CD Burning or Image creation process
- The system allows for users to select file format (such as OGG, WAV, GSM, MPG) on the fly when creating a CD image.

SCP Call Monitoring Features

The SCP's call monitoring features are summarized as follows:

- Scan active calls for specified amount of time per call, such as 30 seconds of live monitoring, then move to the next for 30 seconds, and then the next (Scan Patrol feature)
- Terminate calls on demand
- Forward calls to investigator
- View recent phone history when selected through the Live Monitor feature
- Show all phones
- Show only active phones
- Select groups of phones to monitor
- Select specific phones to monitor
- Customer-level view
- Select specific sites to monitor
- Show phone location
- Show offender account number
- Show offender PIN or account number
- Show destination phone number (called party)
- Show destination city
- Show destination state
- Show call duration
- Show call status (such as, call setup, in progress, and dialing)
- Show restrictions applied to DTN (such as watched, free, and private)
- Live call audio monitoring
- On screen call progress monitoring
- Allows real-time viewing of station status
- Allows visual on-screen alarm notification.
- Select a station to monitor
- Protect privileged calls from monitoring
- Access calls in progress with no indication perceptible to the offender or called party.

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- Ability to have system call any phone to perform audio monitor function
- View recent history of calls placed to a phone number when selected through the Live Monitor feature

When monitoring a call "live," users can select a phone number being called (in progress) or a phone being used to place the call and drill down into a 30-day history of calls placed from that phone or to the phone number.

The Scan Patrol feature provides an entry box on the live monitor page to enter a specified amount of time to scan through live calls. Additionally, the feature provides "Start," "Stop," and "Continue" buttons for scanning live calls.

SCP Recording and Monitoring Capabilities

Recording and monitoring on the SCP OTS is controlled by the primary centralized data center. In milliseconds a call request from the offender is received, the call is analyzed for call restrictions then processed and presented for recording. If a call is to a phone numbers that is set as "do not record" (attorneys, private etc.) the call will not be recorded and will be blocked from being monitored. Appropriate call prompts are played before and during the call and the two-way voice path is opened only after the called party accepts the call.

Call monitoring is achieved through the Securus S-Gate user interface, which can be accessed through any computer that has a web connection and the proper user credentials. With only a few keystrokes, the user enters their password and will be presented with the menu screen which identifies several "radio" buttons used to select call monitoring. Once the appropriate button is selected, the user will be presented with a call monitoring screen that will provide the user with a host of choices including calls in process and available for monitoring. Users would simply click on the phone icon to begin monitoring the call.

Users can also be alerted to the presence of a call in progress through the covert alert feature that automatically notifies a user that a call of interest is being attempted and/or is in progress. If the user inputs the proper PIN, the user will be connected to the call anonymously. The user will also have the option to barge-in to the call if necessary.

c. Proposed Method for Providing Monitoring and Review Technology and Staff for 5% of Calls

Securus has read, agrees, and complies.

Securus evaluated several options for providing Monitoring and Review Technology and Staffing for listening to five (5%) percent of offender calls. Securus met with the principals of the two local providers of this service and considered providing the service through our own Dallas-based call center.

After careful consideration of the quality of the technology available in the market, visiting the actual site of one of the providers, and hosting a demonstration meeting at our headquarters in Dallas; Securus decided to partner with Guarded Exchange LLC. We were impressed with their efforts to clearly understand the state agency's requirements and with their development efforts in advance of the RFP.

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We considered their scalability and plans for deployment over the implementation period and throughout the contract. Finally, we considered whether they were the best match for our strategy to provide the state agency with the best offender calling platform, the best account management, and the best service available. We also carefully considered how we could add value to their platform and provide a clearly differentiated solution when considering other vendors proposals.

As a result, Securus and Guarded Exchange have formed an alliance that will provide the state agency with new technology and call monitoring resources that will achieve the required results of listening to and applying technology to five (5) percent of all calls. Moreover, we have identified several key features that will be provided by Securus, which will enhance the Guarded Exchange offering and result in a higher number of "actionable" calls provided to investigators. Those added features include, but are not limited to the following:

- Patented three way-calling detection
- Carrier class remote call forward detection
- Securus provided continuous voice verification (optional)
- Key word search (Word Spotting)
- Investigator call tracker

Guarded Exchange has also committed to providing the appropriate number of call center personnel in Missouri to be able to achieve the five (5%) percent requirement and will locate several of those employees at the Jefferson City location. A manager who will interface with the Office of Inspector on a daily, weekly, or monthly basis as required by the state agency will be located at this site.

Securus feels very positive about the success of our partnership with Guarded Exchange and the mutual commitment to the goals of the state agency.

d. Proposed System Storage/Retention/Archiving Capabilities

Securus has read, agrees, and complies.

The SCP OTS will store a minimum of one (1) year of call recordings and detail at the primary location. Securus will be responsible for recording and storing each offender call and the call detail as they occur in real-time to a central primary recording and storage location and then back up recordings to a secondary storage location.

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Safe, Secure Storage Area Network

Securus will store the state agency's call recordings for the life of the contract for access by authorized users. The state agency's call recordings are stored in Securus' primary centralized Disaster-Resistant Carrier-Class Data Centers, which are managed under the direct supervision of Securus with maintenance performed by trained data center personnel. Additionally, all equipment used to store recordings is monitored by Securus' fully staffed Network Operations Center (NOC) 24x7x365.

The SCP system writes all recorded calls to two storage area networks (SANs) initially, using two separate connections to the different SANs, providing for primary data center redundancy.

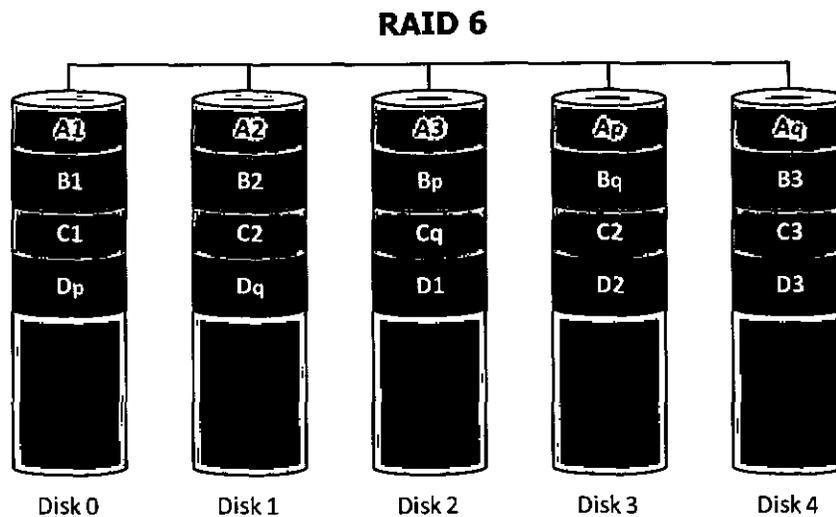
A SAN is a high-speed special-purpose network or sub-network that interconnects different kinds of mass storage and shared storage devices (such as mass disk arrays, and optical jukeboxes) with associated data servers. The SAN architecture makes all storage devices available to all servers on local area networks (LAN) or wide area networks (WAN). As more storage devices are added to a SAN, they too become accessible from any server in the larger network. SANs use a series of standards to spread data across multiple drives for additional protection and redundancy. This technology enables SANs to deliver not only superior performance, but also fault tolerance to disk failures thereby ensuring that data is no longer susceptible to loss due to individual drive failure. Accordingly, SANs provide the state agency with the ultimate protection against single drive, or server failures, and the broad interoperability required for critical data and application as well as increased security for each call recording.

Redundant Array of Independent Disks

Within the SAN, the SCP system utilizes, among other storage, Redundant Array of Independent Disks (RAID 6) technology. RAID is a technology that provides increased storage functions and reliability through redundancy. This is achieved by combining multiple disk drive components into a logical unit, where data is distributed across the drives in one of several ways called "RAID levels."

RAID 6 allows for data striping with dual distributed parity versus storing only one parity, and error correction information such as RAID 5 does, which are arranged in such a way that even if one of the hard disk drives fails during the data recovery process, the systems continues to be operational, with no data loss. The following figure depicts the RAID 6 technology concept.

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In addition, Securus' SAN translates to more than 400+ terabytes of storage space in each data center and is continuously monitored and managed through intelligent automated processes and storage policies. When these very large storage systems approach a safe threshold of capacity, we expand capacity to ensure all call records and recordings authorized for storage through the agreed upon terms of the contract are retained in secure locations that are resistant to local disasters to the facility.

Scalability is required to meet any facility's contractually required storage demands, which include the following characteristics:

- Resistant to local disasters
- Reduced downtimes with maximum availability
- Partitioned and compressed data to run queries faster
- Securely protected and audited to enable total data recall
- Standby resources that are continually monitored to ensure maximum availability

The SAN solution not only delivers complete scalability for the state agency's storage requirements, but also supports disk mirroring, backup and restore, archival and retrieval of archived data, data migration from one storage device to another and sharing data among different servers in a network.

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e. Proposed Customer Service Functions for Called Parties

✔ Securus has read, agrees, and complies.

Securus will provide a comprehensive solution suite providing friends and family of offenders' complete assistance with account funding, account maintenance and inquiries. Friends and family members are able to make payments through a wide variety of options, including: their local telephone companies, Securus direct billing, or through Securus' prepay payment methods. Securus also partners with national vendors to further facilitate transaction funding (i.e., JPay and Western Union) additional payment options include personal checks, credit cards, debit cards, money orders, etc.. No other offender telephone provider offers more options for completing calls. No other offender telephone provider has as many billing agreements with local exchange carriers as Securus.

Securus "In-House" Customer Service Center

In September of 2009 in an effort to provide superior customer service Securus made a decision to bring our customer service center in-house. We believe that customer service is not a function that should be outsourced to an outside vendor. This decision is an investment in service that cost Securus millions of dollars. However, we believe that the improved customer service to friends and family members was worth the additional expense.

In 2010 we spent approximately \$10 million dollars specifically for the operational expense incurred to run our customer service center. Today Securus operates a 250-seat customer service center located in Carrollton, Texas, and all customer service representatives and managers are direct employees of Securus. This is significant to the state agency because we can make moves, adds, and changes without the necessity of involving outside third-party service providers. No other national phone vendor of our size can make this claim. We diligently measured and analyzed customer satisfaction levels each month and take action to make improvements as needed.

Friends and family calls are routed to trained customer service representatives depending on their service need. This feature promotes quicker call resolution and customer satisfaction by delivering calls to individuals who are experts in handling that specific call type. Securus also developed a plan for business continuity in case of a natural disaster.

All newly hired customer service agents receive 120 hours of training, which includes exams to verify competency and grasp of material, such as products, procedures, and policies. Once the new hires complete their training they still receive regular coaching and feedback occur on the job, and refresher training is given as needed. Furthermore, all customer service managers are required to listen to live calls to ensure that we are inspecting what we expect from our customer service representatives.

Extensive Training

Customer Service Agents receive a minimum of 120 hours training.

Additionally, the effectiveness of the call center is measured by several factors. One specific tool is the Asher survey. The survey is randomly given to friends and family members who contact our service center. The Asher survey consists of seven questions and friends and family members are asked to score questions 1 to 6 on a scale from best (5 points) to the worst (1 point).

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Since the Securus customer service center came online, our customer satisfaction scoring has increased month to month, and is now substantially better than it was when we used the "industry standard" approach of outsourcing customer service.

Again, it is Securus' goal to reduce the burden on the state agency by optimizing the convenience to the public and provide answers to any questions raised by friends and family members of offenders. Facilities can significantly reduce staff involvement by allowing Securus to handle routine questions and issues that arise. Securus provides a number of self-service and assisted channels for funding accounts and resolving friends and family issues related to communications. We believe our comprehensive funding mechanisms ultimately create more completed calls.

To maximize convenience, Securus has several sources of assistance such as:

- 24x7x365 automated phone access (English and Spanish)
- 24x7x365 customer service representatives available through the call center (English and Spanish)
- Website access (www.correctionalbillingservices.com)

f. Proposed Technical Support Services to Department Staff

Securus has read, agrees, and complies.

Securus Technical Support Center

Securus provides superior customer service from our own technical support center located in Carrollton, Texas. The Securus' Technical Support Center (TSC) is staffed by approximately 40 Technical Support Representatives dedicated to serving our clients. The TSC support technicians help resolve problems quickly while providing superior customer service. The average tenure of our support management is five years, with our technicians averaging three years. Securus recently celebrated 25 years of operations in the corrections industry and our support staff's experience is second to none.



Securus currently has more than 70 patents issued and more than 50 patents pending, all of which are supported by our TSC. No competitor can match Securus' TSC experience in working with corrections officials to quickly resolve and manage calling programs. Securus' experience and technology allows us to create and manage calling programs for corrections facilities that put top priority on providing safety and security to the public.

Securus' TSC serves as a single point of contact for facility staff to request service or make inquiries 24x7x365 that be contacted using the following convenient methods:

- **Telephone** – 866-558-2323
- **E-Mail** – technicalsupport@securustech.net
- **Fax** – 800-368-3168
- **Web Portal** – <https://www.securustech.net/facility/Default.asp>

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Securus' TSC offers the following features for its customers:

- Technical support 24x7x365 days a year, including holidays
- Staff of 50 support professionals fully trained to answer calls and provide superior customer service
- Service event tracking to drive efficient resolutions
- Prioritized calls and analyzed reports to ensure Service Level Agreements are met
- Securus certified technicians to provide quick problem resolution
- System and individual site connectivity monitoring 24 hours a day, 7 days a week, 365 days a year, including holidays

Securus technicians receive internal Securus certifications, based on our business and the products and services we support.

Call Routing

The TSC manages the flow of inbound calls through a call distribution system that routes calls directly to our support technicians in a skills-based, platform specific manner. Securus establishes response times and service level agreements consistent with state agency requirements. Service calls are answered by live technicians in order to provide timely and quality customer service.

Upon contact from a facility, each service request is assigned one of three initial priority levels, each with its own resolution and escalation timelines. Every effort is made to resolve the problem remotely within the designated timeframes and many service requests can be resolved during the initial request. If the service request cannot be resolved remotely, a field service technician is dispatched to the facility to expedite resolution. The Securus Field Support Technician organization is staffed by approximately 150 Field Services team members nationwide.

Event Tracking System

The TSC uses an event tracking system that logs, tracks, manages, and assures appropriate response to all service requests. The service request generates a trouble ticket with priority level assignment which drives diagnosis and response processes. The support technician performs initial problem diagnosis and isolation procedures, determines the nature of the problem and either resolves the problem or engages the appropriate party for problem resolution. The TSC retains ownership of all service requests and is responsible for the escalation and update functions.

The TSC at all times, retains ownership of any reported queries, and is responsible for the escalation and update functions. Every effort is made to resolve the problem remotely, within the framework of the RFP resolution timeframes.

On-Site Maintenance Services

Securus will be providing the on-site maintenance services through a subcontract with ShawnTech. ShawnTech is currently providing maintenance services to the Missouri Department of Corrections through an agreement with the incumbent provider. Securus has chosen ShawnTech to provide

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maintenance services to ensure that there will be no disruption in the service levels upon transition to the Securus SCP platform.

Securus has completed selected inquiries with state agency personnel to understand the level of satisfaction with the current levels of service you are receiving. We found that while there are areas for improvement, which we have addressed in our plan, overall the level of service has been good. Securus also wanted to retain the existing knowledge base and experience by retaining the existing maintenance personnel. The option to use ShawnTech personnel was evaluated carefully against the advantages of using existing Securus maintenance personnel. When all elements were considered, we chose ShawnTech with additional services added, to provide maintenance services for your facilities.

In selecting ShawnTech, Inc. to provide maintenance services, Securus wanted to be certain that we created additional value for the state agency, which was reflective of issues that needed to be addressed in the current maintenance arrangement as well as **add new processes to ensure continuity between Securus and ShawnTech**. As a result, ShawnTech will be fully integrated with the Securus HEAT trouble reporting system and all service requests will be reported and tracked through the Securus HEAT system and reported to the Securus Technical Services Group (TSG). This will ensure that all service requests are tracked, timed and closed out to the full satisfaction of the state agency.

In order to achieve this full integration between Securus and ShawnTech, we will have created integration between the Securus HEAT trouble ticketing system and ShawnTech's TeleDoc Web portal. This will substantially differentiate the Securus solution from others in that **there will be essentially two systems that will be tracking service requests**. The Securus HEAT trouble reporting system will be the main system that is providing all documentation and management of service requests. At the same time, the ShawnTech TeleDoc's web portal will provide the required visibility to the ShawnTech technicians so that information can easily flow to the technicians. Because the Securus HEAT system and the ShawnTech TeleDoc system will be able to communicate with each other, all tickets and associated response times and actions will be documented in both systems. This will ensure close communication and accountability between Securus and ShawnTech.

Escalation

If a dispatch is not required Securus notifies the facility when the service issue is resolved. If a technician is required, Securus contacts the customer with an estimated time of arrival.

The following supervisory personnel represent the escalation chain:

- Technical Support Department
- Technical Support Manager
- Technical Support Director
- Regional Field Manager
- VP Service and Technical Operations

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The following contact information is provided to the state agency to provide the agency with complete confidence that any problem will be solved in a timely manner.

Robert Reynolds - Technical Support Manager

Region Office: 469-546-0176
Cell: 817-564-5301
E-mail: rreynolds@securustech.net

Debbie Cates - Director Technical Support

Office: 972-277-0314
Cell: 214-476-6351
E-mail: dcates@securustech.net

Pat Robertson - Regional Field Service Manager

Office: 502-432-5924
E-mail: probertson@securustech.net

Danny De Hoyos - VP Service & Technical Operations

Office: 972-277-0474
E-mail: ddehoyos@securustech.net

No competitor can match Securus' TSC experience in working with corrections officials to quickly resolve issues and manage calling programs. Securus' experience and technology allows us to create and manage calling programs for corrections facilities that put top priority on providing safety and security to the public.

Proactive Communications

Securus will provide the contact numbers for the account team that will be responsible for the communication and resolution of any issue that the state agency may have regarding our SCP OTS or associated operation. The account team will consist primarily of the Senior Account Executive, the Account Manager, the Field Services Manager, and the Customer Service Manager.

The Senior Account Manager will be responsible to initiate proactive discussions with the key state agency contacts on a routine basis and to ensure that the level of service that Securus is providing to the state agency is exceeding their expectations. This responsibility will be measured on a routine basis by the Securus Customer Opinion Survey and will serve as the main communication vehicle for the state agency to communicate any issues, concerns, comments (positive and negative) or deficiencies in our service. The account team will review the Securus Customer Opinion Survey on a quarterly basis with the state agency and issues will be documented, due dates assigned for resolution and confirmation of closed issues will be identified and documented.



On a less formal basis, the account team members will be available to the state agency contacts on an as needed basis and will return all calls within two hours, and will respond promptly to all e-mails. We recognize that the state agency requires immediate and frequent communication with key Securus team

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members. Due to the unique operating environment of the state agency, it is critical to establish frequent and meaningful communication so that issues can be identified before they become problems and that creative solutions can be identified that improve efficiencies or remove impediments. The Securus account team has key individuals on the team that have previous experience with the state agency and understand the requirement to have frequent and creative working sessions with state agency contacts.

g. Proposed Interface(s) to Offender Kiosks and Banking Systems

Securus has read, agrees, and complies.

Securus has met with Huber & Associates on several occasions over the course of the last year during our fact finding prior to the RFP release. We have also received and signed the Teaming Agreement and Statement of Work that was provided to us by Huber defining the Offender Kiosk and Banking Systems interface requirements. Since the documents have been signed the parties have held numerous conference calls and discussions regarding the technical interfaces required. Huber & Associates visited our Dallas headquarters location prior to the release of the RFP to facilitate their understanding of our operations and meet our management team. During these meetings the principals at Huber & Associates were provided with a tour of our new customer call center, our warehousing and parts storage facility and our Network Operations Center (NOC). The parties participated in a technical business meeting where interfaces were discussed. We encourage the state to discuss their impressions and findings from those meetings,

As a result of those meetings, and the signing of the Teaming Agreement with the Statement of Work, Securus believes we are fully prepared, informed and able to provide the interfaces in a timely and efficient basis. As a part of our implementation plan, Securus will have a full time integration manager working through the integration tasks with Huber to ensure uninterrupted interface between the Securus SCP, Huber & Associates, and the state's commissary and banking systems.

h. Proposed Implementation and Training Plan

Securus has read, agrees, and complies.

The Securus training team will provide initial training to all state agency staff that will be affected by the services received under this contract. One trainer will provide instruction for all products; this method *cultivates a more efficient curriculum and offers better use of state agency's staffs' time.*

All training is conducted by experienced employees of Securus through online instructor-led classes and onsite one-on-one and classroom training sessions. Standard training is conducted using both hands-on experience with your data and using instructor demonstrations to ensure you understand concepts. Securus' training programs enable facility staff to use all features of the offender phones immediately after the system is installed. Since products are Web-based, after a 2-3 hour training session, most officers and other users find it easy to maneuver through the features immediately.

In addition to standard training, Securus will work with you to customize training to meet your unique needs. Guarded Exchange training will include a customized module suited for the Office of Investigator

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General users. We offer separate classes focused on different facility functions such as creative investigations, well-organized live call monitoring, efficient system administration, etc. Training for product upgrades, new facility staff, or just a general refresher course is offered through online instructor-led courses which are available twice a month throughout the year.

Offender Phone Training Course Elements

Securus is committed to providing your staff with training that will maximize the potential of the features you selected. Training courses are in a user-friendly task oriented format to teach your officers what they need to know to do their job. Offender phone courses are often separated into modules based on the types of duties officers tend to perform.

The following table presents the standard training elements that Securus provides at no charge.

Training Elements

Course Module	Learn About
Getting Started	<ul style="list-style-type: none"> • Logging in • Navigating through the features • Managing your password • Contacting Technical Support for service calls
User Administration Activities	<ul style="list-style-type: none"> • Creating and changing user accounts • Defining a user's role and granting access permission • Resetting a user's password • Deactivating/deleting users • Running user management reports
Offender Administration Activities	<ul style="list-style-type: none"> • Adding and changing offender phone accounts • Deactivating offender phone accounts • Setting up the phones to act the way you want • Using administrative reports
Monitoring Activities	<ul style="list-style-type: none"> • Reviewing Call Detail Records (CDRs) • Monitoring live calls • Listening to recorded calls • Using monitoring reports • Saving calls and burning to CD
Investigation Activities	<ul style="list-style-type: none"> • Using CDRs for investigations • Recognizing trends in offender activity • Using other investigative tools to collect information for evidence • Digging into the details

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Course Module	Learn About
Super User Activities	<ul style="list-style-type: none"> • Learning time-saving tips and tricks • <i>Discussing actual facility situations and turning evidence into intelligence</i> • Troubleshooting for operational and maintenance staff to minimize unnecessary service calls
eMessages - Friends and Family Perspective	<ul style="list-style-type: none"> • "What Mom Sees" guide for friends and family's experience <li style="padding-left: 20px;">Navigating the website <li style="padding-left: 20px;">Purchasing stamps <li style="padding-left: 20px;">Composing and sending eMessages
eMessages - Facility Perspective	<ul style="list-style-type: none"> • Logging in • Tracking funds and processing payments • Moving and delivering eMessages • Integrating your mail policies with eMessages <ul style="list-style-type: none"> Watch lists Investigator email alerts Keyword filters • Using investigative features <ul style="list-style-type: none"> Intelligence maps Finding links between offenders Router detection

Self-Help Elements

Securus also provides an online self-help system available at all times from a handy Help menu in the offender phone system. Keyword searching offers immediate access to the information you are seeking, or you can follow the table of contents for a full learning experience.

Officers can choose to print just a single topic, or they can print the entire help system if a full User Manual is preferred. This method of "print what you need when you need it" ensures all printed material is updated with the current released product.

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Features of the self-help system include the following:

- **Welcome Pages** – Provides high level descriptions of the purpose and function of the selected feature.
- **How To** – Offers task-based procedures to assist officers in efficiently using the product to get their job done. Each topic includes a link to email Technical Support or Training for further assistance when necessary.
- **What's New** – Describes new features in the current release with links to more details or task-based instructions.
- **Related Topics** – Links to similar topics you may find beneficial.
- **Pop-up Definitions** – Defines Glossary Terms and Index words at the click of a mouse without having to leave the topic. This assists with quickly assimilating new concepts and technology.
- **Tips and Tricks** – Provides short cuts, helpful hints, and advanced topics for highly skilled officers looking to improve their performance.
- **Solutions in S-Gate** – Shares real world examples of how to use S-Gate to help you setup a sting, and solve or prevent crime.
- **Frequently Asked Questions (FAQ)** – Offers common questions and their answers.
- **Troubleshooting** – Presents self-help to assist officers in figuring out unexpected results and what to do next to get back on track.
- **Reference** – Provides handy reference material such as international dialing codes and other resources for your convenience.

Features that are in development for self-help include the following topics:

- **Show Me Tutorials** – Video clips to support officers in learning more complicated tasks.
- **Feedback Mechanism** – “Was this Helpful?” and “Did you find what you're looking for?” surveys for authors to improve content based on what officers want to know.
- **Advanced Management Functions** – Reports that track how often officers access specific items in the help system assists Securus in identifying areas where usability improvements or more focused training might be helpful.

The following figure illustrates a screen shot of our online help application provided during the training sessions.

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Securus-Provided Training Online Help Sample

Proprietary and Confidential

The screenshot displays a web-based help system interface. On the left is a vertical navigation menu with categories such as 'Welcome to S-Gate', 'Technical Support', 'Inmates', and 'Phones'. The main content area is titled 'Set 3-Way Call Detection for a Custody Account' and contains the following instructions:

1. Click System > Accounts > Custody Accounts
The Custody Accts page opens
2. Verify the correct facility displays in the Site field
3. Search for the account
4. Click the Edit icon to left of the Custody Account you want to change
The [INMATE NAME] GENERAL ACCOUNT INFORMATION page opens
5. Click the Edit icon above Status
The Editable fields display
6. Change the 3-Way Call Detect option to the desired setting
 - Enable connects calls after detecting a 3-Way Call attempt so the call can be recorded
 - Disable prevents connection
 - Default uses the setting assigned by the agency
7. Default uses the setting assigned by the agency
8. Click Update
Closes editable fields

At the bottom of the main content area, there is a 'Related Topics' section and contact information for S-Gate Secure Call Platform Online Help, including an email address (technicalsupport@securustech.net) and a website (training@securustech.net).

i. Proposed Network Capabilities

✓ Securus has read, agrees, and complies.

Securus' backbone network uses AT&T as its predominate carrier and uses Multi Protocol Label Switching (MPLS)—the premier transport medium for advanced digital calling services. The local access circuit used to transport the offender telephone calls, call recordings, and access to S-Gate Command Center are provisioned across MPLS T-1 circuits

The Securus provided workstations that access the SCN platform are current technology Dell workstations with a Microsoft operating system, Internet Explorer, and other industry standard 3rd party software that is licensed without charge from the developer. The Securus provided workstations connect via Ethernet to a dedicated switch. The switch is connected to a router that is dedicated to SCN platform. No firewall considerations exist for the facility. The connection from the facility to the SCN platform will be through MPLS circuits provisioned from a leading telecommunications transport provider. These circuits will be provisioned in 1.544Mb increments sized to meet the needs of the facility for both call processing and system access. Securus will assure the bandwidth is such that offender calls will not be blocked and reasonable response time is assured for system access and data retrieval.

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Securus has invested millions of dollars and thousands of hours to develop a state-of-the-art centralized system. The Secure Call Platform is engineered for "three nines" 99.9% availability. The fail safes built into the SCP effectively prevent loss of data and system downtime because all of the data is stored in a centralized database and backed up offsite. Because the system is web-based, the data can be accessed at any location with an internet connection, and Securus' Secure Connect Architecture maintains the system at the highest level of operability.

Potential system and network abnormalities are identified through Orion, a centralized suite of diagnostic applications. Orion continuously monitors the hardware, software, and system performance from our Network Operations Center in Dallas. This allows personnel to diagnose and resolve issues on the system, often before an event affects the OTS.

The infrastructure supporting the SCP was built from conception with high availability and redundancy as part of the vision. Each router, switch, server, storage area network (SAN), power, circuit, and other devices within the infrastructure is fault-tolerant (down to the component level). As an example, our routers and servers have dual Central Processing Unit (CPU), Network Interface Card (NIC), power supplies, and A & B power feeds. The telecommunications circuits into the data centers are also redundant and diverse.

Our Network Operations Center (NOC) monitors all calling traffic and patterns to establish the necessary bandwidth and network availability, which is steadily increased as the number of calls throughout the system increases or as new facilities come online.

The centralized system also significantly reduces the number of single points of failure. However, each individual MODOC facility has a single local loop (MPLS circuit) that if damaged by unauthorized digging could isolate the facility. This only occurs on a rare occasion when construction is taking place and is limited by rules surrounding where you can dig.

2. The offeror should provide the following economic impact information:
 - a. Provide a description of the proposed services that will be performed and/or the proposed products that will be provided by Missourians and/or Missouri products.

Securus has read, agrees, and complies.

Securus Technologies, Inc.

Securus will be providing services through Huber & Associates, Alphapointe and Guarded Exchange LLC; all of which are Missouri based businesses with headquarters in Missouri. Securus has contracted with these entities to provide technical interfaces, information processing and call monitoring services. Each of these are accomplished through the employment of Missouri based personnel located at various locations throughout the state.

Huber & Associates provides kiosks that are assembled in Missouri and will be used to interface with offenders and provides the ability for the offender to purchase calling time on the Securus OTS. Additionally, Guarded Exchange will be providing software technology that was designed and created in Missouri and will utilize Securus provided technology as additional enhancement to their software.

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Finally, Securus will be subcontracting the maintenance and service of the inmate phones and associated wiring to ShawnTech Communications who will be utilizing Missouri based technicians to provide the required services throughout the State.

Huber & Associates

Our strategic partner, Huber & Associates, is a Missouri company, headquartered in Jefferson City. The following services will be provided by Huber & Associates employees who are Missouri residents:

- Programming/Programming Support Services
 - Point of Sale Canteen Debit Support
 - Kiosk Debit Support
 - Kiosk Debit Phone Time Sales and Call Detail History Viewing Application Support
 - System Problem Resolution
 - Daily Offender Movement File Acquisition from DOC
 - Hourly Offender PIN Number Acquisition from DOC
- File Transfer Support of Information
- PIN and DEBIT Administration
- Hosting Services
- Project Management

ShawnTech Communications, Inc.

ShawnTech Communications, Inc. will be retained as the existing provider of maintenance services for the Missouri Department of Corrections facilities. ShawnTech will also be providing maintenance services for all telephones, workstations, routers and internet access devices. Maintenance services will be provided by existing technicians that have experience and current security clearances.

Each of the employees provided by ShawnTech under the provisions of the Securus agreement with ShawnTech will be residents of Missouri and will continue to be based in Missouri. Technicians frequently travel overnight to locations to provide service and are provided compensation for travel and fuel purchases within their assigned territory.

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Guarded Exchange, LLC

Our strategic partner, Guarded Exchange, LLC, is a Missouri company, headquartered in the Lake of the Ozarks area, with an additional future satellite office in Jefferson City, Missouri. The following services will be provided by Guarded Exchange employees who are Missouri residents:

- Programming/Programming Support Services
- Call Monitoring Services
- Reporting Services
- Training Services
- Project Management

b. Provide a description of the economic impact returned to the State of Missouri through tax revenue obligations.

Securus has read, agrees, and complies.

Securus Technologies, Inc.

Revenue associated with this contact is expected to be in excess of \$40M over the five year term of the contract. As a result, Securus is anticipating paying the State of Missouri \$7.5M for personnel services and data connectivity. Additionally, over the next five years Securus will pay Huber & Associates over \$2.5M and over \$15M to ShawnTech Communications and Guarded Exchange LLC.

Securus will spend over \$8.7M for telecommunication services to transport inmate calling from facilities in the state of Missouri.

The monies that Securus has identified above go back into the State of Missouri through tax revenue obligations on the part of all parties. In fact, Securus will pay the appropriate state taxes associated with the estimated \$40M in revenue associated with this contract.

Securus has existing employees in the state of Missouri for which Securus pays Missouri payroll withholding and unemployment taxes.

Securus currently serves over 100 facilities within the State of Missouri and remits state and local taxes on revenues originating from facilities within the State.

Huber and Associates

Our strategic partner, Huber & Associates has had prior economic impact returned to the State of Missouri as follows: \$193,000 in remittances and \$184,000 in Missouri payroll withholding taxes during 2010 and 2009 respectively. Missouri sales tax revenue generated was approximately \$320,000 in 2010 and \$270,000 in 2009. In addition, Missouri unemployment tax totaled \$9,900 in 2010 and \$9,300 in 2009.

Guarded Exchange, LLC

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Our strategic partner, Guarded Exchange, LLC (a Missouri corporation) will employ an estimated 56 residents, all within the State of Missouri, to perform the call monitoring requirements. It is estimated that total payroll will meet or exceed \$1.75M per year. Additionally, Missouri corporate income tax will be paid on any profits from this service.

- c. Provide a description of the company's economic presence within the State of Missouri (e.g., type of facilities: sales offices; sales outlets; divisions; manufacturing; warehouse; other), including Missouri employee statistics.

Securus has read, agrees, and complies.

Securus Technologies, Inc.

Securus currently has five sales offices operating in the State of Missouri and employs a total of 10 Missouri based employees.

Huber and Associates

Huber & Associates' corporate headquarters is centrally located in Jefferson City, Missouri. The facility is approximately 20,000 square feet and includes office space for sales, technical, and administrative staff; training facilities; a Data Center and Business Partner Innovation Center; and space for disaster recovery sites. The corporate headquarters in Jefferson City houses 42 of the company's 59 employees. Huber & Associates also leases approximately 1,300 square feet of office space in Springfield, MO, for its sales, technical, and administrative team which services the southern portion of Missouri and surrounding states. There are four employees at this location. Huber & Associates has remote sales staff in St. Louis and Kansas City, providing coverage for both the eastern and western areas of the state

Guarded Exchange, LLC

Guarded Exchange's corporate headquarters is centrally located in the Lake of the Ozarks area. The facility is approximately 10,000 square feet and includes office space for sales, technical, and administrative staff; and training facilities. Additionally, 83 cubicles are available for monitoring staff. Guarded Exchange will also locate a satellite office in the Jefferson City area to assist with the monitoring operations. The actual site location will be determined with the state agency's approval after contract award.

3. The offeror should indicate whether the proposed offender telephone system is compatible with the following adaptive technology products:
 - a. Jaws,
 - b. Windows Eyes,
 - c. Zoomtext,
 - d. MAGic, and
 - e. Dragon Naturally Speaking.

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Securus has read, agrees, and complies.

The offender telephone system is compatible with visually and hearing impaired assistive technology. Specifically, the Securus SCP offender telephone system may be configured to be compatible with the following commonly used assistive technology products:

- JAWS
- Window Eyes
- ZoomText
- MAGic
- Dragon Naturally Speaking

ADDED PER AMENDMENT #001

4. *The offeror should indicate their response time for customer service calls.*

Securus has read, agrees, and complies.

Each service level has a resolution and escalation timeline meeting a requirement for a major and minor outage. The following table outlines our service response times and escalation contacts.

Service Response Times and Escalations

Securus has signed a teaming agreement and Statement of Work with ShawnTech Communications. The provisions of the Statement of Work between ShawnTech and Securus related to response times for customer service calls are as follows. If the state agency wishes to discuss additional or different response times, Securus will be happy to accommodate that discussion and consider changes to the response times.

Priority 1 troubles are defined but not limited to the following:

- A failure of 25% or more of the inmate telephones in one area within a Missouri DOC facility.
- If any of the call processing, call tracking, billing service is impaired, or when all offender telephones are not operational

ShawnTech is to respond to all trouble reports within one (1) hour of notification from Securus. Notification is defined as written or verbal communication to ShawnTech personnel from Securus of a system or network issue.

- ShawnTech must contact the Missouri DOC site contact with the remote testing results (or update of the testing process) within two (2) hours of the initial trouble report (if the system is suitably equipped for such testing). Otherwise, within two (2) hours of the original service notification from Securus or Missouri DOC institution, ShawnTech must notify the Missouri DOC site contact that a technician has been dispatched and must provide the estimated time of arrival.

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- Should the problem not be resolved via remote access and confirmation obtained from the Missouri DOC site, ShawnTech must have a qualified technician suitably equipped for the installed system, on site at the Missouri DOC institution within four (4) hours from the time of the initial trouble report.
- ShawnTech is to use commercially reasonable efforts to repair the system(s) to bring it to normal operating status within eight (8) hours of the initial trouble report.
- At anytime that a Priority 1 trouble is unlikely to be resolved within the first four (4) hour timeframe, ShawnTech is to notify Securus' Program Managers before the first four (4) hours have expired. ShawnTech is then to provide Securus' Program Managers with an updated status report every two hours until the trouble has been resolved and is confirmed by Missouri DOC site staff.

Priority 2 troubles are defined but not limited to the following:

- A system failure or problem other than a Priority 1 as defined above.
- ShawnTech is to respond to all Priority 2 trouble reports within four (4) hours of notification from Securus through the use of remote testing or access. Notification is defined as written or verbal communication to ShawnTech personnel of a system or network issue. Records of remote testing to comply with this requirement must be available to Securus and/or Missouri DOC upon request.
- ShawnTech must contact the Missouri DOC site contact with the remote testing results (or update of the testing process) within six (6) hours of the initial trouble report (if the system is suitably equipped for such testing). Otherwise, within six (6) hours of the original service notification from Securus or Missouri DOC institution, ShawnTech must notify the Missouri DOC site contact that a technician has been dispatched and must provide the estimated time of arrival.
- Should the problem not be resolved via remote access and or resolution confirmation is not obtained from the Missouri DOC site, ShawnTech must have a qualified technician suitably equipped for the installed system, on site at the Missouri DOC institution within twelve (12) hours from the time of the initial trouble report.
- ShawnTech is to use commercially reasonable efforts to repair the system(s) to bring it to normal operating status within twenty-four (24) hours of the initial trouble report.
- ShawnTech is to track monitor and report any/all trouble reports received via an online ticket tracking system. All trouble reports must be kept on file for at least a one- (1) year period from the date of resolution. Reports should be archived for the life of this contract.

Trouble response is defined as initially a certified technician's attempt to remotely access and test those sites or equipment that have the capability, followed up with a call to the Missouri DOC site with a status report. Then if unresolved or needing further resolution confirmation advising the Missouri DOC institution that a certified technician properly equipped has been dispatched and their estimated time of arrival to the site.

Escalation

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

If a dispatch is not required Securus notifies the facility when the service issue is resolved. If a technician is required, Securus contacts the customer with an estimated time of arrival.

The following supervisory personnel represent the escalation chain:

- Technical Support Department
- Technical Support Manager
- Technical Support Director
- Regional Field Manager
- VP Service and Technical Operations

The following contact information is provided to the state agency to provide the agency with complete confidence that any problem will be solved in a timely manner.

Robert Reynolds - Technical Support Manager

Region Office: 469-546-0176

Cell: 817-564-5301

E-mail: rreynolds@securustech.net

Debbie Cates - Director Technical Support

Office: 972-277-0314

Cell: 214-476-6351

E-mail: dcates@securustech.net

Pat Robertson - Regional Field Service Manager

Office: 502-432-5924

E-mail: probertson@securustech.net

Danny De Hoyos - VP Service & Technical Operations

Office: 972-277-0474

E-mail: ddehoyos@securustech.net

ADDED PER AMENDMENT #001

5. The offeror should identify all applicable taxes/fees that would be passed on to the customer for collect calls in addition to the offender's per minute prices and set-up charges.

Securus has read, agrees, and complies.

The offender per minute prices and set-up charges are identified in Exhibit A.

All applicable taxes that would be passed on to the customer for collect calls include government mandated taxes:

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- Federal taxes for collect calls originating from Missouri to collect call recipient living in another state (Interstate Collect Calls)
- State and local taxes for collect calls originating from Missouri to collect call recipient living in Missouri (Intrastate Collect Calls)

All applicable **fees** that would be passed on to the customer for collect calls include:

- Federal Universal Service Fund (USF) for Interstate Collect Calls only
- Federal Telecommunication Relay Service for Interstate Collect Calls only
- Missouri Public Service Commission Assessment for Intrastate Collect Calls only

Securus provides multiple options for customers to fund offender-calling accounts. Securus does not charge an account establishment fee, and offers “no fee” and “no minimum” options to ensure all segments of the population can receive calls from the facility.

Offender families have the ability to set up prepaid collect accounts via several different funding options. Securus provides funding and prepaid collect account options at absolutely no charge to the friend or family member in addition to expedited funding and account options, which may carry an additional charge. Accounts may be established on Securus' Website, or by calling into our U.S.-based call center. Securus understands the financial challenges faced by the families of our inmates, and therefore **ALWAYS offers a no cost, no minimum funding option to ensure communications can occur.** By simply mailing payment directly to Securus, and noting on the payment the collect account number they have established with Securus, the monies will be deposited into the account and calls can be completed.

If the friend or family member wishes to fund the account faster than the mail allows, we also offer several “convenience” options, which include small charges associated with the cost of providing these conveniences. The only fee Securus will charge is the \$6.95 funding fee when paying with a credit or debit card to fund an account. The fee has been identified in Exhibit A.

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Securus does not charge any account inactivity fees or account closing fees on customer accounts. The following table lists all fees billed to the customer.

Fee or Charge	Amount and/or Description	Applies to: Prepaid, Direct Bill Calling Accounts	Applies to local, intraLATA, InterLATA, and/or Interstate
Account Set Up/Opening/ Establishment Fee	\$0.00	All Accounts	none
Minimum Payment Amount – via Western Union or by mail or online banking	\$0.00	Prepaid, Direct Bill	none
Minimum Payment Amount – online or by phone	\$25.00	Prepaid or Direct Bill	all
Refund Fee	\$0.00	None	none
Transaction Processing Fee	\$6.95 for credit/debit card or check-by-phone payments online or by phone	Prepaid, Direct Bill	all
Bill Statement Fee - monthly	\$0.00	Traditional Collect	none
Return Check Charge	\$25.00	Prepaid, Direct Bill Traditional Collect	all
Funds Expiration	Funds expire after 180 days of inactivity	Prepaid Accounts	all

C.2 EXPERTISE OF PERSONNEL:

1. The offeror should provide detailed information about the experience and qualifications, including any applicable certifications, of the personnel proposed for each personnel classification provided in response to the RFP and identify whether the staff is that of the contractor or subcontractor.

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The information submitted should clearly identify previous experience of the person in performing similar services and should include beginning and ending dates, a description of the role of the person in such performances, results of the services performed, and whether the person is proposed for the same services for the State of Missouri.

Securus has read, agrees, and complies.

Securus provides detailed information about the experience and qualifications, including any applicable certifications, of personnel proposed to provide the services proposed in response to this RFP.

The completed experience format described in C.2.4 is provided for Securus, Huber & Associates, ShawnTech, and Guarded Exchange personnel.

2. The offeror should provide previous work assignments of the proposed personnel that are similar to the work they will be responsible for under the subsequent contract.

Securus has read, agrees, and complies.

Securus has provided previous work assignments of our proposed personnel that are similar to the work they will be responsible for under the subsequent contract in the completed experience section of the documents included in C.2.4.

3. The offeror's description should include the number of staff provided for this purpose and the expertise of the staff in performing the services required. The offeror should indicate where they intend to locate the proposed offender telephone call review staff.

Securus has read, agrees, and complies.

Securus will deploy the following twenty (20) staff members for the Missouri Department of Corrections requirements associated with this RFP.

Account Management (3)

Securus will be providing a full time Senior Account Executive, located in Simi Valley, California; for the purpose of maintaining proactive communications with the Missouri Department of Corrections and for ensuring that all terms and conditions associated with the contract are met. In addition, this person will be responsible for maintaining a minimum level of customer satisfaction level with the entire account as measured by the Securus Customer Opinion Survey. The Missouri Department of Corrections will establish the minimum required level of satisfaction to be measured on a semi-annual basis. The Senior Account Executive will also be responsible for completing quarterly account review meetings with the Missouri Department of Corrections and for presenting proactive and creative solution and new products to MODOC.

Securus will also provide a full time Account Executive, located in the Jefferson City, Missouri area to oversee the day to day activities between the companies. The Account Executive will be accountable to

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

the Missouri Department of Corrections and the Senior Account Executive for monitoring and managing day to day issues that require the attention of the account team.

Securus will provide a full time Sales Vice President, located in St. Louis, Missouri; to provide leadership, direction and budgetary support for the MODOC account team and to ensure frequent and open communications between the Missouri Department of Corrections and Securus Executives. The Sales Vice President will be required to attend the quarterly account meetings at least two (2) times per year and to provide proactive communication between MODOC executive and Securus. The Sales Vice President has a similar role in state Department of Corrections across the country and is required to provide counsel, suggestions and support to the account team and to MODOC.

Field Support Services (7)

Securus will be providing field support services through our partner ShawnTech Communications who will be retaining the existing technicians. These current technicians have the experience and backgrounds identified below and have the appropriate security clearances.

In addition to the ShawnTech field technicians, Securus will supplement these resources with three additional technicians that currently reside in Missouri and are providing services to our many local and county jails. These technicians will be available as subject matter experts and as backup technicians in the event of a catastrophic outage caused by a weather occurrence or as needed.

Securus provides management oversight to all service technicians, including our partners' resources, to ensure quality compliance to Securus standards as well as compliance to service level agreements. The Securus Senior Director Installation and Field Operations has full responsibility for the day to day field support operations as well as the initial installation.

Technical Support Center (3)

Securus will provide a 24x7x365 Technical Support Center that will be responsible for all service related requests that originate from MODOC or other qualified personnel. This Dallas based team will have a minimum of three (3) Technical Support Representatives that will be briefed on the Missouri Department of Corrections operating environment. A representative will be available at all times to the Missouri Department of Corrections. The performance of the Securus Technical Support Center will be included in the customer opinion survey described above.

Integration Management (1)

Securus will provide an Integration Manager who will be responsible for the management and coordination of activity associated with the interfaces that are required for the operability between Securus and MODOC. The Integration Manager is also responsible for all integration activity that must be completed during implementation of the Securus OTS. This includes activities associated with Huber & Associates, Guarded Exchange LLC and ShawnTech Communications.

Service Operations Support (1)

The Securus Manager Service Operations Support will be responsible for the overall installation of the Securus OTS including all service provisioning and installation, feature functionality of the SCP OTS and coordination of training and implementation scheduling.

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Enterprise Systems Development (1)

The Securus Director Enterprise Systems Development is responsible for the Securus Applications Development organization and will be accountable for the call detail reporting process flow and associated custom interfaces between Guarded Exchange, Huber & Associates and Securus. The Director will be a key part of the implementation team and will be responsible for the ongoing health and operability of the custom interfaces.

Customer Care Center (3)

Securus will provide three (3) call center agents that will be trained on the Missouri Department of Corrections environment and will be familiar with your site locations and facilities. These agents will be located in Dallas, Texas and will be available 24x7x365. The call center agents will be associated with the Securus Customer Care Center and will have access to the full range of tools available to our DOC customers to receive and resolve family and friends issues.

IT Operations (1)

The Senior Director IT Operations is responsible for both the Securus Data Centers as well as the Securus Network Operations Center. In her role, the Sr. Director of IT Operations will be responsible for the Missouri Department of Corrections network monitoring including the private MPLS network, network components and network connectivity. The position will also be accountable to the Missouri Department of Corrections for the health of the network and MODOC data residing in the Securus data centers.

Huber & Associates

Huber & Associates is currently providing support services for the Missouri Department of Corrections' Offender Telephone System contract; Huber & Associates' team has a thorough understanding of the State's current banking and PIN/DEBIT requirements. Huber & Associates has valuable insight into the additional needs of the banking system as well as in-depth knowledge of how to improve existing processes and create greater efficiencies without compromising security or quality.

Huber & Associates will continue to utilize the talented team of application developers, technical consultants, and certified project managers who have been supporting the previous contract. This strategy will allow us to speed up the implementation at the lowest possible risk. The combination of experience, expertise, and reliability are not only good predictors of future performance; it also sets this team apart.

Following is the organization we have in place to support this project. Our team is ready to begin the day the contract is signed!

Detailed information about the experience and qualifications of key project personnel is provided below.

ShawnTech

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

ShawnTech Communications, Inc. has been providing services to the Missouri Department of Corrections since 1996. This Team has a combined (32) years of experience supporting and maintaining the department's inmate phones and call control system. During that time, this Team has performed multiple installations, repairs, preventative and reactive maintenance at the State's correctional facilities. These technicians are very knowledgeable of the state's infrastructure, as it pertains to the inventory and mapping of the inmate phone call control system, circuits, switches, and phone set locations. Because the Technical Team is so familiar with the State's infrastructure, their insight will be key in using any applicable existing telephones, cable and applicable equipment. Their knowledge of the existing configuration will be an asset during the installation and eliminate a great deal of prep work normally required in these efforts. These technicians keep extensive mapping documents to record this information and update, as necessary.

The ShawnTech Field Team has the basic certification requirements for the position of a field technician, and possesses the necessary skill sets to support inmate phone platforms and associated equipment, for all installation, maintenance and repair needs for the inmate call control system. The experience and value of this Team's performance in the State will continue to preserve the continuity and familiarity of service that the State of Missouri is accustomed to.

The ShawnTech Technical Team is assigned specific sites to promote familiarity with their site's infrastructure and facility contacts. This has proved invaluable in gaining quick access for our technicians to be 'nimble' in moving through the facility's clearance protocol for access and escort coverage. Delays in entry can cause delay in response time. These are not issues with this Team. They are very knowledgeable of the State's protocol and work efficiently through the process to minimize any inconvenience to the facility and personnel.

The Technical Team are on-call and available on a 24 x 7 basis, so responding to the needs of the State at any time during a twenty-four (24) day, three hundred and sixty-five (365) days of the year is not a problem. Any trouble condition of a priority nature will be handled promptly; and trouble diagnosis will be initiated with (4) hours of notification of the outage. Once the technician leaves the site, the documentation of the trouble, diagnosis, and resolution will be emailed to the appropriate parties.

Preventative Maintenance

The ShawnTech Field Team performs preventative maintenance inspections on a routine basis to ensure that systems are working at peak efficiencies, and phones are functioning at all times. Through remote testing, volume reports and test calls, these inspections help to keep the call control system and equipment operating at optimal levels. During these inspections, the following equipment and systems are checked:

- All backboards, telephones and wiring are securely mounted and checked
- Filters, fans and system parts are cleaned;
- Circuit interfaces are checked for errors to ensure that all connections are clean and secure;
- All workstation functions are thoroughly tested;
- Routine traffic analysis for stations and trunks are conducted to determine failing telephones, phones with low usage/high usage - to make sure the inventory is adequate for the population need;

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

- Lines, trunks, circuits are checked and tested for functionality;

Because this Team conducts routine visits, they are on-site regularly, and can be available to your Staff or Officers for general support; i.e. questions about a feature or function of the system, how to run a report, or how to burn a CD.

ShawnTech resumes are submitted below.

4. If personnel are not yet named, the offeror should provide:

Detailed descriptions of the required employment qualifications; and

Detailed job descriptions of the position to be filled, including the type of person proposed to be hired.

- Securus has read, agrees, and complies.**

Securus

Securus is proposing our Secure Call Platform™ (SCP) as our Inmate Telephone System technology. Our SCP is a fully digital system that provides industry leading, crystal clear delivery of voice communication—important in the environment that it operates within. Securus has installed this system at over 1000 facilities. With our unique ability to upgrade the system as technology advances, SCP provides you with access to the latest technology without delay and without unnecessary confusion and labor.

The advantages of SCP derive primarily from its carrier-class centralized architecture. All centralized platforms are not created equal; many centralized platforms are simply premises-based systems that have been moved to a central location.

SCP's centralized architecture features:

- Minimal on-site equipment which allows us to: (i) expedite installations due to fewer components and minimal needs for on-site work; (ii) reduce time-to-repair; and, (iii) ensure call recordings are protected and are backed up in real-time, rather than through a time consuming and risky nightly batch process.
- Scalable system design which allows us to: (i) update functionality with ease and with minimal disruption; (ii) turn-up new sites with ease; (iii) keep all sites on same software releases; (iv) standardize training and avoid unnecessary end-user confusion; and, (v) make sure sites always have the latest technology for call management, public safety, and investigations.
- Pro-active network monitoring which allows us to (i) offer a carrier-class central office/data center that allows for system monitoring and quick fault identification and isolation; (ii) reduce downtime and improve end-user satisfaction; and, (iii) diagnose and resolve issues on your system, often before you notice a problem yourself--our records indicate that our monitoring systems reduced direct facility service issues by approximately 40%, because it discovers and resolves issues before they become a problem for the facility.

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

- Securus, through our subsidiaries, has been providing communications platforms and investigative services to the correctional industry for over 22 years. Our focus and experience allows us to custom tailor programs and platforms to make sure your needs are met, not only at contract award time, but throughout the length of our contract. Our experience and our extensive customer base allows us to keep a finger on the pulse of the corrections industry, identifying trends in inmate calling and adapting to an ever-evolving secure calling and investigative management industry. We process more than 40 million calls each month on approximately 52 thousand lines. Our footprint provides service to over 1 million inmates. We are proud of our service to over 450,000 state DOC inmates in 12 state DOC's that use calling platforms. The Texas Department of Criminal Justice (TDCJ) subcontract award was one of our most recent DOC additions. Securus is responsible for installing, maintaining and managing the SCP system at 114 TDCJ facilities.

Corporate Financial Strength

The financial statements of all vendors providing offender telephone systems are quite different. Many have taken on large debt and as a result are heavily burdened. Securus is proud to have the least debt of any of the major companies (our debt to income ratio is 55 percent lower than our nearest competitor!). Moreover, we can boast of being Sarbanes-Oxley compliant, which guarantees that we have the financial reporting safeguards in place to ensure accurate and timely payments of our financial commitment to facilities – the only offender telephone company that is compliant. Our financial trending is positive and we continue to invest in our company by developing new features on our SCP platform and hiring new people.

60 Corporate Software Development Employees

We have the largest software development team in the industry. These developers continually refine, examine and add to our existing software platform and develop new features that show up at your facility in the form of system upgrades and new product offerings. Our newest software development efforts are centered on providing call analysis technology that will assist investigators in identifying criminal activity before it happens.

Largest Account Management Team in the Industry

Over the course of the last year, Securus has invested in customer facing account management professionals by hiring over 40 new employees and providing new training programs. In all cases, the goal is to spend more time in front of the existing and potential clients and to do a better job of listening and learning how best to serve our customers. We intend to be in our accounts more often, earlier and deeper than any other account team.

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Securus Project Management Resumes

Title of Position: Manager, Installation & Site Engineering	
Name of Person:	Mitchell McMahon
Educational Degree (s): include college or university, major, and dates	<ul style="list-style-type: none"> • University of Phoenix, AA, Information Technology (2008) • Northeastern University, Bachelor of Science, Management (Expected commencement Winter, 2012)
Specialized Training Completed. Include dates and documentation of completion:	<ul style="list-style-type: none"> • Six Sigma Black Belt • Lean Six Sigma & Design For Six Sigma, (2010) • Project Management Institute, PMP Certification, (2010)
# of years experience in area of service proposed to provide:	12 years
Describe person's relationship to offeror. If employee, # of years. If subcontractor, describe other/past working relationships	Securus Employee, 12 years
Describe this person's responsibilities over the past 12 months.	<ul style="list-style-type: none"> • Project oversight for offender telephone system installation • Site design and engineering oversight for offender telephone system • Installation support and quality control oversight for offender telephone systems • Installation & Site Engineering personnel management
Previous employer(s), positions, and dates	Mr. McMahon has been a full time employee of Securus for the past twelve (12) years. Previous employment in family associated businesses.
Identify specific information about experience in:	Clearly identify the experience, provide dates, describe the person's role and extent of involvement in the experience
✓ Customer Service with Pre-Paid Called Parties	Extensive experience over the past twelve (12) years with installation and project management of all Securus SCP feature functionality including SCP OTS prepaid calling (AdvanceConnect) plan. Experience includes project management of installation and customer acceptance of prepaid calling capabilities
✓ Monitoring and Review of Offender Phone Calls	Extensive background and experience over the last twelve (12) years in technical aspects of monitoring and review of offender OTS calls. Experience includes as Securus Technical Support Manager where he was responsible for level 3 escalations of customer issues through the Securus Technical Services Center.

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position: Manager, Installation & Site Engineering	
✓ Technical Support	Previous position as Technical Support Manager in Securus Technical Services Center for five (5) years. Extensive background in customer interface, technical forensics and Securus escalation processes.
✓ Implementing and Maintaining Offender Telephone Systems	Manager, Installation & Site Engineering. Provides management oversight of all OTS implementation activities, from site design to physical installation at customer premise including all back-office customer setup and provisioning.
Staffing Methodology	
Describe the person's planned duties/role proposed herein:	Mr. McMahon will provide total management oversight for this project and will provide internal executive reporting on the progress, milestones attainment and issues related to the installation. Mr. McMahon will be accountable for timely completion of all implementation milestones and will be responsible for receiving customer sign off of completed installation. Mr. McMahon's team will be responsible for completing all tasks identified in the proposed installation plan.
Specify the approximate number of hours this person is proposed for services	Mr. McMahon anticipates approximately 150 hours of management oversight of this project.

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position: Regional Project Management Team Lead	
Name of Person:	Jeremy C. Larney
Educational Degree (s): include college or university, major, and dates	<ul style="list-style-type: none"> • University of Oklahoma, BA -Letters (2002) • Oklahoma Christian University, MBA (2006)
Specialized Training Completed. Include dates and documentation of completion:	BPI/PM Dell Inc. (2005)
# of years experience in area of service proposed to provide:	10 years experience in project management
Describe person's relationship to offeror. If employee, # of years. If subcontractor, describe other/past working relationships	2 years experience at Securus Technologies, Inc
Describe this person's responsibilities over the past 12 months.	<p>Project Management Team Lead for the Western, Midwest and Northeast regions.</p> <ul style="list-style-type: none"> • Manage, monitor, and evaluate, installation of comprehensive call monitoring and recording systems including products, features, services, and equipment for the regional facilities. • Manage and monitor coordination with facilities, facility contractors for new construction, incumbents, field service managers, field technicians, installation support, purchasing, and logistics. • Develop detailed project plans with timelines and milestones, and monitor progress throughout. • Manage and monitor customer and internal communication. • Manage and monitor installation budgets and overall capital expenditure. • Partner with account executive and territory managers to ensure provisioning and equipment requirements are met.
Previous employer(s), positions, and dates	Dell, Inc. (2004-2009)
Identify specific information about experience in:	Clearly identify the experience, provide dates, describe the person's role and extent of involvement in the experience
✓ Customer Service with Pre-Paid Called Parties	<ul style="list-style-type: none"> • Experience in implementation planning of Securus prepaid calling feature in Securus SCP (2009) • Experience in implementation coordination and

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position: Regional Project Management Team Lead	
	installation of Securus SCP prepaid calling feature on SCP.
✓ Monitoring and Review of Offender Phone Calls	<ul style="list-style-type: none"> • Experience in implementation planning of Securus monitoring and review of offender phone calls feature in Securus SCP (2009) • Experience in implementation coordination and installation of Securus monitoring and review of offender phone calls feature on SCP
✓ Technical Support	<ul style="list-style-type: none"> • Experienced in the Securus Technical Support Center (TSC) responsibilities and role in the ongoing support of the Securus SCP. Experienced in the transition of implementation services to Securus technical support upon completion of installation of SCP.
✓ Implementing and Maintaining Offender Telephone Systems	<ul style="list-style-type: none"> • Experience in the implementation of the Securus SCP offender telephone system. Primary responsibilities currently include role as Project Management Team lead for project management associated with implementing Securus SCP for western, Midwest and northeastern Securus clients.
Staffing Methodology	
Describe the person's planned duties/role proposed herein:	Mr. Larney will be responsible for the project management team that is currently planning and will be implementing the proposed Securus SCP offender telephone system. Mr. Larney, with his team, will manage, monitor and evaluate the installation of the call monitoring and recording SCP offender telephone system. Mr.; Larney and his team will be responsible for coordination with facilities as well as with the incumbent provider. Mr. Larney and his team are responsible for the development and execution of the detailed project plan with timelines and milestones associated with the installation of the Securus SCP and with monitoring progress towards achievement of those milestones.
Specify the approximate number of hours this person is proposed for services	Mr. Larney is expected to contribute over 200 hours to the successful implementation of the Securus SCP.

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position: Project Manager (Integrations)	
Name of Person:	Rebecca (Becky) Hill
Educational Degree (s): include college or university, major, and dates	High School - 2007
Specialized Training Completed. Include dates and documentation of completion:	<ul style="list-style-type: none"> • NSC - Continuing Education - October 2002 • Customer Support Specialist, HDI Certification: May 2003 • Managing Project in Organizations: April 2004 • Project Management Fundamentals: April 2006 • Microsoft Project 2003: December 2009
# of years experience in area of service proposed to provide:	15 + Years
Describe person's relationship to offeror. If employee, # of years. If subcontractor, describe other/past working relationships	15+ Years
Describe this person's responsibilities over the past 12 months.	<ul style="list-style-type: none"> • Completed at 115 projects in 2010 • WI DOC - 36 Facilities - Approx. 23,500 Inmates • AK DOC - 13 Facilities - Approx. 3,500 Inmates • Passaic, NJ - 2 Facilities - Approx. 1,000 Inmates • Jackson County, MO - 1 Facility - Approx. 900 Inmates • Stark County, OH - 1 Facility - Approx. 260 Inmates • Assisted with MD DOC - 22 Facilities - Approx. 22,500 Inmates
Previous employer(s), positions, and dates	High School - 2007
Identify specific information about experience in:	Clearly identify the experience, provide dates, describe the person's role and extent of involvement in the experience
✓ Customer Service with Pre-Paid Called Parties	Knowledgeable about Securus prepaid (AdvanceConnect) feature within Securus SCP.
✓ Monitoring and Review of Offender Phone Calls	Becky will generally monitor and review initial calls for facilities that she is managing the install as a type of <i>quality check to insure prompting is correct and call flow/options are correct.</i>
✓ Technical Support	Becky served in Technical Support when she first started with the Securus. Her experience in this area has assisted in her understanding the platforms to a degree that gives her in-depth knowledge of the systems features and

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position: Project Manager (Integrations)	
	functionality, which allows her to do QA spot checks on her installs.
✓ Implementing and Maintaining Offender Telephone Systems	Becky has worked on the Implementation/Install Team for over a year, and has shows the ability to tackle all jobs, big or small, and is extremely detailed.
Staffing Methodology	
Describe the person's planned duties/role proposed herein:	Becky will generally monitor and review initial offender calls for facilities as a type of quality check to insure prompting is correct and call flow/options are correct.
Specify the approximate number of hours this person is proposed for services	It is estimated that Becky will contribute approximately 50 hours to this project.

Title of Position: Quality Assurance Coordinator	
Name of Person:	Sharmel Dozier
Educational Degree (s): include college or university, major, and dates	<p>Northwood University-01/2010-Present</p> <ul style="list-style-type: none"> • Bachelor of Business Administration-Management-05/05/2011 • Magna Cum Laude <p>Mountain View College-03/2006-05/2008</p> <ul style="list-style-type: none"> • Associate in Applied Sciences Degree-Management • Vice-President's Honor Roll • Phi Theta Kappa Honors Sorority Member • <p>Mountain View College-03/2006-05/2008</p> <ul style="list-style-type: none"> • Certificate in Management • Certificate in Management-Supervision • Certificate in Human Resource Management <p>SMU (School of Engineering & Applied Science) -09/2001-12/2001</p> <ul style="list-style-type: none"> • UNIX Sys. Administration Certification (Sun Solaris 8)

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position: Quality Assurance Coordinator	
Specialized Training Completed. Include dates and documentation of completion:	<ul style="list-style-type: none"> • Criticism & Discipline Skills for Managers by Fred Pryor Seminars (6hrs) 2006 • Coaching & Development Skills for Managers by Fred Pryor Seminars (6hrs) 2006 • Mistake Free Grammar & Proofreading by Career Track (6 Hrs) 2006
# of years experience in area of service proposed to provide:	10 years experience in quality assurance and training & development
Describe person's relationship to offeror. If employee, # of years. If subcontractor, describe other/past working relationships	Employee of Securus Technologies, Inc. for 3 years.
Describe this person's responsibilities over the past 12 months.	<p>My primary responsibilities include:</p> <ul style="list-style-type: none"> • Design, implement and manage quality assurance program for internal call center. • Designed and implemented standardized quality assurance evaluation forms for calls, chats, emails and trouble tickets. • Analyze trends and continuously drive quality assurance improvement efforts of internal call and outsourced call centers. • Drive customer satisfaction and retention based on Customer Satisfaction (CSAT) and Facility Value Surveys. • Conduct routine metrics meetings with internal staff to evaluate performance and drive initiatives. • Facilitate and serve as the gage for quality monitoring calibration sessions with internal quality assurance evaluators. • Conduct quality assurance validation audits to assess scoring variances for internal and outsourced call center quality evaluators to maintain a calibration variance of (+/-) 3%. • Coach supervisors to improve feedback and staff development skills. • Train-the-supervisor on soft skills, proprietary systems and policies & procedures related to quality assurance. • Facilitate webinars/conference calls with outsourced call center vendor management to discuss performance delivery and provide information

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position: Quality Assurance Coordinator	
	<p>updates.</p> <ul style="list-style-type: none"> • Provide training to call center and back office staff to ensure continuous quality improvement. • Facilitate training in a classroom, webinar or one-on-one environment utilizing various styles and strategies. • Develop and update quality assurance and training curriculum & test assessment materials including CBT's and handouts. • Measured and reported on new-hire quality performance during the first 90-days of employment. • Managed agent transition during 2-weeks post-training to ensure seamless transition to full production.
Previous employer(s), positions, and dates	<p>Customer Service Trainer</p> <ul style="list-style-type: none"> • Appliance Warehouse of America, Inc.- 10/2002-10/2006 <p>Customer Service Supervisor</p> <ul style="list-style-type: none"> • McLeod USA (formerly CapRock Communications)- 05/2000-09/2001 <p>Customer Service Trainer</p> <ul style="list-style-type: none"> • Nylcare65 an Aetna U.S. Healthcare Company- 06/1997-09/2000
Identify specific information about experience in:	Clearly identify the experience, provide dates, describe the person's role and extent of involvement in the experience
✓ Customer Service with Pre-Paid Called Parties	<p>03/2008 to present:</p> <ul style="list-style-type: none"> • Responsible for monitoring call center agent calls for quality assurance. • Assist with customer escalations • Responsible for fielding 5 calls/month from customers in order to stay in touch with the agent experience and ensure continuous quality assurance
✓ Monitoring and Review of Offender Phone Calls	<ul style="list-style-type: none"> • Responsible for reviewing offender phone calls as necessary during the process of monitoring call center/back office agent adherence to policies and procedures and to ensure proper issue resolution was reached in the process of handling tickets, chats and emails submitted by customer request.

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position: Quality Assurance Coordinator	
✓ Technical Support	Sharmel has three (3) years of experience in understanding Securus technical support process and support systems and when to refer friends and family issues to Securus technical support.
✓ Implementing and Maintaining Offender Telephone Systems	Sharmel has basic knowledge of Securus implementation and maintenance of the Securus OTS.
Staffing Methodology	
Describe the person's planned duties/role proposed herein:	<ul style="list-style-type: none"> • Responsible for monitoring call center agent calls for quality assurance. • Assist with customer escalations • Responsible for fielding 5 calls/month from customers in order to stay in touch with the agent experience and ensure continuous quality assurance • Responsible for reviewing offender phone calls as necessary during the process of monitoring call center/back office agent adherence to policies and procedures and to ensure proper issue resolution was reached in the process of handling tickets, chats and emails submitted by customer request.
Specify the approximate number of hours this person is proposed for services	It is estimated that Ms. Dozier will contribute an estimated three (3) hours per week to the proposed project on an ongoing basis to provide Securus call center monitoring of Securus agents.

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Securus Technical Support Resumes

Title of Position: Technical Support Manager Managing a team of approximately 30 Securus Technical Support associates	
Name of Person:	Marlon Miller
Educational Degree (s): include college or university, major, and dates	Phillips College, Chicago IL <ul style="list-style-type: none"> • Diploma in Business Data Processing June 1987 • Computer Programming
Specialized Training Completed. Include dates and documentation of completion:	Certifications from 1987 to present <ul style="list-style-type: none"> • Lucent Technologies TC 1601 Communication Basics • Lucent Technologies TC 1602 Analog & Digital Concepts • Lucent Technologies TC 1603 Transmission • Lucent Technologies TC 1604 Switching • Disciplining Difficult Employees • Lawful Termination's • Exceptional Customer Service • Management Skills for New Supervisors • Practical Skills for Managers & Supervisors • Organizing & Leading Teams • Valuing Diversity • Leading High Performance Teams • Brain Styles • Customer Service Excellence • Servant Leadership • Leadership and Team Success Award
# of years experience in area of service proposed to provide:	<ul style="list-style-type: none"> • 22 Years experience with an extensive technical background in the telecommunications and call center industry • 13 Years Experience in Telecommunications industry encompassed within LEC & CLEC environment • 9 Years Experience Managing within Customer Service/Call Center environment • A hands-on oriented professional with a proven record of success
Describe person's relationship to offeror. If	Employee of Securus since 2003

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position: Technical Support Manager Managing a team of approximately 30 Securus Technical Support associates	
employee, # of years. If subcontractor, describe other/past working relationships	
Describe this person's responsibilities over the past 12 months.	Securus Technologies, Inc. 2003 - Present <ul style="list-style-type: none"> • Technical Support Manager • Support technical solutions development within Securus Technical Support • <i>Ensure the highest quality delivery of partner projects</i> • Support product/feature development process • Provide "Best in Class" internal/external customer support • Consult with customer, identify technical requirements, present viable solutions and drive flawless execution of the agreed solution • <i>Analyze, Monitor and proactively initiate corrective activity to continue growth and enhance the knowledge level and skill set of Support Technicians</i> • Provide on-going hardware/software training for Support Technicians
Previous employer(s), positions, and dates	Allegiance Telecom, Inc. 2000 – 2003 <ul style="list-style-type: none"> • Customer Care Center Manager • Managed, Recruited and hired for a local Customer Care Call Center • Managed overall performance of CSR's provided by Supervisors and Quality Assurance • Provide daily feedback to the Director on overall Call Center Performance Measurements • Created/Implemented several bonus structures for the Management staff • Facilitated and implemented tracking process to care for customer attrition • Lead a management team that was instrumental in developmental improvements of trouble ticket tracking application. This included proper trouble/billing ticket templates & formats, affected TN's, billing history/information, Sales & features information and overall customer history Aegis Communications Group – a.k.a. – ATC 1997-2000 <ul style="list-style-type: none"> • Manager of Operations

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position: Technical Support Manager	
Managing a team of approximately 30 Securus Technical Support associates	
	<ul style="list-style-type: none"> • Created staffing/scheduling for campaign of 250-350 CSR's. • Prepared/Implemented Quality Assurance Conformance Summary Reports. • Monitor overall Performances of CSR's provided by QA and Supervisors. • Provide daily feedback on overall operations of call center performance to the Director. • Implemented attendance weekly/monthly tracking report • Created tracking mechanism to care for campaigns overall Sales objectives weekly
Identify specific information about experience in:	Clearly identify the experience, provide dates, describe the person's role and extent of involvement in the experience
✓ Customer Service with Pre-Paid Called Parties	Knowledgeable about Securus prepaid (AdvanceConnect) feature within Securus SCP.
✓ Monitoring and Review of Offender Phone Calls	Experience with Securus SCP feature for monitoring and review of Offender phones from both a feature perspective as well as from a service perspective.
✓ Technical Support	Nine years of supporting technical solutions development within Securus technical support and providing technical support to Securus customers.
✓ Implementing and Maintaining Offender Telephone Systems	Nine years of supporting product and feature development for Securus products.

Staffing Methodology

Describe the person's planned duties/role proposed herein:	<ul style="list-style-type: none"> • Technical Support Manager for all issues reported to Securus Technical Support Center • Support technical solutions development for MODOC within Securus Technical Support • Ensure the highest quality delivery of partner projects including Huber & Associates, Guarded Exchange and other Securus partners. • Support product/feature development process • Provide "Best in Class" internal/external customer support to MODOC. • Consult with customer, identify technical requirements, present viable solutions and drive flawless execution of the agreed solution • Analyze, Monitor and proactively initiate corrective
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Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

	<p>activity to continue growth and enhance the knowledge level and skill set of Support Technicians</p> <ul style="list-style-type: none"> • Contribute to Securus Account Team meetings with MODOC on a quarterly basis. • Provide on-going hardware/software training for Support Technicians related to MODOC OTS.
Specify the approximate number of hours this person is proposed for services	Mr. Miller will provide all required hour to ensure that MODOC has the appropriate contact numbers and quality of service identified in the Securus proposal. Mr. Miller is a full time Technical Support Manager and is responsible for all technical support personnel assigned to the MODOC account. Securus estimates that Mr. Miller will contribute five (5) hours per week initially to follow through on any technical issues surfacing immediately after installation and an additional five (5) hours per week thereafter.

Securus Field Service Support Resumes

Title of Position: Field Services Manager Managing a team of approximately 15 Securus Field Service associates	
Name of Person:	Billy E. Ryan
Educational Degree (s): include college or university, major, and dates	<ul style="list-style-type: none"> • Bachelor of Science – Business • Emporia State University • 1967 - 1971
Specialized Training Completed. Include dates and documentation of completion:	<ul style="list-style-type: none"> • Electronics, Hesston College, Hesston, Kansas (1977) • Agilent Technologies, Fundamentals of Gas Chromatography, Feb 2004
# of years experience in area of service proposed to provide:	30 years experience in telecommunications
Describe person's relationship to offeror. If employee, # of years. If subcontractor, describe other/past working relationships	<ul style="list-style-type: none"> • Bachelor of Science – Business • Emporia State University • 1967 - 1971
Describe this person's responsibilities over the past 12 months.	Responsible for field service technicians, dispatch, personnel, establishing, maintaining technical standards, procedures and company policies for field services for Missouri based technicians.

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position: Field Services Manager	
Managing a team of approximately 15 Securus Field Service associates	
Previous employer(s), positions, and dates	<ul style="list-style-type: none"> • T-Netix, Inc. Carrollton, TX (2004-2005), Customer Service Manager • SC Telecom, Wichita, KS (2002), Engineering Manager • Fujitsu Network Services, Plano , TX (2000-2001), Area Director Installation Services • KINI L.C. , Salina, KS (1989), Director Operations
Identify specific information about experience in:	Clearly identify the experience, provide dates, describe the person's role and extent of involvement in the experience
✓ Customer Service with Pre-Paid Called Parties	Knowledgeable about Securus prepaid (AdvanceConnect) feature within Securus SCP.
✓ Monitoring and Review of Offender Phone Calls	Experience with Securus SCP feature for monitoring and review of Offender phones from both a feature perspective as well as from a service perspective.
✓ Technical Support	Experienced and knowledgeable about Securus technical support functions, policies and procedures. Experience in interfacing and working with Securus Technical Services Center to provide service to Missouri based customers.
✓ Implementing and Maintaining Offender Telephone Systems	Six years experience implementing and maintaining Securus offender telephone systems.
Staffing Methodology	
Describe the person's planned duties/role proposed herein:	Mr. Ryan will provide backup support services to ShawnTech Communications technicians when required in catastrophic or emergence situations.
Specify the approximate number of hours this person is proposed for services	Securus estimates that backup field service requirements will be less than five (5) hours per year.

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Securus Customer Care Resume

Title of Position: Director Customer Service	
Name of Person:	Michele Hughes
Educational Degree (s): include college or university, major, and dates	<ul style="list-style-type: none"> • Business Management • HR Leadership Development • 1990 - 1992
Specialized Training Completed. Include dates and documentation of completion:	<ul style="list-style-type: none"> • SMU (Southern Methodist University) • Leadership Courses • HR Certificate • Avaya Certified • Sales Force.com
# of years experience in area of service proposed to provide:	<ul style="list-style-type: none"> • 25 Years experience in Customer Service/Call Center environment in the: • Transportation Industry • Service Industry
Describe person's relationship to offeror. If employee, # of years. If subcontractor, describe other/past working relationships	Ms. Hughes is a full time employee of Securus Technologies, Inc.
Describe this person's responsibilities over the past 12 months.	Director Customer Service responsible for the leading 150 - 300 employees in a single or multiple unit call center.
Previous employer(s), positions, and dates	<ul style="list-style-type: none"> • Unisource Worldwide - Director Customer Service - 2003- 2010 • Sea-Land Service /Horizon Lines - Director Customer Service 1990 - 2003
Identify specific information about experience in:	<i>Clearly identify the experience, provide dates, describe the person's role and extent of involvement in the experience</i>
✓ Customer Service with Pre-Paid Called Parties	Ms. Hughes will be responsible for all customer service for Prepaid called parties and has over 25 years experience in customer service. Ms. Hughes will be managing the Securus Customer Care Center where friends and family members will be calling to open, close and communicate with Securus on all issues regarding prepaid accounts. Ms. Hughes experience includes experience as Director Customer Service for Unisource Worldwide and Sea-Land Service/Horizon Lines where she was Director of Customer Service and responsible for 150-300 employees

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position: Director Customer Service	
	providing customer service.
✓ Monitoring and Review of Offender Phone Calls	Ms. Hughes is currently undergoing extensive Securus training in all Securus Customer Service products and services including the monitoring and review of offender phone calls. Ms. Hughes has extensive background over the past eight (8) years on measuring call agents and monitoring of phone calls.
✓ Technical Support	Ms. Hughes background includes responsibility as a Business Partner with responsibilities associated with implementing Avaya technology and help desk processes and procedures. 1990 – 2011. Additionally, Ms. Hughes is familiar with the current Securus technical support management procedures and policies associated with referring calls from the Securus call center to the Securus Technical Support Center.
✓ Implementing and Maintaining Offender Telephone Systems	Securus has recently opened the Securus Customer Care Center staffed by Securus employee, which is a first for the offender telephone industry. Ms. Hughes is familiar with all procedures and policies associated with Securus customers care centers role in the implementation and maintenance of the Securus offender telephone system.

Staffing Methodology

Describe the person's planned duties/role proposed herein:	Ms. Hughes will be responsible for all customer service provided to MODOC friends and family and has over 25 years experience in customer service. Ms. Hughes will be managing the Securus Customer Care Center where friends and family members will be calling to open, close and communicate with Securus on all issues regarding prepaid accounts. Ms. Hughes experience includes experience as Director Customer Service for Unisource Worldwide and Sea-Land Service/Horizon Lines where she was Director of Customer Service and responsible for 150-300 employees providing customer service.
Specify the approximate number of hours this person is proposed for services	Ms. Hughes it expected to contribute a minimum of 40 hours per week in the management of all Securus Customer Care Center issues and opportunities.

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Securus Site Engineer Resumes

Title of Position: Supervisor, Site Engineering	
Name of Person:	Kenny Boustead
Educational Degree (s): include college or university, major, and dates	Brookhaven College, A Dallas County Community College, Computer Science, Last attended July 2005
Specialized Training Completed. Include dates and documentation of completion:	CompTia A + Certified, July 2003 American Sign Language, June 1994
# of years experience in area of service proposed to provide:	Supervisor 2 years, IT 13 years
Describe person's relationship to offeror. If employee, # of years. If subcontractor, describe other/past working relationships	Employee of 5 years, 5 months.
Describe this person's responsibilities over the past 12 months.	<ul style="list-style-type: none"> • Supervisor over Site Engineering Team. • Primary job function is to coordinate Engineering with Project Management and Technical Install Support. • Technical Subject Matter Expert on Inmate Telephone Platforms both PC based and VoIP. • Visited 60 plus government customer sites, including City, County, State, and Federal prison/detention facilities
Previous employer(s), positions, and dates	<p>Previous positions held during tenure with Securus are,</p> <ul style="list-style-type: none"> • Supervisor Technical Alpha Beta Team 12/2008 thru 10/2010 • Level 3 Technical Support Technician 9/2006 thru 12/2008 • Level 2 Alpha Beta Technician 02/2006 thru 09/2006 • Level 2 Technical Support Technician 8/2005 thru 02/2006. <p>Previous Employers</p> <ul style="list-style-type: none"> • COMPUCOM INC. Technical Support Analyst, 10/2002 thru 8/2005 • ACCENTURE LLP. HelpDesk Analyst, 6/2000 thru 10/2002
Identify specific information about experience in:	Clearly identify the experience, provide dates, describe the person's role and extent of involvement

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position: Supervisor, Site Engineering	
	in the experience
✓ Customer Service with Pre-Paid Called Parties	Knowledgeable about Securus prepaid (AdvanceConnect) feature within Securus SCP.
✓ Monitoring and Review of Offender Phone Calls	Subject Matter Expert on 2 Legacy systems as well as SCP including all forms of monitoring and CDR recall. Also a Subject Matter Expert on our Three-Way Call detection methods.
✓ Technical Support	Was an Escalation Level 3 Tech in Securus Tech Support for over 2 years for multiple OTS platforms, transport methods and Three-Way call detection. Managed Escalations for nearly 2 years from The Alpha Beta team and Engineering to our Production Support Team, QA and Development Teams.
✓ Implementing and Maintaining Offender Telephone Systems	Has installed many types of legacy systems and SCP based systems, as well as managed support and engineering teams for Offender Telephone Systems

Staffing Methodology

Describe the person's planned duties/role proposed herein:	<ul style="list-style-type: none"> • Will provide Supervision over Site Engineering Team. • Will coordinate Engineering with Project Management and Technical Install Support. • Will serve as technical subject matter expert on Inmate Telephone Platforms both PC based and VoIP. • Will Visit customer sites to ensure quality and compliance with engineering plans
Specify the approximate number of hours this person is proposed for services	Securus estimates that Mr. Boustead will contribute fifteen (15) additional hour in addition to the multiple of hours he has already contributed to the planning and planned and implementation of this installation.

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position: Site Engineering	
Name of Person:	Roger Maynard
Educational Degree (s): include college or university, major, and dates	High School Diploma - 1972
Specialized Training Completed. Include dates and documentation of completion:	<ul style="list-style-type: none"> • Northern Telecom PBX Systems, • Option 11-81, • BCM ,Succession • Symposium, • Call Pilot, • Meridian Mail, • Meridian OTM • Adtran, • Cisco PIX • Centrex, • IFB, DS0-DS3, MPLS, OC3-OC48, DXC and VOIP Solutions
# of years experience in area of service proposed to provide:	22 Years
Describe person's relationship to offeror. If employee, # of years. If subcontractor, describe other/past working relationships	Employee of 3 years 9 Months
Describe this person's responsibilities over the past 12 months.	<p>Responsible for providing product sales and systems engineering solutions for new and renewal business opportunities. The Engineer works with Sales Associates to research and understand the needs of our customer and define the overall technical and business solution. This role works side-by-side with many Securus departments in order to engineer and evaluate business opportunities based on current business rules; approved hardware and software configurations; and other general engineering guidelines.</p> <p>The Engineer is responsible for working with all necessary Securus departments in order to understand and maintain accurate engineering rules and guidelines.</p>
Previous employer(s), positions, and dates	Previous positions held during tenure with Securus are, <ul style="list-style-type: none"> • Site Engineer 4/2007 To Date

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position: Site Engineering	
	<p>Previous Employers</p> <ul style="list-style-type: none"> • Contractor – American Airlines, Senior Telecom Analyst/Project Manager, 01/2006 thru 01/2007 • Contractor – Verizon Super Pages, Senior Telecom Analyst, 8/2004 thru 10/2005 • EDS, Telecom Project Engineer, 11/2003 thru 8/2004 • Bella Vista Communications, Telecom Project Support Engineer, 12/2001 thru 11/2003 • Taqua Systems, Project Mgr/ Account Project Mgr 4/2000 thru 11/2001 • Beaty Communications, Senior Telecom Project Mgr., 4/1999 thru 5/2000 • Sonoma Communications, Telecom Manager, 3/1997 thru 4/1999 • Ericsson, Inc. Technical Project Specialist, 10/1994 thru 2/1997 • CompUSA Corporate Office, Regional PBX Project Administrator, 01/1994 thru 10/1994 • Halliburton, Voice Communications Analyst, Voice Manager, 01/1988 thru 10/1993
Identify specific information about experience in:	Clearly identify the experience, provide dates, describe the person's role and extent of involvement in the experience
✓ Customer Service with Pre-Paid Called Parties	Knowledgeable about Securus prepaid (AdvanceConnect) feature within Securus SCP.
✓ Monitoring and Review of Offender Phone Calls	Knowledgeable about Securus OTS to monitor and review offender telephone calls. Twenty two years experience in telecom with the past three years working on the Securus OTS. Substantial experience over past three years with state, county and local use of Securus OTS monitoring and review of offender calls.
✓ Technical Support	In depth knowledge of Securus technical support capabilities and processes. Three (3) years experience in working with Securus Sales Associates to research and understand the needs of our customer and define the overall technical and business solution. This role works side-by-side with many Securus departments in order to engineer and evaluate business opportunities based on current business rules; approved hardware and software configurations; and other general engineering guidelines. The Engineer is responsible for working with all necessary Securus departments in order to understand

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position: Site Engineering	
	and maintain accurate engineering rules and guidelines.
✓ Implementing and Maintaining Offender Telephone Systems	Knowledgeable about Securus processes and requirements to implement and maintain Securus OTS. Three (3) years experience in planning and implementing Securus OTS.
Staffing Methodology	
Describe the person's planned duties/role proposed herein:	Duties/roles will include providing product sales and systems engineering solutions for new and renewal business opportunities associated with the proposed system. Will work with Sales Associates to research and understand the needs of MODOC and define the overall technical and business solution. This role will work side-by-side with many Securus departments in order to engineer and evaluate business opportunities based on current business rules; approved hardware and software configurations; and other general engineering guidelines. Responsible for working with all necessary Securus departments in order to understand and maintain accurate engineering rules and guidelines.
Specify the approximate number of hours this person is proposed for services	Securus estimates an additional 10 hours of work will be required.

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position: Site Engineer	
Name of Person:	Robert Day
Educational Degree (s): include college or university, major, and dates	High School Diploma - 1994
Specialized Training Completed. Include dates and documentation of completion:	<ul style="list-style-type: none"> • CompTia - A+, N+, Jan 7, 2005 • Network Fundamentals, Nov 19, 2003 • Telecommunication I & II, Nov 20, 2003 • Internet and Network Communications, Nov 18, 2003 • Siemon Cable Management - Premise Wiring Fall of 1999 • Certified in Toshiba, Avaya, Panasonic, NEC, Nortel, and Meridian PBX systems Certifications from 1998 to 2001 • Adtran Jan 25, 2010 • Cisco PIX Aug 2002 • VoIP systems Oct 2003 • Electronic Technician June 16, 1993 • US Navy DC "A" Certified 1st Responder, Nuclear Biological Chemical Warfare, Sea and Air Warfare, Special Communications and Weapons Certified. From 1995 to 1997
# of years experience in area of service proposed to provide:	17 Years
Describe person's relationship to offeror. If employee, # of years. If subcontractor, describe other/past working relationships	Employee, 8 years 7 Months
Describe this person's responsibilities over the past 12 months.	<p>Responsible for providing product sales and systems engineering solutions for new and renewal business opportunities. The Engineer works with Sales Associates to research and understand the needs of our customer and define the overall technical and business solution. This role works side-by-side with many Securus departments in order to engineer and evaluate business opportunities based on current business rules; approved hardware and software configurations; and other general engineering guidelines.</p> <p>The Engineer is responsible for working with all necessary</p>

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position: Site Engineer	
	Securus departments in order to understand and maintain accurate engineering rules and guidelines. I have designed and implemented Orleans Parish, LA and Harris County, TX. Re designed Alaska DOC
Previous employer(s), positions, and dates	<ul style="list-style-type: none"> Previous positions held during tenure with Securus are, Site Engineer 10/2009 To Date Level 2 Alpha Beta Technician 11/2006 thru 10/2009 Field Service Engineer 5/2002 thru 11/2006 Previous Employers Teleco Communications, National Accounts Technician 7/1998 to 5/2002 Boyer Telecommunications, Technician 6/1997 to 7/1998 United States Navy, Damage Control Special Communications & Weapons Technician Aug 1993 to May 1997
Identify specific information about experience in:	Clearly identify the experience, provide dates, describe the person's role and extent of involvement in the experience
✓ Customer Service with Pre-Paid Called Parties	Knowledgeable regarding the Securus OTS customer service function for prepaid (AdvanceConnect) parties. Knowledge gained over the past eight (8) years performing site engineering and field technician duties.
✓ Monitoring and Review of Offender Phone Calls	Subject Matter Expert on 2 Legacy systems as well as SCP including all forms of monitoring and CDR recall.
✓ Technical Support	Is an escalation for technical support across multiple platforms and transport methods.
✓ Implementing and Maintaining Offender Telephone Systems	Has installed many types of legacy systems and SCP based systems ranging in size from 1 phone to over a thousand. This includes all aspects of the implementation and installation phases. From design, realization, implementation and final cut.
Staffing Methodology	
Describe the person's planned duties/role proposed herein:	Duties/roles will include providing product sales and systems engineering solutions for new and renewal business opportunities associated with the proposed system. Will work with Sales Associates to research and understand the needs of MODOC and define the overall technical and business solution. This role will work side-by-side with many Securus departments in order to

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

	engineer and evaluate business opportunities based on current business rules; approved hardware and software configurations; and other general engineering guidelines. Responsible for working with all necessary Securus departments in order to understand and maintain accurate engineering rules and guidelines.
Specify the approximate number of hours this person is proposed for services	Securus estimates an additional 10 hours of work will be required

Securus Training Resumes

Title of Position: Senior Corporate Trainer	
Name of Person:	Patrick Dover
Educational Degree (s): include college or university, major, and dates	Oklahoma State University <ul style="list-style-type: none"> • Bachelor of Science in Elementary Education, 1987 - 1991
Specialized Training Completed. Include dates and documentation of completion:	
# of years experience in area of service proposed to provide:	6 years
Describe person's relationship to offeror. If employee, # of years. If subcontractor, describe other/past working relationships	6 years
Describe this person's responsibilities over the past 12 months.	Provide training to external and internal customers. Coach trainers to improve customer satisfaction with training, develop training material, and serve as SME to customers.
Previous employer(s), positions, and dates	New Horizons Computer Training Company <ul style="list-style-type: none"> • Master Instructor, 1999 - 2005 RHI Consulting <ul style="list-style-type: none"> • Trainer/Webmaster, 2001 - 2002 Commercial Financial Services <ul style="list-style-type: none"> • Senior Account Officer, 1997 - 1999
Identify specific information about experience in:	Clearly identify the experience, provide dates, describe the

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position: Senior Corporate Trainer	
	person's role and extent of involvement in the experience
✓ Customer Service with Pre-Paid Called Parties	Have provided customer service training to internal customer support representatives
✓ Monitoring and Review of Offender Phone Calls	Extensive experience in Monitoring, reviewing, and reporting on offender phone calls
✓ Technical Support	Continually provide technical support to internal and external customers
✓ Implementing and Maintaining Offender Telephone Systems	Has been involved in the implementation and maintaining of a broad range of customer from small county agencies, state department of corrections, to federal facilities.

Staffing Methodology

Describe the person's planned duties/role proposed herein:	Provide initial and ongoing training to MODOC staff. Coach trainers to improve customer satisfaction with training, develop training material for MODOC, and serve as SME to MODOC.
Specify the approximate number of hours this person is proposed for services	Securus estimates that Mr. Dover will contribute over 80 hours to this project for proposed services.

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Huber & Associates

We realize that delivering true value to our clients involves not only the delivery of the right hardware and software solutions, but also the expertise of skilled technical professionals to provide service and support. Our highly-qualified sales support, and technical team is certified on the latest technologies and has extensive, hands-on experience in the field.

Huber & Associates is currently providing support services for the Missouri Department of Corrections' Offender Telephone System contract; Huber & Associates' team has a thorough understanding of the State's current banking and PIN/DEBIT requirements. Huber & Associates has valuable insight into the additional needs of the banking system as well as in-depth knowledge of how to improve existing processes and create greater efficiencies without compromising security or quality.

Huber & Associates will continue to utilize the talented team of application developers, technical consultants, and certified project managers who have been supporting the previous contract. This strategy will allow us to speed up the implementation at the lowest possible risk. The combination of experience, expertise, and reliability are not only good predictors of future performance; it also sets this team apart.

Following is the organization we have in place to support this project. Our team is ready to begin the day the contract is signed!

Detailed information about the experience and qualifications of key project personnel is provided below. We will be working with the following employees at Huber & Associates:

Title of Position: Development/Project Manager	
Name of Person:	 Pam Kroeger
Educational Degree (s): include college or university, major, and dates	<ul style="list-style-type: none"> • University of Missouri, Columbia, MO (1980 – 1982) • Lincoln University, Jefferson City, MO (1982 – 1984) • A.A.S. Computer Science
Specialized Training Completed. Include dates and documentation of completion:	<ul style="list-style-type: none"> • PMI Certified Project Management Professional, September 2005 • IBM Information Management DB2 Technical Sales Professional (v1), October 31, 2009 • WebSphere Portal Technical Sales Professional (v1), November 3, 2009 • IBM Information Management Optim Technical Sales Professional, November 13, 2009 • Project Management Professional (PMP®), September 19, 2005

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position: Development/Project Manager	
# of years experience in area of service proposed to provide:	25 years of experience
Describe person's relationship to offeror. If employee, # of years. If subcontractor, describe other/past working relationships	Subcontractor
Describe this person's responsibilities over the past 12 months.	Project Manager/Development Manager/Team Lead
Previous employer(s), positions, and dates	Department of Corrections, Data Processing Specialist 1986 - 1996
Identify specific information about experience in:	Clearly identify the experience, provide dates, describe the person's role and extent of involvement in the experience
Customer Service with Pre-Paid Called Parties	Technical support interfaces and applications as it relates to offender telephone. Implementation and maintenance for MO Department of Corrections.
Monitoring and Review of Offender Phone Calls	
Technical Support	
Implementing and Maintaining Offender Telephone Systems	
Staffing Methodology	
Describe the person's planned duties/role proposed herein:	Oversee Development Team
Specify the approximate number of hours this person is proposed for services	Approx. 20 hours/week

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position: Programmer	
Name of Person:	 Sondra Allen
Educational Degree (s): include college or university, major, and dates	<ul style="list-style-type: none"> • Southwest Baptist University • B.A. Mathematics, 1976
Specialized Training Completed. Include dates and documentation of completion:	<ul style="list-style-type: none"> • IBM Certified Specialist • AS/400 RPG IV Programmer
# of years experience in area of service proposed to provide:	20 years
Describe person's relationship to offeror. If employee, # of years. If subcontractor, describe other/past working relationships	Subcontractor
Describe this person's responsibilities over the past 12 months.	Lead developer for Mo Dept. of Corrections Offender Banking Systems and related systems
Previous employer(s), positions, and dates	<p>Missouri Baptist Convention</p> <ul style="list-style-type: none"> • Director of Data Processing • Nov. 1981 – Nov. 1984, Nov. 1985 – Nov. 1989 <p>Missouri Department of Revenue</p> <ul style="list-style-type: none"> • Programmer Analyst • May 1981 – Nov. 1981 <p>Missouri State Court Administrator</p> <ul style="list-style-type: none"> • Programmer Analyst • Sept. 1980 – May 1981 <p>Missouri State Highway Patrol</p> <ul style="list-style-type: none"> • Programmer • Aug. 1976 – Aug. 1980
Identify specific information about experience in:	Clearly identify the experience, provide dates, describe the person's role and extent of involvement in the experience
Customer Service with Pre-Paid Called Parties	
Monitoring and Review of Offender Phone Calls	
Technical Support	Technical support interfaces and applications as it relates to offender telephone.
Implementing and Maintaining Offender Telephone Systems	Implementation and maintenance for MO Department of Corrections.

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position: Programmer	
Staffing Methodology: Describe the person's planned duties/role proposed herein:	Technical duties will include: application transition, customer service, interface development, implementation, testing and design.
Specify the approximate number of hours this person is proposed for services	<ul style="list-style-type: none"> • Approx. 300+ hours for transition support (programming, etc.) • Approx. 25+ hours/week for interface support & customer service

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position: Chief Executive Officer	
Name of Person:	 <p>Elizabeth Huber</p>
Educational Degree (s): include college or university, major, and dates	<ul style="list-style-type: none"> BS Electrical Engineering, University of Missouri - Columbia, Spring 1982
Specialized Training Completed. Include dates and documentation of completion:	
# of years experience in area of service proposed to provide:	29 years
Describe person's relationship to offeror. If employee, # of years. If subcontractor, describe other/past working relationships	Subcontractor
Describe this person's responsibilities over the past 12 months.	<ul style="list-style-type: none"> Growing revenue and profit for Huber & Associates Forming strategic partnerships Leading senior management team Recruiting and hiring employees
Previous employer(s), positions, and dates	IBM Corporation, 1982 - 1993, Systems Engineer & Sales Representative
Identify specific information about experience in:	Clearly identify the experience, provide dates, describe the person's role and extent of involvement in the experience
Customer Service with Pre-Paid Called Parties	
Monitoring and Review of Offender Phone Calls	
Technical Support	
Implementing and Maintaining Offender Telephone Systems	
Staffing Methodology: Describe the person's planned duties/role proposed herein:	Oversight
Specify the approximate number of hours this person is proposed for services	

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position: Developer	
Name of Person:	 <p style="text-align: right;">David Frahm</p>
Educational Degree (s): include college or university, major, and dates	Studies in Computer Science, Columbia College
Specialized Training Completed. Include dates and documentation of completion:	<ul style="list-style-type: none"> • CLS – Notes R4 System Administration 1, April 15, 1999 • CLP – Notes Principal Application Developer R4, November 10, 1999 • CLS – Notes R4 Application Development 1, April 19, 1999 • CLP Domino R5 Application Developer R4, December 22, 1999 • CLP Notes Application Developer R4, October 11, 1999 • IBM Certified Application Developer – Lotus Notes and Domino 6/6.5, January 24, 2006 • IBM Certified System Administrator – WebSphere Application Server Network Deployment V6.1, October 11, 2007 • IBM Host Access Transformation Services Technical Sales Professional, November 11, 2009 • Information Management Content Mgmt & Discovery Technical Sales Professional (v1), November 11, 2009 • IBM Certified Solution Developer – WebSphere Integration Developer V6.1, Core Administration, October 11, 2007 • IBM Certified SOA Solution Designer (2007), November 20, 2009 • Lotus Application Developer R6, January 24, 2006 • IBM Certified System Administrator WebSphere Portal V5.1, May 19, 2006
# of years experience in area of service proposed to provide:	10 years
Describe person's relationship to offeror. If employee, # of years. If subcontractor, describe	Subcontractor

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position: Developer	
other/past working relationships	
Previous employer(s), positions, and dates	MasterCard International <ul style="list-style-type: none"> • 2001-2004 • Lead Developer State Courts Administrator <ul style="list-style-type: none"> • 1996 - 2000 • Lead Developer
Identify specific information about experience in:	Clearly identify the experience, provide dates, describe the person's role and extent of involvement in the experience
Customer Service with Pre-Paid Called Parties	
Monitoring and Review of Offender Phone Calls	Developed, implemented, and maintains canteen POS and kiosk systems that support offender telephone systems.
Technical Support	
Implementing and Maintaining Offender Telephone Systems	
Staffing Methodology: Describe the person's planned duties/role proposed herein:	Lead Java developer, Info^Mate Kiosk System Developer, Canteen POS
Specify the approximate number of hours this person is proposed for services	Approx. 10 + hours/week

Title of Position: PIN Administrator	
Name of Person:	 Shelia Helzer
Educational Degree (s): include college or university, major, and dates	
Specialized Training Completed. Include dates and documentation of completion:	
# of years experience in area of service proposed to provide:	3 years

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position: PIN Administrator	
Describe person's relationship to offeror. If employee, # of years. If subcontractor, describe other/past working relationships	Subcontractor
Describe this person's responsibilities over the past 12 months.	Assist in reporting and resolving PIN issues.
Previous employer(s), positions, and dates	National Ethanol Vehicle Coalition, 2004 - 2008 <ul style="list-style-type: none"> • Director of Communication State of Missouri, 1971-2003 <ul style="list-style-type: none"> • Administrative Assistance
Identify specific information about experience in:	Clearly identify the experience, provide dates, describe the person's role and extent of involvement in the experience
Customer Service with Pre-Paid Called Parties	N/A
Monitoring and Review of Offender Phone Calls	N/A
Technical Support	N/A
Implementing and Maintaining Offender Telephone Systems	Customer support /pin administration of maintaining offender telephone system
Staffing Methodology: Describe the person's planned duties/role proposed herein:	Customer support /pin administration of maintaining offender telephone system
Specify the approximate number of hours this person is proposed for services	40 hours/week

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position: Systems Engineer	
Name of Person:	 <p>Paul Jackson</p>
Educational Degree (s): include college or university, major, and dates	<p>Linn Technical College, 1977-1979</p> <ul style="list-style-type: none"> • Associate of Science Degree - Digital Technology <p>Three Rivers Community College, 1975-1976</p> <ul style="list-style-type: none"> • Pre-engineering courses
Specialized Training Completed. Include dates and documentation of completion:	<ul style="list-style-type: none"> • IBM Certified Systems Expert - eServer i5 iSeries Technical Solutions V5R3, November 10, 2005 • IBM Certified Systems Expert - System I Tech Design and Implementation (including i5/OS V5R4), May 15, 2008 • IBM Certified Specialist - System I Technical Solutions - Design (including i5/OS V5R4), May 15, 2008 • IBM Certified Specialist - System I Integration with BladeCenter and System x VI, May 16, 2008 • IBM Certified System Administrator - System I v5.07.11, May 5, 2009 • IBM Certified Specialist - IBM BladeCenter V4, May 7, 2009 • IBM Certified Specialist - Power Systems Technical Support for I, May 7, 2009 • IBM Certified Advanced Technical Expert - Power Systems with IBM I, May 8, 2009 • IBM Certified Specialist - High-End disk for Open Systems Version 1, May 8, 2009 • IBM Certified Specialist - eServer iSeries Windows Integration Technical Solutions V5R3, June 30, 2005 • IBM Certified Specialist- eServer i5 iSeries Technical Solutions Implementer V5R3, November 10, 2005 • IBM Certified Specialist- eServer iSeries Technical Solutions Designer V5R3, November 10, 2005 • IBM Certified Systems Expert - eServer iSeries LPAR Technical Solutions V5R3, May 18, 2006 • Microsoft Certified Professional Specialist (MCPS), October 10, 2003 • Midleaders Online Training, 1/2002 - 12/2002

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

	<ul style="list-style-type: none"> A+ 2001 Hardware & Operating System Certification Courses; Networking Essentials; Object-Oriented Analysis & Design; MSSQL Server 7 Administrator Certification Courses; Visual Basic 6.0; Windows 2000 MCSE 70-210 Certification Courses
# of years experience in area of service proposed to provide:	30 years
Describe person's relationship to offeror. If employee, # of years. If subcontractor, describe other/past working relationships	Subcontractor
Describe this person's responsibilities over the past 12 months.	
Previous employer(s), positions, and dates	<p>US Foodservice</p> <ul style="list-style-type: none"> 1995 - 2003 Data Processing Operations Support Analyst <p>IBM Corporation</p> <ul style="list-style-type: none"> 1979-1994 Customer Engineer
Identify specific information about experience in:	Clearly identify the experience, provide dates, describe the person's role and extent of involvement in the experience
Customer Service with Pre-Paid Called Parties	
Monitoring and Review of Offender Phone Calls	Systems infrastructure.
Technical Support	
Implementing and Maintaining Offender Telephone Systems	
Staffing Methodology: Describe the person's planned duties/role proposed herein:	As assigned
Specify the approximate number of hours this person is proposed for services	Minimal

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position: Technical Engineer	
Name of Person:	 <p>Rob Johnson</p>
Educational Degree (s): include college or university, major, and dates	<ul style="list-style-type: none"> • State Fair Community College, 2001 - 2003 • Associate of Applied Science in Computer Information Science, emphasis in Network Administration
Specialized Training Completed. Include dates and documentation of completion:	<ul style="list-style-type: none"> • Cisco Certified Network Associate (CCNA), August 20, 2010 • IBM eServer Certified Specialist - p5 pSeries Technical Sales Support, December 9, 2005 • MCP - Microsoft Certified Professional, August 9, 2005 • Microsoft Certified Systems Administrator (MCSA), 2009 • Microsoft Certified Small Business Specialist • VMware Certified Professional (VCP), 2010 • VMware Sales Professional (VSP), 2010 • VMware Technical Sales Professional (VTSP), 2010
# of years experience in area of service proposed to provide:	7 years
Describe person's relationship to offeror. If employee, # of years. If subcontractor, describe other/past working relationships	Subcontractor
Describe this person's responsibilities over the past 12 months.	Network administrator, system administrator and hardware configuration management.
Previous employer(s), positions, and dates	<p>Sedalia Lumber</p> <ul style="list-style-type: none"> • 2002-2003 • Delivery Driver / Sales <p>U.S. Rents It</p> <ul style="list-style-type: none"> • 2001-2002 • Lot Worker/Sales
Identify specific information about experience in:	Clearly identify the experience, provide dates, describe the person's role and extent of involvement in the experience
Customer Service with Pre-Paid Called Parties	

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position: Technical Engineer	
Monitoring and Review of Offender Phone Calls	Backups/HQ server
Technical Support	
Implementing and Maintaining Offender Telephone Systems	
Staffing Methodology: Describe the person's planned duties/role proposed herein:	As assigned
Specify the approximate number of hours this person is proposed for services	Minimal

Title of Position: PIN Administrator	
Name of Person:	 Lynn Peters
Educational Degree (s): include college or university, major, and dates	<ul style="list-style-type: none"> • Columbia Christian College • University of Missouri - Columbia, 1962 - 1965
Specialized Training Completed. Include dates and documentation of completion:	
# of years experience in area of service proposed to provide:	3 years
Describe person's relationship to offeror. If employee, # of years. If subcontractor, describe other/past working relationships	Subcontractor
Describe this person's responsibilities over the past 12 months.	Backup PIN administrator
Previous employer(s), positions, and dates	IBM Corporation, Branch Manager Secretary, Customer Center Administrator, Cash Fund Administrator
Identify specific information about experience in:	Clearly identify the experience, provide dates, describe the person's role and extent of involvement in the experience
Customer Service with Pre-Paid Called Parties	

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Monitoring and Review of Offender Phone Calls	
Technical Support	
Implementing and Maintaining Offender Telephone Systems	
Staffing Methodology: Describe the person's planned duties/role proposed herein:	Backup PIN administration duties as assigned.
Specify the approximate number of hours this person is proposed for services	Minimal

Title of Position: Account Executive, State of Missouri	
Name of Person:	 Gayle Repetto
Educational Degree (s): include college or university, major, and dates	University of Rolla • 1980 - 1984
Specialized Training Completed. Include dates and documentation of completion:	<ul style="list-style-type: none"> • IBM eServer Certified Systems Expert -- iSeries Domino 6 Solution Sales V5R2, May 21, 2004 • IBM Certified Specialist -- iSeries Solution Sales eServer i5 and i5/OS V5R3, October 18, 2005 • IBM Certified for On Demand Business -- Solution Advisor, May 9, 2005 • IBM Storage Sales Version 7, July 25, 2006 • IBM Storage Sales Version 4, March 19, 2003 • IBM eServer Certified Specialist -- pSeries Sales V2, May 18, 2004 • IBM e(logo)server Certified Specialist -- iSeries Solution Sales V5R2, May 18, 2004 • IBM Virtualization Engine Suite for Servers -- Sales Professional, May 5, 2005

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position: Account Executive, State of Missouri	
	<ul style="list-style-type: none"> • IBM Certified for On Demand Business -- Solution Designer V2, December 2, 2005 • IBM Certified Specialist -- Power Systems Sales for AIX and Linux, May 27, 2009 • Tivoli Security Solution Sales Professional v2, October 11, 2009 • IBM Certified Specialist -- Power Systems Sales for IBM i Operating System, May 27, 2009 • IBM Certified Specialist -- IBM Storage Sales Version 9, August 27, 2009 • Tivoli Automation Solution Sales Professional v2, October 11, 2009 • IBM WebSphere Portal Family Sales Professional v1, October 14, 2009 • Tivoli Monitoring Technical Sales Professional (v1), October 19, 2009 • IBM Certified for e-business -- Solution Advisor, October 18, 1999
# of years experience in area of service proposed to provide:	20 years
Describe person's relationship to offeror. If employee, # of years. If subcontractor, describe other/past working relationships	Subcontractor
Describe this person's responsibilities over the past 12 months.	
Previous employer(s), positions, and dates	
Identify specific information about experience in:	Clearly identify the experience, provide dates, describe the person's role and extent of involvement in the experience
Customer Service with Pre-Paid Called Parties	
Monitoring and Review of Offender Phone Calls	
Technical Support	
Implementing and Maintaining Offender Telephone Systems	
Staffing Methodology: Describe the person's planned duties/role proposed herein:	

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position: Account Executive, State of Missouri	
Specify the approximate number of hours this person is proposed for services	Minimal

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position: Chief Information Officer	
Name of Person:	 <p style="text-align: right;">Jim Huber</p>
Educational Degree (s): include college or university, major, and dates	University of Missouri, Columbia, MO <ul style="list-style-type: none"> • Graduated in 1982 • Bachelor of Science - Electrical Engineering
Specialized Training Completed. Include dates and documentation of completion:	
# of years experience in area of service proposed to provide:	30 years
Describe person's relationship to offeror. If employee, # of years. If subcontractor, describe other/past working relationships	Subcontractor
Describe this person's responsibilities over the past 12 months.	Needs assessments; application design; systems designs; network design; wiring and cabling design and installation; project management; problem determination and resolution; implementation and services for infrastructure upgrades, OS installation & maintenance, system configuration, & network attachments; server consolidations;
Previous employer(s), positions, and dates	Cole County Sheriff's Department, Jefferson City, MO, 1974 - 1982 Commissioned Officer
Identify specific information about experience in:	Clearly identify the experience, provide dates, describe the person's role and extent of involvement in the experience
Customer Service with Pre-Paid Called Parties	
Monitoring and Review of Offender Phone Calls	
Technical Support	
Implementing and Maintaining Offender Telephone Systems	

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Staffing Methodology: Describe the person's planned duties/role proposed herein:	
Specify the approximate number of hours this person is proposed for services	Minimal

Title of Position: Developer	
Name of Person:	 Darin Dutcher
Educational Degree (s): include college or university, major, and dates	Central Missouri State University, Warrensburg, MO 1987-1990, Marketing & Management
Specialized Training Completed. Include dates and documentation of completion:	<ul style="list-style-type: none"> • Certified Lotus Specialist (CLS) in Application Development for R5, June 20, 2001 • Certified Lotus Professional (CLP) in Application Development for R5, June 20, 2001 • Certified Lotus Specialist (CLS) in Application Development for R6 Certified Lotus Professional (CLP) in Application Development for R6, June 18, 2001 • IBM Certified Application Develop - Lotus Notes and Domino 7, January 21, 2008 • IBM Certified Application Developer - Lotus Notes and Domino 8, January 22, 2009 • Workplace Forms Technical Sales Professional (v1), October 29, 2009 • WebSphere Portal Technical Sales Professional (v1), October 29, 2009
# of years experience in area of service proposed to provide:	12 years
Describe person's relationship to offeror. If employee, # of years. If subcontractor, describe other/past working relationships	Subcontractor

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position: Developer	
Describe this person's responsibilities over the past 12 months.	Support kiosk hardware, implementation & support.
Previous employer(s), positions, and dates	Shelter Insurance <ul style="list-style-type: none"> • Programmer
Identify specific information about experience in:	Clearly identify the experience, provide dates, describe the person's role and extent of involvement in the experience
Customer Service with Pre-Paid Called Parties	
Monitoring and Review of Offender Phone Calls	
Technical Support	
Implementing and Maintaining Offender Telephone Systems	
Staffing Methodology: Describe the person's planned duties/role proposed herein:	Support all Corrections Kiosk systems.
Specify the approximate number of hours this person is proposed for services	Approx. 20 + hours/week

Title of Position: Systems Engineer	
Name of Person:	 <p style="margin-left: 10px;">Matt Sekelsky</p>
Educational Degree (s): include college or university, major, and dates	University of Central Missouri - Warrensburg (2002-2006) <ul style="list-style-type: none"> • BS in Computer Science and Mathematics
Specialized Training Completed. Include dates and documentation of completion:	<ul style="list-style-type: none"> • IBM Certified Deployment Professional for IBM Tivoli Storage Manager V6.1 • IBM Certified Specialist for IBM Bladecenter • IBM eServer Certified Specialist for IBM p5 and pSeries Technical Sales Support

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position: Systems Engineer	
	<ul style="list-style-type: none"> • IBM Certified Specialist for IBM System P Solution Sales V5.3 • IBM Certified Specialist eServer pSeries/p5 Administration and Support for AIX 5.3 • IBM Systems Expert pSeries Enterprise Technical Support • IBM Certified Systems Expert eServer Enterprise Technical Support for AIX 5.3 • IBM Virtualization Engine Sales Professional • IBM Certified Storage Administrator for IBM Tivoli Storage Manager V6.1
# of years experience in area of service proposed to provide:	4 years
Describe person's relationship to offeror. If employee, # of years. If subcontractor, describe other/past working relationships	Subcontractor
Describe this person's responsibilities over the past 12 months.	Manager of Technical Engineers
Previous employer(s), positions, and dates	
Identify specific information about experience in:	Clearly identify the experience, provide dates, describe the person's role and extent of involvement in the experience
Customer Service with Pre-Paid Called Parties	
Monitoring and Review of Offender Phone Calls	Development of Secure Operating System for Kiosk application at MO Dept. of Corrections
Technical Support	
Implementing and Maintaining Offender Telephone Systems	
Staffing Methodology: Describe the person's planned duties/role proposed herein:	Oversee Technical Engineers.
Specify the approximate number of hours this person is proposed for services	Approx. 5 + hours/week

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position:	
Name of Person:	 <p style="text-align: center;">Cathy Cook</p>
Educational Degree (s): include college or university, major, and dates	William Woods University, <ul style="list-style-type: none"> • Paralegal Studies Central Missouri State University <ul style="list-style-type: none"> • Bachelor of Science, Office Administration
Specialized Training Completed. Include dates and documentation of completion:	
# of years experience in area of service proposed to provide:	15 years
Describe person's relationship to offeror. If employee, # of years. If subcontractor, describe other/past working relationships	Subcontractor
Describe this person's responsibilities over the past 12 months.	Customer/Vendor relationships, pricing, registrations, proposals and customer support.
Previous employer(s), positions, and dates	<ul style="list-style-type: none"> • State of Missouri - Department of Transportation, 1994-1996, Legal Secretary in the Office of the Chief Counsel • IBM Corporation, 1989-1993, Administrative Support • State of Missouri - Department of Insurance, 1987-1989, Compliance Technician
Identify specific information about experience in:	Clearly identify the experience, provide dates, describe the person's role and extent of involvement in the experience
Customer Service with Pre-Paid Called Parties	As assigned.
Monitoring and Review of Offender Phone Calls	
Technical Support	
Implementing and Maintaining Offender Telephone Systems	
Staffing Methodology: Describe the person's planned duties/role proposed herein:	

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position:	
Specify the approximate number of hours this person is proposed for services	Approx. 2 + hours/week

Public Safety Team

	<p>Brent Christensen - Enterpol Manager</p> <p>Brent manages the Enterpol, Solutions of Public Safety Team, consisting of the developers, implementation and support for RMS, JMS and CAD.</p>
	<p>Sondra Allen - Programmer</p> <p>Sondra has been working as a programmer for 20 plus years. Sondra works with Corrections' Inmate Banking Kiosk and Canteen System on a daily basis and knows its ins and outs. Prior to joining Huber & Associates in 1981 Sondra worked for the Highway Patrol.</p>
	<p>Pam Kroeger - Project Manager/Programmer.</p> <p>Pam has been working as a Programmer/Analyst for over 25 years. She is the designer and implementer of Corrections' Canteen System, and is responsible for interfaces to the Inmate Banking System. Before coming to work for Huber & Associates in 1996, she worked ten years for the Missouri Department of Corrections, developing its Inmate Banking and Point of Sale applications. Pam has been account manager for MO Dept. of Corrections customer support as it has relates to the Inmate telephone interfaces and customer support.</p>

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

	<p>David Frahm Manages all the offender kiosks. He is also responsible for POS application development and going support for the MO Department of Corrections.</p>
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	<p>Rodney Viessman Works daily on Enterpol Solutions for Public Safety support for RMS, CAD & JMS.</p>
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Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

ShawnTech Communications, Inc.

Title of Position: Lead Field Technical Engineer	
Name of Person:	 <p style="text-align: right;">Brett Magdziak</p>
Educational Degree (s): include college or university, major, and dates	<ul style="list-style-type: none"> • Information Systems • Penn Valley • Basic College Courses
Specialized Training Completed. Include dates and documentation of completion:	<ul style="list-style-type: none"> • Certifications in Cisco Voice Over Frame Relay, ATM, & IP; Building Scalable Cisco Networks; Cisco Internetwork Troubleshooting; Cisco Boot Camp ICDN & CCNA; and Fundamentals of Unix.
# of years' experience in area of service proposed to provide:	Employee of ShawnTech, 9 years
Describe person's relationship to offeror. If employee, # of years. If subcontractor, describe other/past working relationships	Mr. Magdziak is the lead field technician working for our subcontractor Shawntech Communications. Mr. Magdziak has been working on the State of MO account in this capacity for 9 years
Describe this person's responsibilities over the past 12 months.	Mr. Magdziak current duties include configuring, testing and terminating, and maintaining the State of Missouri's Dept. of Corrections voice and data services. Responsibilities include project management, facility maintenance of over 1700 telephones in 20 facilities. Maintain an excellent level of customer relations to state personnel while exercising continuous improvement with current training and techniques. He also serves as Team Lead for the State of Missouri, assisting and collaborating with other team members on organizational skills, troubleshooting analysis and training.
Previous employer(s), positions, and dates	Mr. Magdziak worked as a Network Engineer for Sprint for 3 years and as a Telecommunications Technician for the U.S. Marine Corps for 4 years.
Identify specific information about experience in:	Clearly identify the experience, provide dates, describe the person's role and extent of involvement in the experience
Customer Service with Pre-Paid Called	

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position: Lead Field Technical Engineer	
Parties	
Monitoring and Review of Offender Phone Calls	Mr. Magdziak is currently providing technical support to the on-site equipment for the State of Missouri.
Technical Support	Mr. Magdziak is currently providing implementation and maintenance of the on-site equipment for the State of Missouri.
Implementing and Maintaining Offender Telephone Systems	
Staffing Methodology Describe the person's planned duties/role proposed herein:	Mr. Magdziak will continue with his current duties include to configure, test and terminate, and maintain the State of Missouri's Dept. of Corrections voice and data services. Responsibilities include project management and facility maintenance of over 1700 telephones in 20 facilities. Maintain an excellent level of customer relations to state personnel while exercising continuous improvement with current training and techniques. He also serves as Team Lead for the State of Missouri, assisting and collaborating with other team members on organizational skills, troubleshooting analysis and training. Mr. Magdziak is located in Kansas City, Missouri.
Specify the approximate number of hours this person is proposed for services	At installation, full time. Thereafter, on call 24/7 as needed.

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position: Field Technical Engineer	
Name of Person:	 Steven Filipek
Educational Degree (s): include college or university, major, and dates	<ul style="list-style-type: none"> Associate in Applied Science, Community College of the Air Force (1999)
Specialized Training Completed. Include dates and documentation of completion:	<ul style="list-style-type: none"> Cable Splicing Technical School (1988); Engineering Installation Program Manager's Course (1993)
# of years' experience in area of service proposed to provide:	7 years
Describe person's relationship to offeror. If employee, # of years. If subcontractor, describe other/past working relationships	Employee of ShawnTech 7 years
Describe this person's responsibilities over the past 12 months.	Mr. Filipek provides service & support to inmate telephones and call control systems. He installs, tests, and maintains service software on digital voice recorders, call processing system & inmate telephones. He installs, terminates & tests LAN/WAN, Cat 5. He also performs routine PMI's, and communicates with customer/dispatch on service information.
Previous employer(s), positions, and dates	Mr. Filipek served 13 years in the U. S. Air Force as a Comm-Cable Systems Craftsman. He performed multiple vital cable systems projects while serving in Saudi Arabia.
Identify specific information about experience in:	Clearly identify the experience, provide dates, describe the person's role and extent of involvement in the experience
Customer Service with Pre-Paid Called Parties	
Monitoring and Review of Offender Phone Calls	Mr. Filipek is currently providing technical support to the on-site equipment for the State of Missouri.
Technical Support	Mr. Filipek is currently providing implementation and maintenance of the on-site equipment for the State of

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position: Field Technical Engineer	
Implementing and Maintaining Offender Telephone Systems	Missouri.
Staffing Methodology Describe the person's planned duties/role proposed herein:	Mr. Filipek will continue with his current duties include to configure, test and terminate, and maintain the State of Missouri's Dept. of Corrections voice and data services. Responsibilities include project management and facility maintenance of over 1700 telephones in 20 facilities. Maintain an excellent level of customer relations to state personnel while exercising continuous improvement with current training and techniques Mr. Filipek is located in St. Charles, Missouri.
Specify the approximate number of hours this person is proposed for services	At installation, full time. Thereafter, on call 24/7 as needed.

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position: Field Technical Engineer	
Name of Person:	 <p style="text-align: right;">Joshua Meller</p>
Educational Degree (s): include college or university, major, and dates	Park University • 1997-1998
Specialized Training Completed. Include dates and documentation of completion:	Cisco Certified Network Associate; and certificates in Voice Over Frame Relay, ATM, & IP; Essentials of ATM Internetworking; Introduction to Cisco Router Configuration; Sniffer Pro and Wireless Sniffer Pro; Cisco IP Telephony; Cisco Call Manager; and Cisco Wireless LAN Fundamentals.
# of years' experience in area of service proposed to provide:	13 years
Describe person's relationship to offeror. If employee, # of years. If subcontractor, describe other/past working relationships	Employee of ShawnTech 5 years.
Describe this person's responsibilities over the past 12 months.	Mr. Meller configures tests and terminates, and maintains the State of Missouri's Dept. of Corrections voice and data services. He is responsible for the maintenance of the cabling, phones and phone equipment, and the investigator workstations in 20 state prisons as well as one county jail. He also maintains an excellent level of customer relations to state personnel while exercising continuous improvement with current training and techniques.
Previous employer(s), positions, and dates	Mr. Meller was Lead Network Technician for Sprint/Embarq for 8 years and Cable Installer for Teltec Corporation for 5 years.
Identify specific information about experience in:	Clearly identify the experience, provide dates, describe the person's role and extent of involvement in the experience
Customer Service with Pre-Paid Called Parties	
Monitoring and Review of Offender Phone Calls	Mr. Meller is currently providing technical support to the on-site equipment for the State of Missouri.
Technical Support	Mr. Meller is currently providing implementation and maintenance of the on-site equipment for the State of

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position: Field Technical Engineer	
Implementing and Maintaining Offender Telephone Systems	Missouri.
Staffing Methodology Describe the person's planned duties/role proposed herein:	Mr. Meller will continue with his current duties include to configure, test and terminate, and maintain the State of Missouri's Dept. of Corrections voice and data services. Responsibilities include project management and facility maintenance of over 1700 telephones in 20 facilities. Maintain an excellent level of customer relations to state personnel while exercising continuous improvement with current training and techniques Mr. Meller is located in Lohman, Missouri.
Specify the approximate number of hours this person is proposed for services	At installation, full time. Thereafter, on call 24x7 as needed.

Title of Position: VP Field Operations	
Name of Person:	 Mark Schindler
Educational Degree (s): include college or university, major, and dates	University of Wisconsin-Stout, Menomonie, WI <ul style="list-style-type: none"> • B.S., Applied Mathematics/Computer Science (3.5/4.0), 1985
Specialized Training Completed. Include dates and documentation of completion:	
# of years' experience in area of service proposed to provide:	26 years

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position: VP Field Operations	
Describe person's relationship to offeror. If employee, # of years. If subcontractor, describe other/past working relationships	Employee of ShawnTech 1 year.
Describe this person's responsibilities over the past 12 months.	Mr. Schindler is the Vice President of Field Operations and responsible for overseeing all operational activities for the technical field engineers.
Previous employer(s), positions, and dates	<p>Com-Net Software - 2009-2011, 2001-2006</p> <ul style="list-style-type: none"> • VP Sales/Marketing • VP Product Development and Marketing <p>The Berry Company - 2006-2009</p> <ul style="list-style-type: none"> • Sr. Director IT • Director IT <p>Diakonos Corporation - 1998-2001</p> <ul style="list-style-type: none"> • Founder and Principal Consultant <p>Interpersonal Computing, Inc - 1994-1998, 1988-1991</p> <ul style="list-style-type: none"> • Founder and Managing Partner • Software Developer/Technical Marketing <p>The Analytic Sciences Corporation - 1991-1994</p> <ul style="list-style-type: none"> • Manager, Information Technology Integration Section <p>NCR Corporation - 1985-1988</p> <ul style="list-style-type: none"> • System Analyst
Identify specific information about experience in:	Clearly identify the experience, provide dates, describe the person's role and extent of involvement in the experience
Customer Service with Pre-Paid Called Parties	
Monitoring and Review of Offender Phone Calls	
Technical Support	
Implementing and Maintaining Offender Telephone Systems	Mr. Schindler brings a diverse background of experience and knowledge from his previous responsibilities as a system analyst manager of information technology and software developer
Staffing Methodology Describe the person's planned duties/role proposed herein:	Mr. Schindler will continue in his role as the Vice President of all Field Operations and Customer Service for Shawntech Communications, Inc.

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position: VP Field Operations	
Specify the approximate number of hours this person is proposed for services	Mr. Schindler is on the escalation list for all operational issues and will be available, when needed.

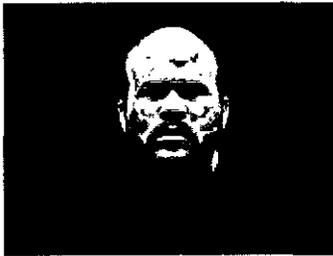
Title of Position: Director, Sales	
Name of Person:	<div style="text-align: center;">  <p>Tillman Mosley</p> </div>
<i>Educational Degree (s): include college or university, major, and dates</i>	B.S. Marketing and Information Systems, Central State University, Wilberforce, Ohio (1983)
Specialized Training Completed. Include dates and documentation of completion:	<ul style="list-style-type: none"> Technical Platform Training, Mobile, AL (2000) CAM Technical Platform Training, Evercom, Houston, TX (2001) VAC Technical Platform Training, Value Added Communications, Plano, TX (2004, 2006)
# of years' experience in area of service proposed to provide:	28 years
Describe person's relationship to offeror. If employee, # of years. If subcontractor, describe other/past working relationships	Employee of ShawnTech 16 years.
Describe this person's responsibilities over the past 12 months.	Mr. Mosley has overseen the planning and directing of core account sales activities for ShawnTech Communications, Inc, which entails all vendor negotiations, contractual obligations, developing presentations for clients and partners, conducting market analysis and devising strategies for sales retention.
Previous employer(s), positions, and dates	Northwestern Mutual Life <ul style="list-style-type: none"> 1983-1995 - IT Related positions - Senior Systems Consultant
Identify specific information about experience in:	Clearly identify the experience, provide dates, describe the person's role and extent of involvement in the experience
Customer Service with Pre-Paid Called Parties	

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position: Director, Sales	
<p>Monitoring and Review of Offender Phone Calls</p> <p>Technical Support</p>	<p>Mr. Mosley has hands-on experience with previous installations at the State of Missouri, and has assisted in the role of Project and Implementation Manager on similar type installations.</p> <p>Mr. Mosley has performed repair and maintenance on inmate call control systems, conducted site surveys and mapping activities, and assisted in conducting preventative maintenance visits.</p>
<p>Implementing and Maintaining Offender Telephone Systems</p>	
<p>Staffing Methodology</p> <p>Describe the person's planned duties/role proposed herein:</p>	<p>Mr. Mosley's role in this contract will be to continue his responsibilities as Director of Sales, which will include cultivating client/partner relationships and ensuring that all contractual obligations are on target and being met.</p>
<p>Specify the approximate number of hours this person is proposed for services</p>	<p>Mr. Mosley is available on a 24 x 7 x 365, as needed.</p>

Title of Position: Technical Support Manager	
<p>Name of Person:</p>	 <p>Virgil Chenoweth</p>
<p>Educational Degree (s): include college or university, major, and dates</p>	
<p>Specialized Training Completed. Include dates and documentation of completion:</p>	<ul style="list-style-type: none"> • 22.5 Years in the Air Force with schooling in premise telephone equipment, cable, fiber, electro/mechanical and digital telephone switching installation, maintenance and repair. • Inmate Equipment Manufacture Training includes Magnasync, Comverse, GTL, Evercom (Securus), VAC, T-Netix and ICSolutions. Mr. Chenoweth has broad background in telecommunications and has worked with a variety of inmate telephone equipment and service providers. This experience provides a unique capability

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position: Technical Support Manager	
	<p>to work seamlessly with both the incumbent and a new vendor.</p> <ul style="list-style-type: none"> • Digital Voice Logger Technician, Converse • Installation and Service of DVLs, 1995 • Inform/Sentry Technician, Magnasync, Installation and Service of Inform/Sentry Call Control, 1996 • Laserphone Technician, Global Tel*Link, Installation and Service of Lazerphone, 1997 • CAM Technician, Evercom, Installation and Service of Call Access Manager, 2001 • System 50/70/100 Technician, Value-Added Communications, Installation and service of the System 50/70/100 Call Control, 2003 • Enforcer, ICSolutions, Installation and Maintenance of the Enforcer Call Control, 2007 • CCNA, Cisco, Cisco Certified Network Associate, 2009 • Investigator Pro, JLG Technologies, LLC, • Voice-Identity Corrections Security Systems, 2010
# of years' experience in area of service proposed to provide:	40 years
Describe person's relationship to offeror. If employee, # of years. If subcontractor, describe other/past working relationships	Employee of ShawnTech 17 years.
Describe this person's responsibilities over the past 12 months.	Mr. Chenoweth is the Technical Support Manager for ShawnTech's Department of Corrections Inmate Telephone Systems (ITS). Mr. Chenoweth is responsible for the installation, management and maintenance of the ITS. He works with the customers to ensure a smooth transition of systems and minimal disruption of daily site activities. Mr. Chenoweth provides technical support and assistance to the field organizations.
Previous employer(s), positions, and dates	<ul style="list-style-type: none"> • Tipler Construction - Assistant Manager 1.5 years • Raven Industries - Line Supervisor 1.5 years • US Air Force - Installer to Management, Telephone systems 22.5 years
Identify specific information about experience in:	Clearly identify the experience, provide dates, describe the person's role and extent of involvement in the experience
Customer Service with Pre-Paid Called Parties	

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position: Technical Support Manager	
Monitoring and Review of Offender Phone Calls	Mr. Chenoweth provides overall system and equipment support to the field organizations. In addition Mr. Chenoweth has performed project management and transition management responsibilities on major cutover projects.
Technical Support	
Implementing and Maintaining Offender Telephone Systems	
Staffing Methodology Describe the person's planned duties/role proposed herein:	Mr. Chenoweth will continue with his current responsibilities in providing overall system and equipment support to the field engineers. In addition Mr. Chenoweth will assist on any project cutover activities that are required.
Specify the approximate number of hours this person is proposed for services	At installation, full time. Thereafter, on call 24/7 as needed.

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Guarded Exchange, LLC

Title of Position: Operations Manager	
Name of Person:	Sheryl Folkert
Educational Degree (s): include college or university, major, and dates	<ul style="list-style-type: none"> • Bachelor of Science – Accounting (1992) – CSC • Bachelor of Science – Business Management (1992) – CSC • Bachelor of Science – Information Technology (2003) – UoP • Masters Information Technology (2005) - UoP
Specialized Training Completed. Include dates and documentation of completion:	<ul style="list-style-type: none"> • Mastering the Big 5 – 2010 • Missouri State Real Estate License – 1993
# of years experience in area of service proposed to provide:	15 years
Describe person's relationship to offeror. If employee, # of years. If subcontractor, describe other/past working relationships	5 years
Describe this person's responsibilities over the past 12 months.	<ul style="list-style-type: none"> • Manages call center operations staffing, Account Management commitments, budget, forecasted hours versus actual hours and payroll • Oversees and manages Call Center KPIs such as: Quality, Staffing, and Service Levels • Analyzes data for trends in call patterns, product variability, turnover, hiring etc. • Manages Call Center daily and monthly operating metrics within budgeted expense parameters • Produces monthly operating reports detailing center activity, trend analysis, goals/objectives status and special projects • Accountable for the information conveyed to clients • Develops/Manages/Maintains employee productivity goals against departmental standards • Oversees center wide human resource recruiting, training, development and retention
Previous employer(s), positions, and dates	<ul style="list-style-type: none"> • Self-employed contractor – 2005 - 2006 • Jack Henry and Associates, Inc – 2000 – 2005 • Waynesville R-VI School District – 1995 - 2000
Identify specific information about experience in:	Clearly identify the experience, provide dates, describe the person's role and extent of involvement in the experience
Customer Service with Pre-Paid Called Parties	

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position: Operations Manager	
Monitoring and Review of Offender Phone Calls	
Technical Support	
Implementing and Maintaining Offender Telephone Systems	
Staffing Methodology Describe the person's planned duties/role proposed herein:	
Specify the approximate number of hours this person is proposed for services	

Title of Position: Project Manager	
Name of Person:	Steve Schneider
Educational Degree (s): include college or university, major, and dates	University of Central Missouri 1983 • BA in Computer Science and Mathematics
Specialized Training Completed. Include dates and documentation of completion:	None
# of years experience in area of service proposed to provide:	17 yrs
Describe person's relationship to offeror. If employee, # of years. If subcontractor, describe other/past working relationships	None
Describe this person's responsibilities over the past 12 months.	Executive Management of 2 call centers
Previous employer(s), positions, and dates	
Identify specific information about experience in:	Clearly identify the experience, provide dates, describe the person's role and extent of involvement in the experience
Customer Service with Pre-Paid Called Parties	None
Monitoring and Review of Offender Phone Calls	<ul style="list-style-type: none"> • Work included customer service and support for Medicare/Medicaid members and providers. • Customer support for financial institutions. • Verification and Audit work of customer service calls
Technical Support	
Implementing and Maintaining Offender Telephone Systems	

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position: Project Manager	
Staffing Methodology <i>Describe the person's planned duties/role proposed herein:</i>	Executive management
Specify the approximate number of hours this person is proposed for services	Full Time

Title of Position: Quality Assurance Manager	
Name of Person:	Sue Tennenbaum
Educational Degree (s): include college or university, major, and dates	
Specialized Training Completed. Include dates and documentation of completion:	Quality training with Six Sigma - 2004
# of years experience in area of service proposed to provide:	14 years
Describe person's relationship to offeror. If employee, # of years. If subcontractor, describe other/past working relationships	None
Describe this person's responsibilities over the past 12 months.	Monitoring of live and recorded calls, verification of sales for quality for Fortune 500 clients Manage all Quality Assurance and Verification agents for two sites Oversee and manage Fax Work for Healthcare clients
Previous employer(s), positions, and dates	<ul style="list-style-type: none"> • Tax Management Services Claims Analyst/Office Manager • 1986 - 1996 • Quality Assurance Manager - oversee production of quality sales and recordings for both sites for 14 yrs Reports, Emails and Calibrations with Clients on weekly basis Provide instruction to other sites on Quality Assurance and Quality Verification of Phone sales
Identify specific information about experience in:	Clearly identify the experience, provide dates, describe the person's role and extent of involvement in the experience
Customer Service with Pre-Paid Called Parties	None
Monitoring and Review of Offender Phone Calls	<ul style="list-style-type: none"> • Work included customer service and support for Medicare/Medicaid members and providers.
Technical Support	<ul style="list-style-type: none"> • Customer support for financial institutions.

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position: Quality Assurance Manager	
Implementing and Maintaining Offender Telephone Systems	<ul style="list-style-type: none"> • Verification and Audit work of customer service calls
Staffing Methodology Describe the person's planned duties/role proposed herein:	Quality Assurance Manager
Specify the approximate number of hours this person is proposed for services	Full Time

Title of Position: MODOC Liaison	
Name of Person:	Amy Dowling
Educational Degree (s): include college or university, major, and dates	Community College 1997-1998
Specialized Training Completed. Include dates and documentation of completion:	TPG Six Sigma training quality-2008 and 2009-Mastering the big 5 training-Call center expertise training 2010
# of years experience in area of service proposed to provide:	14 years
Describe person's relationship to offeror. If employee, # of years. If subcontractor, describe other/past working relationships	
Describe this person's responsibilities over the past 12 months.	<ul style="list-style-type: none"> • Managing inbound/outbound sales and customer service agents with a proven track record of achieving sales and quality goals • Demonstrated ability to develop leaders and excellent motivational skills • Strong focus on continuous improvement and operational optimization • Ability to competently address rapid changes in service delivery and dynamic and time-sensitive environment • Knowledge of Microsoft Office programs • Advanced Knowledge of call center services industry and best practices, understanding ramifications of call center actions on the business • Excellent oral and written communication skills, with the ability to effectively respond to questions from managers, clients and customers

Exhibit C Proposed Method of Performance, Solution Functionality, and Expertise of Personnel

Title of Position: MODOC Liaison	
	<ul style="list-style-type: none"> • Knowledge of federal and state call center compliance regulations
Previous employer(s), positions, and dates	PCSI-1997-2005
Identify specific information about experience in:	
Customer Service with Pre-Paid Called Parties	
Monitoring and Review of Offender Phone Calls	
Technical Support	
Implementing and Maintaining Offender Telephone Systems	
Staffing Methodology Describe the person's planned duties/role proposed herein:	MODOC Liaison, Will meet with DOC personnel on a daily basis to coordinate monitoring activities. Will office in Jefferson City.
Specify the approximate number of hours this person is proposed for services	Full Time

**Exhibit C Proposed Method of Performance, Solution Functionality,
and Expertise of Personnel**

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**EXHIBIT D
PARTICIPATION COMMITMENT**

REVISED PER AMENDMENT #001

Organization for the Blind/Sheltered Workshop and/or Minority Business Enterprise/Women Business Enterprise (MBE/WBE) Participation Commitment – If the offeror is committing to participation by or if the offeror is a qualified organization for the blind/sheltered workshop and/or MBE/WBE, the offeror must provide the required information in the appropriate table(s) below for the organization proposed and must submit the completed exhibit with the offeror’s proposal.

Organization for the Blind/Sheltered Workshop Commitment Table		
Name of Organization for the Blind or Sheltered Workshop Proposed	Committed Participation (The greater of \$5,000 or 2 % of gross revenue of the contract)	Description of Products/Services to be Provided by Listed Organization for the Blind/Sheltered Workshop
Alphapointe Association for the Blind	2%	A mix of full and part-time personnel along with Program Supervisor, all blind and/or visually impaired; to monitor inmate calls and provide associated reporting.

For Minority Business Enterprise (MBE) and/or Woman Business Enterprise (WBE) Participation, if proposing an entity certified as both MBE and WBE, the offeror must either (1) enter the participation percentage under MBE or WBE, or must (2) split the participation between both MBE and WBE. If splitting the participation between both MBE and WBE, do **not double count** the participation.

MBE Participation Commitment Table		
Name of Each Qualified Minority Business Enterprise (MBE) Proposed	Committed Percentage of Participation for Each MBE (% of the Gross Revenue)	Description of Products/Services to be Provided by Listed MBE
1. ShawnTech Communications, Inc.	10 %	Technical Field Team for the installation, maintenance, and repair of the inmate call control system and associated equipment, integration of Securus/ShawnTech trouble ticket platforms and Teledocs access, provide call monitoring service to be delivered by Guarded Exchange LLC
2.	%	
3.	%	
4.	%	

Exhibit D – Documentation of Intent to Participate

Total MBE Percentage:	10 %
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WBE Participation Commitment Table		
Name of Each Qualified Women Business Enterprise (WBE) proposed	Committed Percentage of Participation for Each WBE (% of the Gross Revenue)	Description of Products/Services to be Provided by Listed WBE
1. Huber & Associates, Inc.	5 %	Programming/Programming Support Services; File Transfer Support of Information; PIN and DEBIT Administration; Hosting Services
2.	%	
3.	%	
Total WBE Percentage:	5 %	

Exhibit D ~ Documentation of Intent to Participate

B2Z11019

EXHIBIT D DOCUMENTATION OF INTENT TO PARTICIPATE

REVISED PER AMENDMENT #001
If the offeror is proposing to include the participation of an Organization for the Blind/Sheltered Workshop and/or Minority Business Enterprise/Women Business Enterprise (MBE/WBE) in the provision of the products/services required in the RFP, the offeror must either provide a recently dated letter of intent from each organization documenting the following information, or complete and provide this Exhibit with the offeror's proposal.

~ Copy This Form For Each Organization Proposed ~

Offeror Name: Securus Technologies, Inc.

This Section To Be Completed by Participating Organization:

By completing and signing this form, the undersigned hereby confirms the intent of the named participating organization to provide the products/services identified herein for the offeror identified above.

Indicate appropriate business classification(s):

 MBE WBE X Organization for the Blind X Sheltered Workshop

Name of Organization	<u>Alphapointe Association for the Blind</u>		
Contact Name:	<u>Judi A. Moritz</u>	Email:	<u>jmoritz@alphapointe.org</u>
Address:	<u>7501 Prospect Ave.</u>	Phone #:	<u>816-237-2030</u>
City:	<u>Kansas City</u>	Fax #:	<u>816-237-2017</u>
State/Zip:	<u>Missouri/64132</u>	Certification #	<u>attached</u>

(or attach copy of certification)

Describe the products/services you (as the participating organization) have agreed to provide:
A mix of full and part-time personnel along with a program supervisor, all blind and visually impaired, to monitor inmate phone calls and provide associated reporting.

Document the amount of participation the offeror has committed to you (as the participating organization) for the products/services you are providing:

If MBE/WBE: 2 percent % of Gross Revenue of Contract

If Organization for Blind / Sheltered Workshop: Minimum 2 to 5 full-time positions or equivalent. or % of Gross Revenue of Contract
Total Dollar Amount

Authorized Signature:

Judi A. Moritz
Authorized Signature of Participating Organization

3/6/2011
Date

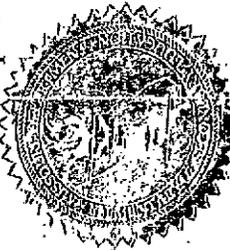
THE MISSOURI DEPARTMENT OF ELEMENTARY
AND SECONDARY EDUCATION'S

Certificate of Authority

to establish and operate an
Extended Employment Sheltered Workshop



This certifies that
Alphapointe Association for the Blind
has satisfied all requirements set forth in Missouri statutes and
is hereby entitled to receive this certificate of authority.
This certificate becomes effective *February 1, 2011* and expires *January 31, 2012*
unless revoked for cause prior to that date.



Felicia D. ...
Director, Extended Employment Sheltered Workshops

Chris ...
Commissioner of Education

Exhibit D ~ Documentation of Intent to Participate

B2Z11019

EXHIBIT D DOCUMENTATION OF INTENT TO PARTICIPATE

REVISED PER AMENDMENT #001

If the offeror is proposing to include the participation of an Organization for the Blind/Sheltered Workshop and/or Minority Business Enterprise/Women Business Enterprise (MBE/WBE) in the provision of the products/services required in the RFP, the offeror must either provide a recently dated letter of intent from each organization documenting the following information, or complete and provide this Exhibit with the offeror's proposal.

~ Copy This Form For Each Organization Proposed ~

Offeror Name: Securus Technologies, Inc.

This Section To Be Completed by Participating Organization:

By completing and signing this form, the undersigned hereby confirms the intent of the named participating organization to provide the products/services identified herein for the offeror identified above.

Indicate appropriate business classification(s):

MBE WBE Organization for the Blind Sheltered Workshop

Name of Organization	ShawnTech Communications, Inc		
Contact Name:	Tillman Mosley	Email:	<u>imosley@shawntech.com</u>
Address:	1700 Lyons Rd, Suite C	Phone #:	937-898-4724
City:	Dayton	Fax #:	937-898-4447
State/Zip:	Ohio 45458	Certification #	M00794
		(or attach copy of certification)	

Describe the products/services you (as the participating organization) have agreed to provide:

Technical Field Team for the installation, maintenance and repair of the inmate call control system and associated equipment, integration of Securus/ShawnTech trouble ticket platforms and Teledocs access, provide call monitoring service to be delivered by Guarded Exchange LLC.

Document the amount of participation the offeror has committed to you (as the participating organization) for the products/services you are providing:

If MBE/WBE: 10% % of Gross Revenue of Contract

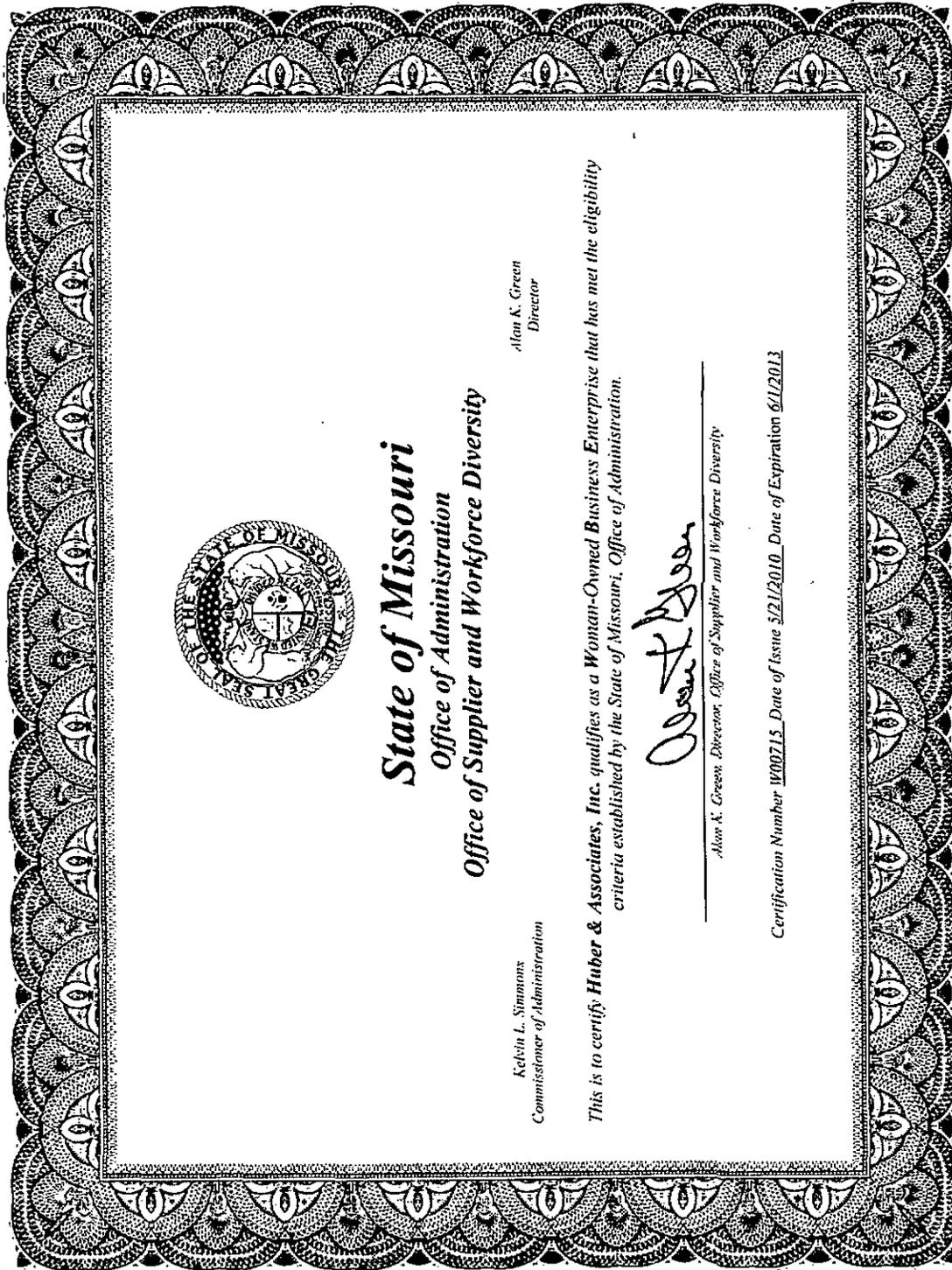
If Organization for Blind / Sheltered Workshop: _____ or _____ % of Gross Revenue of Contract
Total Dollar Amount

Authorized Signature:

T. Mosley
Authorized Signature of Participating Organization

3-4-11
Date

Exhibit D – Documentation of Intent to Participate



State of Missouri
Office of Administration
Office of Supplier and Workforce Diversity

Kevin L. Simmons
Commissioner of Administration

Alan K. Green
Director

This is to certify **Huber & Associates, Inc.** qualifies as a **Woman-Owned Business Enterprise** that has met the eligibility criteria established by the State of Missouri, Office of Administration.

Alan K. Green

Alan K. Green, Director, Office of Supplier and Workforce Diversity

Certification Number W00715 Date of Issue 3/21/2010 Date of Expiration 6/1/2013

Exhibit D – Documentation of Intent to Participate

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EXHIBIT E
MISSOURI SERVICE-DISABLED VETERAN BUSINESS PREFERENCE

Pursuant to section 34.074, RSMo, the Division of Purchasing and Materials Management has a goal of awarding three (3) percent of all contracts for the performance of any job or service to service-disabled veteran businesses (see below for definitions included in section 34.074, RSMo) either doing business as Missouri firms, corporations, or individuals; or which maintain Missouri offices or places of business.

Definitions:

Service-Disabled Veteran is defined as any individual who is disabled as certified by the appropriate federal agency responsible for the administration of veterans' affairs.

Service-Disabled Veteran Business is defined as a business concern:

- a. not less than fifty-one (51) percent of which is owned by one or more service-disabled veterans or, in the case of any publicly owned business, not less than fifty-one (51) percent of the stock of which is owned by one or more service-disabled veterans; and
- b. the management and daily business operations of which are controlled by one or more service-disabled veterans.

If an offeror meets the definitions of a service-disabled veteran and a service-disabled veteran business as defined in section 34.074, RSMo, and is either doing business as a Missouri firm, corporation, or individual; or maintains a Missouri office or place of business, the offeror **must** provide the following with the proposal in order to receive the Missouri service-disabled veteran business preference of a three-point bonus over a non-Missouri service-disabled veteran business:

- a. a copy of an award letter from the Department of Veterans Affairs (VA), or a copy of the offeror's discharge paper (DD Form 214, Certificate of Release or Discharge from Active Duty) from the branch of service the offeror was in; and
- b. a completed copy of this exhibit

(NOTE: For ease of evaluation, please attach copy of the above-referenced letter from the VA or a copy of the offeror's discharge paper to this Exhibit. The above-referenced letter from the VA and a copy of the offeror's discharge paper shall be considered confidential pursuant to subsection 14 of section 610.021, RSMo.)

By signing below, I certify that I meet the definitions of a service-disabled veteran and a service-disabled veteran business as defined in section 34.074, RSMo, and that I am either doing business as a Missouri firm, corporation, or individual; or maintain Missouri offices or places of business at the location(s) listed below.

Service-Disabled Veteran's Name
(Please Print)

Service-Disabled Veteran Business Name

Service-Disabled Veteran's Signature

Missouri Address of Service-Disabled Veteran
Business

**EXHIBIT F
BUSINESS ENTITY CERTIFICATION, ENROLLMENT DOCUMENTATION,
AND AFFIDAVIT OF WORK AUTHORIZATION**

BUSINESS ENTITY CERTIFICATION:

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

BOX A: To be completed by a non-business entity as defined below.

BOX B: To be completed by a business entity who has not yet completed and submitted documentation pertaining to the federal work authorization program as described at http://www.dhs.gov/xprevprot/programs/gc_1185221678150.shtm.

BOX C: To be completed by a business entity who has current work authorization documentation on file with a Missouri state agency including Division of Purchasing and Materials Management.

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

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

BOX A – CURRENTLY NOT A BUSINESS ENTITY

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

I am a self-employed individual with no employees; **OR**

The company that I represent utilizes the services of direct sellers as defined in subdivision (17) of subsection 12 of section 288.034, RSMo.

I certify that I am not an alien unlawfully present in the United States and if _____ (Company/Individual Name) is awarded a contract for the services requested herein under B2Z11019 (Bid Number) and if the business status changes during the life of the contract to become a business entity as defined in section 285.525, RSMo, pertaining to section 285.530, RSMo, then, prior to the performance of any services as a business entity, _____ (Company/Individual Name) agrees to complete Box B, comply with the requirements stated in Box B and provide the Department of Corrections/Information Technology Services Division with all documentation required in Box B of this exhibit.

_____ Authorized Representative’s Name (Please Print)	_____ Authorized Representative’s Signature
_____ Company Name (if applicable)	_____ Date

EXHIBIT F, continued

BOX B – CURRENT BUSINESS ENTITY STATUS

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

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

Authorized Business Entity
Representative's Name
(Please Print)

Authorized Business Entity
Representative's Signature

Business Entity Name

Date

E-Mail Address

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

- Enroll and participate in the E-Verify federal work authorization program (Website: http://www.dhs.gov/xprevprot/programs/gc_1185221678150.shtm; Phone: 888-464-4218; Email: e-verify@dhs.gov) with respect to the employees hired after enrollment in the program who are proposed to work in connection with the services required herein; AND
- Provide documentation affirming said company's/individual's enrollment and participation in the E-Verify federal work authorization program. Documentation shall include EITHER the E-Verify Employment Eligibility Verification page OR a page from the E-Verify Memorandum of Understanding (MOU) listing the offeror's name and the MOU signature page completed and signed, at minimum, by the offeror and the Department of Homeland Security – Verification Division. If the signature page of the MOU lists the offeror's name and company ID, then no additional pages of the MOU must be submitted; AND
- Submit a completed, notarized Affidavit of Work Authorization provided on the next page of this Exhibit.

EXHIBIT F, continued

BOX C - AFFIDAVIT ON FILE - CURRENT BUSINESS ENTITY STATUS

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

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

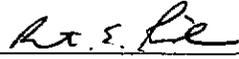
Name of **Missouri State Agency or Public University*** to Which Previous E-Verify Documentation Submitted:

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

Date of Previous E-Verify Documentation Submission: October 9, 2007

Previous **Bid/Contract Number** for Which Previous E-Verify Documentation Submitted:

(if known)

<u>Robert E. Pickens</u>	
Authorized Business Entity Representative's Name (Please Print)	Authorized Business Entity Representative's Signature
<u>60113</u>	<u>bpickens@securustech.net</u>
E-Verify MOU Company ID Number	E-Mail Address
<u>Securus Technologies, Inc.</u>	<u>March 9, 2011</u>
Business Entity Name	Date

FOR STATE USE ONLY:

Documentation Verification Completed By:

Buyer

Date

**EXHIBIT G
MISCELLANEOUS INFORMATION**

BZZ11019

Page 1

**EXHIBIT G
MISCELLANEOUS INFORMATION**

Outside United States

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

Are products and/or services being manufactured or performed at sites outside the United States?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
Describe and provide details: Call center in Mexico City, Mexico to handle all issues concerning Spanish speaking customers.		

Employee Bidding/Conflict of Interest

Offerors who are employees of the State of Missouri, a member of the General Assembly or a statewide elected official must comply with Sections 105.450 to 105.458 RSMo regarding conflict of interest. If the offeror and/or any of the owners of the offeror's organization are currently an employee of the State of Missouri, a member of the General Assembly or a statewide elected official, please provide the following information.

Name of State Employee, General Assembly Member, or Statewide Elected Official:	N/A
In what office/agency are they employed?	
Employment Title:	
Percentage of ownership interest in offeror's organization:	_____ %

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**ATTACHMENT #1
MISSOURI CORRECTIONAL INSTITUTIONS**

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**ATTACHMENT #1
MISSOURI CORRECTIONAL INSTITUTIONS**

REVISED PER AMENDMENT #001

Eastern Reception & Diagnostic Correctional Center (ERDCC) 2727 Highway K Bonne Terre, MO	Maryville Treatment Center (MTC) 30227 US Hwy 136 Maryville, MO
Boonville Correctional Center & Boonville Treatment Center (BCC) 1216 East Morgan Street Boonville, MO	Potosi Correctional Center and Mineral Area Treatment Center (PCC) 11593 State Road O Mineral Point, MO
Crossroads Correctional Center (CRCC) 1115 E. Pence Road Cameron, MO	Missouri Eastern Correctional Center (MECC) 18701 Old Highway 66 Pacific, MO
Southeast Correctional Center (SECC) 300 Pedro Simmons Drive Charleston, MO	Moberly Correctional Center (MCC) 5201 S. Morely Moberly, MO
Chillicothe Correctional Center (CCC) 3151 Litton Road Chillicothe, MO	Northeast Correctional Center (NECC) 13698 Airport Road Bowling Green, MO
Western Missouri Correctional Center (WMCC) 609 E. Pence Road Cameron, MO	Western Reception, Diagnostic & Correctional Center (WRDCC) 3401 Faraon St. Joseph, MO
Farmington Correctional Center (FCC) 1012 W. Columbia Street Farmington, MO	Tipton Correctional Center (TCC) 619 N. Osage Avenue Tipton, MO
Ozark Correctional Center (OCC) 929 Honor Camp Lane Fordland, MO	Women's Reception and Diagnostic Center (WERDC) 1101 E. Hwy 54 Vandalia, MO
Fulton Reception & Diagnostic Center (FRDC) 1393 State Road O Fulton, MO	Central Regional Investigations 2728 Plaza Drive Jefferson City, MO
Cremer Therapeutic Center (CTCC) 689 State Road O Fulton, MO	Western Regional Investigations 3208 Frederick St. Joseph, MO
Algoa Correctional Center (ACC) 8501 No More Victims Road Jefferson City, MO	Eastern Regional Investigations 1012 W. Columbia, Building 41 Farmington, MO
South Central Correctional Center (SCC) 255 Highway 32 West Licking, MO	St. Louis Community Release Center 1621 N. First Street St. Louis, MO
Kansas City Community Release Center (KCCRC) 651 Mulberry St. Kansas City, MO	Jefferson City Correctional Center (JCCC) 8200 No More Victims Road Jefferson City, MO 65101

**ATTACHMENT #2
DEPARTMENT OF CORRECTIONS CONFIDENTIALITY DOCUMENT**

B2Z11019

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**ATTACHMENT #2
DEPARTMENT OF CORRECTIONS CONFIDENTIALITY DOCUMENT**



**STATE OF MISSOURI DEPARTMENT OF CORRECTIONS
APPLICATION FOR COMPUTER SECURITY ACCESS**

I hereby make application for Missouri Department of Corrections computer system security access and/or Missouri Highway Patrol Computer System, REJIS or ALERT systems.

In making this application, I understand and accept the following responsibilities and obligations:

1. I am not to share my password with anyone.
2. I am not to leave my password in written form at a location accessible by others.
3. I am to sign off from the system each time I have finished using a workstation.
4. I will contact Information Systems for further instruction if I discover others using my password.
5. As per section 105.969 RSMo, Executive Order 92-04 and Dept. Policy D2-11, I will use state purchased equipment (i.e., DOC Computer System) for the performance of assigned job duties only.
6. I am criminally liable if I:
 - a) tamper with state computer equipment in an unauthorized fashion, pursuant to section 569.095 RSMo; or I will not introduce any computer software to a PC that has not been authorized by the Department of Corrections.
 - b) intentionally misuse confidential information or breach the confidence entrusted to me.
7. I may be personally liable in a civil action by any citizen damaged as a result of my abuse or negligent use of computer equipment and confidential information. I will only access information that I need to know in the performance of my assigned duties.

SPECIAL NOTE: UNDER NO CIRCUMSTANCES SHOULD I PRACTICE ON THE COMPUTER USING DEPARTMENT OF CORRECTIONS PERSONNEL OR FAMILY MEMBERS OF DOC PERSONNEL AS SUBJECTS OF INQUIRY. NOR WILL I ALLOW ANY OFFENDER ACCESS TO THE COMPUTER EITHER BY PHYSICAL CONTACT OR VISUALLY VIEWING THE SCREEN OTHER THAN PURSUANT TO AN APPROPRIATE RELEASE AND EXERCISE OF DISCRETION BY THE PROPER AUTHORITY OR PURSUANT TO ESTABLISHED POLICY.

I understand that all computer transactions made with my password are automatically recorded and may be audited at any time, and that attempting to access unauthorized systems may result in denial of further access to the system and/or disciplinary action.

SIGNATURE		DATE
PRINT NAME	LAST 4 DIGITS OF SSN	USER ID

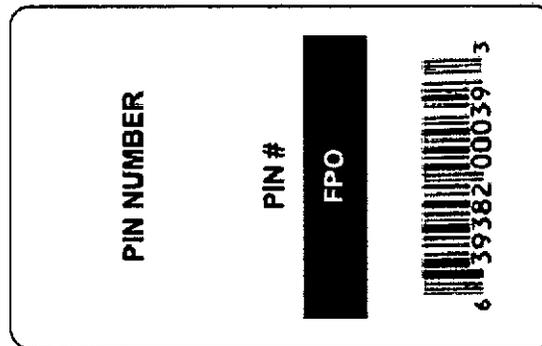
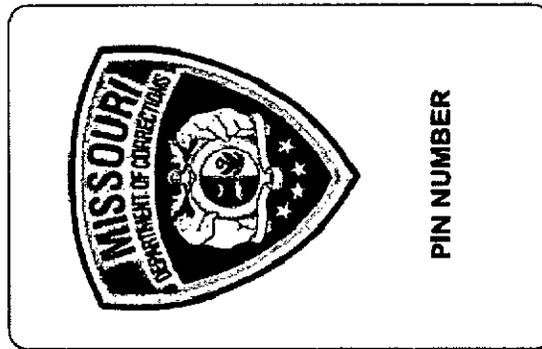
ATTACHMENT #3
PIN CARD SAMPLE

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ADDED PER AMENDMENT #001

ATTACHMENT #3
PIN CARD SAMPLE



STATE OF MISSOURI
DIVISION OF PURCHASING AND MATERIALS MANAGEMENT
TERMS AND CONDITIONS -- REQUEST FOR PROPOSAL

B2211019

Page 60

STATE OF MISSOURI
DIVISION OF PURCHASING AND MATERIALS MANAGEMENT
TERMS AND CONDITIONS -- REQUEST FOR PROPOSAL

1. TERMINOLOGY/DEFINITIONS

Whenever the following words and expressions appear in a Request for Proposal (RFP) document or any amendment thereto, the definition or meaning described below shall apply.

- a. **Agency and/or State Agency** means the statutory unit of state government in the State of Missouri for which the equipment, supplies, and/or services are being purchased by the Division of Purchasing and Materials Management (DPMM). The agency is also responsible for payment.
- b. **Amendment** means a written, official modification to an RFP or to a contract.
- c. **Attachment** applies to all forms which are included with an RFP to incorporate any informational data or requirements related to the performance requirements and/or specifications.
- d. **Proposal Opening Date and Time** and similar expressions mean the exact deadline required by the RFP for the receipt of sealed proposals.
- e. **Offeror** means the person or organization that responds to an RFP by submitting a proposal with prices to provide the equipment, supplies, and/or services as required in the RFP document.
- f. **Buyer** means the procurement staff member of the DPMM. The **Contact Person** as referenced herein is usually the Buyer.
- g. **Contract** means a legal and binding agreement between two or more competent parties, for a consideration for the procurement of equipment, supplies, and/or services.
- h. **Contractor** means a person or organization who is a successful offeror as a result of an RFP and who enters into a contract.
- i. **Exhibit** applies to forms which are included with an RFP for the offeror to complete and submit with the sealed proposal prior to the specified opening date and time.
- j. **Request for Proposal (RFP)** means the solicitation document issued by the DPMM to potential offerors for the purchase of equipment, supplies, and/or services as described in the document. The definition includes these Terms and Conditions as well as all Pricing Pages, Exhibits, Attachments, and Amendments thereto.
- k. **May** means that a certain feature, component, or action is permissible, but not required.
- l. **Must** means that a certain feature, component, or action is a mandatory condition.
- m. **Pricing Page(s)** applies to the form(s) on which the offeror must state the price(s) applicable for the equipment, supplies, and/or services required in the RFP. The pricing pages must be completed and submitted by the offeror with the sealed proposal prior to the specified proposal opening date and time.
- n. **RSMo (Revised Statutes of Missouri)** refers to the body of laws enacted by the Legislature which govern the operations of all agencies of the State of Missouri. Chapter 34 of the statutes is the primary chapter governing the operations of DPMM.
- o. **Shall** has the same meaning as the word **must**.
- p. **Should** means that a certain feature, component and/or action is desirable but not mandatory.

2. APPLICABLE LAWS AND REGULATIONS

- a. The contract shall be construed according to the laws of the State of Missouri. The contractor shall comply with all local, state, and federal laws and regulations related to the performance of the contract to the extent that the same may be applicable.
- b. To the extent that a provision of the contract is contrary to the Constitution or laws of the State of Missouri or of the United States, the provisions shall be void and unenforceable. However, the balance of the contract shall remain in force between the parties unless terminated by consent of both the contractor and the DPMM.
- c. The contractor must be registered and maintain good standing with the Secretary of State of the State of Missouri and other regulatory agencies, as may be required by law or regulations.
- d. The contractor must timely file and pay all Missouri sales, withholding, corporate and any other required Missouri tax returns and taxes, including interest and additions to tax.
- e. The exclusive venue for any legal proceeding relating to or arising out of the RFP or resulting contract shall be in the Circuit Court of Cole County, Missouri.
- f. The contractor shall only utilize personnel authorized to work in the United States in accordance with applicable federal and state laws and Executive Order 07-13 for work performed in the United States.

3. OPEN COMPETITION/REQUEST FOR PROPOSAL DOCUMENT

- a. It shall be the offeror's responsibility to ask questions, request changes or clarification, or otherwise advise the DPMM if any language, specifications or requirements of an RFP appear to be ambiguous, contradictory, and/or arbitrary, or appear to inadvertently restrict or limit the requirements stated in the RFP to a single source. Any and all communication from offerors regarding specifications, requirements, competitive proposal process, etc., must be directed to the buyer from the DPMM, unless the RFP specifically refers the offeror to another contact. Such communication should be received at least ten calendar days prior to the official proposal opening date.
- b. Every attempt shall be made to ensure that the offeror receives an adequate and prompt response. However, in order to maintain a fair and equitable procurement process, all offerors will be advised, via the issuance of an amendment to the RFP, of any relevant or pertinent information related to the procurement. Therefore, offerors are advised that unless specified elsewhere in the RFP, any questions received less than ten calendar days prior to the RFP opening date may not be answered.
- c. Offerors are cautioned that the only official position of the State of Missouri is that which is issued by the DPMM in the RFP or an amendment thereto. No other means of communication, whether oral or written, shall be construed as a formal or official response or statement.
- d. The DPMM monitors all procurement activities to detect any possibility of deliberate restraint of competition, collusion among offerors, price-fixing by offerors, or any other anticompetitive conduct by offerors which appears to violate state and federal antitrust laws. Any suspected violation shall be referred to the Missouri Attorney General's Office for appropriate action.
- e. The RFP is available for viewing and downloading on the state's On-Line Bidding/Vendor Registration System website. Premium registered offerors are electronically notified of the proposal opportunity based on the information maintained in the State of Missouri's vendor database. If a Premium registered offeror's e-mail address is incorrect, the offeror must update the e-mail address themselves on the state's On-Line Bidding/Vendor Registration System website.
- f. The DPMM reserves the right to officially amend or cancel an RFP after issuance. It shall be the sole responsibility of the offeror to monitor the State of Missouri On-Line Bidding/Vendor Registration System website at: <https://www.moolb.mo.gov> to obtain a copy of the amendment(s). Premium registered offerors who received e-mail notification of the proposal opportunity when the RFP was established and Premium registered offerors who have responded to the RFP on-line prior to an amendment being issued will receive e-mail notification of the amendment(s). Premium registered

offerors who received e-mail notification of the proposal opportunity when the RFP was established and Premium registered offerors who have responded to the proposal on-line prior to a cancellation being issued will receive e-mail notification of a cancellation issued prior to the exact closing time and date specified in the RFP.

4. PREPARATION OF PROPOSALS

- a. Offerors must examine the entire RFP carefully. Failure to do so shall be at offeror's risk.
- b. Unless otherwise specifically stated in the RFP, all specifications and requirements constitute minimum requirements. All proposals must meet or exceed the stated specifications and requirements.
- c. Unless otherwise specifically stated in the RFP, any manufacturer names, trade names, brand names, information and/or catalog numbers listed in a specification and/or requirement are for informational purposes only and are not intended to limit competition. The offeror may offer any brand which meets or exceeds the specification for any item, but must state the manufacturer's name and model number for any such brands in the proposal. In addition, the offeror shall explain, in detail, (1) the reasons why the proposed equivalent meets or exceeds the specifications and/or requirements and (2) why the proposed equivalent should not be considered an exception thereto. Proposals which do not comply with the requirements and specifications are subject to rejection without clarification.
- d. Proposals lacking any indication of intent to offer an alternate brand or to take an exception shall be received and considered in complete compliance with the specifications and requirements as listed in the RFP.
- e. In the event that the offeror is an agency of state government or other such political subdivision which is prohibited by law or court decision from complying with certain provisions of an RFP, such a offeror may submit a proposal which contains a list of statutory limitations and identification of those prohibitive clauses which will be modified via a clarification conference between the DPMM and the offeror, if such offeror is selected for contract award. The clarification conference will be conducted in order to agree to language that reflects the intent and compliance of such law and/or court order and the RFP. Any such offeror needs to include in the proposal, a complete list of statutory references and citations for each provision of the RFP which is affected by this paragraph.
- f. All equipment and supplies offered in a proposal must be new, of current production, and available for marketing by the manufacturer unless the RFP clearly specifies that used, reconditioned, or remanufactured equipment and supplies may be offered.
- g. Prices shall include all packing, handling and shipping charges FOB destination, freight prepaid and allowed unless otherwise specified in the RFP.
- h. Proposals, including all prices therein, shall remain valid for 90 days from proposal opening or Best and Final Offer (BAFO) submission unless otherwise indicated. If the proposal is accepted, the entire proposal, including all prices, shall be firm for the specified contract period.
- i. Any foreign offeror not having an Employer Identification Number assigned by the United States Internal Revenue Service (IRS) must submit a completed IRS Form W-8 prior to or with the submission of their proposal in order to be considered for award.

5. SUBMISSION OF PROPOSALS

- a. Proposals may be submitted by delivery of a hard copy to the DPMM office. Electronic submission of proposals by Premium registered offerors through the State of Missouri's On-Line Bidding/Vendor Registration System website is not available unless stipulated in the RFP. Delivered proposals must be sealed in an envelope or container, and received in the DPMM office located at 301 West High St, Rm 630 in Jefferson City, MO no later than the exact opening time and date specified in the RFP. All proposals must (1) be submitted by a duly authorized representative of the offeror's organization, (2) contain all information required by the RFP, and (3) be priced as required. Hard copy proposals may be mailed to the DPMM post office box address. However, it shall be the responsibility of the offeror to ensure their proposal is in the DPMM office (address listed above) no later than the exact opening time and date specified in the RFP.
- b. The sealed envelope or container containing a proposal should be clearly marked on the outside with (1) the official RFP number and (2) the official opening date and time. Different proposals should not be placed in the same envelope, although copies of the same proposal may be placed in the same envelope.
- c. A proposal submitted electronically by a Premium registered offeror may be modified on-line prior to the official opening date and time. A proposal which has been delivered to the DPMM office, may be modified by signed, written notice which has been received by the DPMM prior to the official opening date and time specified. A proposal may also be modified in person by the offeror or its authorized representative, provided proper identification is presented before the official opening date and time. Telephone or telegraphic requests to modify a proposal shall not be honored.
- d. A proposal submitted electronically by a Premium registered offeror may be canceled on-line prior to the official opening date and time. A proposal which has been delivered to the DPMM office, may only be withdrawn by a signed, written notice or facsimile which has been received by the DPMM prior to the official opening date and time specified. A proposal may also be withdrawn in person by the offeror or its authorized representative, provided proper identification is presented before the official opening date and time. Telephone, e-mail, or telegraphic requests to withdraw a proposal shall not be honored.
- e. When submitting a proposal electronically, the Premium registered offeror indicates acceptance of all RFP terms and conditions by clicking on the "Submit" button on the Electronic Bid Response Entry form. Offerors delivering a hard copy proposal to DPMM must sign and return the RFP cover page or, if applicable, the cover page of the last amendment thereto in order to constitute acceptance by the offeror of all RFP terms and conditions. Failure to do so may result in rejection of the proposal unless the offeror's full compliance with those documents is indicated elsewhere within the offeror's response.
- f. Fixed proposals shall not be accepted. However, fixed and e-mail no-bid notifications shall be accepted.

6. PROPOSAL OPENING

- a. Proposal openings are public on the opening date and at the opening time specified on the RFP document. Only the names of the respondents shall be read at the proposal opening. Premium registered vendors may view the same proposal response information on the state's On-Line Bidding/Vendor Registration System website. The contents of the responses shall not be disclosed at this time.
- b. Proposals which are not received in the DPMM office prior to the official opening date and time shall be considered late, regardless of the degree of lateness, and normally will not be opened. Late proposals may only be opened under extraordinary circumstances in accordance with 1 CSR 40-1.050.

7. PREFERENCES

- a. In the evaluation of proposals, preferences shall be applied in accordance with chapter 34, RSMo. Contractors should apply the same preferences in selecting subcontractors.
- b. By virtue of statutory authority, a preference will be given to materials, products, supplies, provisions and all other articles produced, manufactured, made or grown within the State of Missouri and to all firms, corporations or individuals doing business as Missouri firms, corporations or individuals. Such preference shall be given when quality is equal or better and delivered price is the same or less.

- c. In accordance with Executive Order 05-30, contractors are encouraged to utilize certified minority and women-owned businesses in selecting subcontractors.
- d. In the evaluation of proposals, a service-disabled veteran business preference shall be applied in accordance with section 34.074, RSMo.

8. EVALUATION/AWARD

- a. Any clerical error, apparent on its face, may be corrected by the buyer before contract award. Upon discovering an apparent clerical error, the buyer shall contact the offeror and request clarification of the intended proposal. The correction shall be incorporated in the notice of award. Examples of apparent clerical errors are: 1) misplacement of a decimal point, and 2) obvious mistake in designation of unit.
- b. Any pricing information submitted by an offeror shall be subject to evaluation if deemed by the DPMM to be in the best interest of the State of Missouri.
- c. The offeror is encouraged to propose price discounts for prompt payment or propose other price discounts that would benefit the State of Missouri. However, unless otherwise specified in the RFP, pricing shall be evaluated at the maximum potential financial liability to the State of Missouri.
- d. Awards shall be made to the offeror whose proposal (1) complies with all mandatory specifications and requirements of the RFP and (2) is the lowest and best proposal, considering price, responsibility of the offeror, and all other evaluation criteria specified in the RFP and any subsequent negotiations and (3) complies with sections 34.010 and 34.070, RSMo, and Executive Order 04-09.
- e. In the event all offerors fail to meet the same mandatory requirement in an RFP, DPMM reserves the right, at its sole discretion, to waive that requirement for all offerors and to proceed with the evaluation. In addition, the DPMM reserves the right to waive any minor irregularity or technicality found in any individual proposal.
- f. The DPMM reserves the right to reject any and all proposals.
- g. When evaluating a proposal, the State of Missouri reserves the right to consider relevant information and fact, whether gained from a proposal, from an offeror, from offeror's references, or from any other source.
- h. Any information submitted with the proposal, regardless of the format or placement of such information, may be considered in making decisions related to the responsiveness and merit of a proposal and the award of a contract.
- i. Negotiations may be conducted with those offerors who submit potentially acceptable proposals. Proposal revisions may be permitted for the purpose of obtaining best and final offers. In conducting negotiations, there shall be no disclosure of any information submitted by competing offerors.
- j. Any award of a contract shall be made by notification from the DPMM to the successful offeror. The DPMM reserves the right to make awards by item, group of items, or an all or none basis. The grouping of items awarded shall be determined by DPMM based upon factors such as item similarity, location, administrative efficiency, or other considerations in the best interest of the State of Missouri.
- k. Pursuant to section 610.021, RSMo, proposals and related documents shall not be available for public review until after a contract is executed or all proposals are rejected.
- l. The DPMM posts all proposal results on the On-line Bidding/Vendor Registration System website for Premium registered offerors to view for a reasonable period after proposal award and maintains images of all proposal file material for review. Offerors who include an e-mail address with their proposal will be notified of the award results via e-mail.
- m. The DPMM reserves the right to request clarification of any portion of the offeror's response in order to verify the intent of the offeror. The offeror is cautioned, however, that its response may be subject to acceptance or rejection without further clarification.
- n. Any proposal award protest must be received within ten (10) calendar days after the date of award in accordance with the requirements of 1 CSR 40-1.050 (10).
- o. The final determination of contract(s) award shall be made by DPMM.

9. CONTRACT/PURCHASE ORDER

- a. By submitting a proposal, the offeror agrees to furnish any and all equipment, supplies and/or services specified in the RFP, at the prices quoted, pursuant to all requirements and specifications contained therein.
- b. A binding contract shall consist of: (1) the RFP, amendments thereto, and any Best and Final Offer (BAFO) request(s) with RFP changes/additions; (2) the contractor's proposal including any contractor BAFO response(s); (3) clarification of the proposal, if any; and (4) DPMM's acceptance of the proposal by "notice of award" or by "purchase order." All Exhibits and Attachments included in the RFP shall be incorporated into the contract by reference.
- c. A notice of award issued by the State of Missouri does not constitute an authorization for shipment of equipment or supplies or a directive to proceed with services. Before providing equipment, supplies and/or services for the State of Missouri, the contractor must receive a properly authorized purchase order or other form of authorization given to the contractor at the discretion of the state agency.
- d. The contract expresses the complete agreement of the parties and performance shall be governed solely by the specifications and requirements contained therein. Any change to the contract, whether by modification and/or supplementation, must be accomplished by a formal contract amendment signed and approved by and between the duly authorized representative of the contractor and the DPMM or by a modified purchase order prior to the effective date of such modification. The contractor expressly and explicitly understands and agrees that no other method and/or no other document, including correspondence, acts, and oral communications by or from any person, shall be used or construed as an amendment or modification to the contract.

10. INVOICING AND PAYMENT

- a. The State of Missouri does not pay state or federal taxes unless otherwise required under law or regulation.
- b. The statewide financial management system has been designed to capture certain receipt and payment information. For each purchase order received, an invoice must be submitted that references the purchase order number and must be itemized in accordance with items listed on the purchase order. Failure to comply with this requirement may delay processing of invoices for payment.
- c. The contractor shall not transfer any interest in the contract, whether by assignment or otherwise, without the prior written consent of the DPMM.
- d. Payment for all equipment, supplies, and/or services required herein shall be made in arrears unless otherwise indicated in the RFP.
- e. The State of Missouri assumes no obligation for equipment, supplies, and/or services shipped or provided in excess of the quantity ordered. Any unauthorized quantity is subject to the state's rejection and shall be returned at the contractor's expense.
- f. All invoices for equipment, supplies, and/or services purchased by the State of Missouri shall be subject to late payment charges as provided in section 34.055, RSMo.
- g. The State of Missouri reserves the right to purchase goods and services using the state purchasing card.

11. DELIVERY

Time is of the essence. Deliveries of equipment, supplies, and/or services must be made no later than the time stated in the contract or within a reasonable period of time, if a specific time is not stated.

12. INSPECTION AND ACCEPTANCE

- a. No equipment, supplies, and/or services received by an agency of the state pursuant to a contract shall be deemed accepted until the agency has had reasonable opportunity to inspect said equipment, supplies, and/or services.
- b. All equipment, supplies, and/or services which do not comply with the specifications and/or requirements or which are otherwise unacceptable or defective may be rejected. In addition, all equipment, supplies, and/or services which are discovered to be defective or which do not conform to any warranty of the contractor upon inspection (or at any later time if the defects contained were not reasonably ascertainable upon the initial inspection) may be rejected.
- c. The State of Missouri reserves the right to return any such rejected shipment at the contractor's expense for full credit or replacement and to specify a reasonable date by which replacements must be received.
- d. The State of Missouri's right to reject any unacceptable equipment, supplies, and/or services shall not exclude any other legal, equitable or contractual remedies the state may have.

13. WARRANTY

- a. The contractor expressly warrants that all equipment, supplies, and/or services provided shall: (1) conform to each and every specification, drawing, sample or other description which was furnished to or adopted by the DPMM, (2) be fit and sufficient for the purpose expressed in the RFP, (3) be merchantable, (4) be of good materials and workmanship, and (5) be free from defect.
- b. Such warranty shall survive delivery and shall not be deemed waived either by reason of the state's acceptance of or payment for said equipment, supplies, and/or services.

14. CONFLICT OF INTEREST

- a. Officials and employees of the state agency, its governing body, or any other public officials of the State of Missouri must comply with sections 105.452 and 105.454, RSMo, regarding conflict of interest.
- b. The contractor hereby covenants that at the time of the submission of the proposal the contractor has no other contractual relationships which would create any actual or perceived conflict of interest. The contractor further agrees that during the term of the contract neither the contractor nor any of its employees shall acquire any other contractual relationships which create such a conflict.

15. REMEDIES AND RIGHTS

- a. No provision in the contract shall be construed, expressly or implied, as a waiver by the State of Missouri of any existing or future right and/or remedy available by law in the event of any claim by the State of Missouri of the contractor's default or breach of contract.
- b. The contractor agrees and understands that the contract shall constitute an assignment by the contractor to the State of Missouri of all rights, title and interest in and to all causes of action that the contractor may have under the antitrust laws of the United States or the State of Missouri for which causes of action have occurred or will accrue as the result of or in relation to the particular equipment, supplies, and/or services purchased or procured by the contractor in the fulfillment of the contract with the State of Missouri.

16. CANCELLATION OF CONTRACT

- a. In the event of material breach of the contractual obligations by the contractor, the DPMM may cancel the contract. At its sole discretion, the DPMM may give the contractor an opportunity to cure the breach or to explain how the breach will be cured. The actual cure must be completed within no more than 10 working days from notification, or at a minimum the contractor must provide DPMM within 10 working days from notification a written plan detailing how the contractor intends to cure the breach.
- b. If the contractor fails to cure the breach or if circumstances demand immediate action, the DPMM will issue a notice of cancellation terminating the contract immediately.
- c. If the DPMM cancels the contract for breach, the DPMM reserves the right to obtain the equipment, supplies, and/or services to be provided pursuant to the contract from other sources and upon such terms and in such manner as the DPMM deems appropriate and charge the contractor for any additional costs incurred thereby.
- d. The contractor understands and agrees that funds required to fund the contract must be appropriated by the General Assembly of the State of Missouri for each fiscal year included within the contract period. The contract shall not be binding upon the state for any period in which funds have not been appropriated, and the state shall not be liable for any costs associated with termination caused by lack of appropriations.

17. COMMUNICATIONS AND NOTICES

Any notice to the offeror/contractor shall be deemed sufficient when deposited in the United States mail postage prepaid, transmitted by facsimile, transmitted by e-mail or hand-carried and presented to an authorized employee of the offeror/contractor.

18. BANKRUPTCY OR INSOLVENCY

- a. Upon filing for any bankruptcy or insolvency proceeding by or against the contractor, whether voluntary or involuntary, or upon the appointment of a receiver, trustee, or assignee for the benefit of creditors, the contractor must notify the DPMM immediately.
- b. Upon learning of any such actions, the DPMM reserves the right, at its sole discretion, to either cancel the contract or affirm the contract and hold the contractor responsible for damages.

19. INVENTIONS, PATENTS AND COPYRIGHTS

The contractor shall defend, protect, and hold harmless the State of Missouri, its officers, agents, and employees against all suits of law or in equity resulting from patent and copyright infringement concerning the contractor's performance or products produced under the terms of the contract.

20. NON-DISCRIMINATION AND AFFIRMATIVE ACTION

In connection with the furnishing of equipment, supplies, and/or services under the contract, the contractor and all subcontractors shall agree not to discriminate against recipients of services or employees or applicants for employment on the basis of race, color, religion, national origin, sex, age, disability, or veteran status unless otherwise provided by law. If the contractor or subcontractor employs at least 50 persons, they shall have and maintain an affirmative action program which shall include:

- a. A written policy statement committing the organization to affirmative action and assigning management responsibilities and procedures for evaluation and dissemination;
- b. The identification of a person designated to handle affirmative action;
- c. The establishment of non-discriminatory selection standards, objective measures to analyze recruitment, an upward mobility system, a wage and salary structure, and standards applicable to layoff, recall, discharge, demotion, and discipline;
- d. The exclusion of discrimination from all collective bargaining agreements; and
- e. Performance of an internal audit of the reporting system to monitor execution and to provide for future planning.

If discrimination by a contractor is found to exist, the DPMM shall take appropriate enforcement action which may include, but not necessarily be limited to, cancellation of the contract, suspension, or debarment by the DPMM until corrective action by the contractor is made and ensured, and referral to the Attorney General's Office, whichever enforcement action may be deemed most appropriate.

21. AMERICANS WITH DISABILITIES ACT

In connection with the furnishing of equipment, supplies, and/or services under the contract, the contractor and all subcontractors shall comply with all applicable requirements and provisions of the Americans with Disabilities Act (ADA).

22. FILING AND PAYMENT OF TAXES

The commissioner of administration and other agencies to which the state purchasing law applies shall not contract for goods or services with a vendor if the vendor or an affiliate of the vendor makes sales at retail of tangible personal property or for the purpose of storage, use, or consumption in this state but fails to collect and properly pay the tax as provided in chapter 144, RSMo. For the purposes of this section, "affiliate of the vendor" shall mean any person or entity that is controlled by or is under common control with the vendor, whether through stock ownership or otherwise. Therefore offeror's failure to maintain compliance with chapter 144, RSMo, may eliminate their proposal from consideration for award.

23. TITLES

Titles of paragraphs used herein are for the purpose of facilitating reference only and shall not be construed to infer a contractual construction of language.

Revised 01-20-10

Appendices

Appendix Summary

Appendix A: Preliminary Implementation Plan

Appendix B: Preliminary Project/Installation Schedule

Appendix C: Activity List and Work Breakdown Structure

Appendix D: Provisioning Checklist

Appendix E: Field Technician Checklist

Appendix F: Test Validation Checklist

Appendix G: Customer Acceptance Checklist

Appendix H: Securus Certified Financial Statement