

Exhibit B Experience/Reliability of Organization

ShawnTech Communications, Inc. Organization

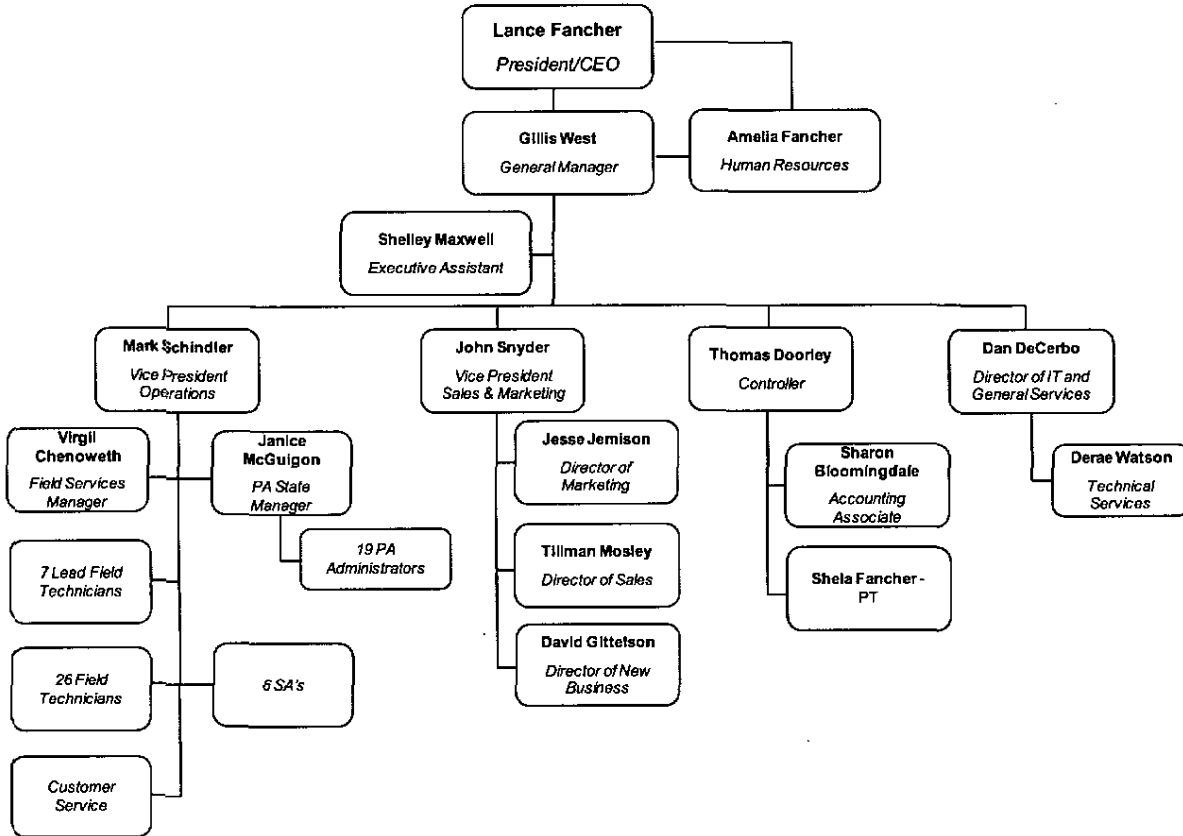


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Guarded Exchange

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

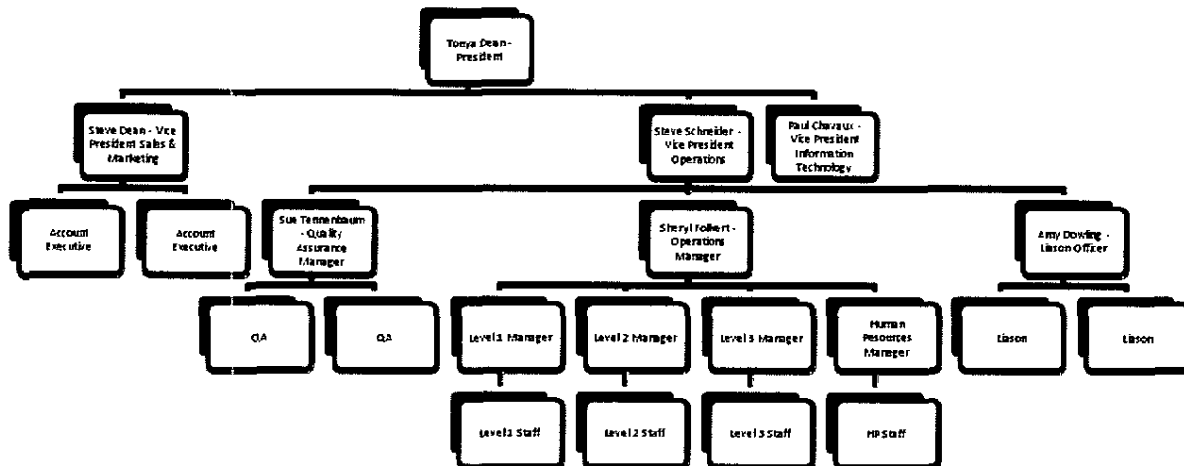


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3. The offeror should describe any other companies and organizations that are strategic partners or alliances. Explain what benefit(s) the agency will receive from these alliances and/or partners as it relates to the provision of the required system 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

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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.

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.

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.

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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.

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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

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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

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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

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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.

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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.

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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.

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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)

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

- 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)

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

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.

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

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.

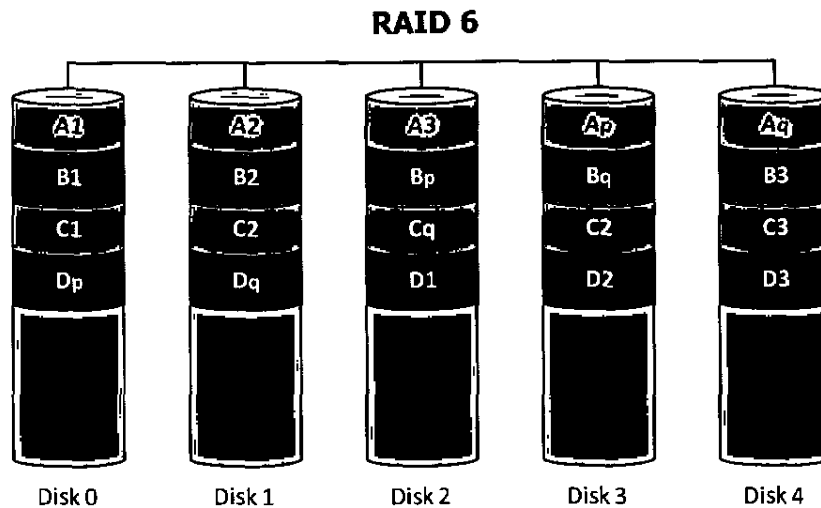
A SAN is a high-speed special-purpose network or sub-network that interconnects different kinds of mass storage and shared storage devices (such as mass disk arrays, and optical jukeboxes) with associated data servers. The SAN architecture makes all storage devices available to all servers on local area 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 finding 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

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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 • Navigating the website • Purchasing stamps • 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:

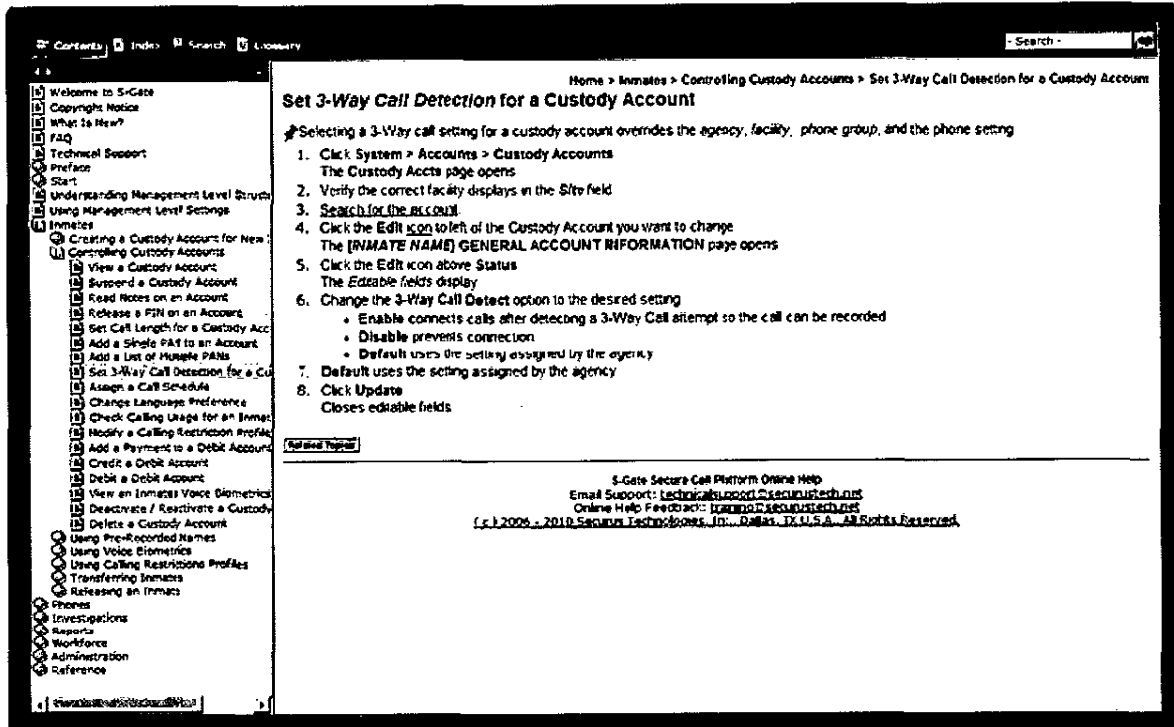
- **Show Me Tutorials** – Video clips to support officers in learning more complicated tasks.
- **Feedback Mechanism** – “Was this Helpful?” and “Did you find what you’re looking for?” surveys for authors to improve content based on what officers want to know.
- **Advanced Management Functions** – Reports 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.

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Securus-Provided Training Online Help Sample

Proprietary and Confidential



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.

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

- 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:

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

- 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:

- 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.

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

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.

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

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 Northeaster 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
<input checked="" type="checkbox"/> 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