



Emerald Companies

Solid Secure Solutions™

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September 23, 2015

Virleen Ferre
Vice President, Contract Administration
500 North Market Place Drive
Centerville, UT 84014

Re: Letter of Transmittal – Assignment and Assumption of the Management & Training Corporation and Arizona Department of Corrections Contract No. AD9-010-A3

Dear Ms. Ferre:

Emerald Correctional Management, LLC (Emerald), is pleased to submit the attached response to the Management and Training Corporation (MTC) and Arizona Department of Corrections (ADC) for the potential Assignment and Assumption of Contract No. AD9-010-A3, the Mohave Prison LLC Management Agreement and the ADC's specific operational requirements.

Emerald is confident that the contents of this submission are sufficiently comprehensive for the reviewers to evaluate our company's ability and commitment to perform the desired services. If the evaluation committee has any questions or concerns, Emerald shall supply additional information as requested.

As Chief Executive Officer of Emerald, I am authorized to submit this document and to negotiate on behalf of the company. The contact person I designate for all initial discussion is Robert Hughes, Chief Operations Officer, who may be reached at (337) 254-0092. We look forward to further discussion on the potential Assignment and Assumption of the operations at the Arizona State Prison - Kingman.

Sincerely,

Steve Afeman
Chief Executive Officer



Qualifications/Experience

1. Provide your organization’s total length (years & months) of experience operating correctional institutions under contract.

Emerald Correctional Management, LLC (Emerald/ECM), has operated institutions of various sizes across the country for Federal, State and Local Governments for seventeen (17) years and eleven (11) months (since October 6, 1997), with contracts representing approximately 3,500 beds in adult secure and community detentions facilities.

2. Provide the number of correctional institutions your organization currently operates and identify locations.

Emerald currently operates five (5) institutions located in Carrizozo, New Mexico, Haskell, Texas, San Luis, Arizona, Hardin, Montana and Sierra Blanca, Texas.

3. Provide the number of correctional compound/complex institutions you have managed in the last five years and the associated institutional contract capacity and inmate custody level. Please denote if you are currently still operating the correctional compound/complex institution(s).

Name	Location	Capacity & Population Served	Service Dates
CURRENTLY OPERATED:			
Lincoln County Detention Facility	Carrizozo, NM	159 Medium-Maximum Security Male/Female County Inmates and USMS/BIA Detainees	5/05/2008 - Present
Rolling Plains Regional Jail and Detention Center	Haskell, TX	48 Local Inmates (Regional Jail); 570 Minimum-Maximum Security Male/Female ICE Detainees, County Inmates, and Medium Out of State Inmates (Wyoming)	3/15/2003 - Present



Name	Location	Capacity & Population Serviced	Service Dates
San Luis Regional Detention Center	San Luis, AZ	916 Minimum-Medium Male/Female ICE/USMS Detainees BIA Inmates	8/15/2009 - Present
Two Rivers Regional Detention Facility	Hardin, MT	464 Minimum-Medium Male/Female BIA Inmates	7/28/2014 - Present
West Texas Regional Detention Facility	Sierra Blanca, TX	1,156 Medium ICE/USMS Detainees	8/01/2004 - Present
PREVIOUSLY OPERATED:			
LaSalle County Detention Center	Encinal, TX	525 Medium ICE/USMS Detainees	9/2004 – 2/2015
Riverbend Detention Center	East Carroll, LA	1400 State of Louisiana Minimum Security Inmates	8/2011 – 9/2012
West Carroll Detention Center	Epps, LA	732 State of Louisiana Minimum/Medium Inmates	9/1997 - 12/2012
Crystal City Correctional Center	Crystal City, TX	468 Medium Security ICE and USMS Inmates	10/2012- 2/28/14

4. How many facilities do you operate that house 3,000+ inmates and what are the custody level(s)?

Emerald does not currently operation any facilities that house 3000+ inmates. However, Emerald’s current Warden of the San Luis Correctional Facility (Arizona), David Rivas, is the former warden of the 4397 bed Arizona State Prison Complex- Lewis (1+ year), and former warden of the 2148 bed Arizona State Prison Complex- Douglas (1+ year). He has specific and lengthy experience in managing inmates under the Arizona Department of Corrections and he is a Certified ACA Auditor. Warden Rivas will be assigned to the Arizona State Prison – Kingman upon award of the contract to Emerald.

Additionally, Emerald’s Warden Alan Trehune (currently Warden at the Rolling Plains Detention Center in Haskell, Texas) served as the Assistant Warden at the 3,222 bed Chuckawalla Valley State Prison in Blye, California for 3 years, and will be part of the transition team.

5. How many facilities do you operate that house 2,000 – 2,999 inmates and what are the custody level(s)?

Emerald does not currently operate any facilities that house 2,000 – 2,999 inmates.



However, Emerald’s Warden of the San Luis Correctional Facility (Arizona), David Rivas, is the former warden of the 4397 bed Arizona State Prison Complex Lewis (1+ year), and former warden of the 2148 bed Arizona State Prison Complex- Douglas (1+ year). He has specific and lengthy experience in managing inmates under the Arizona Department of Corrections. Warden Rivas will be assigned to the Arizona State Prison – Kingman upon award of the contract.

Also, Emerald’s Warden Mike Porter (Warden at West Texas Detention Facility (Sierra Blanca Texas) was the Chief of Security at the 2800 bed Blackwater River Correctional Facility in Milton, Florida.

6. How many facilities do you operate that house 1,000 – 1,999 inmates and what are the custody level(s)?

Emerald currently operates one (1) facility, West Texas Regional Detention Facility, with a capacity of 1,156 medium custody detainees.

7. Provide the number of correctional institutions you currently manage that require American Correctional Association (ACA) accreditation. Have any of these correctional institutions failed to obtain or lost ACA accreditation? If yes, please explain.

TWO FACILITIES PREVIOUSLY ACA ACCREDITED:

Rolling Plains Regional Detention Center and West Texas Detention Center were previously ACA accredited, and have applied for re-accreditation. Normal operations at these facilities are in compliance with the spirit of ACA accreditation.

TWO TAKE OVER FACILITIES APPLYING FOR FIRST ACA ACCREDITATION:

Two Rivers Correctional Facility (Montana) and San Luis Detention Center (Arizona) where Emerald took over operations from another Operator, have applied for their first ACA accreditation. Normal operations at these facilities are in compliance with the spirit of ACA accreditation.

8. Identify custody level(s) of inmates you currently manage.

Lincoln County Jail & Detention Center, Carrizozo, NM, has a rated capacity of one hundred fifty-nine (159) and is capable of housing maximum, medium and minimum custody levels. It houses male and female inmates from multiple counties, U. S. Marshals Service and the Bureau of Indian Affairs.



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Rolling Plains Regional Jail & Detention Center, Haskell, TX. This facility is a combination forty-eight (48) bed regional jail and five hundred seventy (570) bed facility. It currently houses female and male Immigration and Customs Enforcement detainees and local county prisoners. In the past it housed Wyoming and Arizona Department of Corrections and Texas Department of Criminal Justice medium and minimum inmates, and U.S. Marshals Service maximum, close, medium, and minimum detainees.

San Luis Regional Detention Center, San Luis, AZ. This medium/minimum security facility has a rated capacity of nine hundred sixteen (916) and currently houses male and female detainees in the custody of the U. S. Marshals Service, Immigration and Customs Enforcement from the Arizona and California jurisdictions as well as Bureau of Indian Affairs inmates.

Two Rivers Regional Detention Facility, Hardin, MT. This medium/minimum security facility has a rated capacity of four hundred sixty-four (464) and currently houses male and female Bureau of Indian Affairs inmates.

West Texas (Hudspeth County) Regional Correctional Facility, Sierra Blanca, TX. The facility, with a rated capacity of one thousand one hundred fifty-six (1,156), houses U.S. Marshals and ICE medium custody level detainees.

9. Identify custody level(s) of inmates you have managed in the last 5 years.

In addition to the previously outlined current management, in the last five (5) years Emerald also managed the following:

LaSalle County Detention Center, Haskell, TX. The facility, with a rated capacity of 732 was built to house federal detainees, and is capable of housing maximum, close, medium, and minimum custody levels. Under Emerald management, it held medium security male and female U.S. Marshals Service, Immigration and Customs Enforcement and Border Patrol detainees.

Riverbend Detention Center, East Carroll, LA. A minimum/medium security facility with a rated capacity of 1400, East Carroll housed male Louisiana Department of Corrections inmates.

West Carroll Detention Center, Epps, LA. A minimum/medium security facility with a rated capacity of 732, West Carroll opened in 1997 and housed male Louisiana Department of Corrections inmates.



10. How many total inmates are you contracted to manage?

Emerald is currently contracted to manage a total of 3,133 inmates.

11. Documented history of successfully transitioning from another private prison operator. Please denote the inmate population size and custody level.

Rolling Plains Detention Center (Texas): 555 medium security ICE detainees and County inmates of all security classifications. Assumed operations upon the assignment of existing operations agreement from Management & Training Corporation.

San Luis Detention Center (Arizona): 545 medium security USMS, ICE , BIA, BOP and Border Patrol Inmates, expanded to 916 inmates (expansion provided spaced for specialized treatment programs for BIA and Tribal Inmates). Assumed operations upon the assignment of existing operations agreement from Community Education Centers (CEC).

Crystal City Correctional Center (Texas): 468 medium security ICE detainees and County inmates of all security classifications. Assumed operations at the request of Trustee acting for the benefit of bondholders, following LaSalle Corrections.

12. Do you have the resources and ability to successfully assume responsibility for this contract within 60 days, 90 days, 120 days? Please describe in detail.

Depending upon the quality, volume and format of the facility and staff related data provided to Emerald in advance of the Effective Date of the Assignment, and depending upon the timing of approvals of personnel for key positions required to be provided by ADOC, and depending upon the amount of training required to bring all staff up to the standards expected by the ADOC, Emerald can assume contract and operation of the facility within 60 days to 120 days after the Effective Date of the Assignment. A detailed transition plan is available on pages 11 – 12.

13. What are the qualifications of the proposed correctional institution leadership team?

Emerald has the expertise to: design environmentally-conscious facilities that support industry, physical activity and meaningful programming; implement secure operations; and carry out the requirements of any jurisdiction. The Corporate Management Team has more than two hundred (200) years in combined senior corporate management experience, of which approximately one hundred seventy-five (175) years are specifically in correctional financial and operations management (including security, legal, training, accreditation and healthcare.) Brief Biographies of Emerald’s Corporate Management Team follows:



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Sam Youngblood, Chairman of the Board, oversees strategic planning and project development, and works closely with the CEO on all matters of positioning and strategy. Mr. Youngblood is a graduate of Baylor University with a degree in accounting. He has devoted more than 30 years to the security industry, as co-founder of ISI Security (largest US correctional security integration contractor) in 1990 and he served as its President and CEO until 2012. He is a member the Board of Visitors of Duke Divinity School, and he serves on the board of directors of Alpha Home in San Antonio, the largest women's recovery center in South Texas. He also serves on the board of directors of MACOR a non-profit group that provides educational trips to Israel for young preachers.

Steve Afeman, Chief Executive Officer, is principally responsible for business development and operations. Mr. Afeman holds a B.S.B.A. from Louisiana State University. He was the only private citizen appointed to the Louisiana Law Enforcement Commission on Crime. He was instrumental in creating and implementing the progressive web-based solutions robust correctional facility information exchange and reporting utilized by the Operator. Mr. Afeman has 25 years' experience in the corrections industry having previously served as the VP of Marketing for Civigenics, Inc., and as founder and President with Security Concepts International who focused upon community corrections.

Robert Hughes, Chief Operating Officer, is principally responsible for the oversight and management of the operations (including health care) and finance divisions. Mr. Hughes has over 30 years of cumulative experience as a detention management and health care executive in operations, financial management, administration and process improvement. Mr. Hughes attended Bryant University, where he received a BS in Business Administration and MBA. He has experienced in the public detention/health care sector having served in numerous executive positions for the Massachusetts Department of Corrections, including Chief Information Officer and Chief Fiscal and Administrative Officer for the Secretary of Public Safety. He also has significant private correctional experience having served as the Executive Vice President of Operations for Civigenics, Inc., Vice President of Prison Health Services, Inc., and Vice President of Correctional Services Corporation. Mr. Hughes has also served as the managing member of Herrera Correctional Management Systems, LLC.

Hull Youngblood, General Counsel, oversees all legal matters for Emerald Correctional Management, and participates in business development and strategic planning. Mr. Youngblood attended Baylor University where he received a BBA and JD. For 39 years Mr. Youngblood has represented clients in the development, planning, funding, construction and operation of dozens of public and private correctional facilities across the United States, as well as in the United Kingdom, and Israel. Mr. Youngblood served on the Board of Directors of the State Bar of Texas, and was elected its Chairman of the Board in 1987 - 1988. He has also served on the Board of the Texas Center for Legal Ethics and Professionalism, and served as Chairman of the Fellows of the Texas Bar Foundation. He is



the author of the *Design/Build Handbook*, and has authored more than 300 presentations at legal education seminars.

Cristi M. Payne, President – Emerald Re-Entry Services, is responsible for the overall design, implementation, operations and fidelity of all Emerald Treatment and Re-Entry Programs, nationally. Prior to joining Emerald, Ms. Payne represented numerous private prison and public treatment companies throughout the country. Ms. Payne has nearly 20 years of experience in administering and developing behavioral health treatment including juvenile, gender-specific, criminal justice and sex offender programming. Throughout her career, Ms. Payne has been recognized as a national expert and has consulted on social policy system change, behavioral health, correctional and gender responsive policy and program development. Ms. Payne is a strong innovator who translates expansive clinical knowledge and leadership acumen into practical operational methodologies. Ms. Payne earned her Bachelor's of Science Degree in Social Work with special emphasis in Psychology from Southern Illinois University-Carbondale and thereafter went on to complete a year towards her MSW. She is internationally recognized as a Certified Alcohol and Other Drug Counselor, a Mental Health Substance Abuse Professional and a Criminal Justice Addictions Professional. Recognized for her contributions as an advocate in the Addictions and Criminal Justice field, she is an active member of the American Correctional Association (ACA), previously serving as a Delegate Assembly Member, the American Association of Suicidology, the Illinois Alcohol and Drug Dependence Association and the Texas Association of Addiction Professionals, to name a few. She currently serves as the Regional Vice President of Region 6 for the International Community Corrections Association (ICCA).

David Rivas, Warden – San Luis Regional Detention Center, brings nearly 41 years overall criminal justice experience in both the private and public sector. He was previously employed by the Arizona Department of Corrections, holding positions to include: Warden of the Arizona State Prison Complex, Lewis – a complex of six units with over 4,700 inmates; Warden of the Arizona State Prison Complex, Douglas; and, Deputy Warden of Operations, Phoenix Complex. Mr. Rivas also served in the United States Marine Corps for 20 years, having attained the rank of Gunnery Sergeant. During his 20 year tour, he had the opportunity to serve as a Drill Instructor at Marine Corps Recruit Depot, Parris Island, South Carolina. Mr. Rivas earned a Master's Degree in Administration of Justice, while serving in the Marine Corps. He is a Certified Correctional Executive for the American Correctional Association and has served as a Consultant, conducting audits for the American Correctional Association. Please refer to **Attachment A** for the **Resume of Warden Rivas**.

Bill Davis, Director of Institutions and Compliance, oversees all accreditation and licensure matters related to correctional facilities, and is the direct contact person for Wardens. He has 40 years of criminal justice experience and a Master's degree in Criminology from Florida



State University. Bill facilitates the evaluation of facilities, measures and assesses operating procedures, and provides direction to staff. All facilities owned or managed by the Operator are operated in a manner consistent with the American Correctional Association (ACA) recommendations and standards; these include security, safety, programs and health services. He has successfully accredited or re-accredited numerous facilities including major institutions, work camps and work release centers. He has audited more than 25 facilities for the American Correctional Association.

Ariel Campos, Human Resources Director. Mr. Campos oversees all aspects of employee documentation, compliance and related employment matters for Emerald, and he reports to the Chief Operating Officer, Bob Hughes. He attended Loyola University where he received a Bachelor's Degree majoring in English and a Law Degree. He has extensive experience in civil rights, EEOC, and all aspects of public and private human resource issues, having worked for the Dept. of Justice Civil Rights Division, and the US. Equal Employment Opportunity Commission, as well as having served as the Human Resource Director for a 60,000 employee corporation, and an international equipment manufacturer. He has also served as the Vice President of Human Affairs for a large drug and alcohol treatment provider and served as counsel to the Acadiana Legal Service Corporation.

14. Do you have the project management experience to oversee the timely and acceptable completion of needed repairs? Please describe in detail.

As previously described, Emerald has the project management experience to oversee the timely and acceptable completion of needed repairs. In addition to the 29 years of practical experience of having operated and maintained correctional facilities since 1997, Emerald also utilizes a computerized preventative maintenance program, that identifies, and logs all preventative maintenance completed.

15. Describe your organization's experience with inmate educational, vocation and treatment programs similar to those offered at ASP-Kingman.

Emerald Re-Entry Services, LLC (ERS), established in 2013, is Emerald's in-house re-entry and treatment services provider. ERS is the sole contract treatment provider for the Bureau of Indian Affairs, specifically the Turning Point Programs at San Luis Regional Detention and Support Center in San Luis, Arizona and at Two Rivers Regional Detention Facility in Hardin, Montana. As is such, ERS will be responsible for the provision of inmate educational, vocation and treatment programs at ASP-Kingman.

The Aztec Program – In the area of work-based (vocational) education, Emerald will utilize an occupational learning software program, Aztec, as part of the Resource Center's materials, to educate, empower and elevate the inmate's thinking toward viable professions in which an inmate may prepare for re-entry. Aztec offers online training and skills remediation in over



500 different trades/professions including Construction Labor, Computer Science, Marketing, Welding and Cutting, Manufacturing and many others. Aztec is a highly interactive learning program that combines lessons, educational materials and work readiness skills. The Aztec program, presented in English and Spanish, has five series: Learning Essentials Skills, Ready for Work, Occupational Foundations, Financial Literacy and the Citizenship Series. All the modules include workbooks for the student to use and keep, and accessibility of the Resource Center make the programs readily available. All modules of the Aztec program will be available at the facility.

The Turning Point Program – The Turning Point Program is a recovery based treatment approach to substance abuse and crime that functions as an intensive outpatient treatment community. Our design integrates the best elements of cognitive behavioral method and the social learning approach combined with skills training designed to help offenders change the way they think about drug and crime. It is an approach that can help the inmate achieve rehabilitative goals and objectives. The structure, content and methods of the program work are based on evidenced based practices. Below you will find a sampling of some of the elements of the Turning Point Program that we believe will work well for the inmates.

- ***A New Direction: A Cognitive Behavioral Treatment Curriculum***
- ***Inside Out Dad***
- ***Sesame Street: Little Children, BIG Challenges: Incarceration***
- ***Independent Study Program***
- ***Law Library/Leisure Library***
- ***Support Systems/Family Visitation***
- ***Religious Programs***
- ***Recreational Opportunities***
- ***Re-Entry/Removal Programs***

16. Describe your organization’s experience in managing inmates under the Arizona Department of Corrections.

Emerald’s Warden of the San Luis Correctional Facility (Arizona), David Rivas, is the former warden of the 4397 bed Arizona State Prison Complex Lewis (for +1 years), and former warden of the 2148 bed Arizona State Prison Complex- Douglas (for +1 years). He has specific and lengthy experience in managing inmates under the Arizona Department of Corrections. Warden Rivas will be assigned to the Arizona State Prison – Kingman upon award of the contract.

17. Within the last 10 years, have you been declared in material breach or default of a private prison contract? Also, within the last 10 years, has there been a claim on a performance bond associated with a private prison that you operated? Please provide an



explanation for all “yes” answers.

Within the last ten (10) years, no court has declared Emerald to be in default of any private prison contract.

18. Describe your organization’s financial capability to manage this contract.

Having analyzed the working capital requirements for the assumption of and continuation of the operation of the Kingman Facility, Emerald has determined that the current financing and funding sources in place for Emerald are more than sufficient to provide all working capital required to assume and manage the contract

19. Can your organization provide all insurance and payment and/or performance bonds required by the ASP – Kingman Contract and Management Agreement as of the Assignment Effective Date?

Emerald has the resources currently in place to provide all insurance and bonding required by the ASP – Kingman Contract and Management Agreement as of the Assignment Effective Date.

20. Confirm that your organization can and will comply with ALL requirements in the ASP – Kingman Contract and Management Agreement?

Emerald Correctional Management can and will comply with ALL requirements in the ASP – Kingman Contract and Management Agreement.



Transition Plan

As previously stated, depending upon the quality, volume and format of the facility and staff related data provided to Emerald in advance of the Effective Date of the Assignment, and depending upon the timing of approvals of personnel for key positions required to be provided by ADOC, and depending upon the amount of training required to bring all staff up to the standards expected by the ADOC, Emerald can assume contract and operation of the facility within 60 days to 120 days after the Effective Date of the Assignment.

TASK	SUBTASK	Days Prior to Opening
Award research	<ul style="list-style-type: none"> ▪ Research local labor market ▪ Contact professional organizations for conference /professional meeting recruitment activities ▪ Obtain mailing lists from professional associations 	-120
Contract execution	<ul style="list-style-type: none"> ▪ Corporate signatures after contract review, final negotiations and review by legal counsel. 	-118
Approval of Complex Administrator	<ul style="list-style-type: none"> ▪ Verify and/or update references, professional qualifications and other documentation 	-115
Approval of Warden, Assoc. Deputy Wardens and other key position candidates	<ul style="list-style-type: none"> • Verify and/or update references, professional qualifications and other documentation • Employee orientation • Establish lines of communication and reporting relationship requirements • Review and verify limits of authority, division of responsibility and reporting requirements 	-108
Key management staff hire	<ul style="list-style-type: none"> ▪ Submit resumes and letters of reference for remaining key management staff to DOC • Staffing pattern and shift complement reviewed and approved 	-101
Activation schedule finalization	<ul style="list-style-type: none"> • Permit status – Fire, Electrical & Plumbing • Preliminary inspection of Full Service Prison 	-100
Business office systems activation	<ul style="list-style-type: none"> ▪ Establish cost center purchasing and accounting controls for activation period ▪ Designate project signature authority for activation 	



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	<ul style="list-style-type: none"> and operations expenditures ▪ Assign corporate accounting, accounts payable/receivable staff to project – provide training regarding required forms and reports ▪ Obtain all required insurances ▪ Lines of credit opened with local vendors 	-98
Policy and Procedures	<ul style="list-style-type: none"> ▪ Development of training plans 	-90
Employee recruitment and retention	<ul style="list-style-type: none"> ▪ Conduct job fairs, contact publications and track applicant status ▪ Receive and process applications for employment ▪ Newspapers ads placed; Candidate pool created ▪ Conduct background checks ▪ Submit information to Corporate for security checks ▪ Pre-qualified candidates undergo drug tests ▪ Successfully qualified and screened applicants ranked in priority order ▪ Finalize training program and orientation program ▪ Staff phase-in and training schedules developed ▪ AZ Dept. of Public Safety Licensing for Agency and Guard Cards ▪ Offers of employment and start dates mailed ▪ Hire employees, verify start date and conduct initial orientation 	-88
Policies and Procedures	<ul style="list-style-type: none"> ▪ Develop site-specific policies and procedures, emergency plans, and post orders. 	-80
Medical specialties contracting	<ul style="list-style-type: none"> ▪ Develop protocols ▪ Establish lines of communication and authority ▪ Finalize Medical Services Contracts 	-78
Vendor subcontracting	<ul style="list-style-type: none"> • Food Services • Contract for rubbish removal and medical waste removal • Contract for commissary and vending • Finalize Food Services Contract with Trinity 	-72
Facility physical plant	<ul style="list-style-type: none"> ▪ Obtain and verify FF&E inventory ▪ Verify serviceability of equipment 	



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and equipment	<ul style="list-style-type: none"> ▪ Obtain all manufacturer warranties ▪ Obtain systems and equipment maintenance schedules ▪ Assess serviceability and functionality of security systems and make repairs as necessary 	-64
Operational Assessment	<ul style="list-style-type: none"> ▪ Emergency systems and all security devices ▪ Security Systems functional, operational and reliable (cameras, shakers, etc.) ▪ Security devices – assess for breaches, etc. ▪ Security and control equipment, locks, secured storage procedures, key control, etc. 	-62
Procurement – equipment	<ul style="list-style-type: none"> ▪ Write specs for established equipment procurement list ▪ Bid out purchase/lease requirements in accordance with EEO policy ▪ Review bids, select vendors and issue P.O.s 	-60
Procurement – supplies	<ul style="list-style-type: none"> ▪ Develop supply list ▪ Wrote specs for ongoing supply procurement ▪ Bid supplies in compliance with policy ▪ Review bids, select supplier and issue P.O. ▪ Receive supplies, inventory, store and secure according to policy ▪ Inmate and staff uniforms 	-56
Insurance documents	<ul style="list-style-type: none"> ▪ Deliver all required insurance certificates to site and include, property, liability, vehicle, subcontractor and other required insurances 	-20
Operational	<ul style="list-style-type: none"> ▪ Begin Operations 	00



Amendment Acknowledgement

Emerald acknowledges receipt, on Friday, September 18, 2015, of clarification to answers and the following added requirement:

The vendor shall describe their experience and correctional qualifications in the delivery of medical, dental, pharmacy and mental health services; as well as food services. Further, the vendor shall describe their proposed method of delivering those services.

Emerald Healthcare Systems, LLC (EHS), established in 2000, is Emerald's in-house medical services provider, which ensures consistency and control by eliminating outside medical subcontractors and providing direct oversight by Emerald's experienced healthcare management team. EHS is the contract medical provider for a total of six (6) correctional facilities with a total capacity over four thousand. Along said line, the delivery of medical, dental, pharmacy and mental health services will be provided by EHS.

Emerald will subcontract Food Services to ARAMARK Correctional Services. ARAMARK has been a leader in the correctional facility food service industry for 35 years, providing nearly 1 million meals daily for inmates and corrections staff, using both civilian and offender workforces. ARAMARK operates in numerous locations that are fully accredited by the American Correctional Association, and will work with Emerald to achieve ACA accreditation in this facility. ARAMARK has a team of six certified dietitians who provide specialized services as needed to the inmate population. Although not a minority or woman-owned business, ARAMARK was recognized for the 4th consecutive year as "One of the 40 Best Companies for Diversity" by Black Enterprise Magazine, a leading business publication.



Additional Operational Requirements

Emerald has read, understands and will comply with all additional operational requirements as noted within Attachment 3, to include the following:

- 1) Training
 - COs
 - COTA
 - Pre-Service for ALL (except those currently attending)
 - All Others
 - 2016 Refresher/In-Service
 - Mandatory TSU and DART Training
- 2) ASP-Kingman will be operated as One Complex, Not Independent Units
- 3) Staffing
 - ADC Approval of Wardens, DWs, ADWs and Chiefs of Security
 - SSU
 - Existing position in staffing pattern increased to Lt. and must be dedicated to this function.
 - Addition of 2 Sgts.; 1 at each unit (dedicated as well).
 - K-9 Handler/Narcotic Detection Dog (Team)
- 4) Physical Plant
 - Nature and extent of willingness to pay for security upgrades.

Emerald believes that the principal security upgrades required are the conversion of some security cameras to digital format, and the correction of a few gas ports. Emerald is willing to pay for these upgrades and other reasonably required security upgrades, that will provide a safe and secure environment for the public staff and inmates, upon determination and agreement with the precise terms and conditions for providing the security upgrades.



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Attachment A

David R. Rivas, CCE
PO Box 32
Arizona City, Arizona 85123
520.494.9697 (Home)
928.210.1075 (Mobile)
drivas@emeraldcompanies.com

Career Highlights

Deputy Chief of Operations, Emerald Companies (2011)
Certified Correctional Executive (CCE), American Correctional Association, Exp. Nov. 2016
Certified Auditor, American Correctional Association, Exp. Apr 2017
Warden, Emerald Corrections
Warden, Arizona Department of Corrections
Technical Proposal Writer, Emerald Companies
Curriculum Writer, Anthem College
Adjunct Professor, Criminal Justice, Chaminade University, Hawaii
United States Marine Corps, 20 years (Retired)

Work History

January 2015 – Present

Warden, San Luis Regional Detention and Support Centers, Emerald Companies

Overall responsible for the operation a contract USMS, ICE, CBP and Bureau of Indian Affairs facility.

November 2011 – January 2015

Deputy Chief of Operations, Emerald Companies

Overall responsible for a total of 3700 beds (6 facilities), with facility operations in Texas, New Mexico, Arizona and Montana.

- Fiscally responsible for a budget that exceeds over \$43.5 million in revenues and over \$30.5 million in operational expenses;
- Provide oversight over the facility Wardens;
- Develop corporate policies and procedures;
- Set the pace for development and planning for facility operations;
- Business development and relations;
- Ensured emergency preparedness Company-wide;
- Curriculum development;
- Facility start-up lead;
- Technical proposal writer; and,
- Ensured audit readiness of all our facilities.



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April 2009 – August 2009, San Luis Regional Detention and Support Center, Community Education Centers; August 2009 - November 2011, Emerald Corrections, LLC

Overall responsible for the secure, operation of a 548 U.S. Marshal (Arizona) facility.

- Fiscal management;
- Write policies, procedures, institutional orders, and post orders;
- Provide leadership, mentoring and developing of staff, in addition to 10 administrators; and,
- Developed and conducted a Professional Leadership Seminar for supervisors and managers.

September 2002 – April 2009

Arizona Department of Corrections, Complex Warden (Arizona State Prison Complexes Douglas and Lewis), Deputy Warden of Operations (Phoenix Complex), Deputy Warden (Florence Complex), Associate Deputy Warden (Central Unit, Florence Complex)

Overall responsible for the secure, operation of Arizona State Prison Complexes ranging from 2400 – 4800 beds, including multi-custody, male prisons, employing 700 - 1300 employees.

- Fiscal management;
- Policy and Procedures, Institutional and Post Orders enforcement;
- Emergency Management in accordance with National Institute Management Systems (NIMS) and Incident Command Systems (ICS);
- Professional development through the provision of Professional Development Program (PDP) facilitation; and,
- Arizona State Correctional Officers Academy Training (COTA) instructor (Non-Violent Crisis Intervention Prevention)

December 2007 – Present

American Correctional Association, Certified Auditor/Consultant

Conducted ACA audits for the American Correctional Association and the Commission on Accreditation for Corrections.

September - November 2006

Anthem College, Curriculum Writer

Criminal Justice – 430, Corrections in American undergraduate course.

- Developed online course material, in addition to developing course objectives, syllabus, course exercises, and exams for Corrections in the 21st Century (online course).



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Education

- Associate Degree, Administration of Justice, Los Angeles Community College, Los Angeles, California (May 1977)
- Bachelor Degree, Criminal Justice, University of Texas, San Antonio, Texas, (December 1987)
- Master of Science Degree, Administration of Justice, Chaminade University, Honolulu, Hawaii (December 1993)
- Certified Public Manager's Program, Arizona State University (December 2006)
- Institute of Public Executives, Arizona State University (February 2007)
- Certified Corrections Executive, American Correctional Association (November 2007, recertified every 3 years)
- Auditor's Orientation Course, Online Corrections Academy, American Correctional Association (2010)

Certifications

- Certified Public Manager (CPM), Arizona State University
- Certified Corrections Executive (CCE), American Correctional Association (November 7, 2007 – November 6, 2013)

Professional Affiliations

American Correctional Association, Professional I (ID# 10709215)

North American Association of Wardens and Superintendants (NAAWS)