

The Arizona Department of Corrections (the "Department") and Management & Training Corporation ("MTC") are inviting expressions of interest from all qualified private prison operators for the competitive assignment of MTC's Contract (No. AD9-010-A3) for the operation of the Arizona State Prison Complex in Kingman, Arizona. All interested operators must submit a written expression of interest to the Department and to MTC no later than 12:00 p.m. MDT on Friday, September 4, 2015. All written expressions of interest must be emailed to the Department at ADCKingman@azcorrections.gov and to MTC at Kingmanei@mtctrains.com. The expression of interest, at a minimum, must contain the following information: (1) organization name, (2) address, (3) telephone number, (4) email address, (5) website address, (6) correctional experience, and (7) a specific point-of-contact person's name and contact information. All information submitted in response to this invitation for expressions of interest is subject to disclosure under Arizona public records laws.

The Department anticipates conducting with MTC a walk-through of the prison for interested operators on Wednesday, September 9, 2015.

As the selection procedure begins, the Department is, and will continue to be, directing the process which will culminate in the assignment of MTC's contract to a qualified private prison operator acceptable to the Department. This process will include the rigorous evaluation and thorough analysis of the qualifications of all operators who submit an expression of interest in assuming these contractual duties and responsibilities. The Department will ensure that all qualified operators seeking to compete for this contract will receive full, fair, and serious consideration throughout the competition for MTC's contract assignment.



September 3, 2015



Charles L. Ryan
Director, Arizona Department of Corrections
Central Office
1601 West Jefferson
Phoenix, AZ 85007

Corporate Headquarters
One Park Place, Suite 700
621 Northwest 53rd Street
Boca Raton, Florida 33487

TEL: 561 893 0101
866 301 4436
www.geogroup.com

Scott Marquardt
President, Chairman & CEO
Management & Training Corporation
Corporate Headquarters
500 N. Marketplace Drive
Centerville, UT 84104

RE: Kingman Prison Public Notice – Expression of Interest

Dear Director Ryan & Mr. Marquardt:

Please consider this letter as The GEO Group, Inc.'s (GEO) formal response to the above referenced public notice regarding the competitive assignment of the Management & Training Corporation's Contract (No. AD9-010-A3) for the operation of the Arizona State Prison Complex in Kingman, Arizona.

Since 1987, GEO has demonstrated expertise in managing large-scale correctional facilities. Worldwide, GEO operates, manages, and/or has under development 106 correctional, detention, and community re-entry service facilities with an offender population of approximately 85,500. Included in our experience has been the management and operation of three (3) Arizona State Prison Facilities for the past decade (ASP – Phoenix West, ASP – Florence West and the Central Arizona Correctional Facility).

As outlined in the Kingman Prison Public Notice, I am providing the following information.

Company Information:

Organization Name:	The GEO Group, Inc.
Address:	621 NW 53rd Street, Suite 700 Boca Raton, FL 33487
Telephone Number:	o: 561-999-7343; c: 561-221-7548
Email Address:	dventurella@geogroup.com
Website Address:	www.geogroup.com
Point of Contact:	David J. Venturella, Senior Vice President, Business Development

Correctional Experience (Facilities - 1,000 beds or greater):

Facility	Location	Size	Facility Capacity	Years Operated
1. Big Spring Correctional Center	Big Spring, TX	373,827 sq. ft.	3,509	10 yrs.*
2. D. Ray James Correctional Facility	Folkston, GA	430,000 sq. ft.	2,507	18 yrs.*
3. Reeves County Detention Complex: R1 & 2	Pecos, TX	293,618 sq. ft.	2,407	11 yrs.
4. Great Plains Correctional Facility	Hinton, OK	374,384 sq. ft.	2,040	24 yrs.*
5. Moshannon Valley Correctional Facility	Phillipsburg, PA	243,111 sq. ft.	1,824	9 yrs.*
6. Rivers Correctional Institution	Winton, NC	347,155 sq. ft.	1,450	14 yrs.
7. Val Verde County Correctional Facility & Jail	Del Rio, TX	303,543 sq. ft.	1,407	17 yrs.
8. Reeves County Detention Complex: R3	Pecos, TX	195,236 sq. ft.	1,356	9 yrs.
9. East Hidalgo Detention Center	La Villa, TX	150,891 sq. ft.	1,300	14 yrs.**
10. Coastal Bend Detention Center	Robstown, TX	213,151 sq. ft.	1,176	7 yrs.**

*GEO assumed ownership and operations of the Facility upon acquisition of Cornell Companies in August 2010.

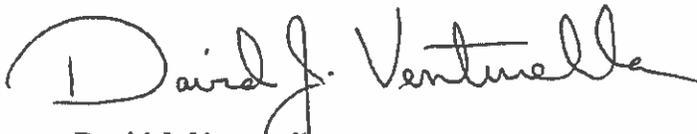
** GEO acquired ownership and operations of the Facility from LCS Corrections Services, Inc. in February 2015.

Correctional Experience (continued - Facilities - 1,000 beds or greater):

Facility	Location	Size	Facility Capacity	Years Operated
11. New Castle Correctional Facility	New Castle, IN	833,910 sq. ft.	3,196	10 yrs.
12. Lawton Correctional Facility	Lawton, OK	486,513 sq. ft.	2,526	17 yrs.
13. Blackwater River Correctional Facility	Milton, FL	400,096 sq. ft.	2,000	5 yrs.
14. South Bay Correctional Facility	South Bay, FL	411,956 sq. ft.	1,948	17 yrs.
15. Graceville Correctional Facility	Graceville, FL	356,000 sq. ft.	1,884	5 yrs.
16. Allen Correctional Center	Kinder, LA	402,000 sq. ft.	1,576	25 yrs.
17. Lawrenceville Correctional Center	Lawrenceville, VA	358,000 sq. ft.	1,536	12 yrs.
18. Riverbend Correctional Facility	Milledgeville, GA	277,635 sq. ft.	1,500	4 yrs.
19. Central Arizona Correctional Facility	Florence, AZ	210,435 sq. ft.	1,280	9 yrs.
20. Lea County Correctional Facility	Hobbs, NM	404,303 sq. ft.	1,200	18 yrs.
20 facilities	11 states	7,065,764 sq. ft.	37,622	Average Operation 13 years

Thank you in advance for your consideration. If you should need any further information, please do not hesitate to contact me at the phone number or email address provided above.

Sincerely,



David J. Venturella
 Senior Vice President, Business Development
 The GEO Group, Inc.

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Solid Secure Solutions™
www.emeraldcompanies.com

EXPRESSION OF INTEREST OF EMERALD CORRECTIONAL MANAGEMENT, LLC

TO: Arizona Department of Corrections at: ADCKingman@azcorrections.gov
Management & Training Corporation at: Kingmaneoi@mtctrains.com

Date: September 3, 2015, 9:30 am, MDT

As required by the Kingman Prison Public Notice ("Notice") published by the Arizona Department of Corrections and Management and Training Corporation ("MTC"), Emerald Correctional Management, LLC hereby submits its expression of interest in the the competitive assignment of MTC's Contract (No. AD9-010-A3) for the operation of the Arizona State Prison Complex in Kingman, Arizona.

EXPRESSION OF INTEREST: Emerald Correctional Management, LLC, founded in 1997, has the experience, focus, diligence and responsibility to successfully operate the Arizona Prison Complex in Kingman Arizona. We are eager to partner with the Arizona Department of Corrections to make that facility successful.

As required by the Notice, Emerald Correctional Management, LLC submits the following information:

- (1) Organization name: Emerald Correctional Management, LLC
- (2) Address: 315 College, Suite 205, Lafayette, Louisiana, 70503
- (3) Telephone Number: 337-264-9777
- (4) Email Address: steve@emeraldcompanies.com
- (5) Website Address: www.emeraldcompanies.com
- (6) Correctional Experience: See Exhibit A attached.
- (7) Point of Contact: Steve Afeman, CEO
315 College, Suite 205
Lafayette, LA 70503
Tel: 337. 264.9777
Cell: 337.296.6943

Submitted by:

Emerald Correctional Management, LLC

By:


Steve Afeman, CEO



Corporate Profile

Emerald Correctional Management, LLC (ECM), has made it our mission to manage and operate safe, humane and secure detention facilities that protect the public and provide offenders with training, education and treatment programs designed to reduce recidivism. Emerald has operated institutions of various sizes across the country for Federal, State and Local Governments since 1997, with contracts representing approximately 4,000 beds in adult secure and community detentions facilities.

Emerald has operated in its current form, since its inception. Incorporated in Louisiana on October 6, 1997, Emerald has significant experience operating and managing secure prisons and correctional facilities in the United States. Emerald's size makes it more responsive to client needs, and our employees are led by a management team of correctional professionals, each with vast experience in his or her area of expertise. This management team gives Emerald an unusual depth of understanding of detention operations and unique insight into facility design.

Emerald Healthcare Systems, LLC (EHS)

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.

Emerald Support Services, LLC (ESS)

Emerald Support Services, LLC (ESS), provides full-fleet transportation and security services to correctional facilities. ESS currently provides services to six (6) detention operations centers throughout the United States, moving thousands of inmates/detainees on a monthly basis. With teams and vehicles deployable within hours, our fleet exceeds 200,000 miles in destination travel monthly. Services include: facility transfers; facility, court and medical transports; movement between federal, state and county detention sites, deportation staging areas, and JPATS air centers; and any other transportation requirements as determined by our clients.

Emerald Re-Entry Services, LLC (ERS)

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



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and Support Center in San Luis, Arizona and at Two Rivers Regional Detention Facility in Hardin, Montana.

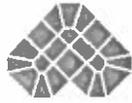
Management

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, training, accreditation and healthcare.) Brief Biographies of Emerald's Corporate Management Team follows:

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 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 experience in the public detention/health care sector having served in numerous executive positions for the Massachusetts Department of Corrections, including Chief Information Officer

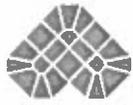


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and Chief Fiscal and Administrative Officer for the Secretary of Public Safety. He also has significant private correctional experience having served as the Executive Vice President of Operations for Civigenics, Inc., Vice President of Prison Health 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 40 years Mr. Youngblood has represented corrections clients in the development, planning, funding, construction and operation of dozens of correctional facilities in 16 states, as well as in the United Kingdom, Costa Rica, and Israel. This includes the representation of architects, construction contractors, consultants, specialty vendors, and private operators. He has also defended various state departments of corrections (and their directors) in inmate “condition” litigation. 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



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Regional Vice President of Region 6 for the International Community Corrections Association (ICCA).

David R Rivas, CCE, Warden San Luis Detention Center, retired from the United States Marine Corps, after 20 years, is a Certified Corrections Executive (CCE), an active member of the American Correctional Association (ACA) and an ACA Auditor. He has extensive experience in managing and operating both public and private sector facilities. He spent seven years with the Arizona Department of Corrections, serving as Associate Warden, Deputy Warden, Deputy Warden of Operations, and Warden of the Lewis and Douglas Complexes. Currently he is assigned as the Warden of Emerald's San Luis Regional Detention and Support Center. His total correctional experience exceeds 40+ years. Mr. Rivas earned a Master of Science Degree in Criminal Justice Administration from Chaminade University, Honolulu, Hawaii.

Michael Porter, Warden – West Texas Detention Center, brings more than 16 years overall criminal justice experience in both the private and public sector. Michael effectively utilizes his extensive knowledge of the principles and techniques of management to plan, develop, organize, direct, and evaluate programs, administrative policies, organizational structures, and correctional enforcement problems. Mr. Porter earned Certification as a Correctional Officer from Washington-Holmes Vocational Technical Center in Chipley, Florida and is nationally certified as a Personal Crisis Management Practitioner II.

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,



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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.

Contracts.

Numerous active contracts, as outlined in the following table, are in place involving five (5) separate detention facilities, ranging in size from one hundred forty-four (144) to one thousand fifty-three (1,053) beds, with staffing complements ranging from approximately fifty (50) to two hundred plus (200+) employees. Emerald has ten (10) contracting entities at the Federal, State, and Local levels of government, including four (4) with the U.S. Marshals Service and two (2) with Immigration and Customs Enforcement.

Name	Location	Capacity & Population Serviced	Service Start Date
Lincoln County Detention Facility	Carrizozo, NM	144 Medium-Maximum Security Male/Female County Inmates and USMS/BIA Detainees	5/05/2008
Rolling Plains Regional Jail and Detention Center	Haskell, TX	48 Local Inmates (Regional Jail); 555 Minimum-Maximum Security Male/Female ICE Detainees and County Inmates	3/15/2003
San Luis Regional Detention Center	San Luis, AZ	916 Minimum-Medium Male/Female ICE/USMS Detainees BIA Inmates	8/15/2009
Two Rivers Regional Detention Facility	Hardin, MT	464 Minimum-Medium Male/Female BIA Inmates	7/28/2014
West Texas Regional Detention Facility	Sierra Blanca, TX	1,053 Medium ICE/USMS Detainees	8/01/2004



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Emerald has a history of safe operation and management of secure detention facilities. Our outstanding reputation is a result of years of safe and secure facility operation, superior audit performance, minimal litigation and quality healthcare. Incidents have been rare (as is expected) and while no incident can be considered "minor", none have required use of lethal force to reach resolution.

Alvarado, Texas. Emerald was just awarded a design, build and operate contract for a 707 bed facility in Alvarado, Texas. The contract was awarded by the Department of Homeland Security (ICE). Construction will begin in July of 2015.

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.

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. The team of Emerald and McInnis Brothers Construction, Inc. (our partner on this project) designed, built and financed the facility.



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Emerald too has had many successful, previous contracts for which we believe our experience should be noted. Although certain placing agencies have eliminated or reduced levels of service

at specific locations due to budgetary recessions, it is imperative to note that no Emerald contract (nor any contract with subsidiaries EHS, ESS, ERS) has been cancelled or terminated by a purchasing agency prior to a contractually specified termination date within the past five (5) years.

Consultant Contracts

Be'er Sheva Prison, Israel: Emerald, in a consultant capacity, acted as the knowledge provider for the development, design, construction and operation of this one thousand (1,000) bed minimum/medium security facility that was part of plan for six facilities; the Supreme Court of Israel, ultimately disallowed private prison operation.

**Expression of Interest
Regarding
ASP-Kingman Contract AD9-010-A3**

CCA hereby expresses interest in providing services to the Arizona Department of Corrections ("ADC" or "the Department") for operating the Arizona State Prison at Kingman ("ASP-Kingman") via the competitive assignment of Management & Training Corporation's ("MTC") Contract AD9-010-A3.

CCA currently houses and has housed up to 1,000 ADC inmates at Red Rock Correctional Center since January 2014; under a contract amendment, ADC entrusted CCA with an additional 562 inmates displaced from ASP-Kingman in July 2015. Previously, CCA housed ADC inmates at out-of-state CCA facilities from March 2004 to May 2010. Through our years of experience housing ADC inmates both within the state and out of state, we are well acquainted with ADC's policies and procedures as well as the needs of ADC inmates.

Currently, CCA employs approximately 2,300 people in Arizona, of whom more than 250 are employed at our Red Rock Correctional Center managing medium security male inmates for ADC. Because CCA's extensive experience and success in operating and managing correctional facilities for partnership throughout the United States, including ADC, CCA represents the Department's best option for competitive assignment of Contract AD9-010-A3.

Below are the pieces of information requested by the Department and MTC. We have endeavored to provide appropriate detail in describing our correctional experience, and we will gladly provide any additional information or clarification that may be helpful to the Department and MTC as the assignment process proceeds.

1. Organization Name

CCA of Tennessee, LLC.

CCA of Tennessee, LLC is a wholly owned, indirect subsidiary of Corrections Corporation of America (CCA). For purposes of this expression of interest, the acronym CCA is applicable to both entities.

2. Address

10 Burton Hills Boulevard
Nashville, TN 37215

3. Telephone Number

615-263-3282
Brian K. Ferrell
Vice President, Proposal Development

4. Email Address

Brian.Ferrell@cca.com

5. Website Address

<http://www.cca.com/>

6. Correctional Experience

CCA's Arizona Experience

CCA currently partners with the Department in a contract to house up to 1,000 ADC inmates at our Red Rock Correctional Center in Eloy, Arizona. Under a contract amendment, Red Rock also provides housing, programming and other services for an additional 562 inmates displaced from ASP-Kingman. Previously, CCA housed ADC inmates in out-of-state facilities from March 2004 to May 2010. These in-state and out-of-state contracts demonstrate both breadth and depth of experience in successfully providing secure correctional services for ADC.

For example, under our current contract with ADC, the staff at Red Rock have been given the same training ADC's facility staff receive. CCA will continue utilizing ADC's training curricula for all new staff members if we are assigned the ASP-Kingman contract. Utilizing ADC's training curricula, CCA will do the majority of the training onsite at the Kingman facility using our Learning and Development Management team and trainers, many of whom have participated in ADC's Train-the-Trainer program, as well as e-learning programs and ADC Academy courses. A full-time Training Manager at the facility will coordinate, facilitate and ensure proper delivery of training programs for employees.

Similarly, CCA has established emergency response procedures at Red Rock Correctional Center, in accordance with ADC policies and procedures and mirroring ASP-Florence's Emergency Response Plan (ERP), to address such events as a disruptive event, fire, hazardous material, bomb threat, escape, hostage situation, assault from the outside, natural disaster, medical emergency, partial or total evacuation of the facility, employee work stoppage, inclement weather or food strike. The facility has agreements with ADC for assistance in the event of an emergency. If CCA is assigned the contract for operation of ASP-Kingman, we will implement an emergency response

plan similar to Red Rock's and ASP-Florence's ERP; the facility will also have agreements with ADC for assistance in the event of an emergency.

The facility will maintain effective plans and procedures for responding to emergency situations and ensures that appropriate employees are sufficiently trained in the execution of these plans. The current Red Rock Emergency Response Plan (ERP), based upon ADC's directives and ASP-Florence's Emergency Response Plan, provides guidance and procedures to be utilized in emergency situations. This plan has been tailored by Red Rock Correctional Center staff to be specific to Red Rock and has been approved by ADC, and in partnership with ADC, CCA will tailor a similar plan for the Kingman facility.

Lastly, CCA has extensive experience in the activation of existing facilities for Arizona, both in state and out of state, and will ensure all aspects of ASP-Kingman are prepared for the transition and bringing the facility back to full operational strength. In the activation of the ADC contract at the Red Rock Correctional Center, we transitioned an existing out-of-state population to other CCA facilities, made the contractually required physical plant changes, and then worked with ADC on the loading schedule and subsequent ramp of the ADC population into the facility. As previously mentioned, we also quickly activated a vacant portion of the Red Rock facility to accept inmates from ASP-Kingman. We understand that a smooth facility transition/activation must include effective and constant communication between CCA and ADC at both the local facility level and the management level as well as various disciplines. When transitioning a facility from another provider as in this case, it requires a coordinated effort between all parties to ensure that there are no disruption in services or engagement with the staff and inmates. As the operator of six other correctional facilities in the state of Arizona, CCA has extensive resources on the ground to assist with the acclimation of staff and inmates to CCA's operational philosophy. We are qualified to transition the ASP-Kingman to our management.

CCA's Nationwide Experience

CCA is the nation's most experienced owner and operator of partnership prisons. CCA founded the partnership corrections industry in 1983 and today manages 59 facilities with a total design capacity of approximately 82,000 inmate beds located in 19 states and the District of Columbia; only the federal government and three states (Texas, California and Florida) operate larger public systems.

Today CCA's management of adult secure prison and detention facilities includes government partners from 14 states, the District of Columbia, the Federal Bureau of Prisons (BOP), the United States Marshals Service (USMS), Immigration and Customs Enforcement (ICE), U.S. Virgin Islands (USVI), and eight local governments. Our broad management experience translates into a national correctional system with industry credibility and considerable resources, including six secure facilities in Arizona, one of which is dedicated to the service of ADC. This broad experience allows CCA to adapt quickly to the needs of our government partners by implementing CCA and agency initiatives that ensure the continuing application of best correctional practices.

As the founder of partnership corrections, CCA has more experience than any other private prison provider. In our 32 year history, CCA has refined and improved upon our vision of being the best full service adult corrections system, resulting in our continuing status as the industry leader in partnership corrections. CCA has an extensive history of providing the safe and secure operation and management of correctional facilities. Additionally, our industry leading record includes:

- **Facility Management:** As the fifth-largest prison system in the United States, CCA has a nationwide presence and complies with federal, state and local laws applicable to the facilities we own or manage. CCA's approximately 14,000 employees are responsible for the daily management and custody of approximately 65,000 inmates and approximately 59 adult, secure facilities located in 19 states and the District of Columbia. Our diverse adult inmate population includes approximately 22,500 federal inmates, 40,000 state inmates and 2,500 local inmates.
- **Real Estate Development and Management:** CCA's in-house Real Estate Department includes Site Acquisition, Design and Construction and Facility Maintenance. In addition to designing, constructing, expanding and maintaining our approximately 47 CCA-owned adult, secure facilities; we design, build and expand government-owned facilities under CCA management, approximately 12 of which are currently being maintained and cared for by CCA.
- **Facility Activations and Transitions:** CCA has extensive experience in facility activations and transitions. Over the past 32 years, CCA has successfully activated more than 60 facilities and assumed operation of more than 30 additional facilities from other partnership providers or agencies. This experience includes the successful activation of the ADC contract at our Red Rock Correctional Center and the acceptance of the additional ASP-Kingman inmates.
- **ACA Accreditation:** A hallmark of CCA's success in facilities management is seeking and maintaining accreditation with the nationally recognized American Correctional Association (ACA). All CCA facilities are managed in accordance with the guidelines of ACA, and all but three of CCA's operating facilities are accredited. CCA's success in achieving and maintaining ACA accreditation continues to be a strong indicator of the quality of our correctional management. Red Rock Correctional Center, the facility where CCA currently houses inmates from ADC, has been continuously accredited by ACA since June 2007; the facility's most recent reaccreditation was in May 2015 with a score of 100% on all mandatory standards and of 99.8% on all non-mandatory standards.

As a full-service provider CCA delivers value to our partners through complete correctional services management. In addition to providing fundamental residential services (housing, health care and food service), the company offers a variety of rehabilitation and life skills, employment training, substance abuse treatment, work opportunities and recreational programs. Further, CCA has housed ADC inmates for almost eight years, both in state and out of state; this experience has enabled CCA to acquire an understanding of how to meet the specific needs of the ADC inmate population and apply agency directives efficiently. We value the strong working relationship developed with ADC staff members over the years and trust in these partnerships for a successful management relationship.

Our credentials for delivering the services known to be important to the Department are highlighted by three primary areas: 1) Our size and experience in partnership corrections and detention facility management; 2) Our strong performance record; and, most importantly; 3) Our status as a long-term provider of corrections management for the State of Arizona. CCA stands ready to operate ASP-Kingman if selected.

7. Contact Information for Specific Point of Contact

Brian K. Ferrell
Vice President, Proposal Development
615-263-3282
Brian.Ferrell@cca.com

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CEC CORRECTIONS

EXPRESSION OF
INTEREST



The Operation of the Arizona State Prison Complex – Kingman

Kingman, Arizona

(Contract # AD9-101-A3)



Submitted to:

Management and Training Corporation
Kingmaneoi@mtctrains.com

Arizona Department of Corrections
ADCKingman@azcorrections.gov

Submitted by:

Community Education Centers, Inc. (CEC)
35 Fairfield Place
West Caldwell, New Jersey 07006

Due: September 4, 2015, 12:00 PM (MDT)

PROPOSAL



September 4, 2015

Management and Training Corporation (MTC)
Kingmaneoi@mtctrains.com

Arizona Department of Corrections (ADC)
ADCKingman@azcorrections.gov

Re: EOI: Competitive Assignment for the Operation of Arizona State Prison Complex - Kingman

Dear MTC and the ADC:

Community Education Centers, Inc. (CEC) is pleased to submit our Expression of Interest (EOI) for the assignment of Contract No. AD9-010-A3 for the operation of the Arizona State Prison Complex – Kingman. Below we have provided our name, address, telephone number, email address, website, correctional experience and point of contact for this opportunity as requested.

Community Education Centers, Inc.
35 Fairfield Place
West Caldwell, NJ 07006
(973) 226-2900
James.hyman@cecintl.com
www.cecintl.com

Point of Contact
Michael Caltabiano
Senior Vice President, CEC Corrections
(540) 220-2621
Mike.caltabiano@cecintl.com

Correctional Experience and Qualifications

CEC has provided corrections and treatment services since its founding in 1996. Dating back to our first jail management contract in 1997, CEC's facility administrators in our CEC Corrections division have provided contracting jurisdictions with all-inclusive corrections and detention services and a broad range of service options, including transportation and re-entry, conforming to the specific needs of the contracting authority. CEC Corrections operates one of the largest private county jails in the nation, the George

W. Hill Correctional Facility in Thornton, PA (over 2,000 beds) as well as six other corrections and detention facilities with a combined capacity of more than 4,000 male and female beds.

In addition to our secure correctional experience, CEC is the leading national provider of rehabilitative services for offenders in reentry and in-prison treatment facilities. CEC currently operates a total of 69 programs and facilities in 16 states and the Commonwealth of Bermuda providing correctional and treatment services to more than 18,500 individuals daily.

CEC Corrections' senior management team has a total of 216 years of cumulative experience operating and managing correctional populations, and over 70 years of involvement in contract operations, oversight and administration in public-private correctional partnerships.

While CEC currently does not operate in Arizona, many of CEC's senior management has experience operating facilities for the ADC and is familiar with ADC policy, procedures and standards. Previously, James Hyman, CEC's CEO, and I were with Cornell Companies where we successfully activated the 2,000-bed Great Plains Correctional Facility (GPCF) in Hinton, OK for the ADC. George Killinger, VP – Secure Operations was also with Cornell Companies and was directly responsible for the day to day operations of the GPCF and ADC contract compliance. Further information and correctional experience of CEC senior management is provided below.

James E. Hyman, Chief Executive Officer - Prior to joining CEC, James E. Hyman has most recently been CEO and President of TestAmerica Laboratories, the nation's leading environmental testing company. Prior to that and until its sale in 2010, he was Chairman, President and CEO of Cornell Companies Inc, a leading private provider of corrections, treatment and educational services.

Mike Caltabiano, SVP, CEC Corrections – Mike Caltabiano has over 39 years of experience, in the corrections industry in both the public and private sectors. Prior to joining CEC, Mike served as Senior Vice President for Adult Corrections at Cornell Companies from 2005 to 2010. In his role at Cornell, he directed two divisions with overall accountability for 41 facilities, 17,500 total beds, and 2,500 staff. He also oversaw daily operations including, medical, quality assurance, security, and maintenance. Prior to joining Cornell in April 2004, Mike served as Director, Detention Management Division for the Department of Homeland Security, Immigration and Customs Enforcement from January 2001 to March 2004. In this role he was selected to lead this \$650 million, 21,000-bed operation, including facility construction, medical, operations and a national ground/air transportation system while steering organizational transition from the Department of Justice to the newly created Department of Homeland Security.

George Killinger, VP, CEC Corrections - Mr. Killinger has a 42-year career in the corrections industry. He brings experience from the private sector as well as executive positions for the Federal Bureau of Prisons. Mr. Killinger previously held the position of Vice President of Operations, Adult Secure Institutions at the Cornell Companies, Inc. He has a broad background in operational management at local, state and federal institutions, and is proficient in business development in all areas of corrections. Mr. Killinger served as Warden at three facilities, has overseen security, case management, medical services, facility accreditation and community involvement, as well as operations and financial planning.

James McCormick, Deputy Director, CEC Corrections – Mr. McCormick joined CEC in January 2006 as Warden of the Bowie County Detention Center and Bi-State Justice Center. He was promoted to Deputy Director of Secure Facilities Division in October 2009. Mr. McCormick has over 30 years of experience in the criminal justice/corrections field. His experience includes serving in positions related to all aspects of facility management.

Douglas Conn, Director of Operational Support and Staff Development - Doug Conn has more than 32 years' experience in the criminal justice field. Mr. Conn oversees all operational support and training issues for the Secure Facilities Division of CEC and works closely with the facility Wardens and Training Coordinators to ensure that required training is effective and standardized. Prior to joining CEC, he served as Assistant Warden and Warden of the Adult Corrections Division of the Lufkin Correctional Facility. He also served as Captain, Criminal Law Enforcement Division, of the Angelina County Sheriff's Department; and as Training Specialist, Chief Instructor at the Angelina College Police Academy.

Ms. Marlene Riordan, Vice President, CEC Healthcare Services - Ms. Riordan has over 30 years of experience as a health service administrator in various health care settings with expertise in licensing and accreditation. She has an extensive background in strategic planning, operations, program development, managed-care, marketing and referral development. Ms. Riordan also has comprehensive knowledge of quality management principles and is certified as a health care quality professional. She is responsible for the administrative and operational oversight of each medical department within various CEC-operated facilities.

Tina Price, MA, Director of Quality Management – Ms. Price provides corporate oversight of quality assurance at all facilities operated by CEC. Prior to her role as Director of Quality Management, Ms. Price served for several years as CEC's Corporate Accreditation Manager and has extensive experience in all aspects of the ACA accreditation process. Ms. Price was instrumental in CEC achieving 100% compliance on all ACA audits based on Performance-Based Standards – Residential Services. Ms. Price is also a certified Department of Justice PREA Auditor, and has overseen 12 successful PREA audits at residential reentry and secure correctional institutions operated by CEC.

September 4, 2015

Page 2 of 2

CEC has always taken great pride in our facilities and operations, and ensuring that the **high standards** of the agencies and customers we serve, like the ADC, are met or exceeded. CEC has never had a contract terminated or cancelled for poor performance or mismanagement and looks forward to expanding our partnership in Arizona. CEC is prepared to work with both MTC and the ADC to successfully transition and operate the Arizona State Prison Complex - Kingman.

CEC would like to participate in the walkthrough of the Prison Complex on Wednesday, September 9, 2015. Once details or schedules are available, please provide them at your earliest convenience.

Should you have any questions regarding our EOI, please do not hesitate to contact me directly.

Sincerely,



Michael Caltabiano
Senior Vice President, CEC Corrections
Mike.caltabiano@cecintl.com





LASALLE
CORRECTIONS

**COMPETITIVE ASSIGNMENT EXPRESSION OF INTEREST FOR
OPERATION, MANAGEMENT, AND MAINTENANCE OF ARIZONA STATE PRISON
COMPLEX IN KINGMAN, ARIZONA No. AD9-010-A3**

**CORPORATE ADDRESS:
26228 RANCH ROAD 12
DRIPPING SPRINGS, TEXAS 78620
512-858-7202
512-858-7212 fax**



Arizona Department of Corrections
ADCKingman@azcorrections.gov

Management Training Company
Kingmaneoi@mtctrains.com

September 3, 2015

RE: **Competitive Assignment of MTC's Contract (No. AD9-010-A3)**

LaSalle Corrections, LLC is interested in being considered for the assignment of the ADOC contract with MTC for the Management and Operation of the Arizona State Prison Complex in Kingman Arizona.

LaSalle Corrections operates 18 different correctional facilities consisting of over 13,000 inmate beds and over 1,500 employees. A detailed listing of the correctional centers LaSalle currently manages is provided below. In 2011, LaSalle submitted a detailed proposal for the construction and management of a correctional center in Winslow, Arizona and remains interested in establishing a relationship with ADOC.

LaSalle, LLC Legal Structure

LaSalle Corrections is headquartered in Louisiana, and owned by William K. McConnell, Patrick H. Temple and their family members. Since 1997 LaSalle Corrections has operated in four states under the following names: LaSalle Management Company, L.L.C., Southwestern Correctional, LLC, and LaSalle Southeast LLC with dba LaSalle Corrections, L.L.C.

William (Billy) K. McConnell is Managing Partner of LaSalle Corrections and as such is the person responsible to make decisions as to matters relating to the referenced solicitation. His signature affixed hereon certifies that fact.

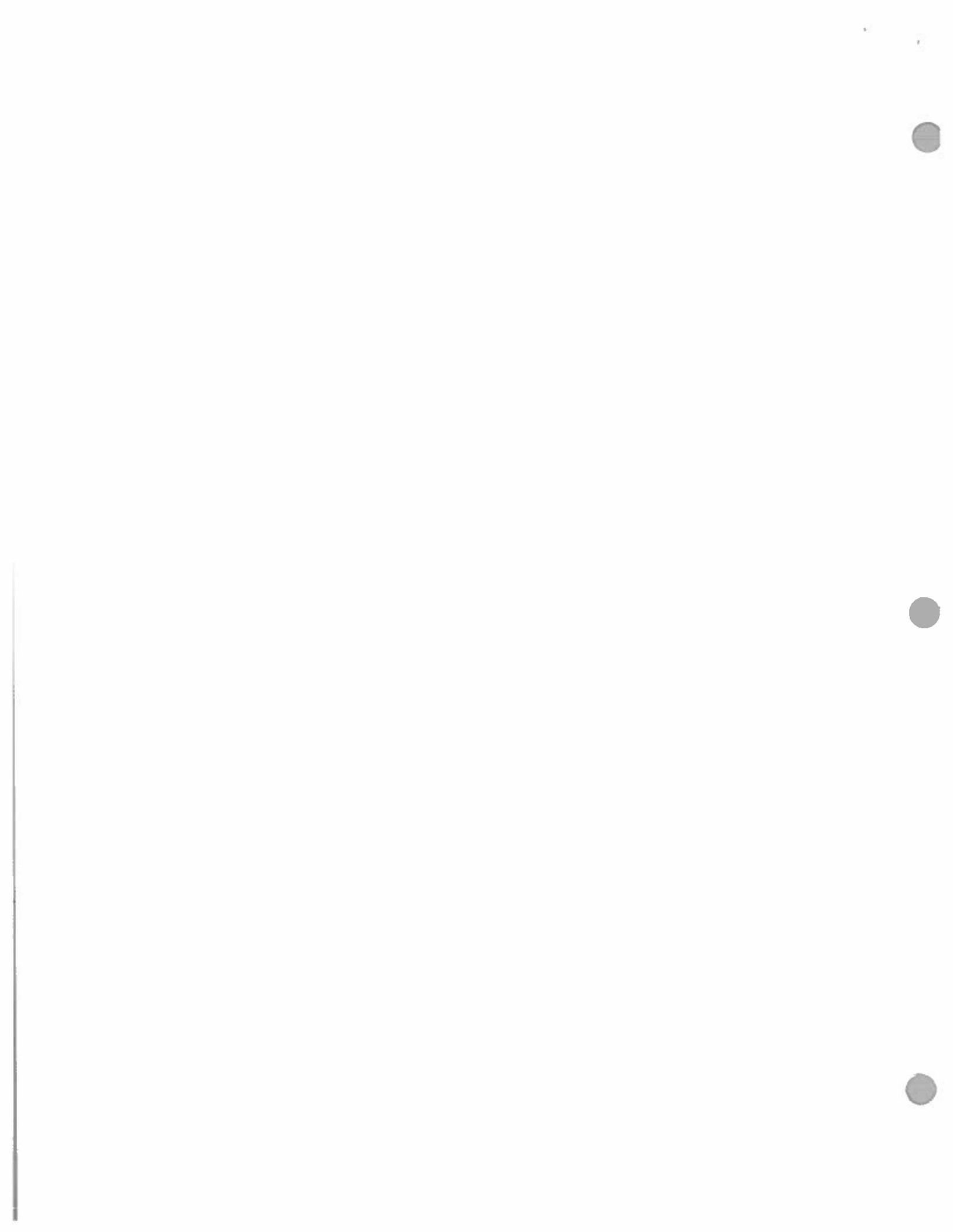
Rodney Cooper is Executive Director of Operations for LaSalle Corrections and is the designated contact person with authority to answer questions regarding our interest in this Assignment. He can be reached at the following numbers: Phone, 936.577.9797; or email rcoop1984@gmail.com.

We appreciate the opportunity and look forward to working with Arizona Department of Corrections. Should you have questions about any portion of our qualifications, we would appreciate the opportunity to discuss those issues with you. Additional details are listed on LaSalle's website lasallecorrections.com.

Sincerely,



Billy McConnell
billy@lasallecorrections.com
Managing Director



OPERATOR INFORMATION

1. Firm Information:

The corporate headquarters of LaSalle Management is located at 192 Bastille Lane, Suite 200, Ruston, Louisiana. Their Federal Tax Identification Number is 72-1431430. LaSalle Corrections' Texas office is located at 26228 Ranch Road 12, Dripping Springs, Texas. They operate under Federal Tax Identification Number 20-8837181.

Legal Structure

LaSalle Corrections LLC is owned by William K. McConnell, Patrick H. Temple and their family members. Since the late 1990s, LaSalle Corrections and its affiliates has operated in four states under the following names: LaSalle Management Company, L.L.C., LaSalle Southeast, LLC and Southwestern Correctional, LLC, doing business as LaSalle Corrections LLC

Proposal Contacts:

William "Billy" McConnell
Managing Partner:
192 Bastille Lane
Ruston, LA 71207
(318) 232-1502

Rodney Cooper
Executive Director – Texas
936-577-9797
Contact person: Proposer's Representative

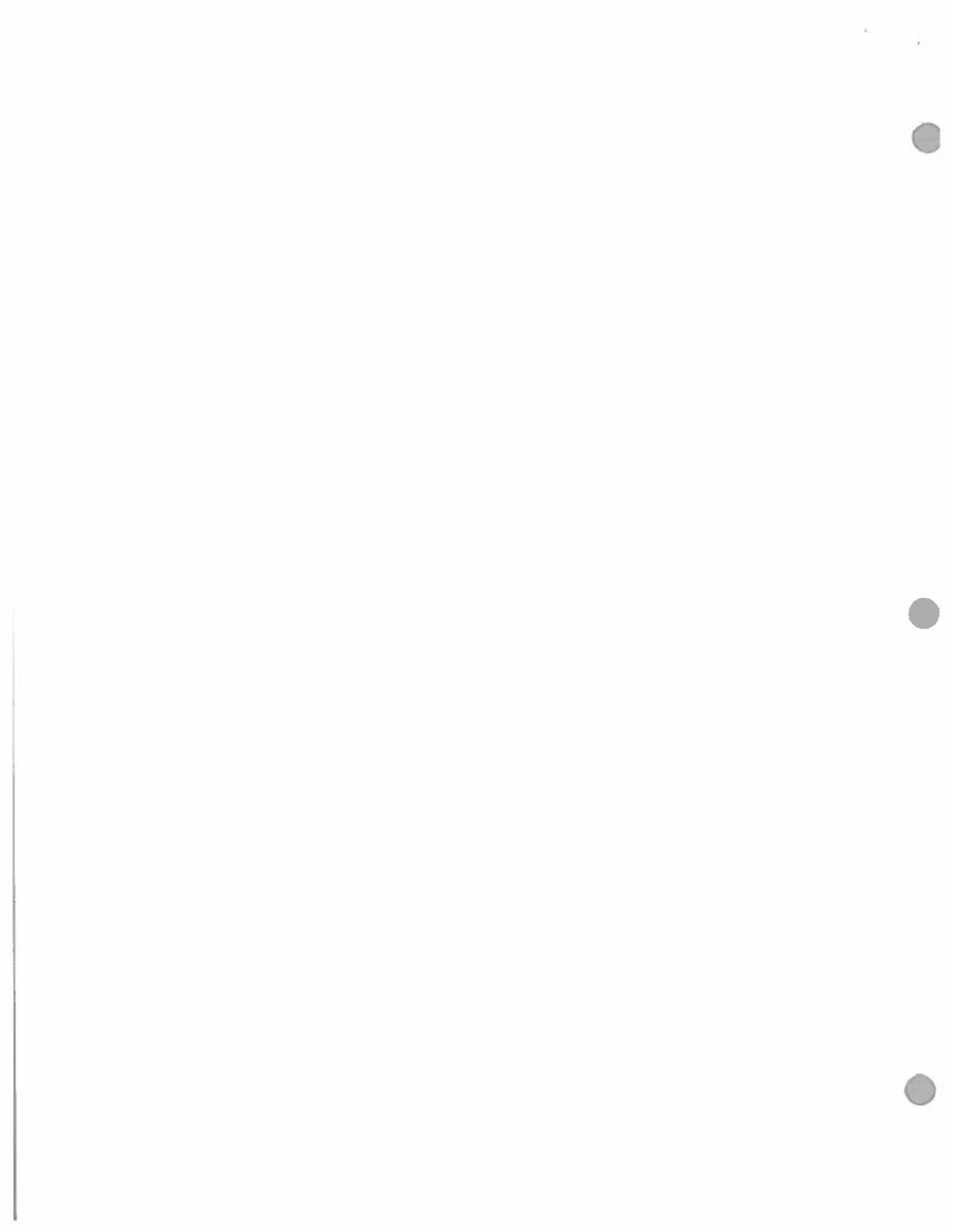
Tim Kurpiewski, CPA
Director of Finance
26228 Ranch Road 12,
Dripping Springs, TX 78620
512-858-7202; Fax 512-858-7212;

2. Organization

A profile of our organization, including its principal line of business, number and location of offices, number of employees.

Legal Structure

LaSalle Corrections LLC is owned by William K. McConnell, Patrick H. Temple.



1997, LaSalle has been providing corrections industry solutions to law enforcement agencies. Our range of facility solutions include design, construction, and operations management, along with inmate services that cover security, education, rehabilitation, and healthcare. LaSalle currently manages 18 facilities with a total inmate capacity of over 13,000. Our team currently consists of over 1,500 employees.

3. Experience

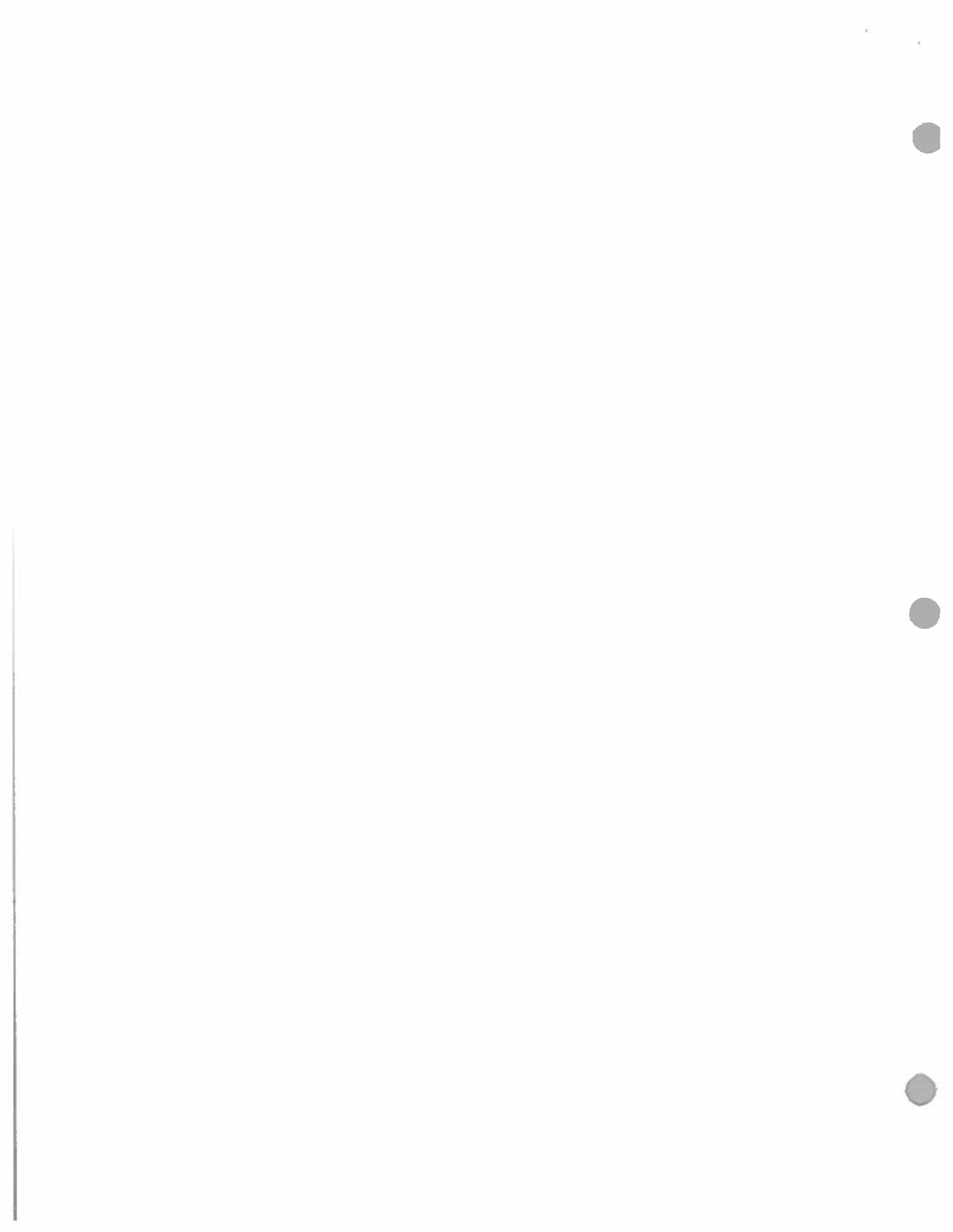
LaSalle Corrections is an established developer and operator of correctional centers throughout the States of Louisiana, Texas and Georgia. Since 1997, LaSalle has been providing corrections industry solutions to law enforcement agencies. Our range of facility solutions include design, construction, and operations management, along with inmate services that cover security, education, rehabilitation, and healthcare. LaSalle currently manages 18 facilities with a total inmate capacity of over 13,000 and leases one facility to a law enforcement agency. Our experienced management and distinguished security team is dedicated to providing professional and efficient services to all of our partners. Our team currently consists of over 1,500 employees serving at all of our locations. Our Texas-based affiliate operates under the name LaSalle Southwest and LaSalle Corrections. We invite you to browse our website (www.lasallecorrections.com) to learn more.

LaSalle Corrections provides minimum to maximum security correctional services for local, state and federal law enforcement agencies. Because managing a correctional facility requires a dynamic mix of special skills and experience, our operations integrate qualified personnel and the critical resources necessary to provide the services our partners and the public expect. From facilities management, office administration, food service, commissary, laundry, transportation and logistical support, to inmate security and healthcare, we ensure professional and proper stewardship of our responsibilities

LaSalle Corrections is very proud of our personnel's depth of corrections experience. Security operations are supervised by senior management and wardens each of whom most often have decade's worth of direct and distinguished experience managing correctional facilities for local, state, and federal law enforcement agencies. Many of them have also been accredited trainers of a variety of security and safety functions. At each facility, our staff undergoes training to equip them with the knowledge and skills to properly maintain a secure inmate environment. Additionally, the facilities utilize security measures such as razor fencing and video surveillance to complement security personnel. Qualified staff directly supervises inmates and the facilities through diligent monitoring of housing units, count checks, inmate transfers, substance abuse testing, and incident reporting.

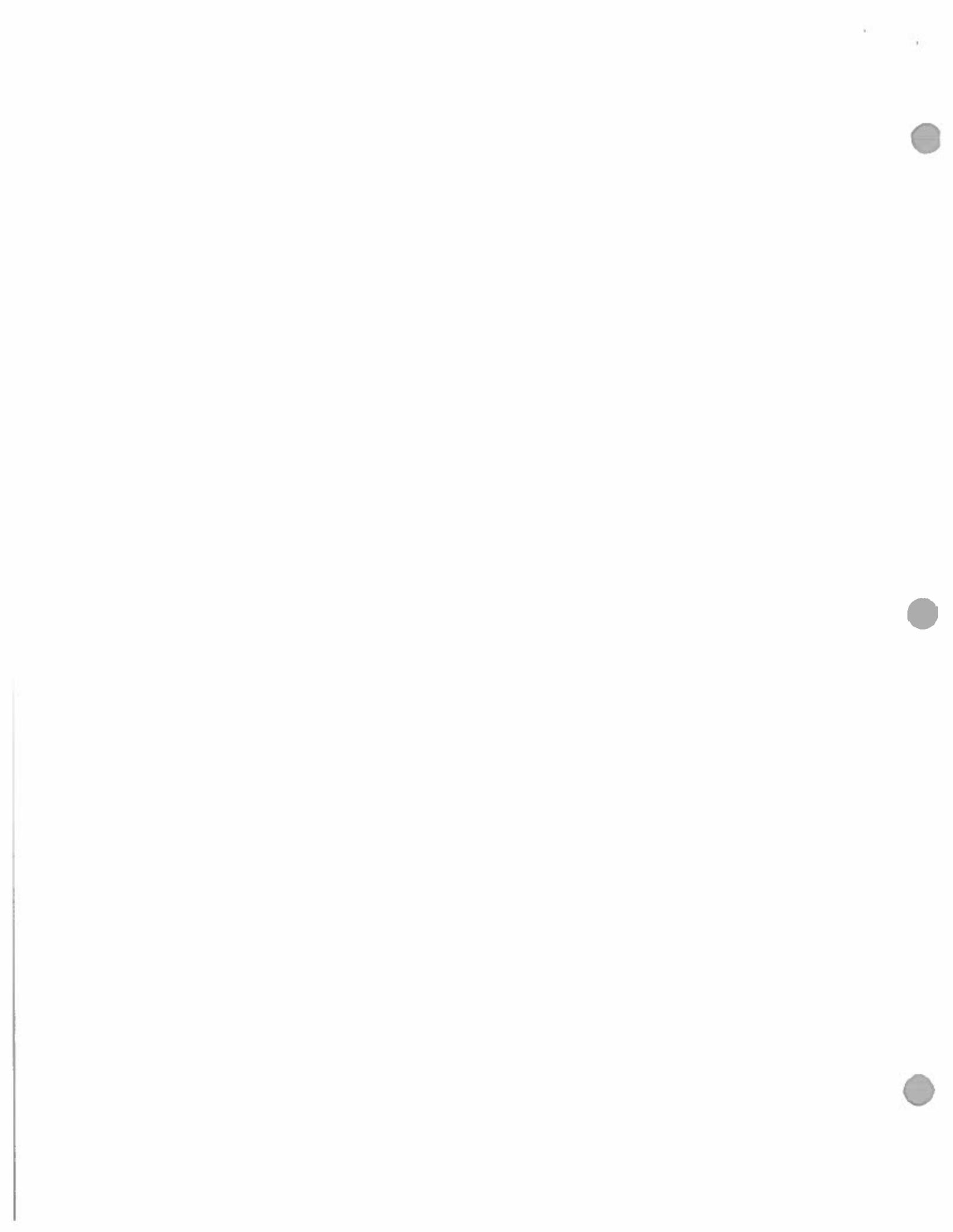
4 Current Projects

A summary and detailed list of the correctional facilities our organization currently operates, with the name and location of project, the nature of the project and the service we are providing is shown below.



LASALLE LOCATIONS SUMMARY

<u>Facility Name</u>	<u>City</u>	<u>State</u>	<u>Capacity</u>
Bowie County Correctional Center	Texarkana	Texas	740
Catahoula Correctional Center	Harrisonburg	Louisiana	835
Bi-State Jail	Texarkana	Texas	168
Irwin County Detention Center	Ocilla	Georgia	984
Jack Harwell Detention Center	Waco	Texas	816
Jackson Parish Correctional Center	Jonesboro	Louisiana	1,252
Jefferson County Downtown Jail	Beaumont	Texas	501
Johnson County Law Enforcement Center	Cleburne	Texas	872
LaSalle Correctional Center	Urania	Louisiana	755
LaSalle Corrections Headquarters	Ruston	Louisiana	
LaSalle Southwest Corrections Headquarters	Dripping Springs	Texas	
Parker County Jail	Weatherford	Texas	449
Madison Parish Correctional Center	Tallulah	Louisiana	334
Madison Parish Detention Center	Tallulah	Louisiana	264
Madison Parish LTCW	Tallulah	Louisiana	535
McLennan County Detention Center	Waco	Texas	328
Richland Parish Detention Center	Rayville	Louisiana	362
Richwood Correctional Center	Richwood	Louisiana	1,129



River Correctional Center	Ferriday	Louisiana	602
Southern Correctional Center	Tallulah	Louisiana	564

Capacity By State:

Georgia: 984

Louisiana: 8,208

Texas: 3,887

Capacity Total: 13,079

LASALLE DETAIL FACILITY INFORMATION

BOWIE COUNTY CORRECTIONAL CENTER

105 West Front Street

Texarkana, Texas 75501-5610

Capacity: 740 adult male and females

Warden: Robert Page, 903-798-3505

IGA Partner: United States Marshals Service and County Offenders

Reference: Judge James Carlow, judgecarlow@gmail.com 903-628-6718 Sheriff James Prince, meredith@txkusa.org 903-798-3149

BI-STATE JAIL

100 N State Line Ave #23

Texarkana, Texas 75501

Capacity: 168 adult males and females

County Offenders

Warden: Robert Page, 903-798-3505

Reference: Judge James Carlow, judgecarlow@gmail.com 903-628-6718 Sheriff James Prince, meredith@txkusa.org 903-798-3149

JACK HARWELL DETENTION CENTER

3101 Marlin Hwy

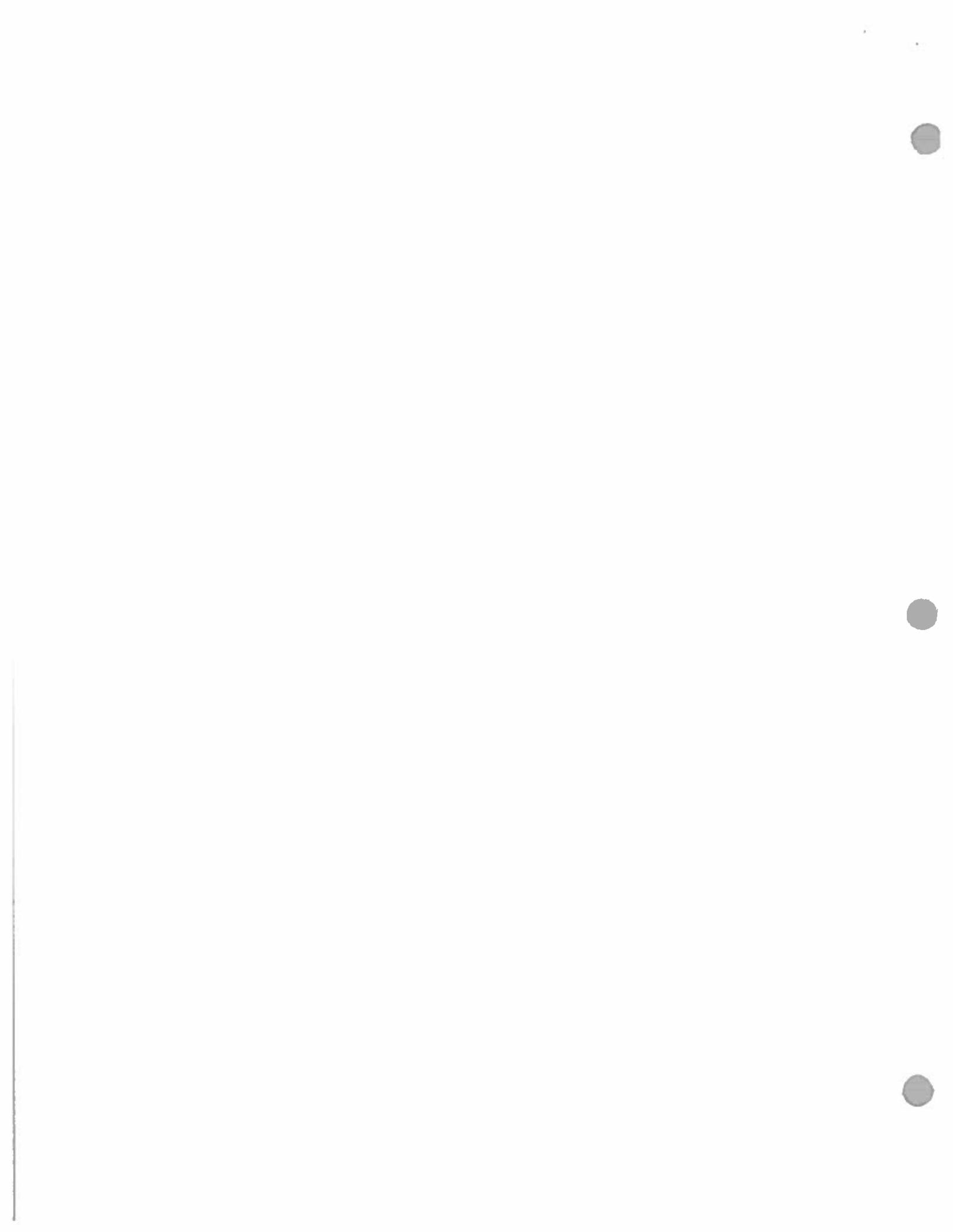
Waco, TEXAS 76705

Capacity: 816 beds adult male and females

Warden: James Duke, (Retired TDCJ), 254-759-5900

IGA Partner: United States Marshals Service and County Offenders, ICE.FBOP

Security Level: Min-Max



Reference: Judge Scott Felton, smfelton@co.mclennan.tx.us 254-757-5000, Sheriff Parnell McNamara, parnell.mcnamara@co.mclennan.tx.us 254-757-5000

MCLENNAN COUNTY DOWNTOWN JAIL

214 N 4th ST

Waco, Texas 76701

Capacity: 329 beds adult male and females

Warden: James Duke, (Retired TDCJ), 254-757-5158

Reference: Judge Scott Felton, smfelton@co.mclennan.tx.us 254-757-5000, Sheriff Parnell McNamara, parnell.mcnamara@co.mclennan.tx.us 254-757-5000

JOHNSON COUNTY JAIL

1800 Ridgemar Drive

Cleburne, Texas 76031

Capacity: 872 beds adult male and females, Jun 2001- present.

Warden: Eddie Williams, (Retired TDCJ), 817-645-2918

IGA Partner: Johnson County, ICE

Service: Operations including but not limited to inmate housing, booking, food service, medical pharmacy, laundry, programs, recreation

Reference Judge Roger Harmon, countyjudge@johnsoncountytexas.org 817-556-6360; Sheriff Bob Alford, bob@johnsoncountytexas.org 817-556-6508

JEFFERSON COUNTY DOWNTOWN JAIL

1001 Pearl Street

Beaumont, Texas 77701

Capacity: 501 beds adult male and females Jun 2010- present.

Warden: Detrah Lacy (Retired TDCJ), 409-434-4653

IGA Partner: Jefferson County, USMS

Service: Operations including but not limited to inmate housing, food service, medical pharmacy, laundry, programs recreation

Reference: Judge Branick, jbranick@co.jefferson.tx.us Sheriff Mitch Woods, sheriffs@co.jefferson.tx.us 409-835-8411

PARKER COUNTY JAIL

612 Jameson Street

Weatherford, Texas 76086

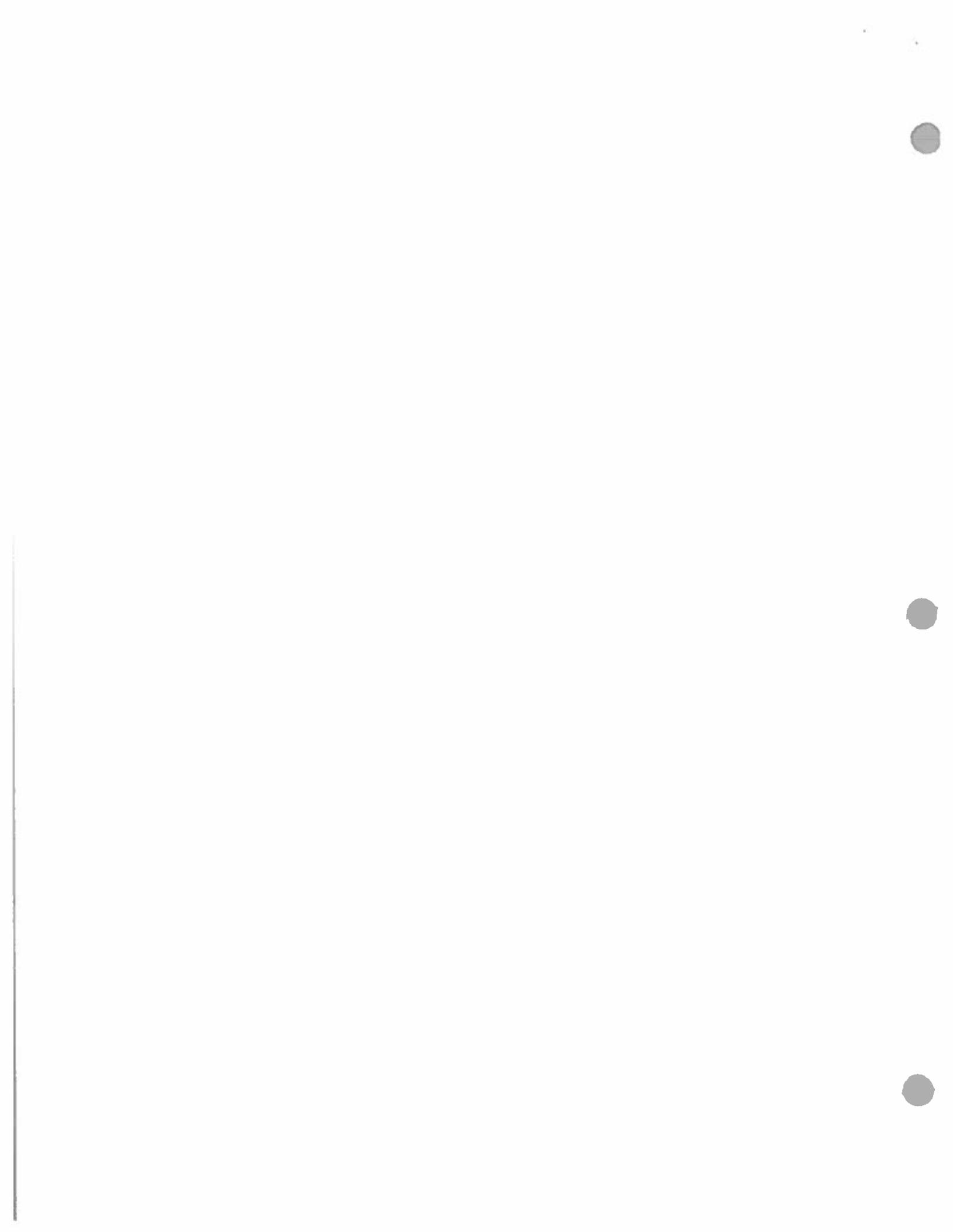
Capacity: 449 beds adult male and females Oct 2015

Warden: Ron King, 9-434-4653

IGA Partner: Parker County, USMS

Service: Operations including but not limited to inmate housing, food service, medical pharmacy, laundry, programs recreation

Reference: Sheriff Larry Fowler, admin@parkercountysheriff.net 817-594-8845



IRWIN COUNTY DETENTION CENTER

132 Cotton Drive

Ocilla, Georgia 31774

Capacity: 984 beds adult male and females

Warden: Bill Gray (Retired TDCJ), 229-468-4121

Service: Operations including but not limited to inmate housing, food service, medical pharmacy, laundry, programs recreation

Reference: Sheriff Donnie Youghn, irwinsheriff@windstream.net 229-468-7459

RICHWOOD CORRECTIONAL CENTER

180 Pine Bayou Circle

Richwood Louisiana, 71202

Capacity: 1,129 Sep 2000- present

IGA Partner: Town of Richwood LA

Reference Warden: Ray Hanson (Retired La DOC Employee), 318-325-8409

Service: Operations including but not limited to inmate housing, food service, medical pharmacy, laundry, programs recreation

Reference: Louisiana DOC GLYNN STASSI" <GLYNNSTASSI@corrections.state.la.us

CATAHOULA CORRECTIONAL CENTER

499 Old Columbia Road

Harrisonburg: Louisiana 71340

Capacity 835 Jul 1999- present.

IGA Partner: Catahoula Parish Sheriff's Office

Warden: Pat Book, 318-744-2121

Service: Operations including but not limited to inmate housing, food service, medical pharmacy, laundry, programs recreation

Reference: Sheriff James Kelly, jamesk123@bellsouth.net 318-744-5411

JACKSON PARISH CORRECTIONAL CENTER

327 Industrial Drive

Jonesboro Louisiana 71251

Capacity: 1,252 Oct 2007- present.

IGA Partner: Jackson Parish Sheriff's Office

Warden: Timothy Ducote (Retired LA DOC Employee), 318-259-8799

Service: Operations including but not limited to inmate housing, booking, food service, medical pharmacy, laundry, programs recreation

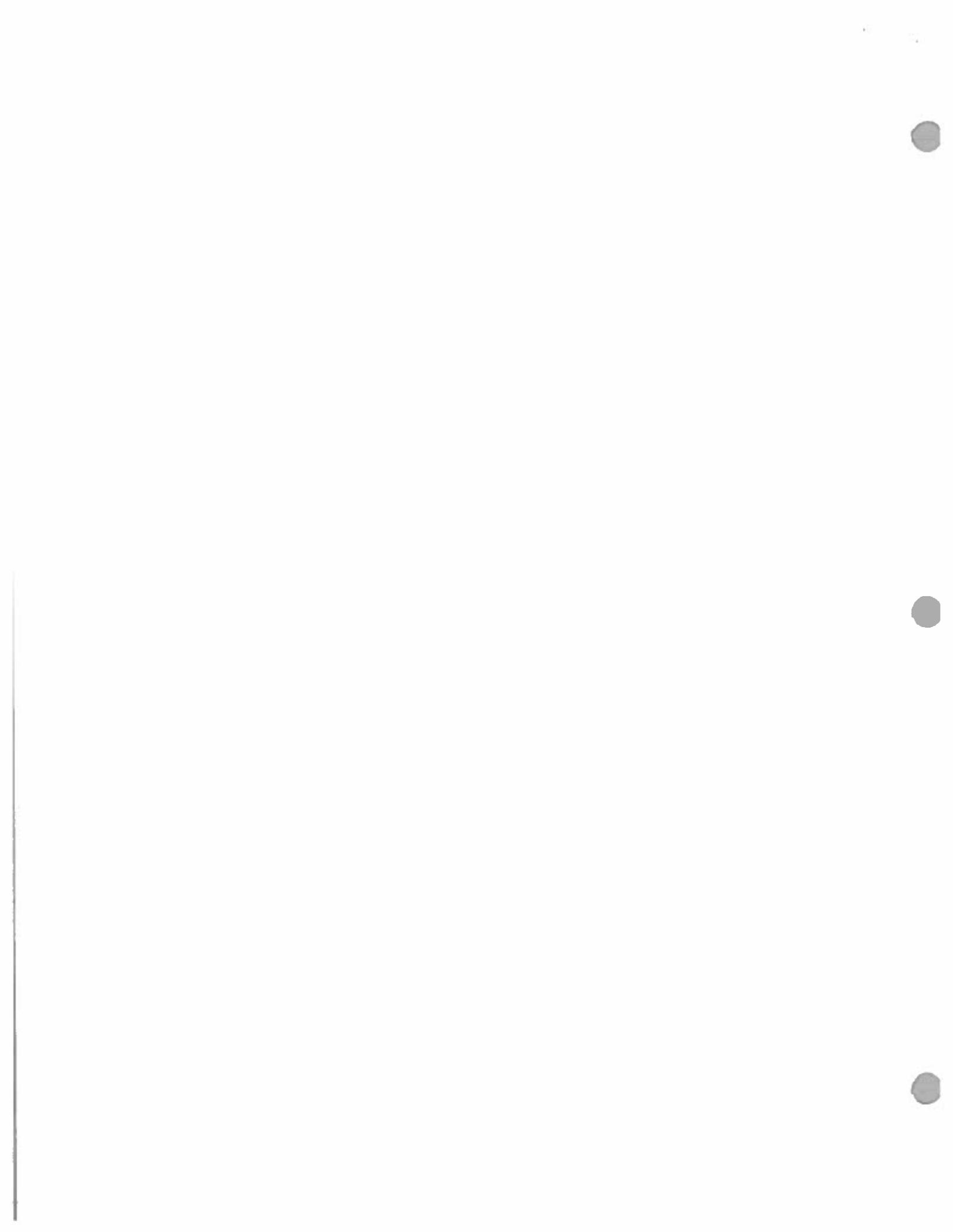
Reference: Sheriff Andy Brown, abrown@jacksonparishsheriff.com 318-259-9021

LASALLE CORRECTIONAL CENTER

15976 Highway165

Urania Louisiana 71480

Capacity: 755 Apr 1999- present.



IGA Partner: LaSalle Correctional Center

Warden: Jeff Windham, 318-495-6200

Service: Operations including but not limited to inmate housing, food service, medical pharmacy, laundry, programs recreation

Reference: Sheriff Scott Franklin, sfranklin@lasalleso.com 318-992-2151

RIVER CORRECTIONAL CENTER

26362 Hwy 15

Ferriday, Louisiana 71334

Capacity 602 Mar 2004- present.

IGA Partner: Concordia Parish Sheriff's Office

Warden: Ricky Spinner (Retired La DOC Employee), 318-757-2154

Service: Operations including but not limited to inmate housing, food service, medical pharmacy, laundry, programs recreation

Reference: Sheriff Kenneth Hedrick, 318-336-5231 khedrick@concordiasheriff.org
318-336-5231

MADISON PARISH CORRECTIONAL CENTER

158 Treatment Plant Road

Tallulah, Louisiana 71282

Capacity: 334

IGA Partner: Madison Parish Sheriff's Office

Warden Keith Deville (Retired La DOC Employee), 318-574-0584

Service: Operations including but not limited to inmate housing, booking, food service, medical pharmacy, laundry, programs recreation

Reference: Sheriff Larry G .Cox, 318-574-1831 larrycox@madisonso.com

MADISON PARISH DETENTION CENTER

196 Highway 65 South

Tallulah, Louisiana 71282

Capacity: 264

IGA Partner: Madison Parish Sheriff's Office

Warden Chris Stinson (Retired La DOC Employee), 318-232-1500

Service: Operations including but not limited to inmate housing, booking, food service, medical pharmacy, laundry, programs recreation

Reference: Sheriff Larry G .Cox, 318-574-1831 larrycox@madisonso.com

MADISON PARISH LTCW

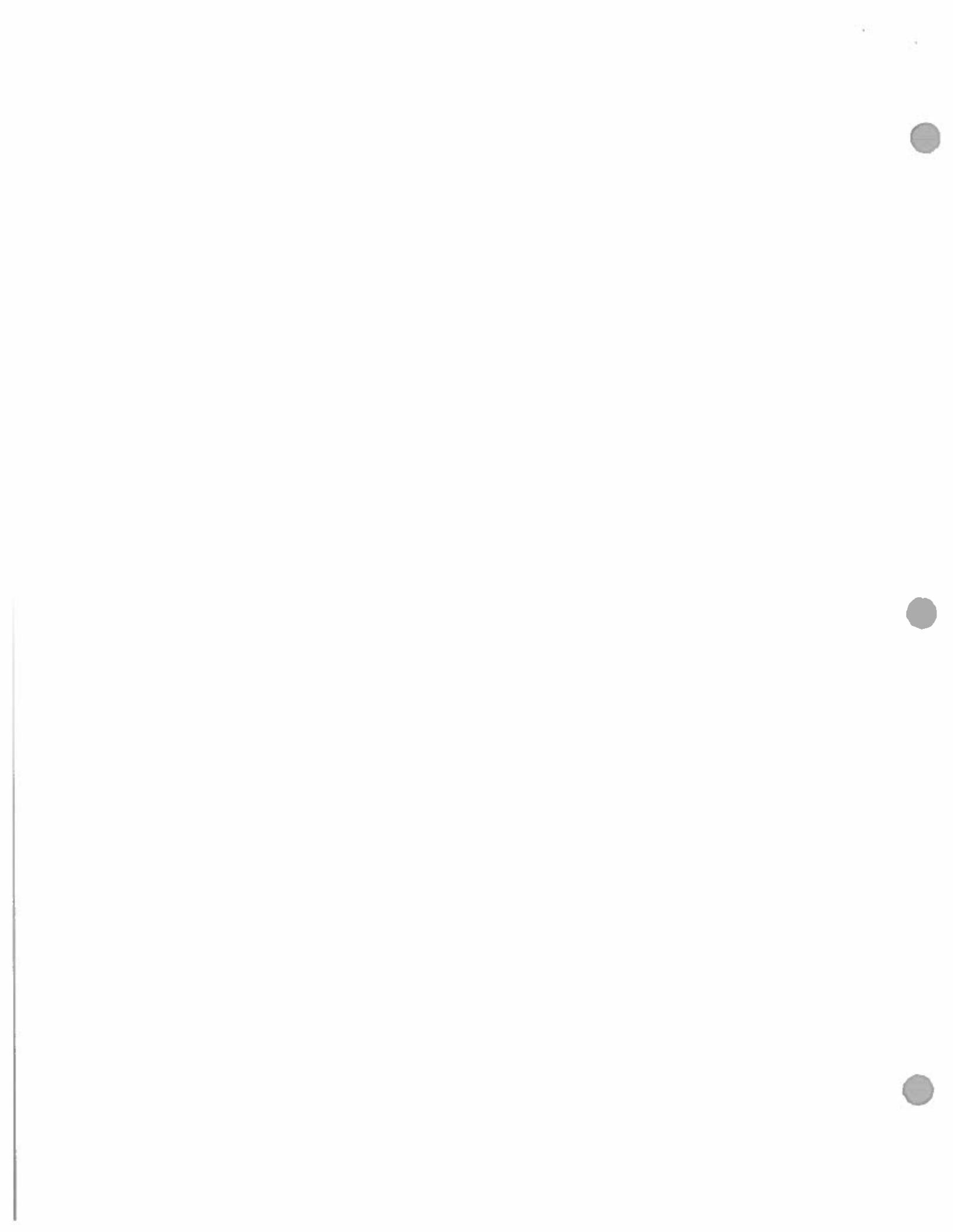
1005 West Green Street

Tallulah, Louisiana 71282

Capacity: 535

IGA Partner: Madison Parish Sheriff's Office

Warden Keith Deville (Retired La DOC Employee), 318-574-5740



Service: Operations including but not limited to inmate housing, booking, food service, medical pharmacy, laundry, programs recreation
Reference: Sheriff Larry G .Cox, 318-574-1831 larrycox@madisonso.com

SOUTHERN CORRECTIONAL CENTER

123 Corrections Road
Tallulah, Louisiana 71282
Capacity: 564

IGA Partner: Madison Parish Sheriff's Office
Warden Keith Deville (Retired La DOC Employee), 318-574-0584
Service: Operations including but not limited to inmate housing, booking, food service, medical pharmacy, laundry, programs recreation
Reference: Sheriff Larry G .Cox, 318-574-1831 larrycox@madisonso.com

WINN CORRECTIONAL CENTER

1005 West Green Street
Winfield, Louisiana 71483
Capacity: 1,576

IGA Partner: Winn Parish Sheriff's Office
Warden Keith Deville (Retired La DOC Employee), 318-574-5740
Service: Operations including but not limited to inmate housing, booking, food service, medical pharmacy, laundry, programs recreation
Reference: Sheriff Cranford Jordan, 318-574-1831

5. CORPORATE PERSONNEL

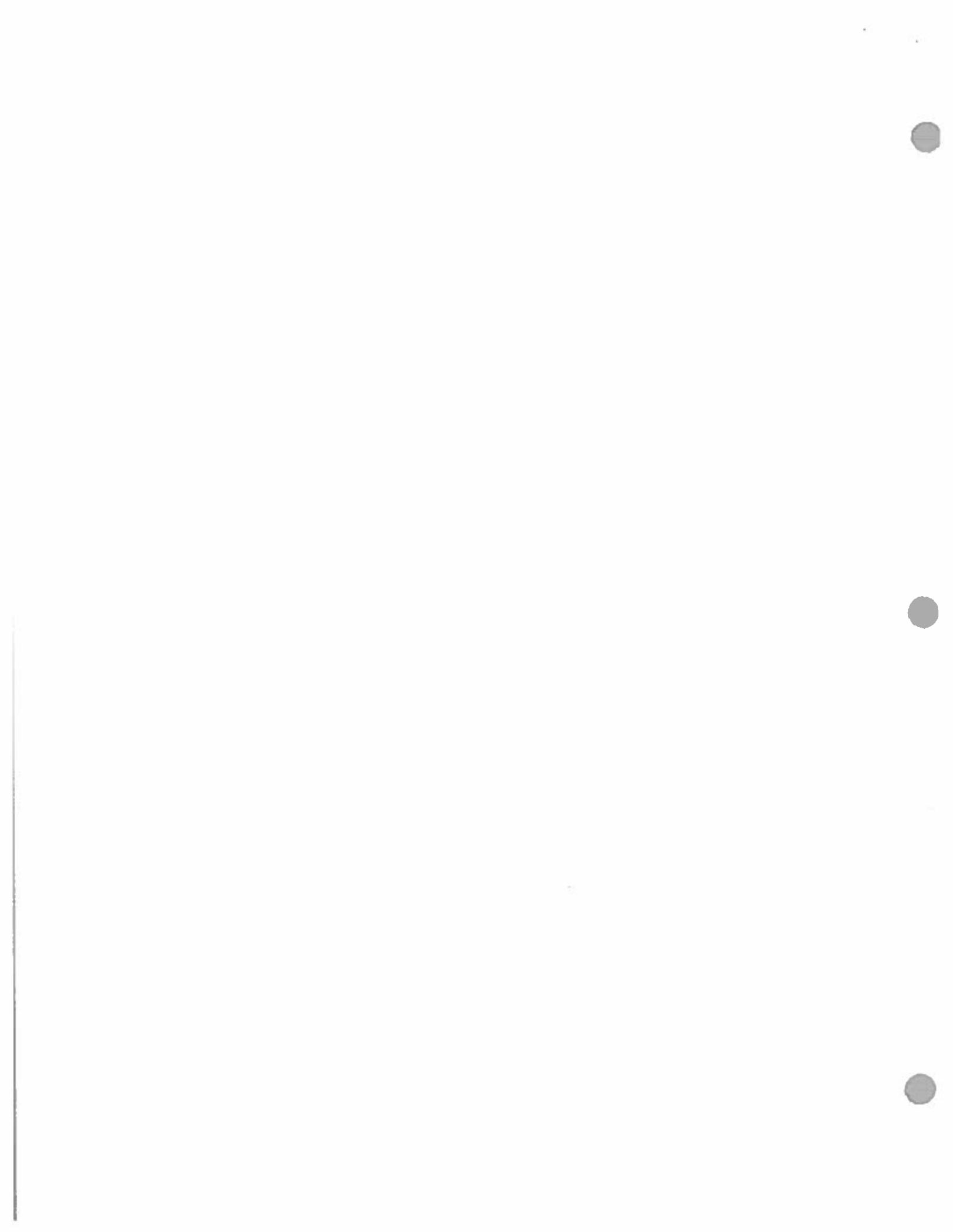
Resumes of the key management personnel that will be involved with this project are provided below.

Corporate Resumes



William K. McConnell
Managing Partner
LaSalle Southwest Corrections and LaSalle Management Company

Education
B.S. in Chemical Engineering from Louisiana Tech University
J.D. from the University of Houston Bates College of Law.



**Years of
Experience**

19

Contact

LaSalle Corrections
Headquarters

192 Bastille Lane,
Suite 200

Ruston, Louisiana
71270

318-232-1502

Summary

Mr. McConnell founded LaSalle Management Company in 1997 and LaSalle Southwest Corrections in 2007. He oversees all aspects of LaSalle's and LaSalle Southwest's operations, but focuses primarily on the strategic direction and growth of LaSalle, LaSalle Southwest, and affiliated companies. Mr. McConnell currently serves in various executive management and ownership roles in LaSalle Management Company, LaSalle Southwest Corrections, BAS Construction, M&T Property, Red River Corporation, and many others.

Experience

Mr. McConnell's diverse and successful corporate and entrepreneurial career has spanned over four decades in the energy, construction, real estate, health-care, logistics, and corrections industries. Mr. McConnell began his career as an engineer for Exxon where he spent 15 years.

After rising to Manager, he supervised a staff of 40 engineers and was responsible for distribution of chemical products for North and South America. He is an active member of the American Correctional Association and has a passion for effective reentry programs that change the lives of inmates.



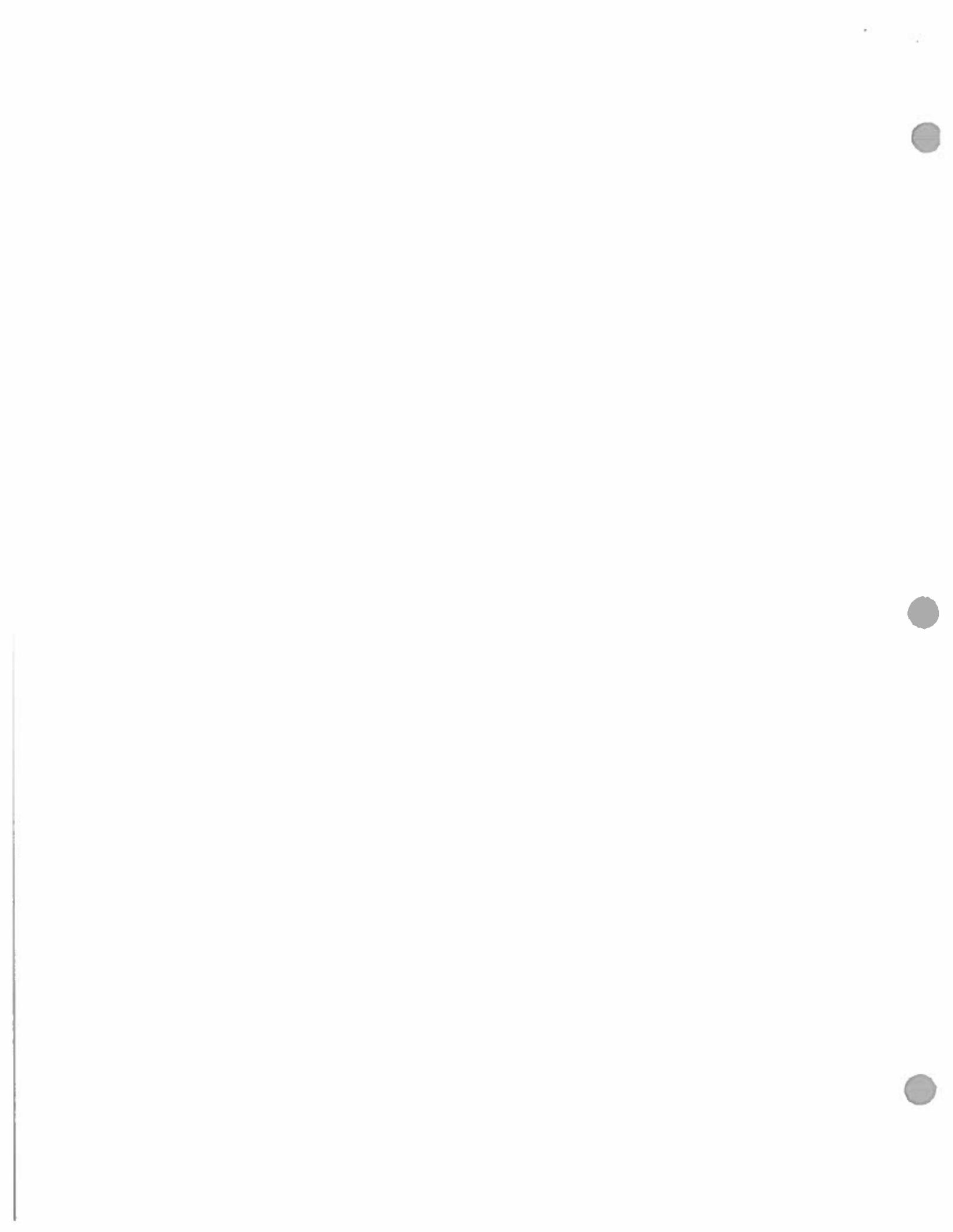
Patrick H. Temple

Managing Partner

LaSalle Southwest Corrections and LaSalle Management Company

Education

B.S. in Microbiology from Louisiana Tech University



Years of Experience
19

Contact
LaSalle Corrections
Headquarters
192 Bastille Lane,
Suite 200
Ruston, Louisiana
71270
318-232-1500



Years of Experience
19

Contact
LaSalle Corrections
Headquarters
26228 Ranch Road
12
Dripping Springs,
Texas 78620
512-858-7202

Summary

Mr. Temple founded LaSalle Management Company in 1997 and LaSalle Southwest Corrections in 2007. He oversees all aspects of LaSalle's and LaSalle Southwest's operations, but focuses primarily on the strategic direction and growth of LaSalle, LaSalle Southwest, and affiliated companies. Mr. Temple currently serves in executive management and ownership roles in LaSalle Management Company, LaSalle Southwest Corrections, BAS Construction, M&T Property, Red River Corporation, and many others.

Experience

Mr. Temple's diverse and successful entrepreneurial career has spanned over four decades in the construction, real estate, healthcare, logistics, and corrections industries. Mr. Temple began his career in sales for a large global pharmaceutical company and is a licensed Commercial and General Contractor with the state Louisiana.

Tim Kurpiewski
Chief Financial Officer

Education

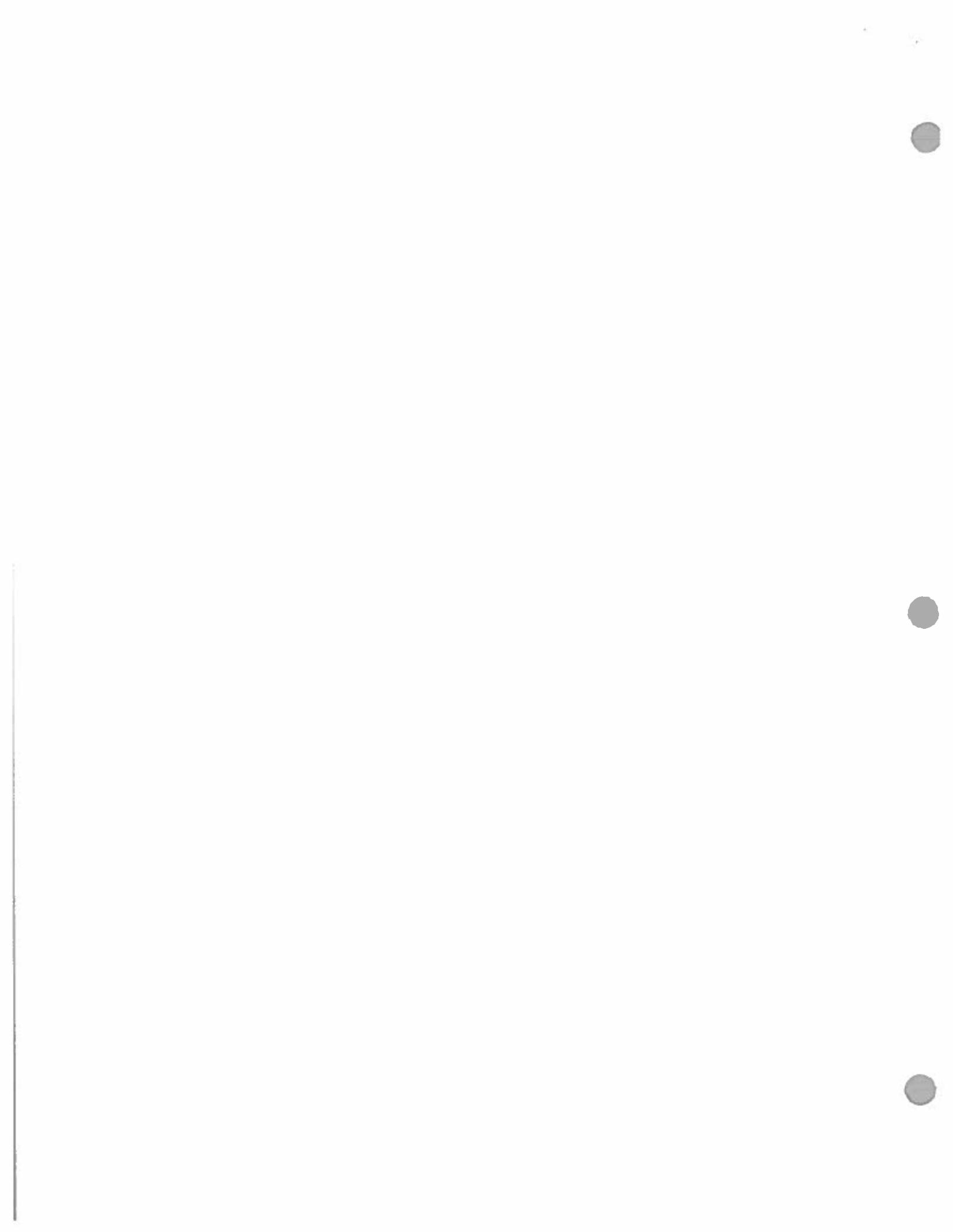
B. A. in Business Administration from Loyola Marymount University

Summary

Mr. Kurpiewski joined LaSalle Southwest in 2007. He is responsible for overseeing all finance and accounting functions for the Texas operations and was a key member of the initial team that expanded LaSalle's reach into the state of Texas.

Experience

Mr. Kurpiewski has over 20 years of financial auditing and business reporting experience ranging from small companies to Fortune 500 clients. He has developed an industrial expertise in correctional budget management and operational streamlining. After receiving his CPA certification from the public accounting firm of Kenneth Leventhal & Company, a firm specializing in real estate development and



construction, he worked for a real estate venture division of GE Capital before moving to Austin, TX. Using his auditing and construction experience, he joined the BRG correctional management company in late 1996 serving as the CFO.

He has over 19 years of corrections experience and has been practicing accounting for 25 years. He is a Certified Public Accountant in the states of California and Texas Mr. Kurpiewski has worked with juvenile and adult inmate populations for new and expanding facilities handling all aspects of corrections: financing, construction, government reporting & compliance, contracts, budgeting, and offender logistics. In addition, he serves on multiple city and regional county boards.



Rodney Cooper
Executive Director

Education

B.S. in Criminology and Corrections at Sam Houston University

Summary

Mr. Cooper joined LaSalle in 2009. He primarily focuses on facility operations and development, but also monitors general operations at all of the Texas and Georgia facilities.

Years of Experience
35

Contact

LaSalle Corrections
Headquarters

192 Bastille Lane, Suite
200

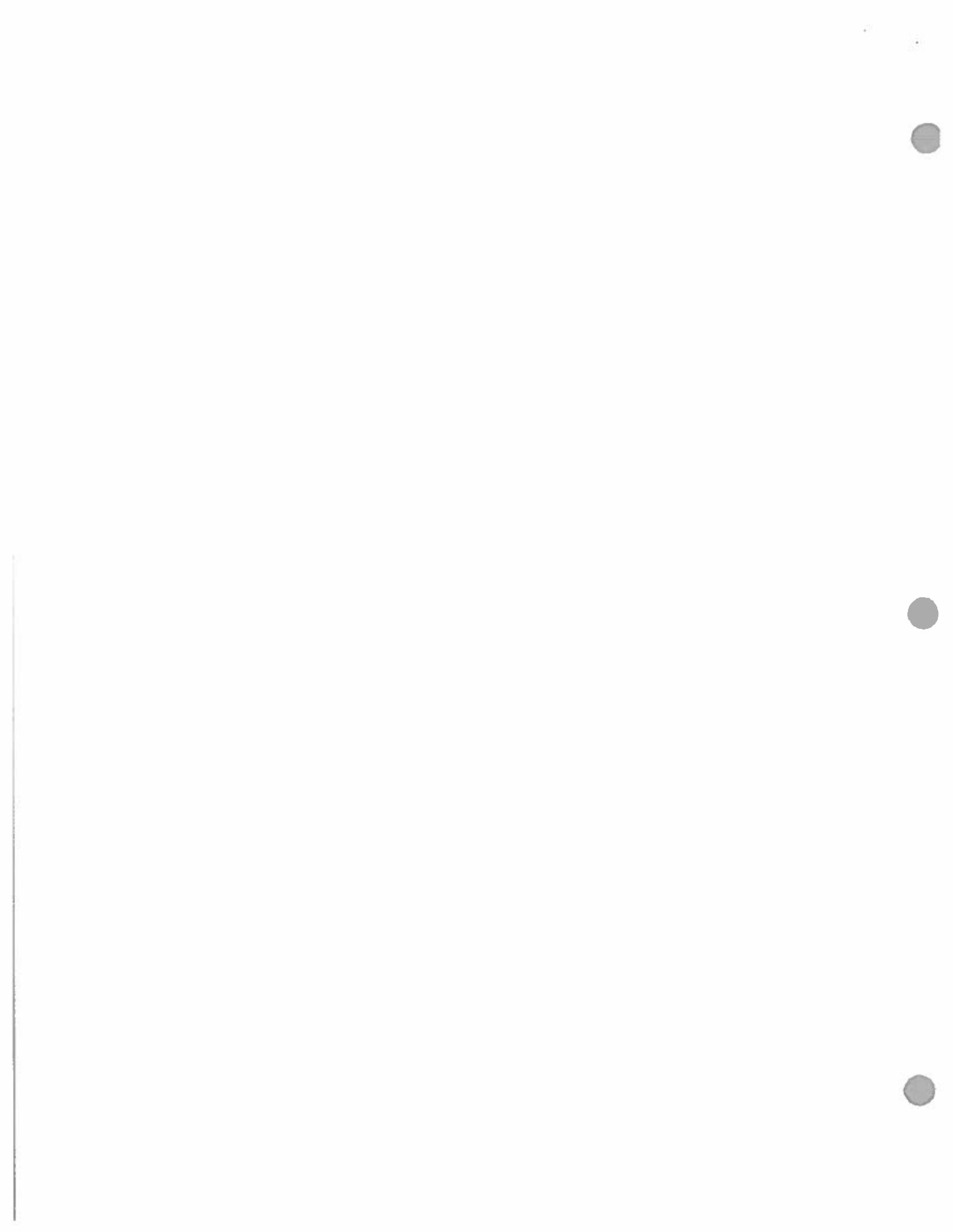
Ruston, Louisiana
71270

936-577-9797

Experience

Mr. Cooper retired from the Texas Department of Criminal Justice (TDCJ) after a distinguished career of almost 30 years. He began his career with the TDCJ in 1978 as a correctional officer and advanced through the ranks to Warden, Regional Director and Deputy Director for Prison and Jail Management within TDCJ's Correctional Institutions Division.

In his position as the Division's Deputy Director, Mr. Cooper was responsible for all state correctional facilities, the TDCJ Regional Directors, facility operations and security, and policy and regulation enforcement. He had oversight of approximately 152,000 inmates housed in the State's 112 facilities. Mr. Cooper served as president of the Texas Corrections Association in 2009 and is also a member of



the American Corrections Association.. He has been a part of the LaSalle team for four years.



Nathaniel Quarterman
Director of Business Development

Education

B.S. in Criminal Justice, Mountain State University

M.S. in Strategic Leadership, Mountain State University

Summary

Mr. Quarterman joined LaSalle Southwest in 2009. He is directly responsible for the identification and development of new business activities, and he also assists in the management of the Texas and Georgia operations.

Experience

Prior to joining Southwestern, Mr. Quarterman served 26 years with the Texas Department of Criminal Justice (TDCJ), retiring as the Division Director of the largest division in the Agency. He began his career with TDCJ as a correctional officer and advanced through the correctional ranks to Warden, Deputy Director and Division Director. In his role as Division Director of the Correctional Institutions Division. Mr. Quarterman directed the daily operations of the second largest correctional agency in the United States with over 156,000 offenders and 112 facilities. He has received extensive training through his distinguished career, and in 2006, the Texas Correctional Association named him the Outstanding Adult Corrections Administrator.

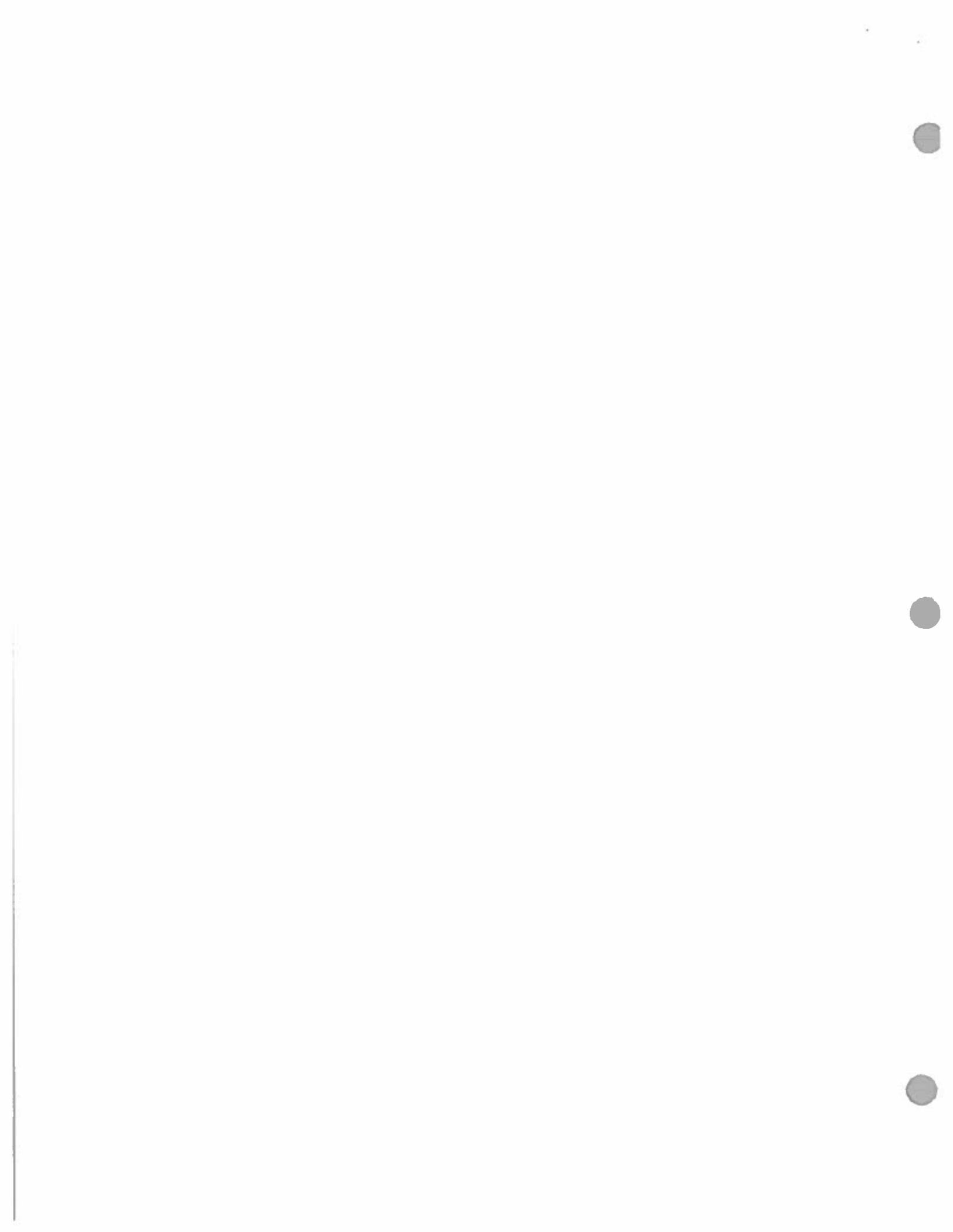
Years of Experience
33

Contact

LaSalle Corrections
Headquarters

26228 Ranch Road 12
Dripping Spring, TX
78620

512-858-7202





Years of Experience
34

Contact

LaSalle Corrections
Headquarters

192 Bastille Lane, Suite
200

Ruston, Louisiana
71270

318-232-1500

Gary Brown

Government Liaison
LaSalle Southwest Corrections

Education

Graduate University of Texas of the Permian Basin
Licensed as a Master Police Officer.

Summary

Mr. Brown joined LaSalle Southwest Corrections in 2011 and is responsible for governmental affairs.

Experience

Mr. Brown served in state and federal law enforcement for over thirty-four years. This includes twenty five years with the United States Marshals Service where he retired as the United States Marshal for the Eastern District of Texas. His experience includes coordinating IGA's (Intergovernmental Agreements) with local governments for correctional facilities as well as prisoner movement and management solutions.



Years of Experience
34

Contact

Christopher Bell

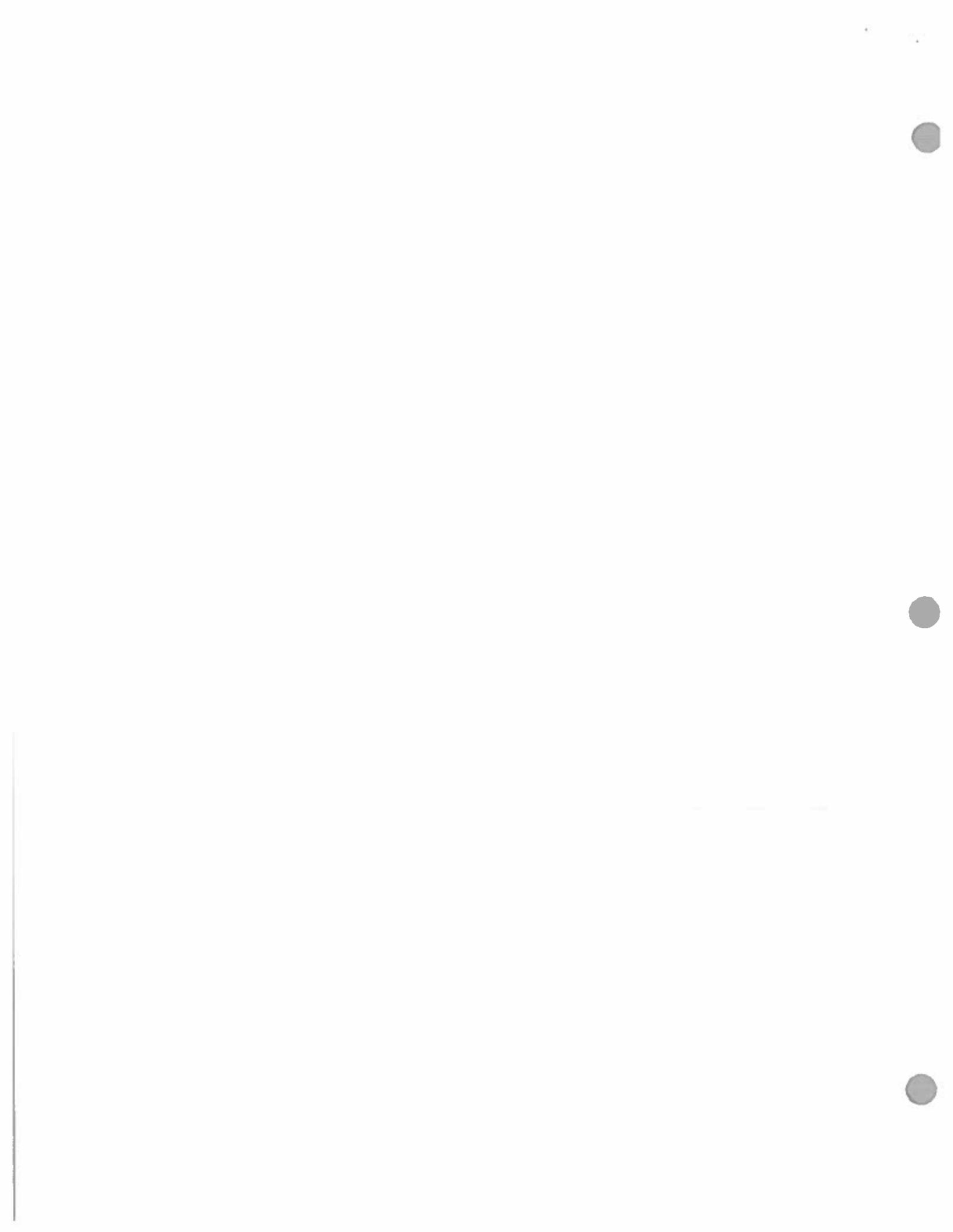
Regional Warden

Education

B.S. in Law Enforcement and Police Science, Sam Houston University

Summary

Mr. Bell joined LaSalle Southwest in 2009. As Regional Warden, he is responsible for all operations at the Georgia and Texas facilities, including security and staffing.



LaSalle Corrections
Headquarters

26228 Ranch Road 12
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936-355-7864

Experience

Mr. Bell retired from the Texas Department of Criminal Justice (TDCJ) in 2008, after 27 years of distinguished service. His final position with TDCJ was Senior Warden of the Wynne Unit, a 2,600 bed maximum security facility. At the Wynne Unit he was responsible for overall operations of the facility which included the Computer Recovery Facility, License Plate Plant, Mattress Factory, Sign and Plastics Facility, Graphics Facility, Mechanical Diesel Shop, Tire/Wrecker Operation, Food Service Warehouse, Freight Terminal, and Agriculture Operations. The Wynne Unit was accredited in 2008 with the American Correctional Association (ACA).

Mr. Bell began his career at TDCJ in 1980 as a correctional officer at the Ferguson Unit and promoted through the correctional ranks before becoming a Warden in 2000. Mr. Bell was the TDCJ Warden of the Year in 2006 and was nominated by TDCJ in 2008 for the North America Association Wardens and Superintendents' (NAAWS) Warden of the Year. Mr. Bell is a 1980 graduate of Sam Houston State University with a B.S. in Law Enforcement and Police Science. Mr. Bell is a member of the ACA and the Texas State Jail Association



Bob Prince

Director of Governmental Affairs

Education

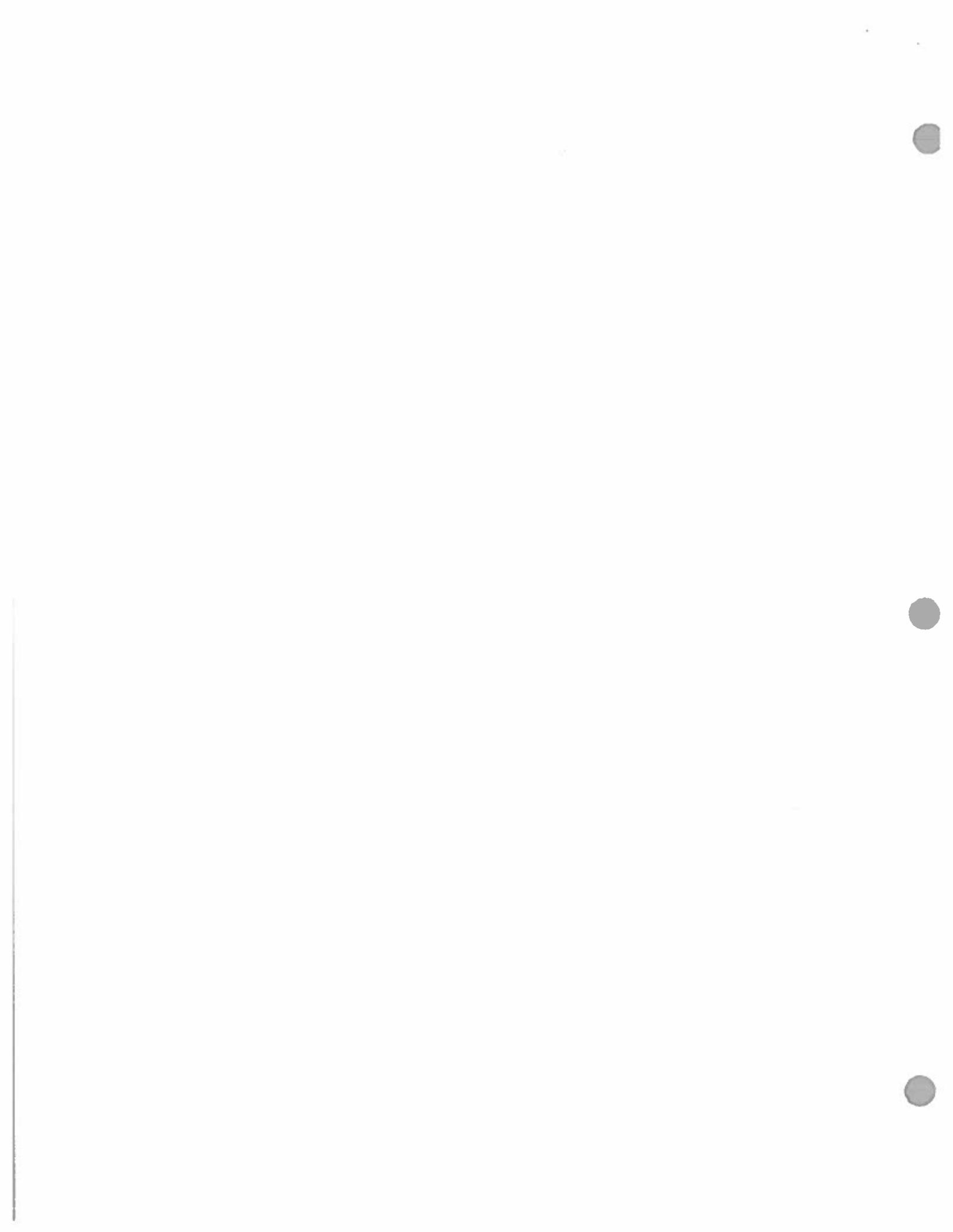
Attended Texas Christian University

Summary

Mr. Prince joined LaSalle Southwest in 2010. He is responsible for business development and governmental affairs.

Years of Experience

38



Contact

LaSalle Corrections
Headquarters

192 Bastille Lane, Suite
200

Ruston, Louisiana
71270

254-744-8387

Experience

Prior to joining LaSalle Southwest, Mr. Prince worked for a private jail management company in business development and government relations.

Mr. Prince attended Texas Christian University on a football scholarship where he was a three-year letterman. After graduation, he spent six years coaching football and teaching school. Mr. Prince then entered the law enforcement field in the Texas Department of Public Safety as a State Trooper and Texas Ranger. He was honored as Officer of the Year for the Fort Worth area.

As a Texas Ranger, he was a Forensic Hypnotist, Hostage Negotiator and rose to the rank of Captain. Mr. Prince served as the president of the Texas Ranger Association, a member of the Board of Directors for the Texas Jail Association and currently serves on the Board of Directors for the Texas Ranger Museum and Hall of Fame.

