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February 26, 2021

Stephen Sinclair  
Secretary  
Washington Department of Corrections  
P.O. Box 41101  
Olympia, Washington 98504-1101

Via Electronic Mail to [ssinclair@DOC1.WA.GOV](mailto:ssinclair@DOC1.WA.GOV)

**Re: Response to Concerns about Quality of Service**

Dear Secretary Sinclair:

Thank you for reaching out to Securus Technologies to express your concerns about the quality of service you, your staff and your constituents have received from our company over the last year. We take these concerns extremely seriously and I appreciate the chance to address them directly with you. That begins with a frank apology. We aim for our services to simplify the day-to-day operations of the Washington Department of Corrections (WADOC) and make staying connected easy for friends and family and their incarcerated loved ones. However, it is clear to us that many of your constituents experienced issues with our products in 2020, resulting in unwarranted burden to you and your staff. On behalf of the entire company, I sincerely apologize for these issues.

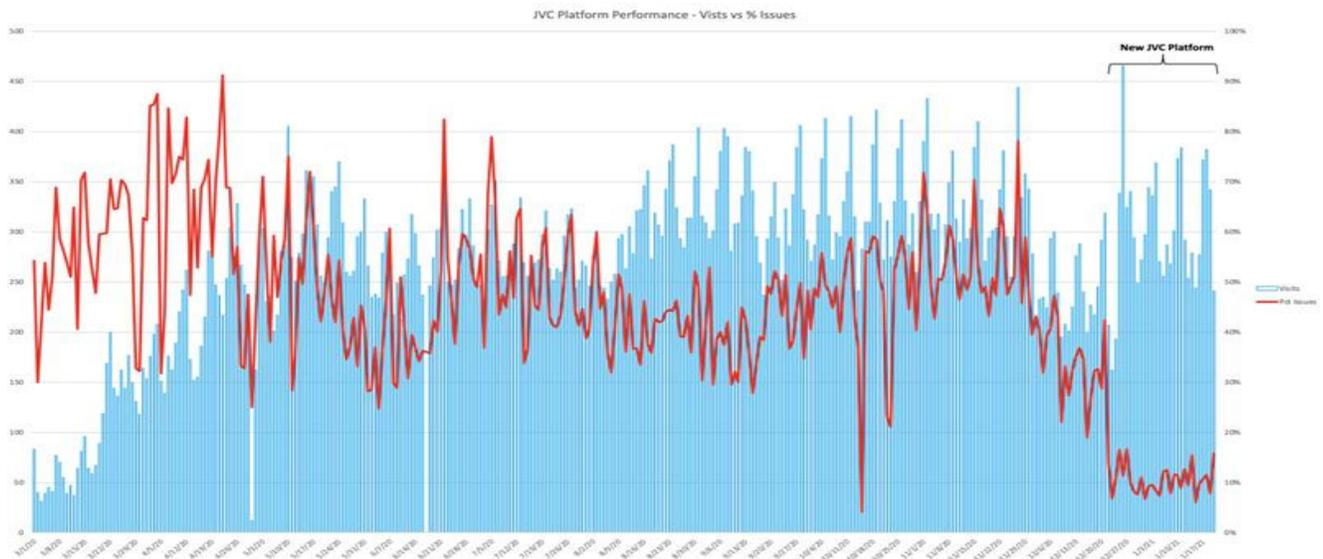
We did receive your letter in May 2020, but because we were involved in an ongoing procurement effort with WADOC, we believed it best to provide your procurement team with a substantive, verbal response, but it is clear to me now that we should have done more to ensure that our response was properly communicated to your office. We take responsibility for that oversight and hope that this letter will address your concerns.

It is my hope that the rest of this letter, which is broken down by issue areas, will demonstrate our significant progress to date and our ongoing commitment to continued investment on behalf of our customers at WADOC, to ensure both excellent customer service and satisfaction with our products and services. We hope that by showing you our significant progress across each area, we can begin to restore your confidence in our products, our services, and our company, and assuage any concerns you may have regarding future service.

**Video Connect Performance Issues**

JPay's Video Connect (JVC) product was designed to function as a limited-use supplement to on-site visitation. This model worked well prior to COVID-19, which forced the restriction of in-person visitation at facilities across the country. The result of new restrictions was an unprecedented reliance on JVC as a primary form of communication for incarcerated Americans and their loved ones and a degradation of its performance to the point where it failed to meet our high standards.

Despite this we expect significantly better performance in the COVID environment and beyond, and we did take action to improve the specific technology that powers JVC's functionality. We completed a total overhaul of JVC's backend processing environment in December 2020, a change which significantly increased JVC's performance at WADOC. I hope that the below chart, which demonstrates the number of total visits in blue and number of technical challenges in red, demonstrates this point fully:



As you see, the completion of our backend improvements resulted in an immediate, significant drop in the number of JVC complaints. Of course, video connections also depend on factors outside of WADOC's and Securus' control, including the strength of a user's internet connection. While it is impossible to fully eliminate all technical issues, we do believe that we have stabilized the issue at a satisfactory level and have heard positive feedback from WADOC customers. We will continue to monitor the situation even as we continue to improve WADOC's network infrastructure to further improve the JVC user experience.

### Digital Message Performance

Digital messages are a crucial component of keeping loved ones connected, and we regret that some users experienced issues while relying on the technology as a key channel of communication. While there is an active procurement that proposes changes to the deployment of tablets and media, the current ability to send a digital message is fully dependent on physical kiosk performance, and, after learning of concerns with kiosk performance at WADOC we made significant investments to improve this infrastructure. Since the beginning of 2020, we sent professionals into every WADOC facility to individually test each kiosk and make spot repairs and upgrades where necessary – including the replacement of entire kiosks. We are confident that these efforts significantly improved the performance of kiosks and digital messaging. In the event of future issues, we will make our team available to make further improvements.

Furthermore, we also made a significant investment into the Department's network circuits to create the capacity to handle future surges. With a minimum 100MBPS circuit on each Department site, we are fully confident that there will not be capacity issues in the future. We are also confident that the above work has mitigated performance issues overall, as the number of support tickets opened per JVC visit dropped significantly during 2020, from one support ticket per 980 JVC sessions in March 2020 to one support ticket per 10,370 visits in December 2020.

## Customer Service Issues

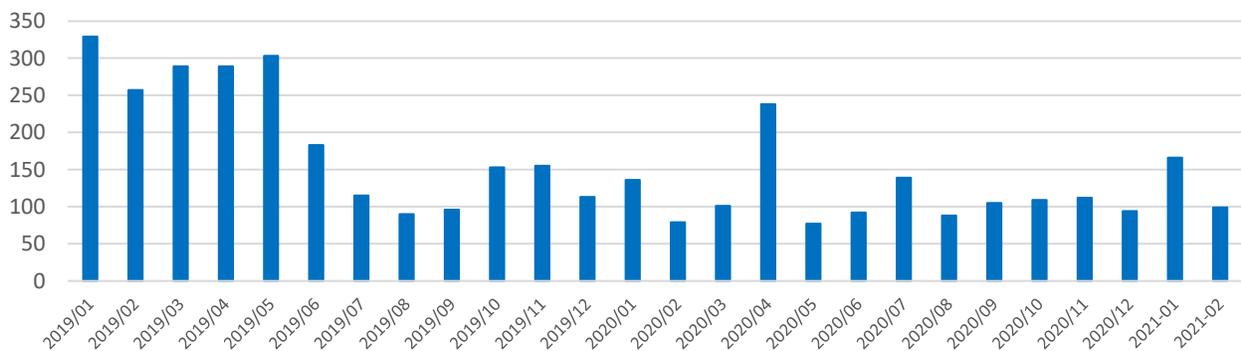
We understand and appreciate your frustration with longer-than-usual ticket response times throughout 2020. The slowed response time in turn frustrated your constituents and resulted in an additional headache for you and your staff. While we expect much more from ourselves, the unprecedented demand for our services brought on by the pandemic put immense and unexpected pressure on our tablet-ticketing teams, our technical support teams, and our friends-and-family customer service centers. In addition, for the safety and health of these teams we needed to significantly change the location and process of response as well. In response to the data, while securing our teams we immediately implemented several improvements to better serve your constituents, including:

- Implementing JVC and network improvements to reduce overall disruptions.
- Creating and staffing a team of WADOC dedicated customer service representatives to reduce response times and provide better responses.
- Deploying Department-specific dedicated workflow coordinators to manage daily ticket volumes.
- Deploying an improved tablet application manager, allowing Department constituents to better manage and store paid media content.
- Introducing new, more informative error messages on kiosks to provide clarity on their specific disruption.
- Issuing automatic, free JVC credits for users who experienced an unsuccessful visit.

We believe that these changes materially improved the customer service experience for your constituents. For example, our average time-to-close Department-specific tickets was five days in the second half of 2020 compared to eight days in the first. April in particular was a difficult month given the rapid escalation of the pandemic fallout. These improvements have also resulted in significant reductions of ticket requests overall, implying more reliable functionality, as demonstrated in the below:

## Family and Friends Incident Tickets

Total Counts By Year and Month



While it is impossible to guarantee there will not be any isolated incident causing disruption in the future, I hope that this will help demonstrate a clear upgrade for you and your constituents.

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In conclusion, I would like to reiterate my apology to WADOC and reaffirm our commitment to resolving the issues you and your constituents have experienced in the last 12 months. I hope that the above responses will satisfactorily assuage some of your concerns and demonstrate the level of responsiveness you and your constituents deserve from Securus.

I know that both of our organizations are challenged during COVID. I would value the opportunity to meet in person in Washington or electronically if most expedient to discuss how we will continue to improve our service delivery to your standards and ours. We can also discuss any concerns you may have. I would be happy to answer any questions you and your staff may have, provide more information, and more specifically address any other outstanding issues.

Respectfully,

A handwritten signature in blue ink, appearing to read "David Abel". The signature is fluid and cursive, with a large initial "D" and "A".

David Abel  
CEO & President  
Securus Technologies, LLC