



Comprehensive Penitentiary Solutions

Innovative and integrated solutions for overwhelmed systems

2020



Copyright 2016 - **RW Latin America** is a registered trademark of **RW**. All rights reserved. No part of this publication or of the **RW** trademark may be reproduced, distributed, or transmitted in any form or by any means, including photocopying, recording, or other electronic or mechanical methods, without the prior written permission of the publisher and owner of the brand.

Executive Summary



- **RW Latin America provides integrated penitentiary services in the areas of:**
 - Penitentiary and cell design and construction
 - Security electronics, systems and all ancillary prison equipment
 - Penitentiary management and operations: maintenance, healthcare, and food services
- **RW is uniquely positioned to be a major contributor to any Latin American penitentiary project**, as we bring forth expertise that led to market share in the USA of nearly 90% over the past 10 years and can be easily transferred to any project in Latin America and elsewhere
- **RW's** competitive advantages are **SIGNIFICANT**:
 - Substantial international expertise gained over many years of building prisons around the world
 - Utilization of the highly specialized and proprietary **RW** modular pre-fabricated concrete technologies
 - Modular construction processes ensure significant time and cost advantages over conventional methods
 - Modular technologies ensure the “build-in” of high quality designs and ancillary security equipment
 - The combination of the items listed above result in **substantially lower long-term maintenance, administrative, and operational costs** for any client
- **RW** works directly with local contractors and suppliers, key government entities, and with the necessary local entities/individuals involved in the process, to facilitate and ensure an integrated and successful project

The RW Objective – Alleviating the Pressure



OBJECTIVES:

- In the short- and medium-term, we help efficiently decrease and eliminate the prison cell deficit in any country
- We upgrade the physical infrastructure and operational processes of any penitentiary system
- We introduce technologies, both in construction, security and operations, that alleviate the pressure on the current resources of any government and its penitentiary platform and assets
- RW helps provide a long-term balance between inmate and penitentiary capacity growth
- **The RW innovative technologies maximize short-term cost efficiencies in design and construction processes and minimize the long-term costs of operating and managing any penitentiary center**

BENEFITS:

- Provide more adequate, modern, and ultimately more dignified accommodations for the prison population
- Minimize the risk of riots, health epidemics, corruption and other disciplinary issues and internal dynamics
- Introduction of basic levels of technology meant to alleviate managerial and operational pressures
- **Significantly lower the long-term maintenance and administration costs of the penitentiary infrastructure and the overall system**
- Improve the rehabilitation, educational, and skill-building physical infrastructure of penitentiary centers
- Lessen the recidivism rates by better utilization of newer and better equipped prisons and making rehabilitation services available to a wider range of the prison population

The RW Latin America solution



- **RW has the ONLY fast, efficient, cost effective and comprehensive prison cell construction solution** that can meet any government's penitentiary requirements on schedule, with competitive cost advantages, and with a high quality, secure and long-lasting final product
- **RW provides the only solution that can achieve any government's urgent requirements:**
 - Cost efficiencies – **historically 10-15% less than any conventional method** of similar quality, speed of construction and security level
 - Schedule efficiencies – **historically 25-30% faster than any conventional method** by building the pre-cast modular industrial plant on-site and working simultaneously and in parallel with any general contractor
 - Flexibility of design adapts to any customer requirement for cell size/design, level(s) of technological sophistication and/or security mandates (low, medium, high security)
 - Delivering an integrated solution, with beds, windows/doors, bathrooms, light fixtures, and all security systems, electronics and other safeguards pre-installed
 - Superior quality in construction materials and security systems ensures at least a 25%-30% reduction in long-term maintenance, operational, and other costs
 - Together with its partners and affiliated companies, RW has significant international expertise in the long-term management and operation of penitentiary centers
- **RW's global expertise and unrivalled competitive advantages for building high quality, secure, long-lasting, flexible and dynamic prison cells is unique. The RW team has no peers in today's security marketplace**

The RW Team – an integrated solution

RW Latin America brings together a team of experts and specialists with the following capabilities:

- Design, architecture and engineering, and a unique specialization in penitentiaries
- Construction, execution and implementation
- Unique and advanced expertise working in highly seismic geographies around the world
- Unique expertise in modular, pre-cast and pre-fabricated prison structures
- Security electronics and system specialists
- Prison operations experts, managerial, administrative and security
- Inmate education, rehabilitation and health experts
- Staff education and training, upgrading management and operational human resources
- Prison administration specialists (accounting, supply management, facilities management)
- Expertise in financial management and accounting
- International business and penitentiary management experts as necessary to ensure project success

Cell and penitentiary design and construction

RW Latin America is the premier designer and builder of cells and penitentiaries using proprietary and innovative prefabricated concrete modular technologies and processes:

- RW provides design, architecture, engineering and construction services with a unique specialization in penitentiaries
- RW possesses exceptional advanced expertise working successfully in highly seismic geographies around the world
- We bring forth our proprietary expertise in modular, pre-cast and pre-fabricated prison structures, which we install onsite and is the key driver of our operational efficiencies and cost effectiveness
- RW cell designs are flexible and adapt to any customer requirement for cell size, levels of technological sophistication and/or security mandates (low, medium, high security)
- We deliver integrated solutions, with beds, windows/doors, bathrooms, light fixtures, and all security systems, electronics and other safeguards pre-installed, per client requirements
- Superior quality in construction materials and security systems ensure at least a 25-30% reduction in long-term maintenance, operational, and other costs

Security electronics/systems, prison equipment

RW Latin America implements the latest security and prison technologies designed to a client's unique requirements, from basic technologies to the most advanced and sophisticated:

- Design of technology and security system solutions with a unique specialization in penitentiaries
- Provide security electronics and systems using the most recognized and advanced technologies in the industry
- The RW team has unique abilities and experience supporting and integrating technologies from multiple vendors into a single security solution
- Our vast expertise has made our field technicians technical experts across all security subsystems
- Strong vendor agreements, gained through purchasing power, allows us to provide hardware at great cost savings to our clients
- The RW team designs solutions that are based solely on a client's specific and unique requirements
- RW and its partner companies are independent providers of integrated solutions, we do not push or sell particular hardware and/or software on customers
- We provide security solutions from the most basic and cost effective technologies, to any level of advanced technology and/or sophistication level required by a client

Prison management and operations

RW Latin America brings expertise in long-term management and operations of penitentiary centers designed to the specifics of a client, and include maintenance, healthcare and food operations:

- Highly experienced and multifaceted teams providing penitentiary management services
- RW and its partners provide prison operations expertise, including managerial, administrative, facilities management, healthcare, food, and security advisory expertise
- The RW team facilitates education, rehabilitation and health programs per specific client needs
- In inmate education and rehabilitation, we design programs to help inmates prepare and grow personally, academically and professionally, to prepare for life after prison
- Nutrition and food services are vital in prison, so we design meal programs that foster healthy diets and ultimately produce better inmate behavior and higher morale
- The RW team also designs and implements continuing staff education and training programs in order to upgrade management expertise and operational human resources
- Our prison administration specialists develop programs in accounting, supply management, facilities maintenance, and other areas that ensure prison staff become highly qualified in efficient prison operations

Estimates and Procurement Methods

Typically, governments have two (2) options to award the prison contracts:

- **Direct Public Financing** – A government designs the entire project, defines all the detailed technical and financial requirements, and then opens the process for a competitive bid to be finance by the government.
- **Public Private Partnership (PPP)** – A government enters into a long-term contract with a private party (for example, RW Latin America) to provide the required services. This option allows for flexibility in the technical design and for creative financing options. This could be a competitive process and bidders (RW) would provide all or part of the necessary financing.

RW Latin America has expertise in any government procurement method.

RW Latin America estimates/examples*	In US\$	Capacity / # of inmates
A major greenfield penitentiary center	US\$90-120 MM all-in	2,500-3,000 (\$30-40,000 per inmate)
Expansions to existing penitentiaries	Assuming prison cells only	About US\$18-20,000 per inmate
*NOTE: these are very basic and preliminary/rough estimates. Variables to consider for more accurate cost estimates are location, level of security/technological sophistication, specific country, and several other factors		

RW contributes to local communities



- **Partnership/Joint Venture** – RW operates in partnership and/or joint-venture with local general contractors, depending on size and scope of a project. As such, we bring forth our specialist affiliates, value-added engineering, and diligent coordination and collaboration expertise. We know and recognize the ideas and solutions that are best for any penitentiary project, and our vast experience uniquely positions us to see the big picture.
- **Subcontractor** – We also operate as a subcontractor to a local general contractor, in situations that require it. We contribute to any project through our expertise with preconstruction attentiveness. RW and its team of partners and affiliates are THE industry experts, resourceful, experienced, technological advanced, and accustomed to the sequencing of activities to keep on schedule and ensure the promised cost efficiencies.
- **RW is proud of its involvement and investments in local communities:** For a project, we hire a specific local labor force, utilize local subcontractors and services, and purchase supplies and equipment from local vendors.
- **RW staff become active members of the community during a project construction period, further stimulating the local economy:**
 - 100% of the utilities/services required to establish and operate the modular manufacturing facility are sourced from local companies
 - 95% of the required subcontractors are locally owned businesses
 - 90% of the required staff are hired from local communities
 - 90% of materials, tools, & equipment are procured locally

RW Latin America Management Team



Steve Weirich – Chief Executive Officer – Steve pioneered the prefabricated precast modular concrete technology applied to the penitentiary industry. For over 30 years, Steve has led award-winning globally recognized construction firms quickly and consistently delivering high quality solutions. Under Steve’s leadership, RW has: (1) Two-time recipient of the AGC Marvin M. Black Award, Excellence in Partnering, (2) National and Regional DBIA award winner for Public Projects over \$15M, (3) Listed consecutively in Top 600 Specialty Contractors in the US by Engineering News Record, (4) Won Precast Concrete Institute (PCI) Design Award for Innovation in Sustainability, (5) Noticreto Magazine featured the RW modular system: "Modular Homes: More Than Traditional Prefabrication, (5) Numerous features in correctional publications highlighting successful business methods and international reach. Steve is a long time member of Vistage, the world’s leading CEO peer organization, and among other prestigious memberships.

Pedro Herrera – Chief Operating Officer – Pedro has 20+ years of experience in international financial markets with a strong focus on emerging markets. Pedro’s career includes senior investment banking and capital market roles at Prudential Securities, UBS and HSBC, among other global financial institutions. His extensive experience encompasses relationship management, corporate finance, equity/fixed income research, mergers & acquisitions, equity/debt capital markets, IPOs, investor relations advisory, and fundraising. For over eight years Pedro was head of Latin America Food and Agribusiness Equity Research at HSBC, covering nineteen companies (twenty seven stocks) based in Argentina, Brazil, Chile, Colombia, Mexico, Peru and the US. Pedro’s clients were global institutional investors and asset managers throughout Asia, the Middle East, Europe, Latin America and the US. Pedro holds an MBA from Georgetown University’s McDonough School of Business, an MS from the University of Maryland, and a BS from the University of New Orleans. Pedro is also a Senior Partner at Tucher Capital, LLC, the corporate finance advisor to RW Latin America.

Appendix – Case Studies



Case Study: Mexico Federal Penitentiary – 1,232 fully finished cells – For Government of Mexico

- Large project, located in a very remote area of Southern Mexico, posed many challenges for the RW and the local general contractor. Our flexible pre-cast modular solution and its seismic adaptability was key for this project.
- We worked with primitive material and extreme heat conditions in areas known to be highly seismic. Despite these facts, the project proved to be one of the most technically challenging that RW has ever endured.
- Each challenge the team faced was met with a determination to make it work. New ideas and tools were developed, processes were adapted and patience was tested - and the outcome was one of RW's most successful projects.

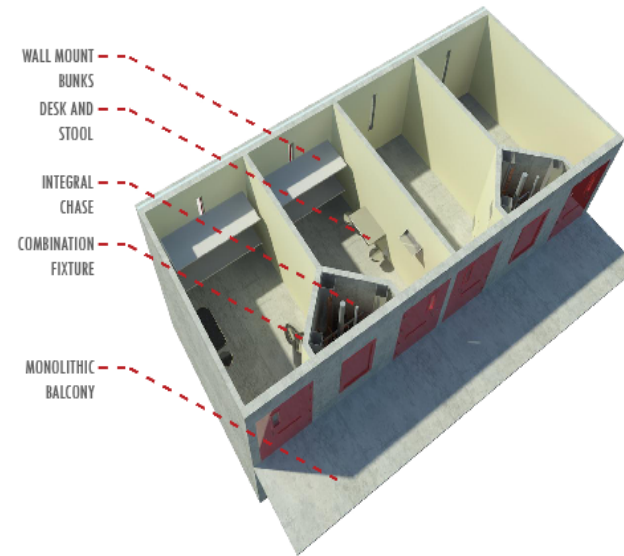
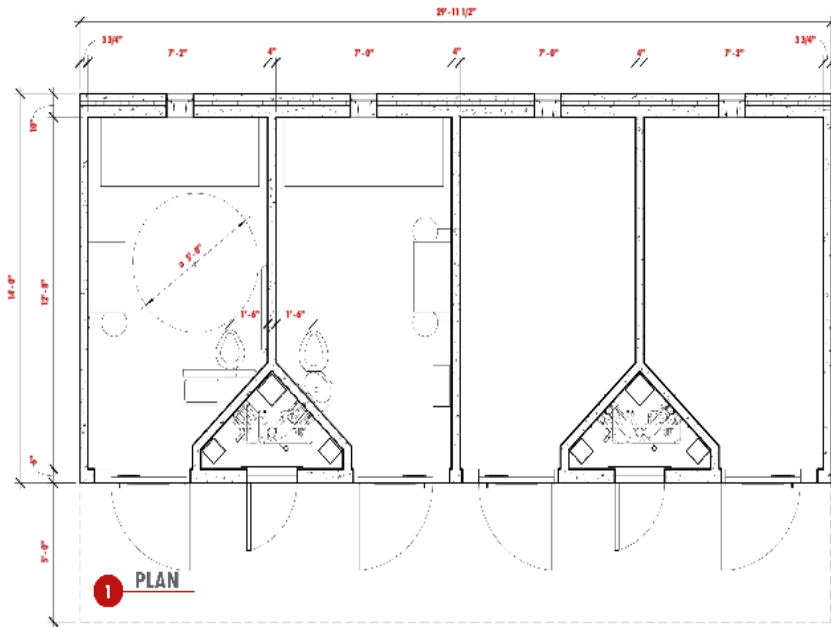
Case Study: Barbados Prison Project – 484 fully finished cells – For Government of Barbados

- RW was contracted to provide the housing unit construction for a high security prison on the island of Barbados. The selection was based on RW's mobile and efficient approach to building the prison cell units directly on the project site.
- RW committed to shipping the precast formwork, cranes, specialty prison equipment, and supervisory staff to Barbados to prefabricate housing cells onsite. In total, RW shipped over 500k pounds of equipment and materials from overseas to accomplish the project.
- In 2005, inmates rioted and destroyed the original 150-year old prison in St. Michael, presenting a need for a fast-track building solution as the nation prepared to host the World Cup of Cricket in 2007.
- RW worked closely with the government, architect and general contractor, ultimately beating the schedules for the housing construction. Cells were furnished with louvered windows/doors for air flow, detention furnishings, coating systems, plumbing and electrical equipment.
- RW trained/employed local labor to build the housing units, leaving a skilled workforce beyond project completion.

RW in action – a Pictorial

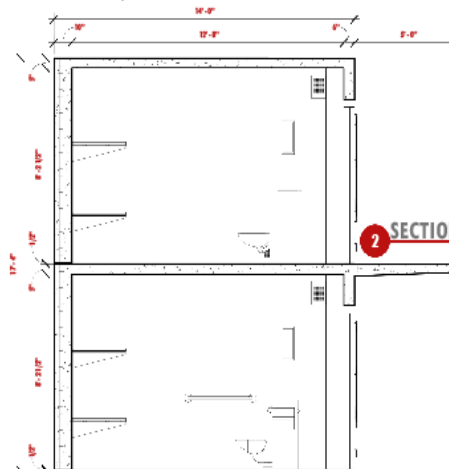


Modular Technologies



SIZES
 EIGHT (8) DOUBLE OCCUPANCY CELLS - 16 INMATE CAPACITY
 ONE (1) ADA CELL - LOWER LEVEL (83.5 SQ. FT.)
 FOUR (4) STANDARD CELLS (81.5 SQ. FT.)
 THREE (3) STANDARD CELLS (83.5 SQ. FT.)

FIXTURES
 ONE (1) ADA COMBINATION UNIT
 SEVEN (7) STANDARD COMBINATION UNITS
 EIGHT (8) DOUBLE WALL MOUNT BUNK BEDS
 EIGHT (8) WALL MOUNT DESKS AND STOOLS
 SECURITY SHELVEING
 INTERIOR LIGHTS
 DETENTION MIRRORS



QUAD MODULE STANDARD **RW**

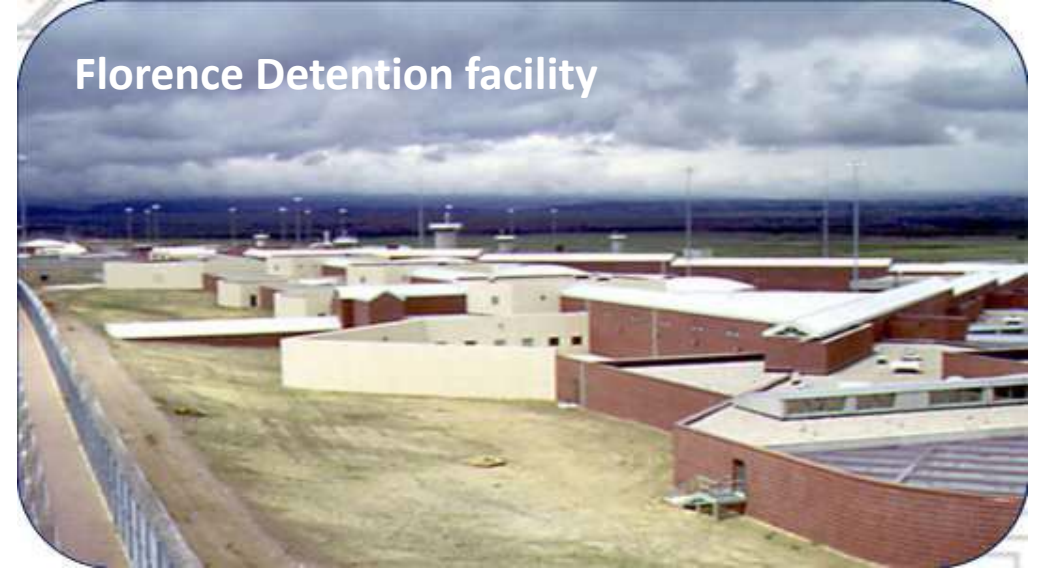


Security Electronics and Equipment

Maricopa County Jail



Florence Detention facility



Contact Information



Philadelphia, USA

751 Vandenburg Blvd., Suite 3408
King of Prussia, PA 19406
Tel: +1 (215) 776-1071

New York, USA

79 Madison Avenue, Suite 460
New York, NY 10016
Tel: +1 (917) 744-7930



Disclaimers



THIS DOCUMENT IS CONFIDENTIAL

Accordingly, it should not be copied, distributed, published or reproduced, in whole or in part, or disclosed by any recipient to any other person. The information contained in this document was obtained from RW Latin America (RW) and from publicly available sources and has not been independently verified by anyone. It does not constitute a recommendation from RW to the recipient. RW has relied upon the accuracy and completeness of all of the financial, accounting and other information reviewed by it and has assumed accuracy and completeness for purposes of this document. Neither RW nor any of its affiliates makes any representation or warranty, express or implied, as to the accuracy or completeness of the information contained in this document and any liability therefor (including in respect of direct, indirect or consequential loss or damage) is expressly disclaimed. This document does not purport to contain all of the information that may be required to evaluate any potential transaction and should not be relied on in connection with any such potential transaction. RW does not undertake or expect to update or otherwise revise this document. RW does not provide legal, accounting or tax advice and you are strongly advised to consult your own independent advisors on any legal, tax or accounting issues relating to these materials.

The receipt of this document by any recipient is not to be taken as constituting the giving of investment advice by RW nor any of its affiliates to the recipient, nor does it constitute such person as a client of RW.

No person shall be treated as a client of RW, or be entitled to the protections afforded to clients of RW, solely by virtue of having received this document.