



GEO CONTINUUM OF CARE®  
2019 ANNUAL REPORT

The GEO Continuum of Care® is enhanced in-custody offender rehabilitation programming, including cognitive behavioral treatment, integrated with post-release support services.



**GEORGE C. ZOLEY**  
CHAIRMAN, CEO & FOUNDER

**GEO is proud to be a world leader in offender rehabilitation, working to improve the lives of the individuals in our care.**

Our GEO Continuum of Care® (CoC) concept integrates enhanced offender rehabilitation, including cognitive behavioral treatment, with post-release support services to address basic needs such as housing, transportation, food, clothing, and job placement assistance.

The GEO CoC Program was first launched at our Graceville Correctional and Rehabilitation Facility, in Graceville, Florida in 2015, and was recognized by the American Correctional Association with the 'Innovation in Corrections' award in 2018.

In 2019, at the Corporate Office level, the GEO Continuum of Care Division expanded to 53 staff with subject matter experts in education, cognitive behavioral treatment, substance abuse treatment, post-release services, training, and quality assurance.

**GEO's 2019 CoC funding commitment was approximately \$10 million, representing approximately 7% of GEO's net income. The CoC Program and its funding are GEO's contribution to criminal justice reform.**

GEO hosted the second CoC Training Conference in October 2019 for facility leaders from GEO correctional facilities. The two-day conference provided an opportunity for facility staff to directly engage with CoC subject matter experts, as well as, former CoC participants who had been released from GEO CoC facilities.

By the close of 2019, the GEO CoC Program had expanded to 20 U.S. GEO facilities.

“The GEO Continuum of Care® Program underscores our Company commitment to improved offender rehabilitation, and assisting individuals reenter society as productive citizens.”

— GEORGE C. ZOLEY,  
CHAIRMAN, CEO & FOUNDER

**On any typical day, there are approximately 30,000 participants enrolled in GEO offender rehabilitation programming, which resulted in nearly 6.8 million programming hours in 2019.**

**Through our focus on offender rehabilitation, GEO has assisted individuals in achieving the following:**

- **2,882 High School Equivalency Diplomas**
- **9,413 Vocational Certifications**
- **8,767 Substance Abuse Treatment Completions**
- **44,715 Behavioral Treatment Completions**
- **36,539 Individual Cognitive Behavioral Treatment (ICBT) Sessions**

Unique to GEO's CoC rehabilitation program is the focus on cognitive behavioral treatment which identifies the individual's criminogenic risks and develops an appropriate treatment plan. GEO provided 36,539 Individual Cognitive Behavioral Treatment (ICBT) sessions in 2019, more than twice the ICBT sessions provided in 2018.

We believe that increased cognitive behavioral treatment can improve an individual's chance of successful reintegration into the community and, in coordination with the other components of the GEO CoC Program, can have a positive impact on recidivism reduction.

All GEO correctional facilities include basic CoC components such as academic, vocational, and substance abuse programs, as well as, reporting of offender programming participation.



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# 2019 GEO CONTINUUM OF CARE FACT SHEET

At the close of 2019, GEO had implemented the GEO Continuum of Care program at 20 GEO facilities, comprised of 17 state correctional facilities, 2 Bureau of Prisons facilities, and 1 international facility.



## POPULATION

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Total Eligible Population .....	69,548
Total Program Participants .....	33,309

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## PARTICIPATION

Total Programming Hours Completed .....	6,789,417
Behavioral Program Completions .....	44,715
Individual Cognitive Behavioral Treatment Sessions Completed .....	36,539
Average Daily Vocational Attendance .....	33,033
Average Daily Academics Attendance .....	13,244
Average Daily Substance Abuse Attendance .....	18,038
Total Substance Abuse Completions .....	8,767
Total Vocational Completions .....	9,413
Total High School Equivalencies Issued.....	2,882
Average Program Participation Hours per Participant .....	204

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## POST-RELEASE SUPPORT SERVICES SUMMARY

Total Post-Release Participants.....	3,840
Participants Employed .....	1,419 (37%)

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## STAFF DEVELOPMENT

Total Annual Trainings.....	342
Total Staff Training Hours.....	82,080



# GEO CONTINUUM OF CARE FACILITY LOCATIONS



## Arizona Department of Corrections

Florence West Correctional and Rehabilitation Facility  
 Central Arizona Correctional and Rehabilitation Facility  
 Kingman Correctional and Rehabilitation Facility  
 Phoenix West Correctional and Rehabilitation Facility

## California Department of Corrections and Rehabilitation

McFarland Female Community Reentry Facility  
 Desert View Modified Community Corrections Facility  
 Golden State Modified Community Corrections Facility  
 Central Valley Modified Community Corrections Facility  
 (Central Valley CoC program ended September 2019)

## Federal Bureau of Prisons

Leidel Residential Reentry Center – Texas  
 Rivers Correctional Facility – North Carolina

## Florida Department of Management Services

Graceville Correctional and Rehabilitation Facility  
 Blackwater River Correctional and Rehabilitation Facility  
 South Bay Correctional and Rehabilitation Facility  
 Bay Correctional and Rehabilitation Facility  
 Moore Haven Correctional and Rehabilitation Facility

## Georgia Department of Corrections

Riverbend Correctional and Rehabilitation Facility

## Indiana Department of Correction

Heritage Trail Correctional Facility  
 New Castle Correctional Facility

## New Mexico Department of Corrections

Guadalupe County Correctional Facility  
 Lea County Correctional Facility

## Oklahoma Department of Corrections

Lawton Correctional and Rehabilitation Facility

## Delaware County, Pennsylvania

George W. Hill Correctional Facility

## Virginia Department of Corrections

Lawrenceville Correctional Facility

## Australia – Corrections Victoria

Ravenhall Correctional Centre

# 2019 GEO CONTINUUM OF CARE PROGRAM HIGHLIGHTS

The following activities and achievements highlight the value of GEO's Continuum of Care:

- Hosted the second GEO Continuum of Care Training Conference in October 2019 as an opportunity for facility leadership to engage with CoC experts and former CoC participants
- Three new sites received GEO Continuum of Care certification, including Central Arizona in Arizona, George W. Hill Correctional Facility in Pennsylvania, and Lea County in New Mexico, totaling 20 certified U.S. sites
- Provided 36,539 Individual Cognitive Behavioral Treatment (ICBT) sessions in 2019, more than twice the 16,409 ICBT sessions provided in 2018
- Opened Ashland University branch campuses at Riverbend and Graceville to enable students to enroll in post-secondary education courses while in custody; through the partnership, students can continue to receive a Pell Grant after release, allowing them to finish their degree
- Partnered with former NFL player, Jack Brewer, to deliver Fordham University's Gabelli School of Business programs (certification track)
- Awarded 2,882 high school equivalency diplomas
- Awarded 9,413 vocational certificates
- Achieved 8,767 substance abuse program completions
- Expanded Post-Release Services to 19 sites
- Conducted presentations at the International Corrections and Prisons Association in Buenos Aires including "Preparing Women for Reentry with Gender Responsivity", a look at our services offered at McFarland FRCF, and "Post-Release Services for Returning Individuals - The Importance of Providing Support"





# PARTNERSHIPS AND COMMUNITY INVOLVEMENT

GEO values community partnerships and the benefits they provide to participants. These partnerships serve as valuable reentry tools when engagement begins in custody, and continues when participants are released into the community. Below are examples of positive feedback and words of encouragement from partners.

"After spending time in and out of jail and 21 days in solitary confinement, I know how it feels to be locked up. My experience with GEO was eye opening and brought me hope that our criminal justice system can dramatically improve with programs like the Continuum of Care."

— *Mike Lindell, CEO, My Pillow and Bestselling Author*

"University of the Southwest (USW) has enjoyed another great year fostering higher education at Lea County Correctional Facility. We are delighted to continue our partnership with GEO to provide education for the moral rehabilitation of inmates. Prisons throughout New Mexico are experiencing the positive impact of our graduates. We remain dedicated to providing the highest level of education in anticipation of additional positive outcomes."

— *Dr. Danny Kirkpatrick, Dean of College of Arts and Sciences, University of the Southwest*

"GEO Group and New Century Education Foundation have teamed up to install highly individualized and adaptive instructional software to improve reading and math education in both traditional classrooms and in non-traditional dorm settings. Students in a South Bay dorm averaged half a year of learning gains in math during the most recent calendar quarter, with two of 17 students gaining a full grade level. For every grade level increase achieved by an individual in prison, recidivism drops 3%."

— *Jim Griffin, President, New Century Education Foundation*

"Civics Education Project (CEP) was made possible through a partnership between Florida Atlantic University and GEO Group. CEP's mission is threefold: reduce the recidivism rate of returning citizens; make positive changes to prison culture by enrolling inmates with life sentences; and facilitate ongoing intellectual discourse and community engagement through the establishment of CEP's Civics Club. FAU students and community leaders are integral in making CEP a success for over two hundred inmate students. GEO's commitment to rehabilitation is evidenced by its support to expand CEP's course offerings."

— *Dr. Marshall Derosa, Professor of Political Science, Florida Atlantic University*

"GEO's Continuum of Care efforts have provided rehabilitation and evidence-based programming to numerous individuals in the correctional system. By providing post-release services, ranging from substance abuse treatment, to addressing basic human needs, such as housing and food vouchers, GEO has demonstrated that they are committed to transforming lives. Through these efforts, GEO has helped show others that the best way to achieve public safety is by helping change behavior through treatment and services."

— *Dr. Edward Latessa, Director, School of Criminal Justice and University of Cincinnati Corrections Institute*

"I would like to take this opportunity to commend and thank The GEO Group for assisting Lean On Me USA in the common effort to reduce the nation's prison population and at the same time, recidivism. Our programs have a positive impact on changing behavior and benefiting society. A monthly speaker series at South Bay Correctional and Rehabilitation Facility has proven to be very popular. Business and success in life are taught. Another program is the Piranha Tank Entrepreneurial Award given to a recently released inmate. The money GEO Group donates allows for office space rental, credit establishment, and support of equipment lease and business formation. GEO Group's commitment to these and other programs is greatly appreciated. We have mutual goals."

— *Kenneth McKenzie, President, Lean On Me USA Inc.*

"After spending years advocating against private prisons The GEO Group and their Continuum of Care model completely changed my perspective. The GEO Continuum of Care is the solution to reshaping the criminal justice system in America."

— *Jack Brewer, CEO, Brewer Media and Professor, Fordham University*

"Ashland University is grateful to partner with The GEO Group to help provide associate and bachelor's degrees at no cost to the student. The goal of this partnership is to offer life-changing education that gives hope and opportunities for the rest of their lives."

— *Gary Pember, Director of Outreach, Ashland University*



## Central Arizona Correctional and Rehabilitation Facility

GEO opened the Central Arizona Correctional and Rehabilitation Facility in December 2006 under contract with Arizona Department of Corrections. Central Arizona is a program-oriented facility focused on providing state offenders with rehabilitation services while in-custody, from education programs and vocational training to faith-based services and cognitive behavioral groups.

In September 2019, the GEO Continuum of Care case management components, including post-release services were implemented at the Central Arizona Facility with the addition of GEO Transition Case Managers (TCMs).

## Lea County Correctional Facility

GEO opened the Lea County Correctional Facility in May 1998 under contract with New Mexico Department of Corrections. Lea County is a program-forward facility providing enhanced rehabilitation programming to offenders returning to communities throughout the state of New Mexico. Services include education programs, vocational certification and training, faith-based services, and treatment groups.

In November 2019, the GEO Continuum of Care case management components, including post-release support services were implemented at the Lea County Facility with the addition of GEO TCMs.







## NEW CoC LOCATIONS AND SERVICES

Transition Case Managers (TCMs) provide individualized programming starting one year prior to release, allowing ample time for individuals to receive one-on-one cognitive behavioral treatment. Individuals also receive post-release services through an assigned Post-Release Case Manager starting 90 days prior to release. The two case management services work together to provide individuals with the skills, tools, and resources needed for successful community reentry.

### Key Continuum of Care components:

- Individual Cognitive Behavioral Treatment (ICBT) sessions
- Risk assessments and programs to address criminogenic needs
- Substance abuse counseling and treatment
- Educational programs and services
- Nationally recognized vocational certification training
- Faith-based services
- Continuum of Care certification with quality assurance focused on program and skills fidelity
- Transition planning through an individual release action plan
- Case management before and after release
- Post-release support services
- Dedicated 24/7 case management call center to connect individuals to support services in the community



# 2019 GEO CONTINUUM OF CARE TRAINING CONFERENCE



GEO's first Continuum of Care Training Conference was held in 2016 and served as "a call to action" to reinforce GEO's commitment to be a world leader in offender rehabilitation. The conference provided an opportunity for Chairman, CEO & Founder Dr. George Zoley and the executive leadership team to unveil a new chapter for GEO's rehabilitation services through the CoC concept, and thoroughly discuss how the GEO CoC Program would be implemented at the facility level.

In October 2019, GEO hosted the second GEO CoC Training Conference for facility administrators and select management staff responsible for leading the operation of GEO CoC facilities. The two-day conference featured presentations by GEO's Corporate CoC staff, interactive workshops, and a post-release question and answer panel. The conference provided an opportunity for facility staff to directly engage with corporate subject matter experts and former CoC participants released from GEO facilities.

The 2019 CoC Training Conference focused on operational excellence, lessons learned, and future innovations in rehabilitation programming. The event was kicked off by Dave Donahue, President of GEO Secure Services, who emphasized the company's commitment to operational excellence and human rights. Mr. Donahue was followed by Ann Schlarb, President of GEO Care, who provided an overview of the CoC's growth and continued commitment to improving rehabilitation services for individuals in our care.

Dr. Zoley discussed the development of GEO's CoC concept and the importance of implementing enhancements from lessons learned as the program continues to evolve. Dr. Zoley also addressed unique aspects of CoC, including its focus on integrated services, cognitive behavioral treatment, and continual program analysis.

During the conference, subject matter experts presented a variety of topics, including:

- Enhanced academic programs using interactive technology
- Certified and nationally recognized vocational and career training programs
- Evidence-based cognitive behavioral treatment
- Integrated case management training
- Post-release support services
- Quality assurance to ensure program fidelity
- Data integration and research outcomes



The second day of the conference was highlighted by a post-release question and answer panel which gave former CoC participants the opportunity to share their stories, and facility leaders the opportunity to gain insight into the program from the participants' point of view. The panel consisted of participants from various GEO CoC facilities including:

- Kyle H. and Kevin H. – Riverbend Correctional and Rehabilitation Facility
- Herdy C. and Nalio A. – Moore Haven Correctional and Rehabilitation Facility
- Gary S. – Graceville Correctional and Rehabilitation Facility
- Elmo G. and Jonathon K. – South Bay Correctional and Rehabilitation Facility
- Peer mentors, Amlak-I F. and Oswald N.

The peer mentors are former participants who have been successful in their return to society, and volunteer as part of the GEO CoC Alumni Services. Members mentor current participants and provide support and guidance as individuals develop pro-social skills and complete their programming.

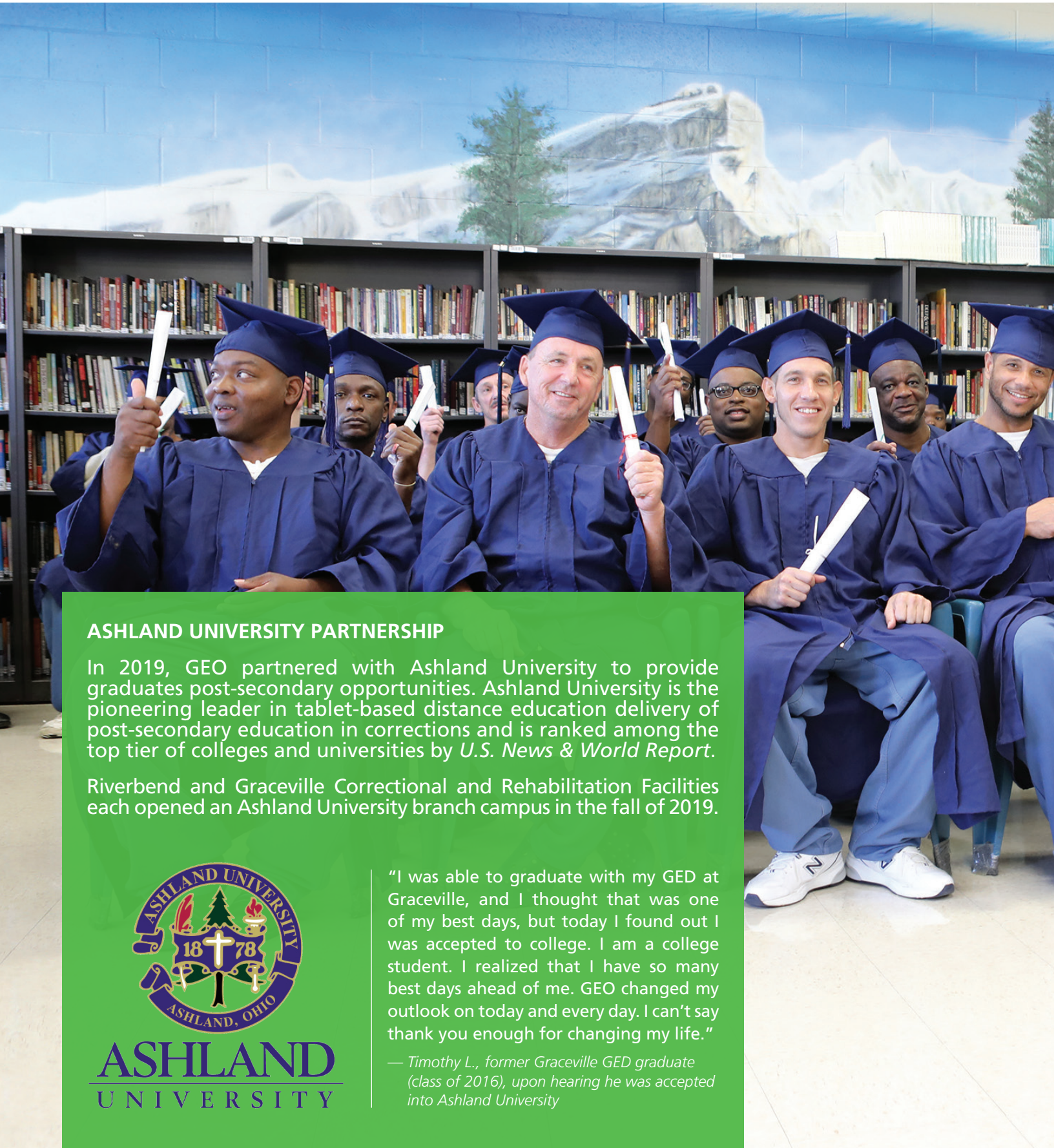
Dr. Zoley closed the conference by emphasizing the Company's continued commitment to be a world leader in evidence-based rehabilitation programming to reduce recidivism.

**"It was awesome to see and hear their success, and everyone in the room absolutely felt their success. CoC works, no doubt about it."**

*— Wilton Cloud, Assistant Facility Administrator, Graceville*







## ASHLAND UNIVERSITY PARTNERSHIP

In 2019, GEO partnered with Ashland University to provide graduates post-secondary opportunities. Ashland University is the pioneering leader in tablet-based distance education delivery of post-secondary education in corrections and is ranked among the top tier of colleges and universities by *U.S. News & World Report*.

Riverbend and Graceville Correctional and Rehabilitation Facilities each opened an Ashland University branch campus in the fall of 2019.



**ASHLAND**  
UNIVERSITY

“I was able to graduate with my GED at Graceville, and I thought that was one of my best days, but today I found out I was accepted to college. I am a college student. I realized that I have so many best days ahead of me. GEO changed my outlook on today and every day. I can’t say thank you enough for changing my life.”

— Timothy L., former Graceville GED graduate (class of 2016), upon hearing he was accepted into Ashland University





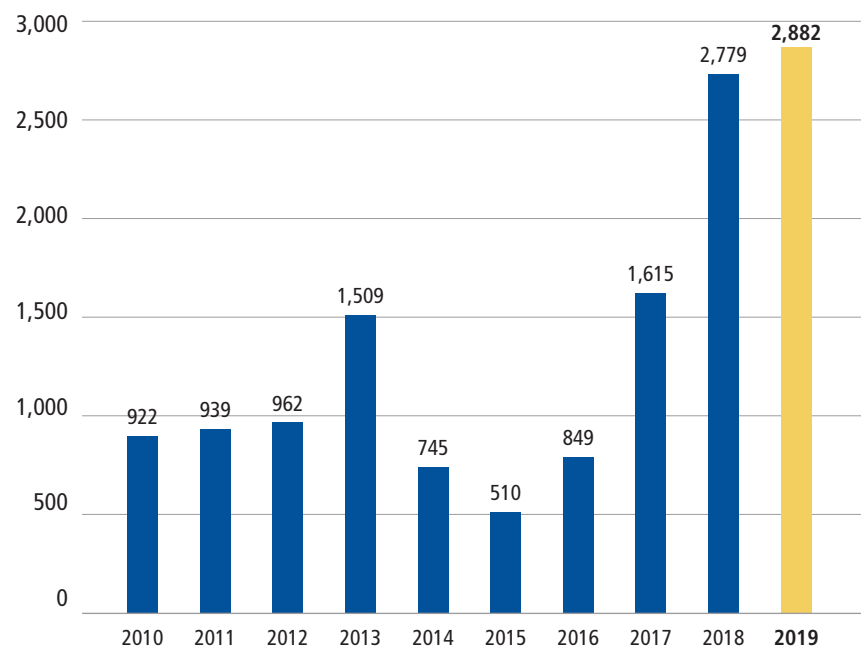
GEO's Learning Model recognizes that adverse learning experiences in youth may affect a student's capacity to learn throughout life. Providing a menu of options allows students to choose the path toward an accredited diploma that fits their learning style. Individualized Education Plans (IEPs) allow staff to work with students on their level and develop a successful learning model.

The model allows for acceleration of students learning with individualized lesson plans tailored to the student's knowledge level. The model aligns with the principles of adult learning, appealing to visual, auditory, and kinesthetic learning modalities. Instructors encourage and provoke thought by questioning and encouraging learners in an interactive Adult Learning Lab.

Academic Instructors and students have access to state-of-the-art hardware and software technologies, including SMART Boards, to develop instructional materials and complete lesson assignments.

In 2019, GEO awarded 2,882 high school equivalency diplomas. Overall, GEO has awarded 13,712 high school equivalency diplomas over the past 10 years.

### High School Equivalency Diplomas Awarded



### FORDHAM UNIVERSITY PARTNERSHIP

GEO developed a partnership with former NFL player Jack Brewer to bring one of Fordham University's Gabelli School of Business programs to select Continuum of Care sites including Graceville, Moore Haven, Riverbend, and Rivers. The course focuses on career and financial planning.



# VOCATIONAL PROGRAMS

Career and Technical/Vocational Education programs are aligned with regional and state workforce opportunities and community employers. Career Inventory Assessments are incorporated into programming to assist in skill development.

Successful participants return to their communities with a professional portfolio including examples of work, classroom hours, and on-the-job training hours. Students earn nationally recognized certificates demonstrating transferable work skills which can assist in obtaining gainful employment.

Vocational training includes:

- On-the-job training opportunities
- Professional portfolio development
- On-site licensed barbering schools

Nationally recognized certifications tracks include:

- Electrical wiring
- Paint and design
- Welding
- OSHA safety
- Customer service
- Microsoft Office Specialist, IC3
- Building trades
- Carpentry
- Plumbing
- ServSafe
- Landscape and design

GEO also offers the following state and industry recognized certifications:

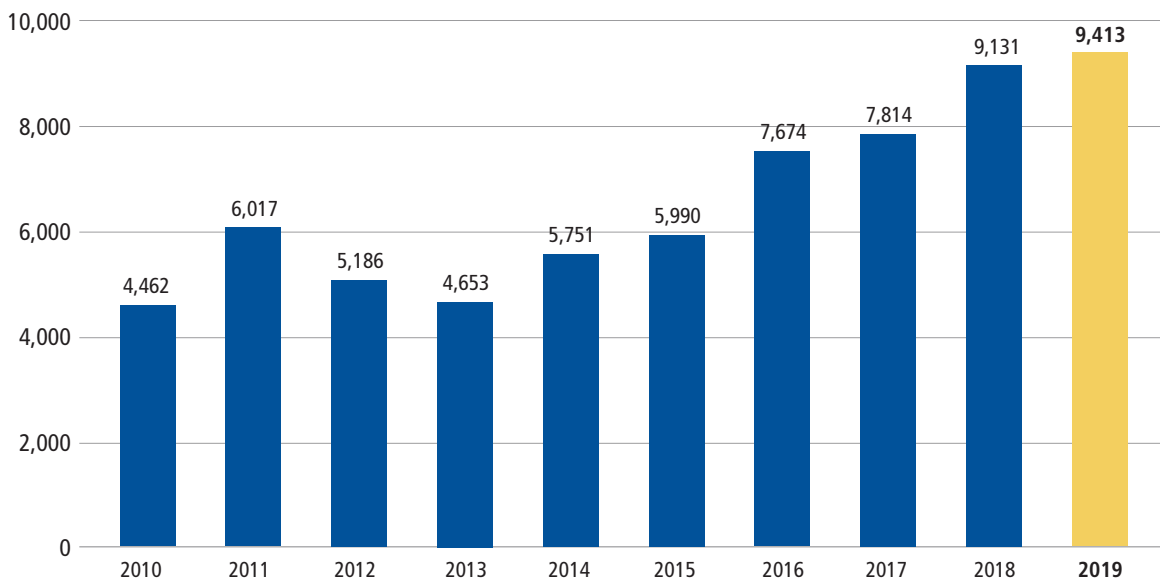
- CDL commercial truck driving
- Wastewater treatment
- Architectural drafting
- Marketing and management
- Culinary Arts
- Barbering
- Horticulture
- Forklift



**"I learned attitude is everything, opportunities that were given to me at South Bay prepared me for employment as well as helped me deal with challenges with an open mind and always focus on finding the resolution!"**

*— Miguel L., Vocational graduate and Post-Release Services participant*

## Vocational Certificates Awarded





## FAITH- AND CHARACTER-BASED PROGRAMS

The GEO CoC Division partners with faith- and character-based community groups to provide a strong foundation for individuals to participate in religious opportunities, as well as, to maintain and strengthen family and community ties.

GEO's faith- and character-based services deliver programming options tailored to meet individual and culturally unique needs of facility populations nationwide. There are approximately 47 different faith preferences represented in GEO facilities, including but not limited to Judaism, Christianity, Islam, Hinduism, Buddhism, Sikhism, Wicca, Santeria, and Odinism.

GEO's Chaplains are accredited and work to recruit, screen, approve, and train local volunteers to teach religious educational classes, facilitate faith-neutral and faith-based life skills programming, lead religious services, mentor, and act as informal spiritual advisors.

Our diligence in applying best practices ensures the opportunity for individuals to practice, assemble, choose religious dietary options, and have access to religion-specific credentialed clergy and spiritual advisors.

GEO has recruited approximately 3,000 community partners and volunteers nationwide to assist in our commitment to faith- and character-based services.

As part of our CoC Program, community partners and volunteers work directly with our Post-Release Support Services staff to coordinate aftercare and transitional housing for releasing participants. These partners and volunteers also provide mentorship opportunities for participants that continue upon their release to the community.

### 2019 HIGHLIGHTS

- 1,911 faith-based life skills class completions
- 353 faith-based substance abuse certificates
- 197 faith-based dorm graduation certificates





GEO is dedicated to providing evidence-based treatment. Substance abuse programming focuses on exploring pathways to substance abuse and is addressed through a trauma-informed treatment model.

Programming is individualized and provides a seamless transition to aftercare treatment upon release. Individualized treatment plans, developed with staff, consist of a comprehensive set of tools and strategies that address the participant's identifiable strengths and challenges. The treatment plan outlines an approach for sequencing resources and activities and identifying benchmarks of progress.

Treatment interventions address the triggers that lead to substance-abusing behaviors. They focus on life balance and the development of positive outcomes through alternative behaviors. Problem-solving skills and relapse prevention are also addressed in treatment.

Aftercare planning occurs during the final treatment phases to connect participants with community resources upon release.

## 2019 HIGHLIGHTS

- 18,038 average daily substance abuse attendance
- 8,767 participants completed substance abuse programming
- 17,000 treatment plan reviews completed

**"GEO helped me to identify that I was infected by the disease of addiction and gave me the tools that I would need to combat my disease. More importantly, I learned how to utilize those tools, and now I help those suffering with the same disease. Together, we are our cure.**

— *Nalio A., former Continuum of Care participant at Moore Haven Correctional and Rehabilitation Facility*





# COGNITIVE BEHAVIORAL TREATMENT



## CONTINUUM OF CARE COGNITIVE BEHAVIORAL TREATMENT REDUCES RECIDIVISM

GEO recognizes that the amount of cognitive behavioral treatment a person receives, known as dosage, can directly impact recidivism reduction.<sup>1</sup> Accordingly, GEO's Continuum of Care rehabilitation program includes cognitive behavioral treatment which identifies an individual's criminogenic risks and develops an appropriate treatment plan.

Cognitive behavioral programs offered at GEO's CoC facilities include both group and individual behavioral treatment, such as:

- Cognitive Behavioral Interventions for Substance Abuse (CBI-SA)
- Moral Reconciliation Therapy® (MRT)
- Thinking for a Change (T4C)
- Individual Cognitive Behavioral Treatment (ICBT) sessions

## INDIVIDUAL COGNITIVE BEHAVIORAL TREATMENT (ICBT)

ICBT sessions are structured individual counseling sessions designed to target specific criminogenic needs to reduce an individual's risk for reoffending when released. To increase the effectiveness of behavioral treatment for individuals returning to the community, emphasis is placed on offering ICBT sessions to individuals within 12 months of release.

ICBT sessions are conducted by specially trained Transition Case Managers (TCMs) who provide enhanced case management. TCMs work with participants within 12 months of release, providing pre-release planning and delivering ICBT sessions bi-weekly.

From 2018 to 2019, the number of ICBT sessions GEO provided to individuals increased from 16,409 to 36,539.

<sup>1</sup> Bonta, J., Ruggie, T., Scott, T., Bourgon, G., & Yessine, A. (2008) Exploring the Black Box of Community Supervision, *Journal of Offender Rehabilitation*



# POST-RELEASE SUPPORT SERVICES

GEO's Post-Release Services team provides unique and enhanced aftercare support for high-risk returning citizens in partnership with community agencies. Post-release services increase the probability that an individual will successfully reintegrate into society and minimize the possibility that they will reoffend.

Prior to release, a dedicated Post-Release Case Manager works with a Facility Transitional Case Manager and the participant to develop a transition plan prior to release. Upon community reentry, post-release participants receive referral assistance and support services through GEO's 24/7 call center. Post-Release Case Managers perform weekly progress check-ups and coordinate additional resources as needed to assist participants in remaining committed to their transition plan.

This innovative approach to case management was successfully implemented in six additional GEO Continuum of Care facilities in 2019, bringing the total to 19 facilities:

## Implemented in 2019

- Central Arizona Correctional and Rehabilitation Facility
- Florence West Correctional and Rehabilitation Facility
- Guadalupe County Correctional Facility
- Heritage Trail Correctional Facility
- Lawrenceville Correctional Facility
- Lea County Correctional Facility

## Implemented in 2018

- Central Valley MCCF
- Desert View MCCF
- Golden State MCCF
- Lawton Correctional and Rehabilitation Facility
- Leidel Residential Reentry Center
- McFarland Female Community Reentry Facility

## Implemented in 2017

- Blackwater River Correctional and Rehabilitation Facility
- Bay Correctional and Rehabilitation Facility
- Moore Haven Correctional and Rehabilitation Facility
- South Bay Correctional and Rehabilitation Facility

## Implemented in 2016

- Graceville Correctional and Rehabilitation Facility
- Riverbend Correctional and Rehabilitation Facility
- Rivers Correctional Facility



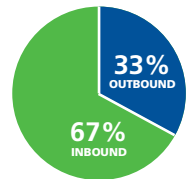
## POST-RELEASE SUPPORT SERVICES ACTIVITY IN 2019

PARTICIPANTS ..... **3,840**  
 PARTICIPANTS EMPLOYED **1,419 (37%)**



## CALLS FROM/TO GEO POST-RELEASE CALL CENTER

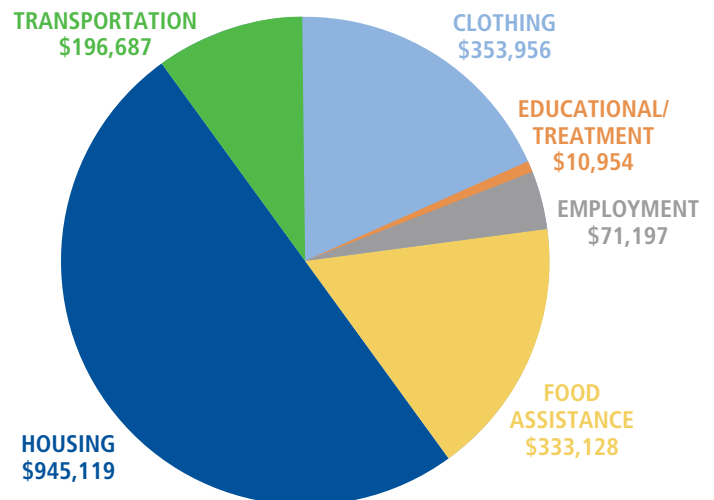
TOTAL ..... **56,456**  
 OUTBOUND ..... **18,724**  
 INBOUND ..... **37,732**



In 2019, post-release participants were provided financial support of more than \$1.9 million through Funded Individual Support Packages (FISPs), supporting 3,840 participants in the community.

A breakdown by FISP service category includes:

## 2019 POST-RELEASE FUNDING PROVIDED: \$1.9 MILLION





## Post-Release Success Stories

### Letter to current inmates from Michael H., former Continuum of Care participant, Graceville Correctional and Rehabilitation Facility

To those of you out there who believe the system is against you, I was just like you. I believed that those in charge were just going through the motions; that there really wasn't any hope or help for me.

I'm 52 years old and did 28 (straight) years in the Florida prison system. I was classified as a Habitual Felony Offender. I did my first 13 years at Raiford State Prison.

When it became obvious that in order to get out, some changes needed to be made, I transferred to Graceville Correctional and Rehabilitation Facility. I went through the faith-based program there and made use of the vocational opportunities that aren't available in the Department of Corrections facilities.

I was down to six months before my release, with no belief that someone like myself could get anywhere in society after doing all that time, that in reality society didn't want someone like me out here.

I started talking to my Continuum of Care Case Manager. She not only convinced me to give society a shot, she explained the ways GEO Post-Release Services would help me. And yes, they put their money where their mouth is.

But it wasn't just financial help I needed. Society takes some getting used to. It isn't just about all the financial obstacles you must overcome. You must have help adjusting to how society behaves out here. That's where my Post-Release Case Manager came to the rescue.

Numerous times I encountered situations that arose, where I would have handled things in a manner equivalent to how I dealt with things in prison. My Case Manager helped me to address my issues without any negative consequences.

Where am I at now in this process? Six months have passed. I have a valid driver's license and a car. I work for a large corporation, where I'm an Account Manager. I have my own place to live. But more importantly, I now have the confidence in myself that the sky is the limit.

Good luck in there. Remember, not everyone is against you. There are those who truly want to help you.



"Transitions in anybody's life can be difficult...especially someone traveling my kind of path. It means a lot to know that people still care enough to try to help. Thanks."

— James R.

"This has been a blessing. Life is hard when you get out. GEO helped me to get my life back together."

— Victor R.

"I am really thankful for the work that my case manager has done. I am very appreciative of her and this program."

— Stephen A.

"I appreciate the human-element from The GEO Group and knowing I have someone that really cares about my success. I feel like a person, a priority, and like my opinion is valued."

— Steve O.

"Don't look back at your past, that's negative. Look forward and always have a positive attitude. That's how you'll be successful."

— Bruno N.



# GEO CONTINUUM OF CARE MODEL

Our GEO Continuum of Care (CoC) concept integrates enhanced offender rehabilitation, including cognitive behavioral treatment, with post-release support services. The program is voluntary and those that participate are provided with enhanced individual transition assistance and aftercare through GEO's Post-Release Support Services.

This evidence-based treatment model begins with individualized risks and needs assessments and offers programs designed to address the specific counseling, intervention, transition and aftercare needs of each participant based on their risk and needs assessments.

## Enhanced Assessment

GEO's CoC facilities utilize scientific, validated assessment tools that assist in identifying the reoffending risks and program needs of each offender. Each individual works with an Assessment Case Manager to complete a risk and needs assessment tool to identify their specific needs in education, vocation, substance abuse, criminal thinking, as well as recidivism risk. These assessments are then used to develop individualized treatment plans.

## Enhanced Counseling

Based on their treatment plans, participants are provided counseling through cognitive behavioral treatment programs. Treatment providers work with small groups providing programs such as Moral Reconciliation Therapy (MRT), Thinking for a Change (T4C), and Cognitive Behavioral Interventions for Substance Abuse (CBI-SA).

In addition to treatment providers, we believe other facility staff may strongly influence positive change. As a result, all facility staff are provided Core Correctional Practices training. This training teaches staff the core skills needed to further support and reinforce the facility's cognitive behavioral programming by creating a positive facility culture focused on successful rehabilitation.

## Enhanced Intervention

Specially trained Transition Case Managers provide bi-weekly Individual Cognitive Behavioral Treatment (ICBT) sessions for inmates within 12 months of release. These sessions focus on the specific criminogenic needs identified in the assessment process for each participant. The curriculum model uses behavioral practice to increase skill building through real world scenarios and practice.

Engagement in Individual Cognitive Behavioral Treatment is voluntary. Voluntary treatment ensures participants are actively engaged in their own release planning process and are empowered to succeed.





“Developing release plans as a TCM is really creating new beginnings. I love being part of their success.”

— Natoshi J., Transition Case Manager, Moore Haven Correctional and Rehabilitation Facility

## Enhanced Transition and Aftercare

GEO’s CoC model connects pre-release planning with enhanced aftercare services through Post-Release Case Managers. Participants who volunteer are assigned a Post-Release Case Manager 90 days prior to their release, who works with the participant and the Transition Case Manager at the facility to develop a release plan that provides an effective transition back to society.

Once a release plan is developed, Post-Release Case Managers identify and engage community-based service providers to assist participants in meeting basic reintegration needs as they re-enter their communities. In addition to routine follow-ups by Post-Release Case Managers, post-release support services are available to participants for up to one year, through GEO’s Post-Release Call Center, on a 24-hour/7-day a week basis.

Post-Release Services include:

- Post-Release case management
- Transitional housing
- Clothing and food vouchers
- Transportation assistance
- Vocational training and job placement
- Substance abuse and mental health treatment
- Family reunification opportunities
- Educational classes





# GEORGIA AND FLORIDA OUTCOMES OVERVIEW

## SUMMARY

The GEO Continuum of Care Program is a voluntary program which attracts approximately 77% of the residents within 12 months of their release date. For those who have chosen to participate in the CoC Program, there has been shown a reduction in their recidivism. Additionally, the CoC Program leads to a positive change in facility culture benefiting the offenders, as well as the staff.

## GEO'S IMPACT ON RECIDIVISM

The outcomes and recidivism analyses found on pages 21-23 provide an overview of GEO's programming measures and demonstrates the impact the CoC program has on recidivism.

Preliminary results show a meaningful reduction in recidivism particularly for those individuals who participated in Individual Cognitive Behavioral Treatment (ICBT) sessions and post-release support services.

Figures 1 and 2 on page 21 illustrate recidivism reduction among CoC facilities in Georgia and Florida. Participants are categorized by those that participated in the full CoC model, and those that opted out of treatment. This data reinforces GEO's commitment to enhanced transition case management and the value of Individual Cognitive Behavioral Treatment.



## POSITIVE OUTCOMES THROUGH EVIDENCE-BASED PRACTICES

Additional positive outcomes are found when evaluating the offender's treatment progress through the Criminal Thinking Scales (CTS) model. CTS measure the effect of progressive treatment on the individual's antisocial cognition and attitudes. For example, as seen on page 25, participants show a reduction across all criminal thinking scales over a two-year period. These results are significant indicators for decreasing patterns of criminal behavior.

## FACILITY CULTURE AS AN OUTCOME

When implementing new programs, change in facility culture is imperative, and successful culture change requires buy-in from participants and staff. The culture of a facility is comprised of various components, including staff/participant interactions and participant program satisfaction.

GEO is dedicated to creating staff development plans that focus on a positive culture through staff and participant engagement. All facility staff are part of the treatment process. Every encounter with a participant should be meaningful, positive, and a coaching opportunity.

A positive facility culture can be verified through a few key indicators, with participant grievances being a primary source. As shown in the data on page 24, GEO's CoC facilities experienced a decline in the number of grievances filed regarding program assignments and complaints against staff, following CoC implementation.



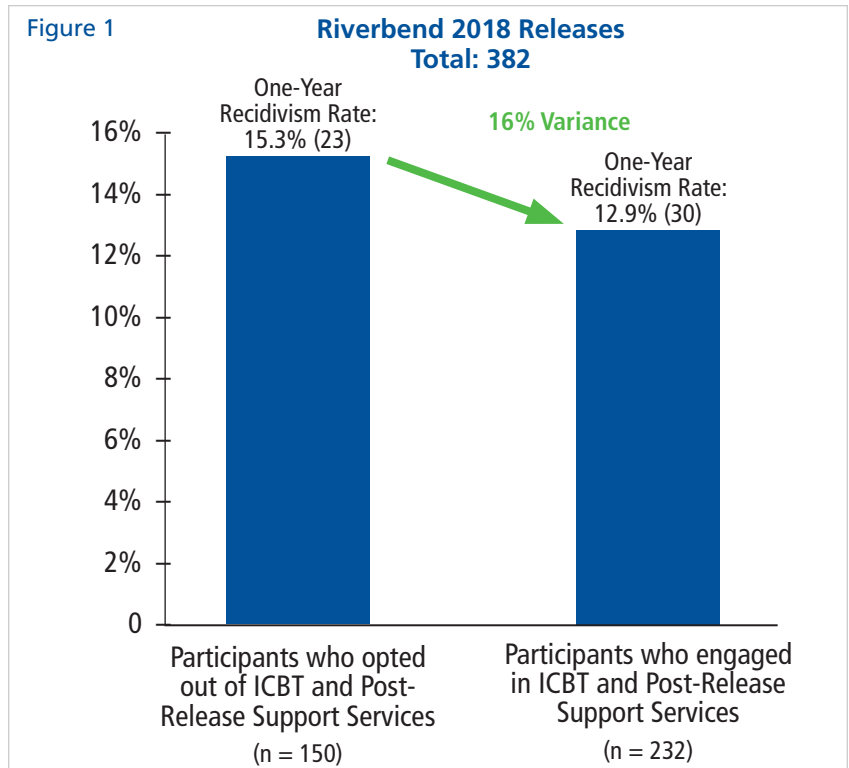


# GEORGIA AND FLORIDA STATE ANALYSES

The GEO Continuum of Care has provided enhanced in-custody rehabilitation programming, including cognitive behavioral treatment, integrated with post-release support services in Georgia and Florida since 2016 at one location in each state. These two states were the first to provide the GEO Continuum of Care Model and have the most mature data. In 2017, four more facilities implemented CoC in Florida bringing the state total to five sites. The 2018 cohorts from both Georgia and Florida as outlined below show a pattern of recidivism reduction at our Georgia facility and the five combined sites in Florida.

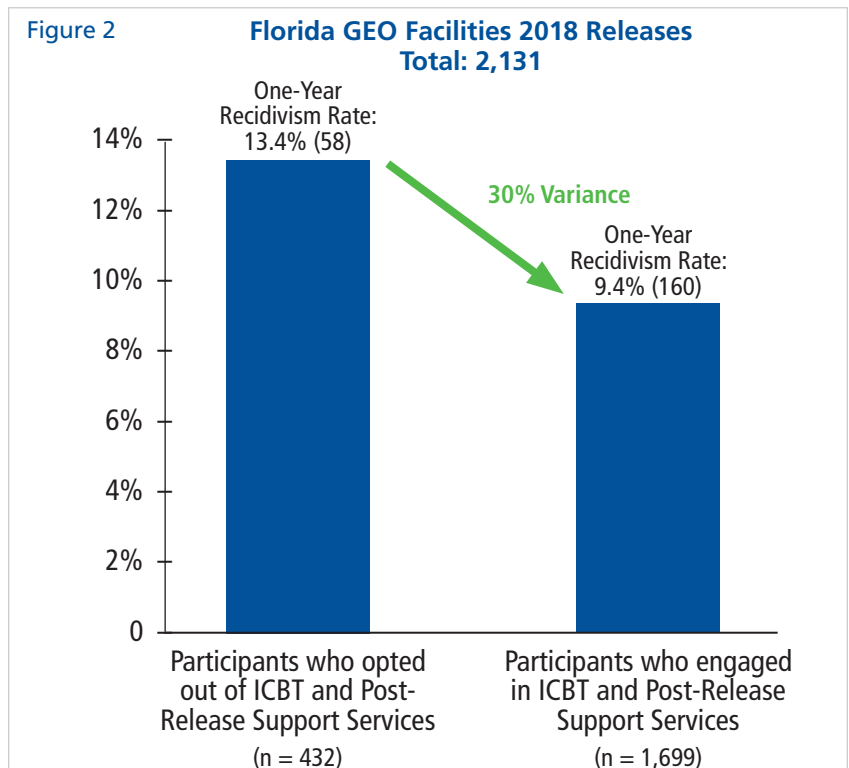
## Georgia - 2018 Release Data

- Riverbend Correctional and Rehabilitation Facility houses 1,500 medium custody adult male offenders
- 382 participants were released in 2018
- 60% of those eligible (232 of 382) engaged in ICBT and/or Post-Release Support Services
- Figure 1 shows a 16% variance in recidivism between the participants who opted out and those who engaged in ICBT and Post-Release Support Services



## Florida - 2018 Release Data

- GEO Florida: Graceville, Blackwater River, Moore Haven South Bay and Bay Correctional and Rehabilitation Facilities collectively house 7,838 community through close custody adult male offenders
- 2,131 participants were released in 2018
- 80% of those eligible (1,699 of 2,131) engaged in ICBT and/or Post-Release Support Services
- Figure 2 shows a 30% variance in recidivism between the participants who opted out and those who engaged in ICBT and Post-Release Support Services





# RECIDIVISM ANALYSIS - GRACEVILLE

## GRACEVILLE CORRECTIONAL AND REHABILITATION FACILITY

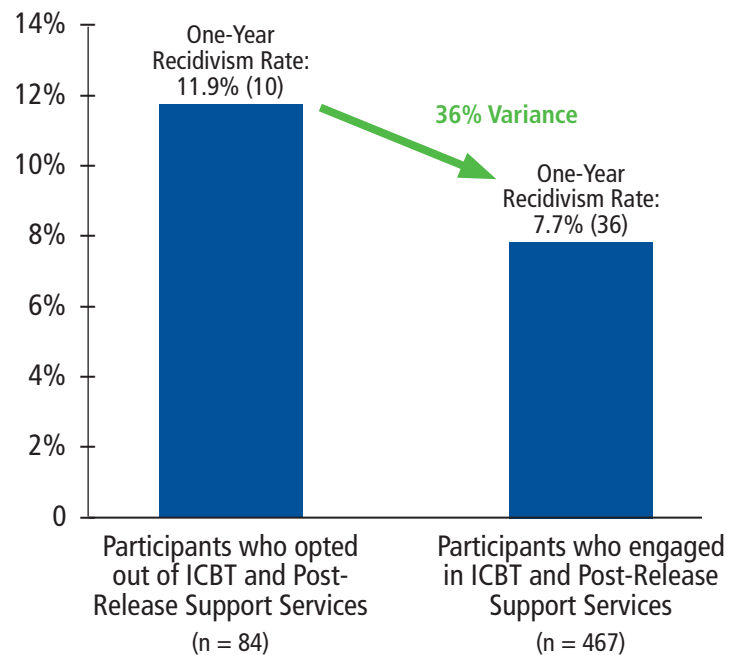
The Graceville Correctional and Rehabilitation Facility was the first site to introduce enhanced in-custody programming in 2015, including cognitive behavioral treatment. In the second quarter of 2016, Graceville was the first site in the country to activate Post-Release Support Services, engaging participants in the full GEO Continuum of Care model. The 2018 cohort of releases as outlined in Figure 3 shows the positive impact individual cognitive behavioral treatment and post-release services has had on recidivism.

### Graceville - 2018 Release Data

- Graceville Correctional and Rehabilitation Facility houses 1,884 community, minimum, medium and close custody adult male offenders
- 551 participants were released in 2018
- 85% of those eligible (467 of 551) engaged in ICBT and/or Post-Release Support Services
- Figure 3 shows a 36% variance in recidivism between the participants who opted out and those who engaged in ICBT and Post-Release Support Services

Figure 3

Graceville 2018 Releases  
Total: 551



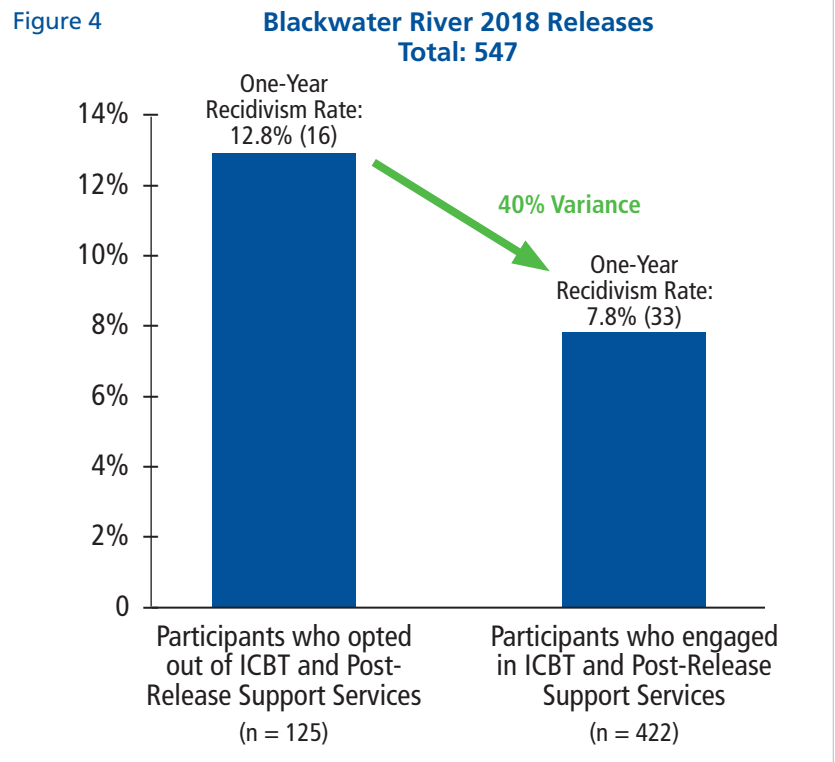
# RECIDIVISM ANALYSIS - BLACKWATER RIVER

## BLACKWATER RIVER CORRECTIONAL AND REHABILITATION FACILITY

The Blackwater River Correctional and Rehabilitation Facility was the second site to implement the full Continuum of Care model in Florida in the second quarter of 2017, providing the population with individual cognitive behavioral treatment and post-release support services. The first full year cohort of releases is 2018 and, as outlined in Figure 4, the facility has realized a positive impact on recidivism for those participants engaged in ICBT and post-release support services.

### Blackwater River - 2018 Release Data

- Blackwater River Correctional and Rehabilitation Facility houses 2,000 community, minimum, medium and close custody adult male offenders
- 547 participants were released in 2018
- 77% of those eligible (422 of 547) engaged in ICBT and/or Post-Release Support Services
- Figure 4 shows a 40% variance in recidivism between the participants who opted out and those who engaged in ICBT and Post-Release Support Services





## FACILITIES SEE A DECREASE IN GRIEVANCES WITH CONTINUUM OF CARE PROGRAMMING

The GEO Continuum of Care program supports an improved culture and living environment for both the individuals in our care and the staff.

GEO demonstrates the importance of cultural change by instituting the following at each facility:

- Core Correctional Practices (CCP) training for all staff
- Specialized training for all program staff, including Motivational Interviewing, Risk Assessment, and Cognitive Behavioral Treatment
- Specialized training for all case managers in Individual Cognitive Behavioral Treatment and Transition and Release Planning

The reduction in grievances for our Graceville and Blackwater River facilities, as evidenced below, indicates the positive effect changes in culture have on outcomes.

### Graceville Facility Grievances - 1,884 Beds

Grievance Type	2016	2017	2018	2019	% Reduction
Program Assignment	23	9	7	16	65%
Complaints Against Staff	11	5	0	0	100%
Food Service	10	6	7	8	71%
Medical	265	193	172	95	68%

### Blackwater River Facility Grievances - 2,000 Beds

Grievance Type	2016	2017	2018	2019	Reduction
Program Assignment*	36	34	16	26	28%
Complaints Against Staff	123	116	173	90	27%
Food Service	144	79	31	31	78%
Medical	802	526	254	289	61%

\*Does not include grievances filed to request a review of custody level.

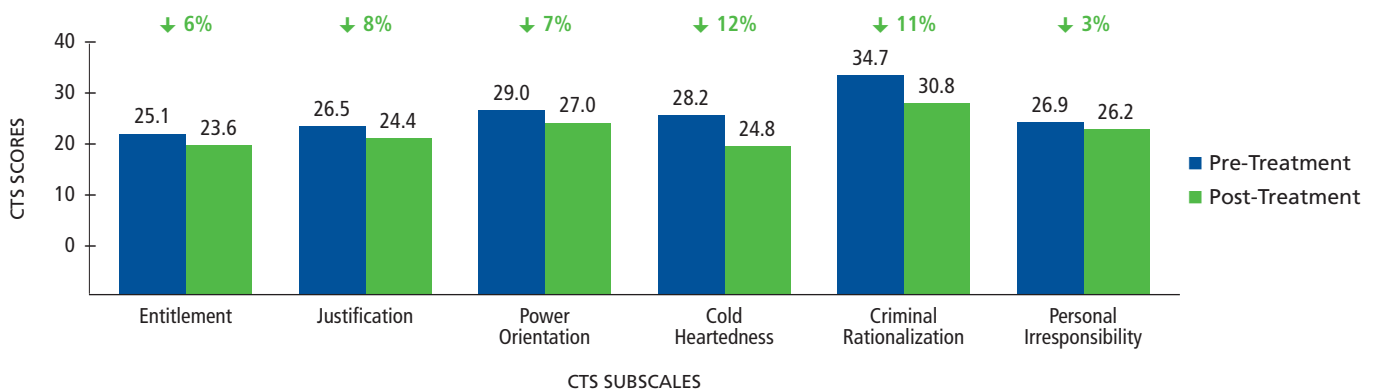
# CRIMINAL THINKING SCALES

## GEO CONTINUUM OF CARE PROGRAMMING REDUCES CRIMINAL THINKING

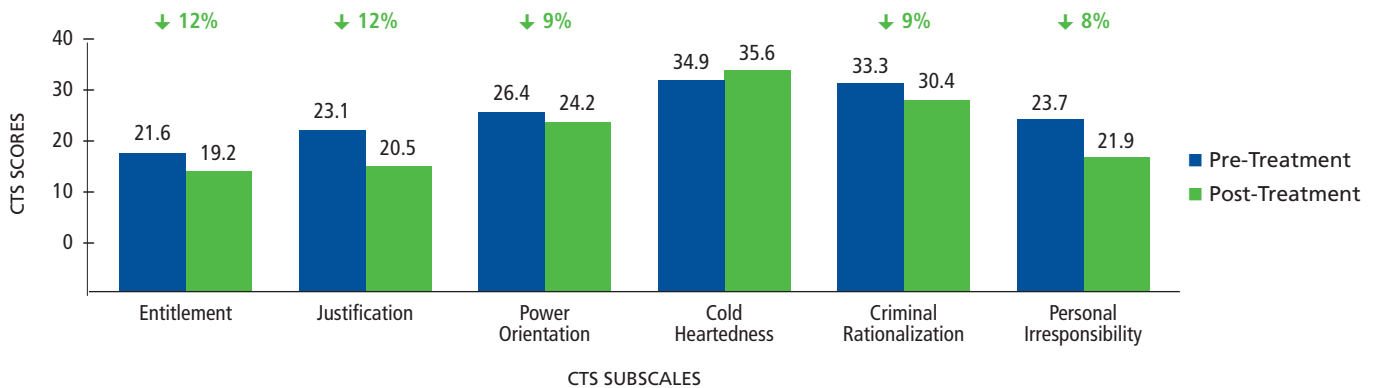
The research on “What Works” to reduce recidivism indicates that antisocial cognition and antisocial attitudes (criminal thinking) are among the top three risk factors as drivers of recidivism. The Texas Christian University Criminal Thinking Scales (CTS), a reliable and validated instrument, measures the effect of GEO’s programming on antisocial cognition and attitudes.

Pre and post-treatment CTS comparison data demonstrates that CoC participants with medium- to high-risk CTS scores pre-treatment show an overall reduction in criminal thinking post-treatment, lowering the potential for future recidivism. The two charts below show pre- and post-treatment CTS comparison data for Graceville and Blackwater River 2018-2019 releases.

### Participants at Graceville averaged an 8% reduction across all scales. Graceville Medium and High-Risk Participants 2018-2019



### Participants at Blackwater River averaged an 8.3% reduction across all scales. Blackwater Medium and High-Risk Participants 2018-2019





## Effective training is essential to ensure quality services.

The GEO Continuum of Care Training Institute has maintained an ongoing commitment to train all staff in Core Correctional Practices (CCP) through new employee onboarding and annual in-service training. CCP is an evidence-based curriculum, developed by the University of Cincinnati, focusing on recidivism reduction. The *International Journal of Offender Therapy and Comparative Criminology* defines CCP as “an evidence-based approach that can improve the quality of the prison environment and enhance prisoner outcomes.”

CCP paves the way for facilitation of a cultural shift for all staff to interact with participants focusing on rehabilitation.

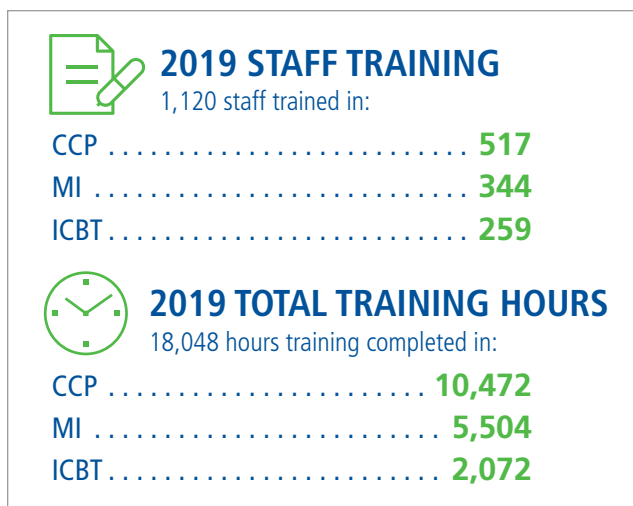
GEO’s two-day CCP training teaches staff the core skills needed to support cognitive behavioral programming. Training topics include:

- Principles of effective interventions
- Pro-social modeling
- Relationship skills
- Cognitive restructuring
- Effective use of reinforcement
- Social skills training
- Effective use of disapproval
- Problem-solving skills
- Effective use of authority
- Principles of effective behavior management systems

### ENHANCED STAFF TRAINING

GEO CoC facility staff received enhanced training on organizational culture and cognitive behavioral programs and interventions, including:

- Motivational Interviewing (MI): A cognitive behavioral intervention used by staff to engage the participant and ensure that every interaction with the participant is effective and meaningful
- Cognitive Behavioral Interventions for Substance Abuse (CBI-SA): A model that promotes life balance, and provides interventions in personal development, employment, family and peer relations, anger management, motivation for change, and accountability in sustaining recovery
- Thinking for a Change (T4C): Enhances behavioral programming and aims to reduce incidents and disciplinary reports
- Individual Cognitive Behavioral Treatment (ICBT): Addresses participants’ criminogenic need areas to reduce their risk for re-offending when released



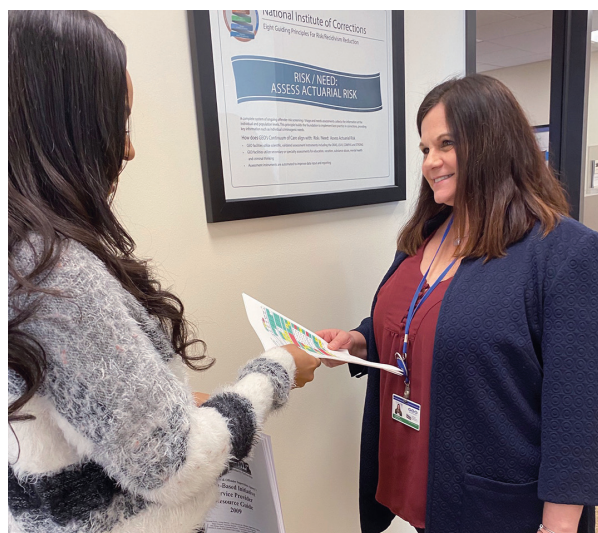
# QUALITY ASSURANCE UNIT

GEO's Continuum of Care Quality Assurance Unit is responsible for validating the implementation of and adherence to evidence-based principles at all GEO CoC sites.

In 2019, the Quality Assurance unit provided technical assistance to CoC facilities and conducted certification and re-certification assessments.

## 2019 HIGHLIGHTS

- Worked with facility leadership to improve and enhance the coaching process for new programming, the Fidelity Verification Program, and onboarding new staff
- Focused on strengthening coaching assists, best practices, and advancing programming skills for experienced staff
- Conducted 43 coaching assists for staff at GEO Secure Services facilities
- Six locations received Continuum of Care certification or re-certification assessments including:
  - Lawton Correctional and Rehabilitation Facility
  - South Bay Correctional and Rehabilitation Facility
  - Guadalupe County Correctional Facility
  - Florence West Correctional and Rehabilitation Facility
  - Leidel Residential Reentry Center
  - Bay Correctional and Rehabilitation Facility
- Conducted Assistance and Fidelity Trainings at:
  - George W. Hill Correctional Facility
  - Central Arizona Correctional and Rehabilitation Facility
  - Lea County Correctional Facility
- Replaced the Unit Observation Evaluation tool with the Core Correctional Practices (CCP) Evaluation Tool for the Fidelity Verification Program; this tool evaluates the effectiveness of CCP throughout all facilities
- Developed and implemented a risk needs assessment evaluation tool





# CHANGING BEHAVIOR, CHANGING LIVES

As demonstrated in our GEO Continuum of Care 2019 Annual Report, GEO's award-winning Continuum of Care model continues to make a difference in improving offender rehabilitation, and assisting individuals to reenter society as productive citizens.

As the GEO CoC Program continues to evolve, the CoC Division will implement enhancements in our service delivery, including:

- Providing a comprehensive introduction of the CoC program and its services to all new offenders upon initial arrival at a CoC facility to encourage increased participation
- Utilizing peer mentors and program alumni to raise awareness of the positive outcomes related to engagement in Individual Cognitive Behavioral Treatment
- Increasing community involvement and partnerships to expand the provider network for Post-Release Support Services
- Expanding partnerships with academic institutions to evaluate the design, effectiveness, and outcomes of the CoC program

The growth and success of GEO's Continuum of Care program is supported by a team of dedicated professionals, committed to improving offender rehabilitation and reducing recidivism. We are committed to positively changing behavior and changing lives for those entrusted to our care.



# LEADERSHIP

## EXECUTIVE STAFF



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**Angela Geisinger**  
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**Craig Spatara**  
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**Aaron Knight**  
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