



# GEO CONTINUUM OF CARE® ANNUAL REPORT 2021

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

# Letter from George Zoley, Executive Chairman



During 2021, the GEO Group continued to demonstrate our commitment to providing rehabilitation and employment support services with proven recidivism reduction solutions. Our contribution to criminal justice reform is the GEO Continuum of Care® (CoC) program. Through CoC, GEO provides enhanced in-custody rehabilitation programming, including cognitive behavioral treatment, integrated with post-release services.

GEO's Continuum of Care® program provides holistic program delivery, and our entire team plays a cohesive role in individual success, whether providing case management, employment coordination, education, or support services. Behavioral treatment is a core GEO value, and our staff helps individuals set and attain goals in preparation for a return to society. Participants receive critical in-custody support services tailored to their specific needs which bridge gaps, reduce the likelihood of recidivism, and promotes successful community reintegration.

The assessment-driven, individualized approach to rehabilitation focuses on life balance while addressing criminogenic risk. Facility staff provide career and technical education, faith-based services, with key emphasis on core skills such as resourcing, accountability, communication, responsibility, and motivation to change. Staff works with resident advisory councils or peer mentors to develop a daily activity schedule and event calendar, ensuring the community is a valued part of the process.

This report summarizes the many accomplishments that our CoC team achieved throughout the year. Highlights include our continued commitment to safe and secure operations, quality workforce development and retention, and resource dedication for participant success. GEO continues to develop programs and opportunities intended to assist with successful reentry, including our investment in expanding alumni services and family reunification programming. These programs use proven techniques in promoting healthy

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development of prosocial activities and support.

The CoC Training Institute rolled out the nationwide Evidence-based Practice (EBP) Academy. The workshop series focused on the integration of EBP and clinical expertise related to participant management.

In 2021, we continued to show our commitment to rehabilitation and employment by hiring justice-involved individuals as Post-Release Case Managers. These successful individuals now work in the Post-Release call center, providing services to those returning home.

GEO has been a trusted service provider to our public sector partners for more than 30 years, and we are proud to be a world leader in offender rehabilitation. Our team will continue providing the critical, holistic support services that are proven to reduce recidivism and improve the lives of those in our care. Outlined within this report are the key highlights of our commitment and focus.

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## 2021 GEO CONTINUUM OF CARE® FACT SHEET

At the close of 2021, the GEO Continuum of Care® program was implemented at 15 GEO facilities, comprised of 13 state correctional facilities, one county facility, and one international facility.



### POPULATION

Total Eligible Population .....	45,728
Total Program Participants .....	27,731



### PARTICIPATION

Total Programming Hours Completed .....	2,777,252
Behavioral Program Completions .....	38,601
Individual Cognitive Behavioral Treatment Sessions Completed .....	33,219
Average Daily Vocational Attendance .....	4,895
Average Daily Academics Attendance .....	3,791
Average Daily Substance Abuse Attendance .....	6,947
Total Substance Abuse Completions .....	5,520
Total Vocational Completions .....	6,815
Total High School Equivalencies Issued .....	2,107
Average Program Participation Hours per Participant .....	167



### POST-RELEASE SUPPORT SERVICES SUMMARY

Total Post-Release Participants .....	4,504
Total Post Release Participants in community .....	1,868
Participants Employed in 2021 .....	808



### STAFF DEVELOPMENT

Total Staff Trained .....	8,987
Total Staff Training Hours .....	67,119

“I feel blessed to have had the people in this program come into my life and show me how to change my life. The lessons learned opened my eyes to a whole new world.”

— JAIME G.



**Arizona Department of Corrections and Rehabilitation Facility**

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

**Florida Department of Management Services**

- Blackwater River Correctional and Rehabilitation facility
- South 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**

- 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 Center

**Australia – Corrections Victoria**

- Ravenhall Correctional Centre

## GEO CONTINUUM OF CARE® MODEL

Enhanced  
Assessment

Enhanced  
Counseling

Enhanced  
Intervention

Enhanced  
Transition

Enhanced  
Aftercare

The GEO Continuum of Care® (CoC) program model integrates enhanced rehabilitation programming, including cognitive behavioral treatment, with post-release support services. This evidence-based treatment model begins with individualized risk, needs assessments, and offers programs designed to address the specific needs of each participant based on their assessments.

### CREATING A PROGRAM ROAD MAP OF CHANGE

Every participant is provided a program roadmap unique to his or her needs. Individuals will receive multiple assessments and/or reviews. Individualized program plans are based on identified risk and needs as well as short- and long-term goals.

### ENHANCED ASSESSMENT

GEO CoC facilities utilize scientific, validated assessment tools that assist in identifying the reoffending risk and program needs of each offender. Working with an Assessment Case Manager, each participant completes a risk and needs assessment to identify their specific needs in the areas of counseling, education, vocation, substance abuse, criminal thinking, and risk of recidivism. The assessment findings are used to develop individualized treatment plans.

### ENHANCED COUNSELING

Based on a tailored treatment plan, participants receive counseling through Cognitive Behavioral Treatment (CBT). Treatment facilitators work with small groups to deliver programs such as Moral Reconciliation Therapy® (MRT), Thinking for

### Key program components include:

- Individual counseling
- Group counseling
- Individual Cognitive Behavioral Treatment (ICBT)
- Reentry planning & preparation
- Substance abuse treatment
- Academic services
- Career & technical education
- Health & wellness activities & tournaments
- Onsite job assignments & skill training
- 24/7 program services (including after-hours)
- Motivational enhancement
- Family reunification programs
- Employment or educational support services for financial independence
- Alumni and peer mentoring
- Post-release services



a Change (T4C), and Cognitive Behavioral Interventions for Substance Abuse (CBI-SA). We believe all facility staff influence positive change. As a result, facility staff are provided Core Correctional Practices (CCP) training, which teaches staff the core skills needed to create a positive facility culture focused on successful rehabilitation.

### ENHANCED INTERVENTION

Specially trained Transition Case Managers (TCMs) provide bi-weekly Individual Cognitive Behavioral Treatment (ICBT) sessions for individuals within 12 months of release. These sessions focus on the individual's specific criminogenic needs as identified in the assessment process. The curriculum model uses behavioral practice to increase skill building through real world scenarios and practice. Participation in ICBT is voluntary to ensure participants are actively engaged in their own release planning process and empowered to succeed.

### ENHANCED TRANSITION AND AFTERCARE

The GEO CoC model connects pre-release transition planning with enhanced aftercare services through Post-Release Case Managers (PRCMs). Participants who volunteer are assigned a Post-Release Case Manager 90

days prior to their release. The PRCM 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, the Post-Release Case Manager identifies and engages community-based service providers to assist the participant in meeting basic reintegration needs. 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, available 24-hours/7-days a week.

### POST-RELEASE SERVICES INCLUDE:

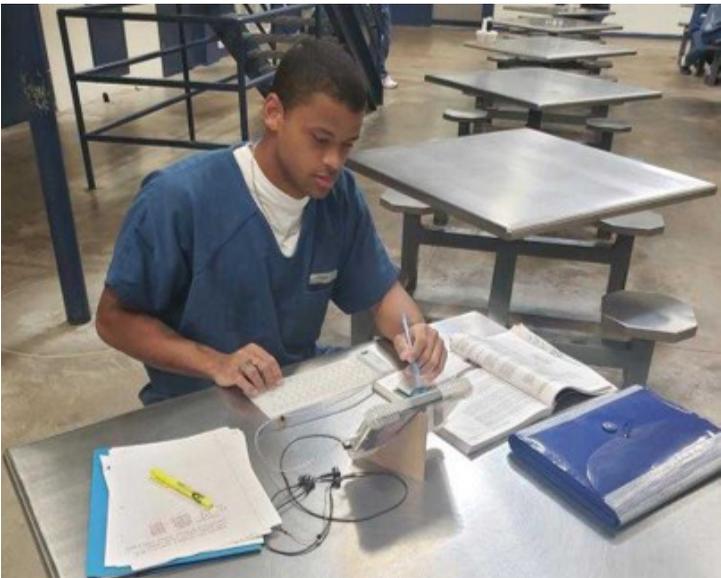
- Post-Release case management
- Transitional housing
- Clothing and food vouchers
- Transportation assistance
- Vocational training and job placement
- Substance abuse and mental health treatment
- Family reunification opportunities
- Educational classes

### TRAINING INSTITUTE

For an organization to remain competitive, workplace learning, and training are essential. The staff development team provided a menu of blended learning and development opportunities for GEO staff across all service lines over the past year. Highlights include:

- 8,987 total employees trained
- 67,119 total hours of training completed
- Staff development through a variety of training topics, self-guided learning paths, and increased accessibility and utilization of the web-based platform
- Kept field staff up to date on evidence-based research and practices through a monthly webinar series in the second half of 2021; staff were enthusiastic about attending, and each webinar averaged 115 staff from across all lines of service

## POST-RELEASE SERVICES-WE ARE GEO



The CoC Post-Release Support Services Department provides intensive case management and develops community partnerships with a singular focus of reducing recidivism. The Post-Release Department is unique from any other organization in the world. GEO has created a truly seamless process for delivering services. No one is released from a GEO facility without, at a minimum, food, clothing, shelter, and a 24/7 advocate/coach/crisis manager. Participants need an individualized plan in place before they are released as well as ongoing support. This support is vital in the first few days of release and throughout the first year.

GEO's Post-Release Services began operations in July 2016. GEO's voluntary, person-centered approach provides individuals with a dedicated PRCM. Participants receive referral assistance and support services through their PRCM and GEO's 24/7 call center upon release. The department is staffed with case managers dedicated to serving those released into our communities.

Since 2016, CoC has provided over six million dollars in support service dollars for individuals released into the community. Services include, but are not limited to housing, behavioral health and after care addiction treatment services, employment training, job placement, transportation assistance, food, clothing, and education services.

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"I will forever be humbled beyond measure by the supportive environment I stepped into on December 3, 2019. Growing up in severe poverty and spending 19 years incarcerated, I had no idea what to expect coming to work in the GEO Group's World Headquarters. However, I will never forget walking into a room full of my peers passionately motivating and advocating for people who were still in prison or recently released. That room was the Post-Release Call Center, and they were helping people all over the country. My coworkers, I would come to learn by name, but I prefer to call them what they really are, superheroes. After witnessing their passion day in and day out, there really is no other fitting label. It is a true honor to work for a company who, through the Executive Chairman's vision, recognizes the value of individuals with lived experience in the justice system. To look around the call center and see my comrades helping to change behavior and change lives is truly fulfilling. Collectively, WE ARE GEO!"

— Amlak-I Foley, Post-release Case Manager

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"As a returning citizen, I'm intimately aware of the challenges one faces when returning to society. It's hard to grasp the complexity of change a person must endure during any period of incarceration. This is where my experience comes in. I know the system and have broken free of its design. It's a very taxing process, especially if you must walk that path alone. Delivering the services GEO offers to promote growth and stability for returning citizens fills me with a sense of achievement. I'm grateful for the opportunity to help the next person rise up."

— Rashod Wiggins, Post-release Case Manager

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"If there is one thing that I have learned in the past four years working as a Post-Release Case Manager, is that everyone deserves a second chance. I entered the criminal justice field because I have a passion for helping others. I started my tenure with GEO as an intern and when I graduated, I was given the privilege to work with Post Release Services. By giving our clients the tools, they need they can become successful in their community and throughout life. Nothing is more rewarding than working as a Post-Release Case Manager. I can help the clients in my care reunite with their families, build dreams, and accomplish goals they have never had the ability to do in the past. Over the years, I have seen the program evolve into a strong support system that our clients can utilize for resources and opportunities that they never had access to before. By changing their thinking, our clients can become the best version of themselves. The best worker, the best parent, the best sponsor, the best role-model, the best humanitarian. I am grateful for the opportunity to be a part of a program that continues to motivate and inspire others. No matter what occurred in the past, you can still pave a new path for a better future."

— Kamila Timaul, Post-Release Case Manager

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## HEROES WORK HERE



Day after day, the dedicated GEO men and women work as agents of change. 2021 proved to be a challenging year. As a workforce, GEO persevered in the face of a global pandemic. Our facility staff, OUR HEROES, never faltered, and so the doors of opportunity never closed.

Throughout 2021, GEO surveyed participants, community partners, and facility administrators to spotlight team members who went above and beyond to promote the values of operational excellence.

**Captain Tony West** has been employed with the GEO Group since January 2014. Tony West can always be depended upon to be to work on time, and with a positive teamwork attitude. He assists tremendously with the training of newly hired staff and ensures that they learn and understand the importance of their job as correctional officers. Tony implements a hands-on learning rapport and provides step-by-step instruction on various job details while providing feedback on each step. Trainee staff who are enrolled in the corrections academy call him weekly to provide updates on their progress anytime they take a test, and he reaches out to staff who are out of leave to check on them when they are dealing with personal issues. When not on duty, Tony serves a referee in the community in various high school sports. A veteran who served in the U.S. Army, Captain West is an invaluable asset to Moore Haven Correctional and Rehabilitation Facility and has become a pioneer in the field of corrections.

**Kelvin Spencer** is a stellar employee, who is an extremely committed, hardworking, and responsible individual. Kelvin dutifully performs multiple jobs with total dedication and enthusiasm.

Kelvin is also the consummate team player; he assists in implementing not just the department's programs but also GEO's corporate mission. Volunteerism is in his DNA. He eagerly answers the call of duty any time another department needs someone to assist with a project. He performs multiple tasks with zest and great passion; the word "no" is not in his vocabulary. Kelvin is the facility's indefatigable servant leader. Kelvin Spencer is a professional and deserves to be recognized for the significant contribution he continues to make at South Bay Correctional and Rehabilitation Facility and The GEO Group. He is a GEO hero!

**Michael Root** is an exemplary employee deserving the honor of GEO Hero. He started 15 years ago as a Correctional Officer and was promoted to Sergeant, Lieutenant, and now LT/Records Manager. Mike handles his responsibilities without fail, and he performs his job flawlessly. He is a mid-level manager who interfaces with every personnel level of George W. Hill Correctional Facility. He also is a liaison between the jail and the judicial system and most if not all surrounding county jails and the Department of Corrections. His primary duty entails review of all releases from our facility, which were approximately 6,500 last year. In addition to this task, he is also responsible for the daily operations of the Records Department, which manages 1,500 inmates daily on average. Mike has gone above and beyond to assist Medical, Programs, Case Management, and Security to efficiently handle their respective operations.

**Terra Albanese** is the facility Food Service Manager and has been with the facility for over eight years, and four in her current role. Terra worked extremely hard to overcome the many obstacles the facility endured over the last year. The pandemic led to understaffing in all areas within the facility. The kitchen struggled with supply chain issues, equipment failures, and worker shortages.

Terra's dedication to the facility is demonstrated in many ways, from being an inspirational leader to working additional shifts to provide relief for her staff. Terra is an irreplaceable asset to the GEO family.

**Kevin Shields** is the Programs Director at Blackwater River Correctional and Rehabilitation Facility. Kevin went above and beyond during COVID-19 to ensure the population still received educational and vocational activities. Kevin ensured the participants were able to continue GED testing while still meeting social distancing requirements. He was able to assist 41 residents in obtaining their GED in 2021. Kevin is very active in the classrooms by encouraging the residents to obtain vocational programs for their successful transition home. He holds staff and residents accountable. Kevin was selected for Supervisor of the Year for Blackwater River due to his unwavering commitment to the facility and those entrusted in our care.

**Andrew Beguhn** is responsible for supervision and management of our Addiction Recovery programming, our Purposeful Living Unit, religious services, suicide prevention program, offender library, and Continuum of Care®. Andy is always ready with creative solutions to the often perplexing and unexpected challenges that come our way daily. He can quickly pivot and take up a new approach to an old problem

## HEROES WORK HERE

and works tirelessly to ensure details are handled. He is an outstanding role model to other leaders at the facility, a graduate of the Indiana Commissioner's Experienced and Emerging Leaders program and applies his decision-making authority deftly. He never asks another staff to do a task he is not familiar with and isn't willing to do himself.

**Mary Coonrod** has been working at Phoenix West Correctional and Rehabilitation Facility since inauguration in 1995. During Mary's tenure, she has supervised the following areas: Library/Resource Center, Records, Religious Services, Recreation, Maintenance, Medical, Food Service, and Programs. Until approximately two years ago, she served as the Qualifying Party for the company's security guard licensing through the Arizona Department of Public Safety. She was heavily involved in the first several correctional officer academies, teaching, and liaising with ADC (MH – what is this?) monitors. She has served as the EEO/AA (spell out) liaison for the facility since she was hired. She is an eight-year member of the Arizona Board of Behavioral Health Examiners which is appointed by the Governor's office.

Mary has inspired many women in corrections and continues to be a role model. Since she joined the corrections field, Mary fights for what is right. She is a hard worker and is always happy to assist and train others. Mary is a wealth of knowledge and a huge asset for Phoenix West. We are fortunate to know and work with her.

**Dustin Patton** began his career at the New Castle Correctional Facility in 2002 as a Correctional Officer. Dustin stayed with the facility as it transitioned from being operated by the Indiana Department of Correction to the GEO Group in 2006. He was promoted to the rank of Sergeant and has since been a positive influence for his coworkers and the offender population. Sergeant Patton goes

above and beyond what is expected of him on a daily basis. He has served as a mentor to new employees and many current supervisors name him as a role model for them as well. Sergeant Patton currently supervises the facility's lock shop. In addition to his duties at the facility, he is frequently called upon to assist other agencies with lock and key issues, namely the local county jail. Sergeant Patton does a fantastic job in representing the facility and the company in a positive light. We are thankful to have Dustin Patton as a member of our team.

**Larry Lee**, Thinking for a Change & Addiction Recovery Staff member at Heritage Trail Correctional Facility is a GEO Hero. Larry's energy and commitment is recognized by his peers and the participant population. Larry not only has a full caseload for the Addiction Recovery Program but continues to facilitate Individual Cognitive Behavioral Treatment sessions for facility participants. He truly is a hero.

**Riverbend Security Department** at the Riverbend Correctional and Rehabilitation Facility successfully sponsored a holiday toy drive for Milledgeville community children. Over a course of four weeks, team and community partners were able to collect roughly 210 toys for children of all ages. In effort to make the toy drive a success we partnered with Baldwin County Family Connection, Attorney Hogan Harrison-Walton, Collins P. Lee Community Center, and 100 Black Men of Milledgeville-Oconee. The toy drive sparked such energy in the community that additional items were donated from Linus Project and other community members and leaders. Many of the Riverbend staff were born and raised in the local community and this event made it very special. Riverbend was able to establish a positive presence in the community as well as build a relationship as a supportive employer.



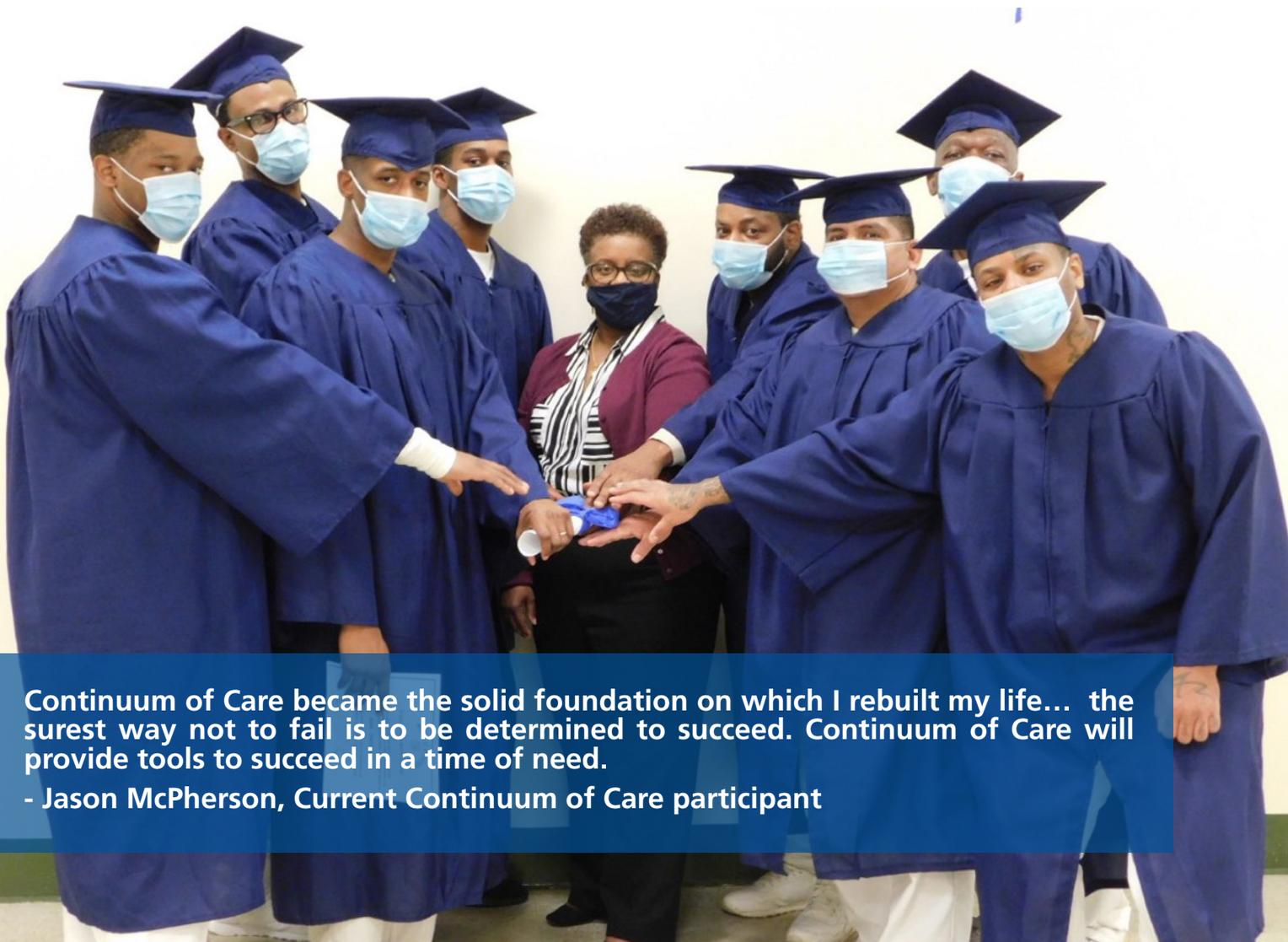
## ACADEMIC PROGRAMS

The audience applauds as the speaker announces, "I now present the class of 2021." The sea of blue caps and gowns smiles as the crowd cheers them on. Despite challenges from the ongoing pandemic, 2021 was filled with graduations celebrating the hard work and dedication of our students. Whether students were able to transition back in the traditional classroom or attended virtual instruction in a socially distanced environment, our common goal has always been to provide meaningful education and rehabilitation experiences and promote a lifetime of learning and positive change. The impact of the COVID-19 pandemic changed our landscape, but it did not change our outcomes. The GEO Learning Model has proven to be our best defense against trials brought on by the pandemic.

Our trauma-informed approach to learning reduced anxiety and stress while motivating the learner to achieve more.

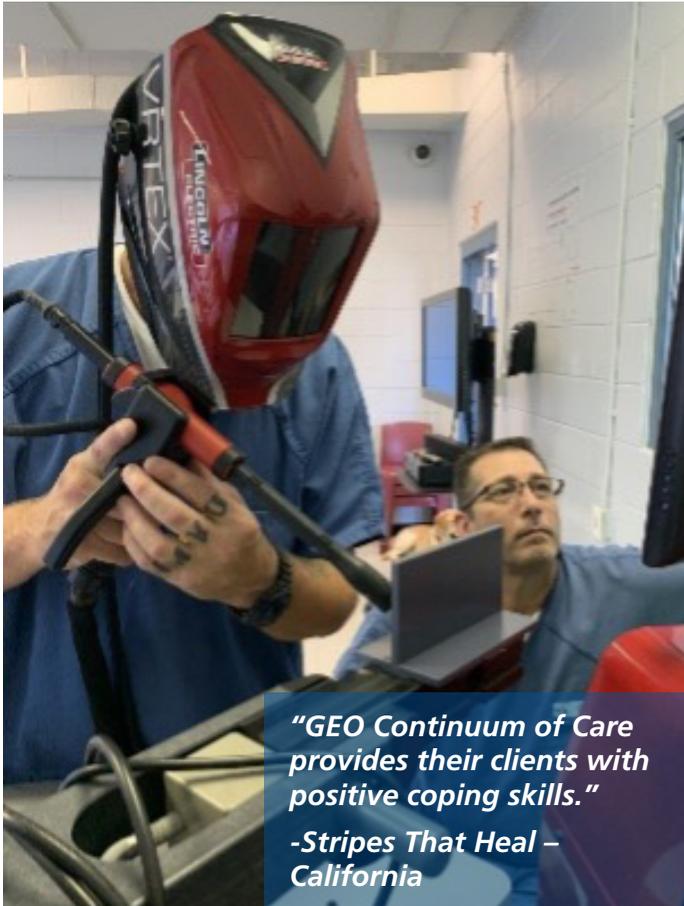
GEO staff are equipped to meet all learning styles. Education hallways, dorms, and classrooms provide a safe and open atmosphere for learning. The GEO Learning Model is designed to transform students into lifelong learners.

- Students are included in mutual planning of methods and curricular directions
- Students work with instructors to diagnose their own learning needs
- Students formulate learning objectives
- Students partner with instructors to evaluate their learning plans



**Continuum of Care became the solid foundation on which I rebuilt my life... the surest way not to fail is to be determined to succeed. Continuum of Care will provide tools to succeed in a time of need.**

**- Jason McPherson, Current Continuum of Care participant**



GEO prides itself on providing a full continuum of education services. Through a partnership with Ashland University, Individuals can transition into full time college students. Ashland University offers a full menu of degree options at no cost to the student. GEO students enrolled in Ashland are seeking degrees in the following areas:

- Associates of Arts in General Studies
- Associate of Arts in Business
- Associate of Arts in General Studies with a Concentration in Business
- Bachelor of Arts Communication Studies
- Bachelor of Science in Interdisciplinary Studies
- Business Management Minor
- Business Administration Minor
- Sociology Minor
- Religion Minor

## CAREER & TECHNICAL EDUCATION (CTE)

GEO Continuum of Care® is committed to implementation of flexible and innovative training approaches which lead to transferable work experience. GEO Career and Technical Education (CTE) programs are designed in partnership with community advisory boards and are developed to meet the needs of the current labor market. Participants have access to programs that provide industry, state, and national certification tracks. These programs, aligned with regional and state workforce opportunities, offer individuals a greater chance of obtaining employment, higher earning potential, increased job satisfaction, marketable work skills, and assistance on how to maintain employment. It is our goal for participants to return to their communities with professional portfolios that highlight their occupational craft knowledge and skills.

### **NCCER/ Reaccreditation:**

**GEO received the National Center for Construction Education and Research (NCCER) reaccreditation in September of 2021. NCCER is a nationally recognized, accredited, uniform training standard that establishes the benchmark for quality vocational training and skills assessments. NCCER developed the training system with the assistance of the construction industry to provide a defined career path through industry-recognized credentials that are audited every three years.**



## GEO ACADEMY CAREER SERVICES

Career Services provides an additional resource during post-release participation. Since inception in 2020, there have been more than 800 post-release participants and alumnus who assisted with employment services and placement throughout the various GEO Regions. Career Assessments are scheduled two to three weeks prior to a participant's release or after release by post-release case management. Through the referral process, participants and alumnus receive:

- Career interest assessments
- Employment skills assessments
- Career counseling and guidance
- Resume development
- Job search and on-line application submission
- Career training and post-secondary education referrals

## 2021 HIGHLIGHTS

- New partnerships were developed with Ligonier Ministries in Florida, Deep Heart Musical and Theatre Troupe of Nevada, and the Prison Evangelistic Ministry in Texas. Ligonier Ministries generously gave each of our Chaplains a \$500.00 credit to be used to purchase any religious resource materials they may need or want from the Ligonier on-line bookstore. Deep Heart performed seven live concerts for the populations at our Phoenix-West and Kingman, Arizona facilities, and Prison Evangelistic Ministry gave 15,000 bible study materials to 31 of our facilities.
- Faith-Based Services, working through The GEO Foundation, secured a \$5,000.00 donation to The First Responders Appreciation & Challenge Event (FRACE) to sponsor an athletic competition to raise funds for our

local first responders. First responders normally include paramedics, emergency medical technicians, police officers, firefighters, rescuers, military personnel, public works, and other trained members of organizations connected with this type of work. The purpose of FRACE is to raise higher education scholarship funds for the dependents of first responders killed in the line of duty. This is yet another example of GEO's care and concern for the local community.

- Prison Fellowship partnered with GEO to provide 5,000 bibles in English and Spanish and 11,246 faith-based study guides to include a "Prison Survival Guide" that addressed issues confronting the incarcerated such as worry, depression, and boredom. For many, prison seems like a dead end. These useful materials help the resident "see the light at the end of the tunnel." We are most thankful for the outstanding relationship we enjoy with Prison Fellowship.
- The CoC division partnered with Lean on Me USA, as well as Prison Fellowship, to provide a mentoring team of local professionals and graduates of the GEO CoC program to encourage and motivate the youthful offenders at Everglade Youth Academy. The pilot program encouraged participants to start the re-entry process as early as possible to reduce the risk of generational incarceration. In addition, 750 bibles were donated to Everglades and the other Youth Academy facilities in Florida.



## FAITH- AND CHARACTER-BASED PROGRAMS

"I want to take this time to sincerely thank The Geo Group and Prison Fellowship for providing bibles to all the youth here at Everglades Youth Academy. These bibles were provided to each of the 68 young adolescent males here over the Christmas break! Coach Greg Mooreland oversaw personally handing and presenting each youth with a bible. The youth were ecstatic and very much appreciative of the gift. Many staff inquired about receiving a bible as well and I am pleased to announce that we were able to provide one for each request. The most common feedback pertaining to the bibles was the admiration of the "large print." With the abundance of bibles donated, we were able to provide bibles to our sister facilities as well. Again, thanks for the generous donation as it was greatly appreciated."

Carlos Harris  
Facility Administrator  
Everglades Youth Academy

### **Chaplain Michael King receives Aleph's 5781 "Chaplain of the Year" Award**

Chaplain Michael King, Chaplain at South Bay Correctional Facility (GEO), was awarded Aleph's Chaplain's Award for the year 5781/2021. Each year, Aleph tries to recognize those individuals who have demonstrated a commitment to furthering religious diversity and practices in institutional environments.

While Aleph is a Jewish organization, our award is intended to recognize and honor efforts on behalf of all religious practices and faiths. Chaplain King goes beyond the call of duty to ensure that religious practices and observances are accommodated and makes sure that volunteers are always welcome.

### **Chaplain Aaron Knotts of Phoenix-West recognized as the Children's Champion Award recipient**

Dear Chaplain Knotts,  
Congratulations!

As a representative of ASP Phoenix West in Arizona, you are being awarded the Angel Tree Partner Award as the State Winner of the Children's Champion Award: Top performer in recognition of your efforts and enthusiasm in connecting separated families this holiday season. As a result of your award, Prison Fellowship is allocating a charitable award to your facility. This charitable award is to be entirely and exclusively directed to the correctional facility's chaplain library.

We are proud of the work all our Chaplains do every day to ensure religious accommodation is met, spiritual guidance is given, and their positive influence is conducive to our residents' personal growth.



GEO addiction treatment services provide group and individual counseling with substance abuse education. GEO uses an evidence-based program model and curriculum which consists of a step-by-step, cognitive rehabilitation system designed to confront thinking errors and promote sobriety. CoC programs provide individuals with an opportunity to participate in internationally accredited person-centered counseling programs designed to identify and treat substance abuse disorder and other anti-social behaviors, as well as relapse prevention programming designed to reduce recidivism. The person-centered approach to treatment provides a seamless transition to aftercare treatment upon release. Individualized treatment plans are developed with staff. The relapse prevention and treatment plan is a comprehensive set of tools and strategies that address the participant's unique needs.

## PEER FACILITATOR CERTIFICATION ACADEMY

GEO introduced the Peer Facilitator Certification Academy in 2021. The academy provides residents who have completed the substance abuse treatment program with the opportunity to strengthen their recovery efforts while helping current program participants acclimate to the treatment process and enhance motivation for treatment. Academy participants learn the role and responsibilities of the peer facilitator in the treatment process, group facilitation and coaching skills, learning styles and study habits, modeling recovery behaviors and receive advanced training in addiction, recovery, relapse, and criminal lifestyles. Upon course completion, peer facilitators are tested on their knowledge and receive a certificate acknowledging this accomplishment.

Peer facilitators work directly with the treatment counselors. With counselor guidance, peer facilitators use their past treatment experiences and current recovery efforts to model behavior, stimulate group participation, and help current participants complete group and other treatment assignments. As former program participants, peer facilitators openly disclose their experiences to bond with current participants and build rapport needed to support open communications between group members. As mentors, peer facilitators often work one-on-one with current participants to provide feedback on treatment and/or personal concerns while urging them to share these concerns with their counselor and fellow group members.

## ALUMNI AND MENTORING SERVICES

GEO acknowledges the importance of peer support as individuals prepare for release and the need for continued support after release. Alumni and Mentoring Services are designed to assist participants with a successful return to the community. Through these services, GEO:

- Provides on-going mentorship to participants
- Connects individuals with a life-long support network
- Helps transform individuals and families
- Equips individuals with community resource referrals

**Alumni members are former program participants who have been successful in their return to society. These individuals are living proof that positive goals can be achieved. Mentors are comprised of both alumni and in-custody participants who have demonstrated the desire to help others. Mentoring can be effective in pre- and post-release phases of programming. By establishing relationships during programming, mentors act as guides through treatment and beyond, offering their experience, strength, and hope to help others meet the challenge of positive reentry.**

**Members from different states and cultures voluntarily join the alumni services program to support each other and their communities. Through these services, individuals can learn how to meet reentry challenges from established alumni staff and members who share resources and personal experiences.**

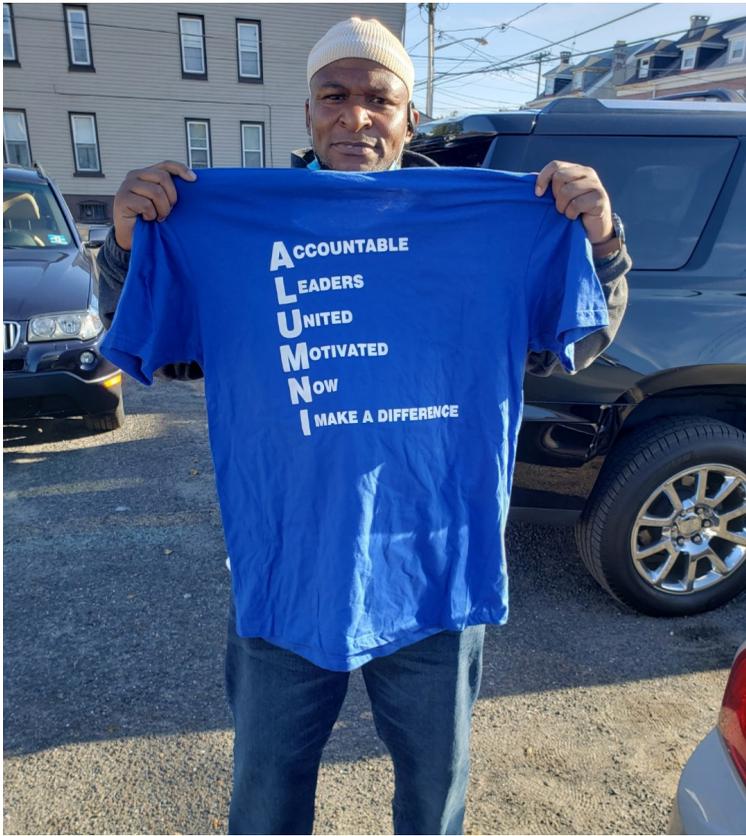


### Mentor support includes:

- Substance use and recovery
- Academic and vocational assistance
- Faith and character-building support
- Youthful offenders mentoring
- Long-term offender support

**Mentors act as role models for change, encouraging others to “give back” to the community. To gain the appropriate skills, effective peer mentors participate in:**

- Individual and group cognitive behavioral treatment sessions
- Leadership training
- Business etiquette training
- Presentation skill-building
- Character Counts case studies
- Weekly wisdom meetings
- Orientation presentations
- Community service events such as tutoring and recovery-based testimonies





## **"I Deserved Better in Life, So I Did Better." Kevin's Story - South Bay Alumni**

The person that went in was not the same person that came out. This time I had direction in my life, and I was bound and determined for success despite any challenge before me. I used to run the streets without any direction other than a path to self-destruction. Prison was initially a bitter-sweet experience for me but turned into the building stages of what is now my life. My grandmother used to always tell me that "a calm storm doesn't make a good sailor." I could have remained bitter about being in prison, but how would that benefit me? I had to realize that to make a change I had to first realize I was in prison because of my poor decisions. Once I came to accept my mistake, I was able to focus on changing my pattern of thinking and my current situation. I began to plan out my future from my cell with 14 years remaining, to serve by going to the library

## **ALUMNI FEATURE: KEVIN'S STORY**

to read about businesses that hire convicted felons and what life would be for me as a felon in society. I wanted to prepare myself for what I would be facing. I knew once I made it to 18-months before my sentence ended, the goal was to go to work release and save money so I could have a place to live. I had already made up my mind that I was not going back to my hometown of Los Angeles and living with my family. I was too old to live with my parents and I owed them for standing by me during my bid. I could not see myself being a burden to them any longer.

I planned to go to work release and knew what it took for me to get there. I was determined to make it and was planning for success by staying out of trouble so that my custody level would be reduced. I was being tested at every point, but managed to remain focused, and my custody was finally dropped to community level modality. Now I would be attending substance abuse programming, and I did not even have a drug offense or a drug problem. I felt defeated at first and was finally transferred to South Bay Correctional Facility to participate in the Drug Treatment Program. I still had not given up hope. I had 18 months left, I was going to finish this program, and then go off to work release. After I completed the drug program another blow came. I was told that I did not have enough time to qualify for work release. How was I going to save money for a place to live? When I got back to the dorm I began to talk to my neighbor, and he told me about a program that he was involved in at the prison called Continuum of Care® (CoC). The next opportunity I received, I headed directly to the officer station and asked for a pass to see the CoC Counselor. I spoke with the counselor and told her I was interested, and she informed me of the program benefits. After leaving the CoC office I began to see my plan come back online. The advantages



this program would give me once I was released from prison, would put me back on course. I learned early in life that you must plan for success, so I went back to the drawing board planning my reentry into society. Every week I made sure I was on time to meet my CoC officer and complete the weekly assignments. I was serious about not coming back to prison. If they were serious about helping me then I was serious about getting help.

I had been in prison for 14 years by this time and had been to several camps during my incarceration but had never experienced a group that was so dedicated and concerned about my reentry into society as the GEO staff. As the time approached for my release CoC had already provided me with the details of my housing in the city of my choice, along with a bike, food, and clothing voucher's. When I arrived in Orlando, I was taken to the half-way house provided for me and received three months of rent-free residency. Immediately when I woke up the next day I jumped on my bike and went looking for a job. Not being homeless made this my priority and would contribute to my success. My first job was at Levi's as a stocker. It was a 10-mile bike ride from where I was staying. When I accepted the job, I was thinking that 10 miles was not far. I am fresh out of prison,

healthy, ran the track on the recreation yard for hours, so 10 miles is nothing. I was in for a surprise! On my days off, I would go to other employment interviews for jobs closer to my residence.

The 10-mile ride was taxing, but I was determined to do whatever it took for me to be successful. During the time I was in prison, I would read books on other successful people, and I realized that success did not come easy, it came at a price. Hard work, dedication, and sometimes failures, all of which I had experienced since being out. There was one time during my 10-mile bike ride that I caught a flat tire. I did not give up! I rode the bike that CoC provided me. I did not quit, I kept pedaling. Later I called my Post-Release counselor and they sent me another bike with flashing lights because I was riding at night. I was all in and never lost my focus when petty circumstances came up. I never wavered in my position on being successful because of what other people were doing around me or the unexpected incidents could have given me justification to give up. I stuck to the plan. I continued to put in more applications and finally, my hard work and dedication paid off.

While I was waiting to start another job, Walmart called to schedule an interview. I

## ALUMNI FEATURE: KEVIN'S STORY

jumped on my bike and rode to the interview. I always made sure I was at least 30 minutes early for an interview to show my hunger and desire for employment. Walmart was a 2-mile ride which beat the 10-mile ride any day of the week. I went through the interview process and was told that I would receive a call back at the end of the week. I left confident that I would get the job and prayed before and after the interview. While riding home I spoke my faith into getting the callback on Friday. Why would not I get the call? Walmart was one of the companies I researched that hired convicted felons. I knew the sky would be the limit if I got the opportunity, and finally the call came that I had waited for with the offer to work for Walmart.

I have been employed with Walmart for two years now and was promoted to management a year ago due to my hard work, dedication, dependability, and trustworthiness. I did not get out of prison running the streets trying to find a hang-out spot. That way of life was what sent me to prison. I had a plan, and I

was determined to make good on my second chance.

Since I have been released, I have been blessed with a beautiful wife, and 1-year-old and 2-month-old sons. I have been reunited with my older children and have developed relationships with them as well. This is living; this is what life is truly about. You should never expect someone else to do everything for you as a returning citizen. The CoC program will provide you the assistance you need and with your desire and commitment to do your part, transitioning from prison to home can be accomplished. Life is never easy for anyone when starting over and it will take your true commitment as a returning citizen. I am now a GEO Alumni member and allowed to re-enter the same facility where I served part of my sentence, to speak with CoC residents about my journey and provide employment opportunities to residents leaving prison to live in the Orlando area. Life has turned full circle for me, and I am grateful for all the good in my life.





Community provider Sonya Jennings has a creed, “Those that matter don’t judge and those that judge don’t matter.” Mrs. Jennings is the Director at 2LUV1ANOTHER, a non-profit housing provider in Phoenix, Arizona that offers over 400 beds in 32 locations for those that are homeless and returning from prison. They provide full wrap-around services in partnership with post-release services that include housing, medical evaluations, transportation, employment, food, clothing, mental health services and substance abuse treatment. 2LUV1ANOTHER originally opened its doors in Long Beach, California in September 2010. Their founders saw an extreme need in their community for the homeless population. They came up with a structured plan to offer social and supportive services to sensitive populations. Their current mission under Mrs. Jennings is to provide services to assist individuals in reclaiming their lives. They believe in meeting each individual where they are and showing love to everyone so they can rewrite their life story.

2LUV1ANOTHER excels at finding employment for our residents. The majority of them have a job within days of release, some even have a job before they are released. Because of the reputation that she has built in the community with businesses and Probation and Parole, employers are knocking down her door looking to hire our post-release clients. Brett Vangundy, Arizona Parole Officer said, “This program gives the ex-offenders a very good opportunity to change their lives for the better. They have lowered our homeless numbers to almost zero.”

**CoC has created a seamless reentry process that includes a robust community partner network. CoC has formal agreements with over 300 organizations and informal partnerships with hundreds more to assist with this vital transition.**

“The CoC has had a positive impact. Having this type of support gives the resident less to worry about as they rebuild their lives.”

— CARLA VISTA SOBER LIVING - ARIZONA

“GEO provides certainty and organization at a most stressful time in a returning citizen's life. They help answer questions and assist family members by providing information concerning their family member's release, so that they can help.”

— REENTRY ALLIANCE PENSACOLA - FLORIDA

“The CoC is a voice for offenders who can’t communicate directly to resources such as housing and job leads.”

— THE FAITH PROJECT - GEORGIA

“The care for their clients is second to none. Helping the men out with supplies that are needed for work is great!”

— NEW BEGINNINGS OF JACKSONVILLE - FLORIDA

“We have been able to provide those suffering with substance abuse disorders resources and the knowledge of how to maintain sobriety.”

— BREAK THE CYCLE - FLORIDA




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“CoC Post-Release Services helped me get my life back. When I was in the facility, I had the opportunity to complete the Thinking for Change class and that has really helped me on the outside. I was able to use those skills I learned and apply them to my life now. I no longer have any desire to do the things I was doing before I was incarcerated. I am calmer and more focused now. When I got released, Post-Release Services helped me get back on my feet. Thank you all and God bless.”

— DAVID D.

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“I’m in a good place due to the help from the CoC Post-Release Program. This changed my way of thinking which dramatically changed my behavior and goals in life. My case manager provided me with the tools needed to help with my sobriety and my life goals.”

— PHILLIP T.

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“I was incarcerated for 4.5 years and chose to enroll in Post-Release Services after South Bay staff recommended it. CoC and PRS helped me get essential items that I needed: ID, social security card, birth certificate, food, clothing, housing, transportation, and counseling assistance. Post Release Services housing assistance helped me a lot because I came out of prison with nothing, not even 2 pennies to rub together. It helped keep a roof over my head until I was able to get myself started and get the ball rolling. PRS also helped me connect with and pay for two different types of counseling that I needed.”

— MICHAEL T.

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During 2021, 4,504 individuals were engaged with post-release services. In addition, GEO provided a significant financial investment using Funded Individual Support Packages (FISPs) to support residents as they progressed through the phases of reentry. GEO is committed to being the world leader in offender rehabilitation as exemplified by GEO's post-release services program.



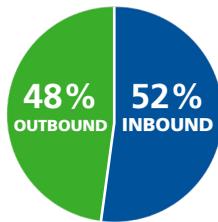
## POST-RELEASE SUPPORT SERVICES ACTIVITY IN 2021

PARTICIPANTS ..... **4,504**  
 PARTICIPANTS EMPLOYED AT DISCHARGE..... **586 (64%)**

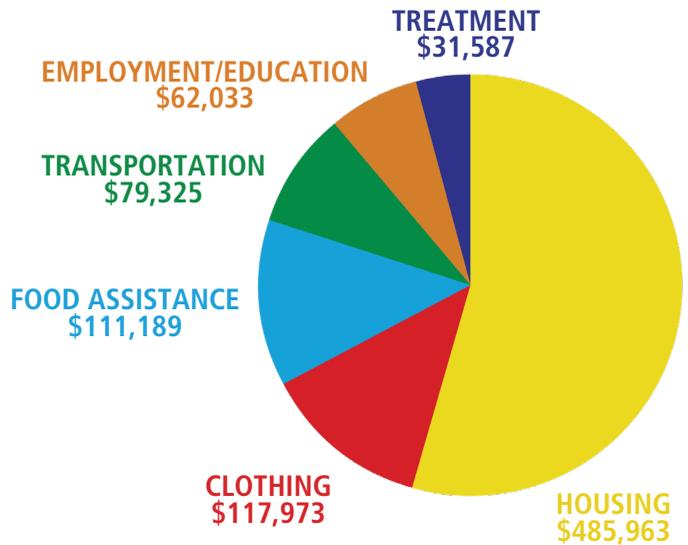


## CALLS FROM/TO GEO POST-RELEASE CALL CENTER

TOTAL ..... **43,009**  
 OUTBOUND ..... **20,682**  
 INBOUND ..... **22,327**



## 2021 POST-RELEASE FUNDING PROVIDED: **\$888,070**



GEO's exclusive Post-Release Support Services is centralized in the corporate office in Boca Raton, Florida and provides national services and support.

Post-Release Services provides unique and enhanced aftercare support for high-risk returning citizens in partnership with community agencies. The services are designed to facilitate an individual's transition through an individualized reentry plan, including case management support, referrals, and financial assistance. Depending on needs, residents can receive transitional housing, employment assistance, treatment services, transportation assistance, food, and clothing.

GEO's approach provides individuals with a dedicated Post-Release Case Manager who works with the Transitional Case Manager and the resident to develop a transition plan prior to their release. Upon community reentry, post-release residents receive referral assistance and support services through their Post-Release Case Manager and GEO's 24/7 call center.

Post-Release Case Managers provide progress check-ups and coordinate additional resources as needed to assist residents in remaining committed to their plan. Post-Release Service's innovative approach to case management began in July 2016.

## GEORGIA AND FLORIDA OUTCOMES OVERVIEW

**“There’s a quote that says, ‘Not everyone in your circle is in your corner.’ Being a person in someone’s corner means we are there to motivate, inspire, to tell them what they already know, but haven’t realized yet, that they have one more round left in them, the fight isn’t over. That every knock down is nothing more than a learning experience and together we can form a plan that leads to success. To watch someone in that moment where they start believing in themselves has been the most single enjoyable part of this job as a Continuum Care Case Manager. I’m a Cornerman.”**

— Ryan Prince, Transitional Case Manager, Continuum of Care

### CEO’S IMPACT ON RECIDIVISM

Participation in transition case management and post-release services is voluntary and attracts approximately 77% of individuals within 12 months of their release date. The recidivism analyses on pages 27-29 demonstrate the impact transition case management and post-release services have on recidivism.

Preliminary results show a meaningful reduction in recidivism particularly for those individuals who engaged in Individual Cognitive Behavioral Treatment (ICBT) sessions and Post-Release Support Services. Figures 1-4 on page 27-28 illustrate recidivism reduction among CoC facilities in Georgia and Florida. Participants are categorized by those that participated in the full CoC model, including ICBT and Post-Release Services, and those that opted out of these two components, yet participated in other CoC programming. This data reinforces GEO’s commitment to enhanced transition case management and the value of ICBT.

### 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. Facility culture is comprised of various components, including staff/participant interactions and participant program satisfaction. All facility staff are part of the treatment process. Every encounter

with a participant should be a meaningful, positive, 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 30, GEO’s CoC facilities experienced a decline in the number of grievances filed related to program assignments and complaints against staff following CoC implementation.

### POSITIVE OUTCOMES THROUGH EVIDENCE-BASED PRACTICES

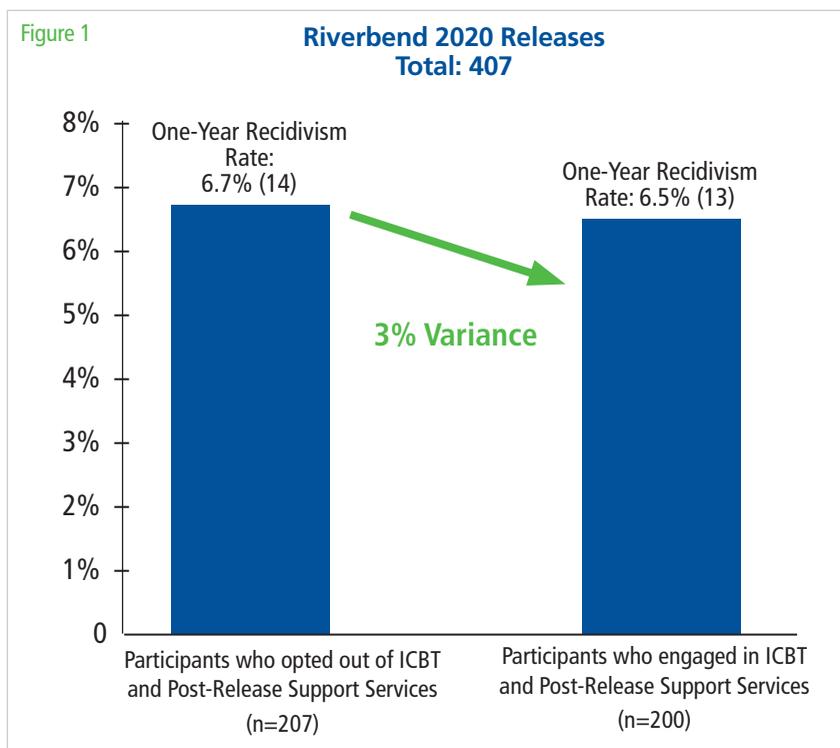
Additional positive outcomes are demonstrated by the pre- and post-treatment Criminal Thinking Scales (CTS) scores. CTS measure the effect of progressive treatment on the individual’s antisocial cognition and attitudes. As seen on page 31, participants show a reduction across all criminal thinking scales over a two-year period. These results are significant indicators for decreasing patterns of recidivism.



The 2020 release data for both Georgia and Florida programs indicates, as shown in the figures below, those individuals who participated in ICBT and Post-Release Support Services had a lower recidivism rate than those who opted out of the programs.

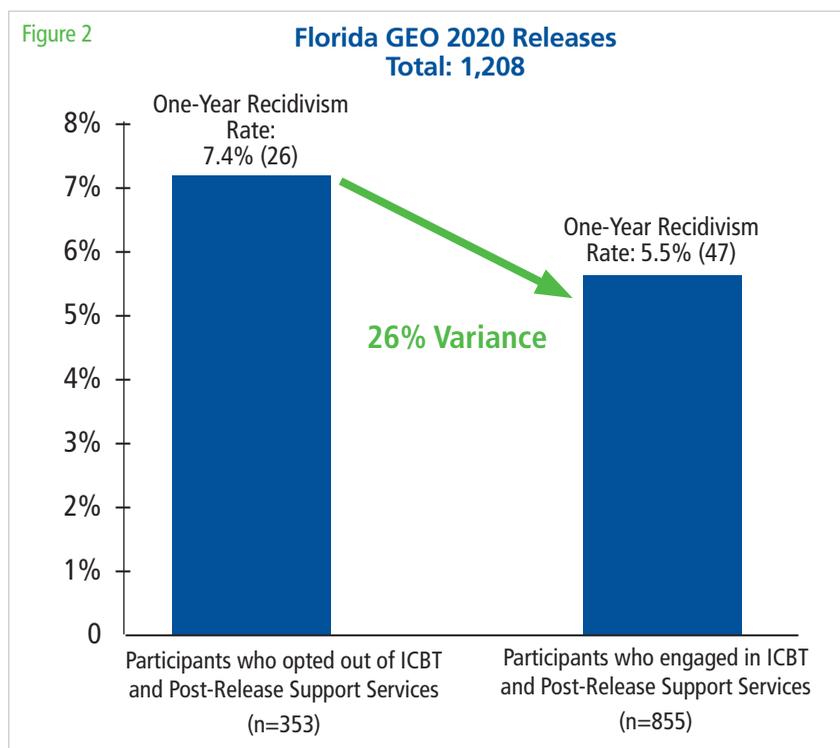
## Georgia – 2020 Release Data

- Riverbend Correctional and Rehabilitation Facility houses 1,500 medium custody adult male participants
- 407 participants were released in 2020
- 49% of those eligible (200 of 407) engaged in ICBT and/or Post-Release Support Services
- **Figure 1** demonstrates a 3% variance for the one-year recidivism rate between the participants who opted out and those who engaged in ICBT and Post-Release Support Services



## Florida – 2020 Release Data

- Blackwater River, Moore Haven, and South Bay Correctional and Rehabilitation Facility collectively house 4,933 community through close custody adult male participants
- 1,208 participants were released in 2020
- 71% of those eligible (855 of 1,208) engaged in ICBT and/or Post-Release Support Services
- **Figure 2** demonstrates a 26% variance for the one-year recidivism rate between the participants who opted out and those who engaged in ICBT and Post-Release Support Services

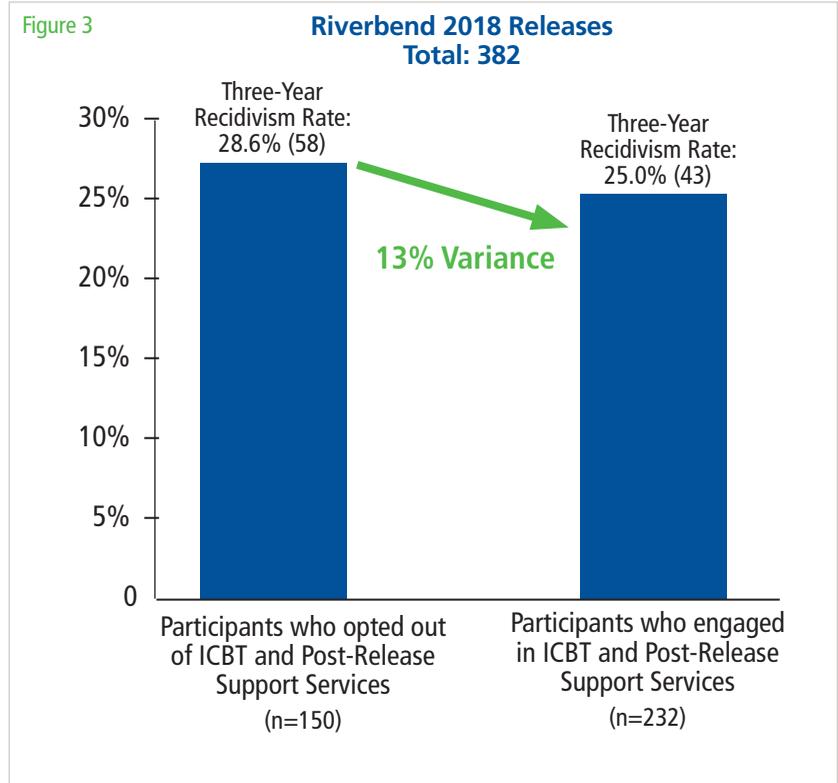


## STATE RECIDIVISM ANALYSIS – THREE-YEAR RATE

GEO has provided Continuum of Care® programs in Georgia and Florida since 2016. Our first three-year return data is now available for individuals released in 2018. The figures below illustrate a reduction in recidivism for those engaged in ICBT and Post-Release Support Services.

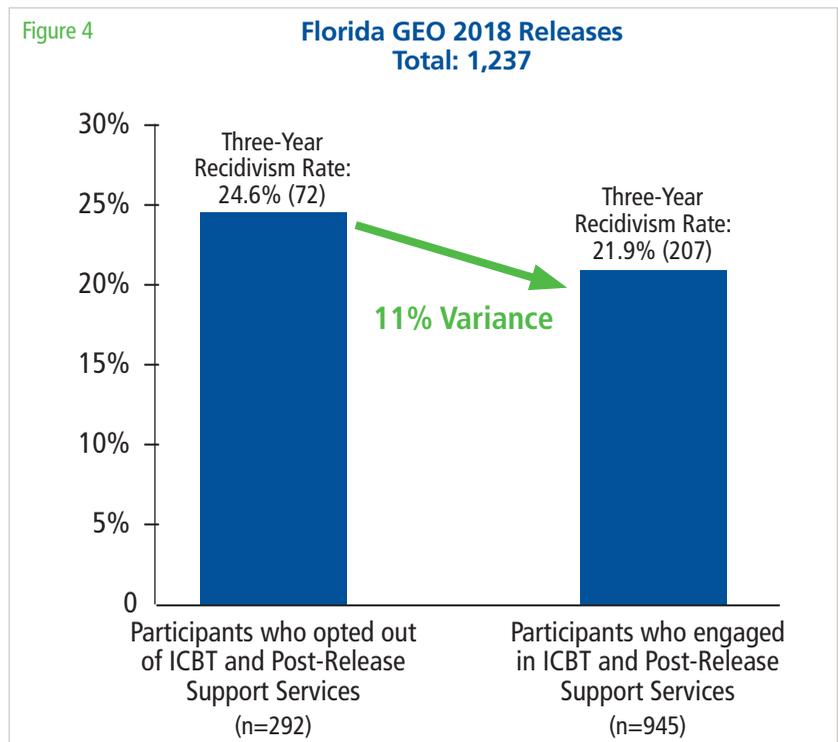
### Georgia – 2018 Release Data

- Riverbend Correctional and Rehabilitation Facility houses 1,500 medium custody adult male participants
- 382 participants released in 2018
- 60% of those eligible (232 of 382) engaged in ICBT and/or Post-Release Support Services
- **Figure 3** demonstrates a 13% variance for the three-year recidivism rate between the participants who opted out and those who engaged in ICBT and Post-Release Support Services



### Florida – 2018 Release Data

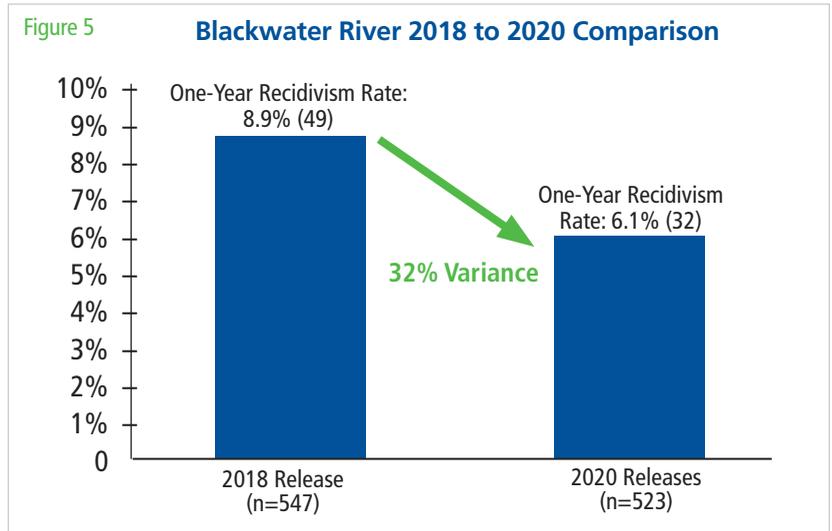
- Blackwater River, Moore Haven, and South Bay Correctional and Rehabilitation Facilities house 4,933 community through close custody adult male participants
- 1,237 participants released in 2018
- 76% of those eligible (945 of 1,237) engaged in ICBT and/or Post-Release Support Services
- **Figure 4** demonstrates a 11% variance for the three-year recidivism rate between the participants who opted out and those who engaged in ICBT and Post-Release Support Services



Research evaluators analyzed the 2018 and 2020 cohort data for all individuals released from Florida CoC facilities, including those that opted out of ICBT and Post-Release Support Services and those that engaged in these program components. As demonstrated in Figures 5 through 7, there is a lower return rate year-over-year.

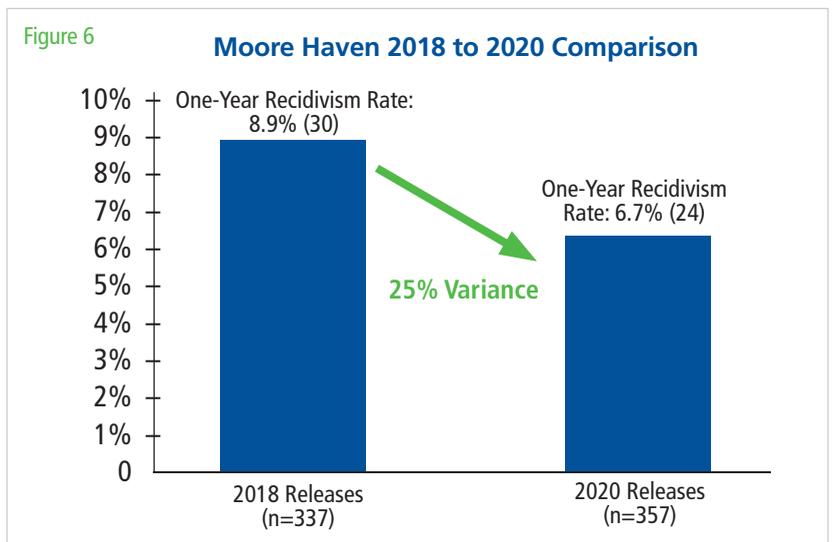
## Blackwater River – Release Data

- Blackwater River Correctional and Rehabilitation Facility houses 2,000 community, minimum, medium and close custody adult male participants
- **Figure 5** shows a 32% variance for the one-year recidivism rate between the participants released in 2018 and those who released in 2020



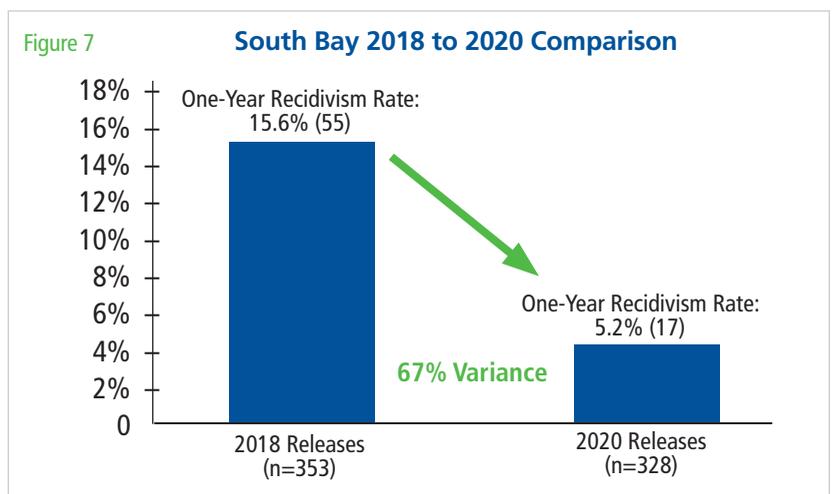
## Moore Haven – Release Data

- Moore Haven Correctional and Rehabilitation Facility houses 985 community, minimum, and medium custody adult male participants
- **Figure 6** shows a 25% variance for the one-year recidivism rate between the participants released in 2018 and those who released in 2020



## South Bay – Release Data

- South Bay Correctional and Rehabilitation Facility houses 1,948 community, minimum, and medium custody adult male participants
- **Figure 7** shows a 67% variance for the one-year recidivism rate between the participants released in 2018 and those who released in 2020



## GEO Continuum of Care® Programming Reduces Grievances

CoC supports an improved culture and living environment for the individuals in our care as well as 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 staff training including Motivational Interviewing (MI), risk assessment, and Cognitive Behavioral Treatment (CBT)
- Specialized case manager training in ICBT and transition and release planning
- Becoming Trauma-Informed

The reduction in grievances at the Riverbend, Blackwater River, and Moore Haven facilities indicates the positive effect that changes in culture have on outcomes, as evidenced below.

### Riverbend Correctional and Rehabilitation Facility Grievances - 1,500 Beds

Grievance Type	2016	2017	2018	2019	2020	2021	% Reduction
Program Assignment	6	2	2	2	0	3	50%
Complaints Against Staff	221	123	123	100	65	33	85%
Food Service	2	4	2	5	4	0	100%
Medical	20	18	13	25	23	17	15%

### Blackwater River Correctional and Rehabilitation Facility Grievances - 2,000 Beds

Grievance Type	2016	2017	2018	2019	2020	2021	% Reduction
Program Assignment	36	34	16	26	2	1	97%
Complaints Against Staff	123	116	173	90	47	34	72%
Food Service	144	79	31	31	18	16	89%
Medical	802	526	254	289	205	141	83%

### Moore Haven Correctional and Rehabilitation Facility Grievances - 985 Beds

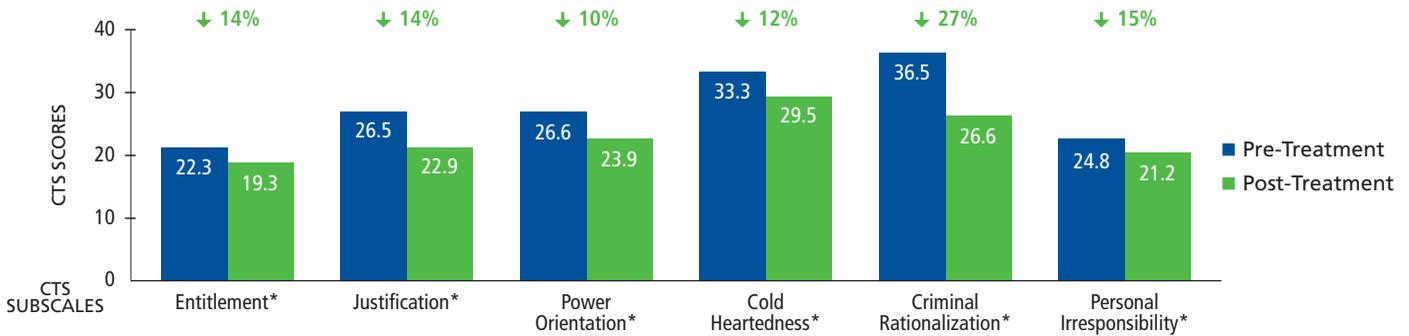
Grievance Type	2016	2017	2018	2019	2020	2021	% Reduction
Program Assignment	16	18	27	11	3	5	69%
Complaints Against Staff	26	28	18	13	7	17	35%
Food Service	6	4	7	3	33	14	-%
Medical	121	144	110	84	80	103	15%

## GEO Continuum of Care® Programming Reduces Criminal Thinking

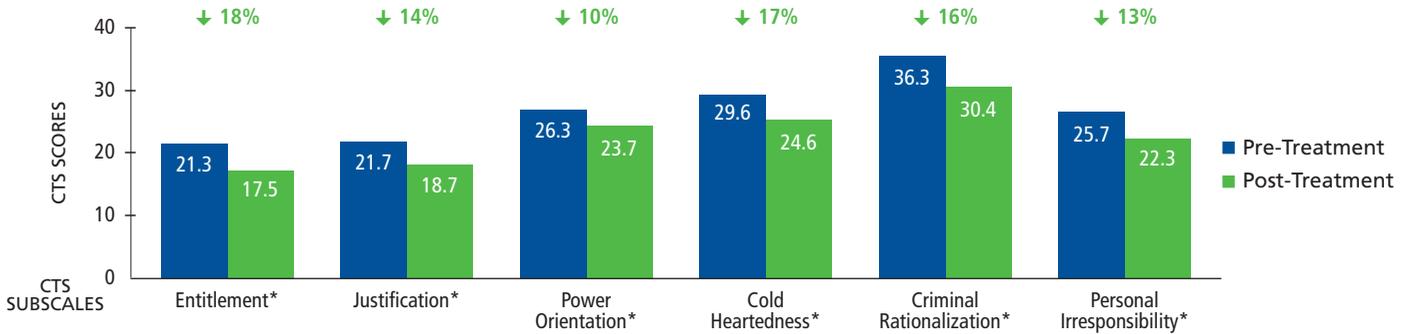
The research on “What Works” to reduce recidivism indicates that antisocial cognition and antisocial attitudes (criminal thinking) are among the top three risk factors as drivers of recidivism. The Texas Christian University Criminal Thinking Scales (CTS), a reliable and validated instrument, measures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

The evaluators analyzed the pre-treatment and post-treatment CTS scores for Riverbend, Blackwater River, and Moore Haven releases, with medium- to high-risk at intake. The figures below illustrate that the participants had a clinically significant decrease across all scales.

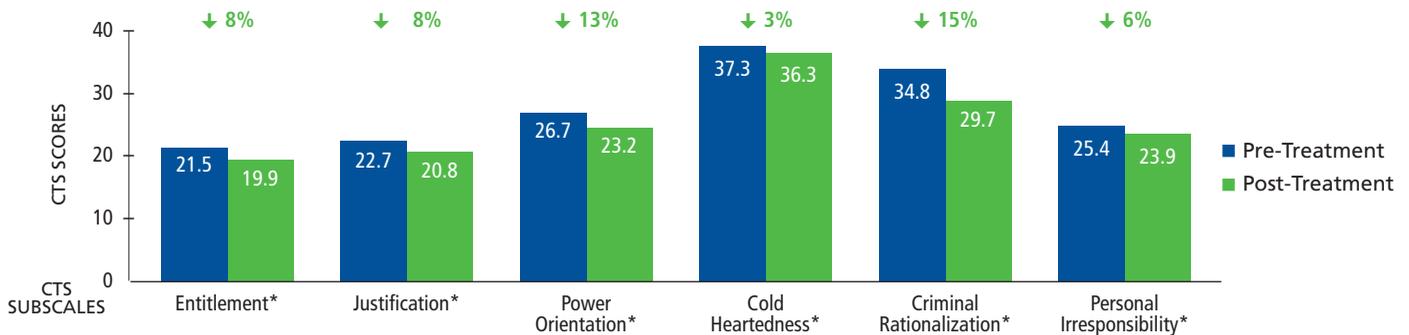
**Participants at Riverbend CRF averaged a 15% reduction across all scales**  
 Riverbend Medium- and High-Risk Participants 2021



**Participants at Blackwater River CRF averaged a 15% reduction across all scales**  
 Blackwater Medium- and High-Risk Participants 2021



**Participants at Moore Haven CRF averaged a 9% reduction across all scales**  
 Moore Haven Medium- and High-Risk Participants 2021



\*A clinically significant reduction in scores is defined as a two point or greater decrease from the pre-treatment score to post-treatment.

# 2021 HIGHLIGHTS

The GEO Continuum of Care® Division would like to thank all our community partners, staff, and residents. Together, with your support we focused on giving back through celebrations from the inside-out. Below are a few of the moments captured:



## EXECUTIVE STAFF



**Ann M. Schlarb, Ph.D.**  
Senior Vice President &  
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**Derrick D. Schofield,  
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Executive Vice President,  
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**David S. Burch**  
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GEO Continuum of Care

## DIVISIONAL STAFF



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Senior Director,  
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**Craig Spatara**  
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Post-Release Services



**Kenneth Garner,  
JD**  
National Director,  
Vocational Programs



**Aaron Knight**  
Director,  
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**Beth Ellefson**  
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**Richard Glau**  
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Faith-Based Services



**Kasia Kijanczuk**  
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**Debra Orr-Brown**  
Manager,  
Substance Abuse

