

GEO CONTINUUM OF CARE® 2018 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 AND FOUNDER

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

Throughout 2018, The GEO Group continued its growth as a world leader in offender rehabilitation.

At the Corporate Office level, the GEO Continuum of Care® (CoC) Division expanded to 50 staff with subject matter experts in education, cognitive behavioral treatment, substance abuse treatment, post-release services, CoC training, and quality assurance. Additionally, GEO increased its commitment for CoC funding from \$5 million to \$10 million annually.

On any typical day, there are approximately 30,000 participants enrolled in GEO offender rehabilitation programming, which resulted in 6,733,045 programming hours completed during 2018.

GEO's focus on offender rehabilitation assisted individuals in achieving the following:

- 2,779 High School Equivalency Diplomas
- 9,131 Vocational Certificates
- 8,842 Substance Abuse Certificates
- 44,518 Programming Completions
- 32,419 Behavioral Program Completions

GEO's CoC rehabilitation program includes cognitive behavioral therapy that identifies the individual's criminogenic risks, and develops an appropriate treatment plan.

The Corporate CoC Division Case Managers coordinate with the facility Case Managers regarding the progress and eventual release of the CoC offender participants.

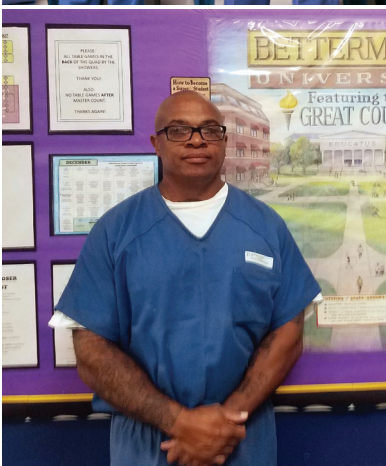
GEO's twelve Post-Release Case Managers provide post-release support services on a 24/7 basis, aiding offenders in fulfilling their most critical needs following release back into the community. Needs include housing, employment, and transportation assistance. On a daily basis, the GEO Post-Release Case Managers are supporting over 1,300 individuals reintegrating into their communities through our post-release support services.

On January 8, 2018, GEO was proud to accept the "Innovation in Corrections" Award at the American Correctional Association (ACA) Winter Conference in Orlando, Florida for the GEO Continuum of Care Program at Graceville Correctional and Rehabilitation Facility in Florida.

During 2018, we were very pleased to be able to expand the number of CoC facilities from 12 to 18. This was accomplished through additional funding by the states of California and Oklahoma, as well as GEO.

In addition to these facilities, all of GEO's other correctional facilities include basic CoC program components such as academic, vocational, substance abuse and reporting of offender programmatic participation.

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POPULATION

Total Eligible Population	64,620
Total Program Participants	31,049



PARTICIPATION

Total Programming Hours Completed	6,733,045
Total Programming Completions	44,518
Behavioral Program Completions	32,419
Individual Cognitive Behavioral Treatment Sessions Completed	16,409
Average Daily Vocational Attendance	32,283
Average Daily Academics Attendance	13,104
Average Daily Substance Abuse Attendance	17,965
Total Substance Abuse Completions	8,842
Total Vocational Completions	9,131
Total High School Equivalencies Issued	2,779
Average Program Participation Hours per Participant	216.8



POST-RELEASE SUPPORT SERVICES SUMMARY

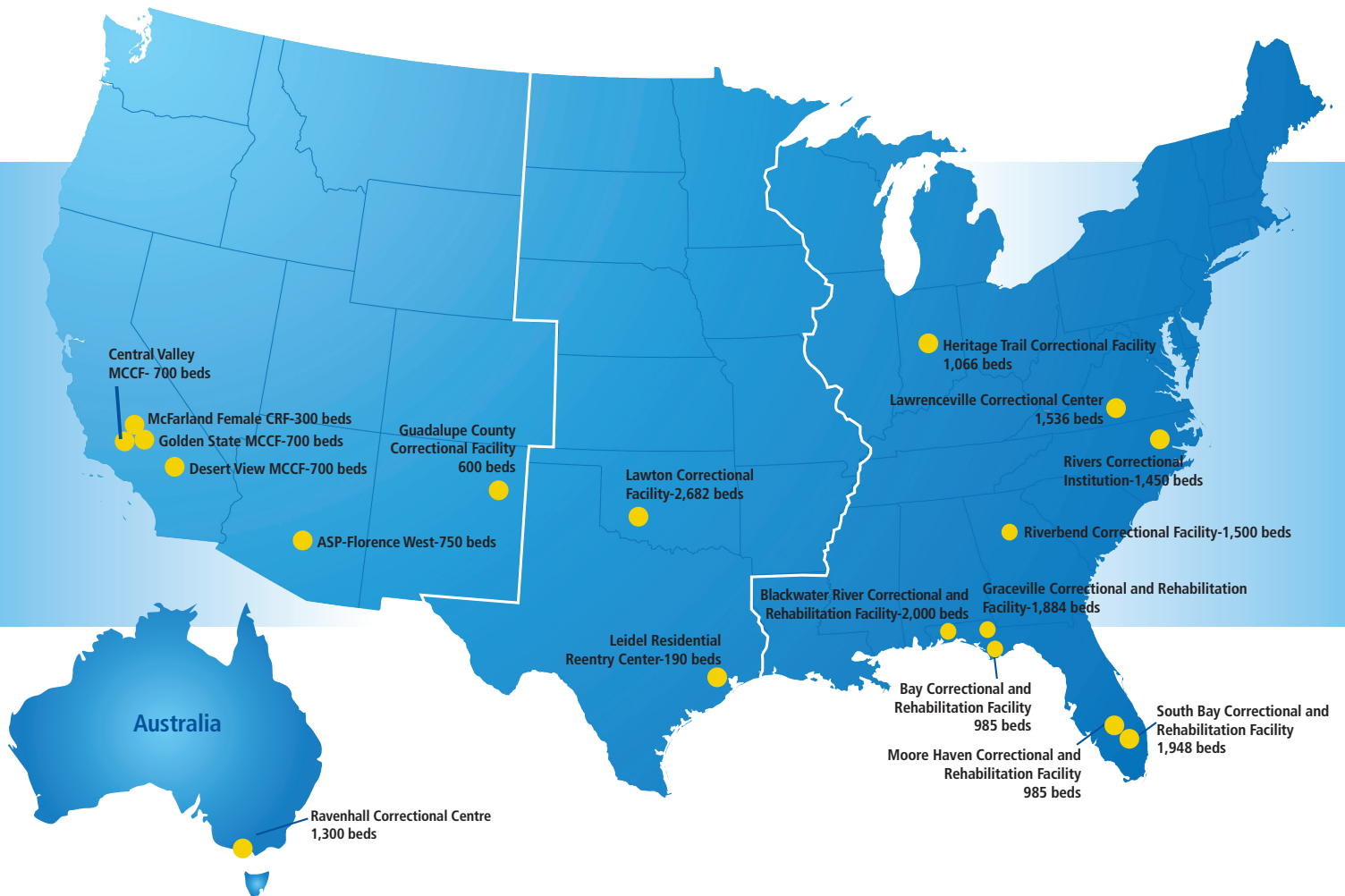
Total Post-Release Participants	1,864
Community-Based Participants	631
Participants Pending Release	749
Employed/Students	900



STAFF DEVELOPMENT

Total Annual Trainings	334
Total Staff Training Hours	80,170

FULLY IMPLEMENTED CONTINUUM OF CARE SITES



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 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

Oklahoma Department of Corrections
 Lawton Correctional Facility

Virginia Department of Corrections
 Lawrenceville Correctional Facility

Indiana Department of Correction
 Heritage Trail Correctional Facility

New Mexico Department of Corrections
 Guadalupe County Correctional Facility

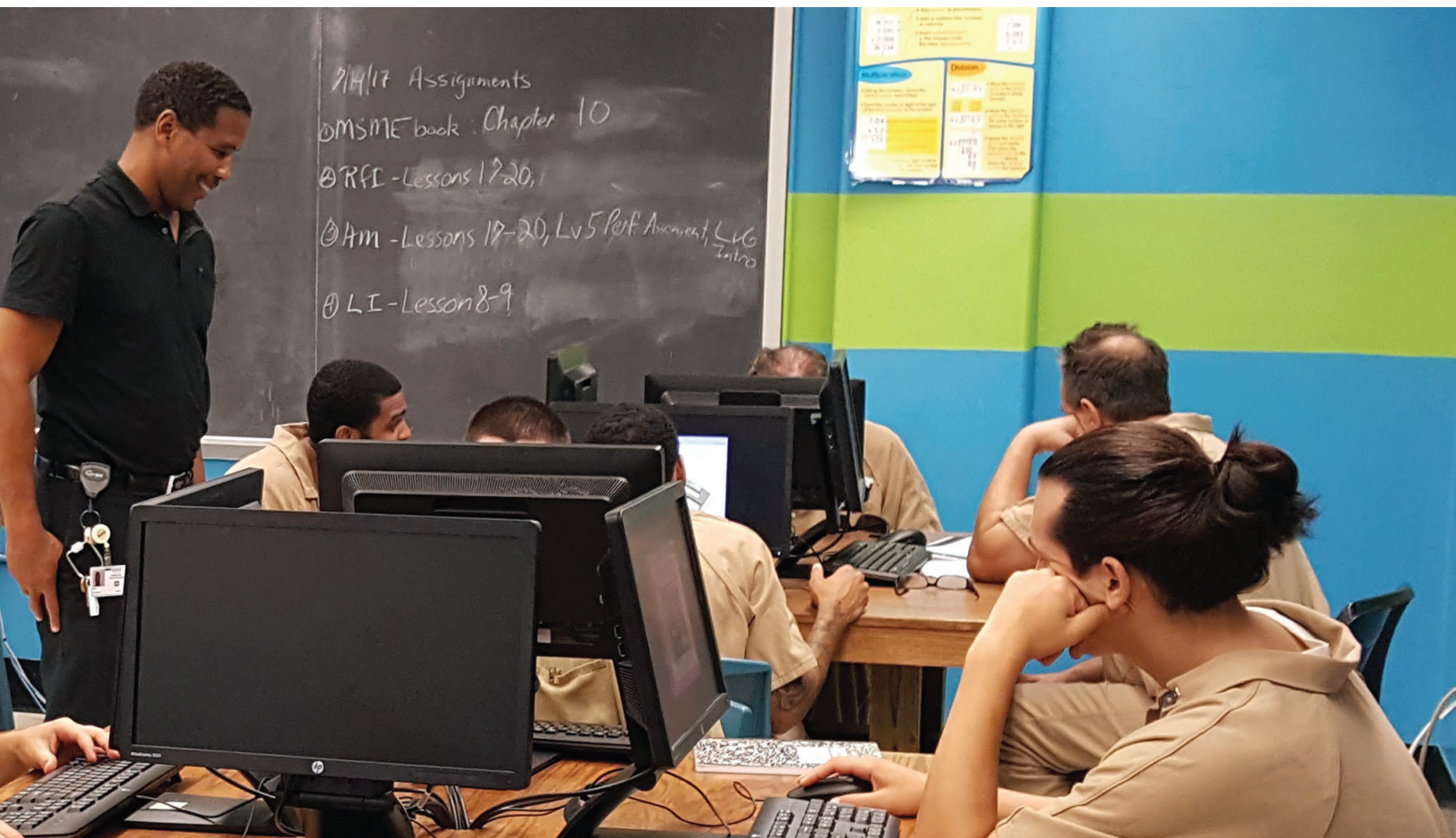
Arizona Department of Corrections
 Arizona State Prison - Florence West

Federal Bureau of Prisons
 Leidel Residential Reentry Center - Texas
 Rivers Correctional Facility - North Carolina

Australia - Corrections Victoria
 Ravenhall Correctional Centre

2018 CONTINUUM OF CARE PROGRAM HIGHLIGHTS

- The GEO Continuum of Care® (CoC) program at the Graceville Facility received the 2018 American Correctional Association (ACA) Innovation in Corrections award, as recommended by Florida Atlantic University
- Received \$2.9 million funding from the State of Florida for the implementation of the GEO CoC program at Bay, South Bay, Moore Haven, and Blackwater Correctional Facilities
- Received approximately \$800k funding from the State of California for the implementation of the GEO CoC program at McFarland, Desert View, Golden State, and Central Valley Correctional Facilities
- Received approximately \$300k funding from the State of Oklahoma for the implementation of the GEO CoC program at Lawton Correctional Facility
- 14 new sites received CoC certification, bringing the total to 18
- Awarded 2,779 high school equivalency diplomas
- Awarded 9,131 vocational certificates
- Achieved 8,842 Substance Abuse program completions
- Increased the number of national Faith and Character-Based community partners and improved programming
- Enhanced programming and improved facility culture at 37 facilities through specialized Core Correctional Practices (CCP) training
- Implemented the GEO CoC program at the Leidel Residential Reentry Center in Houston, Texas, as the first GEO Reentry CoC site



GEO RECEIVES ACA 2018 INNOVATION IN CORRECTIONS AWARD



The American Correctional Association (ACA) Awards Committee selected the GEO Continuum of Care Program at the Graceville Correctional and Rehabilitation Facility as the 2018 “Innovation in Corrections” awardee. The award is a testament to the unique and exceptional rehabilitative programming GEO provides.

Dr. Zoley accepted the award at the ceremony held on January 8, 2018, at the ACA Winter Conference in Orlando, Florida. Dr. John Smykla, Director, School of Criminology and Criminal Justice at Florida Atlantic University nominated the GEO Continuum of Care® model at the Graceville Facility for its demonstrated success in reducing recidivism, increasing educational levels, increasing cognitive and life skills, increasing employment marketability, and increasing family treatment integration for program participants.

COMMUNITY INVOLVEMENT AND IMPACT

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“I have had the pleasure of observing day reporting staff conduct offender services on-site including but not limited to cognitive behavioral treatment, learning labs, substance abuse treatment, and one-on-one case management. They have put together an impressive continuum of case management and intervention services that achieve risk reduction objectives while seeking to meet the proper dosage targets.”

— Mark Carey, Founder of Carey Guides

”

“We are thankful to the GEO Group for sponsoring and participating in the inaugural National Reentry Summit. Because of their sponsorship, stakeholders from all over the Country were able to convene to share best practices and discuss how to advance and promote reentry efforts. We look forward to their continued partnership.”

— Carey Haughwout, Public Defender for Palm Beach County
Co-Chair of the 2018 National Reentry Summit

”

“Power52 Foundation is excited about our newly formed partnership with The GEO Group, Inc. This partnership allows us to expand our model and footprint to further benefit underserved individuals and low-mid income communities throughout the country.”

— Cherie Brooks, President and CEO, Power52 Foundation

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“The support of offender management and reintegration is the foundation upon which all of their programs are built. They exceed quality compliance and strive to improve the lives of the individuals within their custody as well as the communities they serve.”

— Grantt Culliver, Associate Commissioner
Operations, Alabama Department of Corrections

”

“The GEO Group’s investment in staff development is superb. Every correctional officer, as well as support staff receive offender management advanced training and practice within their initial orientation and throughout his or her employment. The above and beyond commitment to staff development is evidence of their dedication to offender management and reintegration.”

— Greg Hutching, Chairman of The Florida Department
of Law Enforcement Criminal Justice Standards and
Training Commission

”

“Thank you for an amazing tour. I felt your energy, your passion and heart! It is evident that the support of offender management and reintegration is the foundation upon which all of your programs are built! You are restoring hope. You really are changing lives!”

— Sean P. Jackson, Chairman, Florida Black Republican Caucus

NEW CONTINUUM OF CARE SITES AND SERVICES

MCFARLAND FEMALE COMMUNITY REENTRY FACILITY

GEO opened the McFarland Female Community Reentry Facility (MFCRF) in August 2014 under contract with the California Department of Corrections and Rehabilitation (CDCR).

MFCRF is a program-intensive facility focused on providing females the tools and resources needed to successfully reenter the community upon release. GEO worked with leading researchers including Dr. Barbara Bloom, Dr. Stephanie Covington, and Dr. Nena Messina to develop an evidence-based, gender-responsive and trauma-informed program specifically for the McFarland population.

GEO Transition Case Managers provide tailored programming while individuals are in-custody, allowing sufficient time to receive appropriate cognitive behavioral treatment and reach milestone accomplishments (such as obtaining a GED or vocational certificate) prior to release.

Key components include:

- Individual and Cognitive Behavioral Treatment (ICBT)
- Programs to address criminogenic needs
- Substance abuse counseling and treatment
- Educational services
- Nationally recognized Vocational Certification Training
- Faith-based services
- Transition planning
- Dedicated 24/7 case management call center to link individuals to support services



NEW CONTINUUM OF CARE SITES AND SERVICES

LEIDEL TEXAS COMMUNITY REENTRY CENTER

GEO Care has been managing the Leidel Community Reentry Center on behalf of the U.S. Federal Bureau of Prisons since 1996. GEO provides transitional services for 190 males and females serving the last six months of their sentence at the Leidel Reentry Center. The Leidel Reentry Center's primary goal is to facilitate the residents' successful transition to the community.

In March 2018, GEO committed an annual \$200,000 in offender rehabilitation program enhancements to better align with the GEO CoC Program. The Center now provides enhanced Cognitive Behavioral Treatment (CBT) through Transition Case Managers and has an on-site Social Services Coordinator who works with residents to overcome employment barriers.

Leidel Reentry Center uses scientific, validated assessment tools and develops individualized treatment plans to reduce recidivism risk.

Additional enhanced programming includes:

- Substance Abuse Programming Intensive Outpatient Treatment (CBI-SA)
- Thinking for a Change (T4C)
- Moral Reconation Therapy (MRT)
- Individual Cognitive Behavioral Treatment Sessions
- Healing Trauma – A Brief Intervention for Women
- Helping Women Recover – A Program for Treating Addiction



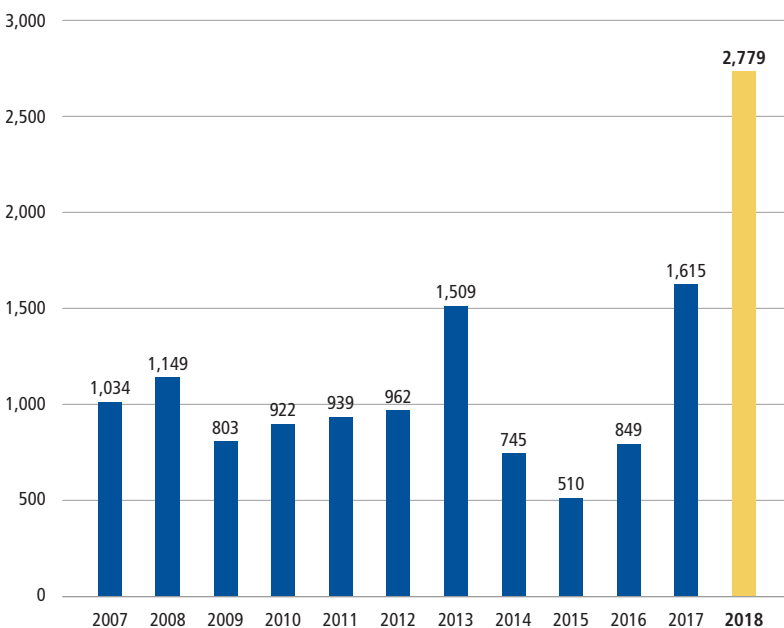
ACADEMIC PROGRAMS



“ I turned 21 years old at Graceville Correctional Facility. I completed IOP, and became a peer facilitator. I graduated with my GED. My family was there to celebrate. And now I’m ready to start college. I wasn’t always ready. I didn’t always give my family something to celebrate. Graceville Saved Me! I’m ready. I’m alive! I am blessed to be here. Truly blessed!!

— Anthony Walker, Graceville Correctional and Rehabilitation Facility

High School Equivalency Diplomas Awarded



The GEO Group awarded more High School Equivalency Diplomas and Vocational Certifications in 2018 than in any other year in our organization’s history.

With the development and implementation of the GEO Learning Model we were able to celebrate increases in educator effectiveness and outcomes for all students. Our priority has been preparing offenders by creating programs that support their success and provide a foundation for continued growth. Our research-based model assisted 2,779 individuals in receiving a High School Equivalency Diploma, and 9,131 Career and Technical Education Certificates in 2018.

VOCATIONAL PROGRAMS

VOCATIONAL TRAINING

Career and Technical Education programs are aligned with regional and state workforce opportunities and partnered with community employers. Progressive assessments were implemented to assist in skill development. Project and performance-based learning was the key.

Participants are able to leave their facility with a professional portfolio documenting examples of work, classroom hours and on-the-job training hours. The nationally-recognized certificates will allow our students to excel in interviews and ultimately, employment.

Vocational training includes:

- On-the-job training opportunities
- Professional portfolio development
- Licensed Cosmetology Schools on-site

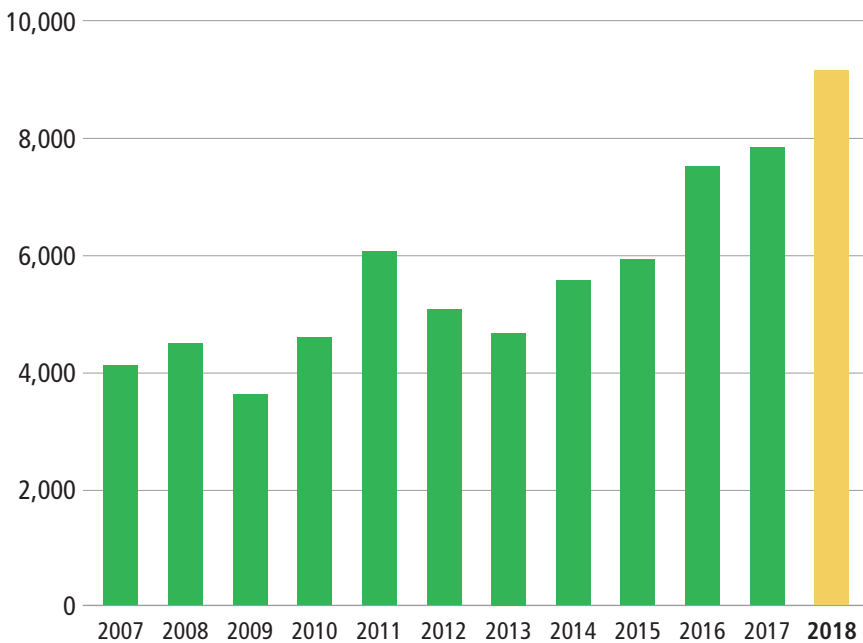
Nationally recognized certification tracks include:

- Building Industry
- Welding
- Carpentry
- Electrical Wiring
- Plumbing
- Paint & Design

In addition, GEO offers the following nationally-recognized certifications:

- OSHA Safety
- ServSafe
- Landscape & Design
- Microsoft Office Specialist, IC3
- Waste Water Treatment
- CDL Commercial Truck Driving
- Architectural Drafting

Vocational Certificates Awarded



Pictured: Welding, accredited through NCCER (top); Culinary Arts, accredited through Bakersfield College (middle); Landscape & Design program, accredited through University of Florida (bottom).



FAITH- AND CHARACTER-BASED PROGRAMS



New partnerships were formed in 2018 and existing partnerships were expanded, all generating an impact in both method and message.

2018 HIGHLIGHTS

- Faith-Based Substance Abuse programs – 860 participants
- Faith-Based Life Skills programming – 1,775 completion certificates awarded
- Faith-Based dorm and extended program (at least 12 months in duration) graduation certificates – 257
- Accredited Bachelors of Arts and Sciences Degree – 2
- Baptisms reported – 202
- “Angel Tree” recipients (children of incarcerated parents) served this past Christmas 2018 – approximately 14,000

CURRENT PARTNERS

The 2018 Global Leadership Summit engaged over 900 inmates, 34 staff and 5 volunteers from participating GEO facilities. The satellite broadcast from Northwestern College in Chicago consisted of two presentation days by internationally-known leadership experts, who conveyed the message that “leaders are made” not born. 445,000 individuals world-wide, including residents, viewed the summit.

Forty-three GEO facilities benefit from having the four faith-related Trinity Broadcasting Network (TBN) satellite channels in their dorms or day rooms. In 2018, GEO took this partnership to a new level with the TBN Concert Tour. This 2 1/2 hour event offers professional music, encouragement, comedy and outreach. Last year, the Southwest Tour stopped at the Northeast New Mexico Detention Facility, and the Guadalupe, Central Valley and Golden State facilities.

GEO’s response to a new niche in prison education is exemplified at Lea County Correctional in Hobbs, NM. Inmates receive training to become “field ministers” or spiritual advisors for other inmates, lead prayers, assist prison chaplains and generally serve as a calming influence within the prison walls. In cooperation with New Mexico Department of Corrections and the University of the Southwest, inmates complete a vigorous academic program and are sent out to the field to make a positive impact. Since the Seminary’s inception in 2015, five inmates have received a 4-year Bachelor of Arts and Sciences degree, and 33 have received the 2-year Certificate in Christian Studies. Most are continuing to study for their Bachelors’ degree.

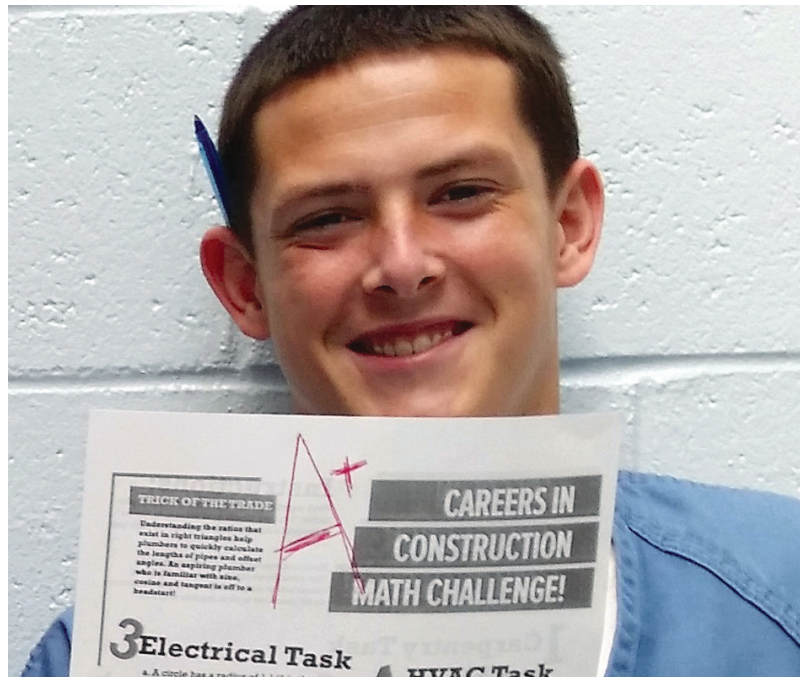
Looking for new and innovative ways to deliver courses that can transform lives in our facilities has led GEO to partner with New Century Education (NCE), a not-for-profit foundation dedicated to helping teachers succeed with at-risk, special needs and adult students. NCE delivers GED prep, math and reading skills through a proprietary “adaptive diagnostic” software delivery mechanism. This is a new opportunity for those who otherwise would not have access to academic programs, and to gain the self-respect and sense of accomplishment that comes with having an earned diploma. New Century software was deployed in all five Florida facilities in 2018.

QUALITY ASSURANCE UNIT

The CoC Quality Assurance team is responsible for providing technical assistance to facilities, conducting certification and re-certification assessments, acting as an implementation resource and supporting leadership in the advancement of CoC initiatives.

2018 HIGHLIGHTS

- Nine GEO sites received Continuum of Care certification or re-certification including:
 - Heritage Trail Correctional Facility
 - Riverbend Correctional Facility
 - South Bay Correctional Facility
 - Central Valley Modified Correctional Facility
 - Leidel Reentry Residential Center
 - Graceville Correctional Facility
 - Blackwater Correctional Facility
 - Rivers Correctional Facility
 - Moore Haven Correctional Facility
- Leidel Residential Reentry Center in Houston, Texas, was the first BOP Residential Reentry Center to implement enhanced CoC programming and obtain CoC certification.
- As a result of technical assist visits, Leidel's enhanced programming fidelity score improved by 8% from the initial technical assist by the QA Team to the initial CoC certification.
- Fifty-nine technical assist visits were conducted at sixteen CoC sites. During these visits the QA team worked alongside the facility leadership to enhance understanding of the Fidelity Verification Program.
- Last year's implementation and delivery of the Fidelity Verification Program at Central Valley Modified Community Correctional Facility resulted in a 34% improvement from the 2017 CoC certification score to this year's CoC re-certification score.



CORE CORRECTIONAL PRACTICES (CCP) TRAINING

The GEO Continuum of Care Training Institute rolled out Core Correctional Practices (CCP) training to all facilities in 2018. 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.”

The two-day CCP training instructs facility staff on the core skills needed to support cognitive behavioral programming. The training is most relevant to direct care, security, and treatment staff. Topics include:

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

ENHANCED COC STAFF TRAINING

In addition, Continuum of Care sites received the following enhanced staff training on organizational culture, cognitive behavioral programs and interventions:

- **Motivational Interviewing:** Cognitive behavioral intervention used by facility staff to engage the individual and ensure that every interaction is effective and meaningful
- **Cognitive Behavioral Interventions for Substance Abuse:** 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:** Enhances behavioral programming, and the reduction of incidents and disciplinary reports
- **Individual and Cognitive Behavioral Treatment:** Addresses participants' specific criminogenic need areas to reduce their risk for re-offending when released





The Continuum of Care division's commitment to data-driven results was strengthened by the integration of GEO's proprietary software, GEOtrack, with facilities across the nation. The Technology Integration Department worked closely with Post-Release Services to enhance GEOtrack data integrity and reporting services to capture and monitor the success of this initiative.

In 2018, we successfully met our goal of capturing, validating and monitoring the integrity of our data. We accomplished this by increasing two main components to our structure: Communication and Monitoring.

- Developed weekly facility calls, focused on program and case management data entry
- Made the calls interactive so facilities could ask questions, helping us develop expeditious solutions
- Increased our scope of training by providing regular online and on-site trainings primarily focused on data entry for the Transitional Case Managers and Data Entry Clerks
- Developed reports and live dashboards that aided the field in finding gaps in data and provided alerts when there were gaps in performance expectations

BY PROVIDING THESE SMALL BUT ESSENTIAL CHANGES IN COMMUNICATION AND MONITORING, WE OBSERVED A 221% INCREASE IN DAILY PROGRAMMING AND CASE MANAGEMENT DATA ENTRY.

Cognitive Behavioral Treatment sessions are monitored and tracked to reflect inmate progression while in the institution. This data is crucial in determining risk levels for Continuum of Care programming, and is closely monitored and integrated into the Case Management section in GEOtrack.

Data visualization is the primary goal for 2019, with each department within the Continuum of Care having full access to data in real time. As the department grows, we will continue to employ measures that successfully gather qualitative and quantitative data that reflects the overarching goals of The GEO Group.

POST-RELEASE SUPPORT SERVICES

The GEO Post-Release Unit is located in the GEO Corporate Office in Boca Raton, Florida, led by a Director who oversees twelve Corporate Post-Release Case Managers.

Post-Release Services provides unique and enhanced aftercare support for high-risk inmates as they reenter their communities. Post-release services increase the probability that individuals will successfully reintegrate into society and minimize the possibility that they will re-offend and become threats to public safety. Post-release services are designed to facilitate the individual's transition through a specific reentry plan, including telephonic support, referrals, and financial assistance. Depending on needs, participants may receive transitional housing, food, and clothing vouchers.

SINCE THE PROGRAM'S INCEPTION, PRELIMINARY OUTCOME RESEARCH ON POST-RELEASE PARTICIPANTS INDICATES THEY ARE HALF AS LIKELY AS NONPARTICIPANTS TO RETURN TO CUSTODY.

Post-Release Support Services began providing programming in July 2016.

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

Post-Release Case Managers provide weekly progress check-ups and coordinate additional resources as needed to assist participants in remaining committed to their reentry plan.

This innovative approach to case management was successfully implemented in three Continuum of Care facilities in 2016:

- Graceville Correctional and Rehabilitation Facility in Florida
- Riverbend Correctional Facility in Georgia
- Rivers Correctional Facility in North Carolina

In 2017, four facilities were added to the Post-Release Program roster:

- Bay Correctional and Rehabilitation Facility in Florida
- Blackwater Correctional and Rehabilitation Facility in Florida
- Moore Haven Correctional and Rehabilitation Facility in Florida
- South Bay Correctional and Rehabilitation Facility in Florida

Six more Continuum of Care facilities were added in 2018:

- Lawton Correctional Facility in Oklahoma
- Leidel Reentry Center in Houston, Texas
- Four sites in California: Central Valley MCCF, Golden State MCCF, McFarland Female Reentry Facility, Desert View MCCF

During 2018, 1,864 individuals were engaged in post-release services. In addition, GEO provided a significant financial investment using Funded Individual Support Packages (FISPs) to support participants as they progress 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.



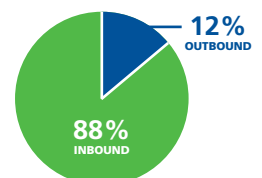
POST-RELEASE SUPPORT SERVICES ACTIVITY

PARTICIPANTS: **1,864**
 PARTICIPANTS EMPLOYED: **892**
 PARTICIPANTS IN THE COMMUNITY: **631**



CALLS FROM/TO GEO POST-RELEASE CALL CENTER

TOTAL **24,276**
 OUTBOUND . . **2,853**
 INBOUND **21,426**



POST-RELEASE SUCCESS STORIES

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“I have been battling drug and alcohol addiction pretty much my whole life. Ending up in prison was a wake-up call. One of the things GEO provided when I was released was a bike to get started on my job search and to get around. With the help of GEO and Solutions by the Sea, I have been able to get my driver’s license back, start a new career in sales, buy a car and start a savings account. When I bought my car, I actually gave the bike that was provided to me to another individual at Solutions by the Sea who was recently released from a non-GEO facility. I know for a fact, I wouldn’t be where I am today without the help of GEO.”

— Peter G.

”

“I found out through the CoC program that I am hireable and that there are places and people that do help ex-felons.”

— Clifford H.

”

“It’s been a year now and I’m grateful for the help and support I got from GEO. I’m now able to pay my own rent. I’ve learned to focus on the positive aspect of life. My goals and aspirations are to keep studying, to keep improving myself spiritually, mentally, physically and economically for the benefit of myself, my children and my grandchildren.”

— Patrick H.

”

“When I was released, I was provided with vouchers for food and clothes that I really needed. I checked in with my case manager once a week for assistance. I have my own pressure washing business now. Thanks to the GEO program, I look forward to being a better person. Thanks for this new life.”

— Lanford J.

”

“Before the GEO Program, I was very concerned about how well I would adjust once released from prison, and honestly a little stressed about how hard it was going to be to rebuild a life I completely burned to the ground. When I was released from the GEO facility, they helped relieve some of that stress by providing vouchers for clothes, food and transportation. These things would seem minor to most but when you re-enter society with nothing, these small things become very big indeed. They also helped to pay for some of my college text books to help me attend college.”

— Raymond M.

”

“I felt nobody cared because I was an inmate. I felt alone, an outcast. But during the program, I started feeling like there was hope and that there were people who cared about me.”

— Joseph R.



FACILITY OUTCOMES & ANALYSIS

IMPROVED FACILITY CULTURE AND LIVING ENVIRONMENT

The GEO Continuum of Care program leads to an improved culture and living environment for offenders and staff through their awareness of the facility's mission change to one of enhanced rehabilitation. The effects of facility culture change is evidenced by the reduction in disciplinary reports as indicated below. GEO undertakes the cultural mission change in each CoC facility through the following:

- All facility staff receive new training in Core Correctional Practices
- All programs staff receive specialized training in Motivational Interviewing, Risk Assessment and Treatment
- All case managers receive specialized training in Individual Cognitive Behavioral Treatment and Transition and Release Planning

Riverbend Facility Grievances

Grievance Type	2015	2016	2017	2018	% Reduction (2015-2018)
Program Assignment	10	6	2	2	80%
Complaints Against Staff	440	221	123	123	72%
Food Service	9	2	4	2	78%
Medical	59	20	18	13	78%

Riverbend Facility Average Daily Population

Average Daily Population	2015	2016	2017	2018	Average (2015-2018)
Average Daily Population	1478	1476	1493	1473	1480

Graceville Facility Grievances

Grievance Type	2015	2016	2017	2018	% Reduction (2015-2018)
Program Assignment	46	23	9	7	85%
Complaints Against Staff	20	11	5	0	100%
Food Service	28	10	6	7	75%
Medical	296	265	193	172	42%

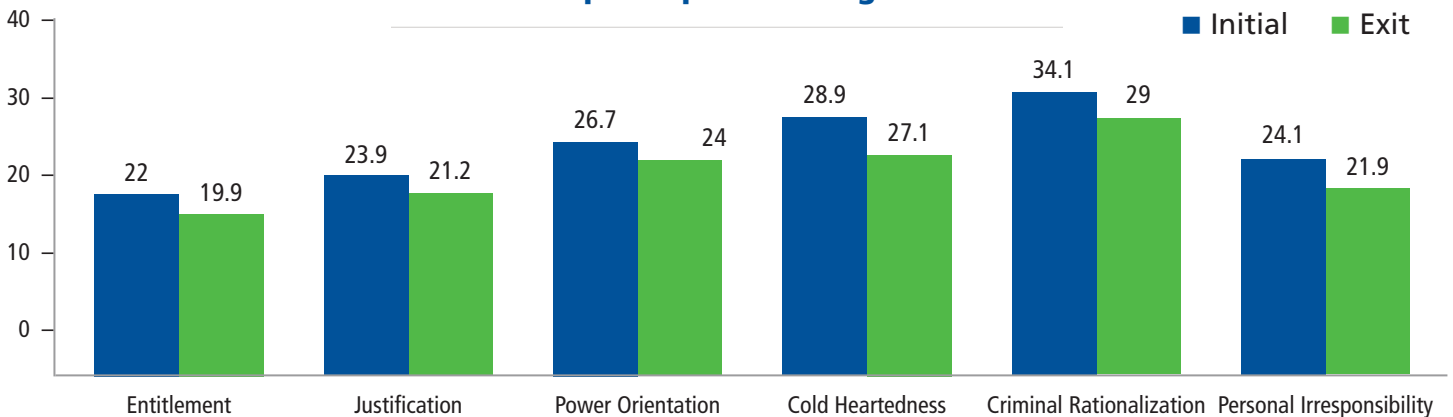
Graceville Facility Average Daily Population

Average Daily Population	2015	2016	2017	2018	Average (2015-2018)
Average Daily Population	1871	1862	1851	1859	1861

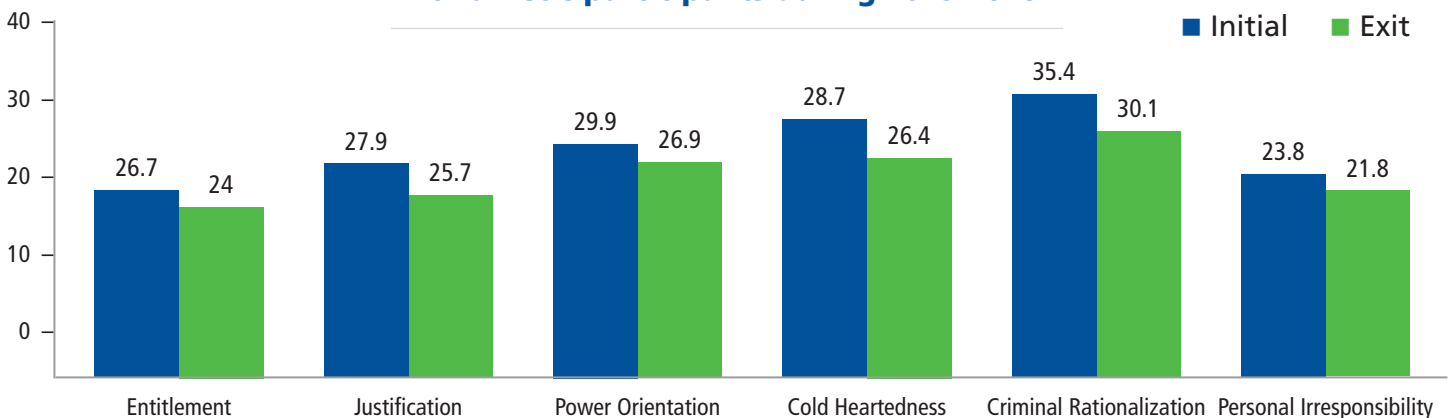
CRIMINAL THINKING

Criminal thinking domains, such as antisocial cognitions and antisocial attitudes, are frequent targets for change in correctional treatment, and are described in current theories of criminal behavior. 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 results of this report indicate that GEO’s programs reduce criminal thinking patterns as measured by the CTS, and therefore lower the potential for future recidivism. The figures below show those CoC participants who had clinically elevated initial CTS scores, on average, showed a clinically and statistically significant reduction of self-reported criminal thinking.

**Riverbend Facility Intake and Exit Criminal Thinking Scales Comparison
Moderate and High Initial CTS Scores
for all CoC participants during 2016-2018**



**Graceville Facility Intake and Exit Criminal Thinking Scales Comparison
Moderate and High Initial CTS Scores
for all CoC participants during 2015-2018**



RECIDIVISM ANALYSIS – ONE YEAR RATE

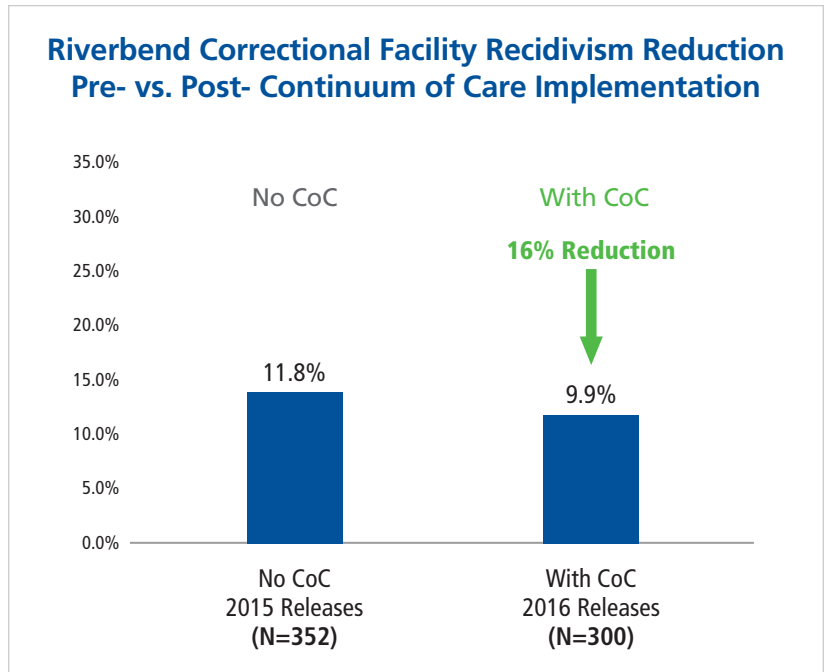
The GEO CoC Research Division collects both internal and publicly available data to track and evaluate programmatic outcomes. Recidivism is a major focus and is defined as a return to prison within the state of release. We are currently under contract with Florida and Georgia to validate all reported rates reflected below.

RIVERBEND CORRECTIONAL RECIDIVISM DATA

The Riverbend Correctional Facility CoC Program was fully implemented in September 2016.

The Riverbend recidivism figure to the right shows an offender return rate decline of 16%.

Prior to the CoC Program, 11.8% of those released returned to a Georgia prison within 12 months. Following the implementation of the CoC Program, return rates decreased to 9.9% for those released in 2016. This indicates a 16% reduction in recidivism.

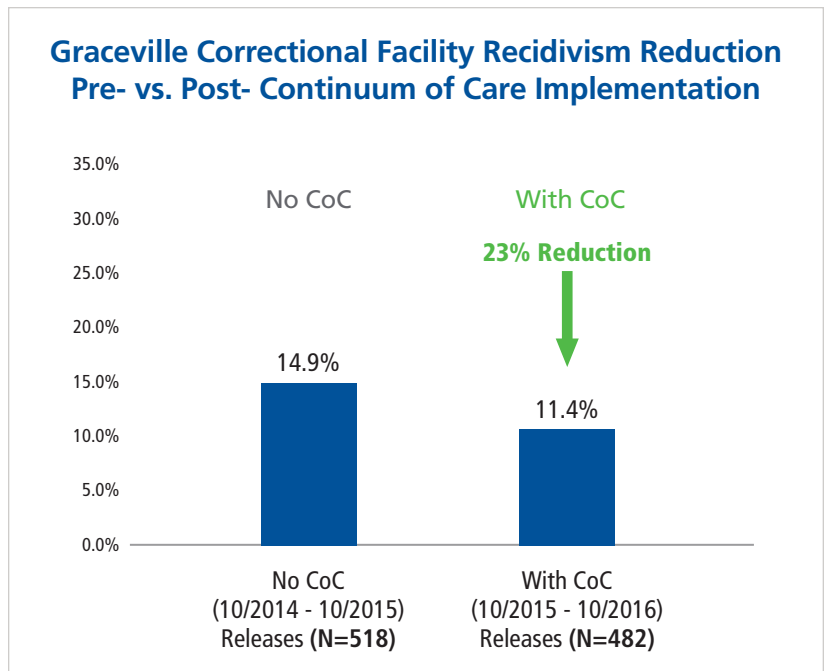


GRACEVILLE CORRECTIONAL AND REHABILITATION FACILITY

The Graceville Correctional Facility CoC program was fully implemented in July 2016.

The Graceville recidivism figure to the right shows an offender return rate decline of 23%.

Prior to the CoC Program, 14.9% of those released returned to a Florida prison within 12 months. Following the implementation of the CoC Program, return rates decreased to 11.4% for those released between 2015 and 2016. This indicates a 23% reduction in recidivism.



RECIDIVISM ANALYSIS – TWO YEAR RATE

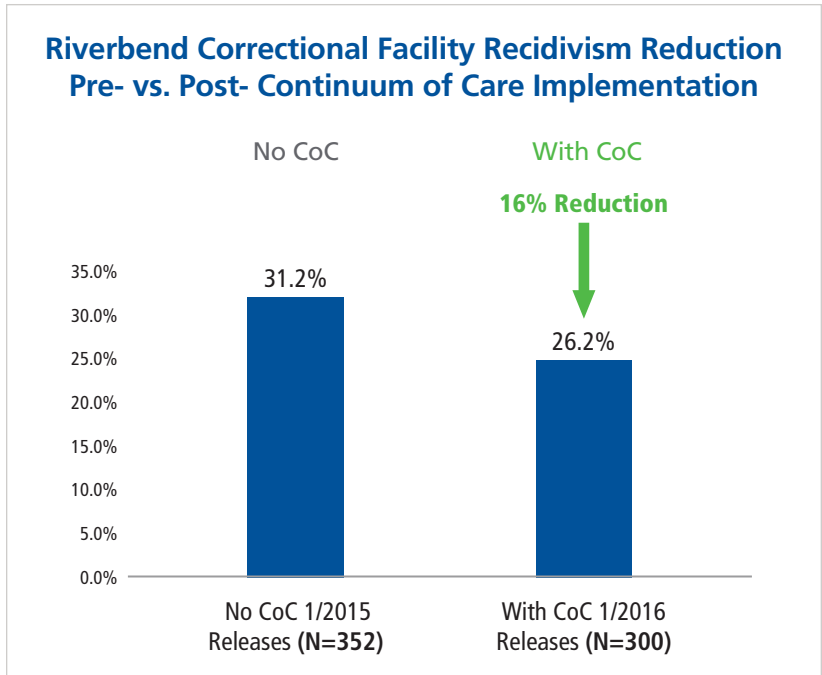
In 2019, the GEO CoC Research Unit engaged Florida Atlantic University (FAU) to validate the effectiveness of Graceville Correctional Facility's Continuum of Care program as it relates to recidivism reduction.

Although generally measured over three years, our initial data shows a pattern of recidivism reduction across both facilities that extends up to 24 months after participants return to the community. Future analyses for which we are currently collecting data will control for relevant variables, such as dosage, allowing us to better understand the impact of the Continuum of Care programming.

RIVERBEND CORRECTIONAL RECIDIVISM DATA

Extending the recidivism measurement time from 12 to 24 months, we saw a decline of 16%.

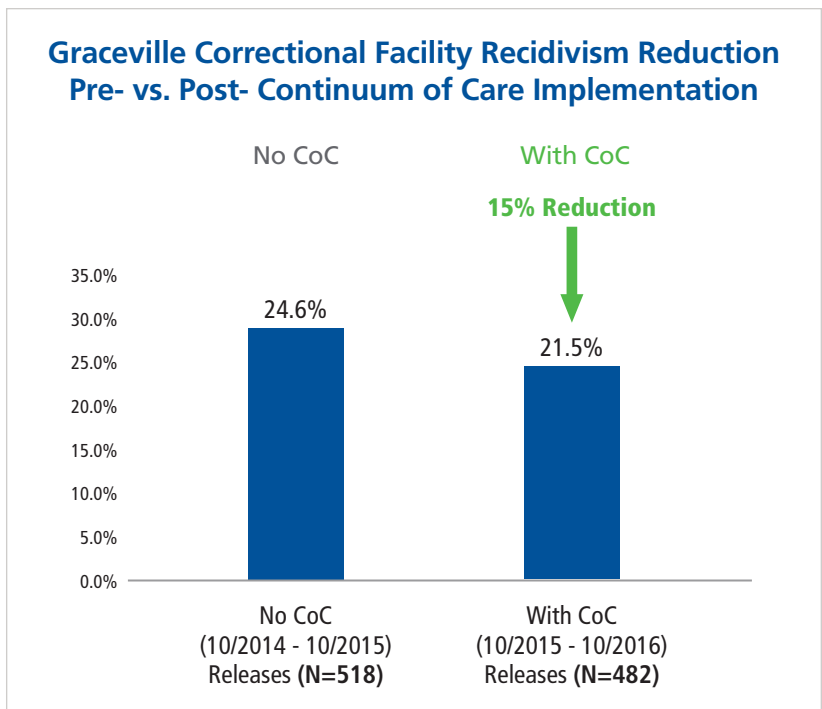
Within 24 months of release, 31.2% of those released during the 2015 calendar year returned to a Georgia prison. After implementation of the CoC Program, the 24-month return rates decreased to 26.2% for those released during the 2016 calendar year.



GRACEVILLE CORRECTIONAL & REHABILITATION FACILITY

Extending the recidivism measurement time from 12 to 24 months, we saw a decline of 15%.

Within 24 months of release, 24.6% of those released between 10/2014 and 10/2015 returned to a Florida prison. After implementation of the CoC Program, the 24-month return rate decreased to 21.5% for those released between 10/2015 and 10/2016.







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