



GEO CONTINUUM OF CARE™ 2017 ANNUAL REPORT



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

CHAIRMAN'S LETTER



GEORGE C. ZOLEY,
CHAIRMAN, CEO AND FOUNDER

The GEO Continuum of Care™ program underscores our belief that, as a company, we are most effective by assisting individuals reenter society as productive and employable citizens.

Several years ago, GEO undertook an assessment of the company's client objectives, organizational resources, financial strengths, and reached the conclusion that we could do more for the people under our care.

We noted that we were organizationally and financially successful in providing secure residential care in GEO Corrections and Detention facilities for over a quarter of a million individuals annually. But, there was more that we could do, and should. Out of this self-assessment came the "GEO Continuum of Care™" (CoC) enhanced offender rehabilitation program.

What started as an innovative concept a few years back, is now being implemented at more than a dozen GEO facilities around the country. During 2017, GEO provided \$10 million in funding for a Continuum of Care Division at the Boca Raton, Florida Corporate Headquarters and for several CoC demonstration sites across the U.S.

Our GEO Continuum of Care™ provides enhanced in-custody offender rehabilitation programming, including cognitive behavioral treatment, integrated with post-release support services.

Every day, nearly 30,000 men and women in our facilities participate in rehabilitation programming ranging from academic and vocational classes to life skills and treatment programs. Additionally, through GEO's community reentry facilities, more than 15,000 individuals participate in rehabilitation programs.

The goal of our in-custody programming is to facilitate a successful transition by the offenders into a crime-free daily life in their communities. Our cognitive behavioral treatment begins with individualized risks and needs assessments and offers several unique and enhanced programs.

- *Industry-leading Cognitive Behavioral and Substance Abuse treatment based on nationally recognized curricula*
- *Enhanced academic programming with the use of SMART Board technology for interactive learning*
- *Enhanced vocational training through nationally certified programs focused on future job and career opportunities*
- *Faith-character based services with an emphasis on mentoring and modified therapeutic community settings*

Post-release support services, which are provided by Post-Release case managers on a 24/7 basis, offer assistance to offenders for their most critical needs upon their release back into the community, including housing, employment, and transportation assistance.

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 the Graceville Correctional Facility in Florida.

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2017 CoC PROGRAM HIGHLIGHTS

- The CoC certification of 11 new GEO Continuum of Care™ demonstration sites, bringing the total certified sites to 14 in the U.S.
- Issued 2,615 high school equivalency diplomas
- Issued 7,814 vocational certificates
- Achieved 8,412 Substance Abuse program completions
- Increased the number of national Faith and Character-Based community partners and improved programming
- Received \$2.9 million funding from the State of Florida for the implementation of GEO Continuum of Care™ program at Bay, South Bay, Moore Haven, and Blackwater Correctional Facilities
- Activated the state-of-art \$700 million Ravenhall facility in Australia, with 142 program staff (on-site and off-site) for the 1,000-bed facility
- Activated Post-Release Support Services at four institutions bringing the total to seven facilities
- Established a partnership with Florida Atlantic University (FAU) to conduct an evaluation of the Graceville, Florida CoC Program
- Enhanced programming and improved facility culture at 34 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 demonstration site
- The GEO Continuum of Care™ Program at Graceville Correctional Facility received the 2018 American Correctional Association (ACA) Innovation in Corrections award, as recommended by Florida Atlantic University

RAVENHALL CORRECTIONAL CENTRE MELBOURNE, AUSTRALIA



GEO CONTINUUM OF CARE™ 2017 FACT SHEET



POPULATION

Total Eligible Population	60,620
Total Program Participants	29,214



PARTICIPATION

Total Programming Hours Completed	5,914,071
Total Programming Completions	30,814
Behavioral Program Completions	23,485
Individual Cognitive Behavioral Treatment Sessions Completed	16,409
Average Daily Vocational Attendance	24,291
Average Daily Academics Attendance	12,210
Average Daily Substance Abuse Attendance	4,112
Total Substance Abuse Completions	8,412
Total Vocational Completions	7,814
Total High School Equivalencies Issued	2,615
Average Program Participation Hours per Participant	202.5



POST-RELEASE SUPPORT SERVICES SUMMARY

Total Post-Release Participants	960
Community-Based Participants	501
Participants Pending Release	459
Employed Participants	234



STAFF DEVELOPMENT

Total Annual Trainings	153
Total Staff Training Hours	46,750







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 Facility as the 2018 “Innovation in Corrections” awardee. The award is a huge 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 Graceville Correctional 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.

GRACEVILLE GEO CONTINUUM OF CARE™ PROGRAM ACCOMPLISHMENTS: 2016-2017

-  **886,170** Programming Hours Completed
-  **553** Substance Abuse Program Completions
-  **1,787** Behavioral Program Completions
-  **206** Faith and Character-Based Program Completions
-  **256** Vocational Certification Completions
-  **117** GED Completions
-  **8,382** Individual Cognitive Behavioral Treatment Sessions completed
-  **42% reduction** in Grievances filed
-  **45% reduction** in Major Disciplinary Reports
-  **Post-Release Services**
Assisted **617** participants upon return to their community
Provided **\$413,363** in funding for needs in the community

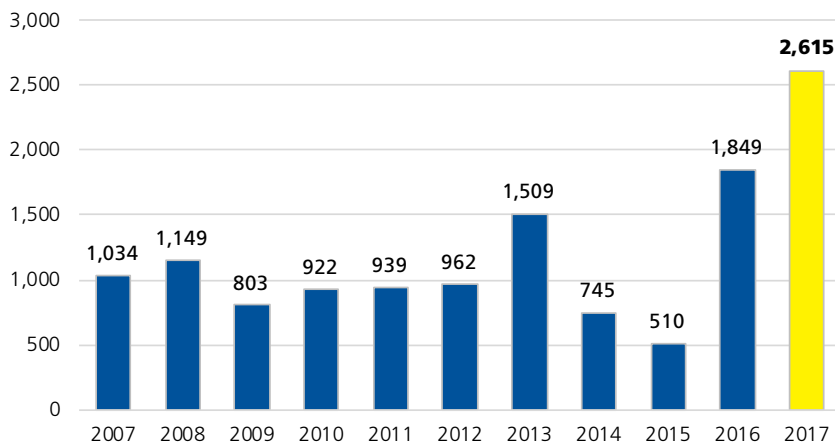
FOR FLORIDA GRACEVILLE CORRECTIONAL FACILITY



CoC ACADEMIC PROGRAMS



High School Equivalency Diplomas Awarded



In 2017, The GEO Group awarded 2,615 High School Equivalency Diplomas (a 41% increase over 2016) and 7,814 Vocational certificates (a 2% increase over 2016).

ACADEMIC APPROACH

- The GEO learning model, developed in December 2015, was piloted at 15 sites in 2016, and implemented at U.S. Corrections facilities nationwide in 2017.
- The learning model is designed around specific requirements of adult learners and encourages learning from mistakes.
- Learning environments are collaborative and utilize a problem-solving approach.

The GEO Learning Model includes:

- Technology-driven learning labs equipped with SMART boards
- Individualized education plans
- Problem-based and collaborative learning opportunities



CoC VOCATIONAL PROGRAMS

VOCATIONAL TRAINING

Career and Technical Education programs are ever-changing to meet the country's education and skill needs. The GEO Group is building tomorrow's workforce today through nationally recognized career and technical education programs. Programs provide a balance between classroom course work and real-world application, enabling students to feel engaged and connected.

Vocational training includes:

- Alignment with regional and state workforce opportunities and community employers
- On the job training opportunities
- Professional portfolio development
- Nationally recognized certification tracks

Vocational programs certified by the National Center for Construction Education and Research (NCCER) include:

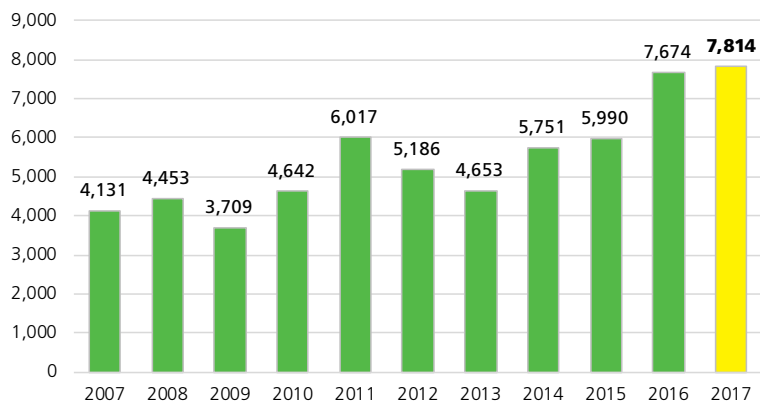
- Building Industry
- Carpentry
- Welding
- Plumbing
- Electrical Wiring
- Paint & Design

In addition, GEO offers the following nationally recognized certifications:

- OSHA Safety
- ServSafe
- Landscape & Design
- Certiport - Microsoft Office Specialist, IC3



Vocational Certificates Awarded

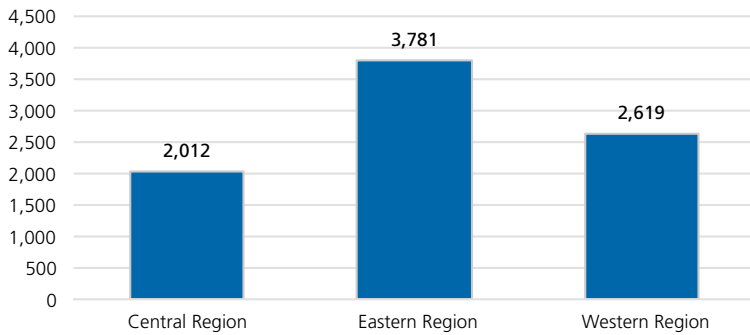


Pictured: Landscape & Design program, accredited through University of Florida (top); Culinary Arts, accredited through Bakersfield College (middle); Carpentry program (bottom).

SUBSTANCE ABUSE SERVICES



**2017 Substance Abuse Completions
For GEO U.S. Corrections= 8,412**

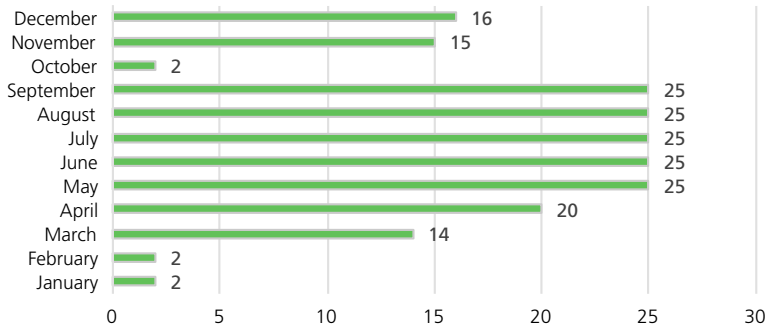


GEO is dedicated to providing trauma-informed substance abuse treatment through all service lines.

2017 HIGHLIGHTS

- Cognitive Behavior Interventions for Substance Abuse (CBI-SA) implemented in all Florida sites
- 218 GEO-employed substance abuse counselors nationwide were trained on topics related to their position and certification
- Indiana Substance Abuse programs became a registered provider for Continuing Education Units (CEU)
- Learning & development track created for substance abuse counselors

**CoC Division Training of
Facility Substance Abuse Staff**



CoC POST-RELEASE SUPPORT SERVICES

The GEO CoC Post-Release Unit is located in the GEO Corporate Office in Boca Raton, Florida, led by a Director who oversees ten (10) Corporate Post-Release Case Managers.

The Corporate Post-Release Case Managers begin coordinating with the on-site facility Transition Case Managers regarding individuals within 90 days of release. An offender transition plan is developed to address the individual's needs regarding housing, employment training and services, clothing, food, transportation, and aftercare treatment. Various local community organizations are identified as preferred GEO service providers assisting participants released from seven (7) participating GEO CoC facilities.

Upon the release of the participant, the Post-Release Case Managers maintain ongoing communication regarding their ability to access and progress with respect to housing, transportation, treatment, and employment. Post-Release participants can access the GEO 24/7 Post-Release Call Center for assistance.



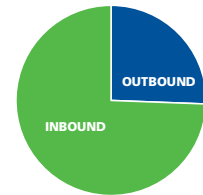
POST-RELEASE SUPPORT SERVICES ACTIVITY

PARTICIPANTS: **960**
 PARTICIPANTS EMPLOYED: **234**
 PARTICIPANTS IN THE COMMUNITY: **501**

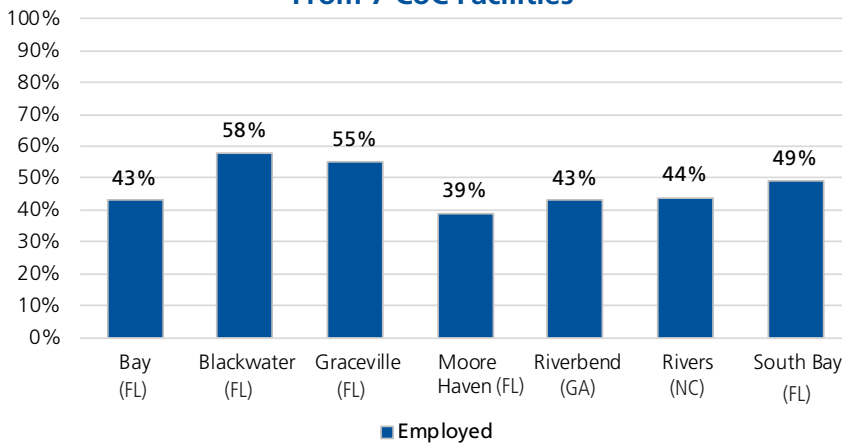


CALLS FROM/TO GEO POST-RELEASE CALL CENTER

TOTAL **13,640**
 OUTBOUND . . . **3,498**
 INBOUND **10,142**



Post-Release Employment From 7 CoC Facilities



POST-RELEASE EMPLOYMENT DATA

During 2017, seven GEO facilities participated in the Post-Release Support Services Program. Obtaining and maintaining employment is one of the biggest factors in reducing recidivism. To the left are the 2017 employment outcomes for the facilities offering post-release support services.



RIVERBEND FACILITY - OUTCOMES

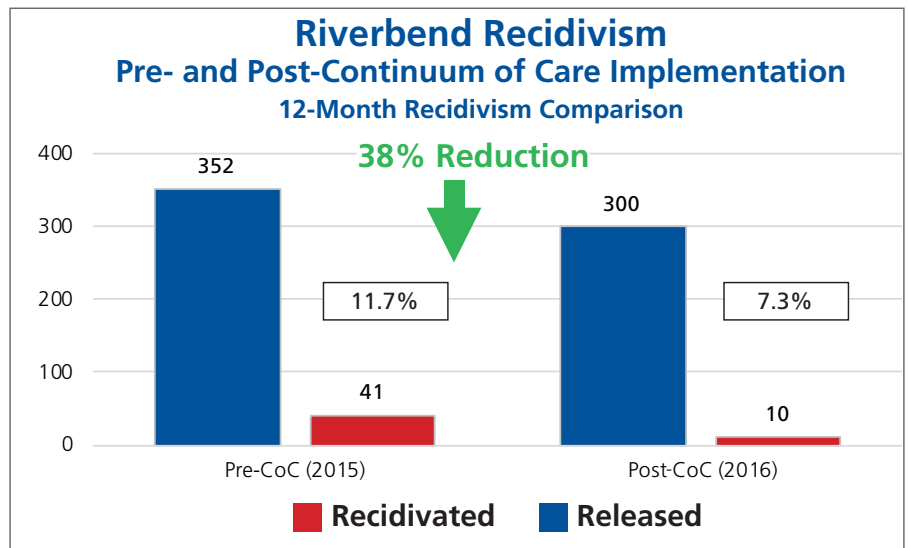
The outcomes enclosed highlight recidivism¹ reductions, disciplinary reports, and grievances at two CoC demonstration sites: Graceville Correctional Facility in Jackson County, FL and Riverbend Correctional Facility in Milledgeville, GA.

- Both facilities have implemented CoC programming long enough to calculate 12-month recidivism rates, and the data shows significant reductions in returns to prison
- CoC programming provides offenders up to 18 hours of individualized cognitive behavioral treatment above what prisons are contracted to provide
- There is evidence of the positive impact that enhanced programming and staff development has on key disciplinary and grievance measures

RIVERBEND CORRECTIONAL FACILITY

1,500-Bed Medium Security Facility in GA

- Comparing the recidivism rates for individuals released from Riverbend Correctional Facility prior to the GEO Continuum of Care™ program implementation to those released after the implementation, the recidivism rate dropped by 38% (4.4 percentage points).



Riverbend Disciplinary Reports

Type of Disciplinary Report	2015	2016	2017	% Reduction (2015–2017)
Major Disciplinary Reports	515	399	410	25%
Lying to Staff	47	32	32	32%
Disrespect to Officials	255	188	189	26%
Spoken Threats	39	27	25	36%

Riverbend Grievances

Grievance Type	2015	2016	2017	% Reduction (2015–2017)
Program Assignment	10	6	2	80%
Staff Complaints	440	221	123	72%
Formal Grievances Filed	780	328	359	54%

¹ Recidivism is defined as a return to prison

GRACEVILLE FACILITY - OUTCOMES

Departure Survey Results from Graceville (10/2017)

Participation in GEO Continuum of Care™ programming has shown several key areas of initial success in terms of participant program satisfaction. Highlights include:

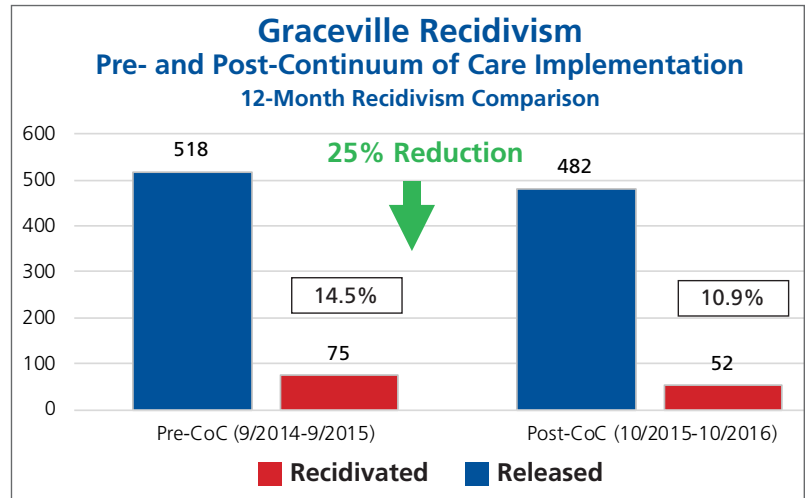
- 97% stated feeling prepared to reenter society
- 100% indicated meeting with their Transition Case Manager (TCM) helped prepare them for release
- 97% agreed there were more educational opportunities compared to other institutions where they previously served time

The Departure Survey will be implemented in all GEO Continuum of Care™ facilities in the future.

GRACEVILLE CORRECTIONAL FACILITY

1,884-Bed Close Custody, Level 5 Facility for FL

- Comparing the recidivism rates for individuals released from Graceville Correctional Facility prior to the GEO Continuum of Care™ program implementation to those released after the implementation, the recidivism rate dropped by 25% (3.6 percentage points).



Graceville Disciplinary Reports

Type of Disciplinary Report	2015	2016	2017	% Reduction (2015-2017)
Major Disciplinary Reports	1475	1357	903	39%
Lying to Staff	45	35	15	67%
Disrespect to Officials	201	146	106	47%
Spoken Threats	118	93	40	66%

Graceville Grievances

Grievance Type	2015	2016	2017	% Reduction (2015-2017)
Program Assignment	44	23	9	80%
Staff Complaints	20	11	5	90%
Formal Grievances Filed	933	789	544	42%

In 2017, the GEO CoC Research Unit engaged Florida Atlantic University (FAU) to evaluate the effectiveness of Graceville Correctional Facility's GEO Continuum of Care™ program as it relates to arrest and recidivism reduction and the impact of Graceville's Post-Release Support Services program.

FAITH AND CHARACTER-BASED PROGRAMS



In 2017, Chaplaincy and Faith-Based Services concentrated on three specific areas to expand the ways we serve those in our care.

COMMUNITY ENGAGEMENT

- The GEO Group Foundation supported the Prison Fellowship's Angel Tree Sports Camp, which had more than 300 children and 100 volunteer attendees
- A partnership between Graceville Correctional Facility and the First Baptist Church of Dothan Alabama provided more than 200 offenders with an opportunity to worship with Reverend Will Graham

PROGRAMMING ENHANCEMENTS

- Improved programming by emphasizing values-based instruction and life skills training
- Enhanced curricula to strengthen life skills
- The CoC Faith-Based program at Graceville Correctional Facility was audited and certified by the Florida Department of Corrections

NATIONAL FAITH-BASED ORGANIZATIONS

Global Leadership Summit

- The Willow Creek Association and Bill Hybels assembles dynamic leaders and speakers to share ideas on the means and methods of good leadership and how to lead others
- Our relationships with Willow Creek Association in Chicago, Prison Fellowship in Virginia, Trinity Broadcasting Network in Florida, and GloryStar Satellite Company in California, made it possible for more than 1,000 offenders to participate in the Summit "live" with interactive workbooks during the event

God Behind Bars (GBB)

- A national ministry organization in four of our facilities offers a weekly worship experience attended by approximately 220 offenders
- GBB also sponsored the "All is Bright" Christmas event to unite offenders and their children for a full day at Arizona State Prison-Kingman
- Activities included building gingerbread houses, storytelling, reading to the children, gift giving, and sharing a meal

Faith and Character Curricula- 1,200 Hours



CoC QUALITY ASSURANCE UNIT

More than 75 coaching assistance visits were conducted by the CoC Quality Assurance Unit in 2017 to help implement new programs nationwide. Coaching visits are designed to equip line staff with the best practices for delivering new programming.

2017 HIGHLIGHTS

- Eleven GEO Continuum of Care™ demonstration sites received CoC certification including:
 - Bay Correctional Facility
 - Blackwater River Correctional Facility
 - Central Valley Modified Community Correctional Facility
 - Desert View Modified Community Correctional Facility
 - Arizona State Prison-Florence West
 - Golden State Modified Community Correctional Facility
 - Guadalupe County Correctional Facility
 - Heritage Trail Correctional Facility
 - Lawrenceville Correctional Center
 - McFarland Female Community Reentry Facility
 - Moore Haven Correctional Facility
- The facility-level Fidelity Verification Program officially rolled out to facilities that have obtained CoC certification; research states implementing on-site fidelity program evaluations coupled with an additional level of ongoing oversight can add up to an additional six percent in the reduction of recidivism for the populations served¹
- Three manager positions were added to provide coaching to new facility staff and guidance to facility leadership to enhance the successful implementation of CoC programming; the managers were trained in Moral Reconciliation Therapy (MRT), Motivational Interviewing (MI), Individual Cognitive Behavioral Treatment (ICBT), Core Correctional Practices (CCP), Thinking for a Change (T4C), Behavior Change Plan (BCP), and more
- The tools used in the certification process were refined to better capture critical skills like SMART goal development and CCP integration into classrooms and facilities

¹ Christopher T. Lowenkamp, Edward J. LaTessa, Paula Smith (2006). *Does Correctional Program Quality Really Matter? The Impact of Adhering to Principles of Effective Intervention.*





Our commitment to data driven results was strengthened in 2017 through the integration of GEOtrack, GEO's proprietary software, in all facilities across the country. By capturing and analyzing the data, we can more clearly measure program performance and share outcomes with our customers.

The Technology Integration Services team focused on capturing and monitoring post-release support services data and the overall success of this initiative, spearheaded by our Chairman, to reduce recidivism.

- Reports and dashboards outlining funds allocated for services such as housing, clothing, food vouchers, extended treatment care, and employment have been created
- Reports to assist the Post-Release Case Managers have been built to expedite case management
- Facilities can enter programming participation, number of hours, and number of completions

The team implemented training on the data collection for the enhanced programming that is provided at each GEO Continuum of Care™ demonstration site. Facilities participating in Individual Cognitive Behavioral (ICBT) sessions can now monitor and collect data on an offender's progression throughout their time in the institution. The data is closely monitored and integrated into our Case Management section in GEOtrack.

CoC TRAINING INSTITUTE

Core Correctional Practices (CCP) Training

The GEO Continuum of Care™ Training Institute rolled out Core Correctional Practices (CCP) training to 34 facilities in 2017. 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. Training 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, seven GEO Continuum of Care™ demonstration sites, including the Ravenhall Correctional Centre, received enhanced staff training on organizational culture, cognitive behavioral programs and interventions:

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



POST-RELEASE SUCCESS STORIES

GRACEVILLE – Participant Smith

Participant Smith has been in and out of prison since 1995. With his most recent release in July 2016 he was able to utilize post-release services. He left Graceville with a job, but no form of transportation. His post-release case manager got him monthly bus passes to be able to get to and from his place of employment, and he is currently maintaining this employment. Mr. Smith's post-release case manager also connected him with a reentry coalition that assisted him with clothing and additional employment opportunities.

BLACKWATER – Participant Jones

Participant Jones has been in and out of prison for more than 30 years. With his most recent release in April 2017, he has been able to obtain and maintain employment as well as pay child support. Mr. Jones is grateful for all the support his post-release case manager has given him, stating, *"This program has helped me turn my life around, and I am a new man. I could not have done it without your support."*

BLACKWATER – Participant Young

With the help of post-release services, Mr. Young received 90 days of housing. During this time, he was able to save money with the job he obtained, and move into an apartment. He is currently maintaining that employment and apartment.

BAY – Participant McCoy

Participant McCoy started a solid reentry plan with his transition case manager and post-release case manager before leaving the facility, and as a result he moved directly into approved transitional housing. He has also been able to obtain and maintain employment and still voluntarily resides in the transitional housing program.

MOORE HAVEN – Participant Smith

"I would like to start off by saying thank you for this program that you are giving to me at Moore Haven Correctional Facility. It is a very good program for the ones that want good out of life, and that want to make it. It is a good start to get back on your feet, and get started with your new life."



CoC LEADERSHIP



Dr. Ann M. Schlarb
Senior Vice President and
President of GEO Care



Dr. Derrick D. Schofield
Executive Vice President,
GEO Continuum of Care™
and Reentry Services



David S. Burch
Divisional Vice President,
GEO Continuum of Care™

DIVISIONAL STAFF



Dr. Mathew Abraham
Director, Training



Dr. Ralph Fretz
Director,
Post-Release Services



Angela Geisinger
Director, Academic and
Vocational Programming



Jason Boggs
Manager, Research



Gina Drusc
Business Manager



Beth Ellefson
Manager, Training



Richard Glau
Manager,
Faith Based Services



Michele Iannucci
Manager,
Substance Abuse



Aaron Knight
Manager, Technology
Integration Services



Debra Montgomery
Manager,
Vocational Programs



Rodney Quinn
Manager,
Quality Assurance

