



GEO CONTINUUM OF CARE® ANNUAL REPORT 2020



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

Letter from George Zoley, Chairman, CEO and Founder



“GEO is proud to be a world leader in offender rehabilitation and will continue to work to improve the lives of the individuals in our care.”

— GEORGE C. ZOLEY,
CHAIRMAN,
CEO & FOUNDER

GEO's Continuum of Care® (CoC) program of improved offender rehabilitation is our contribution to criminal justice reform. It provides a proven successful model on how the 2.2 million people in the criminal justice system can be better served in changing how they live their lives.

The CoC program is not in competition or in conflict with other national initiatives regarding offender sentencing reforms. In fact, we applaud these efforts. Our efforts seek to draw national attention to the many still incarcerated in need of a more structured and comprehensive approach to rehabilitation.

The Corporate GEO CoC Division has remained active during 2020 and continues to celebrate success and focus on best practices for achieving results across the GEO continuum.

Although 2020 produced some operational challenges, the Corporate GEO CoC Division produced innovative solutions to limit impact and ensure the populations we serve were engaged in their success.

The GEO CoC rehabilitation program is deeply rooted in Cognitive Behavioral Treatment (CBT). Facilities were able to use the core concepts of CBT to reduce participant stress and anxiety while continuing with effective programming throughout the COVID-19 pandemic.

GEO was able to transition from traditional delivery to technology-based programming with the use of GEO Academy and other digital resources. Participants were able to continue their education and treatment in a safe and secure environment.

Upon release, our graduates experience the full continuum of services through Post-Release Support. Post-Release Services provide individualized case management and remove basic reentry barriers such as housing, food, clothing, and employment.

The needs of participants are identified while in-custody and addressed as participants transition to their community. Post-Release Support is a significant investment of GEO resources—one that adds value

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to our clients. Recent data has shown that as our investment in an individual increased, their recidivism rates decreased. Resources coupled with case manager guidance and advocacy equals success.

Staff development through the GEO CoC Training Institute and the national roll-out of Mental Health and Self Care webinars during the pandemic assisted staff in further enhancing facility culture and program delivery.

In 2020, we further solidified our position as a leader in rehabilitative services by securing a three-year behavioral health accreditation through the Commission on Accreditation of Rehabilitation Facilities (CARF).

GEO is proud to be a world leader in offender rehabilitation and will continue to work to improve the lives of the individuals in our care. Outlined within this report are some of the key areas that highlight our commitment and focus to changing behavior and changing lives.

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2020 GEO CONTINUUM OF CARE FACT SHEET

At the close of 2020, the GEO Continuum of Care program was implemented at 19 GEO facilities, comprised of 16 state correctional facilities, one county facility, one Federal Bureau of Prisons facility, and one international facility.



POPULATION

Total Eligible Population	37,774
Total Program Participants	20,294



PARTICIPATION

Total Programming Hours Completed	2,564,275
Behavioral Program Completions	34,606
Individual Cognitive Behavioral Treatment Sessions Completed	31,260
Average Daily Vocational Attendance	4,074
Average Daily Academics Attendance	1,395
Average Daily Substance Abuse Attendance	8,212
Total Substance Abuse Completions	8,767
Total Vocational Completions	7,649
Total High School Equivalencies Issued	1,239
Average Program Participation Hours per Participant	126



POST-RELEASE SUPPORT SERVICES SUMMARY

Total Post-Release Participants	3,656
Participants Employed in 2020	1,320



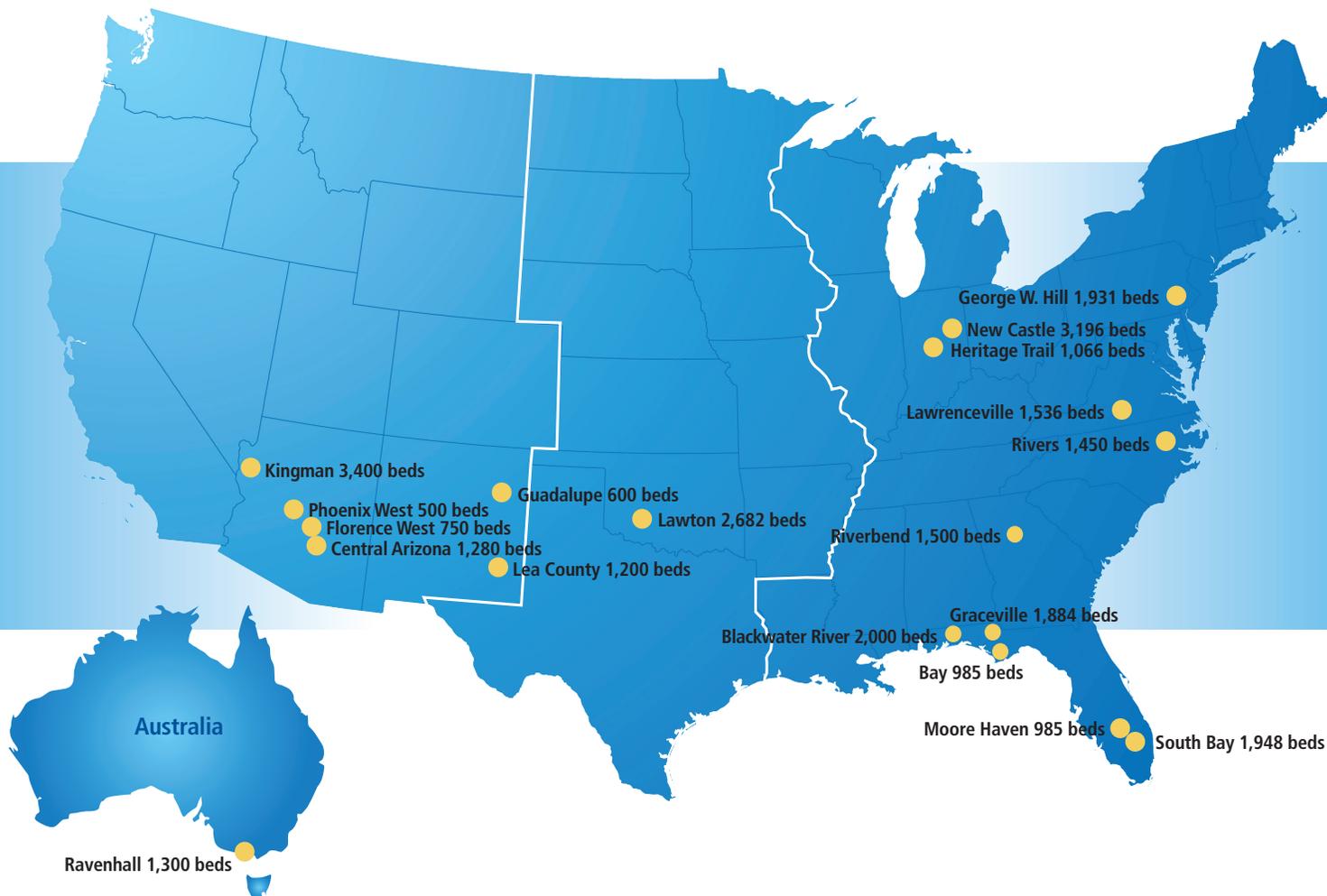
STAFF DEVELOPMENT

Total Staff Trained	7,362
Total Staff Training Hours	206,136

“This program has helped me with creating a better future for myself. I am in the process of getting promoted to Assistant Manager, and I’m blessed to have a job and good health. I don’t think I would have gotten this far without the assistance from this program. Thank you.”

— HECTOR M.

GEO CONTINUUM OF CARE FACILITY LOCATIONS



Arizona Department of Corrections

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

Federal Bureau of Prisons

Rivers Correctional Facility – North Carolina

Florida Department of Management Services

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

Georgia Department of Corrections

Riverbend Correctional and Rehabilitation Facility

Indiana Department of Correction

Heritage Trail Correctional Facility
 New Castle Correctional Facility

New Mexico Department of Corrections

Guadalupe County Correctional Facility
 Lea County Correctional Facility

Oklahoma Department of Corrections

Lawton Correctional and Rehabilitation Facility

Delaware County, Pennsylvania

George W. Hill Correctional Facility

Virginia Department of Corrections

Lawrenceville Correctional Center

Australia – Corrections Victoria

Ravenhall Correctional Centre

GEO CONTINUUM OF CARE MODEL



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

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 then used to develop individualized treatment plans.



ENHANCED COUNSELING

Based on their 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 a Change (T4C), and Cognitive Behavioral Interventions for Substance Abuse (CBI-SA). We believe all facility staff may 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, and as a result are 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 PRCM 90 days prior to their release. The PRCM works with the participant and the TCM at the facility to develop a

release plan that provides an effective transition back to society. Once a release plan is developed, the PRCM identifies and engages community-based service providers to assist the participant in meeting basic reintegration needs. In addition to routine follow-ups by PRCMs, 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 Support 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



“I felt like I always had someone who had my back, which is something I hadn’t felt before. Post-release allows you to have someone to talk to, who knows the situation, is free of judgment, and is connected to community resources.”

— JAMES W.



KINGMAN CORRECTIONAL AND REHABILITATION FACILITY

The Kingman Correctional and Rehabilitation Facility opened in 2002. Prior to assuming operations on December 1, 2015, GEO had a mobilization team onsite to ensure a smooth and necessary transition from the previous operator. The Kingman team facilitates Adult Basic Education (ABE) and General Equivalency Degree (GED) courses, a wide variety of state and industry recognized certification tracks, and a National Center for Construction Education and Research (NCCER) training unit for carpentry, HVAC, electrical, and plumbing. In December 2020, the GEO Continuum of Care case management components, including Transition Case Managers and Post-Release Services were implemented at the Kingman Correctional and Rehabilitation Facility.

I was able to get a roof over my head. I was able to get a job. My family believed I would be protected through GEO.”

— VICTOR R.

PHOENIX WEST CORRECTIONAL AND REHABILITATION FACILITY

Phoenix West Correctional and Rehabilitation Facility, opened in 1996, is a specialty Driving Under the Influence (DUI) facility for adult male offenders. The facility contributes significantly to the local economy as staff are recruited locally and local vendors are utilized. In December 2020, the GEO Continuum of Care case management components, including Transition Case Managers and Post-Release Services were implemented at the Phoenix West Correctional and Rehabilitation Facility.

NEW CASTLE CORRECTIONAL FACILITY

New Castle Correctional Facility transitioned to GEO operation and management in September 2005. This public-private partnership between GEO and Indiana Department of Correction (IDOC) was the first of its kind in Indiana. One of GEO’s priorities was to ensure that existing IDOC staff were afforded the opportunity to work with GEO. GEO interviewed 100% of the existing staff for employment, resulting in an exceptional outcome of approximately 90% retention of State personnel. In December 2020, the GEO Continuum of Care case management components, including Transition Case Managers and Post-Release Services were implemented at the New Castle Correctional Facility.

SERVICES OFFERED AT THESE NEW LOCATIONS

Participants receive case management services to develop and identify the skills, tools, and resources needed for successful community reentry. Transition Case Managers (TCMs) work inside the facilities and provide one-on-one cognitive behavioral treatment one year prior to release. Post-Release Case Managers work with the TCM and participant starting 90 days prior to release to help implement the transition action plan, and remain a continued resource to the participant for up to one year post-release.

Key Continuum of Care components:

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



Each day, the dedicated men and women of GEO work as agents of change. 2020 proved to be a challenging year, and 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 2020, GEO surveyed participants, community partners, and facility administrators to spotlight team members who went above and beyond to promote the values of operational excellence in seven key areas.

Instructor of the Year Jason Langford, Architectural Drafting Instructor, Graceville Correctional and Rehabilitation Facility



“Mr. Langford inspires all of us to make the most of not just our time, but our lives. He begins each class by reminding us that we are filled with overflowing potential and that we can not only change our future, but one day change the world. During the pandemic when there was limited movement, Mr. Langford provided weekly course materials and updates and never forgot to include our ‘character counts’ motivation for the day. The world may feel like it's falling apart, but Mr. Langford keeps us moving forward. Mr. Langford continues to change our world.”

— J. ENGLAND, STUDENT, GRACEVILLE CORRECTIONAL AND REHABILITATION FACILITY

**Transition Case Manager of the Year
Johnnie Alexander, Transition Case Manager,
Rivers Correctional Facility**



“Many of Mr. Alexander’s participants have credited him with providing the spark that caused them to turn their lives around. He meets participants where they are in order to get them to where they need to be. His leadership skills have been an incredible asset to the Company.”

— CAROL GRAY, ACADEMIC COUNSELOR,
RIVERS CORRECTIONAL FACILITY

**IT Support Staff of the Year
Michael Walker, IT Manager, Moore Haven
Correctional and Rehabilitation Facility**



“Mr. Walker has been one of the driving forces in the success of Moore Haven’s Programs and Education Departments. Mr. Walker has assisted numerous GEO facilities with the implementation of technology-based learning and testing.”

— LORI SINK, FACILITY ADMINISTRATOR, MOORE HAVEN
CORRECTIONAL AND REHABILITATION FACILITY

**Behavioral Facilitator of the Year
Larry Lee, Thinking for a Change Facilitator,
Heritage Trail Correctional Facility**

“Mr. Lee exhibits passion, professionalism, and unparalleled enthusiasm in all aspects of his job. He has an innate ability to connect with participants in the Continuum of Care program and help them nurture and develop positive behaviors and thought processes. This ability allows Mr. Lee to create an environment in which he can maximize the impact of the cognitive interventions, while equipping his participants with the tools to address thinking errors, repair relationships, and prepare for a successful return to society.”

— ANGELA REAVES, FACILITY ADMINISTRATOR,
HERITAGE TRAIL CORRECTIONAL FACILITY

**Chaplain of the Year – Chaplain Mark Shipman,
Lea County Correctional Facility**

“I’ve known Chaplain Shipman for 17 years. In fact, I got into Chaplaincy by volunteering at Charlotte Correctional Institute where he served as Senior Chaplain. Chaplain Shipman is program-oriented, a great administrator, knows policy and procedure inside and out, has a pastoral heart, and is willing to counsel younger, less experienced Chaplains any time.”

— RICK GLAU, MANAGER, FAITH-BASED SERVICES

**Substance Abuse Treatment Staff Member of
the Year – Sandra Culliver, Substance Abuse
Manager, Blackwater River Correctional and
Rehabilitation Facility**



“Ms. Culliver is an excellent manager and very compassionate about her job duties. She comes to work every day with a positive attitude and ideas for improving the staff and program performance, and she has tirelessly trained and developed substance abuse staff. During 2020, she was a key contributor in Blackwater River achieving CARF accreditation. She is an absolute delight to work with and has the respect of her peers and co-workers throughout the facility.”

— LEADERSHIP, BLACKWATER RIVER CORRECTIONAL
AND REHABILITATION FACILITY

**Operations Staff Member of the Year
David Henderson, Training Manager, Florence
West Correctional and Rehabilitation Facility**



“Mr. Henderson maintains multiple areas of responsibility. He is dedicated to constant improvement. He was instrumental in developing cost-saving approaches, and he always goes above and beyond to support the facility, his team, and the participants.”

— RONALD CREDIO, FACILITY ADMINISTRATOR, FLORENCE
WEST CORRECTIONAL AND REHABILITATION FACILITY

GEO's learning model, developed in 2015 to help students combat common core, once again proved its effectiveness in 2020 as COVID-19 escalated into a global pandemic. While education systems all over the world closed their doors, correctional education was not immune to the challenges, and GEO pushed forward with the development of GEO Academy.

GEO Academy is an online library of resources for educators and students at GEO facilities. The use of technology generated new learning opportunities, where students could be effective and collaborative creators, demonstrate competencies, and communicate ideas through digital media. The classroom computers and tablets allowed for social distanced lessons, while providing engaging learning paths.

Programming and curriculum have long focused on educational services, vocational training, and substance abuse treatment to help break the cycle of recidivism. GEO's learning model recognizes that adverse learning experiences in youth may affect a student's capacity to learn throughout life. Academic plans are tailored to the student's knowledge level, and by providing options, students can achieve academic goals in a manner that fits their learning style.

Staff trainings were held across the country to develop independent study and virtual resources for delivery on tablets, enabling staff to conduct classes inside and outside of the housing units. Each facility quickly transitioned to the technology-based programming, so students were able to continue to earn credit hours and work toward their goals.

In 2020, GEO awarded 1,239 high school equivalency diplomas, while maintaining healthy and safe learning environments.

POST-SECONDARY EDUCATION

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.

In 2020, GEO students at Graceville and Riverbend Correctional and Rehabilitation Facilities completed 1,566 credit hours towards their degrees through Ashland University.

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:

- Associate 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

“I very much appreciate you for letting me come to GEO and letting me learn the things and the tools that I needed to make it in society this time.”

— TERRY B.





In January 2020, the Continuum of Care launched GEO Academy Career Services through partnerships with community employers and in collaboration with the Post-Release Services department. The goal of this program is to create pre-release programming opportunities, designed to increase post-release employment.

In light of the pandemic, participants continued to earn occupational completion points through technology-based platforms and independent study. Vocational programming was adapted for virtual platforms and independent study materials were developed to meet social distancing requirements.

GEO's career and vocational education programs align with regional and state workforce opportunities to offer individuals a greater chance of obtaining employment, higher earning levels, increased job satisfaction, lifelong skills, and improved flexibility and mobility.

It is our goal for participants to return to their communities with a professional portfolio including examples of work, classroom hours, and on-the-job training hours. Students earn nationally recognized certificates exhibiting transferable work skills and knowledge, which aid in gaining employment.

Nationally recognized certification tracks include:

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

GEO also offers the following state and industry recognized certifications:

- Forklift
- Horticulture
- Flagger
- Warehouse and logistics
- Architectural drafting
- Hospitality and tourism
- Marketing and management
- CDL commercial truck driving
- Barbering

“I was a lifelong union member, prior to incarceration. Upon release, I wanted to pursue a union construction job, but needed to pay back union dues and regain good standing with the union. GEO paid the back dues, and I was able to quickly access a good paying union job with great benefits. Today, I earn \$35/hr. and work full time.”

— LYNEIL M., ALUMNI, RIVERS CORRECTIONAL FACILITY



In 2020, faith- and character-based services utilized technology to continue to provide quality programming. Chaplains provided a variety of media resources, concerts, sermons, and lectures through a constant stream of digital, live, and directed study courses.

2020 HIGHLIGHTS

- Six new partnerships with faith groups enabled GEO to provide religious correspondence courses and spiritual direction to over 300 participants across the country.
- In partnership with the Florida Atlantic University Civics Education Project and Certell Inc., a leading digital educational content provider, GEO offered a hybrid teaching platform, enabling classes to continue during the pandemic through tablets. In 2020, 65 participants at the South Bay Correctional and Rehabilitation Facility graduated the program.
- Through partnerships with University of the South West (USW) and Crossroads Church in Texas, students at Lea County Correctional Facility were able to continue their theological training. By adapting the technology platform provided by Crossroads Church, 11 students completed their studies and were awarded bachelor's degrees from USW in July 2020.
- GEO partnered with Prison Fellowship to minister to more than 14,000 children of CoC participants through the Angel Tree project in 2020. Thanks to the extraordinary effort of our Chaplains, many children felt the love and support from their parents receiving services inside our facilities.

“My Post-Release Case Manager from GEO is an angel in disguise. God always puts the right person in your life at the right moment, nothing happens by chance. All the advice he has given me has turned out to be right, leading to positive consequences! I had to change myself from the inside out, change the way I think, the people I hang around, and the things I did. When I did that, I got this inner peace, and with that peace comes contentment. I thank him and The GEO Group for giving me the opportunity. I promise to make the most of it!”

— CLEVELAND W.



In August 2020, GEO achieved a three-year accreditation from the Commission on Accreditation of Rehabilitation Facilities (CARF) International at five Florida facilities.

CARF International, founded in 1966, is an independent, nonprofit accrediting body whose mission is to promote the quality, value, and optimal outcomes of rehabilitation programs. CARF establishes focused standards to help organizations measure and improve the quality of their rehabilitation programs and services.

This designation represents the highest level of accreditation that can be achieved by an organization and demonstrates GEO's commitment to high standards to enhance performance, manage risk, and distinguish its service delivery.

GEO's accreditation applies to the following programs and services:

- Intensive Outpatient Treatment: Alcohol and Other Drugs/Addictions (Criminal Justice)
- Outpatient Treatment: Alcohol and Other Drugs/Addictions (Criminal Justice)
- Prevention: Alcohol and Other Drugs/ Addictions (Criminal Justice)

The accreditation process applies sets of standards to service areas and business practices during an on-site survey. The on-site survey consists of interviews with staff and participants, direct observation of GEO's operations and program delivery practices, review of organizational documents such as policies and procedures, and a review of records of current and former participants.



CARF accreditation is an ongoing process, signaling to the public that a service provider is committed to continuously improving services, encouraging feedback, and serving the community. Areas of strength for GEO identified in the CARF Accreditation Report include:

- Leadership demonstrates a person-centered philosophy. Facility Administrators and Assistant Facility Administrators take great pride in leading their individual organizations with humility, while cultivating a familial atmosphere.
- Every employee brings a personal reason and valuable experience to GEO that helps to achieve successful participant outcomes.
- It is evident that GEO leadership and staff strive to “turn out a better participant than who walked through the door.”
- A commitment to reduce recidivism and a pride in watching lives change through staff efforts drives the organization.
- Participants express their gratitude for the opportunities they have been given at all the facilities.
- Everyone shared how different the facility staff treat them, calling them “sir” and “mister,” even upon arrival as they get off the bus.
- The workforce development team demonstrates consistency in its organization and documentation, and employee charts are uniform across all facilities.
- The employees know firsthand the positive impact programming has on participant outcomes.
- Across all facilities, participants acknowledge that the respect and support they receive from staff members makes a significant difference in their individual transformative experiences in therapy, education, and vocational programs.

As a leading provider of evidence-based rehabilitation programming, GEO is proud to have achieved this level of accreditation from CARF International and will continue to strive towards supporting those in our care as they return to their communities as successful and productive citizens.

“This achievement is an indication of your organization’s dedication and commitment to improving the quality of the lives of the persons served. Services, personnel, and documentation clearly indicate an established pattern of conformance to standards.”

— BRIAN J. BOON, PH.D., PRESIDENT & CEO OF CARF INTERNATIONAL

ALUMNI & 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 a 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 offenders support

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

- Individual and group cognitive behavioral treatment sessions
- Leadership training
- Business etiquette training
- Presentation skill-building
- Character Counts case studies
- Documentation training to complete “Each one, Teach one” contact sheets
- Weekly wisdom meetings
- Orientation presentations
- Peer group facilitation





“The alumni association has always helped me—as a mentor with my recovery, as a college advisor, and as a source for employment when I lost my job due to COVID, as they advocated on my behalf to secure a new job.”

— JOSHUA H., ALUMNI



“The alumni association assisted me with finding a treatment center when I relapsed and walked me through the process. Once in treatment, I signed a release to keep them posted on my daily events, and they provided me with hope. Once released, they continued to support me and take me to meetings. As a result of their help, I now have 17 months clean and sober.”

— REX W., ALUMNI



“Twenty disciplinary reports, seven negative transfers, and a decade after being convicted I found myself headed for Graceville. I’m now a college student earning my bachelors through Ashland University, I have been given both the privilege and responsibility of being a peer mentor, and I am helping others learn a new way of thinking.”

— MARK B., IN-CUSTODY PEER MENTOR



“I’m helping others succeed and find peace through classes. Those of us in the college and peer mentoring program don’t even think of our situation as prison anymore so much as we think this is our campus and our beautifully promised journey ahead.”

— PRESTON N., IN-CUSTODY PEER MENTOR

POST-RELEASE SUPPORT SERVICES

GEO's exclusive Post-Release Support Services is centralized in the Corporate office in Boca Raton, Florida, led by a Director who oversees a team of Post-Release Case Managers (PRCMs) that operate nationally.

Post-Release Services provide unique and enhanced aftercare support for high-risk returning citizens in partnership with community agencies. These services are designed to facilitate an individual's transition through a tailored reentry plan, including case management, referrals, and financial assistance. Based on individual needs, participants can receive referral assistance for transitional housing, employment, treatment services, transportation, food, and clothing vouchers.

GEO's approach provides individuals with a dedicated PRCM who works with the participant and the facility Transitional Case Manager to develop a transition plan prior to release. Upon community reentry, participants meet with their PRCM weekly for ongoing support and referral assistance—to help them remain committed to their plan. In addition, all post-release participants have access to GEO's 24/7 call center.

Since 2016, this innovative approach to case management has been successfully implemented at 23 Continuum of Care facilities. Those added in 2020 include:

- Florence West Correctional and Rehabilitation Facility in Arizona
- Guadalupe County Correctional Facility in New Mexico
- Heritage Trail Correctional Facility in Indiana
- Lawrenceville Correctional Center in Virginia

In 2020, a total of 3,656 individuals engaged in post-release services. In addition, GEO provided a significant financial investment using Funded Individual Support Packages (FISPs) to support participants as they progressed through the phases of reentry. GEO is committed to be the world leader in offender rehabilitation as exemplified by GEO's Post-Release Support Services.

“I didn't know what to expect. My plan was just to use it for housing. But I found out that the program is really working well for me. Everything that GEO has provided for me has been a blessing. I really like having someone to talk to, and calling in each week holds me accountable.”

— ANTHONY G.



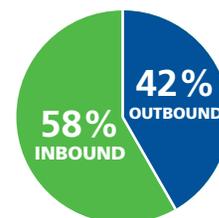
POST-RELEASE SUPPORT SERVICES ACTIVITY IN 2020

PARTICIPANTS 3,656
 PARTICIPANTS EMPLOYED 1,320 (36%)

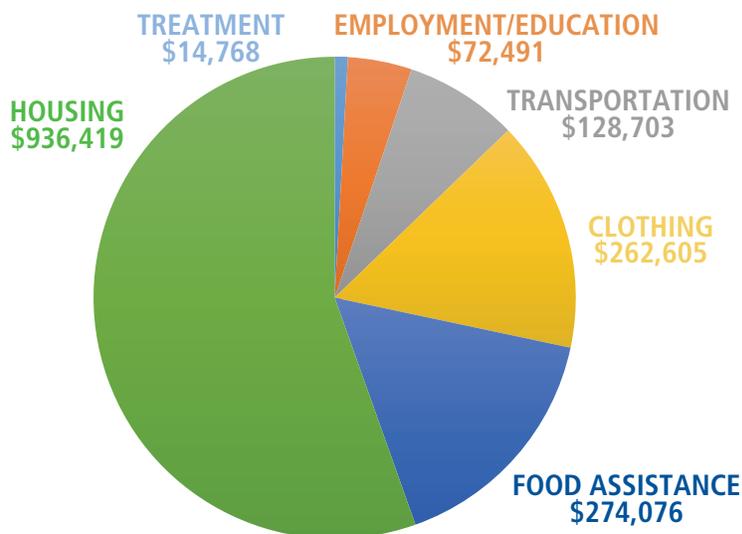


CALLS FROM/TO GEO POST-RELEASE CALL CENTER

TOTAL 57,884
 OUTBOUND 24,077
 INBOUND 33,807



2020 POST-RELEASE FUNDING PROVIDED: \$1.7 MILLION



COMMUNITY PROVIDER SPOTLIGHT

William Sweet, owner and founder of Sweet Ventures, collaborates with GEO to ensure individuals returning to society are not left to fail once they are released. In early 2019, Mr. Sweet began offering transitional housing, and through his partnership with GEO, he has been able to grow his program from a two home, 10 bed facility to an eight home, 42 bed program that operates throughout Florida. Mr. Sweet is aware of the dire need for housing for returning citizens. Formerly incarcerated individuals living in the U.S. are almost 10 times more likely to be homeless than others without this crucial service. One of his first clients told him, “you saved my life,” and Mr. Sweet says that client’s voice is on repeat in his mind as he continues to assist individuals.

In addition to housing, Sweet Ventures offers individual and group counseling, employment resources, health seminars, and community resource connections as part of a comprehensive wrap-around service. The organization is actively working on implementing career counseling, substance abuse treatment, and peer mentoring. Within the next year, Mr. Sweet hopes to see his program expand into other states such as Georgia, Texas, Indiana, and New Mexico.

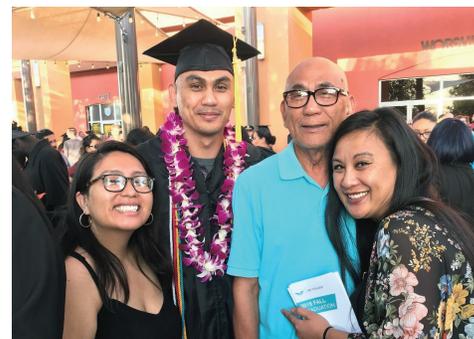
When asked what motivated him to collaborate with GEO’s Post-Release Services, Mr. Sweet said, “It provided a life-saving opportunity for individuals that deserve a second chance at life. There is no other organization in the world that does so much for returning citizens.”

“Seeing participants motivated to better themselves with this second chance makes it all worth it.”

— WILLIAM SWEET, SWEET VENTURES



GEORGIA & FLORIDA OUTCOMES OVERVIEW



GEO'S IMPACT ON RECIDIVISM

GEO's CoC program offers individuals transition case management and post-release services within 12-months of their release. To measure the impact of these program components, researchers analyzed the one-year and two-year recidivism rates for individuals released in 2018 and 2019 from the GEO CoC sites in Georgia and Florida. In addition, researchers analyzed the relationship between the investment in post-release services and recidivism as demonstrated in Figure 1 on page 21.

Preliminary results show a meaningful reduction in both the one-year and two-year recidivism rates particularly for those individuals who engaged in transition case management, through Individual Cognitive Behavioral Treatment (ICBT) sessions and Post-Release Support Services. Figures 2-9 on pages 22-25 demonstrate the impact transition case management and post-release services has on recidivism in Georgia and Florida. Participants are categorized by those who participated in the CoC model, including ICBT and Post-Release Services, and those who 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 26, 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 scores reflect the impact of progressive treatment on the individual's antisocial cognition and attitudes. As seen on page 27, 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 Post-Release Program paid for my rent the first three months and helped with food and clothes. My Post-Release Case Manager helped me create a resume and got me work boots to start my new job. I would recommend every person in prison sign up for this kind of program because the benefits last forever.”

– DENNIS G.

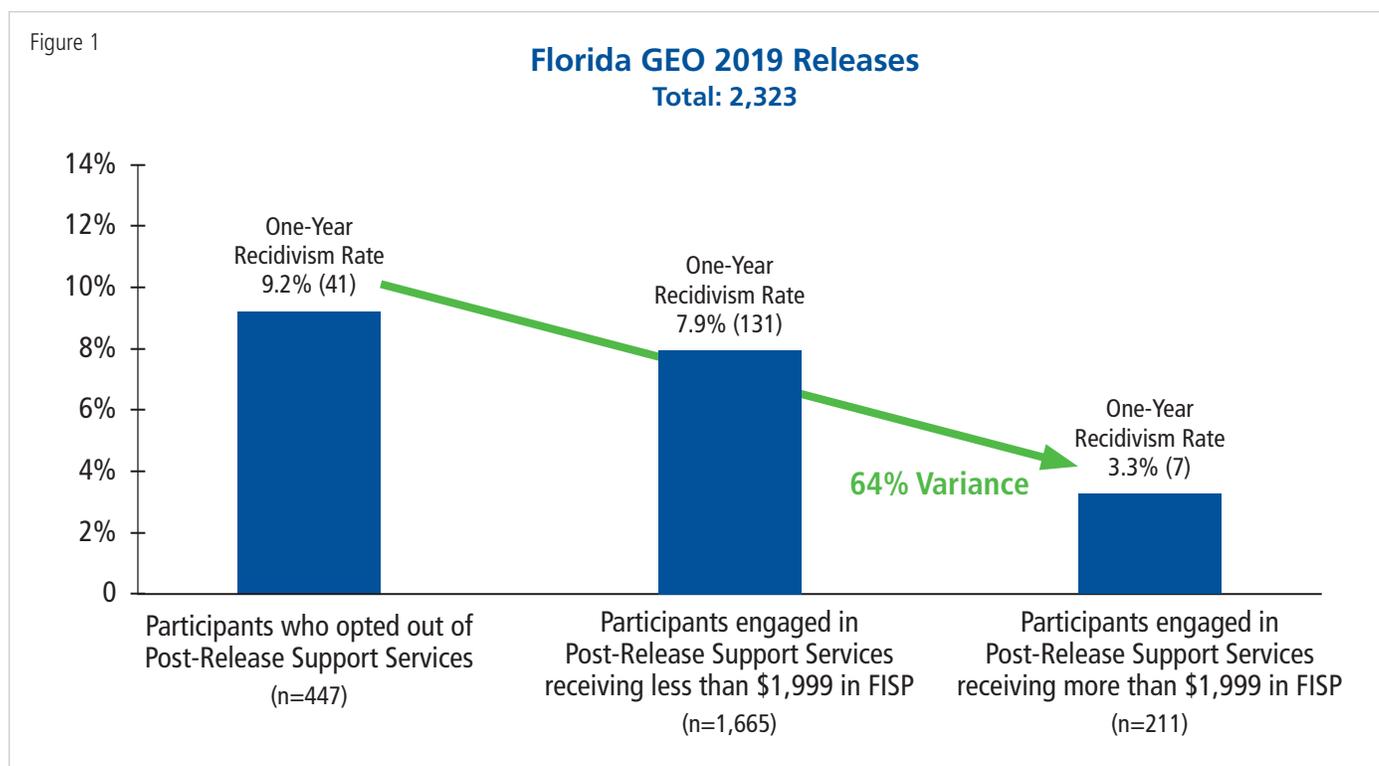
POST-RELEASE SUPPORT SERVICES RECIDIVISM ANALYSIS – ONE-YEAR RATE

Individuals may face numerous challenges upon release, and as they return to their communities. These challenges may include unemployment, housing, access to substance abuse and mental health treatment, and strained family relationships. To assist individuals with a successful community reintegration, GEO partners with local community providers throughout the country, and the Post-Release Support Services department refers CoC participants to available transition resources.

Research evaluators analyzed the impact Post-Release Support Services and Funded Individual Support Packages (FISP) have on recidivism for 2,323 individuals released from the five Florida Continuum of Care facilities between January 1, 2019 and December 31, 2019. The results indicate that as the investment in community services increased, the one-year recidivism rate significantly decreased.

Significant findings as demonstrated in Figure 1 include:

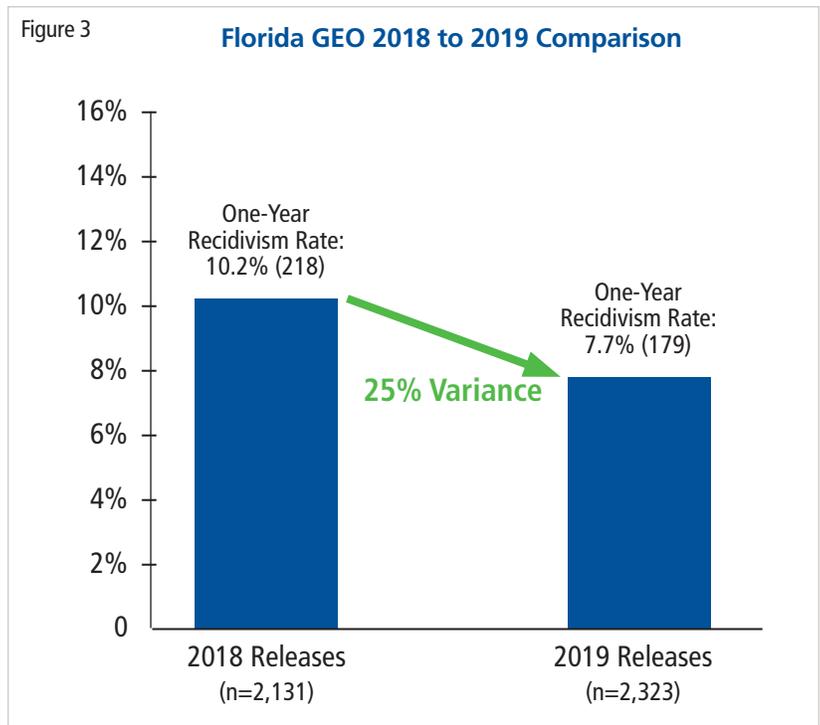
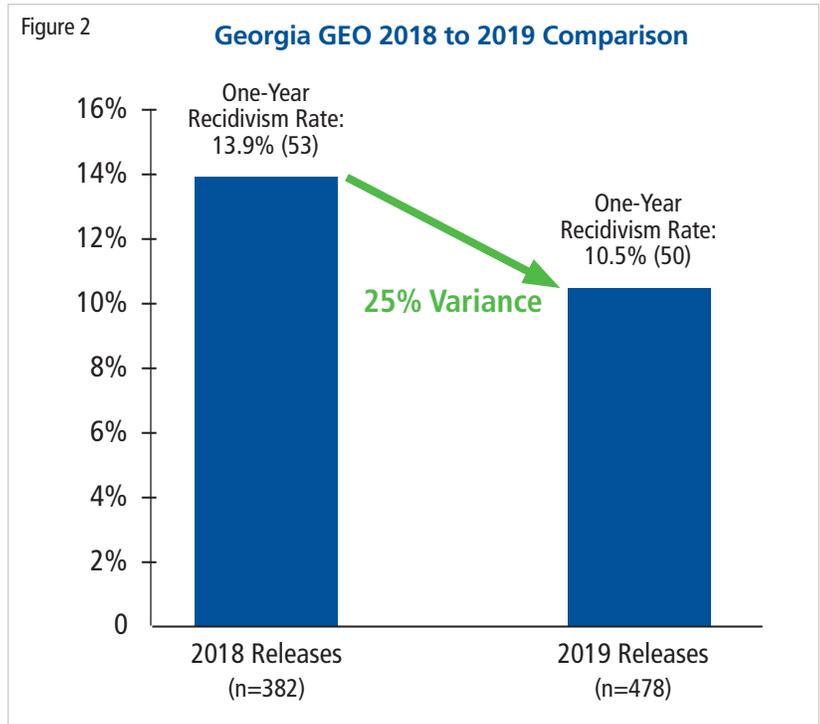
- There is a 64% variance in recidivism for CoC participants who engaged in Post-Release Support Services and received more than \$1,999 in FISP compared to those who opted out of Post-Release Services.
- An investment of between \$1 and \$1,999 in an individual for housing, food, clothing, employment training, and treatment services shows a variance of 14% compared to those who opted out of Post-Release Services.



STATE RECIDIVISM ANALYSES – YEAR-OVER-YEAR COMPARISON

GEO has provided the Continuum of Care program in Georgia and Florida since 2016. In 2017, the program expanded to four more Florida sites, bringing the state total to five sites.

Research evaluators analyzed the 2018 and 2019 cohort data for all individuals released from Georgia and 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 2 and 3, there is a lower return rate year over year as a result of enhanced programming and staff training.

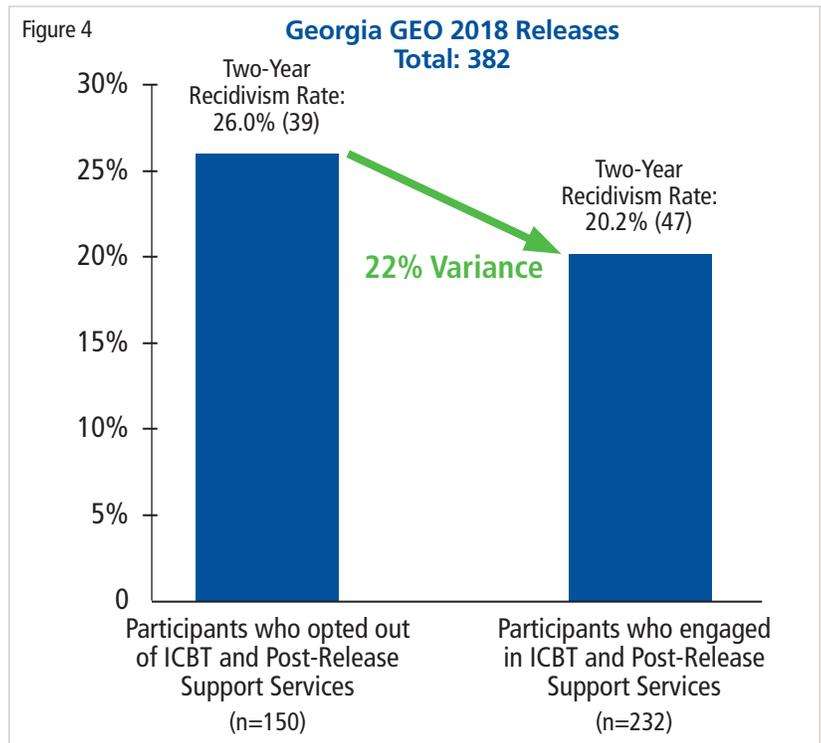


STATE RECIDIVISM ANALYSES – TWO-YEAR RATE

Although generally measured over three years, our initial two-year data shows a pattern of recidivism reduction across the Georgia and Florida Continuum of Care facilities. The figures below illustrate a recidivism reduction for individuals released in 2018, who engaged in ICBT and Post-Release Support Services.

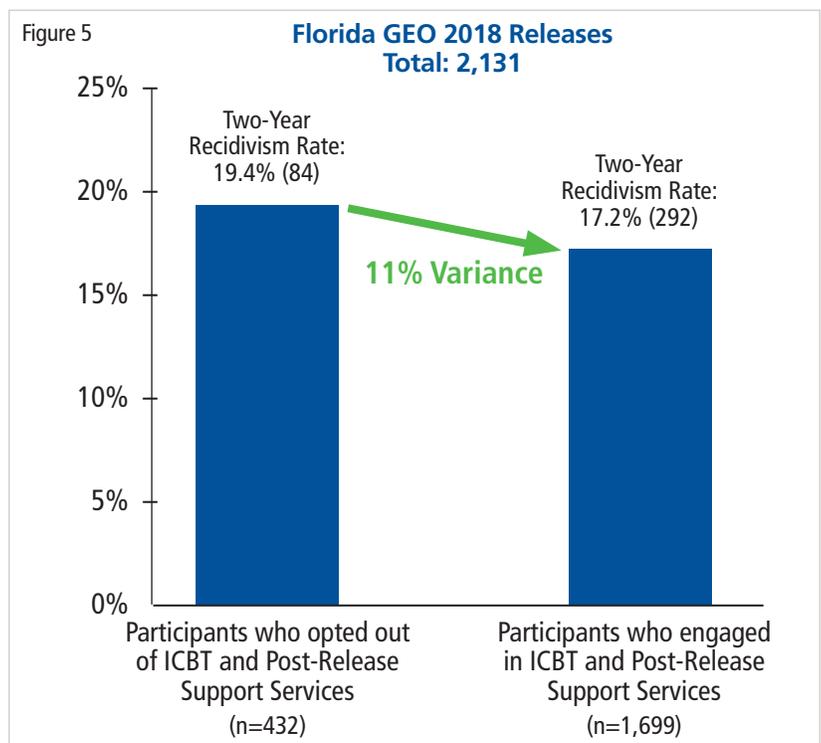
Georgia – 2018 Release Data

- Riverbend Correctional and Rehabilitation Facility houses 1,500 medium custody adult male offenders
- 382 participants released in 2018
- 60% of those eligible (232 of 382) engaged in ICBT and/or Post-Release Support Services
- Figure 4 demonstrates a 22% variance for the two-year recidivism rate between the participants who opted out and those who engaged in ICBT and Post-Release Support Services



Florida – 2018 Release Data

- Graceville, Blackwater River, Moore Haven, South Bay, and Bay Correctional and Rehabilitation Facilities collectively house 7,838 community through close custody adult male offenders
- 2,131 participants released in 2018
- 80% of those eligible (1,699 of 2,131) engaged in ICBT and/or Post-Release Support Services
- Figure 5 demonstrates an 11% variance for the two-year recidivism rate between the participants who opted out and those who engaged in ICBT and Post-Release Support Services

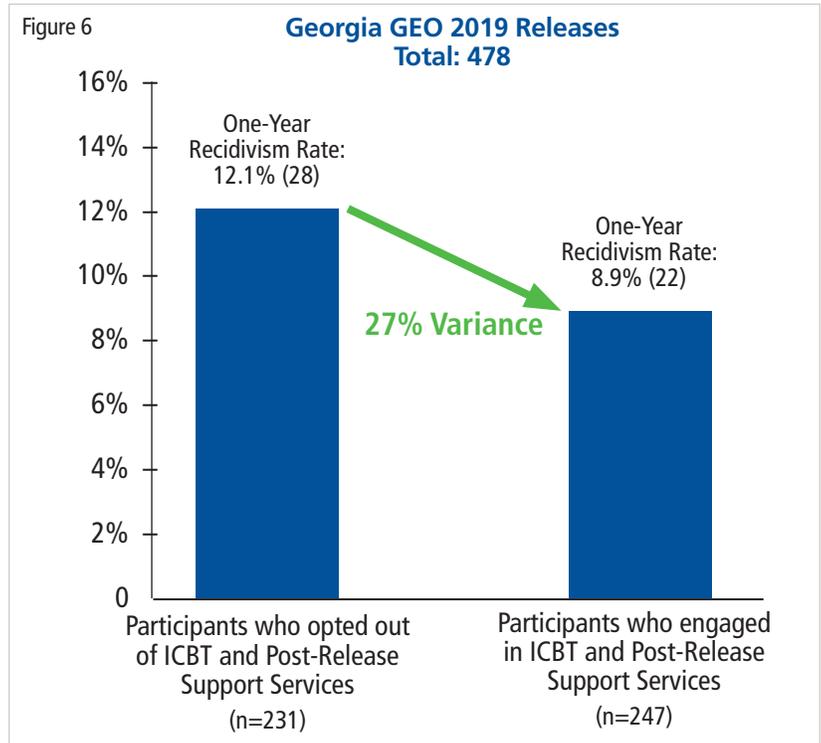


STATE RECIDIVISM ANALYSES – ONE-YEAR RATE

Research evaluators analyzed the 2019 cohort of releases in both Georgia and Florida and found a positive impact on recidivism for the individuals who engaged in ICBT and Post-Release Support Services.

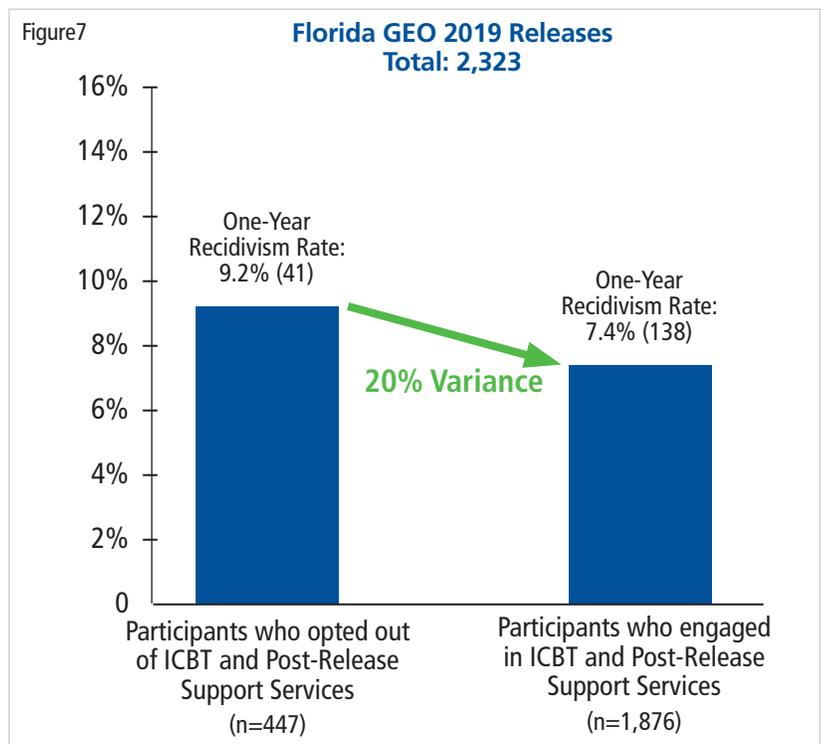
Georgia – 2019 Release Data

- Riverbend Correctional and Rehabilitation Facility houses 1,500 medium custody adult male offenders
- 478 participants released in 2019
- 52% of those eligible (247 of 478) engaged in ICBT and/or Post-Release Support Services
- Figure 6 shows a 27% variance for the one-year recidivism rate between participants who opted out and those who engaged in ICBT and Post-Release Support Services
- Through continued evaluation, data shows a direct relationship between positive outcomes and length of stay in Post-Release Services



Florida – 2019 Release Data

- Graceville, Blackwater River, Moore Haven, South Bay and Bay Correctional and Rehabilitation Facilities collectively house 7,838 community through close custody adult male offenders
- 2,323 participants released in 2019
- 81% of those eligible (1,876 of 2,323) engaged in ICBT and/or Post-Release Support Services
- Figure 7 shows a 20% variance for the one-year recidivism rate between participants who opted out and those who engaged in ICBT and Post-Release Support Services

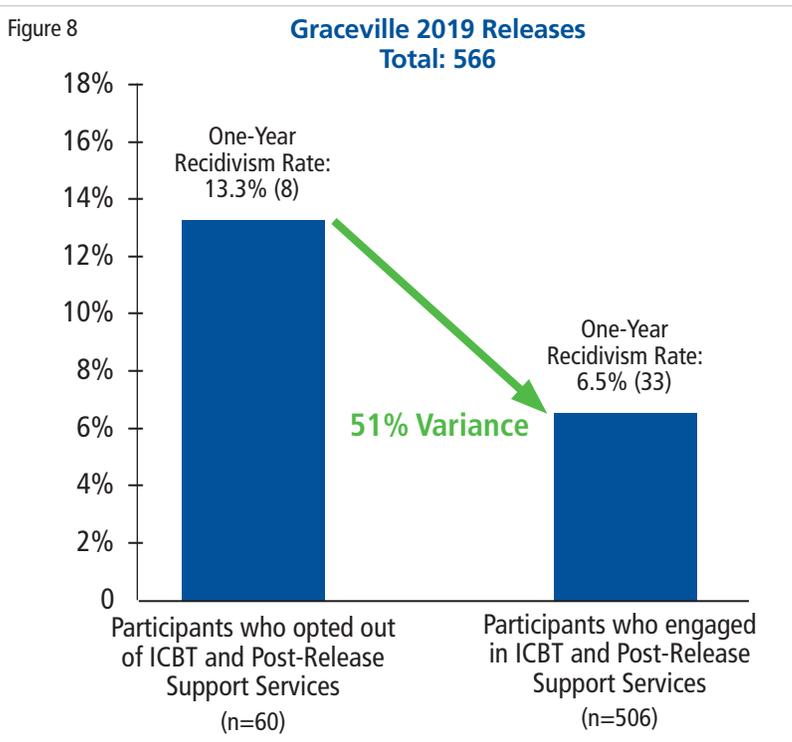


FACILITY RECIDIVISM ANALYSIS – ONE-YEAR RATE

The Graceville and Moore Haven Correctional and Rehabilitation Facilities, located in Florida, have operated the Continuum of Care program since 2016 and 2017 respectively. Research evaluators analyzed the 2019 cohort of releases from both sites and found a positive impact on recidivism for the individuals who engaged in ICBT and Post-Release Support Services.

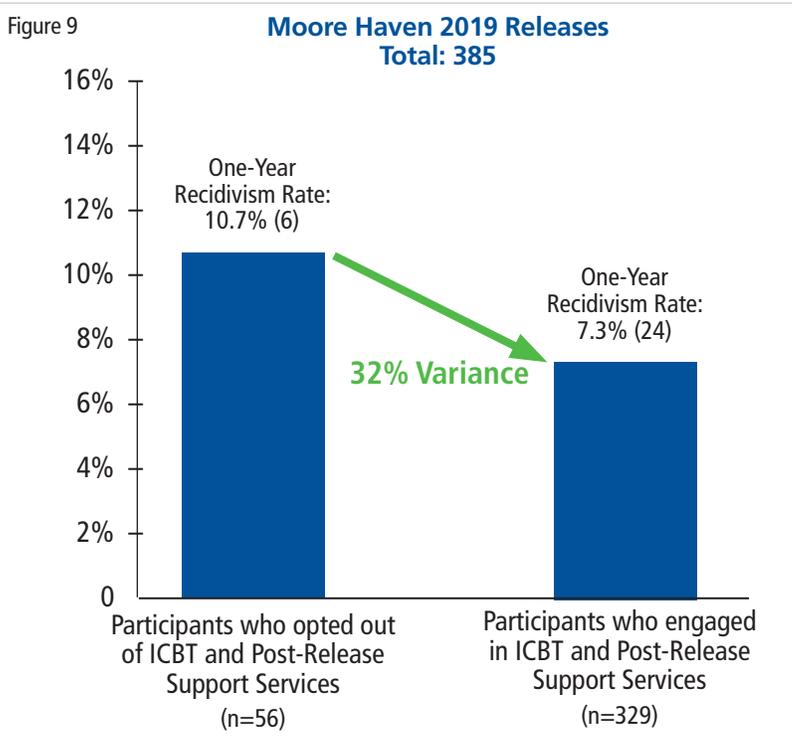
Graceville – 2019 Release Data

- Graceville Correctional and Rehabilitation Facility houses 1,884 community, minimum, medium, and close custody adult male offenders
- 566 participants released in 2019
- 89% of those eligible (506 of 566) engaged in ICBT and/or Post-Release Support Services
- Figure 8 shows a 51% variance for the one-year recidivism rate between those that opted out and those who engaged in ICBT and Post-Release Support Services



Moore Haven – 2019 Release Data

- Moore Haven Correctional and Rehabilitation Facility houses 985 community, minimum, and medium custody adult male offenders
- 385 participants released in 2019
- 85% of those eligible (329 of 385) engaged in ICBT and/or Post-Release Support Services
- Figure 9 shows a 32% variance for the one-year recidivism rate between those that opted out and those who engaged in ICBT and Post-Release Support Services



Continuum of Care Reduces Grievances

The GEO Continuum of Care program 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, Risk Assessment, and Cognitive Behavioral Treatment
- Specialized case manager training in ICBT and Transition and Release Planning

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

Riverbend Correctional and Rehabilitation Facility Grievances - 1,500 Beds

Grievance Type	2015	2016	2017	2018	2019	2020	% Reduction
Program Assignment	10	6	2	2	2	0	100%
Complaints Against Staff	440	221	123	123	100	65	85%
Food Service	9	2	4	2	5	4	56%
Medical	59	20	18	13	25	23	61%

Graceville Correctional and Rehabilitation Facility Grievances - 1,884 Beds

Grievance Type	2015	2016	2017	2018	2019	2020	% Reduction
Program Assignment	46	23	9	7	16	5	89%
Complaints Against Staff	20	11	5	0	0	9	55%
Food Service	28	10	6	7	8	14	50%
Medical	296	265	193	172	95	86	71%

Moore Haven Correctional and Rehabilitation Facility Grievances - 985 Beds

Grievance Type	2015	2016	2017	2018	2019	2020	% Reduction
Program Assignment	15	16	18	27	11	3	80%
Complaints Against Staff	33	26	28	18	13	7	79%
Food Service	9	6	4	7	3	33	–
Medical	116	121	144	110	84	80	31%

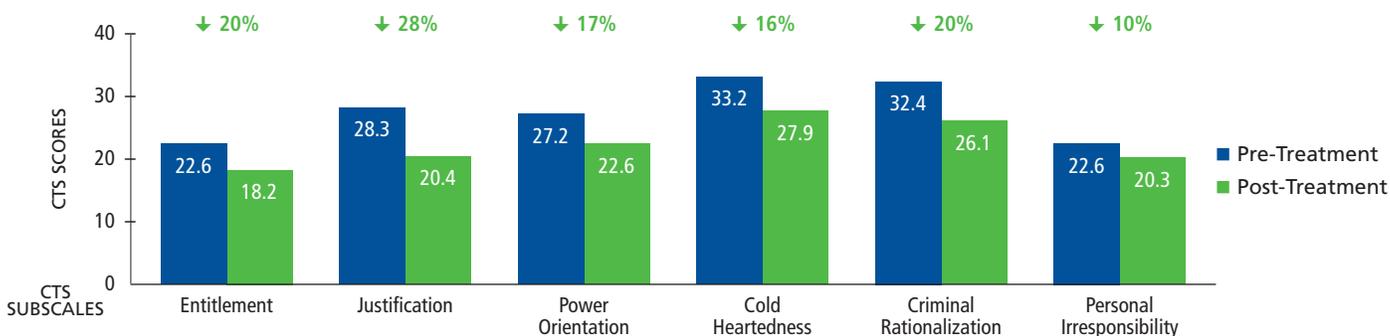
GEO Continuum of Care Programming Reduces Criminal Thinking

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, Graceville, 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.

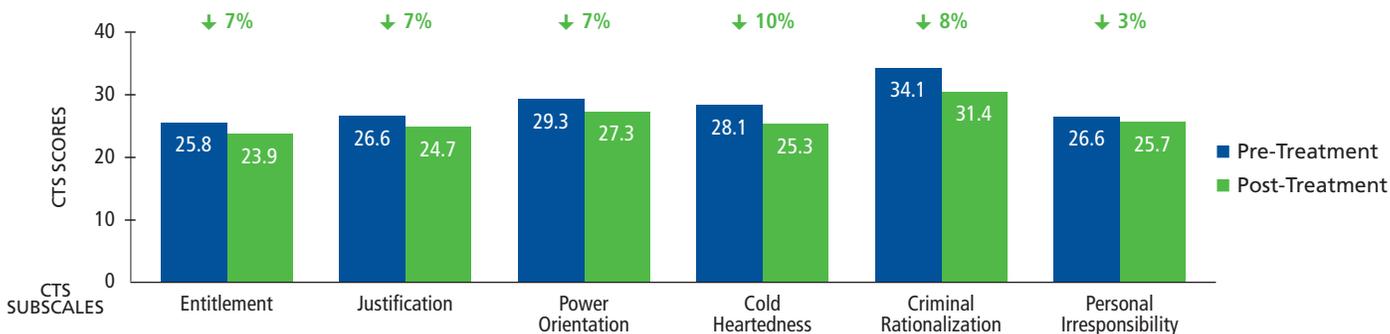
Participants at Riverbend CRF averaged a 19% reduction across all scales.

Riverbend Medium- and High-Risk Participants 2019-2020



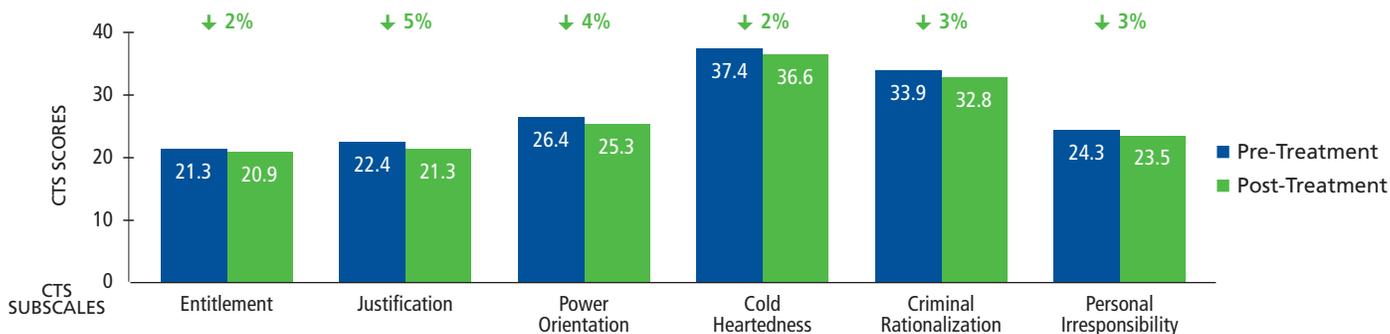
Participants at Graceville CRF averaged a 7% reduction across all scales.

Graceville Medium- and High-Risk Participants 2019-2020



Participants at Moore Haven CRF averaged a 3% reduction across all scales.

Moore Haven Medium- and High-Risk Participants 2019-2020



For an organization to remain competitive, workplace learning and training are essential. GEO offers training programs for all levels of staff (managerial, administrative, security personnel, and programmatic). In 2020, the team effectively transformed training from in-person to a virtual platform.

2020 HIGHLIGHTS

- 7,362 total employees trained
- 206,136 total hours of training completed
- Virtual Training: The Learning Management System (LMS), available 24/7, provides employees with the most up-to-date training materials, online courses, training reports, self-guided courses, and reference materials for various topics.
- Mental Health & Self Care Webinar: In response to COVID-19, the Training Institute facilitated a mental health and self-care webinar. Conducted by licensed mental health professionals, the webinar was designed to emphasize the importance of staff taking care of their own mental health and being cognizant of much needed self-care in order to effectively conduct their job and provide quality services in light of COVID-19 stressors.



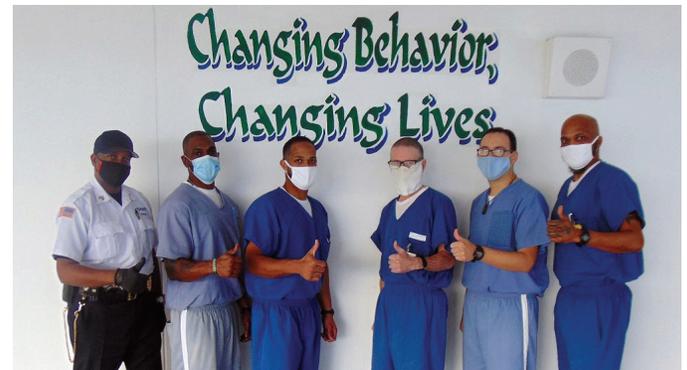
The Continuum of Care Quality Assurance (QA) team is responsible for providing technical assistance to facilities, conducting certification and re-certification assessments, acting as an implementation resource, and supporting leadership in the advancement of CoC initiatives.

2020 HIGHLIGHTS

- Fidelity evaluations are rooted in the direct observation and feedback process of program delivery. The CoC fidelity team quickly adapted to virtual meetings and coaching to maintain safe and healthy environments.
- QA worked with Training to develop the delivery of remote sessions.
- QA and Training also collaborated to update the ASAM (American Society of Addictive Medicine) tool by adapting tools and developing training.
- CoC QA has continued to support all facilities while maintaining program alignment with evidence-based principles.

“Post-Release Services invested in my life and changed it for the better. I hope my story can give insight to someone else on the brink of release who may be experiencing what I have. Have the courage to change.”

— TERRANCE N.



LEADERSHIP

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