



## **Warden Vincent Horton**

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### *Biography:*

Vincent began his career with The GEO Group, Inc. in 1998 at Lea County Correctional Facility (LCCF) in Hobbs, New Mexico. He held the positions of Correctional Officer, Sergeant, Lieutenant, Captain, Chief of Security, Assistant Warden of Security, and finally Assistant Warden of Programs before transferring to East Mississippi Correctional Facility (EMCF) in Meridian, Mississippi as the Warden in 2012.

Vincent transferred back to New Mexico later in 2012 and assumed the position of Assistant Warden of Programs at Northeast New Mexico Detention Facility (NENMDF) in Clayton, New Mexico. In 2013, he moved to Assistant Warden of Operations at NENMDF.

In August 2014, Vincent was promoted to Warden at Guadalupe County Correctional Facility (GCCF) in Santa Rosa, New Mexico, where he currently remains.

## **J. David Donahue Senior Vice President and President, U.S. Corrections and Detention, & International Operations**

J. David Donahue joined The GEO Group as the Eastern Region Vice President in 2009 after a distinguished career in corrections with the States of Indiana and Kentucky as well as the Federal Bureau of Prisons. In his previous role as the Eastern Regional Vice President, he was responsible for the operational oversight of over 24 correctional facilities encompassing over 31,000 beds. Mr. Donahue was promoted to Senior Vice President and President, GEO Corrections and Detention in January 2016.

Prior to joining GEO, Mr. Donahue served as Commissioner of the Indiana Department of Correction. As Commissioner, he led a workforce of over 9,000 employees, supervising nearly 39,000 offenders in addition to 3,000 Juvenile Offenders and those individuals placed on community supervision. During his tenure with Indiana, Mr. Donahue worked diligently to instill best correctional practices. He employed his leadership skills to provide better protection to the public through an improved sex-offender registry system, enhanced facility security with the addition of state-of-the-art equipment and protocols, consolidated services to increase departmental efficiency and effectiveness, and prepared offenders for reentry using model case management practices.

Prior to leading the Indiana Department of Correction, Mr. Donahue served as Deputy Commissioner for the Kentucky Department of Corrections. In this position he provided administrative policy direction to all departmental divisions. He was responsible for the planning and supervision of duties for the Directors of the Division of Administrative Services, the Division of the Corrections Training, the Division of Correctional Industries, and the Branch Managers of Offender Information and Information and Technology.

Mr. Donahue began his corrections career as a Correctional Officer. During his correctional career he moved up the ranks serving in various positions including Case Worker, Unit Manager, Executive Assistant and Warden of several facilities in the country. Mr. Donahue now serves as Vice President of the American Correctional Association (ACA) and is an ACA-Certified Corrections Executive. In addition, he is an active member of the ACA and serves on the Restrictive Housing Sub-Committee. Mr. Donahue is also a member of the Association of State Correctional Administrators. He attended Eastern Kentucky University, where he earned his Bachelors of Science in Police Administration. He later attended Spalding University, where he completed coursework in the Masters of Arts in Teaching Graduate Program.

## **Paul Laird**

### **Director Regional Operations, Eastern Region**

Paul Laird has over 31 years of correctional experience and presently serves as a Director of Operations in GEO's Eastern Regional Office. Prior to his employment with GEO, Mr. Laird served 29 years in the Federal Bureau of Prisons in multiple positions of authority, including two assignments as Warden. He was appointed to the Federal Government's Senior Executive Service in 2005.

Prior to his arrival to GEO, Mr. Laird was the Regional Director of the Federal Bureau of Prisons' North Central Regional Office, overseeing 20 Federal facilities. Prior to that assignment he served 5 years as the Chief Operating Officer of Federal Prison Industries and Assistant Director of the Industries, Educational and Vocational Training Division. From 2005 through 2012, he served on the AbilityOne Commission as a Presidential Appointee representing the United States Department of Justice.

Mr. Laird has a BA Degree in Political Science and Criminal Justice from Gustavus Adolphus College, St. Peter, Minnesota, and a Certificate in Public Administration from the University of Southern California. He also completed the Senior Managers in Government Course, John F. Kennedy School of Government, Harvard University, in 2006.

## **Adam Hasner**

### **Executive Vice President, Public Policy**

Adam Hasner joined The GEO Group, Inc. in June 2016 as Executive Vice President of Public Policy where his responsibilities include oversight of the organization's state and federal government relations initiatives.

Since graduating law school in 1995, Adam's professional background blends more than 20 years of private sector business experience with a decade of leadership and advocacy in the public service arena. In addition to serving four terms in the Florida Legislature, and rising to House Majority Leader from 2007-2010, Adam has led efforts in business development, mergers & acquisitions, strategic communications, data driven marketing, and policy advocacy for several companies spanning major economic sectors including healthcare, insurance, energy and technology.

Adam has a Bachelor of Arts degree in Government from the University of Maryland. He earned his law degree from the Florida State University College of Law.

**Derrick D. Schofield, Ph.D.**  
**Executive Vice President, Continuum of Care and Reentry Services,**  
**GEO Care**

Dr. Schofield serves as the Executive Vice President for GEO Continuum of Care and GEO Reentry Services. The Continuum of Care division oversees the delivery of enhanced in-custody rehabilitation programs. The reentry divisions support correctional agencies nationwide with flexible options such as residential housing and treatment, day reporting programs, and in-custody treatment and training. The Continuum of Care division coupled with Reentry Services provides meaningful programming to over 30,000 participants.

Prior to joining The GEO Group in 2016, Schofield had a distinguished career working in state correctional systems in Tennessee and Georgia for 26 years. He served most recently as Commissioner of the Tennessee Department of Correction (TDOC). Prior to being Commissioner, Schofield held numerous positions in the Georgia Department of Corrections to include; Warden, Assistant Commissioner and Chief of Staff at the Georgia Department of Corrections.

Dr. Schofield earned his doctoral degree in Organizational Leadership. He is an active member of the American Correctional Association (ACA) and serves on the ACA Standards Committee. Dr. Schofield also serves on the board of the Florida Association of Recovery Residences (FARR).

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

Mr. Burch began his Criminal Justice career in 1996 working as a Correctional Officer, and later as an Operations Manager, at subsequent residential work release facilities in Indianapolis, Indiana. He then joined the Indiana Department of Correction as a Director of Reentry Services and Case Management in 2006, responsible for developing and implementing evidence-based programs and case management services.

Mr. Burch joined The GEO Group in 2011 as the Superintendent of the Heritage Trail Correctional Facility, where he provided leadership and direction for the facility administration, security and programs. In October of 2014, Heritage Trail opened the First Time Offender Program at the direction of the Governor and Commissioner of Corrections. Promoted in 2016, Mr. Burch was named the Divisional Vice President for the GEO Continuum of Care, within the GEO Care Division, which encompasses staff training, in-custody enhanced rehabilitative programs, clinical research and post-release services. He earned his Master's degree in Business Management from Indiana Wesleyan University.



## **Kathy Prizmich Kernan** **Vice President, Business Development, GEO Reentry Services**

Kathy Prizmich Kernan, Vice President, Business Development, GEO Reentry Services – Kathy brings over 18 years of experience working in and with government agencies primarily in the criminal justice and corrections industry including policy development, program operations, strategic planning and management, and strategic communications. Since 2014 she has lead the GEO Reentry Business Development team in building evidence-based public safety solutions for federal, state and local government partners nationwide. Upon joining the GEO team in 2010, she held the position of Western Region Business Development Director for GEO Reentry and BI Inc. where she worked with state and local governments extensively in California and Alaska to develop and implement collaborative reentry solutions for the criminal justice population. Prior to joining GEO Reentry, she held numerous positions within the California state government including the California Department of Corrections and Rehabilitation (CDCR), Cal State University Northridge, and California Department of General Services. Most recently, she served as the Deputy Director for the Office of Community Partnerships within CDCR, where she oversaw programs in each of the 32 prisons and worked to establish and maintain partnerships with local governments and community stakeholders.

## **Kevin Reilly** **Vice President, Government Relations**

Before GEO Group as Vice President of Government Relations, Kevin served as Director of Legislative Affairs for Florida Governor Rick Scott where he was responsible for advancing the administration's legislative agenda as well as managing the legislative affairs teams for each state agency.

Prior to his role in the governor's office he was Deputy Staff Director for the Florida House Majority Leader and the legislative affairs director at the Florida Parole Commission. Kevin received both his undergraduate and masters degrees from the University of Florida, where he was also elected to serve as student body president.



# Federal Legislation On Prison Reform

## THE GEO GROUP ON-THE-RECORD STATEMENT

“Historically, The GEO Group has not taken a position on criminal justice related policy issues such as criminalizing certain behaviors, determining the length of sentences, or access to bail for offenders. Our company’s political and governmental relations activities have always focused on promoting the use of public-private partnerships in the delivery of correctional management services.

Our belief is that these important policy matters should be made by elected and appointed officials without our company’s involvement or influence. In fact, in the area of rehabilitation programming, community reentry, and recidivism reduction, our company has been at the forefront of developing innovative partnerships with government agencies across the United States and overseas to deliver evidence based programs that help men and women successfully return to their communities.”

## ADDITIONAL BACKGROUND INFORMATION

- Over the last two years alone, our ‘GEO Continuum of Care®’ programs have delivered more than **11.1 million hours** of rehabilitation programming and have resulted in the award of **4,464 GEDs** or High School Equivalency degrees; **15,488 vocational training certifications**; and **16,632 substance abuse treatment completions**. We have also increased our commitment at the corporate level with net expenses now totaling **\$10 million** annually to fund our ‘GEO Continuum of Care’ division, with subject matter experts in the areas of academic, vocational training and substance abuse programs; specialized training and research; and a dedicated post-release department with seven case managers and a 24/7 customer support phone number available to all released individuals participating in our post-release program.
- These programs are rooted in our steadfast belief that as a company, we are at our best when we help the men and women entrusted to our care reenter society as productive and employable citizens. Earlier this year, The GEO Group was honored to accept the 2018 “Innovation in Corrections” Award at the American Correctional Association (ACA) Winter Conference in Orlando, Florida.
- Our award-winning ‘GEO Continuum of Care’ integrates enhanced in-prison rehabilitation programs including evidence-based treatment, with post-release support services to address the basic needs of released individuals, including transitional housing, clothing, food, transportation, and employment and job placement assistance. While the federal prisons operated by our company predominately house criminal alien populations, the state prisons we operate house primarily U.S. citizens who will be returning to communities across the country when released.



The GEO Group, Inc.®

## **OFFICIAL STATEMENT ON IMMIGRATION POLICY**

While there has been some inaccurate speculation regarding our company's involvement in immigration and border enforcement policies and the separation of families, GEO in fact has no involvement, and has never had any involvement, in any way with the policies in question. Our company does not and has never managed facilities that house unaccompanied minors nor has our company ever provided transportation or any other services for that purpose. Furthermore, GEO does not take a position on nor have we ever advocated for or against immigration enforcement or detention policies.

For three decades, our company has managed ICE Processing Centers providing services for adults in the care of federal immigration authorities in partnership with both Democrat and Republican Administrations, and since 2014, we have managed the Karnes Family Residential Center, which has cared exclusively for mothers together with their children.

The Karnes Family Residential Center was established by the Obama Administration. The facilities, programs and services at the Karnes Family Residential Center are specifically developed to provide a safe and humane environment for those in our care. This includes educational programming, around-the-clock quality medical care, a range of recreational options, and visitation facilities. All residents of school age are offered educational services through a certified charter school. Other features at the Karnes Center include state-of-the-art smart-boards for classroom instruction, a library, activity games, multipurpose rooms for social activities, laundry facilities and food services catered to the residents' local cuisine. Unlimited access to fruit, snacks, drinks and infant formula is provided at all times. Recreational options at the Karnes Center include an indoor gymnasium, artificial turf soccer field, covered pavilion playground and picnic areas. Each room is equipped with bathroom and shower facilities, individual TVs and microwaves.

We strongly dispute allegations related to the care provided at the ICE Processing Centers we manage. On a daily basis, our dedicated employees deliver high quality services, including around-the-clock medical care, that comply with performance-based standards set by the federal government and adhere to guidelines set by leading third-party accreditation agencies. Our employees are proud of our record in managing ICE Processing Centers with high-quality, culturally responsive services in safe, secure, and humane environments. Members of our team strive to treat all of those entrusted to our care with compassion, dignity and respect.

As a three-decade long service provider to the federal government, our focus has always been and remains on providing high quality services that meet or exceed the strict standards set by the federal government, and we have never advocated for or against immigration enforcement or detention policies.

Included for your review is a brochure of the Karnes Family Residential Center, which was established by the Obama Administration in 2014. Also included is a report from the Department of Homeland Security, Office of Inspector General detailing the positive findings of unannounced spot inspections of family residential centers, including the Karnes Center, that were conducted by the Obama Administration in July 2016.

June 1, 2018

## **ICYMI: Migrant Mother's Positive Experience at GEO Group's Karnes Residential Center in Texas Featured by CNN**

**Highlights medical care, educational opportunities provided by GEO facility for women and children seeking asylum in U.S.**

CNN recently published a feature story titled "[Migrant mother Gabriela Hernandez is almost relieved to be in detention after a hellish journey through Mexico.](#)" Seeking asylum in the United States, Ms. Hernandez traveled from Honduras, through Mexico, to the U.S., where she is currently residing with her children in the GEO-operated Karnes Family Residential Center in Karnes City, Texas. CNN visited her at the facility, which GEO Group operates on behalf of Immigration and Customs Enforcement (ICE) and the Department of Homeland Security, and which houses women and children seeking asylum in the U.S.

Excerpts from the piece detailing Ms. Hernandez's experience at the GEO-operated Center include the following:

*"The relief that the hell of the escape from Honduras and rough journey through Mexico is obvious in Hernandez's face. She looks more relaxed and rested...She marvels at the free food, the free education for Omar, and the coloring paper given to Jonathan."*

*"During that time she was also seen by doctors helping her, her unborn child and her sons and says she was surprised -- first that the holding area the migrants nicknamed "the cooler" was actually hot, and also by the kindness of the officials and guards she met, some of whom had already learned about her through CNN."*

*"I don't feel like this is a jail, they are very friendly," she told CNN on Tuesday... [Her son] Omar is in school seven hours a day. And mothers get to stay with their children."*

Click [here](#) to read the full story online at [CNN.com](#).

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## **KARNES COUNTY FAMILY RESIDENTIAL CENTER**

Karnes City, Texas

**Client:** Karnes County, Texas and U.S. Immigration & Customs Enforcement (ICE)

**Location:** Karnes City, Karnes County, Texas

**Year Built:** 2011, expanded 2015

**Square Footage:** 217,077 sq. ft.

**Capacity:** 830 residents including 580 children ages 0-17



# Karnes County Family Residential Center

Karnes City, Texas



- The Karnes County Family Residential Center is under a five (5) year Intergovernmental Service Agreement (IGSA) between ICE and Karnes County, Texas, with The GEO Group as the facility owner and operator.
- The \$57 million Karnes Center is a permanent facility intentionally designed with residential features and specifically avoids traditional detention characteristics and operates under the ICE Family Residential Standards.
- Karnes County Family Residential Center is designed to allow full movement by residents within the campus. Housing is arrayed around internal courtyards that provide an open environment for social interaction among the resident community.
- The Center serves as a reception and processing center for immigrant families originating primarily from South America, including countries such as Guatemala, El Salvador, Honduras, and Mexico.
- The average length of stay is less than 10 days.
- On April 29, 2016 the Karnes Center received an Initial Permit License from the Texas Department of Families and Protective Services for General Residential Operation.
- The Karnes Center received the license only after completing a comprehensive application process, undergoing on-site audit/inspection, public hearing and agreeing to expand its staffing by seventy (70) positions at an additional annual cost of \$8.8 million, in order to meet the nearly 600 Standards of the Texas Department of Families and Protective Services.
- The Karnes Center carries out an important public safety function for Texas and the U.S. by providing critically needed health services to the residents who have lacked medical care in their countries of origin and made an arduous journey to arrive at the United States.
- The general health of approximately 80% of the residents is poor due to the residents having minimal, if any, prior contact with a health care provider in their country of origin.
- The Center offers comprehensive health services including medical, dental and mental health screenings for all residents upon arrival to the facility. In addition, the state-of-the-art health services department provides a 24-hour walk-in clinic, weekly health and welfare assessments, catch-up vaccines, trauma and stress clinics, and individual counseling.
- A medical assessment is conducted at intake, followed by a full physical examination, chest x-ray to test for tuberculosis, receipt of vaccinations if needed, placement into chronic care if appropriate, receipt of any prescribed medication, and a mental health and dental examination with appropriate follow-up treatment.

- Residents generally arrive at the Center with little personal clothing. All residents receive six (6) full sets of clothing including pants or shorts, tops, underwear, and socks; one pair of sneakers; and a pair of flip flops.
- Residents also receive a number of hygiene products including shampoo, deodorant, toothpaste, toothbrush, comb, hairbrush, and lotion.
- During resident orientation, a hot meal is provided, followed by showers, and telephone cards are provided to allow residents to contact family members and or legal representatives.
- At departure, residents leave with all of their facility-provided clothing, and those that are receiving prescribed medication receive a 30-day supply.
- Average length of stay of less than 10 days is due to the overwhelming majority of the residents being processed out through the ICE Family Case Management Program to stay with family members or sponsors in the U.S.
- Each residential suite is equipped with a private bathroom, flat screen television, telephone, activity games for children, and curtains for privacy. Multipurpose rooms are located in each housing wing and provide social activities, laundry facilities, telephones, and 24-hour health snack refrigerators.
- Food service offered at the facility is catered to the resident's local cuisine and served buffet style. Dining options include all-you-can-eat salad bar, tortillas, fresh fruit, rice and bean bar in addition to various choices of entrees offered to the residents. Unlimited access to fruit, snacks, juices, and infant formula is provided at all times.
- Ample recreation is provided to all residents. Outdoor recreation areas include 2 soccer fields, 1 basketball court, outdoor pavilions, and toddler playscape areas. Indoor recreational areas and activities include 2 indoor gymnasiums equipped with padded flooring to prevent injury, 2 game/arcade rooms for teenagers, zumba classes, board games, and a leisure library.
- All school age residents are offered educational services through a certified charter school. Classrooms are equipped with Smart-boards which allow children to interactively participate in classroom instruction.
- Residents can also participate in various programs to include movie nights with popcorn and soda, computer workshops, arts and craft workshops, basket weaving, bird house building, crocheting and knitting.
- Legal, visitation, and library services are available 7 days a week, 12 hours a day.





Medical



Resident Room



Day Care



Dental



Pharmacy



Classroom



Library





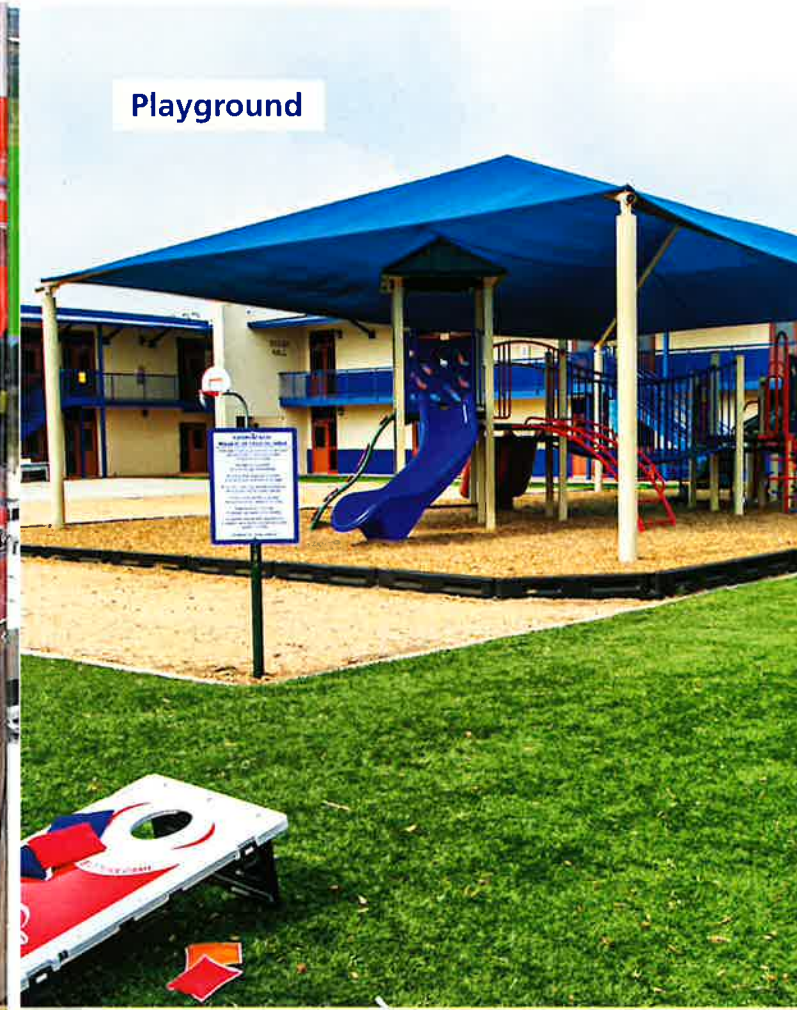
Cafeteria



Salad Bar



Playground



Gymnasium



Snack Refrigerator



Cafeteria



Soccer Field



Pavilion





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## **Answers to the 10 Most Common Criticisms of Contract Detention/Correctional Service Providers**

*1. Contract service providers have contributed to ‘mass incarceration’ by lobbying federal and state lawmakers for tougher prosecution and sentencing policies.*

**Only the courts, who carry out state and federal laws, decide who will be incarcerated.**

**Contracted facilities comprised less than 7% (146,000) of the total number of individuals incarcerated (2.2 million) at the federal, state and local levels at year-end 2016, according to the Bureau of Justice Statistics; which excludes reentry centers, ICE processing centers and US Marshals detention facilities.**

At the Federal level, it was during the years of the Democratic Clinton Administration (1992 to 2000) that “Get-Tough-on-Crime” laws were passed. They were directed at fighting drug-related and violent crimes plaguing urban communities across the country. These laws focused on repeat felony offenders and provided significant law enforcement resources to local communities.

The increase in criminal prosecutions that followed did not lead to the development of any contracted federal correctional facilities for U.S. citizens. Instead, the private sector’s involvement has been limited to providing the Bureau of Prisons (BOP) with new capacity for the increasing number of criminal aliens (non-US citizens) convicted of federal felony crimes. **Presently, out of the BOP’s total inmate population of 183,830 only 10% (18,458) are held in contracted facilities, and less than 750 are US citizens.**

At the State level, starting in the 1970’s, there was significant U.S. population migration from the north to the south, which increased the population in the Sunbelt states (from Florida to California) almost 100% by 2010. As a result, state prisons became increasingly overcrowded which resulted in Federal courts requiring expanded prison capacity in the Sunbelt states, where most contract facilities are now located.

Contract correctional providers responded to these pressing needs with financial and organizational resources toward the timely development and professional operation of detention and correctional facilities contracted with government agencies in the form of Public/Private Partnerships.

At neither the Federal nor State level have contract service providers advocated for increased correctional capacity, or stricter sentencing guidelines.

Today, at the Federal level, contract facilities are almost exclusively confined to housing the increasing number of criminal aliens (non-US citizens). **At the state level, contract facilities provided critically needed capacity that was mandated by Federal court orders concerning Sunbelt states whose populations had increased 100% from 1970 to 2010.**

***2. Contract service providers insist on a contractual minimum occupancy guarantee, which creates a perverse incentive for governments to put more people in prison or detention in order to meet the guaranteed bed quota.***

The Government, through a Request for Proposal (RFP) process, decides the number of beds for a given contract. Contract service providers respond to the RFP, and are compensated according to the terms of the contract.

Government facilities are consistently fully funded (regardless of actual occupancy) to pay for staff salaries, benefits, health services, physical plant and other costs. **Contract facility providers have the same financial responsibilities as government facilities and need to achieve adequate funding through occupancy guarantees to pay for those costs and not jeopardize facility security.**

Increasingly, contracts by the BOP and ICE provide for a fixed monthly payment, with no occupancy guarantee.

***3. According to an August 2016 report from the U.S. Department of Justice, Office of Inspector General, contract facilities were less safe and less secure than comparable Bureau of Prisons facilities.***

A detailed analysis of the OIG Report revealed that the facility performance ratings used by the OIG actually indicated that contract facilities were, in fact, comparably as safe and secure as government-run prisons in this “**apples-to-oranges**” study. The report compared 14 low-security BOP facilities with 12% criminal aliens, to 14 low-security contracted facilities with 96% criminal aliens.

**The OIG Report indicated that the contract facilities were in many respects actually safer by having lower monthly rates per 10,000 beds in the following important safety indicators:**

- Rate of deaths in custody (Contract: 54 vs. BOP: 127);
- drug confiscations;
- inmate fights;
- suicides;
- disruptive behavior incidents;
- uses of force;
- overall inmate grievances;
- medical and dental grievances;
- grievances in Special Housing Units;
- positive drug tests;
- guilty findings on inmate sexual misconduct against inmates; and
- allegations of staff sexual misconduct against inmates.

***4. Contract facility providers have advocated for stricter immigration enforcement policies and lobbied Congress to enact a detention bed quota.***

The so-called “detention bed quota” was established by a Democratically-controlled U.S. Senate under the Obama Administration to ensure that taxpayer funding appropriated to the Department of Homeland Security (DHS) was used to support what Congress determined to be an appropriate level of secure detention within the United States. **The so-called “detention bed quota” was not the result of lobbying by contract service providers, and has since been eliminated by Congress.**

***5. Contract correctional service providers do not care about rehabilitation programs because their business model relies on having more people in prison.***

Contract correctional service providers have been at the forefront of developing innovative partnerships with government agencies across the United States and overseas.

**The ‘GEO Continuum of Care’ (CoC) integrates enhanced in-custody rehabilitation programs including cognitive behavioral treatment, with post-release support services to address the basic needs of released individuals, including transitional housing, clothing, food, transportation, and job placement assistance.**

Over the last two years alone, the ‘GEO Continuum of Care’ programs have delivered more than 11.1 million hours of rehabilitation programming and have resulted in the award of 4,464 GEDs or High School Equivalency degrees; 15,488 vocational training certifications; and 16,632 substance abuse treatment completions.

GEO has increased its commitment at the Corporate level with \$10 million annually in support of the ‘GEO Continuum of Care’. The funding provides financial support for numerous CoC demonstration sites, as well as, the CoC Division, with subject matter experts in the areas of academic, vocational training and substance abuse programs; specialized training and research; and a dedicated post-release department with post release case managers and a 24/7 Call Center.

**In January 2018, GEO received the “Innovation in Corrections” Award at the American Correctional Association (ACA) Conference in Orlando, Florida, regarding its ‘GEO Continuum of Care’ program at the Graceville Correctional Facility in Florida.**



**6. *Contract correctional service providers unfairly profit from people's misery in being incarcerated.***

Only the courts, who carry out state and federal laws, decide who will be incarcerated. Contract correctional service providers have deliberately stayed out of the public debate regarding offender sentencing and potential reforms.

**Contract correctional service companies often provide newer facilities, with improved rehabilitation programs and better living conditions. With respect to GEO facilities:**

- 95% of GEO's facilities are less than 25 years old, compared with 33% of all state correctional facilities in the United States that are less than 25 years old
- 100% of GEO's facilities are air-conditioned
- 100% of the 800 academic and vocational classrooms in GEO's facilities have electronic Smartboards for interactive computer assisted curriculum
- 17 GEO facilities provide the "GEO Continuum of Care" with additional rehabilitation staffing, Cognitive Behavioral Therapy
- Average daily attendance in 2017: 24,000+ in Vocational Programs and 12,000+ in Academic Programs
- 2,615 high school equivalency degrees were awarded in 2017, along with 7,814 vocational certifications
- 100% of ICE Processing Centers and BOP Correctional Facilities managed by GEO have artificial turf soccer fields
- 100% of GEO's facilities have flat screen TVs in the day-room areas

**The contract correctional service providers must be for-profit organizations, in order to access financial institutions to provide funding for new state or federal facilities, which individually cost several tens of millions of dollars.**

Contract correctional facilities are logical counterparts to government correctional facilities, just as charter schools are logical counterparts to public schools and private hospitals are logical counterparts to government hospitals.

***7. Contract correctional service providers cut corners to enhance their bottom line by employing less staff, paying lower wages, and providing less training than government-operated facilities.***

Contracts governing privately operated facilities include minimum staffing requirements that must be strictly followed by the contract service providers who are subject to strict oversight financial penalties for failure to comply.

**Contracted state facilities offer competitive wage and benefit packages to their employees in order to successfully recruit and retain qualified staff. Contracted federal facilities fall under the Service Contract Act which requires wage rates set by the U.S. Department of Labor and typically exceed local market rates.**

The training requirements for employees in contracted correctional facilities and detention centers mirror the training requirements for government employees in comparable government operated facilities.

***8. The contracting of correctional facilities has not resulted in the promised cost savings for taxpayers.***

The government's own financial data clearly underscores the savings provided by contractor-run facilities to the taxpayers.

At the federal level, the Bureau of Prisons (BOP) 2016 Per Capita Cost Report shows that low security government-run institutions cost \$87.41 per day, per inmate, compared to \$68.19 per day for contracted facilities. **The BOP Per Capita Cost Report reflects a 22% cost savings for contracted facilities over the most comparable low security federal prisons.**

The October 2014 GAO Report on Immigration Detention stated that the median daily cost for an ICE Service Processing Center was about \$200 while the median daily cost at Contract Detention Facilities was about \$120. **Contracted ICE facilities reflect a 40% cost savings to taxpayers.**

**At the state level, contracted facility cost savings required by state law include: Florida (7%), Kentucky (10%), Mississippi (10%), Ohio (5%) and Texas (10%).**

It is believed that the cost savings, at individual contract facilities, are far exceeded by the impact they have in creating a healthy competitive environment in the state prison system. Managers and workers of government prisons become more efficient with their costs in competitive response to their contract correctional service providers.

***9. Contract service providers engage in forced labor practices while not paying inmates and detainees minimum wages.***

All detainees and inmates in contracted facilities are compensated in accordance with state or federal law. Contract service providers do not determine the compensation. **In all cases, the wage rates paid in contracted facilities are identical to those paid in comparable government facilities.**

***10. Contract facilities operate with minimal accountability.***

Contracted facilities, in fact, operate with significant levels of accountability and transparency. **Unlike government-run facilities, contract facilities provide greater accountability because they are governed by detailed operating contracts. Further, they typically have on-site, full-time contract monitors who are employed by the government to oversee the daily compliance of the contract requirements.**

Additionally, the contracted facilities are reviewed and audited by government agencies, both on a routine and unannounced basis, as well as by third-party accreditation entities like the American Correctional Association and the National Commission on Correctional Health Care.

# WHAT WORKS TO REDUCE RECIDIVISM?

6/22/2015

WHITE PAPER:  
AN EXAMINATION OF RESEARCH- AND  
EVIDENCE-BASED PRINCIPLES,  
PRACTICES, AND PROGRAMS

**Geo**  **Care**<sup>®</sup>



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2. **Enhance Intrinsic Motivation.** Motivational interviewing techniques, rather than persuasion tactics, effectively enhance motivation for initiating and maintaining behavior changes.
3. **Target Interventions**
  - a. **Risk Principle.** Prioritize resources for higher risk offenders.
  - b. **Need Principle.** Target interventions to criminogenic needs.
  - c. **Responsivity Principle.** Be responsive to temperament, learning style, motivation, gender, and culture when assigning to programs.
  - d. **Dosage.** Match level of treatment to level of need.
  - e. **Treatment Principle.** Integrate treatment into full sentence/sanctions requirements.
4. **Skills Training with Directed Practice.** Provide evidence-based programming that emphasizes cognitive-behavior strategies and is delivered by well-trained staff.
5. **Increase Positive Reinforcement.** Apply four positive reinforcements for every one negative reinforcement for optimal behavior change results.
6. **Engage Ongoing Support in Natural Communities.** Promote pro-social support for offenders in their communities for positive reinforcement of desired new behaviors.
7. **Measure Relevant Processes/Practices.** An accurate and detailed documentation of case information and staff performance, along with a formal and valid mechanism for measuring outcomes, is the foundation of evidence-based practice.
8. **Provide Measurement Feedback.** Providing feedback builds accountability and maintains integrity, ultimately improving outcomes.

**Risk/Need: Assess Actuarial Risk**

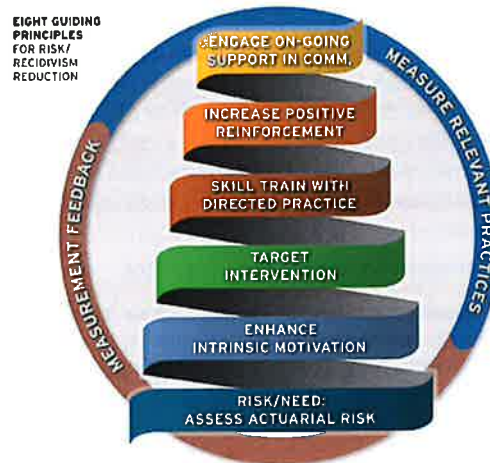
The effective treatment and supervision of offenders requires a reliable and valid assessment of offenders’ criminogenic risks and needs administered by formally trained staff. Being able to identify offenders with a high probability of re-offending is a crucial step in allocating resources, reducing recidivism, and improving public safety.

**Enhance Intrinsic Motivation**

Researchers investigating the factors that lead offenders to respond to intervention discovered that the most effective approach was to encourage offenders to take responsibility for change. As a result, they recommend using an evidence-based approach called motivational interviewing,<sup>4</sup> which was originally developed as a strategy for working with substance abusers. Motivational interviewing is not just a way of interviewing people; it is a communication style that avoids confrontation and arguing. It uses open-ended questions, affirmations, and reflective listening to encourage clients to discover goals and explore solutions.

**Target Intervention**

**Risk Principle.** The risk principle follows from the finding that effective programs target high-risk offenders. It requires that the intensity of services and supervision be matched to the level of offender risk. Less hardened or



*Figure 1. Eight Guiding Principles Based on Social Learning Theory*

<sup>4</sup> Miller, William R. and Stephen Rollnick (1991). "Motivational Interviewing." Guilford Press.

maintained. For example, performance reviews and case audits can help determine whether the program is performing as designed. Programs should also measure incremental changes in offender risk during their time under supervision.

### Provide Measurement Feedback

Once program managers have outcome measurements, this information must be used to determine whether, in fact, the program is reducing offender risk. By analyzing outcome measurements, managers can strengthen effective program elements and change ineffective elements. It is also important to provide feedback to offenders and staff. Providing feedback to offenders about their progress builds accountability, enhances motivation, and improves outcomes. Providing feedback to staff keeps them focused on the ultimate goal of reducing recidivism.

### Research-Based Intervention Practices to Reduce Recidivism

When examining **What Works** relative to effective intervention programs, we look to the fundamental lessons learned by researchers about effective treatment programs: intervention programs must be targeted to address the particular needs of a certain group of offenders in certain ways.<sup>5</sup> This essential lesson, in part, accounts for the variations noted in studies regarding intervention program success. Therefore, rather than focus on a specific program or intervention, **What Works** has concluded that intervention programs most effective and achieving the greatest reductions in recidivism have common characteristics, which include:

- Focus on high-risk offenders
- Target the factors that contribute to criminal behavior
- Use cognitive-behavioral treatments.

#### Focus on High-Risk Offenders

With proper assessment, research has demonstrated that it is possible to predict an offender's likelihood of committing new offenses with as much as 80% accuracy.<sup>6</sup> The most reliable method for determining the offender's risk level is to use actuarial-based assessment instruments, such as the Level of Supervision Inventory - Revised (LSI-R). The LSI-R score indicates how much risk an offender is at for reoffending and allows programs to target higher risk offenders. The table on the next page illustrates how LSI-R scores correlate with the risk of recidivism.

Research indicates that supervision and treatment of lower-risk offenders produces little or no change in recidivism rates, while focusing on higher-risk offenders can yield remarkable reductions in recidivism. Shifting available resources to the offenders with the greatest need for intervention results in a much greater return on investment in terms of increased public safety and a reduced burden on criminal justice agencies.

#### Target the Factors that Contribute to Criminal Behavior

The factors that are most strongly correlated to criminal behavior, and are the best predictors of recidivism, are called *criminogenic risks factors*.

Criminogenic needs are dynamic risk factors—conditions research has demonstrated to be correlated to delinquent/criminal behavior. Some risk factors are “static” (unchangeable, such as age at first arrest) while others are “dynamic” (changeable, such as attitudes and use of drugs/alcohol). Research around criminogenic needs has identified eight factors most strongly correlated to future criminal/delinquent behavior:

1. Antisocial cognition (thoughts and beliefs)
2. Antisocial personality (temperament)
3. Antisocial associates
4. Family/marital (conflict, stressors, displays of antisocial values)
5. Substance abuse
6. Employment (lack of employment stability/achievement)

<sup>5</sup> Crime and Justice Institute and Roger Warren (2007). *Evidence-Based Practice to Reduce Recidivism: Implications for State Judiciaries*. Washington, DC: National Institute of Corrections.

<sup>6</sup> Andrews, D.A. and J. Bonta (2006). “*The Psychology of Criminal Conduct, Fourth Edition*.” Anderson Publishing.

## Part II: Research- and Evidence-Based Principles, Practices, and Programs

GEO Care delivers comprehensive approaches to manage, rehabilitate, and treat adults and youth in community corrections and immigration proceedings. Aligned with **What Works** research, GEO Care's program services are designed to address individual criminogenic risks and needs with appropriate programs and dosage. As the industry leader in reentry services, our company stays on the cusp of innovation by talking with leading researchers about their latest findings, and by listening to customers about how our program delivery could be even better. In other words, we are not only concerned with **What Works**, but also with "How It Works."

For many decades, GEO Care has invested in the evidence-based principles, practices, and programs aligned with the large body of **What Works** research. Through our Community Corrections and In-Prison work, GEO Care offers program services rooted in evidence-based practices and eight guiding principles of effective intervention (see *Figure 1*). Our company is committed to being the leader in evidence-based correctional programs that achieve positive outcomes for public agencies. Our commitment to our partners includes:

- Continually staying abreast of the latest in behavior change programs.
- Researching and applying the latest in technology to drive accountability.
- Helping agencies to understand and use data to maximize outcomes.
- Delivering turnkey programs that can be rapidly implemented, saving cost and time getting professional programs in place.
- Sharing best practices from around the nation—and world—to help agencies reduce recidivism and enhance public safety.
- Maintaining rigorous training programs for staff.

At the core of GEO Care treatment and training is cognitive-behavioral therapy, intended to change criminal attitudes, social skills, and interpersonal problem solving. All GEO Care program services are delivered using evidence-based principles, practices, and programs, including but not limited to:

- Validated risk/needs assessment tools for individual treatment plans
- Motivational interviewing
- Substance abuse education and treatment
- Adult basic education
- GED preparation
- Life skills building
- Cognitive restructuring therapy
- Parenting and family reintegration group
- Anger management
- Work readiness/vocational skills
- Aftercare

### GEO Care Community Corrections—Residential Program Services

The goal of GEO Care's residential programs is to return responsible, productive men and women to their families and communities through a structured approach that minimizes recidivism and maximizes offenders' chances of successful reentry. GEO Care residential programs offer the following services using programs, practices, and principles aligned with **What Works**:

- Risk/Needs Assessment using objective assessment tools to maximize resident potential while in the program.
- Individual Meetings with Case Managers for Cognitive Behavioral Therapy and Community Reentry Planning.
- Transitional Skills, including anger/stress management, budgeting, health and nutrition, securing housing, and cultural awareness.



Both programs give inmates a jump-start on additional treatment and training or employment opportunities upon release from incarceration.

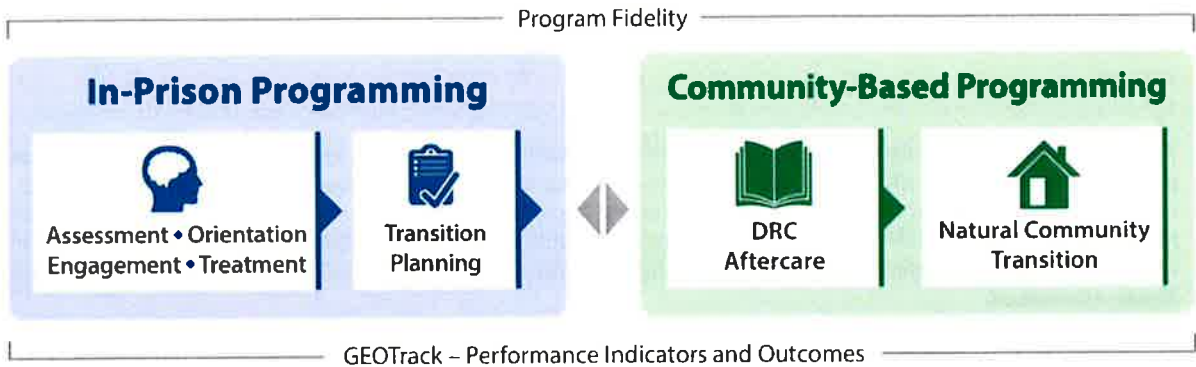
**GEO Care’s Research- and Evidence-Based Initiatives**

GEO Care is helping to shape the direction of correctional best practices by serving as an important link between criminal justice best practices and real world experience. Demonstration of this is found in a few examples of GEO Care’s company-wide **What Works** initiatives and use of evidence-based interventions outlined on the pages that immediately follow.

**GEO Continuum of Care**

The GEO Continuum of Care provides complementary full service solutions for numerous government clients across a spectrum of diversified correctional and community reentry services.

**GEO Continuum of Care**



The GEO Continuum of Care streamlines the delivery of services to create a seamless transition from incarceration to the community. Our Continuum of Care initiative is led by a team of experts driving evidence-based interventions at all stages of the correctional system.

**GEO Care’s Use of Research Validated Assessments**

The process by which an individual proceeds through a GEO Care-operated program begins with assessing the risks and needs of the individual. GEO Care employs a variety of assessment tools, including Level of Service Inventory-Revised (LSI-R), Correctional Offender Management Profiling for Alternative Sanctions (COMPAS), Static Risk and Offender Needs Guide (STRONG), and Correctional Assessment and Intervention System™ (CAIS). There is also a component of self-evaluation involved for offenders.

Research Validated Assessments	Residential Program Services and Day Reporting Centers (DRCs)	In-Prison and In-Custody Program Services
Level of Service Inventory-Revised (LSI-R)	✓	✓
Correctional Offender Management Profiling for Alternative Sanctions (COMPAS)	✓	✓
Static Risk and Offender Needs Guide (STRONG)	✓	✓
Correctional Assessment and Intervention System™ (CAIS)	✓	✓



Evidence-Based Curricula	Residential Program Services and Day Reporting Centers (DRCs)	In-Prison and In-Custody Program Services
Living in Balance (LIB)	✓	✓
Phoenix/New Freedom – Anger, Aggression, and Violence Program Model	✓	✓
Carey Guides	✓	✓
Matrix Model		✓
Nurturing Parenting Program		✓

### *Moral Reconciliation Therapy (MRT)*

“Moral Reconciliation Therapy (MRT) is a systematic treatment strategy that seeks to decrease recidivism among juvenile and adult criminal offenders by increasing moral reasoning. Its cognitive-behavioral approach combines elements from a variety of psychological traditions to progressively address ego, social, moral, and positive behavioral growth. MRT takes the form of group and individual counseling using structured group exercises and prescribed homework assignments. The MRT workbook is structured around 16 objectively defined steps (units) focusing on seven basic treatment issues: confrontation of beliefs, attitudes, and behaviors; assessment of current relationships; reinforcement of positive behavior and habits; positive identity formation; enhancement of self-concept; decrease in hedonism and development of frustration tolerance; and development of higher stages of moral reasoning. Participants meet in groups once or twice weekly and can complete all steps of the MRT program in a minimum of 3 to 6 months.”<sup>13</sup>

MRT is considered to be “evidence-based” because of the dozens of published outcome studies documenting that MRT-treated offenders show significantly lower recidivism, for periods as long as 10 years after treatment.<sup>14</sup> Research consistently shows that, in comparison to appropriate controls, MRT-treated offenders have re-arrest and re-incarceration rates that are 25% to 75% lower. MRT is SAMHSA (Center for Substance Abuse and Mental Health Services Administration) approved, and is also included on the National Registry of Evidence-based Programs and Practices (NREPP). There are more than 50 studies documenting the success of MRT, how it was tested and outcomes generated.<sup>15</sup> *Please also see Attachment 5 for additional information on the research and efficacy of MRT.*

### *Thinking for a Change (T4C)*

“The Thinking for a Change: An Integrated Approach to Changing Offender Behavior (T4C) curriculum, developed by Barry Glick, Jack Bush, and Juliana Taymans in cooperation with NIC, ‘uses a combination of approaches to increase offenders’ awareness of themselves and others. It integrates cognitive restructuring, social skills, and problem solving. The program begins by teaching offenders an introspective process for examining their ways of thinking and their feelings, beliefs, and attitudes. The process is reinforced throughout the program. Social-skills training is provided as an alternative to antisocial behaviors. The program culminates by integrating the skills offenders have learned into steps for problem solving. Problem solving becomes the central approach offenders learn that enables them to work through difficult situations without engaging in criminal behavior’ (Milkman & Wanberg, 2007).”<sup>16</sup> *Please also see Attachment 6 for additional information on the research and efficacy of T4C.*

<sup>13</sup> Substance Abuse and Mental Health Services Administration, National Registry of Evidence-based Programs and Practices, <http://nrepp.samhsa.gov/ViewIntervention.aspx?id=34>

<sup>14</sup> Little, Gregory L. et al. (2010). “Twenty Year Recidivism Results for MRT-Treated Offenders.” *Cognitive Behavioral Treatment Review, Volume 19, Number 1.*

<sup>15</sup> <http://www.moral-reconciliation-therapy.com/Resources/ccl%20catalog%20510.pdf>.

<sup>16</sup> U.S. Department of Justice, National Institute of Corrections, *Thinking for a Change and Cognitive-Behavioral Programs Annotated Bibliography, November 2014.*

Interviewing approach in guiding clients through the stages of change. Reading levels range from grade 4 to 6, depending on the subject matter. The curriculum is open cycle allowing new participants to be added at any time.

The curriculum's materials include:

- Lesson plans with behaviorally-stated objectives
- Stage-based aggression-specific Motivational Interviewing Toolkits
- Discussion Starter/Group Opening Activities
- Workbook based resources
- Skills based resources
- Competency checklists to evaluate participant's progress

*Phoenix/New Freedom* resources are recognized as evidence-based by the Office of Juvenile Justice and Delinquency Prevention/National Gang Center/Bureau of Justice Assistance/US Department of Justice. Their curricula are provided to nearly 2000 programs and facilities in 49 states, including 50 Federal Bureau of Prisons' facilities, and statewide implementation in several states.

### Carey Guides

“Research demonstrates that traditional methods of supervision are ineffective in reducing recidivism among adult and juvenile offenders. For behavior change and recidivism reduction to be possible, offenders must understand the personal and environmental factors underlying offending behavior and be taught the skills they need in order to make positive changes in the future. The Carey Guides are designed to equip corrections professionals with the information and tools they need to support these changes among their clients.

#### Phoenix/New Freedom Resources

Two South Carolina studies of the New Freedom resources measured in excess of a 50% drop in recidivism. The cumulative re-offense rate for those using the materials was 11.6%, as opposed to the control group re-offense rate of 67.6%.

In 2003-2004, a New Jersey program using the New Freedom program resources documented significant (>50%) impact on recidivism.

The Wisconsin Department of Corrections did research after 14 months of using New Freedom resources. They found they had realized a 99% drop in conduct reports, a 96% drop in Transitional Living Unit (TLU) placements, and a 97% drop in observation placements. They also found that fewer inmates were considering suicide, and that a positive change in attitudes occurs in the population using the program.

The Carey Guides includes 33 handbooks that help corrections professionals use EBP with their clients. The Guides are organized and presented in two binders: the blue binder includes 14 Blue Guides that specifically address offenders' criminogenic needs and the red binder includes 19 Red Guides that address common case management issues. Each Guide follows a consistent format. Background information provides the corrections professional with important research findings and contextual information to support the application of evidence-based approaches. Each Guide also contains two to five Tools (worksheets). These Tools are designed for use by offenders—with the assistance of their corrections professional—to understand and address risk factors, triggers, and other conditions that are essential to their success. In total, the Guides contain 98 Tools that corrections professionals can use as they work with offenders to address their skill deficits and make positive changes in their lives.”<sup>18</sup>

<sup>18</sup> <http://www.careygrouppublishing.net/the-carey-guides-2nd-edition>.

The CPC is divided into two basic areas: (1) *Capacity* and (2) *Content*. The *Capacity* area is designed to measure whether or not a correctional program has the capability to deliver evidence-based interventions and services to offender populations. There are three sub-components in this area: (1) *Leadership and Development*, (2) *Staff Characteristics*, and (3) *Quality Assurance*. On the other hand, the *Content* area focuses on the substantive domains of offender assessment and treatment.<sup>23</sup> *Please also see Attachment 11 for research on best practices to evaluate correctional programs and the efficacy of CPC.*

**Table 1. Correctional Program Checklist Domains**

Table 1. Correctional Program Checklist Domains		
<b>Capacity</b>	Program Leadership And Development <i>14 indicators</i>	Examines program director's qualifications, experience, and current involvement with staff and program clients. Evaluates consultation of literature, piloting of program, support from communities, and stability of program.
	Staff Characteristics <i>11 indicators</i>	Examines staff's qualifications, experience, training, supervision, and involvement. Evaluates staff's input and support of program treatment goals.
	Quality Assurance <i>8 indicators</i>	Examines internal and external quality assurance; type of feedback, assessments, and evaluations used to monitor the program.
<b>Content</b>	Offender Assessment <i>13 indicators</i>	Examines appropriate offender /exclusion criteria, offender assessment on risk, need, and responsiveness, and manner in which characteristics are assessed.
	Treatment <i>31 indicators</i>	Examines targeting criminogenic behavior, treatment and procedures, use of reinforcers and punishers, matching offender to program and staff, use of relapse prevention, and aftercare quality.

The information needed for completing the CPC is gathered by a University of Cincinnati trained evaluator via structured interviews with the program director, staff, and clients. Additional data sources are client files, observation of treatment groups, and a review of program manuals, staff assessments, and ethical guidelines.

**Table 2. Scoring Guidelines**

Highly Effective	65% - 100%
Effective	55% - 64%
Needs Improvement	46% - 54%
Ineffective	Less than 46%

The capacity and content areas are measured using seventy-seven indicators. Each domain consists of a number of indicators as shown in *Table 1*. The number of indicators varies per domain and items that are not applicable are excluded from the score. The program rating provides 1) a capacity score that measures if the program has the capability to deliver evidence-based practices for offenders, 2) a content score that focuses on offender assessment and treatment, and 3) an overall score. Ratings and scores for each area of emphasis and all domains are shown in *Table 2*.

<sup>23</sup> Draft Report, Evidence-Based Correctional Program Checklist (CPC), Hancock County Adult Probation: Century Health, Findlay, Ohio, August 31, 2011.



- *What quality assurance is in place?*
- *Are staff held accountable for using motivational interviewing techniques in their day-to-day interactions with offenders?*

3. **Target Interventions.**<sup>28</sup> Programs maximize their effectiveness when they follow the five interventions principles:

- a. **Risk Principle.** Prioritize supervision and treatment resources for higher risk offenders.
- b. **Need Principle.** Target interventions to criminogenic needs.
- c. **Responsivity Principle.** Be responsive to temperament, learning style, motivation, gender, and culture when assigning to programs.
- d. **Dosage.** Match level of treatment to level of need; structure 40 to 70% of high-risk offenders' time for 3 to 9 months.
- e. **Treatment Principle.** Integrate treatment into full sentence/sanctions requirements.

**What GEO Care is doing to align with Targeting Intervention:**

- Individualized Program Plan (IPP) is developed.
- IPP targets dynamic criminogenic risks and needs.
- Behavioral goals, action items, and responsivity factors are prioritized and customized for each client.
- Individual cognitive case management sessions are focused on IPP goals.

**Program Service Questions:**<sup>29</sup>

- *How do we manage offenders assessed as low risk to reoffend?*
- *Does our assessment tool assess for criminogenic need?*
- *How are criminogenic risk and need information incorporated into offender case plans?*
- *How are offenders matched to treatment resources?*
- *How structured are our case plans for offenders, especially during the three to nine month period in the community after leaving an institution?*
- *How are staff held accountable for using assessment information to develop a case plan and then subsequently using that case plan to manage an offender?*

4. **Skills Training with Directed Practice.** Provide evidence-based programming that emphasizes cognitive-behavior strategies and is delivered by well-trained staff.<sup>30</sup> Programs that practice pro-social attitudes and behaviors are more effective in the adoption of new behaviors. In addition to teaching, this principle requires staff to practice or role-play new skills with offenders and positively reinforce the new attitudes and behaviors when they are displayed.

**What GEO Care is doing to align with Skill Training with Directed Practice:**

- GEO Care's Group Model uses behavioral practice.
- GEO Care operates cognitive-behavioral programs.
- Skill building is promoted through behavioral practice.
- One-on-one sessions emphasize skill building with role-playing.

**Program Service Questions:**<sup>31</sup>

- *How are social learning techniques incorporated into the programs we deliver?*

<sup>28</sup> Palmer, 1995; Clear, 1981; Taxman & Byrne, 2001; Currie, 1998; Petersilia, 1997, 2002, Andrews & Bonta, 1998.

<sup>29</sup> Bogue, Brad, Nancy Campbell, Elyse Clawson, et al. (2004) "Implementing Evidence-Based Practice in Community Corrections: The Principles of Effective Intervention." U.S. Department of Justice National Institute for Corrections, and Crime and Justice Institute.

<sup>30</sup> Mihalic, et al, 2001; Satchel, 2001; Miller & Rollnick, 2002; Lipton, et al, 2000; Lipsey, 1993; McGuire, 2001, 2002; Aos, 2002.

<sup>31</sup> Bogue, Brad, Nancy Campbell, Elyse Clawson, et al. (2004) "Implementing Evidence-Based Practice in Community Corrections: The Principles of Effective Intervention." U.S. Department of Justice National Institute for Corrections, and Crime and Justice Institute.

programs to routinely assess offender change in cognitive and skill development, and evaluate offender recidivism, to ensure services remain effective.

**What GEO Care is doing to align with Measuring Relevant Practices:**

- GEO Care managers conduct monthly and quarterly internal audits of groups, case notes and case files.
- National Compliance Monitor conducts annual program reviews.
- U.S. Corrections Institute conducts annual Correctional Programs Checklist (CPC).

**Program Service Questions:**<sup>37</sup>

- *What data do we collect regarding offender assessment and case management?*
- *How do we measure incremental offender change while they are under supervision?*
- *What are our outcome measures and how do we track them?*
- *How do we measure staff performance? What data do we use? How is that data collected?*

8. **Provide Measurement Feedback.** Providing feedback builds accountability and maintains integrity, ultimately improving outcomes.<sup>38</sup> Providing feedback is associated with enhanced motivation for change, lower treatment attrition and greater outcomes. This principle requires an overarching quality assurance system to monitor delivery of services, and to maintain and enhance fidelity and integrity.

**What GEO Care is doing to align with Measuring Feedback:**

- Report tool will measure:
  - Program attendance.
  - Improvement in education.
  - Improvement in targeted risk areas.
  - Urinalysis testing results.

**Program Service Questions:**<sup>39</sup>

- *How is information regarding offender change and outcomes shared with officers? With offenders?*
- *With whom do we share information regarding outcome measures?*
- *How is staff performance data used in the performance evaluation process?*

<sup>37</sup> Bogue, Brad, Nancy Campbell, Elyse Clawson, et al. (2004) "Implementing Evidence-Based Practice in Community Corrections: The Principles of Effective Intervention." U.S. Department of Justice National Institute for Corrections, and Crime and Justice Institute.

<sup>38</sup> Miller, 1988; Project Match Research Group, 1997; Agostinelli et al, 1995; Alvero et al, 2001; Baer et al, 1992; Decker, 1983; Luderman, 1991; Miller, 1995; Zemke, 2001; Elliott, 1980.

<sup>39</sup> Bogue, Brad, Nancy Campbell, Elyse Clawson, et al. (2004) "Implementing Evidence-Based Practice in Community Corrections: The Principles of Effective Intervention." U.S. Department of Justice National Institute for Corrections, and Crime and Justice Institute.



## Attachments List

Attachment 1, Attachment 2, and Attachment 3—Levels of Service Inventory-Revised (LSI-R); Correctional Offender Management Profiling for Alternative Sanctions (COMPAS); and Static Risk and Offender Needs Guide (STRONG) <http://csgjusticecenter.org/wp-content/uploads/2014/07/Risk-Instruments-Guide.pdf>

Attachment 4—Appendix A Profiles of Assessments: The Wisconsin Risk/Needs Scales Correctional Assessment Inventory System (CAIS) <http://www.ncsc.org/~media/Files/PDF/Services%20and%20Experts/Areas%20of%20expertise/SENTENCING%20PROBATION/RAN%20Appendix%20A.ashx>

Attachment 5—Moral Reconciliation Therapy, National Registry of Evidence-based Programs and Practices, Substance Abuse and Mental Health Services Administration <http://www.nrepp.samhsa.gov/ViewIntervention.aspx?id=34>

Attachment 6—Thinking for a Change and Cognitive-Behavioral Programs Annotated Bibliography, U.S. Department of Justice National Institute of Corrections <http://static.nicic.gov/Library/025533.pdf>

Attachment 7—Cognitive Behavioral Therapy, Integration Part 2 Strategies and Methods, Substance Abuse and Mental Health Services Administration [http://www.integration.samhsa.gov/clinical-practice/sbirt/CBT\\_sbirt\\_part\\_2.pdf](http://www.integration.samhsa.gov/clinical-practice/sbirt/CBT_sbirt_part_2.pdf)

Attachment 8—Living in Balance, National Registry of Evidence-based Programs and Practices, Substance Abuse and Mental Health Services Administration <http://www.nrepp.samhsa.gov/ViewIntervention.aspx?id=72>

Attachment 9—Matrix Model, National Registry of Evidence-based Programs and Practices, Substance Abuse and Mental Health Services Administration <http://www.nrepp.samhsa.gov/ViewIntervention.aspx?id=87>

Attachment 10—Nurturing Parenting Programs, National Registry of Evidence-based Programs and Practices, Substance Abuse and Mental Health Services Administration <http://www.nrepp.samhsa.gov/ViewIntervention.aspx?id=171>

Attachment 11—Evaluating Correctional Programs, The Evidence-Based Correctional Checklist (CPC), Item C, Page 68 [http://www.unafei.or.jp/english/pdf/RS\\_No88/No88\\_11VE\\_Latessa\\_Evaluating.pdf](http://www.unafei.or.jp/english/pdf/RS_No88/No88_11VE_Latessa_Evaluating.pdf)

Attachment 12—What Works and What Does Not? *Benefit-Cost Findings from Washington Institute for Public Policy* [http://www.wsipp.wa.gov/ReportFile/1602/Wsipp\\_What-Works-and-What-Does-Not-Benefit-Cost-Findings-from-WSIPP\\_Report.pdf](http://www.wsipp.wa.gov/ReportFile/1602/Wsipp_What-Works-and-What-Does-Not-Benefit-Cost-Findings-from-WSIPP_Report.pdf) and <http://www.wsipp.wa.gov/BenefitCost/ProgramPdf/502/Day-reporting-centers>

**Hardcopy Attachments Available Upon Request.**

## GUADALUPE COUNTY CORRECTIONAL FACILITY

*Providing leading, evidence-based rehabilitation in New Mexico*

Inside secure settings and throughout the community, The GEO Group delivers comprehensive approaches to manage, rehabilitate, and treat individuals while in-custody. On any given day, approximately 30,000+ participants are enrolled in evidence-based rehabilitation programs at GEO facilities worldwide.

Guadalupe County Correctional Facility inmates receive critical in-custody and reentry services tailored to their specific needs, to bridge gaps, reduce the likelihood of recidivism, and to promote their successful community reintegration.

### KEY COMPONENTS AT GUADALUPE COUNTY INCLUDE:

- Individual and group Cognitive Behavioral Treatment (CBT) programs to address criminogenic needs
- Educational programs and nationally recognized vocational training to develop work readiness
- One-on-one transition support to provide customized reentry preparation



### GEO INVESTS IN GUADALUPE

Guadalupe County Correctional Facility in Santa Rosa, New Mexico, provides a safe and secure foundation for evidence-based programming. Facility leadership and staff work with community advisory members and together, address each inmate's needs. GEO invests approximately **\$225,000 above contractual requirements** at Guadalupe County annually. This additional investment has created six new positions including four Transitional Case Managers, one Assessment Case Manager, and one Data Entry Clerk.



**\$225,000**

GEO invests approximately \$225,000 above contractual requirements at Guadalupe County annually.



**43**

Total High School Equivalency diplomas were awarded at Guadalupe in 2016 & 2017





## PROUD GED GRADUTES

In 2017, a total of 24 GED's were awarded to Guadalupe inmates. To date, 18 inmates housed at Guadalupe have earned their GED's in 2018. A graduation ceremony was held in July 2018 to recognize these students for their academic achievements.



## Broken Halos Club

Broken Halos is a one-of-a-kind club within Guadalupe. The club's main objective is to strengthen morals and values, promote fellowship and social awareness among members and nonmembers, and help others in need, whether it is a family or a community member. Broken Halos meets twice a month for motivational purposes, discussions in faith, and viewing and discussing self-improvement videos. In 2016, Broken Halos presented a donation to the City of Santa Rosa Summer Recreation Program to assist children from the community with the upcoming city summer recreation fees.



**\$12,000**

Guadalupe donated \$12,000 to student scholarships in 2016 and 2017.

Guadalupe County Correctional Facility actively engages in the local community as a partner and citizen by providing support for charitable causes and events.



## Guadalupe's Community Involvement

Every year, Guadalupe County Correctional Facility supports charities, community organizations, and higher education scholarships for local students. In the past few years, Guadalupe County Correctional Facility supported:

- City of Santa Rosa
- Coats for Kids
- Toys for Tots
- Trunk or Treat program
- Santa Rosa Little League
- Fire Department Volunteers



## ***In-Custody Programming***

Guadalupe County Correctional Facility in Santa Rosa, New Mexico, provides a safe and secure environment for in-custody rehabilitation. The facility has an extensive menu of course and group offerings geared towards changing criminogenic thinking. This innovative approach is designed in partnership with criminal justice experts to help facilitate a successful transition back into local communities and to reduce recidivism. The programs are designed to transform inmates into lifelong learners, and are built upon Adult Learning Theories. The facility is equipped with technology driven learning labs. Guadalupe is committed to reducing recidivism through their nationally recognized Career and Technical Education program.

In partnership with Luna Community College, Guadalupe offers a two year Barber course. The program prepares students to take the New Mexico Barber Board exam to achieve licensure. The Weaving program leads to a two-year Associate of Arts Degree from Mesalands Community College. Courses offer stackable credentials so upon release the individuals can continue their education.

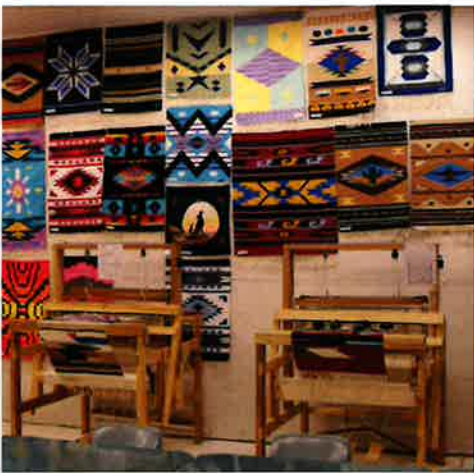
### **Available In-custody Programs and Training at Guadalupe:**

- Adult Basic Education/ESL
- Pre-GED
- Special Education
- Nationally recognized Career and Technical Education program
- Barber/Cosmetology College
- Mesalands Community College Weaving program
- Residential Drug Abuse Program (RDAP)
- Fathers as Readers program
- MRT Parenting
- Basic Computer and Advanced Computers program
- Echo program

## ***Reducing Recidivism***

GEO provides programming while individuals are in-custody and transitioning to community-based programs upon release, thus facilitating consistency in treatment and promoting effectiveness in reducing recidivism. Inmates at Guadalupe meet bi-weekly with a Transition Case Manager to discuss release plans.





## ***In-Custody Programming***

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Guadalupe staff congratulate Kathy Armijo, LPN, who was named 2015 NM Corizon Health Nurse of the Year



## Guadalupe Helps Rebuild Baseball Complex for Their Community

GEO and the Guadalupe County Correctional Facility were instrumental in rebuilding the baseball complex and the Little League program in Santa Rosa. Guadalupe helped purchase new netting for the batting cages and many Guadalupe staff also coach the teams voluntarily. From 2016-2018, the Santa Rosa Little League Board has been comprised of Guadalupe staff.

## About GEO

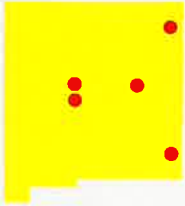
The GEO Group offers a full continuum of corrections solutions, and is committed to providing leading, evidence-based rehabilitation programs to individuals while in-custody and in the community.

GEO programs and services in the State of New Mexico target the underlying causes that motivate criminal behavior and are supported by the corporate structure that provides rigorous training of its employees, guarantees program fidelity, and ensures results.

*In our partnership with government and our host communities, every day we work to be part of the solution to society's correctional needs. We are most effective and at our best when helping those in our care re-enter society as productive and employable citizens.*

*-George C. Zoley, Chairman of the Board, CEO and Founder*





# Partnering to Solve Public Sector Challenges in New Mexico

As a partner to New Mexico, **GEO delivers comprehensive approaches to manage, rehabilitate, and treat individuals while in-custody and in the community.** In the state of New Mexico, more than 2,000 individuals receive critical daily programming to prepare in-custody individuals for their release and divert at-risk offenders.

**GEO Correctional Facilities:** GEO delivers enhanced programming focused on academic excellence, including career, vocational training and substance abuse treatment programs to help individuals successfully transition back to the community.

**GEO Reentry Recovery Academies:** The Men's and Women's Recovery Academies provide a critical diversion program for substance abusing offenders at-risk of being sentenced to prison.

In October 2016, GEO Group launched its award-winning **GEO Continuum of Care®** program at Guadalupe County Correctional Facility. The GEO Continuum of Care is enhanced in-custody offender rehabilitation programming, including cognitive behavioral treatment, integrated with post-release support services. This unique programming approach is designed to facilitate a successful transition to the community and reduce recidivism.



## LCCF Partners with the University of the Southwest

Lea County Correctional Facility (LCCF) partnered with the University of the Southwest to launch an inmate seminary program - the first of its kind, and currently the only New Mexico facility that provides this valuable inmate program. Inmates receive a bachelor's degree in Theology upon successful completion of the program.

## Supporting New Mexico Communities

- Women with Children Program: GEO understands **the importance of family support** as a key component to the success of the individual reentering the community. NMWRA offers eligible residents **the ability to live with their children** at the facility, allowing evidence-based treatment services to benefit both mother and child.
- GEO's GCCF, LCCF and the Northeast New Mexico Detention Facility contributes a total of nearly **\$30,000 annually for scholarships** in their communities.





# GEO AND THE STATE OF NEW MEXICO

Building a 20+ Year Successful Partnership

## NEW MEXICO STATISTICS 2016-CURRENT



**248**  
High School Equivalency  
diplomas awarded



**179**  
Vocational certificates awarded



**618**  
Individuals have completed  
Cognitive Behavioral  
programming



**923**  
Individuals have completed  
substance abuse programming

## Key Services Provided:

- Secure care and custody
- Educational/GED services
- Vocational programs
- Religious programs
- Offender work programs
- Counseling and mental health services
- Volunteer programs
- Individual risk/needs assessments
- Substance abuse programming
- Individual & group counseling
- RDAP curriculum
- Family services/Parenting skills
- 12-Step meetings
- C.A.T.S. program (Career Assistance & Tools for Success)
- Anger Management classes
- Seeking Safety groups
- Domestic violence classes

## GUADALUPE COUNTY CORRECTIONAL FACILITY



**Location:** Santa Rosa, NM  
**Contract Award Year:** 1996  
**Opened:** 1999  
**Capacity:** 600 Beds **Security Levels:** Medium  
**Accreditation:** ACA Accredited, PREA Certified

## LEA COUNTY CORRECTIONAL FACILITY



**Location:** Hobbs, NM  
**Contract Award Year:** 1996  
**Opened:** 1998  
**Capacity:** 1,200 Beds **Security Levels:** Medium  
**Accreditation:** ACA Accredited, PREA Certified

## NORTHEAST NEW MEXICO DETENTION FACILITY



**Location:** Clayton, NM  
**Contract Award Date:** 2006  
**Opened:** 2008  
**Capacity:** 625 Beds **Security Levels:** Medium  
**Accreditation:** ACA Accredited, PREA Certified

## NEW MEXICO MEN'S RECOVERY ACADEMY (NMMRA)



**Location:** Los Lunas, NM  
**Contract Award Date:** 2003  
**Population:** Adult male residents  
**Capacity:** 174 Residents  
**Accreditation:** PREA Certified

## NEW MEXICO WOMEN'S RECOVERY ACADEMY (NMWRA)



**Location:** Albuquerque, NM  
**Contract Award Date:** 2005  
**Population:** Adult female residents  
**Capacity:** 60 Residents  
**Accreditation:** PREA Certified



## Lea County Celebrates 20th Anniversary

In 1998, the Lea County received its first inmates. After 20 years, LCCF remains in operation providing more than **300 jobs in the Hobbs community.**

## Community Involvement

- Guadalupe was instrumental in rebuilding the baseball complex and the **Santa Rosa Little League program.**
- Lea County's wood shop recently donated their 10th house frame to the local **Habitat for Humanity** chapter.
- Lea County participated in a recent golf tournament benefiting the **Ronald McDonald House Charities of the Southwest** and donated \$600 to the organization.





## THE GEO CONTINUUM OF CARE MODEL

Designed by our internal treatment experts, the GEO Continuum of Care model is enhanced in-custody offender rehabilitation programming, including cognitive behavioral treatment, integrated with post-release support services. Starting programming while individuals are in-custody facilitates consistency in treatment and strengthens engagement throughout the process.

Since launching the GEO Continuum of Care program, GEO continuously invests in treatment and programming innovations, technology enhancements, and rigorous staff training to advance the quality and services available to participants and our agency partners.

GEO programs are tailored to address individual risks and needs, and provide the appropriate programming dosage before, during and after the critical transition from in-custody through community release. The tailored programs are assessment-driven, which enables staff to identify specific reentry needs and create customized rehabilitation plans in collaboration with each individual. This increases ownership and commitment prior to release and promotes successful transitions to the community.

Individuals then receive referral assistance and post-release support services from GEO's 24x7 call center. Case managers provide weekly check-ups and coordinate additional community resources as needed to assist individuals in remaining committed to the behavioral changes they have made. Individuals have free and voluntary access to support services for up to one year post-release.

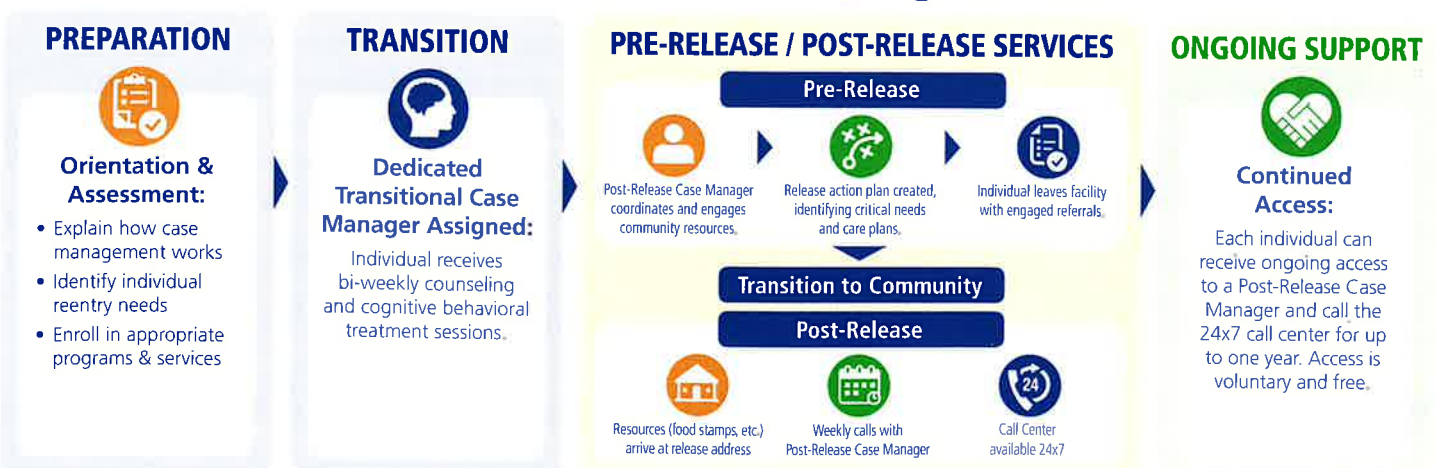
### Award-Winning Innovation in Corrections



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. Dr. Zoley accepted the award at the ceremony held on January 8, 2018 at the ACA Winter Conference in Orlando, Florida.

Currently, GEO operates the Continuum of Care program at 16 correctional facilities across the U.S.

## GEO Continuum of Care Program Flow







### Community Investment

The GEO Group Correctional Facilities' Economic Impact on the Community

**Northeast New Mexico**  
Over \$11 million

**Guadalupe County**  
Over \$8 million

**Lea County**  
Over \$13 million

**Totaling Over**  
\$32 million

## PUBLIC-PRIVATE PARTNERSHIP

As a matter of long-standing policy, **GEO does not take a position on or advocate for or against criminal justice policy** related to criminalizing certain behaviors or the basis and length of criminal sentences. GEO's political and governmental relations activities focus on promoting the use of public-private partnerships in the delivery of correctional management services including evidence-based rehabilitation programs, both in-custody and post-release, aimed at reducing recidivism.

## ABOUT GEO

The GEO Group provides comprehensive correctional and reentry services including community-based correctional services, residential reentry, non-residential reentry services, youth and family services, and electronic monitoring services and technologies. GEO programs and services target the underlying cases that motivate criminal behavior and are supported by the corporate structure that provides rigorous training of its employees, guarantees program fidelity, and ensures results.



"We are and have always been a partner with the government as well as the communities we serve, working every day to be a part of the solution to society's correctional needs. 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."

– **George C. Zoley, Chairman of the Board, Chief Executive Officer and Founder**



The GEO Group, Inc. · One Park Place, Suite 500 · 621 Northwest 53<sup>rd</sup> Street · Boca Raton, Florida 33487 · 866.301.4436



# 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 . . . . .	<b>60,620</b>
Total Program Participants . . . . .	<b>29,214</b>



## PARTICIPATION

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



## POST-RELEASE SUPPORT SERVICES SUMMARY

Total Post-Release Participants . . . . .	<b>960</b>
Community-Based Participants . . . . .	<b>501</b>
Participants Pending Release . . . . .	<b>459</b>
Employed Participants . . . . .	<b>234</b>



## STAFF DEVELOPMENT

Total Annual Trainings . . . . .	<b>153</b>
Total Staff Training Hours . . . . .	<b>46,750</b>



## 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

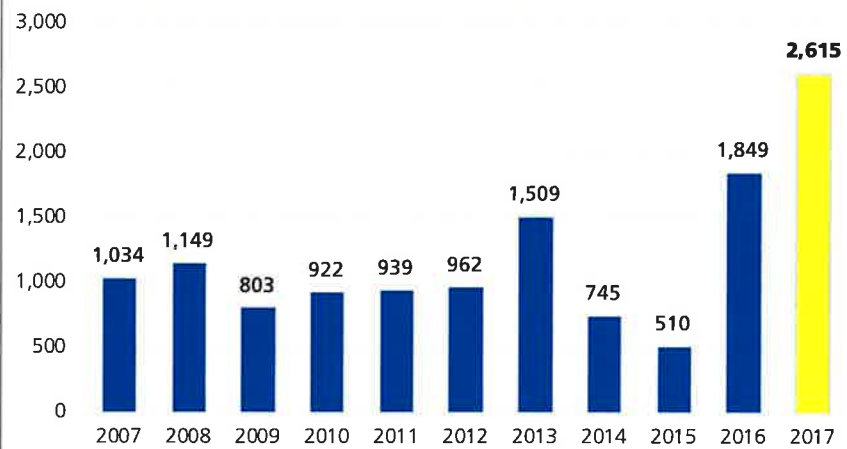




## CoC ACADEMIC PROGRAMS



### 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:

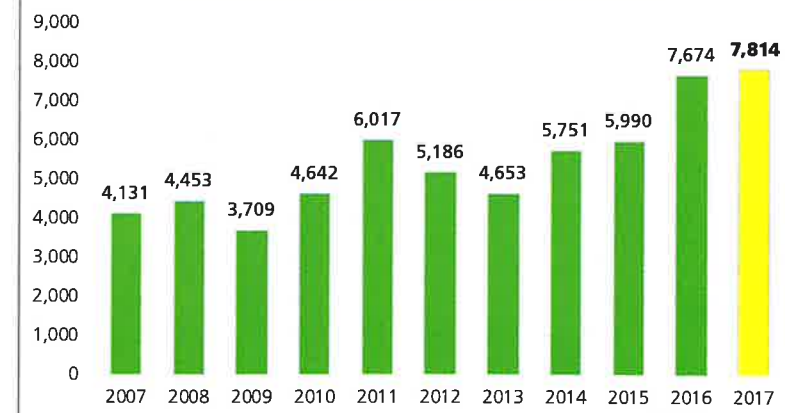
- Building Industry
- Carpentry
- Welding
- Plumbing
- Electrical Wiring
- Paint & Design

In addition, GEO offers the following nationally recognized certifications:

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



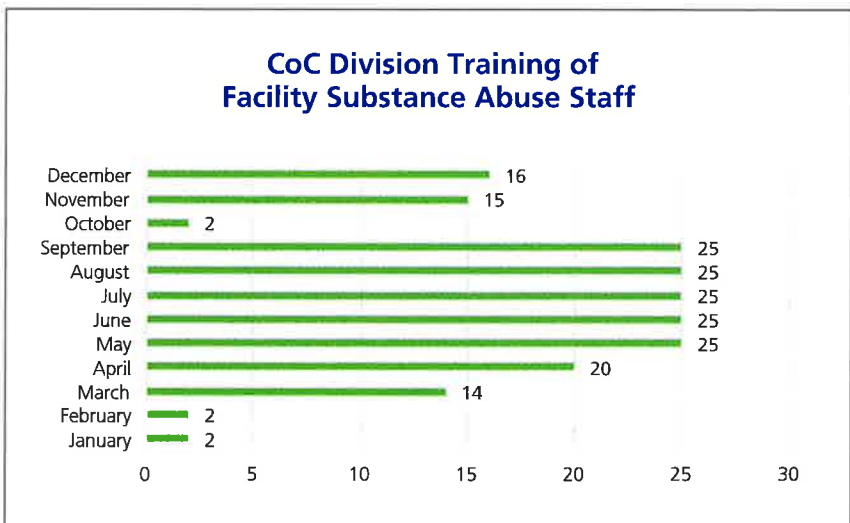
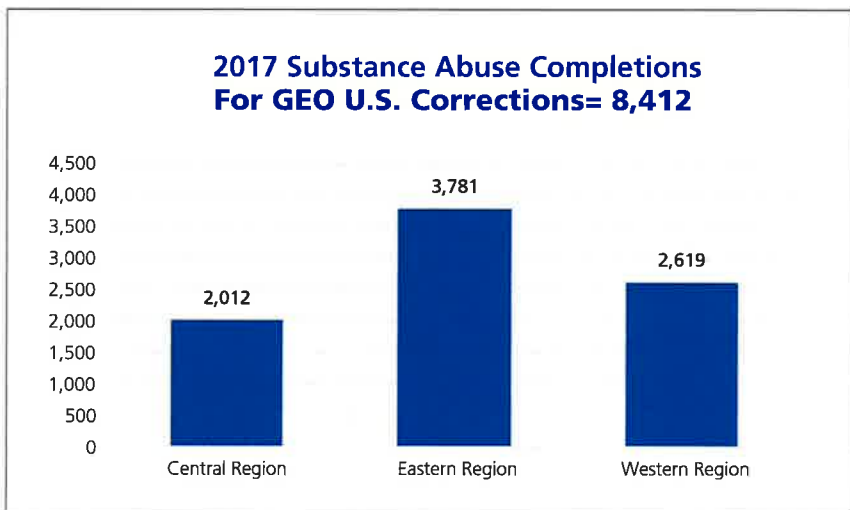
### Vocational Certificates Awarded



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



# SUBSTANCE ABUSE SERVICES



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 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.

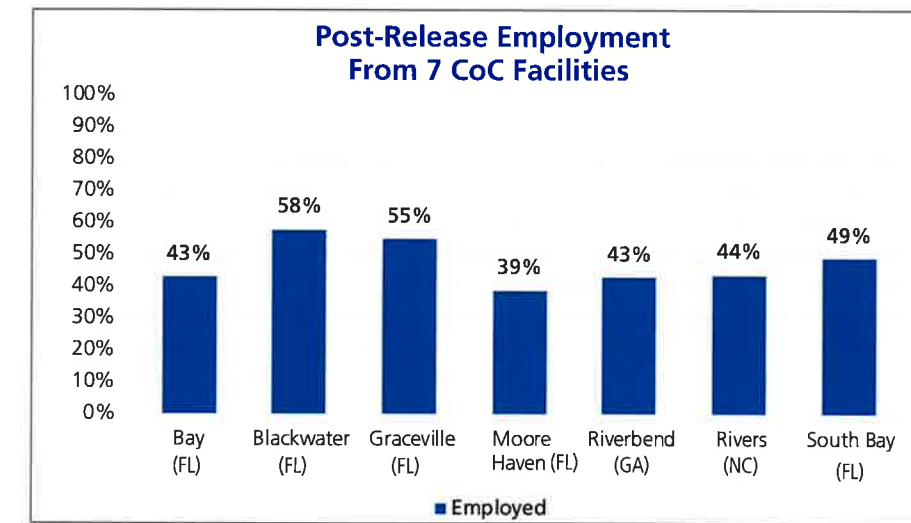
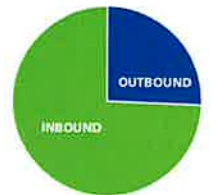
Upon the release of the participant, the Post-Release Case Managers maintain ongoing communication regarding their ability to access and progress with respect to housing, transportation, treatment, and employment. Post-Release participants can access the GEO 24/7 Post-Release Call Center for assistance.

## 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 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.





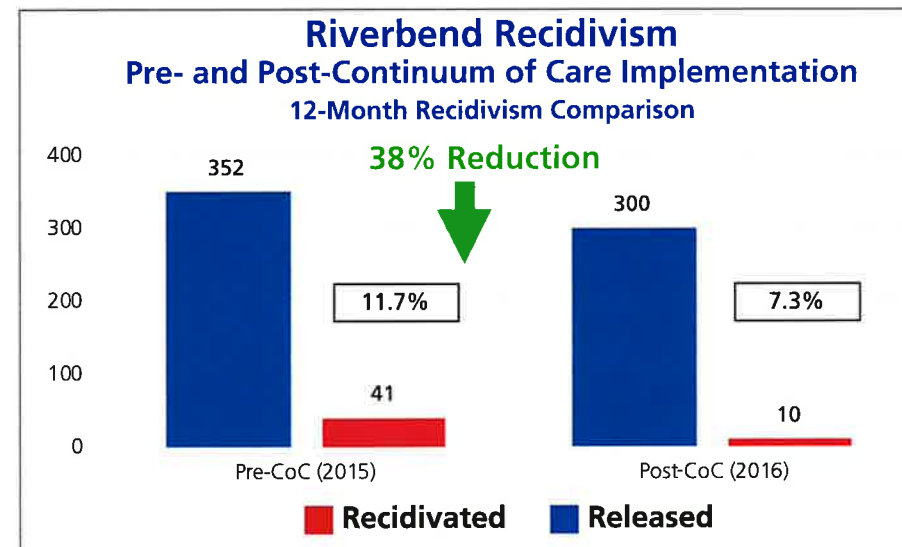
# RIVERBEND FACILITY - OUTCOMES

The outcomes enclosed highlight recidivism<sup>1</sup> 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%

<sup>1</sup> Recidivism is defined as a return to prison

# GRACEVILLE FACILITY - OUTCOMES

## Departure Survey Results from Graceville (10/2017)

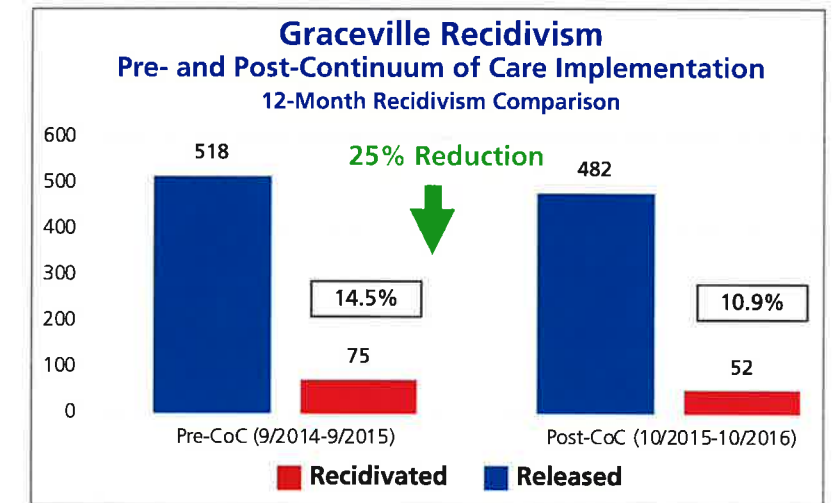
Participation in GEO Continuum of Care™ programming has shown several key areas of initial success in terms of participant program satisfaction. Highlights include:

- 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 served<sup>1</sup>
- 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

<sup>1</sup> 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 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.

### 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



# Private Prisons in the United States

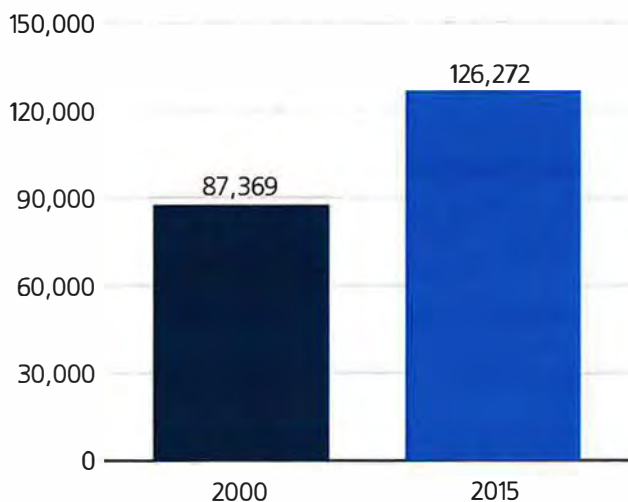
**Private prisons in the United States incarcerated 126,272 people in 2015, representing 8% of the total state and federal prison population. Since 2000, the number of people housed in private prisons has increased 45%.**

States show significant variation in their use of private correctional facilities. For example, New Mexico and Montana incarcerate over 40% of their prison populations in private facilities, while states such as Illinois and New York do not employ for-profit prisons. Data compiled by the Bureau of Justice Statistics (BJS) show that in 2015, 28 states and the federal government incarcerated people in private facilities run by corporations including GEO Group, Core Civic (formerly Corrections Corporation of America), and Management and Training Corporation.

According to BJS data, 21 of the states with private prison contracts incarcerate more than 500 people in for-profit prisons. Texas, the first state to adopt private prisons in 1985, incarcerated the largest number of people under state jurisdiction, 14,293.

Since 2000, the number of people in private prisons has increased 45%, compared to an overall rise in the prison population of 10%. In six states, the private prison population has increased 100% or more during this

## Private prison population, 2000 and 2015

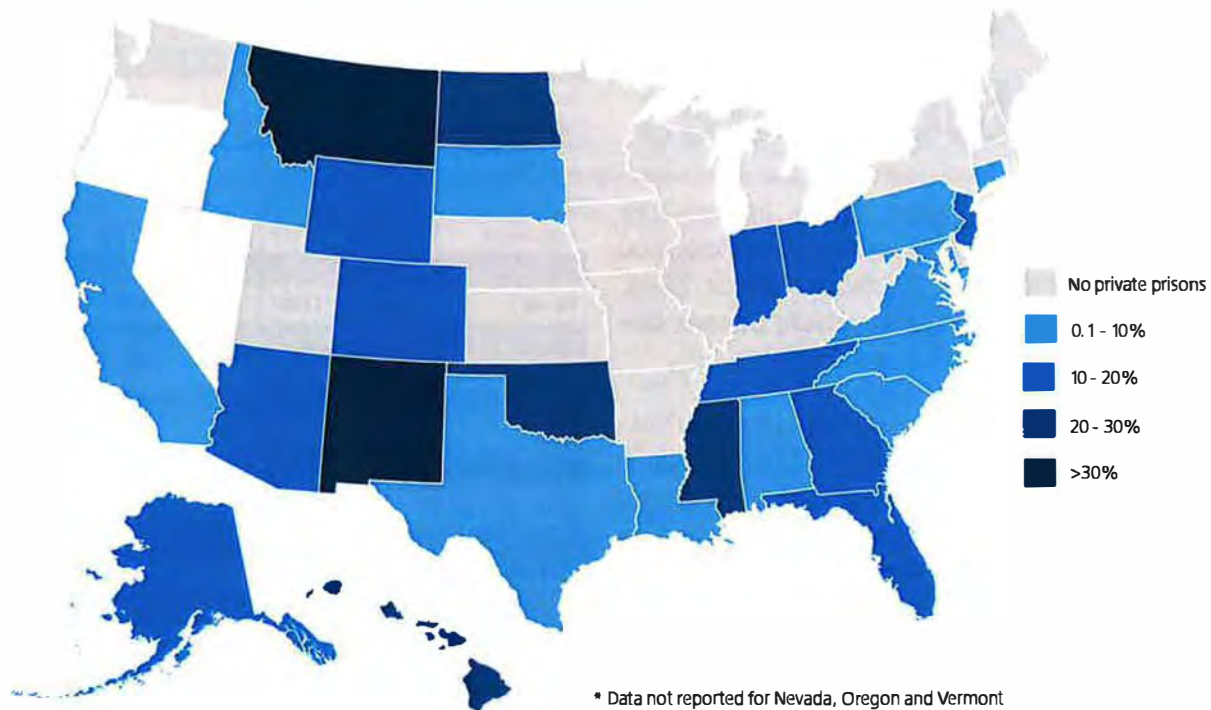


## Incarceration in private prisons

Jurisdiction	2000	2015	% private 2015	% change 2000-2015
Alabama	0	398	1.3	*
Alaska	1,383	593	11.1	-42.9
Arizona	1,430	6,471	15.1	352.5
Arkansas	1,540	0	0	-100
California	4,547	2,195	1.7	-48.3
Colorado	/	3,987	19.8	/
Connecticut	0	524	3.3	*
Delaware	0	0	0	
Florida	3,912	12,487	12.3	219.2
Georgia	3,746	7,953	15.2	112.3
Hawaii	1,187	1,340	22.8	12.9
Idaho	1,162	545	6.8	-46.9
Illinois	0	0	0	
Indiana	991	4,204	15.4	324.2
Iowa	0	0	0	
Kansas	0	0	0	
Kentucky	1,268	0	0	-100
Louisiana	3,068	3,152	8.7	2.7
Maine	11	0	0	-100
Maryland	127	30	0.1	-76.4
Massachusetts	0	0	0	
Michigan	449	0	0	-100
Minnesota	0	0	0	
Mississippi	3,230	3,946	20.9	22.2
Missouri	0	0	0	
Montana	986	1,490	40.4	51.1
Nebraska	0	0	0	
Nevada	508	/	/	/
New Hampshire	0	0	0	
New Jersey	2,498	2,863	14	14.6
New Mexico	2,155	3,026	42.2	40.4
New York	0	0	0	
North Carolina	330	29	0.1	-91.2
North Dakota	96	427	23.8	344.8
Ohio	1,918	6,050	11.6	215.4
Oklahoma	6,931	7,446	26.1	7.4
Oregon	0	/	/	/
Pennsylvania	0	605	1.2	*
Rhode Island	0	0	0	
South Carolina	0	14	0.1	*
South Dakota	45	22	0.6	-48.9
Tennessee	3,510	5,172	18.4	47.4
Texas	13,985	14,293	8.7	2.2
Utah	208	0	0	-100
Vermont	0	/	/	/
Virginia	1,571	1,568	4.1	-0.2
Washington	0	0	0	
West Virginia	0	0	0	
Wisconsin	4,337	0	0	-100
Wyoming	275	267	11	-3
Federal	15,524	34,934	17.8	125.1
<b>Total</b>	<b>87,369</b>	<b>126,272</b>	<b>8.3</b>	<b>44.5</b>

\* Use of private prisons implemented after 2000; / Data not reported



**Proportion of incarcerated population in private prisons, 2015**


period. The federal prison system experienced a 125% increase in use of private prisons since 2000 reaching 34,934 people in private facilities in 2015.

Despite the significant growth in private prisons since 2000, the number of people housed in these facilities has declined 8% since reaching a national peak population of 137,220 in 2012. Since 2000 six states — Arkansas, Kentucky, Maine, Michigan, Utah and Wisconsin — have eliminated their use of private prisons due to concerns about safety and cost-cutting. An additional six states saw reductions of 40% or more in the use of private prisons during this period.

At the federal level, a 2016 Obama Administration policy shift to reduce reliance and ultimately phase

out private prison contracts was reversed by Attorney General Jeff Sessions in February 2017. The reversal took place despite significant declines in the federal prison population and a scathing report by the Justice Department's Office of the Inspector General that found federally contracted prisons had more safety and security incidents than public prisons. Currently, the federal Bureau of Prisons maintains the nation's highest number of people managed under private prison custody. Changes in policy at the Department of Justice in 2017 that are likely to increase sentence length and expand prosecutions for drug and immigration offenses may contribute to the expansion of private facility contracting.

**Source:** *Prisoners Series* (2015, 2000), Bureau of Justice Statistics, Department of Justice, Washington, D.C. Private prisons are defined as "private facilities run by private prison corporations whose services and beds are contracted out by state governments or the Federal Bureau of Prisons."



# Federal Bureau of Prisons

Correctional Excellence. Respect. Integrity.



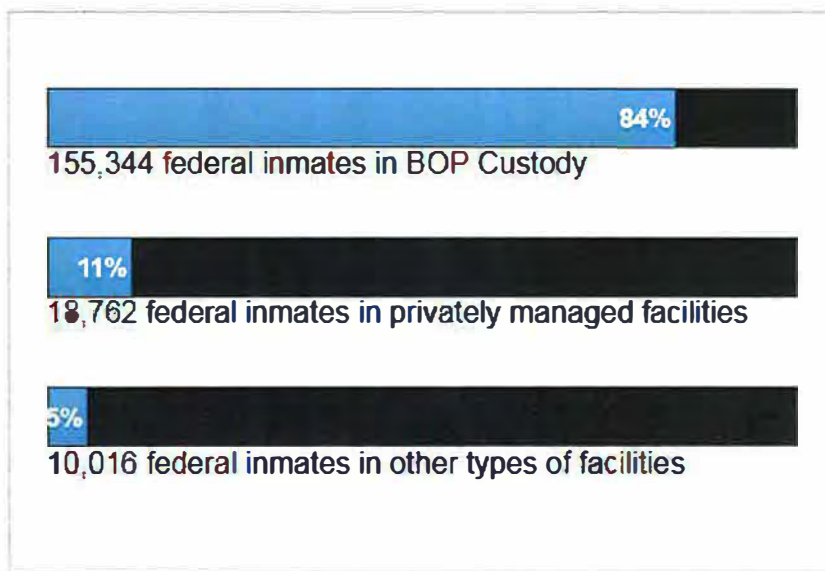
# 184,122

## Total Federal Inmates

Last Updated July 5, 2018.

Data refreshed every Thursday at 12:00 A.M.

[Generate Reports](#) | [View Past Totals](#)

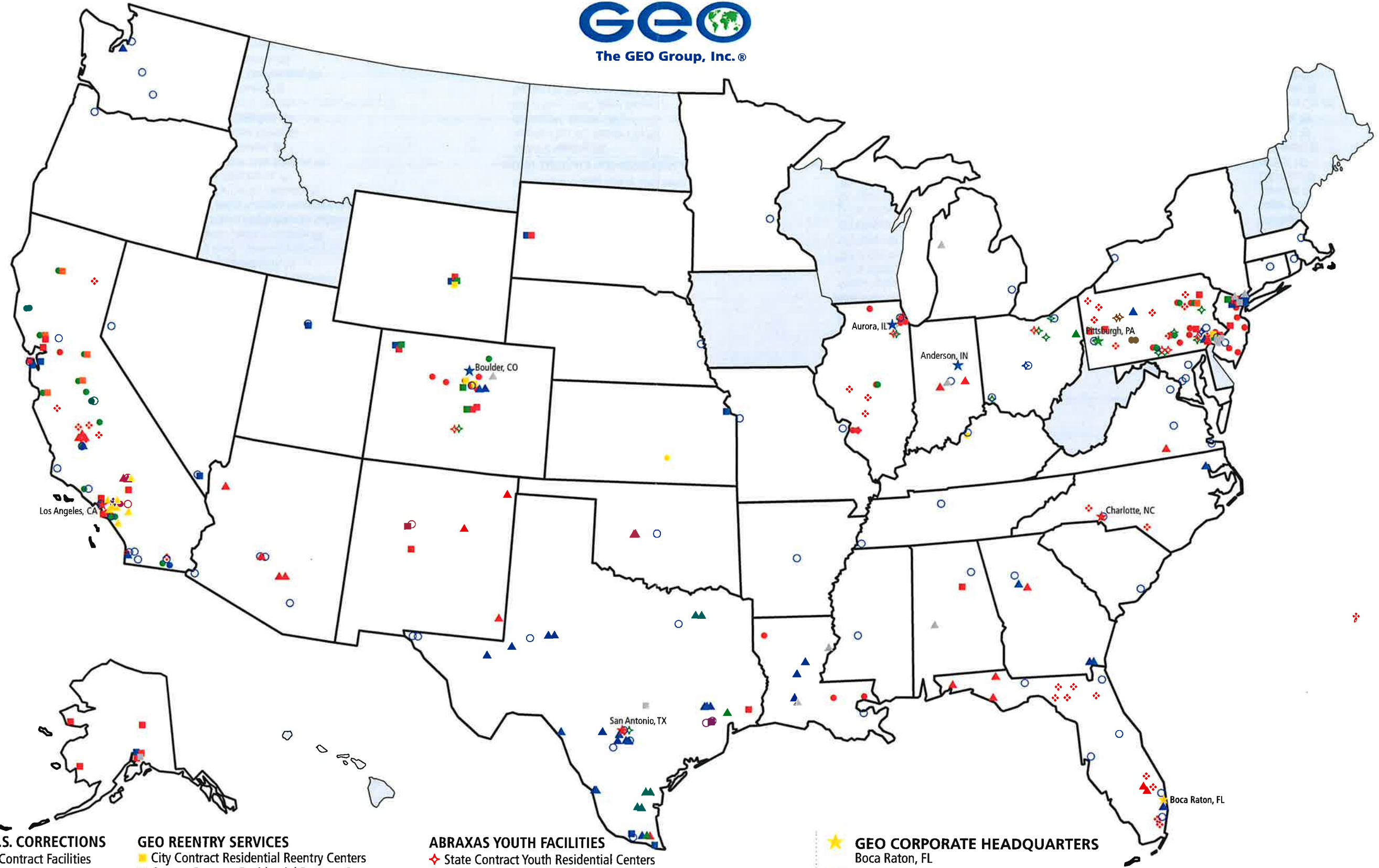




## **Background on Federal Criminal Alien Requirement (CAR) Program**

### **Background on Federal Criminal Alien Requirement (CAR) Program:**

- The Federal Bureau of Prisons (BOP), an agency in the Department of Justice, holds approximately 189,000 individuals who are serving sentences for federal crimes.
- Congress established the Criminal Alien Requirement (CAR) Program as a result of government studies which determined a material weakness in the federal government's ability to identify and remove criminal aliens from the federal prison system.
- The CAR Program was created to eliminate those material weaknesses and implement a more cost effective and efficient system to ensure all criminal aliens serving sentences for federal crimes were identified and removed upon completion of their sentence.
- Over the last several years, Congress has provided funding to the BOP for the CAR program to contract with private or public entities to provide secure environments for housing low security criminal aliens.
- These private facilities have invested in developing the needed facilities on-site for immigration judges and staff to ensure an efficient process for immigration and removal proceedings as the populations at privately operated Bureau of Prison facilities are almost exclusively comprised of Criminal Alien inmates.
- Criminal alien inmate populations are very homogenous in nature, with a significant portion coming from the same geographic areas and with a large proportion of gang affiliations. Unlike federal inmates who are U.S. citizens, criminal aliens face deportation following the completion of their criminal sentences.
- For numerous reasons, including security and safety concerns, the Federal government has intentionally opted to house this criminal alien population in dedicated facilities separate from those housing U.S. citizen populations who will ultimately be returning to their communities in the United States upon their release.
- Approximately 41,000 (or 22%) of the individuals held by the BOP are non-US citizen criminal aliens. The majority have committed federal felonies while in the country illegally and are serving out their sentences before being processed for removal from the United States upon completion of their sentence.
- There are presently 11 CAR facilities throughout the U.S. with a total capacity of approximately 24,000 beds. As of April 25, 2017, the Average Cost of Incarceration to confine an inmate in a low security BOP facility is \$87.41 while the average cost to confine a prisoner in the CAR program in a private facility is \$68.19 or a difference of approximately 22%.



**GEO U.S. CORRECTIONS**

- ▲ City Contract Facilities
- ▲ County Contract Facilities
- ▲ State Contract Facilities
- ▲ Federal Contract Facilities
- ▲ ICE Contract Facilities
- Idle Facilities

**GEO REENTRY SERVICES**

- City Contract Residential Reentry Centers
- County Contract Residential Reentry Centers
- State Contract Residential Reentry Centers
- Federal Contract Residential Reentry Centers
- In-Custody Jail Facilities
- Idle Facilities
- City Contract Non-Residential Reentry Centers
- County Contract Non-Residential Reentry Centers
- State Contract Non-Residential Reentry Centers
- Federal Contract Non-Residential Reentry Centers
- ◆ State In-Prison Treatment Facilities

**ABRAXAS YOUTH FACILITIES**

- ◆ State Contract Youth Residential Centers
- ◆ County Contract Youth Residential & Non-Residential Centers
- ◆ Federal Contract Youth Residential Centers
- ◆ Idle Facilities

**INTENSIVE SUPERVISION APPEARANCE PROGRAM III (ISAP III)**

- ISAP ICE Contract Offices

**GEO CORPORATE HEADQUARTERS**

Boca Raton, FL

**GEO REGIONAL OFFICES**

Los Angeles, CA • San Antonio, TX • Charlotte, NC

**BI INCORPORATED OFFICES**

Boulder, CO • Anderson, IN • Aurora, IL

**ABRAXAS HEADQUARTERS**

Pittsburgh, PA



## GEO U.S. CORRECTIONS

### ▲ CITY CONTRACT FACILITIES

Alhambra Jail, Alhambra, CA  
Baldwin Park Jail, Baldwin Park, CA  
Downey City Jail - LA County, Downey, CA  
Fontana City Jail, Fontana, CA  
Garden Grove City Jail, Garden Grove, CA  
Montebello City Jail, Montebello, CA  
Ontario City Jail, Ontario, CA

### ▲ COUNTY CONTRACT FACILITIES

Brooks County Detention Center, Falfurrias, TX  
Coastal Bend Correctional Center, Robstown, TX  
Columbiana County Jail, Lisbon, OH  
East Hidalgo Detention Center, LaVilla, TX  
Fannin County Detention Center & South Jail Annex, Bonham, TX  
Liberty County Jail, Liberty, TX

### ▲ STATE CONTRACT FACILITIES

Arizona State Prison - Florence West, Florence, AZ  
Arizona State Prison - Kingman, Golden Valley, AZ  
Arizona State Prison - Phoenix West, Phoenix, AZ  
Bay Correctional Facility, Panama City, FL  
Blackwater River Correctional Facility, Milton, FL  
Brooks County Detention Center, Falfurrias, TX  
Central Arizona Correctional Facility, Florence, AZ  
Central Valley Modified Medium Correctional Facility, McFarland, CA  
Desert View Modified Medium Correctional Facility, Adelanto, CA  
George W. Hill Correctional Facility, Thornton, PA  
Golden State Modified Medium Correctional Facility, McFarland, CA  
Graceville Correctional Facility, Graceville, FL  
Guadalupe County Correctional Facility, Santa Rosa, NM  
Heritage Trail Correctional Facility, Plainfield, IN  
Lawrenceville Correctional Center, Lawrenceville, VA  
Lawton Correctional Facility, Hinton, OK  
Lea County Correctional Facility, Hobbs, NM  
McFarland Female Community Reentry Facility, McFarland, CA  
Moore Haven Correctional Facility, Moore Haven, FL  
New Castle Correctional Facility, New Castle, IN  
Northeast New Mexico Detention Facility (Clayton), Clayton, NM  
Riverbend Correctional Facility, Milledgeville, GA  
South Bay Correctional Facility, South Bay, FL

### ▲ FEDERAL CONTRACT FACILITIES

Aurora ICE Processing Center, Aurora, CO  
Big Spring Correctional Center, Big Spring, TX  
Brooks County Detention Center, Falfurrias, TX  
Central Texas Detention Facility, San Antonio, TX  
Coastal Bend Correctional Center, Robstown, TX  
D. Ray James Correctional Facility, Folkston, GA  
Ector County Correctional Center, Odessa, TX  
East Hidalgo Detention Center, LaVilla, TX  
Fannin County Detention Center & South Jail Annex, Bonham, TX  
Flightline, Big Spring, TX  
George W. Hill Correctional Facility, Thornton, PA  
Great Plains Correctional Facility, Hinton, OK  
Joe Corley Detention Facility, Conroe, TX  
Karnes County Correctional Center, Karnes City, TX  
Kinney County Detention Center, Brackettville, TX  
Moshannon Valley Correctional Facility, Philipsburg, PA  
Queens Private Detention Facility, Jamaica, NY  
Reeves County Detention Complex (R3), Pecos, TX  
Rio Grande Detention Center, Laredo, TX  
Rivers Correctional Institution, Winton, NC  
Robert A. Deyton Detention Facility, Lovejoy, GA  
Val Verde Correctional Facility, Del Rio, TX  
Western Region Detention Facility at San Diego, San Diego, CA

### ▲ ICE CONTRACT FACILITIES

Adelanto Detention Facility, Adelanto, CA  
Alexandria Staging Facility, Alexandria, LA  
Aurora ICE Processing Center, Aurora, CO

### ▲ ICE CONTRACT FACILITIES (cont.)

Broward Transition Center, Pompano Beach, FL  
Folkston ICE Processing Center, Folkston, GA  
Joe Corley Detention Facility, Conroe, TX  
Karnes County Residential Center, Karnes City, TX  
Lasalle Detention Facility, Jena, LA  
Mesa Verde Detention Facility, Bakersfield, CA  
Montgomery, Conroe, TX  
Northwest Detention Center, Tacoma, WA  
Pine Prairie Correctional Center, Pine Prairie, LA  
Rio Grande Detention Center, Laredo, TX  
South Texas Detention Complex, Pearsall, TX

### ▲ IDLE FACILITIES

Brooklyn, Brooklyn, NY  
Hudson Correctional Center, Hudson, CO  
J.B. Evans Correctional Facility, Newellton, LA  
Liberty Hall, Indianapolis, IN  
North Lake Correctional Facility, Baldwin, MI  
Perry County Detention Center, Uniontown, AL  
South Louisiana Correctional Center, Basile, LA

## GEO REENTRY SERVICES

### ▲ CITY CONTRACT RESIDENTIAL REENTRY CENTERS

Casper Reentry Center (CRC), Casper, WY  
Hoffman Hall, Philadelphia, PA  
Tooley Hall, Denver, CO  
Williams Street Center, Denver, CO

### ▲ COUNTY CONTRACT RESIDENTIAL REENTRY CENTERS

Arapahoe County Residential Center (ACRC), Littleton, CO  
Casper Reentry Center (CRC), Casper, WY  
Community Alternatives of El Paso (CAE), Colorado Springs, CO  
Correctional Alternative Placement Services (CAPS), Craig, CO  
Hoffman Hall, Philadelphia, PA  
Logan Hall, Newark, NJ

### ▲ STATE CONTRACT RESIDENTIAL REENTRY CENTERS

ADAPPT, Reading, PA  
Alabama Therapeutic Education Facility (ATEF), Columbiana, AL  
Albert M. "Bo" Robinson Assessment & Treatment Center, Trenton, NJ  
Alle Kiski Pavilion, Arnold, PA  
Antelope Valley DRC, Lancaster, CA  
Beaumont Transitional Center, Beaumont, TX  
Casper Reentry Center (CRC), Casper, WY  
Chester, Chester, PA  
Cheyenne Mountain Reentry Center (CMRC), Colorado Springs, CO  
Community Alternatives of El Paso (CAE), Colorado Springs, CO  
Community Alternatives of the Black Hills (CABH), Rapid City, SD  
Compton DRC, Compton, CA  
Contra Costa DRC, Richmond, CA  
Cordova Center, Anchorage, AK  
Correctional Alternative Placement Services (CAPS), Craig, CO  
Delaney Hall, Newark, NJ  
Long Beach Community Reentry Center, Long Beach, CA  
Midtown Center, Anchorage, AK  
New Mexico Men's Recovery Academy, Los Lunas, NM  
New Mexico Women's Recovery Academy, Albuquerque, NM  
Northstar Center, Fairbanks, AK  
Oxford, Philadelphia, PA  
Penn Pavilion, New Brighton, PA  
Scranton, Scranton, PA  
Seaside Center, Nome, AK  
Solano DRC, Fairfield, CA  
Southeast Texas Transitional Center, Houston, TX  
Talbot Hall, Kearny, NJ  
Taylor Street, San Francisco, CA  
The Harbor, Newark, NJ  
Tully House, Newark, NJ  
Tundra Center, Bethel, AK  
Walker Hall, Philadelphia, PA

### ▲ FEDERAL CONTRACT RESIDENTIAL REENTRY CENTERS

Bronx Residential Reentry Center, Bronx, NY  
Casper Reentry Center (CRC), Casper, WY  
Community Alternatives of the Black Hills (CABH), Rapid City, SD  
Cordova Center, Anchorage, AK  
Correctional Alternative Placement Services (CAPS), Craig, CO  
El Monte, El Monte, CA  
Grossman Center, Leavenworth, KS  
Las Vegas Community Correctional Center, Las Vegas, NV  
Leidel Comprehensive Sanction Center, Houston, TX  
Marvin Gardens, Los Angeles, CA  
Mid Valley House, Edinburgh, TX  
Oakland Center, Oakland, CA  
Reality House, Brownsville, TX  
Salt Lake City Center, Salt Lake City, UT  
Taylor Street, San Francisco, CA  
Toler House, Newark, NJ

### ▲ IN-CUSTODY JAIL FACILITIES

Luzerne County, Wilkes-Barre, PA  
Merced County, Merced, CA  
Monterey County, Salinas, CA  
Napa County, Napa, CA  
Shasta County, Redding, CA  
Toulumne County, Sonora, CA

### ▲ IDLE FACILITIES

Broad Street, Philadelphia, PA  
Coleman Hall, Philadelphia, PA  
Newark Reentry Center, Newark, NJ  
Roth Hall, Philadelphia, PA  
Parkview, Anchorage, AK  
\*McCabe Center, Austin, TX

### ▲ CITY CONTRACT NON-RESIDENTIAL REENTRY CENTERS

Louisville Metro DRC, Louisville, KY  
Wichita DRC, Wichita, KS

### ▲ COUNTY CONTRACT NON-RESIDENTIAL REENTRY CENTERS

Cambria County RSC, Ebensburg, PA  
Dauphin County RSC, Harrisburg, PA  
Decatur RSC, Decatur, IL  
Franklin County RSC, Chambersburg, PA  
Fresno County DRC, Fresno, CA  
Greeley, Greeley, CO  
Imperial County DRC, El Centro, CA  
Kern County DRC, Bakersfield, CA  
Luzerne County RSC, Wilkes-Barre, PA  
Lycoming County RSC, Williamsport, PA  
Madera County DRC, Madera, CA  
Mendocino County DRC, Ukiah, CA  
Merced County DRC, Merced, CA  
Monterey County DRC, Salinas, CA  
Napa County CCSC, Napa, CA  
Orange County DRC, Santa Ana, CA  
Shasta County DRC, Redding, CA  
Tulare County, Visalia, CA  
Tuolumne County DRC, Sonora, CA  
Ventura County DRC, Ventura, CA  
Westminster/Orange County DRC, Santa Ana, CA

### ▲ STATE CONTRACT NON-RESIDENTIAL REENTRY CENTERS

ADAPPT, Reading, PA  
Atlantic City CRC, Atlantic City, NJ  
Aurora DRC, Aurora, CO  
Baton Rouge DRC, Baton Rouge, LA  
Bossier City (Shreveport) DRC, Bossier City, LA  
Cambria County RSC, Ebensburg, PA  
Chicago - Chatham RSC, Chicago, IL  
Chicago Heights RSC, Chicago, IL  
Chicago - West Fulton RSC, Chicago, IL  
Covington DRC, Covington, LA  
Dauphin County RSC, Harrisburg, PA

### ▲ STATE CONTRACT NON-RESIDENTIAL REENTRY CENTERS (cont.)

Decatur RSC, Decatur, IL  
Denver DRC, Denver, CO  
Eagle, Eagle, CO  
East St. Louis Juvenile RSC, East St. Louis, IL  
East St. Louis RSC, East St. Louis, IL  
Elizabeth CRC, Elizabeth, NJ  
Erie Outpatient, Philadelphia, PA  
Franklin County RSC, Chambersburg, PA  
Frisco, Frisco, CO  
Lakewood DRC, Lakewood, CO  
Lancaster County RSC, Lancaster, PA  
Luzerne County RSC, Wilkes-Barre, PA  
Lycoming County RSC, Williamsport, PA  
Neptune City CRC, Neptune City, NJ  
Northglenn DRC, Northglenn, CO  
Perth Amboy CRC, Perth Amboy, NJ  
Pomona DRC, Pomona, CA  
Rockford RSC, Rockford, IL  
San Diego DRC, San Diego, CA  
Santa Ana DRC, Santa Ana, CA  
Stockton DRC, French Camp, CA  
STOP, Lawndale, CA  
Vineland CRC, Vineland, NJ  
York County RSC, York, PA

### ▲ FEDERAL CONTRACT NON-RESIDENTIAL REENTRY CENTERS

Correctional Alternative Placement Services (CAPS), Craig, CO  
El Centro DRC, El Centro, CA  
Franklin County RSC, Chambersburg, PA  
Mendocino County DRC, Ukiah, CA

### ▲ STATE IN-PRISON TREATMENT FACILITIES

Burke CRV, Morgantown, NC  
California Correctional Center, Susanville, CA  
California Institute For Men, Chino, CA  
Cal State Prison - Centinela, Imperial, CA  
CA Substance Abuse Treatment Facility, Cocoran, CA  
Everglades Correctional Institution, Miami, FL  
Everglades Reentry Center, Miami, FL  
Graham Correctional Center, Hillsboro, IL  
Jacksonville Correctional Center, Jacksonville, IL  
Kern Valley State Prison, Delano, CA  
Lawtrey Correctional Institution, Lawtrey, FL  
Madison Correctional Institution, Madison, FL  
Mayo Correctional Institution, Mayo, FL  
North Kern State Prison (Delano), Delano, CA  
Okeechobee Correctional Institution, Okeechobee, FL  
Pleasant Valley State Prison, Coalinga, CA  
Robeson CRV, Lumberton, NC  
Sago Palm Reentry Center, Pahokee, FL  
Salinas Valley State Prison, Soledad, CA  
SCI at Albion, Albion, PA  
SCI at Cambridge Springs, Cambridge Springs, PA  
SCI Camp Hill, Camp Hill, PA  
SCI Chester, Chester, PA  
SCI at Dallas, Dallas, PA  
SCI Laurel Highlands, Laurel Highlands, PA  
SCI at Mercer, Mercer, PA  
SCI at Retreat, Hunlock Creek, PA  
SCI at Rockview, Bellefonte, PA  
Suwanee Correctional Institution/Annex, Live Oak, FL  
SW Illinois Correctional Center, East St. Louis, IL  
Taylor Correctional Institution, Perry, FL  
Taylorville Correctional Center, Taylorville, IL

### ▲ OTHER IN-PRISON FACILITIES

The Right Living House, St. Georges, GE, Bermuda

## ABRAXAS YOUTH FACILITIES

### ▲ STATE CONTRACT YOUTH RESIDENTIAL CENTERS

Abraxas I, Marienville, PA  
Abraxas Academy, Morgantown, PA  
Abraxas Ohio, Shelby, OH  
Abraxas Youth Center, South Mountain, PA  
Hector Garza Center, San Antonio, TX  
Leadership Development Program, South Mountain, PA  
Southern Peaks Regional Treatment Center, Canon City, CO  
Southwood Interventions, Chicago, IL  
Woodridge Interventions, Woodridge, IL

### ▲ COUNTY CONTRACT YOUTH RESIDENTIAL & NON-RESIDENTIAL CENTERS

Abraxas I, Marienville, PA  
Abraxas Academy, Morgantown, PA  
Abraxas Ohio, Shelby, OH  
Abraxas Youth Center, South Mountain, PA  
Cincinnati Counseling Center, Cincinnati, OH  
Cleveland Counseling Center, Cleveland, OH  
Columbus Counseling Center, Columbus, OH  
Harrisburg Student Academy, Harrisburg, PA  
Hector Garza Center, San Antonio, TX  
Leadership Development Program, South Mountain, PA  
Lehigh Community-Based Programs, Allentown, PA  
Mansfield Counseling Center, Mansfield, OH  
Southern Peaks Regional Treatment Center, Canon City, CO  
Southwood Interventions, Chicago, IL  
Woodridge Interventions, Woodridge, IL  
WorkBridge, Pittsburgh, PA

### ▲ FEDERAL CONTRACT YOUTH RESIDENTIAL CENTERS

Abraxas Academy, Morgantown, PA

### ▲ IDLE FACILITIES

Dupage Interventions, IL

## INTENSIVE SUPERVISION APPEARANCE PROGRAM III (ISAP III)

### ISAP ICE CONTRACT OFFICES

C-site	G-site	G-site
Atlanta, GA	Philadelphia, PA	Albuquerque, NM
Bakersfield, CA	Phoenix, AZ	Buffalo, NY
Baltimore, MD	Portland, OR	Cincinnati, OH
Boston, MA	Richmond, VA	Little Rock, AR
Charleston, SC	Sacramento, CA	Midland, TX
Charlotte, NC	Salt Lake City, UT	Norfolk, VA
Chicago, IL	San Antonio, TX	Pittsburgh, PA
Dallas, TX	San Bernardino, CA	Richland, WA
Delray Beach, FL	San Diego, CA	Santa Maria, CA
El Paso, TX	San Francisco, CA	Tallahassee, FL
Denver, CO	Santa Ana, CA	Tampa, FL
Detroit, MI	St. Louis, MO	S-site
Fresno, CA	St. Paul, MN	Adelanto, CA
Gadsden, AL	Seattle, WA	Berks, PA
Hartford, CT	Silver Spring, MD	Dilley, TX
Houston, TX (2)	Ventura, CA	El Paso, TX
Indianapolis, IN	Washington, D.C.	Imperial, CA
Kansas City, MO	Super G-site	Karnes City, TX
Las Vegas, NV	Cleveland, OH	McAllen, TX
Los Angeles, CA	Columbus, OH	Otay Mesa, CA
Louisville, KY	Jackson, MS	Phoenix, AZ
Manassas, VA	Jacksonville, FL	San Diego, CA
Marlton, NJ	Memphis, TN	Tucson, AZ
Miami, FL	Nashville, TN	Yuma, AZ
Newark, NJ	Oklahoma City, OK	
New Orleans, LA	Providence, RI	
New York City, NY (3)	Reno, NV	
Omaha, NE	Yakima, WA	
Orlando, FL		

\*Indicates property leased to a third-party vendor



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**Corporate Office**