



**It all adds up to a comprehensive system that gives our inmates the best chance to be successful.**

As you've seen, it is CCA's ultimate goal to return our inmates to society as productive members of their communities. We are absolutely dedicated to this and are passionate about it. In order to do so, we've created an entire set of interwoven programs with all of them complementing each other for maximum effectiveness. In addition, we continu-

ally test, study, analyze, and innovate to make sure we're doing everything humanly possible to help our inmates. Our programs are extremely flexible, allowing us to work with our clients to deliver the programs that help their specific facility in the most efficient way possible. If you'd like more information on the programs you've read about, check the information sheets in the back of this brochure. Or just give us a call. We'd be happy to help.



**Our comprehensive, coordinated, innovative set of inmate rehabilitation programs not only changes behavior, it changes lives.**

Look into the eyes of anyone who works in programming at CCA and you'll see something very special - eyes full of hope, which comes from knowing that they're doing everything possible to put the individuals in their care on the right path. That means research-proven programs that address every aspect of the journey towards a healthy, productive life - this includes methods that change cognitive behavior, comprehensive substance abuse treatment, academic opportunities, vocational training, and faith-based initiatives that can create fundamental change. All coordinated with each other to provide a powerful set of programs that often result in a life-changing evolution of inmate behavior. And when one of our staff sees an inmate change, you'll see something else in their eyes. A sense of satisfaction.

In this brochure, you'll discover exactly how we change thinking patterns, change behavior, and change lives. And, if you're interested in any particular area, look for the information sheet in the back pocket that covers it in even more detail. Or give us a call, we're always available to answer questions regarding our extensive list of programs.

***There is a unique and identifiable moment when an inmate realizes that he or she has to change his or her life. It is so obvious when this happens that we say, "The light bulb went on." This is the moment that all of us at CCA strive for. And, if you could be there to see it happen, you'd know why.***

**Proven, performance-based results.** Our ultimate mission is to see each and every inmate at CCA return to society as a contributing citizen. And to stay there. To do so, admittedly, is not an easy task. It takes commitment, courage, innovation, and a

passion to succeed. But it takes something else, too – the willingness to measure the results. Measuring results provides proof of effectiveness while also allowing us to constantly refine our programs to reach their maximum efficiency.

That's why we use pre and post standardized testing. It's why we demand research-based validation. And it's why we utilize evidence-based practices. One example is our substance abuse programs where program outcomes are measured objectively. Change is tracked by documenting the reduction in disciplinary infractions, quality of work, and other measurements. And we also measure clinical behaviors including the quality of interactions, self-disclosure in groups, and the amount of responsibility inmates take for their behavior.

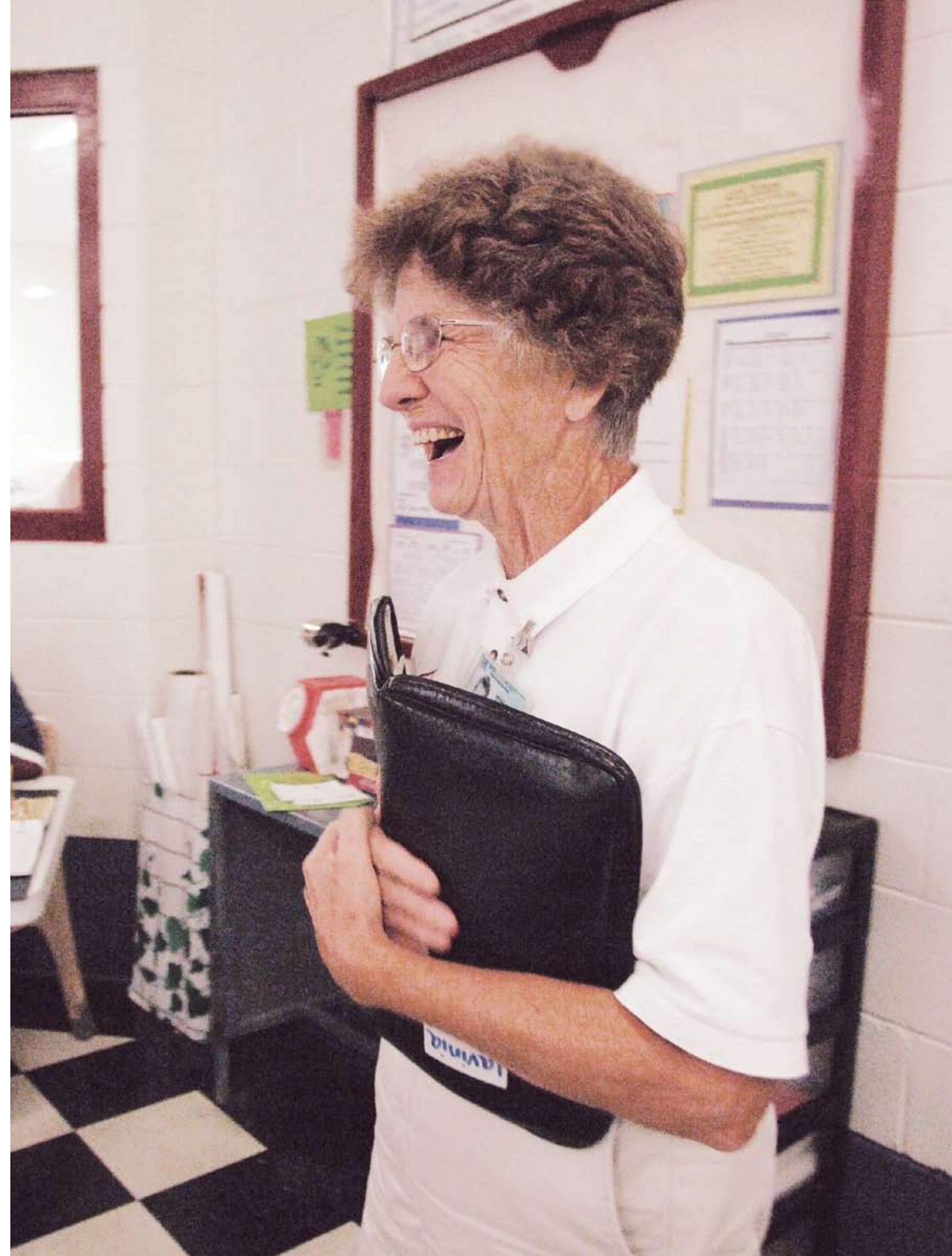
### **The CCA Story**

Corrections Corporation of America was founded in 1983 and is now the nation's largest provider of outsourced corrections management services to federal, state, and local government agencies. The company owns, operates, and manages more than 60 prisons and jails across the United States. CCA also capitalizes and builds correctional facilities from the ground-up.

Another example of how we measure results comes from our educational programs where there is stringent pre and post testing to make sure students are competent at each level before moving on. Our vocational programs are also subject to measurement; we keep track of the percentage of students who finish the courses and receive certification in the trade they've chosen. Even our faith-based programs are based on evidence-based practices that are supplemented by research from our ministry partners who have been testing the results of their programs for, in some cases, decades.

And another thing about our commitment to results. We are, perhaps, the only organization that has a program-specific corporate department headed by a Vice President dedicated to inmate programming. And one of the things this V.P. has instituted is a Quality Assurance system that provides a constant source of assessment.

You see, to us, it's all about results. That's why our programs do everything in their power to help inmates change their basic thinking patterns, gain valuable job skills, and learn productive methods of interaction. All so that they can successfully return to society...and stay there. Because then, everyone wins.



# VOLUNTEER SERVICES



Volunteer training is another area that is sometimes overlooked. The fact is, our system of using volunteer services can reduce recidivism while also reducing the cost of running the penal system. We actively recruit, select, and train adult volunteers who are a tremendous help in preparing inmates for their return to society. The volunteers support education, treatment, recreation, and religious services. And perhaps their greatest contribution is to serve as a bridge between prison life and the realities of the outside world.

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***One of our volunteers, 85 year-old Jo, works with female inmates to give them a better chance to succeed after release. She says, "These women need someone to listen, to approve of them, and to be affirmed as good people who have simply made mistakes." One of the inmates said, "Miss Jo was the first one who ever told me that I was a good person."***

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***After spending 22 years addicted to drugs and alcohol, a CCA inmate decided it was time to change and used our faith-based programs to do so. She said that if she hadn't found faith in prison that she would probably be dead or serving a life sentence.***

**Our programs are not only broad, they're deep.**

As you've already seen, and will see in more detail, CCA has assembled the most comprehensive set of rehabilitation programs available for inmates. Now, you're about to learn more about each of our areas: substance abuse, academic, vocational training, life skills, and faith-based initiatives. You'll see that, with CCA, it isn't just about quantity, it's also about quality. Which is why we search out and hire the most qualified applicants out there.

How do we get the best employees? Given the mission of CCA and our commitment to innova-



tion, it's not difficult to attract top talent. Talented and dedicated trainers want to work in an atmosphere that encourages and supports thinking outside of the box. No wonder top people are drawn to us, because they know they'll find fulfillment here. The type of fulfillment that can only come from seeing results.



In fact, with over 60 facilities all across the U.S., in essence we run a national school system, a nationwide substance abuse center, universal vocational training program, a national life skills training program, and an entire network of faith-based initiatives.

No matter how comprehensive our program offerings are, however, we always remain flexible to the needs of our individual government customers. So we work with them to analyze their specific situation and their specific needs. We can adapt their existing programs, and/or add our own proprietary programs. Either way, the government agencies who partner with CCA get the choice of basic programming, or a more extensive package.

# RECREATION



**The benefits of organized recreation programs are often overlooked.**

In reality, though, these benefits are very important in the overall picture. That's why all CCA facilities have various recreational programs and outstanding facilities, in some cases including indoor basketball courts and full softball fields. It's also why we hire professionals to oversee the programs. We've found that our structured recreational programs teach inmates self-discipline, teamwork, cooperation, and can even help them learn methods for conflict resolution. They also improve self-

esteem and, of course, physical health.

***One of our recreation professionals recently explained that inmates who participate are more likely to be less confrontational when they return to their housing areas. He also mentioned that he spends lots of time teaching methods for conflict resolution.***

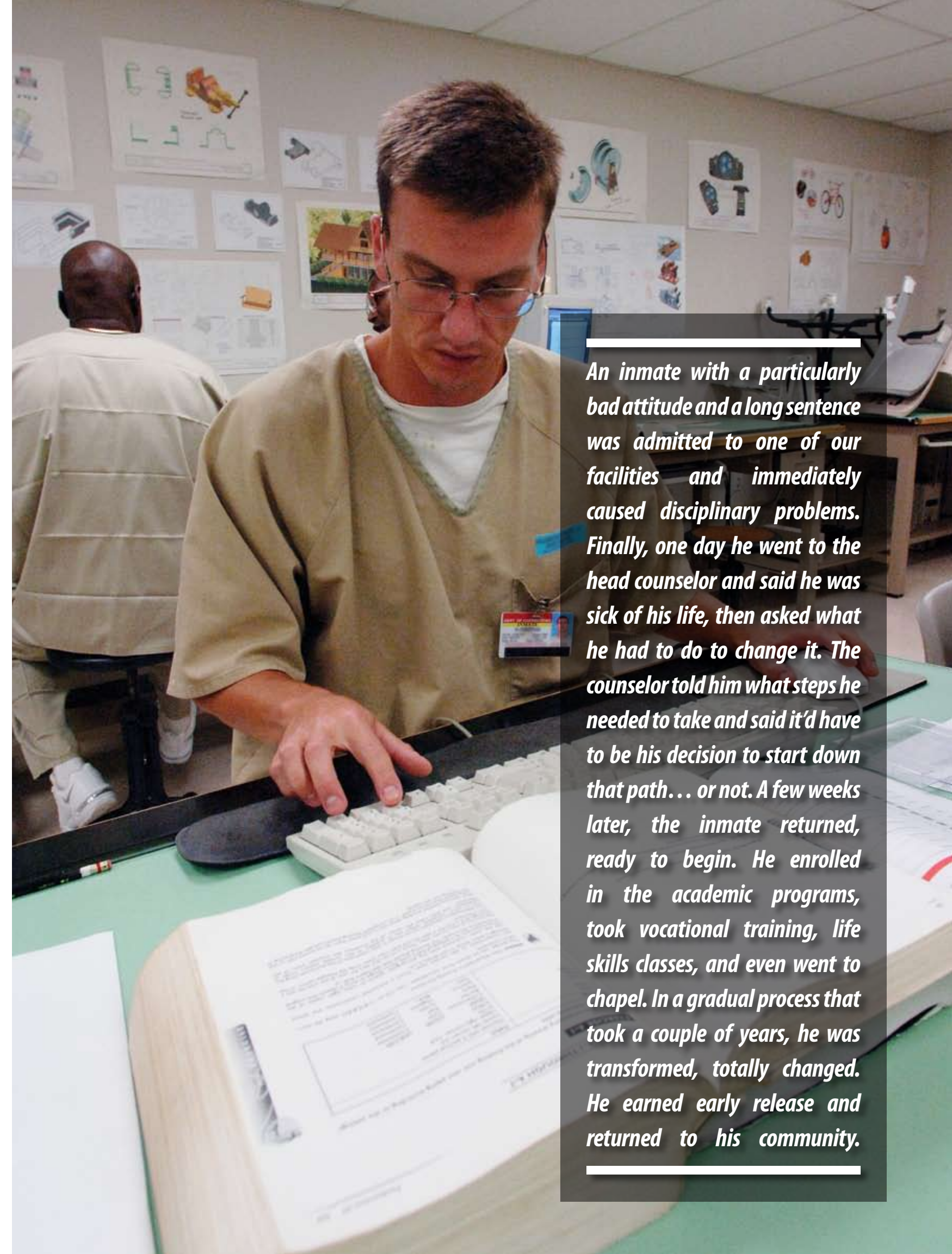
**In our ongoing mission to prepare inmates for a productive life in society, our industry programs play an important part.** At the end of the day, these programs benefit the given facility, the entire penal system and society in general. In short, industry programs are work opportunities in our facilities that are aligned closely with outside companies. This lets our inmates earn money, learn valuable job skills, enhance their self-esteem, and increase their likelihood of gaining employment after release. These programs operate independently or as part of the Federal Prison Industry Enhancement Program.

**Our programs include: Hunter Printing • Corrections Industries • Mid States Services, Inc. • Jacob's Trading Company • Company Apparel Safety Items.**

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***One of our former inmates said that he was able to open his own business with the skills that he had learned in the CCA industry program he participated in.***

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***An inmate with a particularly bad attitude and a long sentence was admitted to one of our facilities and immediately caused disciplinary problems. Finally, one day he went to the head counselor and said he was sick of his life, then asked what he had to do to change it. The counselor told him what steps he needed to take and said it'd have to be his decision to start down that path... or not. A few weeks later, the inmate returned, ready to begin. He enrolled in the academic programs, took vocational training, life skills classes, and even went to chapel. In a gradual process that took a couple of years, he was transformed, totally changed. He earned early release and returned to his community.***

RESIDENTIAL DRUG TREATMENT PROGRAM **RDAP**

From nationwide statistics, it is an accepted fact that the vast majority of inmates have ended up in prison due to either a direct or an indirect connection to substance abuse. **This makes our substance abuse program critically important to inmate rehabilitation.**

Based on internal and third-party research, it has been proven that the most effective (and perhaps the only) way to permanently change behavior is to change the thinking patterns behind it. That's why we have adopted an innovative program using only evidence-based cognitive behavioral components.

One particularly interesting aspect of our RDAP program is that it takes place in a separate residential unit. And it is administered by highly trained professionals who are dedicated exclusively to providing intensive treatment services. RDAP ap-

proaches the treatment of substance abuse within the context of criminal thinking patterns, and addresses these faulty thinking patterns, ultimately changing them.

After a comprehensive initial screening, inmate participants get a thorough, individualized assessment and a customized treatment plan. Treatment takes place in a positive, peer-supported environment with staff guidance and leadership.

The treatment modules include: 1) Orientation to Treatment 2) Rational Thinking 3) Criminal Lifestyle 4) Lifestyle Balance 5) Living with Others. As with all our rehabilitation programs, progress is measured empirically, with clinical testing to identify changes in thinking patterns. Because, after all, the measurement of any program is how well it actually works.

that inmates are successfully integrated back into their communities after their release. This is a benefit to society in a number of ways.

In order to offer these programs in a cost effective and efficient manner, we have formed partnerships with several leading national and international ministries to provide proven programs that help inmates in many different ways. These programs are constantly refined and sometimes replaced, but following are a few examples of programs that we're now using on a day-to-day basis.

A program of in-prison speeches and seminars delivered by famous athletes and entertainers. This gets the attention of the inmates and delivers the message of how faith can help them get back onto the right path.

We are also using a nonsectarian training and service organization dedicated to changing lives through Biblical studies. It consists of a comprehensive set of seminars, programs, instruction, lessons, and other methods that result in the development of crucial life skills and fundamental changes in thinking patterns.

Then there's a very exciting program that is exclusive to CCA. In this program, inmates are housed in faith pods, allowing them to learn from each other and be inspired by watching the progress of

those around them. Residents learn the principles of integrity, personal responsibility, and accountability.

Next, a program that addresses the unfortunate fact that children of prisoners are seven times more likely to end up in prison compared to other children. The inmate enrolls their children and, at no cost, the children are sent correspondence materials that teach basic life values and morals.

We offer several other important and effective programs including programs that help the children of inmates, a program that stimulates fellowship, one that provides wheelchairs and bibles for other countries, and more.

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***An inmate says that the Life Principles Community Program has been a life-changing experience: He's learned how to be a better husband, a better father, and how to have a normal life and be a productive citizen. Another inmate was scheduled for release, but requested that he stay longer in the facility in order to complete the program.***

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# FAITH-BASED INITIATIVES

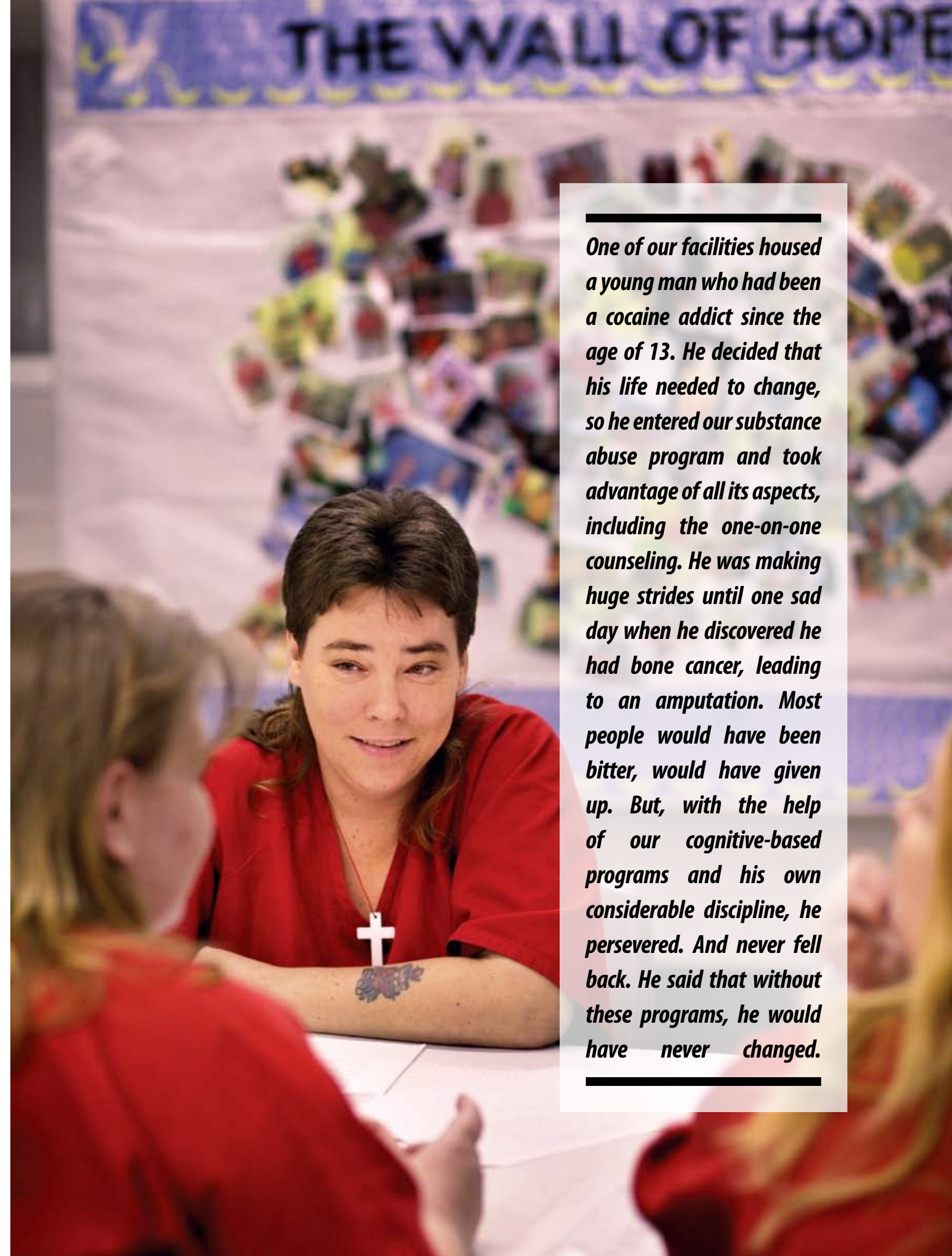


**Our faith-based initiatives are all about offering our inmates the tools and guidance that give them every possible opportunity to evolve into contributing members of society.** They are carefully designed to improve inmate safety, lower prison costs, and reduce recidivism. The programs do this by giving inmates a moral and ethical foundation, based on faith, yet non-denominational in practice. All programs are non-denominational, completely voluntary, and available to any inmate who wishes to participate.

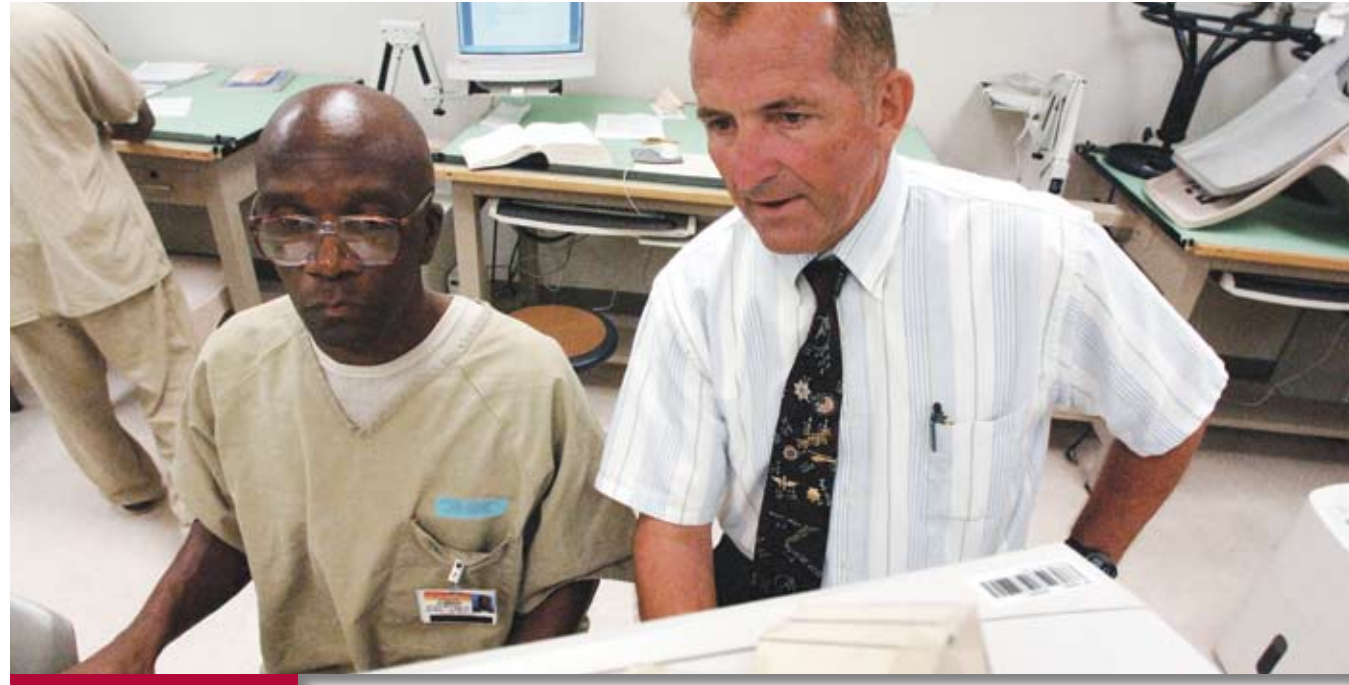
CCA has always offered inmates access to in-house chaplains and religious services and these always met the stringent standards of our government customers. However, numerous years ago, we realized there was a tremendous opportunity

to do something that could help our inmates even more dramatically. You see, we recognized that, in some cases, we could do what was once thought impossible: change the thinking patterns of our inmates. Why is this so important? Simply because when you change thinking patterns, you change behavior. And, when behavior is based on new thinking patterns, something special emerges. A new life.

So, we have put together a comprehensive, complimentary set of programs. The help that these programs are providing is reflected in how quickly they are reaching all of our facilities. They have been helpful in many ways, as much of the training and support the inmates receive is geared in both tangible and intangible ways to make sure



*One of our facilities housed a young man who had been a cocaine addict since the age of 13. He decided that his life needed to change, so he entered our substance abuse program and took advantage of all its aspects, including the one-on-one counseling. He was making huge strides until one sad day when he discovered he had bone cancer, leading to an amputation. Most people would have been bitter, would have given up. But, with the help of our cognitive-based programs and his own considerable discipline, he persevered. And never fell back. He said that without these programs, he would have never changed.*



The unfortunate reality is that a huge percentage of newly incarcerated individuals do not have an adequate education; some are even illiterate. Which means that their chance of succeeding when they're returned to society is greatly reduced.

**Realizing this, we have created and instituted educational programming that is second to none.**

In addition to our complete academic programs, we offer educational programs that address emotional, psychological, and physiological concerns as well.

It all starts with a comprehensive assessment of the incoming inmate to determine his or her educational history and the appropriate level of

instruction. This is critically important because many inmates have never experienced academic success. Our system is designed to get them in at the correct level and thus allow them to experience a series of small, successful steps towards their ultimate goal. This creates self-esteem and increases motivation.

Our academic education is split into four class levels. This allows all students to stay with peers who are at a similar level of achievement. Notably, the average class size at CCA facilities is about 20 students, a student-teacher ratio usually found in private schools. When a student passes the examination, he or she is awarded a GED certificate which is universally accepted by employers.

**Our Life Skills programming is based on research proving that changes in thinking patterns result in more dramatic and more permanent changes in behavior.** This is a critical point of focus at CCA. Ultimately, these changes result in giving our inmates the best possible chance to succeed when they're returned to their communities. Some of the elements of our Life Skills programming are parenting and family dynamics, employability, substance abuse education, cognitive critical thinking, and interpersonal skills.

Our cognitive critical thinking skills classes focus on basic behavior and attitudes. They follow a tested model of delinquency prevention, crime prevention, and rehabilitation. The programs also train inmates in logical problem solving, decision-making, and the use of a value hierarchy, always focusing on the individual inmate and his or her personal concerns.

Employability/Occupational training focuses on career exploration, job lead sources, proper attire, hygiene, punctuality, attendance, time management, and following instructions. In short, all the skills necessary to find and keep a good job.

Our classes in interpersonal skills educate inmates

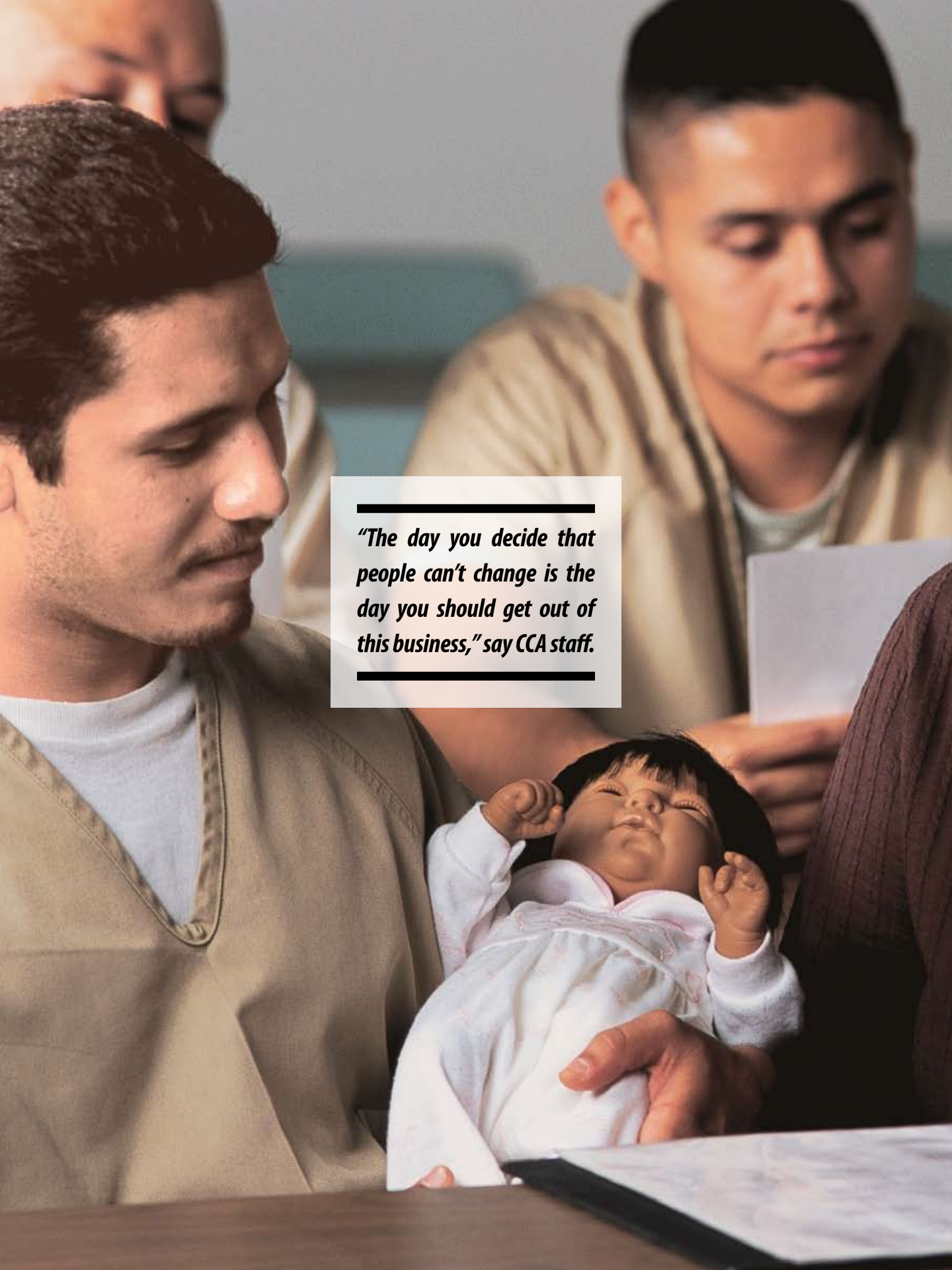
about the fundamental need for decency and respect. Communication skills are taught and practiced using a variety of real life situations. In addition, we explore topics such as independent living skills, anger control, and victimization.



Parenting and family dynamics classes teach inmates how to be effective parents during different stages of child development, how to help children succeed in school, and how to function in an "at risk" family. This helps break the generational cycle of criminality that gets passed from parent to child.

Another critical aspect of life skills programming is substance abuse education which is designed to help inmates understand how these substances contributed to their social problems. The training focuses on the opportunity the inmate has to change his or her life.





***“The day you decide that people can’t change is the day you should get out of this business,” say CCA staff.***

## INMATE PROGRAMS



We also have an impressive library in all of our facilities, always available to all inmates. Our libraries include general and specialized materials, and completely comply with American Correctional Association standards.

they re-enter the job market. In addition, we’ve instituted Corrections Learning Network Distance Learning, a satellite-delivered interactive instructional programming system that is available at most of our facilities.



Finally, CCA was the first corrections management company - and still one of only a handful of corrections systems - to receive endorsement as a literacy tutorial program by ProLiteracy Worldwide, the nation’s foremost adult literacy agency. Inmates who graduate can continue to participate in the program as tutors, if they wish. This lets our students actually help other students and creates a learning environment based on mutual respect.

***One of our older inmates came to us with very little education and worked very hard to finally earn his GED certificate. At the graduation ceremony, the man, who was then over 40 years old, had his mother attend. Both of them were so proud and when the man said, “Momma, I can make it now,” it touched everyone in the room.***

And there’s more. We also offer post-secondary programs, including college credit by examination. This gives inmates a significant advantage when

# VOCATIONAL TRAINING



Some examples of our vocational training are:  
1) carpentry 2) electrical 3) small engine repair  
4) plumbing 5) painting 6) masonry 7) building  
trades 8) food service 9) commercial cleaning/  
maintenance 10) horticulture and 11) computer  
applications.

All of these are competency-based programs,  
with many of them offering nationally recog-  
nized certificates upon completion. This makes  
inmates more valuable in the job market and  
proves their competency. Which is a key part of  
our plan to get them back into their communi-  
ties as functioning citizens.

If you ever have the chance to visit one of our  
facilities, you'll be impressed by the scope of our  
vocational labs. They consist of a classroom area  
and a large space for hands-on training in each  
of the vocational disciplines. For instance, in the  
electrical classroom, there's a partially constructed  
room so that students can practice interior wiring.

**We've devoted so much attention to these pro-  
grams simply because they are the practical under-  
pinnings of what will allow our inmates to prosper  
financially when they return to their communities.**

Not to mention the feelings of self-esteem that  
come from being competent at a given task.

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***In a CCA facility in Georgia, inmate  
vocational students are allowed  
to go into the nearby community  
with CCA supervisors and apply  
their skills to community projects.  
In fact, vocational students built  
the police station, fire station, a  
religious center, playgrounds, and  
landscaped the library. All with  
the training they received at CCA.***

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