

2024

GEO Continuum of Care® Annual Report

The GEO Continuum of Care® provides enhanced rehabilitation and reentry programming, including cognitive behavioral treatment, integrated with post-release support services.

Letter from George C. Zoley, Executive Chairman of the Board and J. David Donahue, Chief Executive Officer

As we close out 2024, we reflect on a year of transformative progress and meaningful impact in our field. At GEO, our dedication to providing second chances remains at the heart of everything we do. Through innovation, collaboration, and a steadfast commitment to operational excellence, we have reached new milestones that strengthen our mission to empower individuals on their journey to recovery and growth.

This year, we expanded our pre- and post-release programs to serve more individuals, ensuring that help is available to those who need it the most. Our focus on innovative, evidence-based approaches-including trauma-informed care and treatment has improved outcomes and fostered long term success.

Leveraging adult learning theory and technology-driven classrooms, we provided personalized educational pathways for individuals in our care, resulting in over 3,070 high school equivalency diplomas being awarded.

As we reflect on 2024, it is with immense pride that we highlight one of our most transformative initiatives to date. This year, through innovative partnerships with seven accredited higher education institutions, we have removed financial barriers to higher education for our students. This initiative ensures that our students have access to higher education and has also empowered them to become lifelong learners.

GEO continued to support participants through Post-Release services in 2024, allocating approximately \$1.5 million in Funded Individual Service Packages (FISP). The GEO Continuum of Care® division is deeply committed to creating meaningful opportunities for those we serve by addressing critical needs. Through FISPs, we provide comprehensive support that allows participants reentering the community to focus on their recovery and reintegration without the overwhelming stress of securing basic necessities. By removing these immediate barriers, we empower participants to dedicate their energy to personal growth, skill development and building a future, demonstrating our unwavering belief in the power of second chances.



A handwritten signature in dark ink that reads "George Zoley".

George C. Zoley
Executive Chairman



A handwritten signature in dark ink that reads "J. David Donahue".

J. David Donahue
Chief Executive Officer

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2024 GEO CONTINUUM OF CARE® FACT SHEET



POPULATION

2024

Total Eligible Population	64,113
Total Program Participants	36,109



PARTICIPATION

Total Programming Hours Completed	6,756,000
Total Programming Completions	125,147
Behavioral Program Completions	59,942
Individual Cognitive Behavioral Treatment Sessions Completed	43,112
Average Daily Vocational Attendance	6,004
Average Daily Academics Attendance	4,976
Average Daily Substance Abuse Treatment Attendance	9,002
Total Substance Abuse Treatment Completions	9,309
Total Vocational Completions	9,714
Total High School Equivalencies Issued	3,070
Average Program Participation Hours per Participant	480



POST-RELEASE SUPPORT SERVICES SUMMARY

Total Post-Release Participants	3,336
Community-Based Participants	1,740
Participants Pending Release	1,596
Employed/Students	874



STAFF DEVELOPMENT

Total Annual Trainings	17,434
Total Staff Training Hours	304,135

COMMUNICATIONS ON STRATEGIC PARTNERSHIPS



Ricky D. Dixon

Secretary,
Florida Department Corrections

"I am pleased to recognize the partnership and shared mission between the Florida Department of Corrections and the GEO Group. The Continuum of Care model has proven to be an asset in the rehabilitation of the incarcerated in the state of Florida. As a department charged with the safety of Floridians and the responsible rehabilitation of over 80,000 individuals, we value the GEO Group and their alignment with our mission." - *Secretary, Ricky Dixon*



Ryan Thornell, Ph.D.

Director,
Arizona Department of Corrections,
Rehabilitation, and Reentry

"As the Director of the Arizona Department of Corrections, Rehabilitation and Reentry (ADCRR), I am proud to recognize the partnership and innovation brought forth by the GEO Group and their Continuum of Care model as they assist in transitioning Arizonans back to our local communities. GEO's commitment to evidence-based programming, therapeutic environments, vocational readiness, and behavioral health care, reinforces behavior change, accountability, and hope for all its participants.

Additionally, they add to our department's mission to "enhance public safety across Arizona through modern effective correctional practices and meaningful engagements." These are the shared values within the ADCRR and we are encouraged by the Arizona outcome data reflected in GEO's 2024 Continuum of Care annual report.

We applaud the GEO Group for their forward thinking correctional solutions. Our partnership in Arizona is helping "reimagine corrections" not just as a system of accountability, but as a pathway to reintegration, improved outcomes, and community safety."

- *Director, Ryan Thornell*



GEO CONTINUUM OF CARE® MODEL

Enhanced
Assessment

Enhanced
Counseling

Enhanced
Intervention

Enhanced
Transition

Enhanced
Aftercare

Key program components include:

- Individual Counseling
- Group Counseling
- Individual Cognitive Behavioral Treatment (ICBT)
- Reentry Planning and Preparation
- Substance Use Disorder Treatment
- Academic Services
- Career and Technical Education
- Health & Wellness Activities and Tournaments
- Onsite Job Assignments and Skill training
- Around the Clock Program Services to include after-hours services and programs
- Motivational Enhancement
- Family Reunification Programs
- Employment or educational support services to assist participants in becoming financially independent
- Alumni and Peer Mentoring
- Post-Release Services

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

CREATING A PROGRAM ROAD MAP FOR CHANGE

Everyone is provided a program roadmap unique to his or her needs. Individuals will receive a battery of assessments and or reviews. Individualized program plans are based on identified risks and needs as well as short- and long-term goals.

ENHANCED ASSESSMENT

GEO CoC facilities utilize scientific, validated assessment tools that assist in identifying the reoffending risk and program needs of each participant. Working with an Assessment Case Manager, each participant completes a risk and needs assessment to identify their specific needs in the areas of counseling, education, vocation, substance abuse, criminal thinking, and risk of recidivism. The assessment findings are then used to develop individualized treatment plans.

ENHANCED COUNSELING

Based on their treatment plan, participants receive counseling through Cognitive

Behavioral Treatment (CBT). Treatment facilitators work with small groups to deliver programs such as Moral Reconciliation Therapy® (MRT), Thinking for a Change (T4C), and Cognitive Behavioral Interventions for Substance Use (CBI-SU). We believe all facility staff can influence positive change. As a result, facility staff are provided Core Correctional Practices (CCP) training, which teaches staff the core skills needed to create a positive facility culture focused on successful rehabilitation.

ENHANCED INTERVENTION

Specially trained Transition Case Managers (TCMs) provide bi-weekly Individual Cognitive Behavioral Treatment (ICBT) sessions for individuals within 12 months of release. ICBT sessions focus on the individual's specific criminogenic needs as identified in the assessment process. The curriculum model uses behavioral practice to increase skill building through real world scenarios and practice. Participation in ICBT is voluntary to ensure participants are actively engaged in their own release planning process and empowered to succeed.

ENHANCED TRANSITION AND AFTERCARE

The GEO CoC model connects pre-release transition planning with enhanced aftercare services through Post-Release Case Managers (PRCMs). Participants who volunteer are assigned a Post-Release Case Manager 90 days prior to their release. The PRCM works with the participant and the Transition Case Manager at the facility to develop a release plan that provides an effective transition back to society. Once a release plan is developed, the Post-Release Case Manager identifies and engages community-based service providers to assist the participant in meeting basic reintegration needs. In addition to routine follow-ups by Post-Release Case Managers, post-release support services are available

to participants for up to one year through GEO's Post-Release Call Center, available 24 hours/7 days a week.

POST-RELEASE SERVICES INCLUDE:

- Post-Release case management
- Transitional housing
- Clothing and food vouchers
- Transportation assistance
- Vocational training and job placement
- Substance abuse and mental health treatment
- Family reunification opportunities
- Educational classes

TRAINING INSTITUTE

For an organization to remain competitive, workplace learning and training are essential. The staff development team provided a menu of blended learning and development opportunities for GEO staff across all service lines over the past year.



2024 TRAINING HIGHLIGHTS

- 17,434 total employees trained
- 304,135 total hours of training completed

HEROES WORK HERE

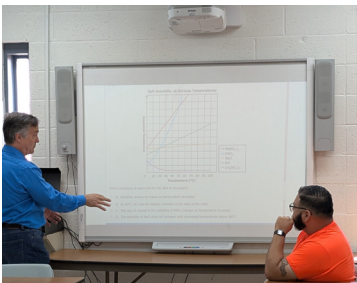
The dedicated men and women of The GEO Group work as agents of change. In 2024 Our facility staff, OUR HEROES, never faltered, and so the doors of opportunity never closed.

Throughout 2024, GEO surveyed participants, community partners, and facility administrators to spotlight team members who went above and beyond to promote the values of operational excellence in seven key areas.

Below you will find a few of the many Heroes that were recognized over the course of 2024:



Officer of the Year – **Taryn Rodriguez** embodies the values of compassion, integrity, and commitment going above and beyond to create a positive and supportive environment for those within our care. Taryn is a beacon of hope and inspiration to all. Her tireless efforts not only ensure safety and structure but also foster trust, accountability and growth, proving that transformation is possible with the right guidance and support.



Instructor of the Year – We are honored to recognize **Joel Hunter** as the 2024 instructor of the year for his exceptional dedication to education and passion for empowering students. Joel has consistently demonstrated outstanding leadership, creativity, and passion creating a learning environment that inspires and motivates.



Transition Case Manager of The Year – **Ann Skelton** has consistently gone above and beyond, providing individualized guidance and resources to help individuals navigate the challenges of rebuilding their lives. Ann's commitment to understanding each participant's circumstances, combined with her resourcefulness and support has created life changing opportunities for success.

CONTINUUM OF CARE® FACILITY OF THE YEAR

We are proud to recognize Florence West Correctional and Rehabilitation Facility (FWCRF) as the GEO Continuum of Care® Facility of the Year for its outstanding commitment to excellence in staff development, fostering a culture of change, and demonstrating leadership that aligns with the GEO mission at every level.

Staff Development Excellence

At the core of FWCRF's success is its investment in its team. By prioritizing continuous professional development and equipping staff with cutting-edge training and resources, the facility ensures that every individual is empowered to perform at their highest potential. These efforts go beyond technical skills, focusing on cultivating empathy, resilience, and a dedication to transformative justice.

A Culture of Change

FWCRF stands out as a beacon of progress within the rehabilitation field. The facility has cultivated an environment where rehabilitation and second chances take precedence, promoting programs that support both inmates and staff embracing growth and transformation. This culture of change is evident in its innovative approach to education, vocational training, and mental health support for those in its care.

Mission-Driven Leadership

Leadership at FWCRF exemplifies a deep commitment to their mission. Every decision, initiative, and program is guided by a clear focus on restoring lives, strengthening communities, and preparing individuals for successful reintegration. Its leaders inspire others to take ownership of this mission, ensuring that it is not just a statement but a living, breathing philosophy that drives the facility's operations.



FLORENCE WEST CORRECTIONAL AND REHABILITATION FACILITY - 750 BEDS

Impactful Outcomes

The results of FWCRF's efforts speak volumes. From improved staff retention and satisfaction to measurable decreases in recidivism rates, its dedication to excellence has created a ripple effect of positive change. The facility has become a model for others, showcasing how a focus on people—both staff and those in their care—can lead to transformative outcomes.

As we honor FWCRF as the Continuum of Care Correctional Facility of the Year, we celebrate not only its achievements but also the inspiration the facility provides to others in the field. FWCRF's example reminds us all of the power of leadership, dedication, and the unwavering belief in the potential for change.

Congratulations to Florence West Correctional and Rehabilitation Facility for this well-deserved recognition!



ACADEMIC PROGRAMS



EDUCATION-CELEBRATING SUCCESS INSIDE AN OUT OF THE CLASSROOM

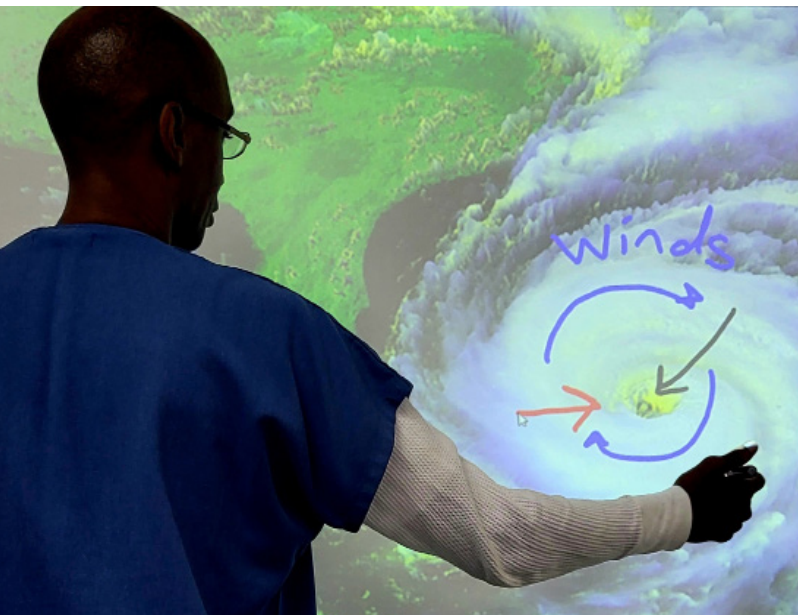
At GEO we believe education is the foundation for personal growth and community transformation. In 2024, we advanced our mission by providing trauma-informed assessments and delivering literacy programs that empower learners from foundational skills to college level success. Our commitment to addressing the unique needs of adult learners has resulted in significant progress, including increased graduation rates and expanded opportunities for our students. We recognize that many of our students face challenges rooted in past trauma, which can impact their ability to engage in and complete educational programs. In response, we have adopted a trauma informed approach that:

- Creates a safe, supportive, and understanding learning environment
- Qualified staff are trained in recognizing and responding to the effects of trauma
- Individualized assessments identify student needs and assist in developing tailored learning plans

Key Accomplishments in 2024

- Delivered literacy program to over 7,619 students helping them achieve critical reading and writing skills
- Expanded our offerings to include pathways that transition learners seamlessly from basic literacy to college level coursework.

- Integrated technology platforms to provide on-demand access to coursework, enabling students to learn at their own pace
- Offered real time feedback and support through interactive tools and virtual tutoring sessions.
- Enhanced learning labs to bridge the gap between theoretical knowledge and practical application.
- Supported 3,070 learners in successfully completing their high school equivalency, certification or degree program.



CAREER AND TECHNICAL EDUCATION (CTE)

We are proud to present the 2024 Annual Report on Career and Technical Education (CTE), highlighting the transformative work, achievements, and impact of our CTE programs. This year, we have expanded opportunities, empowered students with in-demand skills, and strengthened partnerships with industry leaders to ensure our programs align with workforce needs.

Our mission remains steadfast: to prepare individuals for meaningful careers, foster

innovation, and contribute to economic growth by equipping the next generation with the tools they need to succeed.

Mission Statement: To deliver high-quality, equitable education that empowers learners of all backgrounds to succeed in high-demand, high-skill, and high-wage careers.

Core Objectives:

1. Provide accessible, industry-relevant education.
2. Develop partnerships with businesses and community organizations.
3. Align programs with workforce needs and emerging industries.
4. Support student development through hands-on learning and leadership opportunities.

Program Growth and Achievements

- New Programs Introduced: Solar Technician Pre-Apprenticeship Training was introduced in 2024. The program was a partnership between GEO and Skill Builders Solutions. Graduates of the South Bay Correctional and Rehabilitation Facility had a 100% employment placement rate.
- Industry Certifications Earned: 9,714 certifications awarded, equipping students with credentials recognized by employers.

Innovative Initiatives

- Technology Integration: Introduced new tools and platforms for virtual learning, including mobile skills labs.
- Equity and Inclusion Efforts: Established a skills development lab tailored for individuals with disabilities to enhance their employment readiness and career opportunities.

In the coming year, we plan to:

- Launch new programs aligned with high-growth industries.
- Increase student access to internships, apprenticeships, and career mentorship programs.

We extend our deepest gratitude to our educators, industry partners, and supporters for their commitment to student success. Together, we are shaping a future where every learner is equipped to thrive in the workforce of tomorrow.



National Center for Construction Education and Research (NCCER):

NCCER is a nationally recognized, accredited, uniform training standard that establishes the benchmark for quality vocational training and skills assessments. GEO has been an accredited provider of NCCER training since 2015 and has certified participants in more than 50,000 module completions.

GEO COMMUNITY OUTREACH:

The CoC hired a community Outreach Services Manager in 2024 to assist post-release employment placement efforts. There have been more than 1,000 post-release participants and alumnus who have received assistance with employment services and job placements in 2024.



Post-release participants receive:

- Career interest assessments
- Employment skills assessments
- Career counseling and guidance
- Mock interview sessions
- Complete CoC employment services application
- Resume development
- Job search and on-line application submission
- Career training and post-secondary education referrals
- Attend in-prison job fairs and employment seminars

FAITH- AND CHARACTER-BASED PROGRAMS

In 2024, Chaplaincy and Faith Based Services continued to expand and promote servant leadership. A variety of programs and staff were highlighted for their prominent role in community engagement, program efficacy, and good will.



AWARDS & HIGHLIGHTS

Each year, Prison Fellowships announce their Prison Partner Award winners and this year we are proud that five GEO Chaplains received awards in the following categories.

Children's Champion Award:

- Eastern Region – Riverbend Correctional and Rehabilitation Facility, Chaplain Roosevelt Glover
- Central Region - Lea County Correctional Facility, Chaplain Debbie Williams
- Western Region – Mesa Verde ICE Processing Center, Chaplain Tracy Hale

Prison Fellowship Angel Tree Awards:

- Eastern Region – Moore Haven Correctional and Rehabilitation Facility, Chaplain Ruben Hernandez
- Western Region – Kingman Correctional and Rehabilitation Facility, Chaplain Calvin Robinson

In addition to regional awards, GEO's Mesa Verde ICE Processing Center was the 2024 Prison Fellowship National Award Winner!

God Behind Bars expanded into the Florence-West facility and participants are engaged in weekly ministry and receive re-entry resources provided by their mega-partner-church in Phoenix.



**NATIONAL ASSOCIATION OF ALCOHOL
AND DRUG COUNSELORS (NAADAC)
AND FLORIDA CERTIFICATION
BOARD (FCB) APPROVED EDUCATION
PROVIDER**

SUBSTANCE USE DISORDER TREATMENT

GEO Substance Use Disorder (SUD) treatment services consist of SUD education in tandem with group and individual counseling, using evidence-based program models and treatment curricula to provide treatment programming. GEO uses a cognitive-behavioral rehabilitation system designed to confront and correct faulty thinking, promote pro-social behaviors, and increase motivation for on-going recovery. CoC programs offer an internationally accredited person-centered counseling method to involve participants in the development of treatment plans that identify and address their specific SUD, criminogenic, and behavioral concerns. Person-centered relapse prevention programming focuses on the participant's risk and protective factors to decrease the likelihood of relapse and recidivism. This person-centered approach to treatment uses a comprehensive set of interventions and strategies that address the participant's unique needs and provides a seamless transition to aftercare treatment upon release.

GEO enhanced focus on prioritizing the development of a professional SUD cadre by achieving **state** and **national approved education provider status**. Certified by the Florida Certification Board (FCB) and the National Association of Alcohol and Drug Counselors (NAADAC), GEO is primed to offer treatment staff developmental instruction and continuing education (CE) credits towards licensure and/or certification as SUD professionals. Approved Education Provider status assures the GEO staff development program provides consistent, reliable, and quality learning experiences that meet national, and state approved education standards. All GEO-issued CE credits are accepted toward state credentialing by the Florida Approved Education and Training Provider program and national credentialing by the NAADAC Certification Commission for Addiction Professionals. NAADAC credentialing is also accepted by many other state licensing/certification boards in the addictions and other helping professions.

ALUMNI AND MENTORING SERVICES

GEO acknowledges the importance of peer support as individuals prepare for release and the need for continued support after release. Alumni and Mentoring Services are designed to assist participants with a successful return to the community. Through these services, GEO:

- Provides on-going mentorship to participants
- Connects individuals with a community-based support network
- Helps transform individuals and families

Alumni members are former CoC program participants who have been successful in their return to society. These individuals are proof that positive goals can be achieved. Mentors are comprised of both alumni and in-custody participants who have demonstrated the desire to help others. Mentoring can be effective in pre- and post-release phases of programming. By establishing relationships during programming, mentors act as guides through treatment and beyond, offering their experience, strength, and hope to help others meet the challenge of a positive reentry.

Members from different states and cultures voluntarily join the alumni services program to support each other and their communities. Through these services, individuals can learn how to meet reentry challenges from established alumni staff and members who share resources and personal experiences.

Mentor support includes:

- Substance use and recovery assistance
- Academic and vocational assistance
- Youthful offenders mentoring
- Long-term peer support

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

- Individual and group cognitive behavioral treatment sessions
- Leadership training
- Business etiquette training
- Presentation skill-building
- Character Counts case studies
- Weekly wisdom meetings
- Orientation presentations
- Community service events



GEO Continuum of Care® Alumni of Year



Darrell Guilford

Returned Citizen
GEO Post-Release Case Manager



We are honored to recognize Darrell Guilford as the 2024 Alumni of the Year for his extraordinary dedication to guiding and inspiring others on their journey to success. As a peer mentor, Darrell has proved exceptional leadership, empathy, and an unwavering commitment to creating a supportive and empowering environment for his peers. His ability to share firsthand experiences, provide guidance, and foster a sense of belonging has made a profound impact on the lives of those he serves. Mr. Guilford exemplifies the transformative power of peer support, helping others to overcome challenges, achieve their goals, and believe in their own potential. Mr. Guilford's commitment to changing lives is clear in the statement below from former participant, Alvarez Guillermo, "I never thought I would be as successful as I am today, and I am successful because of Mr. Guilford. Mr. Guilford reminded me daily that it is one step in and one step out, meaning what I put into the program is what I get out. I listened to his encouragement and

trusted his leadership and the GEO Group to get me moving in the right direction. After I was released, Mr. Guilford kept me moving forward. He helped me in getting my medication, housing and a work permit. He worked with me to find employment and continues to cheer me on through every turn in my journey.



Darrell Guilford with Alvarez Guillermo

COMMUNITY PROVIDER SPOTLIGHT



CEO Skill Builders Jenna Colvin

It is with great excitement and pride that we announce Skill Builders Solutions Inc. as the recipient of the Community Provider of the Year Award. This recognition honors their exceptional commitment to transforming lives through innovative training programs, community outreach, and workforce development initiatives.

Why Skill Builders Solutions Deserves This Honor

Skill Builders Solutions has consistently demonstrated what it means to be a true champion for underserved communities. Their dedication to providing accessible, high-quality training and education programs has made a tangible impact on countless lives. Here are just a few reasons why they stood out as this year's honoree:

- **Bridging Barriers to Opportunity:** Through their innovative mobile training lab, Skill Builders Solutions brings education and workforce preparation directly to underserved areas, eliminating traditional barriers to access.
- **Empowering the Underserved:** Their groundbreaking pre-apprenticeship programs, such as the Solar Technician initiative for incarcerated populations, prepare individuals for meaningful careers, offering a pathway to stability and success.

- **Impactful Partnerships:** By collaborating with local businesses, educational institutions, and community organizations, Skill Builders Solutions ensures their programs align with the real-world needs of employers and industries.
- **Lasting Community Impact:** Beyond job training, their initiatives foster hope, dignity, and empowerment, creating ripple effects that benefit families and communities.

A Visionary Organization

Skill Builders Solutions exemplifies the power of innovative solutions and community-focused leadership. From their support for incarcerated individuals seeking second chances to the establishment of the Bradley Logan Young Scholarship, which uplifts troubled youth, they embody the values of service, inclusion, and opportunity.

Celebrating Their Success

We are honored to stand beside Skill Builders Solutions as they continue to make a profound difference in the lives of so many. This award is not just recognition of their accomplishments but also a celebration of their vision for the future—a future where no one is left behind.

Post-Release Support Services

The Post-Release Services team provides unique and enhanced aftercare support for returning citizens in partnership with community agencies. Post-release services increase the probability that an individual will successfully reintegrate into society and minimize the possibility that they will reoffend.

This voluntary and free program is designed to facilitate an individual’s community transition through an individualized reentry plan. To assist our post-release participants with achieving their plan, GEO provides remote case management support, referrals, and financial assistance. Depending on needs, participants receive transitional housing, food, and clothing vouchers.

SINCE THE PROGRAM’S INCEPTION IN JULY 2016, RESEARCH INDICATES POST-RELEASE PARTICIPANTS ARE HALF AS LIKELY AS NON-PARTICIPANTS TO RETURN TO CUSTODY.

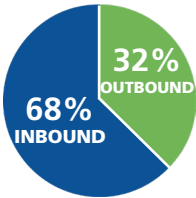
A dedicated Post-Release Case Manager works with a Transitional Case Manager at the facility and the participant to develop a transition plan prior to release. Upon community reentry, post-release participants receive referral assistance and support services through GEO’s 24/7 call center. Post-Release Case Managers provide weekly progress check-ups and coordinate additional resources as needed to assist participants in remaining committed to their plan.

During 2024, 3,336 individuals were engaged with post-release services. In addition, GEO provided a significant financial investment using Funded Individual Support Packages (FISPs) to support participants as they progressed through the phases of reentry. GEO is committed to being the world leader in offender rehabilitation as exemplified by GEO’s Post-Release Services program.



CALLS FROM/TO POST-RELEASE CALL CENTER

TOTAL.....	36,629
INBOUND.....	26,273
OUTBOUND.....	9,356



POST-RELEASE SUPPORT SERVICES ACTIVITY IN 2024

TOTAL PARTICIPANTS.....	3,336
TOTAL PARTICIPANTS IN THE COMMUNITY.....	1,740
PARTICIPANTS PENDING RELEASE.....	1,596
TOTAL PARTICIPANTS EMPLOYED FOR THE FIRST TIME...	589
EMPLOYED AT DISCHARGE.....	76%

PARTICIPANTS EMPLOYED SINCE 2016 –	5,667
REFERRALS SINCE 2016 –	80,533
FUNDS INVESTED FOR SERVICES SINCE 2016 –	\$11,313,351

2024 POST-RELEASE FUNDING PROVIDED - \$1,544,415

Housing

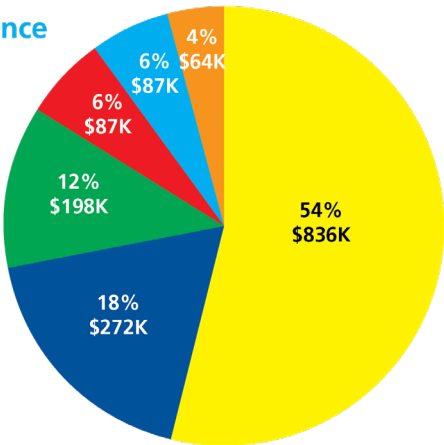
Employment/Education

Transportation

Clothing

Food Assistance

Treatment



"THEIR VOICES"

"I want to express my deepest gratitude for the incredible support and opportunities provided to me through the Continuum of Care (CoC) Program. Since joining the program, I have been profoundly touched by the generosity and kindness extended to me during a challenging period in my life. The assistance I have received has been truly invaluable. Your unwavering support has empowered me to navigate through these challenging times with renewed determination and optimism. I am particularly grateful for the patience and understanding shown. Your willingness to stand by me and help every step of the way is a testament to the genuine care and dedication of everyone involved in the CoC Program. I am reminded of the profound difference it has made in my life and the lives of many others. Your commitment to uplifting individuals and communities is nothing short of inspiring, and I am honored to be a beneficiary of your support. Please accept this letter as a token of my heartfelt appreciation. I am deeply thankful for the opportunities afforded to me through the Continuum of Care (CoC) Program, and I am committed to utilizing them to create positive change and contribute to the greater good. Thank you once again for your generosity, compassion, and belief in my potential. I am forever grateful for the difference you have made in my life."

-Rodrigo M. / Phoenix West Correctional and Rehabilitation Facility

"GEO even hooked me up with a bike so I could get around. After I got a job, they helped me get the tools that I desperately needed for work. It really surprised me, but it was so helpful and then after all that my house burned down. They came around and helped me out again. I really cannot thank them enough for how much they have helped me.

GEO has done everything they could to help me and has come through with everything that they told me they were going to help me with. I am very happy that I went through the CoC program. I recommend it to anybody and everybody who's getting out of prison, they really do help. Thank you for just talking to me and caring about what happens. I appreciate the help that you've given me, and I cannot thank you enough."

-Crosby S. / Phoenix West Correctional and Rehabilitation Facility

"I was blessed to be put at Moore Haven Correctional Facility. During my stay, I took part in several educational programs and completed all that I took. I was also asked to be an inmate instructor for the T4C (Thinking for a Change) Class. It was an opportunity I couldn't pass up because I wanted to share my life's experience to help show that there was life after prison. The experience was what I needed to help me set up my future course. I have also entered the CoC program and began working on it. Mr. Lopez and I quickly developed a chemistry that has carried on since my release. His help was an invaluable source of motivation and comfort. I use the word comfort because as a returning citizen, I was not sure how I would be received. He assured me that I would be successful, and he was right. I found work and got my life on track."

-David J. / Moore Haven Correctional and Rehabilitation Facility

"I must be the most grateful person in this world because GEO has really made a huge impact in my life. You have found me a track in life and taught me how to run on it. With all your help and resources, I've accomplished things I never thought I could."

-Dan R. / South Bay Correctional and Rehabilitation Facility

"While I was in prison, I enrolled in the CoC program, and they helped me transition back into society by assisting with things that allowed me to have a leg up in this journey and to this day they have continued to support me in ways that contribute to my success."

-Gerard A. / Blackwater Correctional and Rehabilitation Facility

"I couldn't have accomplished so much without the help of GEO. I had no one when I got released. Now, I have a full-time job because of you. You have been pushing me to be better. I did thirteen years and was released into a world that seemed like a whole other planet."

-Mike W. / South Bay Correctional and Rehabilitation Facility

"I hit the ground running. GEO gave me the proper tools and guidance to use as steppingstones. I have come so far. This is what freedom tastes like." There's no way I can really express how much you have helped me."

-Ted L. / Blackwater Correctional and Rehabilitation Facility

Warren's Journey: From Incarceration to Reentry Success



Warren Jackson never imagined his life would bring him back to the prison system — not as a prisoner, but as a valued employee of a corrections company focused on helping others navigate the difficult path of reentry. After serving 22 years in federal prison, Warren is a testament to resilience, proving that redemption is possible with the right mindset, resources, and opportunities.

Warren's story begins in a small town in Florida. Raised in a working-class family, his early years were marked by economic hardship and poor decision-making. By the time he was 15, Warren was involved in criminal activities that eventually led to his conviction on federal drug charges. Sentenced to life behind bars, he faced a harsh reality that would strip him of his freedom, but not his desire to change.

In prison, Warren experienced an awakening. The first few years were spent in anger and regret, but that slowly evolved into a hunger for self-improvement. He immersed himself in education programs offered at the prison, completing several vocational training courses that eventually led to him assisting in the facility business office while incarcerated. He became a mentor to younger inmates, leading workshops on conflict resolution, financial literacy, and job readiness.

Warren was not supposed to get out of prison, but his sentence was commuted in 2016 on Thanksgiving Day by the President of the United States. His letter from the President stated that, "Thousands of individuals have applied, but only a fraction will be approved. I am granting your application because you have demonstrated the potential to turn your life around. Always remember that you



community organizations that focused on reentry programs and, through sheer perseverance and an accepting employer, landed a position with The Geo Group— a corrections company dedicated to being the world leader in offender rehabilitation.

Initially, Warren worked as a Post-Release Case Manager in the CoC program, helping ex-offenders navigate the challenges of finding housing, employment, and mental health services. His ability to connect with clients on a personal level made him an invaluable asset to the team. Warren never forgot his roots. He frequently visited prisons to speak with inmates about life after incarceration, sharing his story to inspire hope. His message was simple but powerful: "You are more than your past mistakes. The world may not always make it easy, but your future is yours to build step by step."

"Most people in this field have empathy, but not everyone has lived it," said Craig Spatara, Warren's first supervisor at GEO. "Warren's lived experience gave him credibility. When he tells someone that change is possible, they believe him."

Warren's success in his role did not go unnoticed. Within three years, he obtained his degree in Accounting from Liberty University with financial assistance from GEO and he was promoted to Staff Accountant in GEO Reentry in 2024.

His journey from federal inmate to advocate for change to accountant is a shining example of what's possible with perseverance, determination, and a support system that believes in rehabilitation and second chances.

As Warren often says, "I'm living proof that no one is beyond redemption. You just need someone to believe in you like The GEO Group did— and the courage to believe in yourself."

have the capacity to make good choices. Your example will influence others in your circumstance to get their own second chance in the future. I believe in your ability to prove the doubters wrong and change your life for the better."

"I realized that I couldn't change the past, but I could shape my future," Warren would later recall. "It was about taking accountability for my actions and figuring out who I wanted to be on the outside."

Upon his release, Warren faced the daunting task of reintegrating into a society that had evolved without him. Technology had advanced, job markets had changed, and social stigmas around former inmates still loomed large. He applied for dozens of jobs, only to be met with rejection after rejection when employers learned of his criminal record. Despite the setbacks, Warren refused to return to his old ways. He sought out

Embracing Second Chances: A Path to Community Reintegration

Over the past year, the concept of second chances has emerged as a powerful motivator for successfully reintegrating individuals who have faced challenges in the past. Offering second chances is not merely about forgiveness; it is about providing individuals with the opportunity to redefine their futures and make meaningful contributions to society. For those who have been incarcerated, a fresh start is essential. Through these second chances, they can break free from past cycles and forge new, positive paths forward.



Our work with the CoC Program has shown that when individuals receive the necessary tools and support for their reintegration, they are much more likely to embrace personal growth, responsibility, and active community involvement. This understanding has deepened over the past year—second chances are not just a gift; they serve as a powerful catalyst for transformation. By

creating an environment that encourages self-reflection and growth, individuals are empowered to take ownership of their actions and make decisions that positively impact themselves and their communities.

Through the Continuum of Care Program, participants are given the opportunity to develop new skills, reassess their values, and build a life beyond past challenges. With personalized assessments, education, and ongoing support, the program helps each individual identify their unique needs and risks, providing the resources necessary to drive lasting change. This comprehensive approach has consistently yielded positive results, aligning with evidence-based strategies proven to reduce recidivism. Notably, the results demonstrate GEO's recidivism rates are significantly lower than the national average, further reinforcing the effectiveness of our programs in breaking the cycle of reoffending.

The analyses from 2018 to 2023 in this report further demonstrate the ongoing effectiveness of this approach. According to recidivism parameters set by the Florida Department of Corrections (FDC), the program has contributed to a steady decline in recidivism rates. Additionally, pre- and post-treatment scores on the Criminal Thinking Scales 3.0 (CTS) for 2023-24 show a notable reduction in criminal thinking patterns, with participants demonstrating improved attitudes toward personal responsibility and decision-making. These changes are not merely theoretical—they reflect real shifts in mindset and behavior, reinforcing the positive impact of providing second chances. At GEO, we believe in the power of possibility.



A second chance is not simply about avoiding failure—it's about the opportunity to rebuild, grow, and contribute. Through its initiatives, GEO has cultivated an environment that goes beyond numbers, focusing on real, transformative change. Our program creates a supportive, safe space where individuals can rebuild their lives, gain confidence, and develop the tools they need to succeed. With continued guidance and support, individuals are empowered to make meaningful contributions to their communities and build brighter, more stable futures for themselves and their families.

As we look ahead, we remain committed to the idea that second chances are essential for breaking the cycle of recidivism and creating stronger, more resilient communities. By offering individuals the chance to prove themselves, we help foster not just personal transformation but also the collective strength of society as a whole. This commitment to second chances is at the heart of our work, reinforcing both individual growth and the broader well-being of the communities we serve.

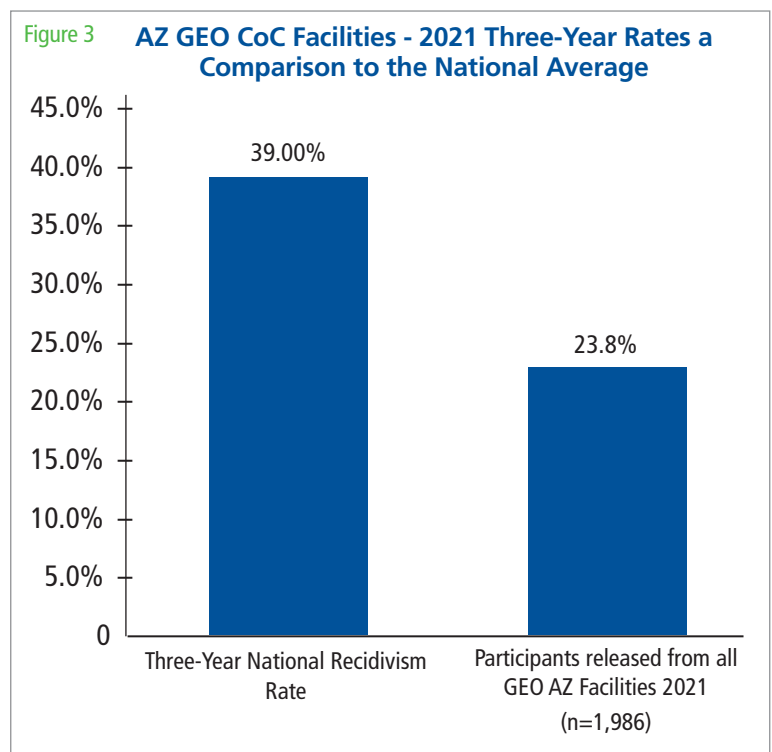


STATE RECIDIVISM ANALYSES – THREE-YEAR RATES

The GEO Group Researchers conducted an in-depth analysis of recidivism rates for the years 2019 and 2021, utilizing a three-year data comparison. This methodology allows GEO to evaluate the impact of program enhancements within the facility, as well as assess the effectiveness of post-release services for individuals who have been out for at least three years.

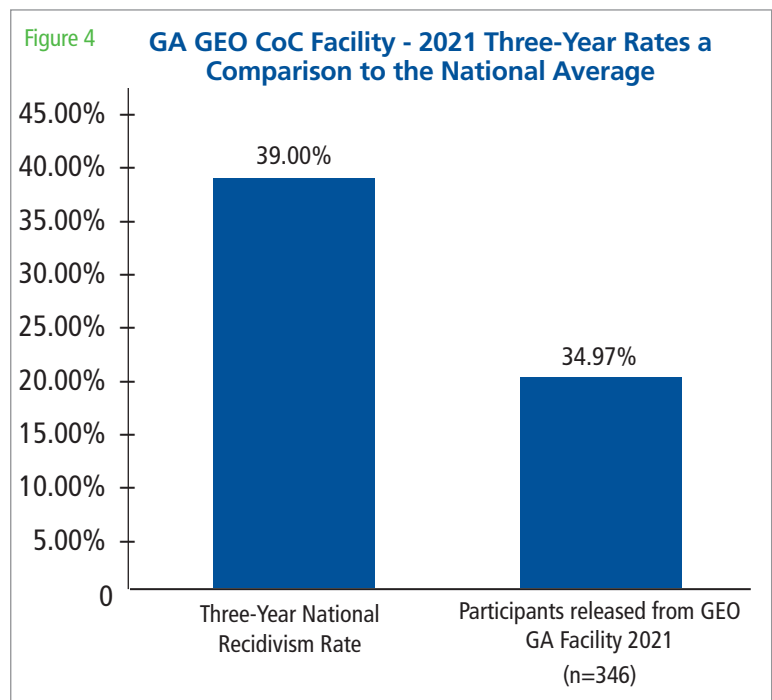
Central Arizona, Florence West, Kingman, and Phoenix West – Releases for 2021

- The four AZ GEO operated facilities collectively house 5,938 adult male individuals in community services through close custody.
- Figure 3 demonstrates the impact of GEO AZ facilities' enhanced programming services on decreasing recidivism rates. Compared to the national three-year recidivism rate of 39.00% (Bureau of Justice Statistics, 2021), individuals released in 2021 recorded a 23.87% recidivism rate.
- This is a 38.8% recidivism reduction for GEO Arizona CoC facilities compared to the national average.



Riverbend – Releases for 2021

- The GA GEO operated facility collectively houses 1,500 adult male individuals in community services through close custody.
- Figure 4 demonstrates the impact of GEO GA facility's enhanced programming services on decreasing recidivism rates. Compared to the national three-year recidivism rate of 39.00% (Bureau of Justice Statistics, 2021), individuals released in 2021 recorded a 34.97% recidivism rate.
- This is a 10.3% recidivism reduction for GEO GA CoC facility compared to the national average.

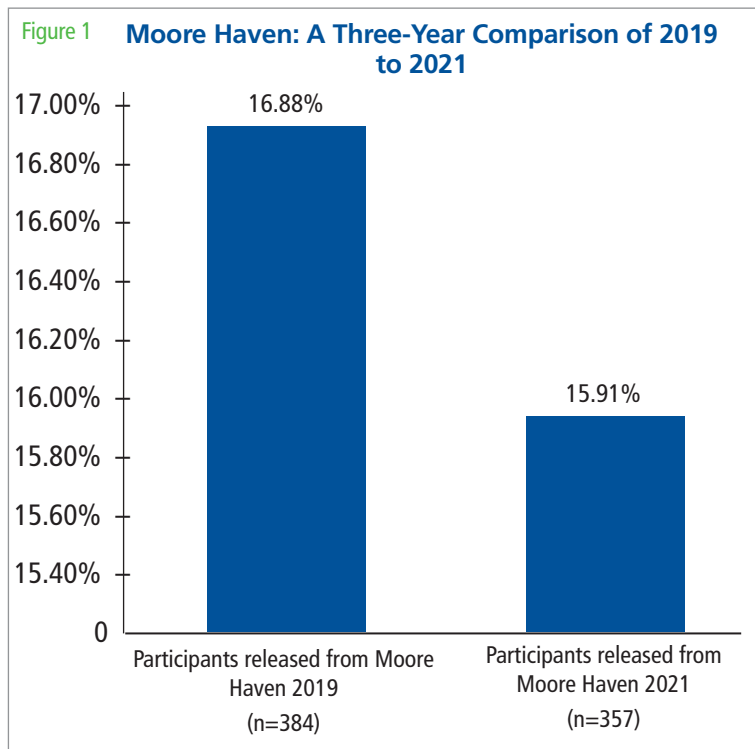


"I have seen what happens when people are given the right tools, consistent support, and someone who believes they can change. The power of consistent, purpose-driven programming—when it's delivered with fidelity and grounded in accountability, real change happens, Lives are restored, Communities grow stronger, and Recidivism declines. This is not just system reform—it's redemptive work. When we invest in people with structure, belief, and compassion, we don't just create second chances—we create lasting transformation."

- **Derrick D. Schofield, Ph.D. Executive Vice President, Continuum of Care & Reentry Services**

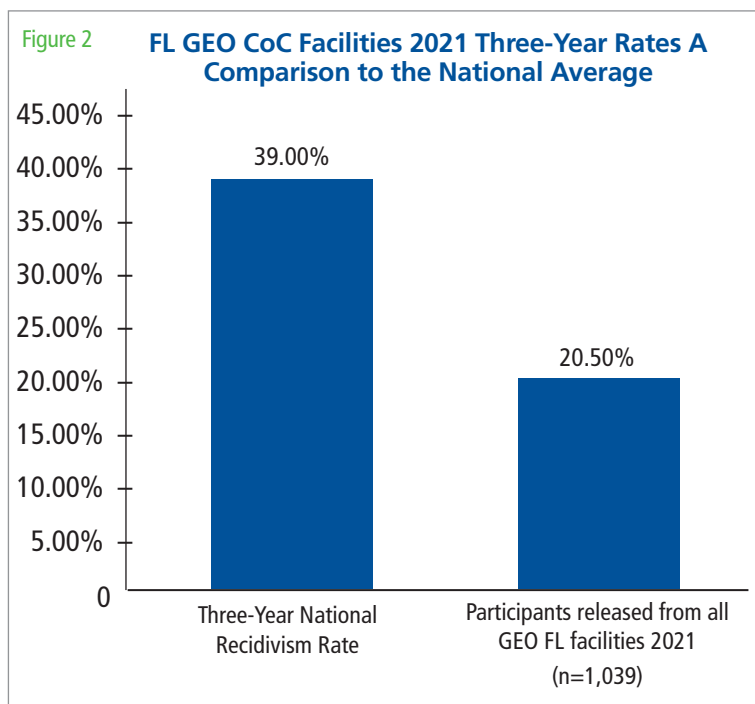
Moore Haven– Releases for 2019 and 2021

- Moore Haven Correctional and Rehabilitation facility collectively houses 985 adult male individuals in community services through community, minimum, and medium custody.
- The analyses presented align with the recidivism parameters set by the Florida Department of Corrections (FDC).
- Figure 1 demonstrates the impact of GEO FL facilities' enhanced programming services on decreasing recidivism rates. The three-year recidivism rate includes a **5.8% decrease** for individuals released in 2021 compared to those released in 2019.
- That's a 5.8% drop in the number of people reoffending, compared to 2018 at 16.88%, showing real progress in helping participants stay on track and out of the justice system.



Blackwater, Moore Haven and South Bay – Releases for 2021

- The three FL GEO operated facilities collectively house 5,884 adult male individuals in community services through close custody.
- The analyses presented align with the recidivism parameters set by the Florida Department of Corrections (FDC).
- Figure 2 demonstrates the impact of GEO FL facilities' enhanced programming services on decreasing recidivism rates. Compared to the national three-year recidivism rate of 39.00% (Bureau of Justice Statistics, 2021), individuals released in 2021 recorded a 20.50% recidivism rate.
- This is a 47.4% recidivism reduction for GEO Florida CoC facilities compared to the national average.



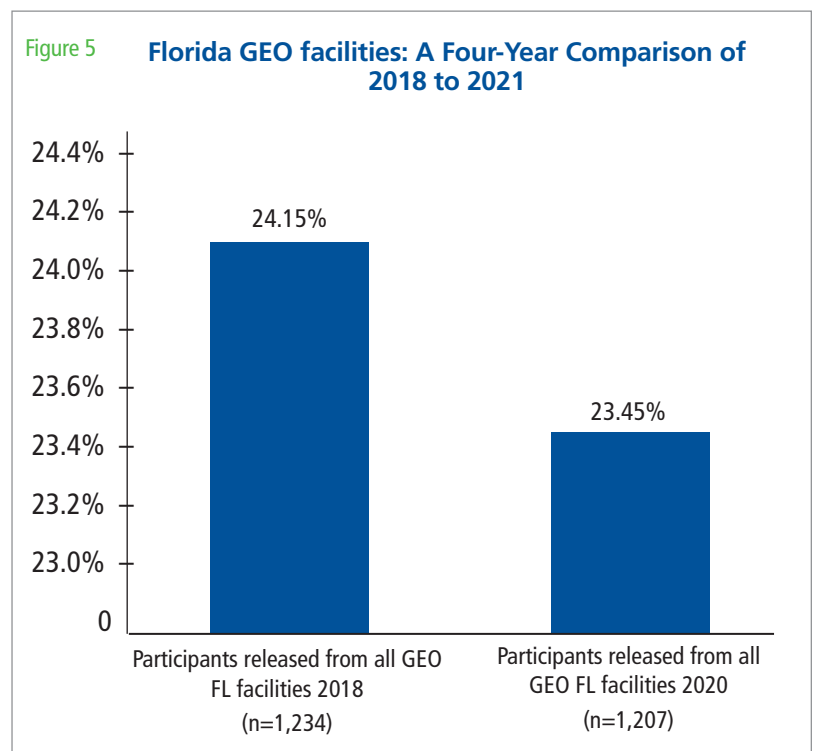
STATE RECIDIVISM ANALYSES – FOUR-YEAR RATES



The GEO Group Researchers conducted a comprehensive analysis of recidivism rates for the years 2018 and 2020, utilizing a four-year data comparison. As previously discussed for three-year recidivism rates, program maturity that adheres to evidence-based practices often yields positive results, as demonstrated by a decrease in recidivism.

Blackwater, Moore Haven and South Bay – Releases for 2018 and 2020

- The three FL GEO operated facilities collectively house 5,884 adult male individuals in community services through close custody.
- The analyses presented align with the recidivism parameters set by the Florida Department of Corrections (FDC).
- Figure 5 demonstrates the impact of GEO FL facilities' enhanced programming services on decreasing recidivism rates. The four-year recidivism rate includes a **2.9% decrease** for individuals released in 2020 compared to those released in 2018.

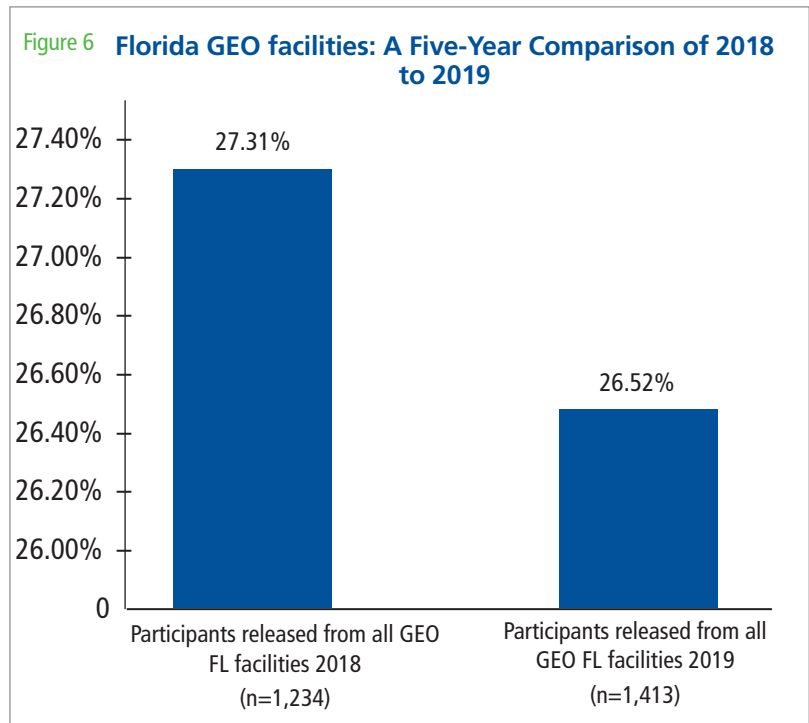


STATE RECIDIVISM ANALYSES – FIVE-YEAR RATES

GEO Researchers conducted a comprehensive analysis on recidivism rates for the years 2018 and 2019, utilizing five-year data for comparison. The 2018 data was selected as it coincides with the first full year of operating CoC programming in a facility. This approach enables GEO to assess the effectiveness of any enhancements made to programs within the facility, as well as post-release services rendered to individuals who have been released for at least five years.

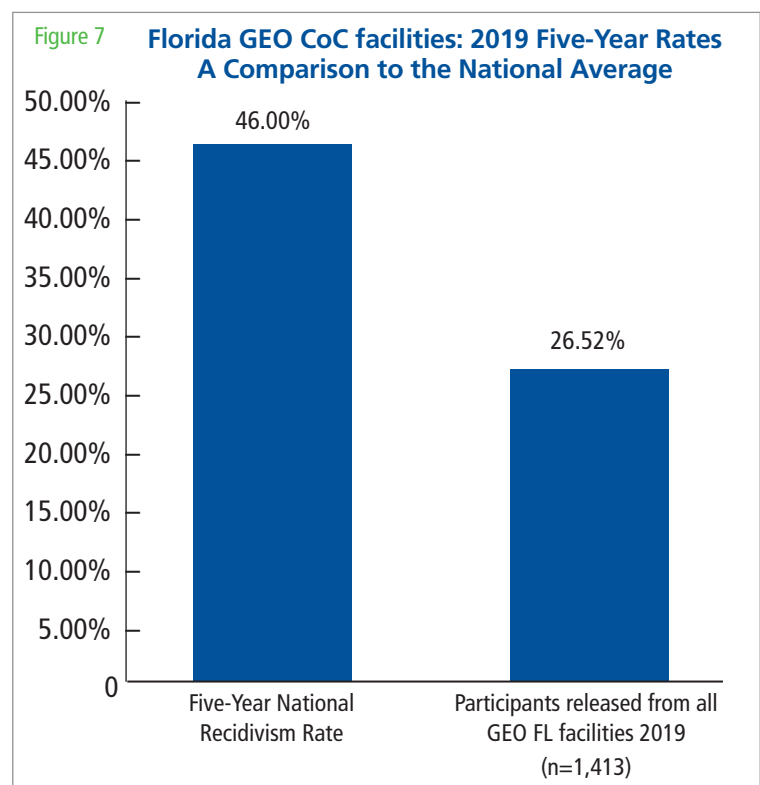
Blackwater, Moore Haven and South Bay – Releases for 2018 and 2019

- The three FL GEO operated facilities collectively house 5,884 adult male individuals in community services through close custody.
- The analyses presented align with the recidivism parameters set by the Florida Department of Corrections (FDC).
- Figure 6 demonstrates the impact of GEO FL facilities' enhanced programming services on decreasing recidivism rates. The five-year recidivism rate includes a **2.8% decrease** for individuals released in 2018 compared to those released in 2019.



Blackwater, Moore Haven and South Bay – Releases for 2019

- The three FL GEO operated facilities collectively house 5,884 adult male individuals in community services through close custody.
- The analyses presented align with the recidivism parameters set by the Florida Department of Corrections (FDC).
- Figure 7 demonstrates the impact of GEO FL facilities' enhanced programming services on decreasing recidivism rates. Compared to the national five-year recidivism rate of 46.00% (Bureau of Justice Statistics, 2021), individuals released in 2019 recorded a 26.35% recidivism rate.
- This is a 42.4% recidivism reduction for GEO Florida CoC facilities compared to the national average.



GEO CONTINUUM OF CARE® PROGRAMMING REDUCES CRIMINAL THINKING

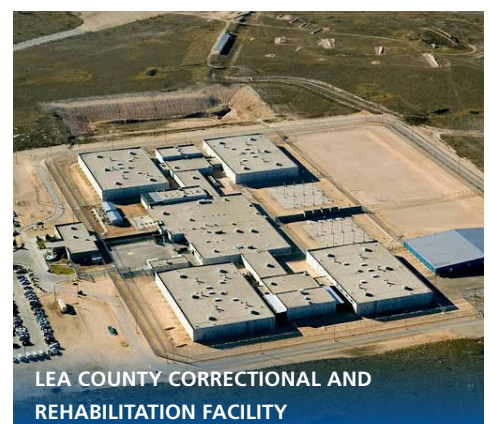
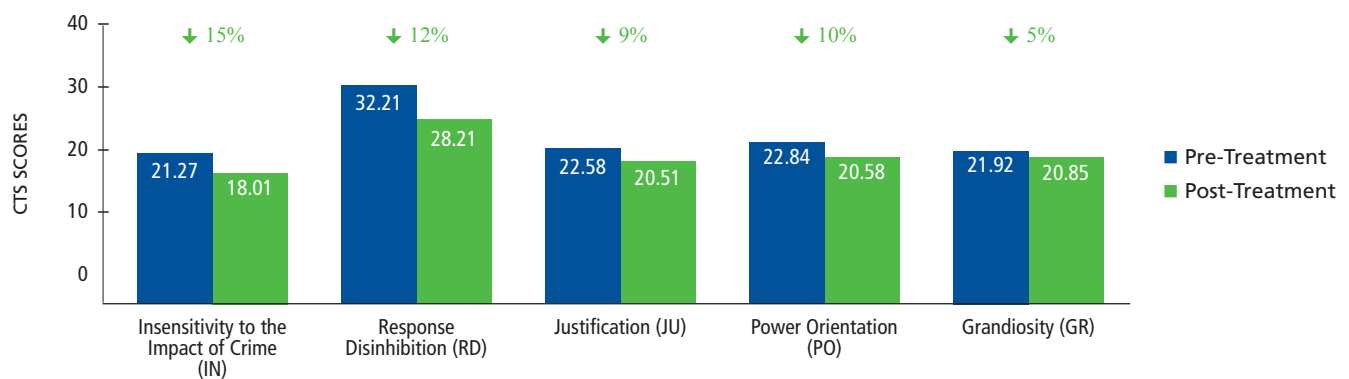
The research on “What Works” to reduce recidivism indicates that antisocial cognition and antisocial attitudes (criminal thinking) are among the top two risk factors as drivers of recidivism. The Texas Christian University Criminal Thinking Scales (CTS), a reliable and validated instrument, measures the effect of GEO’s programming on antisocial cognition and attitudes. The CTS measures the effect of progressive treatment on the individual’s antisocial cognition and attitudes. As seen below, participants show a reduction across all criminal thinking scales for 10 CoC Facility releases from 2023-2024. These results are significant indicators for decreasing patterns of recidivism.

Blackwater, Central Arizona, Florence West, Heritage Trail, Kingman, Lawton, Lea County, Moore Haven, Phoenix West, and South Bay – 2023-2024 CTS Data

- The TCU-CTS data for CoC Facility releases from 2023-2024 was analyzed.
- The findings indicated Moderate and High-Risk participants (n=622) did significantly **better post-treatment in all five domains**.
- Clinically significant results were found for **five domains**, which include Insensitivity to the Impact of Crime, Response Disinhibition, Justification, Power Orientation, and Grandiosity.
- The average length of stay for the sample size (n=622) is 535 days.

All CoC Facilities Pre-Treatment & Post-Treatment Criminal Thinking Scales Comparison (2023-2024 Releases)

Moderate- and High-Risk Participants n=622

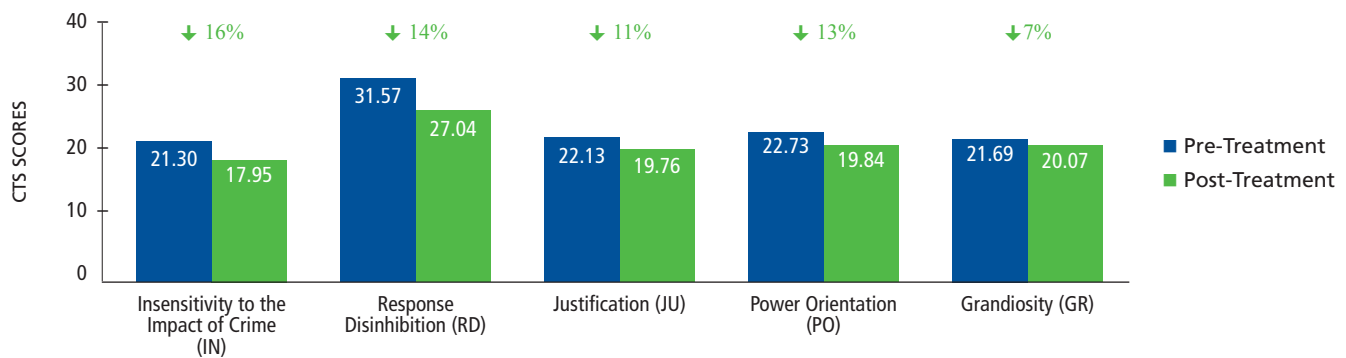


GEO CONTINUUM OF CARE® PROGRAMMING REDUCES CRIMINAL THINKING

Central Arizona, Florence West, Kingman, and Phoenix West– 2023-2024 CTS Data

- The TCU-CTS data for 4 Arizona CoC Facility releases from 2023-2024 was analyzed.
- The findings indicated Moderate and High-Risk participants (n=398) did significantly better **post-treatment in all five domains**.
- Clinically significant results were found for **five domains**, which include Insensitivity to the Impact of Crime, Response Disinhibition, Justification, Power Orientation, and Grandiosity.
- The average length of stay for the sample size (n=398) is 526 days.

Arizona CoC Facilities Pre-Treatment & Post-Treatment Criminal Thinking Scales 3.0 Comparison (2023-2024 Releases) Moderate- and High-Risk Participants n=398



GEO CONTINUUM OF CARE® FACILITY LOCATIONS



Arizona Department of Corrections, Rehabilitation and Reentry

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

Florida Department of Management Services

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

Georgia Department of Corrections

Riverbend Correctional and Rehabilitation Facility

Indiana Department of Correction

Heritage Trail Correctional Facility
New Castle Correctional Facility

New Mexico Corrections of Department

Lea County Correctional Facility

Oklahoma Department of Corrections

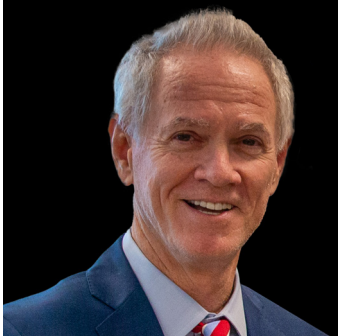
Lawton Correctional and Rehabilitation Facility

Australia – Corrections Victoria

Ravenhall Correctional Centre

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