



2025 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, CHAIRMAN, CEO, AND FOUNDER

As we close out 2025, we celebrate a year of transformative progress in resident rehabilitation. At GEO, our commitment to creating opportunities for growth and change remains at the heart of everything we do. Through innovation, collaboration, and operational excellence, we have reached new milestones that strengthen our mission to empower individuals on their journey to recovery, personal development, and successful reentry.

Across our in-prison rehabilitation network, GEO continues to operate some of the most comprehensive treatment and education systems in the nation. From cognitive-behavioral interventions and substance use treatment to academic education, vocational training, and workforce readiness, our teams work together with our state partners to ensure every participant has access to the tools, structure, and support necessary to change the trajectory of their lives.

This year our rehabilitation offerings reached even more individuals, ensuring that support is available where it matters most. Our focus on evidence-based, trauma-informed care and treatment continues to improve outcomes and foster long-term success. Leveraging adult learning theory and technology-driven classrooms, we delivered personalized educational pathways that resulted in thousands of individuals earning high school equivalency diplomas opening doors to brighter futures.

We proudly partnered with the Jack Brewer Foundation to expand the Heroes Second Chance Fatherhood Initiative (H2FI), a program dedicated to restoring family connections and strengthening the role of fathers in the reentry process. This initiative reflects our shared

belief that strong family bonds are critical to breaking cycles of incarceration and fostering generational change. By integrating H2FI into our Continuum of Care (CoC), we are not only supporting individual transformation but also creating ripple effects that benefit families and communities.

GEO remained committed to post-release services in 2025, allocating millions in Funded Individual Service Packages (FISPs) through our GEO Continuum of Care division. These resources address critical needs such as housing, transportation, and employment so participants can focus on recovery and reintegration without the burden of immediate survival challenges. By removing these barriers, we help individuals dedicate their energy to personal growth, skill development, and building a future, reaffirming our belief in the power of second chances.

As we look ahead, we remain committed to expanding high-quality programming, strengthening partnerships, and embracing data-driven strategies that support both accountability and opportunity. Together, we continue to move the mission forward changing behavior and changing lives.



George Zoley

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2025 GEO CONTINUUM OF CARE FACT SHEET



POPULATION

2025

Total Eligible Population	60,223
Total Program Participants	36,119



PARTICIPATION

Total Programming Hours Completed	6,814,000
Total Programming Completions	173,517
Behavioral Program Completions	62,134
Individual Cognitive Behavioral Treatment Sessions Completed	89,112
Average Daily Vocational Attendance	7,113
Average Daily Academics Attendance	4,982
Average Daily Substance Abuse Treatment Attendance	9,010
Total Substance Abuse Treatment Completions	9,311
Total Vocational Completions	9,801
Total High School Equivalencies Issued	3,159
Average Program Participation Hours per Participant	188



POST-RELEASE SUPPORT SERVICES SUMMARY

Total Post-Release Participants	3,625
Community-Based Participants	2,205
Participants Pending Release	1,420
Employed/Students	1,061



STAFF DEVELOPMENT

Total Annual Trainings	17,619
Total Staff Training Hours	304,147

STRATEGIC PARTNERSHIPS TESTIMONIAL



Robert L. Green
Executive Director
American Correctional Association



During my recent visit to The GEO Group's Continuum of Care Headquarters, I had the privilege to see firsthand the profound impact of their intentional alignment between operational programming and accountability in supporting individuals reentering society from incarceration.

I toured the Post Release Call Center, which is a 24/7 service to assist individuals transitioning from incarceration. This underscored the philosophy that reentry does not conclude at the point of release from a correctional facility, but rather begins a new chapter filled with challenges and opportunities.

Notable to me, was the fact that a significant portion of the staff working in the call center that day were individuals who have successfully navigated their own reentry journey. This commitment to being a second-chance employer is not merely a policy; it was a reflection of their values and operational strategy.

Models like I saw at GEO foster a supportive environment where individuals can thrive and contribute positively back to their communities, not just reinforcing a belief, but proving in practice, well structured reentry works.

Enhanced
AssessmentEnhanced
CounselingEnhanced
InterventionEnhanced
TransitionEnhanced
Aftercare

GEO CONTINUUM OF CARE MODEL

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 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 changes. 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 100 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.



The dedicated men and women of The GEO Group work as agents of change. In 2025 our facility staff, OUR HEROES, never faltered, and so the doors of opportunity never closed.

Throughout 2025, 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 2025:



Clinical Supervisor of the Year – Carol Bailey, CoC Substance Abuse

Carol Bailey exemplifies excellence in clinical supervision through her unwavering commitment to quality care, staff development, and program integrity. She leads with professionalism, compassion, and accountability—consistently supporting her team while ensuring clinical services remain ethical, trauma informed, and person centered. Her leadership has strengthened clinical outcomes, enhanced compliance, and fostered a culture of growth and excellence.



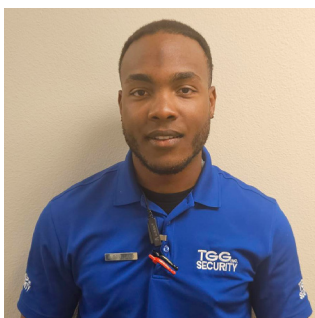
Program Manager of the Year – Wendy Stroschein, Programs Manager

Wendy Stroschein demonstrates outstanding leadership as a Program Manager through her dedication to operational excellence, staff development, and program quality. She consistently ensures that programs are delivered with integrity, professionalism, and a strong focus on participant success. Her collaborative leadership style, attention to compliance, and ability to support teams in a demanding environment have strengthened outcomes and set a high standard for program management.



Transition Case Manager of The Year – Cecilia Hernandez-Romero CoC Case Manager

Cecilia Hernandez-Romero has consistently gone above and beyond, providing individualized guidance and resources to help individuals navigate the challenges of rebuilding their lives. Cecilia's commitment to understanding each participant's circumstances, combined with her resourcefulness and support has created life changing opportunities for success.



Correctional Officer of The Year – Danny Drullard, Correctional Officer

Danny Drullard consistently exemplifies professionalism, dedication, and integrity in his role as a Correctional Officer. He demonstrates a strong commitment to safety, security, and collaboration, while maintaining respectful and positive interactions with both staff and incarcerated individuals. His reliability, leadership presence, and calm response in challenging situations make him a trusted team member and a model of excellence in correctional operations.

CONTINUUM OF CARE FACILITY OF THE YEAR

Celebrating Excellence: Kingman Correctional and Rehabilitation Facility Named GEO Continuum of Care Facility of the Year

We are proud to honor Kingman Correctional and Rehabilitation Facility (KCRF) as the GEO Continuum of Care Facility of the Year, recognizing its outstanding commitment to staff development, transformative programming, and mission-driven leadership.

At KCRF, success starts with its people. The facility invests in continuous professional growth, offering advanced training and resources that go beyond technical expertise. By fostering empathy, resilience, and a shared vision of transformative justice, KCRF equips its team to lead with purpose and excellence.

KCRF stands as a model for rehabilitation. Through innovative programs in education, vocational training, and mental health support, the facility creates an environment where second chances thrive. This culture

of change benefits both staff and residents, laying the groundwork for meaningful, lasting transformation.

Leadership at KCRF exemplifies GEO's mission every day. Every decision and initiative reflects a deep commitment to restoring lives, strengthening communities, and preparing individuals for successful reintegration. Leaders inspire their teams to live this mission, ensuring it is more than words—it's a guiding principle.

The impact is clear: improved staff retention and satisfaction, measurable reductions in recidivism, and a ripple effect of positive change throughout the community.

As we celebrate KCRF as the Continuum of Care Facility of the Year, we recognize its achievements and the inspiration it provides across the field. KCRF reminds us of the power of leadership, dedication, and the unwavering belief in the potential for change.

Congratulations to Kingman Correctional and Rehabilitation Facility on this well-deserved honor!



KINGMAN CORRECTIONAL AND REHABILITATION FACILITY - 3,400 BEDS

ACADEMIC PROGRAMS



Education is a foundational pillar of GEO's Continuum of Care and serves as the entry point for long-term rehabilitation, employability, and successful reentry. GEO's academic programming is grounded in adult learning theory, recognizing that adult learners bring lived experience, established habits, and practical motivations into the classroom. Instruction is designed to be relevant, respectful, and outcome-driven, ensuring participants understand not only what they are learning, but why it matters.

Academic instruction emphasizes self-directed learning, goal orientation, and immediate applicability. Learners are supported through individualized education plans that align academic goals with vocational interests, treatment engagement, and reentry timelines. This approach increases engagement, persistence, and accountability while reinforcing personal ownership of progress.

Technology-driven education plans are central to GEO's academic delivery model. Secure learning platforms, adaptive instructional

software, and digital assessments allow educators to differentiate instruction, monitor progress, and identify skill gaps in real time. Technology enhances instructional consistency across facilities while allowing educators to focus on targeted support and remediation.

Instruction occurs within research-based learning labs intentionally designed to support adult learners. Classroom layouts emphasize structure, visibility, and minimal distraction while promoting engagement and instructional effectiveness. These environments reinforce order, routine, and professionalism, communicating that education is a priority within the facility.

The culture of GEO education reflects high expectations paired with meaningful support. Educators operate as integral members of the Continuum of Care team, collaborating with case management, behavioral health, and vocational staff. Together, they ensure academic progress supports broader rehabilitation goals and prepares individuals for productive reentry.

CAREER AND TECHNICAL EDUCATION

Career and Technical Education (CTE) is a critical bridge between education and employment within GEO's Continuum of Care. CTE programming equips participants with industry-relevant skills, hands-on experience, and recognized credentials that translate directly into workforce opportunity and economic stability.

GEO's CTE programming is intentionally designed to align with American Correctional Association (ACA) standards while advancing measurable workforce development outcomes that support successful reentry and long-term economic stability. CTE is not operated as a standalone service, but as a structured, accountable component of GEO's integrated Continuum of Care.

COMPLIANCE WITH ACA STANDARDS

GEO's CTE programs support ACA standards related to inmate programs, education, vocational training, and reentry preparation, ensuring that facilities provide meaningful opportunities for skill development that enhance post-release success. Programs are delivered with clear eligibility criteria, documented participation, and verified outcomes, reinforcing transparency and accountability.

Key areas of alignment include:

- Access to vocational and educational programming that supports rehabilitation and reduces idleness
- Structured schedules and supervision, ensuring safety, consistency, and operational integrity
- Qualified instructional staff, including credentialed instructors and licensed professionals where required

- Documented progress and credential attainment, supporting audit readiness and outcome reporting
- Coordination with case management and reentry planning, ensuring vocational progress informs release preparation

Through these practices, GEO ensures CTE programming meets both the letter and spirit of ACA standards, reinforcing education and workforce readiness as core correctional responsibilities.

WORKFORCE DEVELOPMENT AS A REENTRY STRATEGY

GEO's CTE programming is strategically aligned with regional labor market needs and high-demand industries, positioning participants to reenter the workforce with competitive, employer-recognized credentials. As an accredited National Center for Construction Education and Research (NCCER) training sponsor, GEO delivers nationally portable credentials that enable continuity of employment across jurisdictions and state lines.

In addition to NCCER pathways, GEO offers licensed and industry-aligned programs such as:

- State-licensed barbering schools, supporting direct entry into regulated professions
- Solar and renewable energy apprenticeship pathways, aligned with emerging workforce sectors
- Culinary academies, providing food safety certifications and hospitality career preparation

Each pathway emphasizes not only technical skill acquisition, but also workplace readiness, including safety, professionalism, attendance, teamwork, and accountability—competencies consistently cited by employers as critical to retention and advancement.

INTEGRATION WITH CASE MANAGEMENT AND ECONOMIC STABILITY GOALS

CTE participation is coordinated through individualized service plans, ensuring vocational training aligns with academic readiness, behavioral health needs, and reentry timelines. Case managers leverage CTE progress to support:

- Employment planning and career pathway mapping
- Credential verification and documentation
- Connection to post-release employment resources and community partners
- Continuity of training and apprenticeship placement when available

This integration ensures workforce development is not episodic, but intentional, documented, and outcome driven.

ACCOUNTABILITY, OUTCOMES, AND PUBLIC VALUE

By aligning CTE programming with ACA standards and workforce development principles, GEO demonstrates its commitment to public safety, fiscal responsibility, and measurable rehabilitation outcomes. Credentials earned, skills developed, and employment readiness achieved within GEO facilities contribute directly to:

- Reduced recidivism risk
- Increased employability and economic self-sufficiency

- Stronger families and communities
- Enhanced credibility with regulators, partners, and employers

Through accredited training, licensed programs, and disciplined operational execution, GEO's Career and Technical Education model delivers workforce development that is compliant, credible, and impactful.

GEO serves as an accredited training sponsor for the NCCER, ensuring vocational instruction meets nationally recognized standards for quality, safety, and skill mastery. NCCER credentials are portable and stackable, allowing skills earned during incarceration to follow individuals across jurisdictions and into the workforce upon release.

In addition to NCCER pathways, GEO operates licensed and industry-aligned training programs that meet regulatory and professional requirements. These include state-licensed barbering schools, solar and renewable energy apprenticeship programs, and professional culinary academies. Each pathway is selected based on labor market demand and reentry viability.

CTE instruction is delivered in purpose-built labs and training spaces that replicate real-world work environments. Participants progress through competency-based milestones emphasizing safety, professionalism, teamwork, and accountability—qualities consistently valued by employers.

CTE is fully integrated with case management and reentry planning, ensuring credentials earned and skills developed support individualized employment goals. Workforce readiness is treated as a core reentry strategy, not a standalone service.

SUBSTANCE USE DISORDER AND BEHAVIORAL HEALTH

Substance Use Disorder and Behavioral Health services are essential components of GEO's Continuum of Care, addressing the clinical needs that often underlie justice involvement. GEO is proud to be a CARF (Commission on Accreditation of Rehabilitation Facilities) accredited organization, reflecting adherence to internationally recognized standards for quality, ethics, and accountability in rehabilitation services.

CARF accreditation signifies that GEO's SUD and behavioral health programs operate in full alignment with best practices across the continuum of treatment and rehabilitation. Achieving and maintaining CARF accreditation requires GEO to demonstrate:

- Person-centered, individualized treatment planning based on assessed clinical need
- Evidence-based and research-supported treatment modalities, include cognitive-behavioral and trauma-informed approaches
- Qualified, credentialed clinical staff practicing with professional and ethical standards
- Continuous quality improvement, driven by data, outcomes, and performance monitoring
- Risk management, safety, and rights protection, ensuring dignity and respect for those served
- Strong governance and leadership accountability, reinforcing program integrity



CARF accreditation is not an administrative designation. CARF is a rigorous, independent validation that GEO's treatment services meet internationally recognized standards for effectiveness, safety, and accountability.

CARF accreditation affirms that GEO's treatment programs are person-centered, evidence-based, and continuously evaluated for effectiveness. Treatment planning is individualized, data-informed, and aligned with assessed clinical needs, ensuring services are responsive and appropriate.

Substance use disorder programming addresses the full continuum of care, including education, structured group and individual counseling, cognitive-behavioral interventions, relapse prevention, and recovery planning. Programming is phased and measurable, allowing participants to demonstrate progress through clearly defined milestones.

Behavioral health services within GEO's Continuum of Care address co-occurring mental health needs that often intersect with substance use, trauma, and justice involvement. Programming emphasizes:

- Clinical assessment and ongoing reassessment
- Therapeutic interventions that promote emotional regulation, decision-making, and resilience
- Trauma-responsive care that recognizes the impact of adverse life experiences
- Coordination with security, case management, education, and reentry teams

This integrated model ensures behavioral health treatment is not delivered in siloed, but fully embedded within the facility's operational and rehabilitative framework.

CARF accreditation reinforces GEO's commitment to transparency, risk management, and continuous quality improvement, strengthening public confidence and supporting long-term recovery outcomes.

CONTINGENCY MANAGEMENT AND CULTURE

The Continuum of Care transforms facility culture by extending rehabilitation principles into daily operations through Purpose and Place and Contingency Management. These practices redefine facilities as structured, goal-oriented environments rather than passive living spaces.

Purpose and Place establishes clear expectations for conduct, participation, and accountability within each housing unit. Daily routines, visual cues, and consistent staff engagement reinforce alignment with treatment, education, and vocational programming.

Contingency Management provides an evidence-based framework for reinforcing positive behavior. Effort, participation, and progress are recognized through predictable incentives, while expectations and consequences remain clear and proportionate.

This approach reduces reliance on punitive responses and promotes self-regulation, peer accountability, and intrinsic motivation. Housing units become environments where positive behavior is reinforced consistently.

Facility-wide implementation results in improved order, enhanced safety, stronger staff-resident relationships, and alignment between custody operations and rehabilitation goals.

FAITH AND CHARACTER DEVELOPMENT: RESTORING IDENTITY, VALUES, AND PURPOSE



Faith and Character Development is a vital component of GEO's Continuum of Care, addressing the internal transformation necessary for lasting behavior change. While education, treatment, and workforce preparation equip individuals with skills, Faith and Character programming focuses on identity, values, and moral decision-making—the internal compass that guides choices long after release.

This programming recognizes that many justice-involved individuals arrive with fractured belief systems, unresolved trauma, and limited exposure to pro-social values. Faith and Character Development provides structured opportunities for reflection, accountability, and growth, helping participants rebuild a sense of purpose, responsibility, and hope.

A VALUES-BASED FRAMEWORK FOR CHANGE

Faith and Character programming is delivered in a manner that is voluntary, respectful,

and inclusive, supporting individuals of diverse backgrounds while emphasizing universal principles such as accountability, integrity, forgiveness, service, and personal responsibility.

Programming focuses on:

- Moral reasoning and ethical decision-making
- Personal accountability and ownership of past behavior
- Development of empathy, self-discipline, and resilience
- Restoration of identity is rooted in dignity and worth
- Alignment of values with positive life goals

These principles reinforce the behavioral expectations established through the Continuum of Care and support healthier responses to conflict, stress, and adversity.

INTEGRATION WITH THE CONTINUUM OF CARE

Faith and Character Development is aligned with substance use treatment, behavioral health, education, case management, and housing unit culture. Lessons learned through faith-based and character-building activities are reinforced daily through Purpose and Place, Contingency Management, and staff modeling.

This integration ensures that character development is not theoretical, but practiced consistently through respectful conduct, program participation, leadership opportunities, and peer accountability.

COMMUNITY PARTNERSHIPS AND CREDIBILITY

GEO partners with vetted community and faith-based organizations to deliver programming with integrity, consistency, and professionalism. These partnerships extend support beyond the facility, helping participants establish connections to mentors, congregations, and service organizations that can provide continuity of support post-release.

Faith and Character Development strengthen institutional culture by promoting mutual respect, reducing conflict, and reinforcing pro-social norms benefiting participants, staff, and the broader facility environment.

OUTCOMES THAT MATTER

When values, purpose, and accountability are restored, individuals are better equipped to sustain recovery, maintain employment, rebuild family relationships, and contribute positively to their communities. Faith and Character Development reinforce the Continuum of Care's core belief: true rehabilitation begins on the inside.



JACK BREWER FOUNDATION: HEROES 2ND CHANCE FATHERHOOD INITIATIVE

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The Jack Brewer Foundation's Heroes 2nd Chance Fatherhood Initiative (H2FI) is a strategic partner within GEO's Continuum of Care, delivering evidence-informed fatherhood and character-based programming designed to strengthen families, restore responsibility, and break intergenerational cycles of incarceration.

H2FI addresses one of the most significant, yet often overlooked, drivers of successful reentry: healthy fatherhood and family engagement. By equipping fathers with the tools, mindset, and support needed to lead their families with integrity, H2FI advances both rehabilitation and public safety outcomes.

STRENGTHENING FATHERS, STRENGTHENING FAMILIES

H2FI programming focuses on helping participants understand the critical role they play in their children's lives—emotionally, financially, and spiritually regardless of their custodial status. Programming emphasizes:

- Responsible fatherhood and parenting skills
- Healthy relationships and co-parenting
- Emotional intelligence and communication
- Personal accountability and leadership within the family
- Rebuilding trust and repairing relationships

Participants are challenged to redefine what it means to be a father—not simply as a provider, but as a consistent, positive presence.

EVIDENCE-INFORMED AND REENTRY-FOCUSED

H2FI integrates character development, cognitive-behavioral principles, and practical parenting education to support measurable behavior change. Programming aligns with individualized service plans and is coordinated with education, workforce development, and reentry services to ensure fatherhood goals are realistic, actionable, and sustainable.

Key elements include:

- Structured curricula delivered by trained facilitators
- Engagement activities that promote reflection and accountability
- Connection to community and faith-based mentors
- Alignment with employment readiness and economic stability goals

This comprehensive approach ensures fatherhood programming supports long-term family stability and reduces recidivism risk.

PARTNERSHIP, LEADERSHIP, AND HOPE

The Jack Brewer Foundation brings national credibility, leadership, and lived experience to H2FI programming. Through mentorship, motivational engagement, and community connection, H2FI inspires participants to view themselves as heroes in their families' lives—capable of change, leadership, and legacy.

The initiative reinforces a powerful message: second chances extend beyond the individual to the family and the next generation.

MEASURABLE IMPACT

H2FI contributes to improved institutional behavior, increased program engagement, stronger family connections, and enhanced reentry readiness. By strengthening fathers, the initiative supports healthier children, more stable families, and safer communities.

As part of GEO's Continuum of Care, the Heroes 2nd Chance Fatherhood Initiative demonstrates how strategic partnerships can amplify impact transforming lives, restoring families, and building a future defined by responsibility, purpose, and hope.



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
- Connect 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 THE YEAR

Each year, GEO recognizes an individual whose post-release success exemplifies the promise of the Continuum of Care. The Continuum of Care Alumni of the Year Award honors a graduate who has demonstrated accountability, resilience, and leadership both during incarceration and after returning to the community.

FROM PRISON CELL TO GLOBAL ADVOCATE: THE JOURNEY OF OSWALD NEWBOLD

When Oswald Newbold stood in front of a cell door at South Bay Correctional and Rehabilitation Facility (SBCRF) earlier this month, he wasn't there as an inmate. Instead, he was a guest, returning to the same facility where he had once spent nearly eight years of his life. With composure and resolve, Newbold looked at the cell that had once defined his existence—and then turned toward the future he has been building for others. For some, cell doors are a final barrier, but for Oswald Newbold, it became a starting line.

For 25 years, Newbold lived behind prison walls. His story, while rooted in hardship, is one of transformation and growth. Like many who entered the criminal justice system, he faced years of resentment, struggle and loss. But it also caused deep reflection. Since his release, he has become a powerful voice for change, dedicating his life to ensuring that others leaving incarceration have the support and opportunities they need to succeed.

Today, Newbold serves as a GEO Continuum of Care Alumni Consultant and advocate for reentry programs. He facilitates critical services—job training, mentorship, housing assistance, and counseling—that help



Honoree: Oswald Newbold

returning citizens navigate the difficult transition back into society. His work is deeply personal. Every time he speaks with someone struggling to find their footing, he remembers his own journey and the challenges he overcame.

"When I walked out after 25 years, I knew freedom wasn't just about leaving prison," Newbold often says. "It was about rebuilding my life and helping others rebuild theirs."

Returning With Purpose

The recent visit to SBCRF was both symbolic and deeply emotional. For years, that cell was a daily reminder of what he had lost. Yet, it was in that cell that Oswald decided to make a change and The GEO Group's vocational classes and self-betterment programs provided him with the opportunity to do so. Returning now as a leader in the reentry movement, Newbold stood as living proof that rehabilitation and redemption are possible. To him, redemption meant reclaiming his value and purpose after setbacks or mistakes. It was not about erasing the past. It was about using the past as a foundation for growth.

Champion for Reentry

Across the country Newbold's work is making an impact. He collaborates with the justice system, service providers, community advocates, community leaders, governments and policymakers to expand resources for incarcerated and formerly incarcerated individuals. He knows firsthand that without support, employment, education, and counseling, returning citizens often face barriers that can lead back to prison. He is building bridges between institutions and individuals. He works tirelessly to connect people with opportunities that allow them to thrive instead of merely survive. He urges policymakers to invest in reentry programs that improve lives, support communities, and lower recidivism. Recently, Oswald spent six weeks in Nairobi, Kenya, helping justice actors develop reintegration programs for returning citizens.

A Voice of Hope

What sets Newbold apart is his authenticity. He doesn't speak about theory or research alone, he speaks from lived experience. He has endured the isolation of a prison cell, the uncertainty of release, and the struggle to find acceptance in a society that often stigmatizes those with criminal records.

But now he's a beacon of hope for others by demonstrating what's possible when people are given a second chance. His journey underscores the value of rehabilitation and the need for communities to support individuals as they return home.

"I spent 25 years paying for my mistakes," Newbold reflects. "Now I spend every day making sure others know they don't have to be defined by theirs."



Looking Ahead

For Oswald Newbold, standing in front of that cell was not a step back—it was a milestone on a journey forward. His new life's work is ensuring that others walking out of prison doors find open doors in the community, not closed ones.

While pointing towards his old prison cell, Oswald told the men in the dorm at South Bay... "I spent 7 and a half years in that cell right over there. I made it out and you can too. Greatness can come out of this dorm, but it starts with you. Take advantage of all the programs GEO has to offer. It will pay off."

Through his advocacy and service, Newbold is transforming his story into inspiration for others. From the walls of confinement to the halls of leadership, he embodies the power of resilience and the promise of redemption.

Oswald established his own non-profit, Libra-Life International, that focuses on criminal justice reform, reentry/reintegration programs, and conflict mediation and he is one of the co-authors in the recently published book, *Breaking Chains, Building Futures: Pathways to Redemption, Education, and Excellence* (Andrisse, Stanley, 2025). He also serves as President of the Board of Directors for the National Association of Reentry Professional Inc. (NARP), guiding efforts to improve reentry services and establish professional standards in the reentry field.

COMMUNITY PROVIDER SPOTLIGHT

CoC ANNUAL REPORT 2025



MAJOR WRIGHT & THE WRIGHT WAY FOUNDATION

Strong community partnerships are essential to the success of GEO's Continuum of Care. One such partnership is with Major Wright and The Wright Way Foundation, a collaboration rooted in character development, leadership, and the belief that consistent positive actions can transform individuals, families, and communities.

Major Wright, former NFL player and respected community leader, brings authenticity, lived experience, and credibility to justice-involved populations. Through The Wright Way Foundation, Major Wright delivers programming that emphasizes personal responsibility, service, integrity, and intentional parenting values that align directly with GEO's rehabilitative mission.

GOOD DEED TUESDAY: SMALL ACTIONS, LASTING IMPACT

At the heart of this partnership is Good Deed Tuesday, a national initiative founded by Major Wright that challenges individuals to practice intentional acts of kindness, service, and accountability in their daily lives. Within GEO facilities, Good Deed Tuesday serves as a powerful character-building framework that reinforces pro-social behavior and personal responsibility.

Participants are encouraged to:

- Take ownership of their actions and choices
- Demonstrate respect for others through daily conduct
- Engage in service-oriented thinking and behavior
- Practice accountability in relationships, especially within the family

Good Deed Tuesday translates abstract concepts like character and integrity into practical, repeatable actions making values tangible and measurable.

STRENGTHENING PARENTING THROUGH PARTNERSHIP

GEO's partnership with The Wright Way Foundation extends Good Deed Tuesday principles into parenting and family-strengthening programming across GEO Group facilities. Integrated into parenting classes and fatherhood initiatives, this collaboration helps participants understand the influence their daily decisions have on their children and families.

Programming emphasizes:

- Modeling positive behavior for children
- Consistency, accountability, and leadership in parenting
- Healthy communication and emotional presence
- Reframing fatherhood as an active, values-driven role

By connecting character development with parenting education, the partnership reinforces the message that parenthood begins with personal responsibility and example.

ALIGNMENT WITH THE CONTINUUM OF CARE

The Wright Way Foundation's programming aligns seamlessly with GEO's Continuum of Care by reinforcing themes introduced in education, treatment, faith and character development, and housing unit culture. Good Deed Tuesday principles are echoed through Purpose and Place, Contingency Management, and staff-led reinforcement—ensuring consistency across environments.

This alignment strengthens institutional culture by:

- Supporting positive behavior reinforcement
- Enhancing engagement in parenting and character programming
- Promoting pro-social norms within housing units
- Encouraging reflection, accountability, and leadership

A PARTNERSHIP BUILT ON IMPACT AND CREDIBILITY

The partnership with Major Wright and The Wright Way Foundation exemplifies how credible community providers can amplify rehabilitative outcomes. By combining Major Wright's leadership and message with GEO's structured Continuum of Care framework, the collaboration delivers programming that is relatable, value-driven, and sustainable.

Together, GEO and The Wright Way Foundation are helping individuals recognize that transformation is not achieved through one moment but through consistent choices, intentional parenting, and daily good deeds.



POST RELEASE SUPPORT SERVICES



POST-RELEASE SERVICES: SUPPORTING SUCCESSFUL COMMUNITY REINTEGRATION

Successful reentry does not begin at the gate and with GEO it does not end there either. Post-Release Support Services are a critical component of GEO's Continuum of Care, ensuring that the progress made during incarceration is sustained in the community. Without structured post-release support, gains achieved through education, treatment, workforce development, and character programming are at risk of erosion during the most vulnerable transition period.

Reentry is a moment of opportunity and risk. Individuals often face immediate challenges related to housing, employment, transportation, healthcare access, family reunification, and compliance with supervision requirements. Post-Release Support Services provide the continuity, coordination, and accountability necessary to navigate these challenges.

The Continuum of Care is designed to function as a seamless system, not a collection of disconnected services. Post-Release Support Services extend individualized service plans beyond incarceration, ensuring that goals

established inside the facility remain active and achievable in the community.

Key elements of continuity include:

- Alignment between in-facility programming and community-based services.
- Coordination with supervision agencies, employers, treatment providers, and community partners.
- Ongoing accountability and encouragement during the transition period.
- Reinforcement of skills learned through education, treatment, and vocational training.

This continuity reduces disruption, supports stability, and increases the likelihood of long-term success.

Post-Release Support Services focus on addressing the immediate and practical needs that, if unmet, can derail reentry progress. Services may include:

- Employment support, job placement, and credential verification.
- Housing navigation and stabilization.
- Continued substance use disorder and behavioral health care.
- Parenting and family reunification support.
- Transportation assistance and appointment coordination.
- Connection to faith-based, mentoring, and peer support networks.

By addressing these needs early, Post-Release Support Services reduce stressors that contribute to relapse, recidivism, and instability.

The transition from a highly structured environment to community independence requires support and accountability. Post-Release Support Services help individuals apply the principles learned through Purpose and Place, Contingency Management, and character development in real-world settings.

Support staff reinforce:

- Time management and routine
- Pro-social decision-making
- Problem-solving and coping strategies
- Personal responsibility and goal tracking

This ongoing reinforcement helps individuals maintain momentum and confidence during reentry.

Reentry impacts not only the individual, but also families and communities. Post-Release Support Services strengthen family reunification efforts, support responsible parenting, and encourage community engagement. When individuals are supported in becoming stable parents, employees, and neighbors, the benefits extend far beyond the individual.

These services contribute to:

- Stronger family systems
- Reduced intergenerational justice involvement
- Increased economic stability
- Safer communities

Post-Release Support Services reinforce GEO's commitment to outcomes, accountability, and public value. By tracking engagement, stability indicators, and service continuity, GEO ensures reentry efforts are measurable and responsive.

This approach demonstrates that rehabilitation is not a moment but a process and that sustained support is essential to lasting change.

Post-Release Support Services complete the Continuum of Care by ensuring that the progress achieved inside the facility becomes a foundation for success outside it transforming second chances into enduring outcomes.

The Post-Release Services team delivers enhanced aftercare support for returning citizens in collaboration with community agencies. This voluntary, no-cost program is designed to increase the likelihood of successful reintegration and reduce the risk of reoffending.

Through individualized reentry plans, participants receive remote case management, referrals, and financial assistance. Based on assessed needs, GEO provides transitional housing, food, and clothing vouchers to help stabilize participants during their transition.

Impact Since Inception

Since launching in July 2016, research shows that individuals engaged in Post-Release Services are 50% less likely to return to custody compared to non-participants.

How It Works

A dedicated Post-Release Case Manager partners with a Transitional Case Manager and the participant prior to release to develop a personalized transition plan. Upon reentry, participants receive 24/7 support through GEO's call center, weekly progress check-ins, and access to additional resources as needed.

GEO remains committed to being the global leader in rehabilitation, as demonstrated by the success and growth of the Post-Release Services program.

In 2025, the GEO Continuum of Care strengthened its employment placement efforts with the addition of a Community Outreach Services Manager, a role designed to enhance employer engagement while providing individualized support to participants. This dual-focused model emphasizes consistent employer communication alongside personalized job search assistance, including resume development, interview preparation, and job readiness coaching.

Through active outreach to employers nationwide and one on one participant support, the program achieved its highest annual employment placement outcomes to date. This integrated approach has strengthened employer partnerships, improved placement sustainability, and supported successful transitions into the workforce, reinforcing the Continuum of Care commitment to meaningful employment and long-term reintegration.



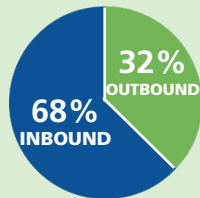
Post-Release Funding Provided
2025 Annual
\$1,580,536

- **Housing**
- **Employment/Education**
- **Transportation**
- **Clothing**
- **Food Assistance**
- **Treatment**



CALLS FROM/TO POST-RELEASE CALL CENTER

TOTAL.....**32,587**
 INBOUND.....**24,624**
 OUTBOUND.....**7,963**

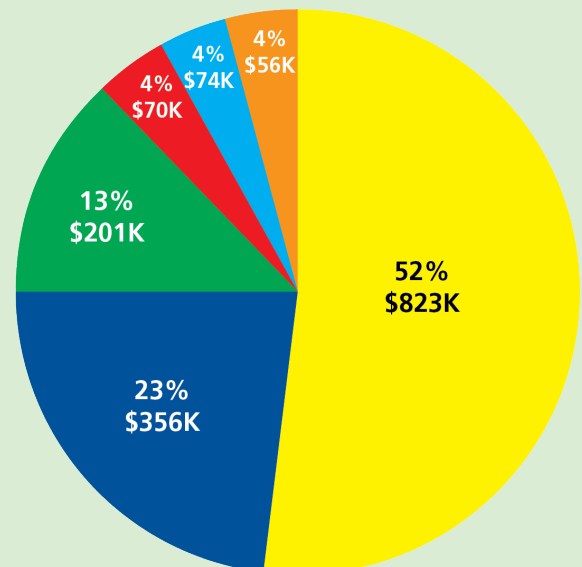


POST-RELEASE SUPPORT SERVICES ACTIVITY IN 2025

TOTAL PARTICIPANTS.....**3,625**
 TOTAL PARTICIPANTS IN THE COMMUNITY.....**2,205**
 PARTICIPANTS PENDING RELEASE.....**1,420**
 TOTAL PARTICIPANTS EMPLOYED FOR THE FIRST TIME...**609**
 EMPLOYED AT DISCHARGE.....**490**

POST-RELEASE SUPPORT SERVICES ACTIVITY SINCE 2016

PARTICIPANTS EMPLOYED SINCE 2016**6,639**
 REFERRALS SINCE 2016**90,091**
 FUNDS INVESTED FOR SERVICES SINCE 2016.....**\$13,004,165**



POST RELEASE PARTICIPANT QUOTES

"Dear CoC, I'm writing to express my sincere gratitude for the incredible support you've given me since my release. You were with me every step of the way, and I'm so thankful for the tools and resources you provided to help me be successful. But beyond the practical assistance, I'm also grateful for the emotional support. Just having someone there to talk to made all the difference, and you've made me feel like part of a family. Thank you again for everything." - **Branden B.**

"Mr. O'Boyle has consistently been supportive, not just as a mentor, but as a true friend who cares, listens, and guides with patience and wisdom. I am deeply grateful for his dedication and the positive influence he has had on my journey. I know I would not be where I am today without his guidance. You are fortunate to have someone of his caliber on your team."
- **Mary Ann F.**

I will say, if you need testimony from an inmate for other inmates? I'm not sure how I would have gotten through the first couple of weeks without your assistance. Being able to get some necessities, go grab a rotisserie chicken or other quick meal for cheap, and not have to stress about \$\$ was incredibly valuable. The assistance with food, clothes, and necessities was much appreciated. Thank you for all you guys do. - **Steven F.**

"I was released from The GEO Group facility, Phoenix West, on February 3, 2025. This is my third time reintegrating into society after extended periods of incarceration, totaling over 10 years. But this time—for the first time—I've experienced something I never truly had before: hope. And what a powerful word that is. As I mentioned, this is my third reentry. The first two times, I didn't have any support or resources to guide me. Right from the start, I was thrust into high-stress situations with no idea how to rebuild my life in a way that didn't involve substances and crime. And, as you can imagine, that path led me right back to where I started. This time, however, was different. Thanks to the CoC program, I received the support I needed to succeed. They equipped me with practical tools that helped me secure a job I'm proud of—building emergency vehicles. They also provided me with work clothes and boots, removing one of the many hurdles people like me face when trying to get back on our feet. But perhaps the most meaningful thing they gave me was peace of mind. Knowing that my sober living home would be covered for the first few months was huge. It lifted the crushing pressure to jump into a job I didn't want just to survive. Instead, I had the breathing room to focus on finding a career—one I love, and one I can see myself doing for the next 25 years, until I retire. For all of this, I am deeply and eternally grateful to Mr. Wiggins and the CoC program. Today, I'm nearly five months out. My life is better than it has ever been—and it just keeps getting better. Each day is filled with a sense of hope and optimism that I never thought I'd feel again, all thanks to the support and opportunity this program gave me."
- **Scott H.**

A New Chapter: How the Continuum of Care Helped Me Rebuild My Life

"I was released from incarceration on February 17, 2025. Walking out of those gates, I had one goal: to rebuild my life and become the kind of man my family could be proud of. But like many in my position, I didn't know where to start. The world had changed, and I was essentially starting from scratch — no car, no license due to a prior DUI, no job, and very little in terms of resources. That's where the Continuum of Care (CoC) program came in. From the very beginning, CoC was there for me. They reached out and offered support before I even knew what kind of help I needed. One of the first ways they showed up for me was by sending me a bicycle. It may sound simple, but for someone who couldn't legally drive and had no other means of transportation, that bike was my ticket to freedom. It allowed me to get to work, run errands, and just start living again. That simple gesture made a massive impact and was a turning point for me.

Shortly after my release, I was offered a job at EC-Council, a globally recognized leader in cybersecurity training and certification. This opportunity gave me not only the ability to support myself financially but also a sense of purpose and dignity. I was determined to make the most of it, but like anyone starting over, I didn't have the basics needed to start strong — professional clothing, office supplies, or tools of the trade. Once again, CoC stepped in without hesitation. They helped provide me with everything I needed to hit the ground running and represent myself professionally on the job. That support made all the difference. With the resources and confidence CoC helped me build, I've been able to thrive in my new role. I'm incredibly proud to share that I am now one of the top earners at EC-Council. This isn't just a job for me — it's a career. More than that, it's a symbol of how far I've come and what's possible when someone is given a real second chance. But my success doesn't end at the workplace. Because of the stability and support I've gained, I'm now fully present and engaged in my most important roles — as a husband, a father, and a contributing member of my community. I'm rebuilding relationships, providing for my family, and living with integrity and purpose. Every day, I get to wake up and show my loved ones —and myself — that change is not only possible, it's real. The Continuum of Care program didn't just help me transition out of incarceration — they helped me transition into the best version of myself. They invested in me when I had nothing to offer but potential. Their support gave me the tools, the confidence, and the opportunity to reclaim my life. To anyone wondering if programs like CoC make a difference — I am living proof that they do. Their support changed my story. And for that, I will be forever grateful."

- **David S.**

"GEO Reentry has been a huge part of helping me get back on my feet. Coming back into the community felt overwhelming at first, but the program has given me guidance, support, and a structure I knew I needed. It's helped me focus on my goals, stay accountable, and start making real progress toward building a better life."

- **Marcus H.**

RESEARCH: OVERVIEW OF COC PROGRAM GROWTH AND RESULTS

Over the past five years, GEO's Continuum of Care Program has progressed from early recidivism measurement to a sophisticated, multi state framework supporting rehabilitation, reintegration, and long-term success. This year reflects a significant advancement in data collection, program development, and community collaboration, reinforcing a sustained commitment to second chances and the belief that meaningful transformation occurs when individuals receive appropriate, consistent support.

This evolution has been supported by the work of The GEO CoC Research Center, where embedded criminologists provide applied research expertise, methodological oversight, and ongoing evaluation to strengthen program design and outcome measurement across jurisdictions.

This year's analyses include comprehensive recidivism data from Arizona, Florida, Georgia, and Indiana, representing the broadest evidence base in the program's history. These multi state findings confirm that individuals engaged in CoC programming experience consistently lower recidivism rates when compared to statewide and national benchmarks. Expanded longitudinal tracking, standardized definitions, and strengthened post-release monitoring have enhanced the ability to measure outcomes while also improving understanding of the factors that contribute to sustained behavioral change.

Program growth has placed increased emphasis on post-release continuity, ensuring



participants transition to the community with accessible services, stable support and ongoing guidance. Partnerships with community organizations, behavioral health providers, workforce development agencies, and veteran support networks have been central to strengthening this continuum. Florida's targeted veteran initiatives illustrate the impact of specialized reintegration strategies and represent a model for focused post release support.

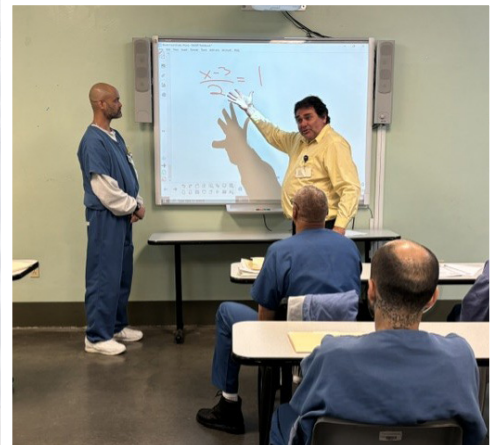
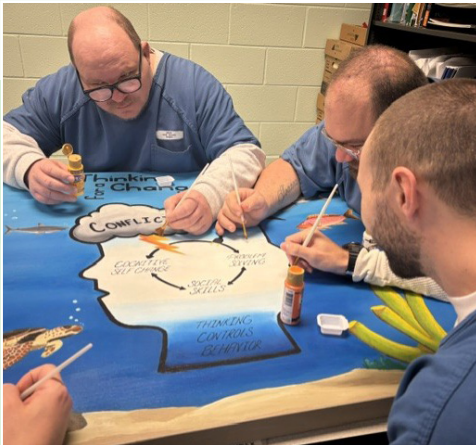
Across all participating states, programming continues to evolve through expanded educational opportunities, vocational training, trauma informed services, family reunification efforts, and peer mentorship. These investments reflect the understanding that second chances require structure, skill development, and environments that promote accountability, responsibility, and personal growth.

The progress documented this year reflects a clear shift from reporting outcomes to shaping a broader narrative of empowerment, accountability, and reintegration. Individuals participating in the CoC Program demonstrate increased motivation, stronger decision-making skills, improved confidence, and deeper connections to their communities.

Looking ahead, expanded data collection and strengthened multi state datasets will further

support the evaluation of long-term outcomes and inform future program development. Enhanced post release tracking will allow for greater precision in identifying effective practices while reinforcing program integrity and continuous improvement. Throughout

this work, the mission remains constant: second chances create pathways to stability, opportunity, and meaningful community reintegration. This commitment reflects the broader belief that when individuals succeed, communities are strengthened, resulting in safer, more resilient futures.



STATE RECIDIVISM ANALYSIS – ONE YEAR RATE

This section presents a one year analysis of recidivism in Florida and Arizona, conducted to examine the impact of facility level program enhancements and the effectiveness of post release services after one year in the community.



SOUTH BAY CORRECTIONAL AND REHABILITATION FACILITY

South Bay– Releases for 2018 and 2024

- South Bay Correctional and Rehabilitation facility houses a total of 1,948 adult men this includes individuals at close, medium, minimum, and community custody levels¹.
- Figure 1 demonstrates the impact of GEO FL facilities enhanced programming services on decreasing recidivism rates. Individuals released in 2024 had a 10.3% one-year recidivism rate.
- That's a **23.1%**² drop in the number of people reoffending, compared to 2018 at 13.4%, showing real progress in helping participants stay on track and out of the justice system.

Central Arizona– Releases for 2020 and 2024

- Central Arizona Correctional and Rehabilitation facility houses a total of 1,280 adult men this includes individuals at medium custody levels³.
- Figure 2 demonstrates the impact of GEO AZ facilities enhanced programming services on decreasing recidivism rates. Individuals released in 2024 had a 4.3% one-year recidivism rate.
- That's a **59.4%** drop in the number of people reoffending, compared to 2020 at 10.6%, showing real progress in helping participants stay on track and out of the justice system.

Figure 1 South Bay: A One-Year Comparison of 2018 and 2024

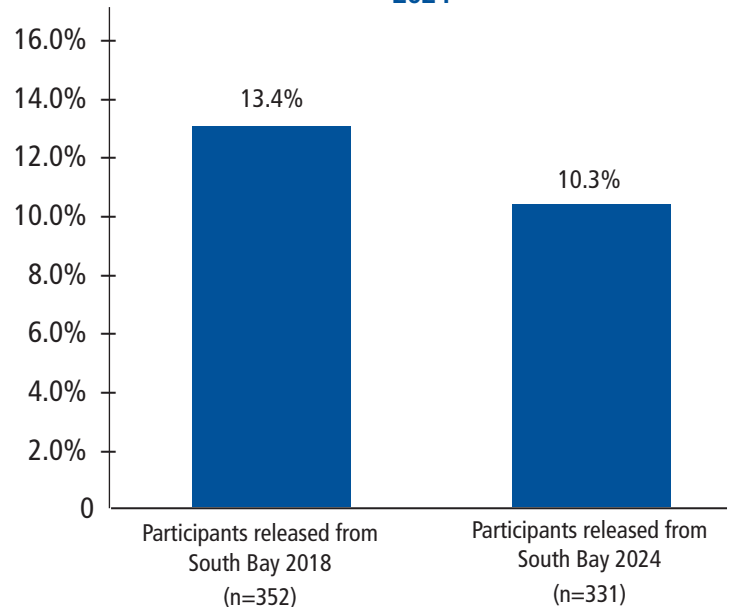
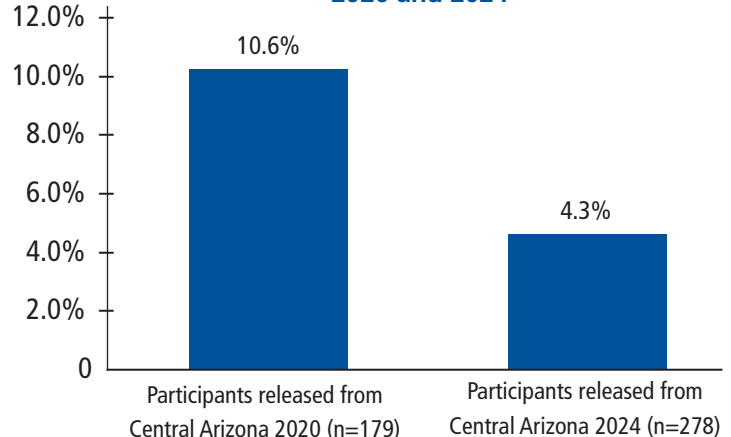


Figure 2 Central Arizona: A One-Year Comparison of 2020 and 2024



¹ The analyses presented aligns with the recidivism parameters set by the Florida Department of Corrections (FDC).

² The relative change in recidivism from 2018 to 2024 was calculated by dividing the 2024 recidivism rate (10.3%) by the 2018 rate (13.4%) and converting the resulting ratio to a percentage decrease using the formula. This computation indicates a 23.1% reduction in recidivism over the period. $100\% - ((10.3\%) / (13.4\%)) \times 100\%$

³ The analyses presented aligns with the recidivism parameters set by the Arizona Department of Corrections (ADCRR).

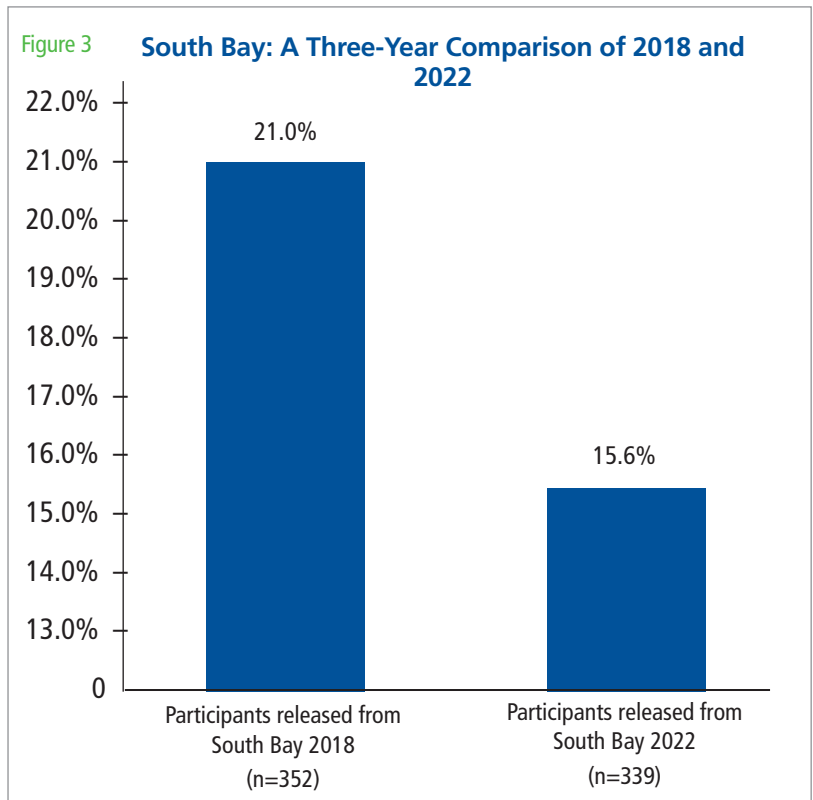
STATE RECIDIVISM ANALYSIS

– THREE-YEAR RATES

This section presents a three year analysis of recidivism in Florida, Indiana, Arizona, and Georgia, conducted to examine the impact of facility level program enhancements and the effectiveness of post release services after three years in the community.

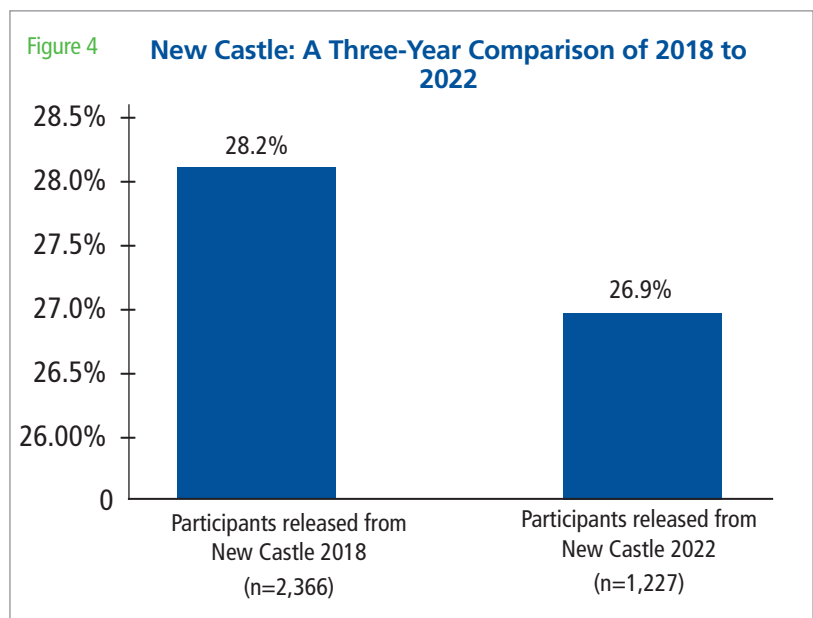
South Bay– Releases for 2018 and 2022

- South Bay Correctional and Rehabilitation facility houses a total of 1,948 adult men this includes individuals at close, medium, minimum, and community custody levels.
- Figure 3 demonstrates the impact of GEO FL facilities enhanced programming services on decreasing recidivism rates. Individuals released in 2022 had a 15.6% three-year recidivism rate.
- That's a **25.6%** drop in the number of people reoffending, compared to 2018 at 21.0%, showing real progress in helping participants stay on track and out of the justice system.



New Castle– Releases for 2018 and 2022

- New Castle Correctional Facility houses 3,196 adult men in minimum, maximum, and protective-custody settings, and a maximum-security psychiatric unit⁴.
- Figure 4 demonstrates the impact of GEO IN facilities enhanced programming services on decreasing recidivism rates. Individuals released in 2022 had a 26.9% three-year recidivism rate.
- That's a **4.8%** drop in the number of people reoffending, compared to 2018 at 28.2%, showing real progress in helping participants stay on track and out of the justice system.



⁴ The analyses presented aligns with the recidivism parameters set by the Indiana Department of Correction (IDOC).

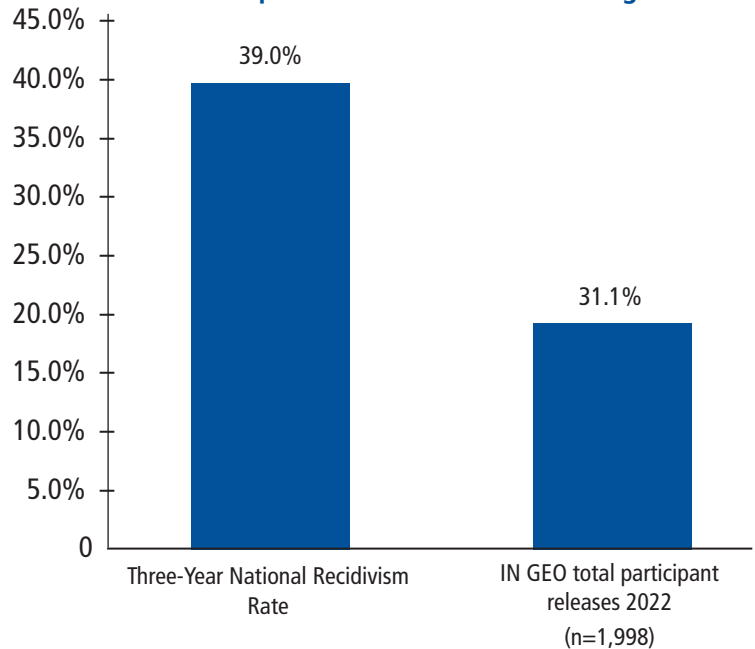
HERITAGE TRAIL

Heritage Trail and New Castle – Releases for 2022

- The two IN GEO operated facilities collectively house 4,262 adult men in community services through close custody.
- Figure 5 demonstrates the impact of GEO IN facilities enhanced programming services on decreasing recidivism rates. Individuals released in 2022 had a 31.1% three-year recidivism rate.
- That's a **20.2%** drop in the number of people reoffending, compared to the national average⁵ at 39.0%, showing real progress in helping participants stay on track and out of the justice system.

Figure 5

IN GEO Facilities - 2022 Three-Year Rates a Comparison to the National Average

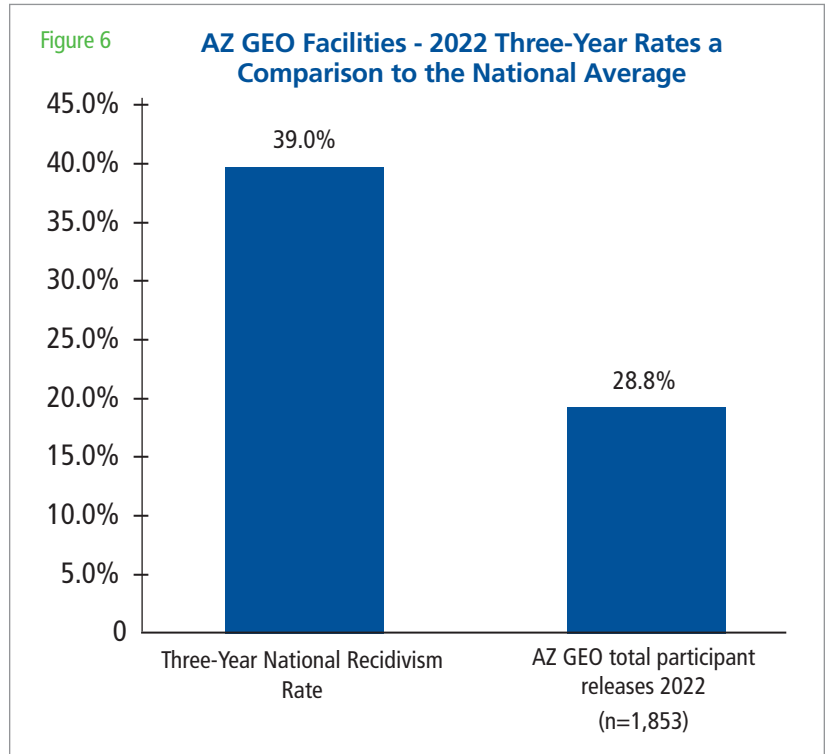


⁵ Bureau of Justice Statistics. (2021). *Recidivism of Prisoners Released in 34 States in 2012: A 5-Year Follow-up Period (2012-2017)*. U.S. Department of Justice, Office of Justice Programs.

NEW CASTLE CORRECTIONAL FACILITY

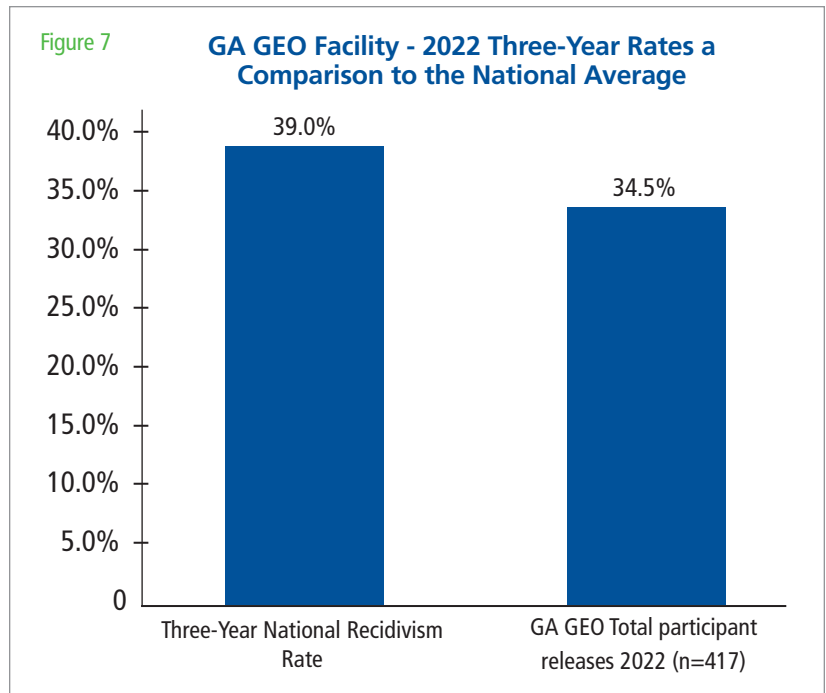
Central Arizona, Florence West, Kingman, and Phoenix West – Releases for 2022

- The four AZ GEO operated facilities collectively house 5,938 adult men in community services through close custody.
- Figure 6 demonstrates the impact of GEO AZ facilities enhanced programming services on decreasing recidivism rates. Individuals released in 2022 had a 28.8% three-year recidivism rate.
- That's a **26.2%** drop in the number of people reoffending, compared to the national average at 39.0%, showing real progress in helping participants stay on track and out of the justice system.



Riverbend – Releases for 2022

- The GA GEO operated facility collectively houses 1,500 adult men in community services through medium custody⁶.
- Figure 7 demonstrates the impact of GEO GA facilities enhanced programming services on decreasing recidivism rates. Individuals released in 2022 had a 34.5% three-year recidivism rate.
- That's a **11.5%** drop in the number of people reoffending, compared to the national average at 39.0%, showing real progress in helping participants stay on track and out of the justice system.



⁶ The analyses presented aligns with the recidivism parameters set by the Georgia Department of Corrections (GA DOC).

STATE RECIDIVISM ANALYSIS

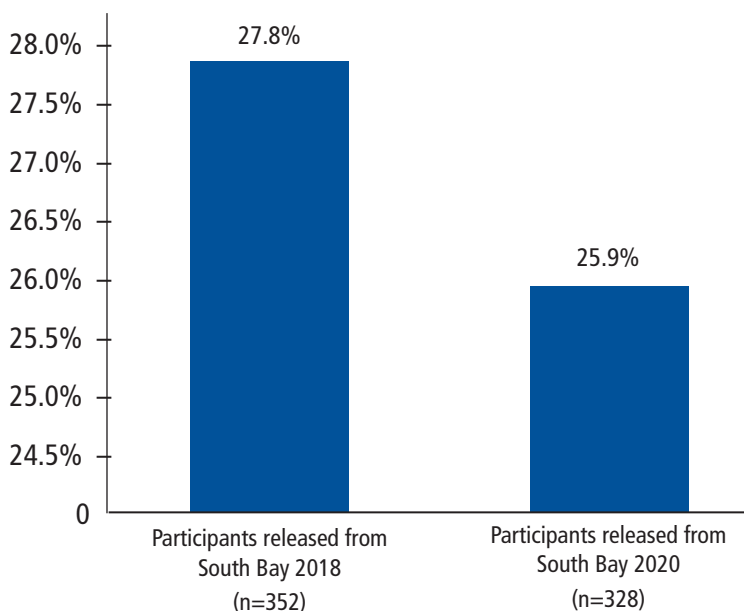
– FIVE-YEAR RATES

This section presents a five-year analysis of recidivism in Florida, conducted to examine the impact of facility level program enhancements and the effectiveness of post release services after five years in the community.

South Bay– Releases for 2018 and 2020

- South Bay Correctional and Rehabilitation facility houses a total of 1,948 adult men this includes individuals at close, medium, minimum, and community custody levels.
- Figure 8 demonstrates the impact of GEO FL facilities enhanced programming services on decreasing recidivism rates. Individuals released in 2020 had a 25.9% five-year recidivism rate.
- That's a **6.9%** drop in the number of people reoffending, compared to 2018 at 27.8%, showing real progress in helping participants stay on track and out of the justice system.

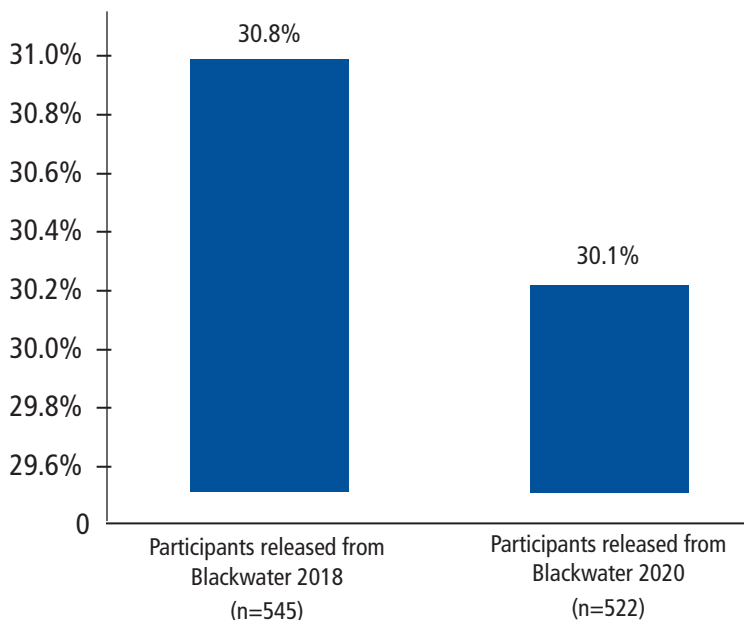
Figure 8 South Bay: A Five-Year Comparison of 2018 and 2020



Blackwater – Releases for 2018 and 2020

- Blackwater River Correctional and Rehabilitation facility houses a total of 2,000 adult men this includes individuals at close, medium, minimum, and community custody levels.
- Figure 9 demonstrates the impact of GEO FL facilities enhanced programming services on decreasing recidivism rates. Individuals released in 2020 had a 30.1% five-year recidivism rate.
- That's a **2.4%** drop in the number of people reoffending, compared to 2018 at 30.8%, showing real progress in helping participants stay on track and out of the justice system.

Figure 9 Blackwater: A Five-Year Comparison of 2018 and 2020



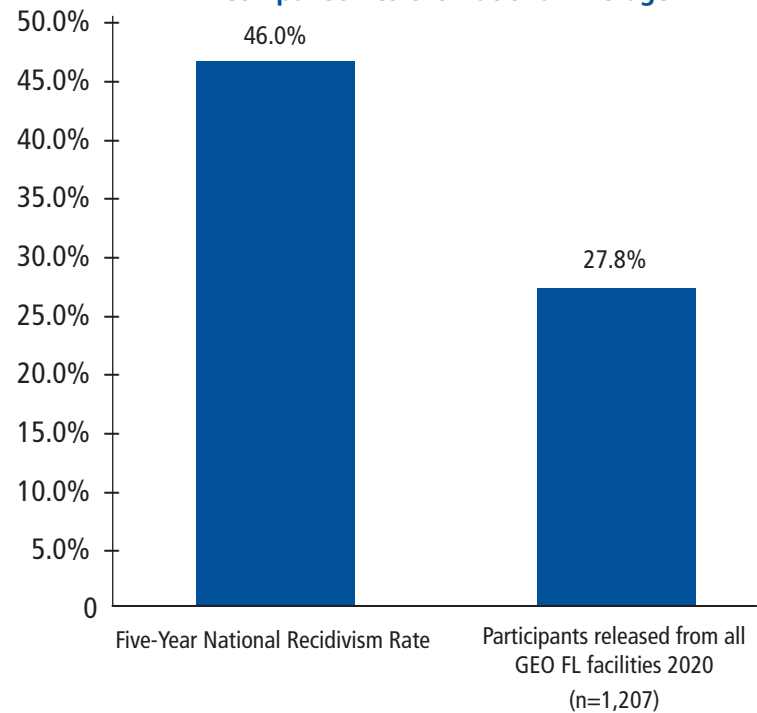
BLACKWATER RIVER CORRECTIONAL AND REHABILITATION FACILITY

Blackwater, Moore Haven and South Bay – Releases for 2020

- The three FL GEO operated facilities collectively house 5,884 adult men in community services through close custody.
- Figure 10 demonstrates the impact of GEO FL facilities enhanced programming services on decreasing recidivism rates. Individuals released in 2020 had a 27.8% five-year recidivism rate.
- That's a **39.5%** drop in the number of people reoffending, compared to the national average⁷ at 46.0%, showing real progress in helping participants stay on track and out of the justice system.

Figure 10

FL GEO CoC Facilities - 2020 Five-Year Rates A Comparison to the National Average



⁷ Bureau of Justice Statistics. (2021). *Recidivism of Prisoners Released in 34 States in 2012: A 5-Year Follow-up Period (2012-2017)*. U.S. Department of Justice, Office of Justice Programs.

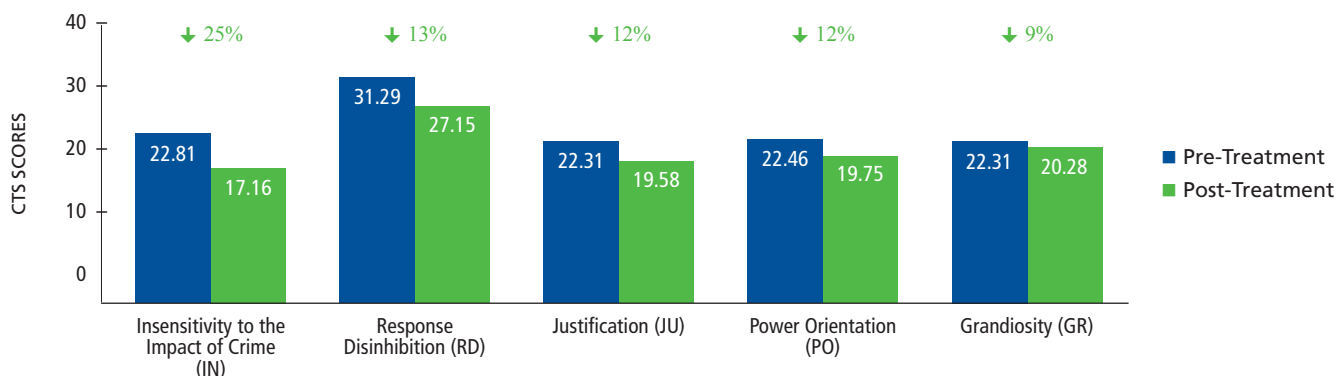
GEO CONTINUUM OF CARE PROGRAMMING REDUCES CRIMINAL THINKING

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 shown below, participants show a reduction across all criminal thinking scales for CoC Facility releases in 2025⁸. These results are significant indicators for decreasing patterns of recidivism.

Blackwater, Central Arizona, Florence West, Kingman, Moore Haven, New Castle, Phoenix West, Riverbend, and South Bay – 2025

- A CTS 3.0 analysis was conducted using 2025 data for program participants (n = 608) across CoC facilities.
- Key Finding: Moderate and High-Risk participants demonstrated a clinically significant reduction, averaging 14% across all five domains.
- On average, there were 196 days between the pre- and post-programming assessments for the sample size (n=608).

All CoC Facilities Pre-Treatment & Post-Treatment Criminal Thinking Scales 3.0 Comparison (2025) Moderate and High-Risk Participants n=608



⁸ The findings reflect a subset of individuals demonstrating high to moderate levels of criminal thinking, although additional participants were engaged in programming during the review period.

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 Corrections
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

Australia – Corrections Victoria
Ravenhall Correctional Centre

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& Reentry Services



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

DIVISIONAL STAFF



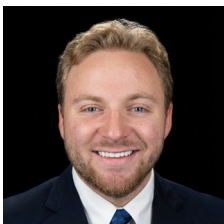
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Kenneth Garner, JD
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Craig Spatara
Director,
Post-Release Services



Kyle Damico
Manager,
Community
Outreach Services



**Wendy
Dressler Ph.D.**
Manager,
Research



Richard Glau
Manager,
Faith-Based Services



**Vanessa
Gonzalez**
Training Coordinator



**Debra
Orr-Brown**
Manager,
Substance Abuse

