

GEO Continuum of Care® Annual Report 2023

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



Letter from George C. Zoley, Executive Chairman of the Board



GEO has been a trusted service provider to our public sector partners for 40 years, and we are proud to be a world leader in offender rehabilitation. It is an honor for our team to continue providing the critical, holistic support services proven to reduce recidivism and improve the lives of those in our care.

During the past year, The GEO Group continued to deliver enhanced in-custody rehabilitation and post-release support services under our award-winning GEO Continuum of Care®, which recently reached a significant milestone with the 10-year anniversary of its founding. Over the last decade, the GEO Continuum of Care® has awarded over 19,000 high school equivalency degrees; more than 68,000 vocational certifications; over 67,000

substance abuse treatment completions; and almost 260,000 behavioral program completions.

The CoC's assessment-driven, individualized approach to rehabilitation focuses on life balance while addressing criminogenic risk. Facility staff provide career and technical education, and faith-based services, with a key emphasis on core skills such as resourcing, accountability, communication, responsibility, and motivation to change. Staff work with resident advisory councils or peer mentors to develop a daily activity schedule and event calendar, ensuring the community is a valued part of the process.

This report summarizes the many accomplishments that our CoC team achieved throughout the year. Highlights include our continued commitment to safe and secure operations, quality workforce development and retention, and an emphasis on resources dedicated to participant success. GEO continues to develop programs and opportunities intended to aid with successful reentry, including our investment in post-release support, alumni services, and family reunification programming.

As we look ahead to 2024, we remain committed to providing high quality support services on behalf of our government agency partners, while delivering safe and compassionate care to all those entrusted to our facilities and programs. Outlined within this report are the key highlights of our commitment and focus.

TABLE OF CONTENTS

2023 GEO Continuum of Care® Fact Sheet	2
GEO Continuum of Care® Facility Locations	3
Celebrating Ten Years of GEO Continuum of Care®	4
Heroes Work Here	9
Academic Programs	12
Faith- and Character-based Programs	14
Substance Abuse Treatment Services	17
Alumni and Mentor Services	18
Dakota's Story	20
Community Provider Spotlight	23
Post-Release Support Services	24
State Recidivism Analyses – One Year Rate	25
State Recidivism Analyses – Three Year Rate	26
Criminal Thinking Assessment Scores	28
Leadership Team	29



2023 GEO CONTINUUM OF CARE® FACT SHEET



POPULATION

2023

Total Eligible Population	55,694
Total Program Participants	21,323



PARTICIPATION

Total Programming Hours Completed	4,623,564
Total Programming Completions	94,868
Behavioral Program Completions	46,201
Individual Cognitive Behavioral Treatment Sessions Completed	36,309
Average Daily Vocational Attendance	5,112
Average Daily Academics Attendance	4,729
Average Daily Substance Abuse Treatment Attendance	7,113
Total Substance Abuse Treatment Completions	8,147
Total Vocational Completions	9,234
Total High School Equivalencies Issued	3,124
Average Program Participation Hours per Participant	217



POST-RELEASE SUPPORT SERVICES SUMMARY

Total Post-Release Participants	3,166
Community-Based Participants	1,979
Participants Pending Release	1,187
Employed/Students	739



STAFF DEVELOPMENT

Total Annual Trainings	12,879
Total Staff Training Hours	270,459

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

Virginia Department of Corrections

Lawrenceville Correctional Center

Australia – Corrections Victoria

Ravenhall Correctional Centre

Celebrating Ten Years of GEO Continuum of Care®

What started as an innovative concept 10 years ago, has expanded rapidly to GEO facilities in the U.S. and internationally. The last decade has held significant growth for GEO's Continuum of Care (CoC). Over 470 Continuum of Care facility professionals are celebrating 10 years with GEO as well.

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



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 and Wellness Activities
- Onsite Job Assignments and Skill Training
- 24/7 Program Services
- Motivational Enhancement
- Family Reunification Programs
- Employment or Educational Support Services for Financial Independence
- Alumni and Peer Mentoring
- Post-release Services





A PROGRAM ROAD MAP FOR CHANGE

Each participant is provided a program roadmap unique to their needs. Individuals receive multiple assessments and/or reviews. Individualized program plans are based on identified risk 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 used to develop individualized treatment plans.

ENHANCED COUNSELING

Based on a tailored treatment plan, participants receive counseling through Cognitive Behavioral Treatment (CBT). Treatment facilitators work with small groups to deliver programs such as Moral Reconciliation Therapy® (MRT), Thinking for a Change (T4C), and Cognitive Behavioral Interventions for Substance Abuse (CBI-SA). We believe all facility staff 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. These sessions focus on the individual's specific criminogenic needs as identified in the assessment process. The curriculum model uses behavioral practice to increase skill building through real world scenarios and practice. Participation in ICBT is voluntary to ensure participants are actively engaged in their own release planning process and are empowered to succeed.

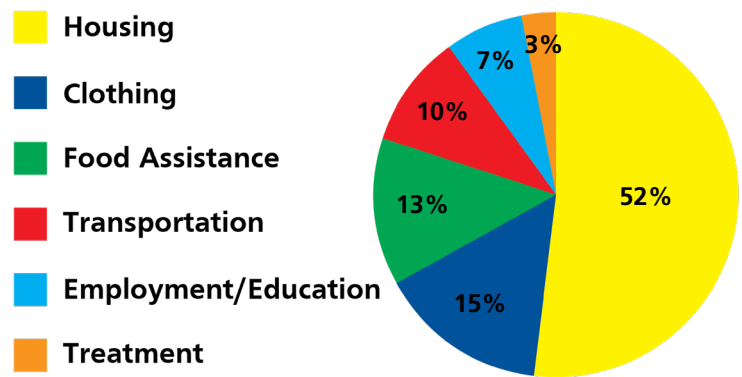
ENHANCED TRANSITION AND AFTERCARE

The GEO CoC model connects pre-release transition planning with enhanced aftercare services through Post-Release Case Managers (PRCMs). Participants who volunteer are assigned a 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, which was established in 2016 and is available 24/7.

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

POST-RELEASE FUNDING PROVIDED SINCE INCEPTION 2016-2023 \$9,656,146



ENHANCED TRAINING

The CoC Training Institute has conducted evidence-based trainings both for current staff and new staff, including the implementation of new programs, all with the goal of being the world leader in rehabilitation and providing a shift in the culture at all facilities.

The CoC Training Institute is responsible for Transition Case Manager implementation training at all of the designated Continuum of Care facilities. Transition and Assessment Case Managers are trained in evidence-based practices including: Core Correctional Practices, Motivational Interviewing, Behavior Change Plans, Individual Cognitive Behavioral Treatment, as well as any need curriculum training such as Thinking for a Change and Cognitive Behavioral Interventions for Substance Abuse.

The training institute also handles training staff as they are onboarded at our Day Reporting Centers, and residential reentry facilities, as well as providing annual in-service training.

GEO Continuum of Care® has successfully established a safer environment in state facilities by implementing rigorous staff training and cognitive-behavioral treatment programs over the past decade. We at GEO

are committed to making our sites a place of reformation, not punishment. The data speaks for itself - our investment in staff and participants has led to a dramatic reduction in complaints and serious incidents. We are proud to say that our approach works, and we will continue to prioritize the well-being and success of our participants through evidence-based practices.

A DECADE OF DEDICATION

GEO's commitment to be the world's leader in the delivery of enhanced rehabilitation and post release services is underpinned by our steadfast belief that we are at our best, when we help those in our care reenter society as productive and employable citizens.

BEHAVIORAL PROGRAM COMPLETIONS.....	259,630
TOTAL SUBSTANCE ABUSE COMPLETIONS.....	67,381
TOTAL VOCATIONAL COMPLETIONS.....	68,346
TOTAL HIGH SCHOOL EQUIVALENCIES ISSUED....	19,215

POST-RELEASE SUPPORT SERVICES SUMMARY

TOTAL POST-RELEASE PARTICIPANTS.....	13,629
REFERRALS.....	70,367
CALLS.....	312,016

HIGHLIGHTS AND MILESTONES

- 2013** Continuum of Care Pilot sites identified
- 2014** Continuum of Care Division finds home in Boca Raton HQ
- 2015** GEO Learning Model Implemented in all GEO Sites
- 2015** National Center for Construction Education and Research (NCCER) Accreditation
- 2016** Post Release Services with 24-hour call center established
- 2016** First Continuum of Care Conference with Call to Action by Dr. Zoley
- 2017** Alumni Services Implemented
- 2018** American Correctional Association Innovation in Corrections Award recipient
- 2018** Correctional Education Association Accreditation
- 2019** Second Continuum of Care Conference Inspires Change
- 2020** Behavioral Health Accreditation - Commission on Accreditation of Rehabilitation Facilities (CARF)
- 2020** GEO Academy virtual library established
- 2021** Accredited Training Unit through National Association for Alcoholism and Drug Abuse Counselors
- 2021** Endorsed by Florida Certification board as a preferred provider
- 2021** National Alumni Picnic
- 2022** GEO Continuum of Care featured at TED Conference in New York City
- 2022** Pre-release Second Chance Center Model Developed
- 2022** GEO Reentry In-Prison Treatment moves to Continuum of Care
- 2023** Cognia Accreditation
- 2023** Hosted Second Chance Brunch at The GEO Group Headquarters





1,200 Beds
**Lea County
Correctional Facility**
Hobbs, NM

CONTINUUM OF CARE FACILITY OF THE YEAR

The city of Hobbs New Mexico's website boasts "Residents living in Hobbs, NM enjoy 266 days of sunshine." The city's climate is not the only bright light to shine in Hobbs. Lea County Correctional Facility shines a light on reducing recidivism every day, and that is why the Lea County Correctional Facility is the 2023 Continuum of Care Facility of the year.

Since 1993, the Lea County Correctional Facility (LCCF) has provided correctional services on behalf of the New Mexico Corrections Department. The facility is located on land that was originally a World War II B-17 Training Base.

The facility was certified as a Continuum of Care Facility in 2019 and continues to change lives. When you walk into the facility, you instantly feel welcomed. The LCCF team feel more like family as they work together to conquer every task and do so with great enthusiasm. Each day, this team of GEO Heroes displays unwavering loyalty to go above and beyond. The mutual commitment extends throughout the facility. Everyone thinks and acts collectively. Together the facility is confident in their responsibilities and tackles demanding situations.

The Lea County Correctional Facility provides a safe and secure environment for

rehabilitation. The Facility has an extensive menu of course and group offerings geared towards changing criminogenic thinking. This innovative approach is designed to help ease successful transition back into local communities and reduce recidivism. The programs are designed to transform students into lifelong learners. The Facility is also equipped with technology driven learning labs. Blended learning allows participants to be actively involved in the development process.

The Facility is committed to reducing recidivism through their nationally recognized Career and Technical Education program. Participants can seamlessly transition from on-the-job training to employment upon release. Courses offer stackable credentials so that upon release students can continue their education.

The commitment to changing lives doesn't stop at the classroom. Residents are provided opportunities to be a part of the community by giving back. The Lea County Leaders are an example of giving back in action. The Lea County Leaders are a group of GEO Continuum of Care Alumni who created a softball team with more than home runs as their goal. Each player has his own personalized message of hope and shares it on and off the field. The Lea County Leaders are also certified mentors and program facilitators who team up to lift up their peers with the goal of increasing their graduation rates.

HEROES WORK HERE

The dedicated men and women of The GEO Group work as agents of change. The last decade has been possible because of individuals dedicated to making a difference. Our facility staff, OUR HEROES, never faltered, and so the doors of opportunity never closed.

Throughout 2023, 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 nominations that were received:

Natoshi Jones: Mrs. Jones began her journey at Moore Haven Correctional Facility in January of 2005 as a Correctional Officer. Shortly afterwards in 2006 she transitioned as a Substance Abuse Clerk. Choosing to diversify her experience, she was employed for one year as a food service supervisor, raising the quality of dietary production for those incarcerated. Desiring to have a greater impact on their daily lives, she became a Life Skills Instructor in 2007, where she taught several subjects; Inside Out Dads (Parenting Skills), Employability, Anger Management and Transition Skills. She loved the positive influence that God had bestowed upon her by helping change lives. In 2018 her passion for assisting the residents led her to become a Transitional Case Manager where Changing behaviors and Changing lives were the focus. Presently, Mrs. Jones continues to influence those that are in need of a second chance, leaving behind their past labels and personas by reaching their inert potential as productive returning citizens.

Mr. Kelvin Spencer: distinguishes himself as a highly dedicated, committed, and hardworking employee who performs multiple jobs and goes above and beyond his normal duties for the good of the department and facility. He is a NCCER trained Vocational Welding Instructor and also supervises the Carpentry and Nursery Management programs that have been without instructors for approximately 2 years. He readily volunteers his time to complete projects for the facility. He was instrumental in the retrofitting and conversion of one of the classrooms to accommodate the Mental Health offices. He also supervised the Carpentry students in designing, manufacturing, and installing furniture and fittings in refurbishing the staff bathrooms in Auxiliary and Administration areas. Mr. Spencer also manufactures benches for the entrance to Auxiliary and for the Mental Health waiting areas. These are just some of the work-based projects that he has implemented for the students to develop their job-readiness skills and competencies. Many inmates have also written requests in which they commended and thanked Mr. Spencer for how he impacted their lives. There is no one more fitting and deserving of the GEO's Hero 2023 Instructor of the Year Award than the indefatigable, Mr. Kelvin Spencer!

Nathan Fredericks: Officer Nathan Fredericks noted that most of the newly-hired officers were being assigned to night shift. He volunteered to be transferred from day shift to night shift, so he could be more directly involved with the training and development of the new officers. Hiring, training, and retaining new staff is very challenging. Officer Fredericks saw this as an opportunity to make a positive impact on the facility. Nathan was recognized as Officer of the Month for November 2023. He was promoted to the rank of Sergeant in December 2023. Officer Nathan Fredericks noted that most of the newly-hired officers were being assigned to night shift. He volunteered to be transferred from day shift to night shift, so he could be more directly involved with the training and development of the new officers. Hiring, training, and retaining new staff is very challenging. Officer Fredericks saw this as an opportunity to make a positive impact on the facility. Nathan was recognized as Officer of the Month for November 2023. He was promoted to the rank of Sergeant in December 2023. Nathan has generally been assigned to the more difficult-to-manage, high-security areas of the facility. Working in these areas requires using excellent de-escalation skills. Officer Fredericks is very security-minded and always makes staff safety his top priority. Officer Fredericks understands that each department contributes to the success of the facility. He ensures that common goals and achievements are met by working together and encouraging teamwork. Officer Fredericks does a fantastic job in communicating with fellow staff members and with the offender population. Nathan works closely with new officers to ensure policies and procedures are understood and become the everyday practice. He utilizes de-escalation techniques to resolve conflicts in the interest of preventing injury to staff or offender.

Case Manager Samantha Barrera: has contributed in a significant way by assisting with monthly internal quality control audits, PREA Investigations, Corporate Audit and Texas Jail Commission inspection preparation resulting in an overall successful outcome. C/M Barrera is very dependable, executes job duties in a timely manner, prioritizes daily objectives with little to no supervision.

Miss Vera Mazo: performs her duties with a high level of professionalism. In her position as Compliance Administrator, she ensures that department managers follow policies, procedures, and guidelines. She plays an integral role in ensuring that all departments are "audit ready" at all times and implements solutions and systems to facilitate the timely submission of documents and files. Miss Vera Mazo is recommended for the award of GEO's 2023 Compliance Professional of the Year.

Charis Proud, Business Manager: Charis Proud provides financial leadership and guidance to all levels of the facility staff and mentors business office personnel. She evaluates all operational contracts and services to ensure the most cost effective/efficient methods are available to maximize operational margin. Ms. Proud hosted several successful tours for the ICE leadership, NGOs and GEO Executive staff. She develops and utilizes financial tools which aid in daily analysis, budgeting, forecasting and month end closing. She displays many outstanding leadership qualities such as inspiration, vision, dedication, stewardship, and work ethic. Ms. Proud has shown that she possesses the ability to motivate the people she works for/with, i.e., she has built relationships with the ICE Client, local rotary club, Cen-Clear Child Services and other local organizations. These relationships have an impact on the successful performance of the departments she oversees, as well as the entire facility. She has excellent leadership qualities by keeping the staff at MVPC at the forefront when organizing activities to keep the morale of the facility at a high level. She always asks staff for input before making decisions on activities to benefit the employees and the facility. She is a team player in all areas of her duties and responsibilities as the Business Manager. She enjoys other staff collaborating and coming up with ideas for fundraising and/or fun family activities.

Officer Janerica Harris: Officer Harris goes above and beyond to help promote the mission of this facility and company. She is dedicated program's officer who works tirelessly to ensure each individual enrolled in classes are present daily. She will not accept excuses and she will not allow the students to rely on excuses. She challenges the students to not only be present for classes but to take their success seriously.

TCM Grace Cooper: Ms. Cooper has worked diligently with the offenders to help them see first-hand a different future for themselves. Cooper applies different intervention techniques to reach the offenders - from use of workbooks and role playing, to motivational interviewing. She knows these and her actions have helped them successfully work through their problems so they can improve themselves. She believes that it is always an inspiration to meet, see, and have an impact in the lives of those who need it the most. She never allows the inmates to settle for anything less than better.

Crystal Foster: is an outstanding Recreation Specialist who is very passionate about her job and exhibits a high level of responsibility and dedication in the performance of her duties. She designs, plans, and implements creative and innovative activities to cater to the diverse needs of the inmate population. She readily volunteers and participates in the facility's programs such as, Thanksgiving, Christmas, and Black History events. She is a team player that collaborates with others to achieve the common goals of the facility. She is deserving of GEO's 2023 Recreational Professional of the Year.



ACADEMIC PROGRAMS

EDUCATION-CELEBRATING SUCCESS INSIDE AN OUT OF THE CLASSROOM

The Continuum of Care division continued to shape an education system committed to delivering equitable and excellent outcomes.

In 2023 our collective attitudes towards student success transformed into a multi-modal system. We focused on when-just as much as where-students learn. We welcomed an easing of pandemic restrictions but built upon what we learned in years past. Skills were developed through job assignments and community projects. We moved away from focusing on inputs as a measure of performance to focusing on the individual student's quality of work inside and outside of the classroom.

In 2023 the Continuum of Care Division revamped curricula and continued to incorporate engaging educational content through technology. The result set clear expectations and ensured consistency. Changes to our curriculum were necessary to keep up with current research and best practices and ultimately improved learning outcomes.

The GEO Learning Model developed in December 2015 was piloted at 15 sites in 2016 and implemented at GEO facilities nationwide in 2017. In 2020, The GEO Learning Model once again proved its effectiveness as COVID 19 escalated into a global pandemic. The pandemic changed our landscape, but it did not change our outcomes. Our trauma-informed approach to learning reduced anxiety and stress while motivating the learner to achieve more.

GEO staff are equipped to meet all learning styles. Education hallways, dorms, and classrooms provide a safe and open atmosphere for learning. The GEO Learning Model is designed to transform students into lifelong learners.

- Students are included in mutual planning of methods and curricular directions
- Students work with instructors to diagnose their own learning needs
- Students formulate learning objectives
- Students partner with instructors to evaluate their learning plans



Instructor of the Year Yvonne Turner

Congratulations to our Teacher of the Year, Yvonne Turner. It is amazing professionals like Yvonne that make the GEO Group the world leader in rehabilitation. Yvonne's commitment to student success is second to none.

CAREER AND TECHNICAL EDUCATION (CTE)

GEO Continuum of Care shows its commitment to training programs through its continued implementation of flexible and innovative cluster training opportunities, hands-on applications and transferrable work experience opportunities, through Career and Technical Education (CTE) programs. CTE staff collaborate with community advisory boards to ensure programs offered meet current labor market needs. GEO offers a full menu of national, state and industry recognized certification tracks. In addition to craft training, students can take part in our Career Services Academy. GEO Academy Career Services provides a safe space for students to develop

resumes, professional portfolio documents and take part in mock interviews. Prior to release, individuals are paired with employers based on their training area and prior employment experience. When aligned with regional and state workforce opportunities, the programs provide participants with marketable work skills that can lead to a greater chance of obtaining employment, higher earning potential, and increased job satisfaction. It is our goal for participants to return to their communities with Career and Technical skills that will afford them careers and greater wage opportunities.

PROGRAM EXPANSION

GEO continues to develop learning tracks that prepare students for high wage, high skill and high demand careers. GEO connects with community providers to create educational programming with a direct link to employment. In 2022 we implemented Warehouse and Logistics curriculums and have seen a 20% job placement increase for warehouse associates, forklift operators and picker/packers, in program year 2023. In addition, a greater focus was placed on apprenticeship training. GEO's goal for program expansion moving forward is to provide as many marketable training areas as possible through innovative and creative program strategies that prepare, upskill, and reskill its training population.

EMPLOYMENT PARTNERSHIPS

GEO understands that a greater employment partnership pool makes it possible for individuals and families to strengthen their financial wealth and stabilize the community. Throughout the 2023 program year, GEO Continuum of Care has developed employment partnerships with over 30 new placement employers. Our present strategy consists of encouraging existing partners to expand, constantly seeking new partners, networking with industry, employment services, community providers and organizations throughout each of our provider locations.

The stigma of a record and its associated structural barriers even after a sentence has been served creates collateral consequences that reverberate throughout the rest of an offender's life. GEO Continuum of Care works diligently to remove those barriers through advocating for its participants daily. We continue to make strides in the area of employment placement and educating partners about the incentives available through the hiring of convicted persons. In program year 2023 the number of post-release participants employed for the first time after release was 432. Stable employment is one of the key factors in reducing recidivism. Our long-term goal is to disrupt the employment inequities one placement at a time and support change that promotes inclusive hiring.



NATIONAL CENTER FOR CONSTRUCTION EDUCATION AND RESEARCH (NCCER) REACCREDITATION:

GEO received NCCER reaccreditation in September of 2021 and has been accredited since 2015. NCCER is a nationally recognized, accredited, uniform training standard that establishes the benchmark for quality vocational training and skills assessments. NCCER developed the training system with the help of the construction industry to provide a defined career path through industry-recognized credentials audited every three years. As the leader in workforce development for industry related occupations, NCCER sets and maintains the global standard for craft training and certification. GEO Continuum of Care participants completed 3,150 NCCER

training modules during program year 2023 through CORE Safety, HVAC, Carpentry, Plumbing, Commercial Painting and Electrical crafts.

GEO ACADEMY/ CAREER SERVICES:

The onboarding of the GEO Academy at several of our Continuum of Care locations has enhanced the employment preparation process for participants. Full-operational locations provide a designated location for participants to prepare resumes, engage in open employment discussions on how to address their convictions, mock interviews and discussions about work ethics and employment retention. Career Services provides an added resource during post-release participation. Since its start in 2020, there have been more than 1,200 post-release participants and alumnus engaged with employment services and job placement resources. Career Assessments are scheduled weeks prior to a participant's release and the information is used to formulate the best plan of action for employment placement. Prior to release as a post-release preparation service track, post release participants receive the following:

- Career interest assessments
- Employment skills assessments
- Post Release application
- 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
- Opportunity to attend in-prison Job Fairs twice each year

FAITH- AND CHARACTER-BASED PROGRAMS

In 2023, Chaplaincy and Faith Based Services engaged an aggressive expansion of quality programming utilizing new faith-organization relationships, as well as supporting our “tried and true” national and community partnerships.

EXPANDED FAITH BASED PROGRAMMING SITES

LCCF - As an example of why Lea County Correctional has been named “COC Facility of the Year” is because of their willingness to embrace an extensive faith based, life-skills, re-entry program that extends over 3 years. In consort with our new re-entry partner, Damascus Re-entry, we introduced an extraordinary curriculum that includes self-image assessment, character development, leadership training, and building a family legacy. We are all aware that successful programs have “buy-in” from the facility staff. In our first training, FA George Stephenson, AFA David Brown, the Education Department represented by Ms. Monique Morales, Chaplain Charles Addis, and 5 residents chosen to assist as facilitators attended. That measure of support will ensure the successful implementation of this program and provide a depth of instruction not always available.

In addition to adding new programming, we are proud to report that LCCF has awarded 16 degrees from the University of the Southwest college seminary program in 2023. Since inception in 2016, the LCCF/USW partnership has awarded 99 degrees from AA to BA, in 7 cohorts.



CHAPLAINCY HIGHLIGHTS

8,300 volunteer hours were provided by our local community partners. Top three facilities for active volunteers were New Castle, Lawton and Alabama Therapeutic Education Center.

Angel Tree Program - Our continuing partnership with Prison Fellowship resulted in providing 4643 children of parents in our custody with Christmas presents through GEO participation in the Angel Tree program. Our top 3 participating facilities for 2023 are Riverbend, Kingman and New Castle, serving 726 families. A special thanks to the Chaplains and Religious Program coordinators for their hard work in administering this wonderful outreach to maintain contact between parents and their children.



SPECIAL EVENTS

Moore Haven - Civics Education Project Graduation, Faith and Character Graduation

The Moore Haven "Faith and Character" based dorm program graduated 23 students from the 1,200 hour, 18 month long program. The areas of study included, Faith, Family, Re-entry Skills, Accountability, Responsibility, Living with Purpose, and Community. As an indication of the dedication and enthusiasm of the residents who participated, several students completed several hundred hours more than the required 1,200 hours. In fact, the Valedictorian of the class completed 2,138 hours of study. This is a testament to the value, practicality, and usefulness of the program.

South Bay - Gospel Echoes Prison Team

<https://gospelchoes.com>

South Bay also had the privilege of hosting the Gospel Echoes Prison Ministry Musical Team, "Mercy Road", from Goshen, Indiana. It is the primary focus of Gospel Echoes Team Prison Ministry Association, Inc. to share the good news of the Gospel of Jesus Christ with prison inmates. Gospel Echoes provides Bible Study Correspondence Courses, a Grading Network, and Christian literature to encourage growth and discipleship. Approximately 9,650 pieces of literature were sent out in 2023 to residents who requested it. The correspondence is expanding into more of our facilities every year, as are the well received concerts and yard events.

Riverbend - Kidz2Leaders

Our growing partnership with the Kidz2Leaders organization in Georgia, had face-to-face interviews with the dad's of potential mentoring candidates (their children) for the first time. Kidz2Leaders is a ten year mentoring program for the children of the incarcerated that teaches them the skills necessary to thrive in an environment not always conducive to appropriate maturation.



SUBSTANCE ABUSE TREATMENT SERVICES



GEO's Continuum of Care (CoC) SUDT programs received reaccreditation through CARF International in 2023. This international accreditation certifies that GEO's person-centered treatment approach includes the participant's active involvement in his/her care, whether it be in the development of treatment plans to address their specific SUD, criminogenic, and behavioral concerns or in transition planning where relapse prevention efforts focus the participant's risk and protective factors to strengthen cognitive and behavioral gains made during treatment.

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

SUBSTANCE USE DISORDER TREATMENT

Substance use disorder treatment (SUDT) is the cornerstone of all GEO programs for those participants whose recidivism risk profile includes this need. GEO's SUDT services are provided through prevention, outpatient, intensive outpatient, and residential program models. The participants are placed in the least restrictive level of care as determined by results of standardized assessment tools and/or partner agency referrals. Evidence-based curricula, along with a person-centered approach to treatment ensure the clients receive a comprehensive course of treatment that addresses their unique needs.

GEO's SUDT program models include group and individual counseling with a focus on cognitive-behavioral curricula and interventions designed to disrupt faulty thinking and destructive behaviors, replacing these with rational thinking alternatives and pro-social behavioral choices, and increase personal motivation for maintaining recovery-based thoughts and behaviors for a lifetime.

GEO enhances 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:

- Relapse Prevention and recovery
- 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: **DAKOTA STORM JONES**



PICTURED LEFT TO RIGHT: SOUTH BAY ALUM, DAVID BURKE, GRACEVILLE ALUM, JOHNNIE JETER, FLORENCE WEST ALUM, DAKOTA JONES, AND RIVERBEND ALUM, STEDMUND ANTHONY

The person who was locked up back on December 13, 2016, is not the same person that is writing this today. That person back then was doing wrong things for the most part—using substances, risking the safety of the public, and others on the road while I was driving under the influence of drugs and alcohol. I remember sitting in the Sally Port of the Arizona State Prison-Florence West on March 1, 2017, in the transportation van looking out into the yard passed the wired chain-link fences—thinking to myself, this place is going to be where I live for the next 42 months. Reality hit me at full force. I knew I had 2 options, 1) Do my time, get out, and go back to my old life. Or 2) Go in, take the time given to me to learn about myself and come out a better and improved me.

When I met with Case Manager, I asked if I could be in all the classes. I completed Substance Abuse Level 1 and Level 2, Relapse Prevention, Anger Management, Domestic Violence, Money Management, Parenting, and the one that impacted me the most was Continuum of Care (COC). I met with my Transitional Case Manager (TCM) twice a month on Thursdays at 1400 hours to go over target areas that I felt I needed

improvement on to be an improved me outside of the fences and in society. We set S.M.A.R.T. goals (Specific, Measurable, Attainable, and Realistic) within an appropriate timeframe.

While in the program, I learned ways to handle my triggers, ways to handle confrontation, and ways to react in different situations. While meeting with my TCM, we would go over my target goals together. She would give me a better understanding of ways I could handle a goal that I was having a difficult time with. For example, don't be afraid to ask, or reach out, for help. Because I am a person who does not like asking for help! Towards the end of my sentence, I was in the Continuum of Care program for over 2 years. The program helped my thought process regarding my triggers, situations, overthinking, and down-time. They helped me get my Social Security Card, Birth Certificate, food and clothing voucher, and a bicycle.

After being released, I experienced many different situations that would have led me to drink or use but with the training and knowledge I have gained from COC, I can say, I am going on for 7 years clean and sober, with many more ahead of me. I have my own place again, a new vehicle, a good credit score, a Driver's License, and a reliable job. Most importantly, I am a better improved me to my community and society. I attend meetings every now and then to help my fellow brothers and sisters by telling my story and I hear theirs. I try to help others understand that people do change for the better. It does not happen all the time, but the percentage that does is a win. I try to help others in their situations the best way I can, even if it is just listening to them. I am eternally grateful for my TCM, Y. Garcia, and the program for what they have taught me. Without it, I don't know where I would be.



COMMUNITY PROVIDER SPOTLIGHT:

Reborn Assistance Association

As a non-profit, sobriety first organization located in Phoenix, Arizona, Reborn Assistance Association's focus is helping recently released individuals with substance misuse issues transition back into society. They empower residents to make good choices that will get them back on their feet. They were established in 1996 and have partnered with the GEO Continuum of Care since early 2020. Justin Wakeham, is the Manager of the program and values the partnership with the Continuum of Care. He was once an addict, an inmate and a participant in Reborn's program. He has remained sober for nearly a decade. "We get solid guys from GEO that are serious about their reentry and they come with a quality support network through post-release services. We make a great team."

Working hand and hand with CoC, Reborn Assistance is there to provide assistance to clients with a safe, structured, supervised environment, as well as employment counseling, job placement, financial management assistance, and other programs and services. Reborn Assistance helps clients gradually rebuild their ties to the community and facilitates supervising returning citizen's activities during this readjustment phase.

Our organizations shared goals are based on the idea that by providing a man; housing, food, clothing and assistance he could then be able to help himself. He could then focus on the transition from being just released from prison and homeless to becoming a productive member of society.

Reborn Assistance Association helps hundreds of men each year. The combination of supportive housing, life skills, services and referrals helps to empower clients to reach their goals and re-establish their lives. Reborn has established partnerships with other agencies to provide continuing care and support to clients in all phases of their recovery journey. Their participants learn tools for addiction recovery based on the latest scientific research and participate in a world-wide community which includes free, self-empowering, science-based mutual help groups.

Their participants learn tools on how to handle life's many challenges. Residents of the program are required to attend recovery classes and complete assigned homework. They teach common sense self-help procedures designed to empower you to develop a more positive lifestyle. Peer support is such a valuable tool upon release. Reborn focuses on accountability and caring. They refuse to throw any individual away. They strive to give these men a purpose. Justin says that, "I'm living proof that you can overcome and do something positive."

The CoC is only as strong as it's community partners and the Reborn Assistance Association is one of the top tier providers in the Country. We are proud of our relationship with Justin because both organizations are committed to changing behavior and changing lives.

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, PRELIMINARY 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.

Post-Release Services provide unique and enhanced aftercare support for high-risk returning citizens in partnership with community agencies as they reenter their communities. Post-release services increase the probability that individuals will successfully reintegrate into society and minimize the possibility that they will reoffend.

During 2023, 3,166 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.



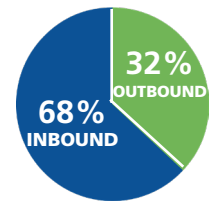
POST-RELEASE SUPPORT SERVICES ACTIVITY IN 2023

TOTAL PARTICIPANTS.....	3,166
TOTAL PARTICIPANTS IN THE COMMUNITY.....	1,979
PARTICIPANTS PENDING RELEASE.....	1,187
TOTAL PARTICIPANTS EMPLOYED FOR THE FIRST TIME...	432
EMPLOYED AT DISCHARGE.....	322(60%)

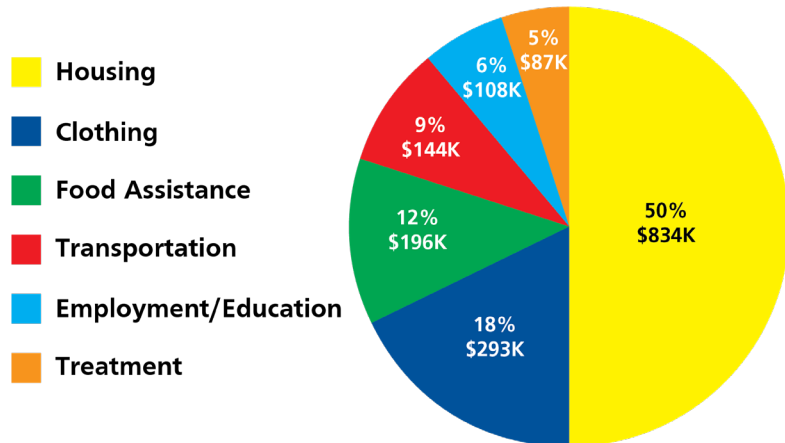


CALLS FROM/TO POST-RELEASE CALL CENTER

TOTAL.....	41,690
OUTBOUND.....	3,235
INBOUND.....	28,455



2023 POST-RELEASE FUNDING PROVIDED - \$1,661,924



“You can come out here and you can be successful. I now work at AT&T and I'm doing a great job there. I promise if you try and don't give up, you will succeed through CoC.”

— SANTINO/BLACKWATER CORRECTIONAL FACILITY

“The CoC is the best. They went above and beyond to do what they could to make sure that I had no hang-ups in my reentry process. If the world was full of people like this, the world would have less repeat offenders. Awesome job by the whole CoC team.”

— TERRANCE DUKES/SOUTH BAY CORRECTIONAL FACILITY

“Thank you for your assistance with my new life.”

— FRANK W./BLACKWATER CORRECTIONAL FACILITY

“This would have been significantly more challenging and taken far longer without your help. I literally can't thank you enough. I start my therapy today. You channel blessings which continue to deliver”.

— WILLIAM B./SOUTH BAY CORRECTIONAL FACILITY

“I was released from South Bay in April. If it were not for GEO I would have been released with nothing. This program located a suitable place to live, paid for my housing, purchased clothing and tools needed for employment, provided transportation and helped me get a good job. After 15 years of prison, I had lost contact with all of my family. My post-release case manager has been there for me as guide. I have nothing but praise for this program. Without the program, I'm sure I would be back in Prison.”

— JAMES T./SOUTH BAY CORRECTIONAL FACILITY

“I use every tool provided to me by the CoC. Thank you so much. The COC program has provided me with opportunities in my workplace that I would not otherwise have had. It has helped me mentally, physically and financially in working toward becoming a sober, happily functioning law-abiding member of society.”

— ERIC F./BLACKWATER CORRECTIONAL FACILITY

“I have experienced the cycle of criminal behavior, but my encounter with the COC program changed my life forever by starting a change of mindset. Through individual counseling, group therapy, and educational workshops, I gained a deeper understanding of my underlying issues and developed crucial coping mechanisms. I engaged in vocational training programs within the prison, learning marketable skills such as commercial driving license and participated as a teacher aid in the CDL classroom. As my release date approached, I dedicated countless hours to studying and preparing for my future outside the prison walls. With the help of the COC program, I secured living arrangements even before my release. Once I was released, I seized every opportunity that came my way. I poured my energy into searching for employment, demonstrating a commitment to rejoin society. I can say for myself that I was very fortunate to have Mr. Foley as my case manager. I am in his debt as he has been an immense support in my rehabilitation and always had a word of wisdom.”

— CHRISTIAN/SOUTH BAY CORRECTIONAL FACILITY

“Mr. Wiggins, I'm Harry's MOMMA! I want to thank you with all my being for helping my son after years of incarceration become the man he is becoming today for years he would get into trouble. He would go on into adulthood and land himself in jail time after time after time. I have spent a fortune on bond and attorneys yet he never changed. But this time when he got out I heard him on the phone with you and went into my bedroom and got on my knees and thanked God my Boy is home. Your support system has changed his life and as a mother I cannot thank you enough. He is a new man due to the support and networking he said you wanted a success story well you and your team have changed a man's life! He is my new Son I tell him know Shine Son Shine! Thank you, Mr. Wiggins! The Continuum of Care is one of the best things for incarcerated people, when they get out. They don't just tell you something and don't follow through.”

— COREY S./NEW CASTLE CORRECTIONAL FACILITY

“Today marks a significant milestone in my life as I celebrate my 53rd birthday. It is a moment of reflection and gratitude, and I wanted to take this opportunity to express my deepest appreciation for your invaluable support and guidance. As I reflect on the past four years since my release from prison, I am filled with a sense of profound gratitude for the role you played in my journey of rehabilitation and reintegration into society. Your unwavering commitment and dedication have made a lasting impact on my life, and I cannot thank you enough. Without your guidance, I firmly believe that my life would have taken a downward spiral. However, your unwavering belief in my potential and your tireless efforts enabled me to not only secure a job but also thrive in it. Your assistance, patience, and unyielding support have been instrumental in my ability to overcome obstacles and build a future filled with hope and possibility. I am forever indebted to you for your belief in my ability to change and for standing by my side during the most challenging times. Your professionalism, compassion, and genuine care have made an indelible impact on my life, and I will always be grateful for your presence throughout my journey of redemption.”

— JUSTINO R./MOORE HAVEN CORRECTIONAL FACILITY

“I lost everything went I went to prison. I had no one on the outside to help me to save my stuff. If I was not lucky enough to have the COC program that was offered to me in the GEO prison, I would be homeless, dead or back in prison. I would have gotten into trouble so quickly and I not had this help. Mr. Wiggins gives me the encouragement and counseling to help me keep going. He is always, ALWAYS available.”

— ROBERT D./CENTRAL ARIZONA CORRECTIONAL FACILITY

“It has truly been an honor to assist you with your re-entry into society. The road is a long and tedious. Filled with many challenges that will be new to you, but with your constant motivation you continued to defy the odds. I was there when you got your 1st job. PRS assisted you with clothes for employment and transportation. The times you called in telling me that the packages had arrived; I could hear the excitement in your voice. Knowing that this program is here to assist you, not bring you down. We have had talks about your experience coming back into the community after serving your time. And these are the conversations that many people chose to forget. Please remember this journey is only the beginning for you. And the path you are currently on is one of Renewal. I'm truly blessed to be able to walk this path with you for your 1st year. Now, the year and been obtained and there is many more to acquire. I would always love to hear more about your journey, so call me anytime. Continue to grow, shine, and prosper. Many more doors will continue to open for you, just be sure you have the patience to walk through one door at a time.”

— RASHOD WIGGINS/CASE MANAGER, POST-RELEASE

SERVING OTHERS AS MOTIVATION TO STAY IN THE COMMUNITY

After extensive research, it has been found that serving others has emerged as a powerful catalyst for change. By participating in acts of service, those who have previously engaged in criminal behavior can break free from the cycle of repeating past mistakes and forge a new path towards self-improvement and community involvement. In navigating the challenging journey of reintegration, individuals can gain a new perspective by serving others by fostering empathy, cultivating a sense of direction, and instilling a dedication to making a positive difference. By redirecting their focus from themselves to others, individuals can gain a deeper understanding of how their actions impact those around them.

GEO's Continuum of Care Program teaches these skills by utilizing motivational factors, assessing risk and needs, providing education, and offering post-release assistance from individuals with lived experience of incarceration. This approach aligns seamlessly with existing research that has demonstrated the effectiveness of Evidence Based Programming.

The analyses presented in this report, aligned with the recidivism parameters set by the Florida Department of Corrections (FL DOC), reveal a consistent decrease in recidivism rates. Moreover, the report concludes with pre-and post-treatment Criminal Thinking Scales (CTS) scores. Notably, as shown on page 28, the participants demonstrated a reduction in all criminal thinking scales between 2018 and 2022. These results are not just data points but significant indicators of a decreasing pattern of recidivism, underscoring the effectiveness of our strategies.

Through its initiatives, GEO has created an environment beyond mere statistics. It's a space that offers hope and encouragement, where individuals can believe in themselves and their abilities and strive towards a brighter future. This supportive and safe environment, fostered by GEO, is instrumental in facilitating personal growth and development, enabling individuals to access the guidance and resources they need to overcome their challenges and achieve their goals.



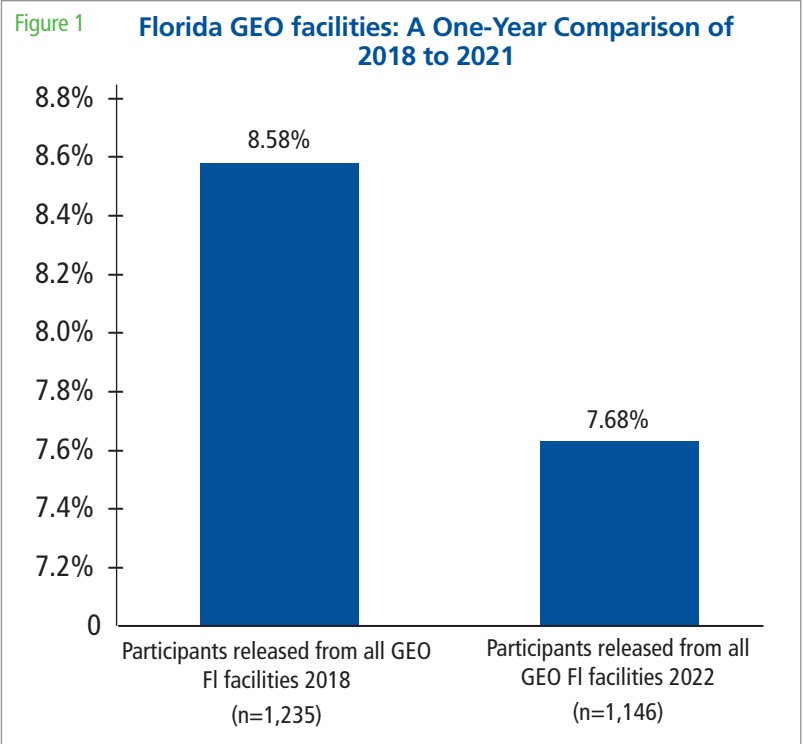
STATE RECIDIVISM ANALYSES – ONE YEAR RATE

GEO Researchers conducted a comprehensive analysis on recidivism rates for the years 2018 and 2022, utilizing one-year data for comparison. As previously discussed for three-year recidivism rates, programming maturity that adheres to evidence-based practices often yields positive results, as demonstrated by a decrease in recidivism.

All 3 Florida Facilities – Releases for 2018 and 2022

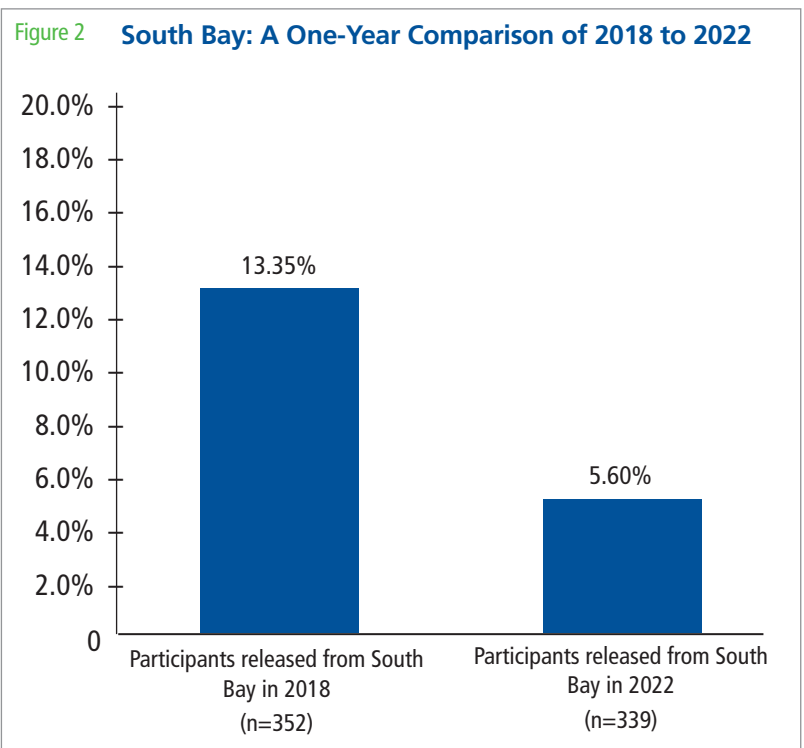
Blackwater River, Moore Haven, and South Bay Correctional collectively house 5,884 adult male individuals in community services through close custody.

- In 2018, 1,235 individuals were released; in 2022, 1,146 were released from a GEO FL facility.
- Figure 1 demonstrates the impact of GEO FL facilities' enhanced programming services on decreasing recidivism rates. The one-year recidivism rate includes a 10.52% decrease for individuals released in 2022 compared to those released in 2018.



South Bay – 2018 and 2022 Release Data

- South Bay Correctional and Rehabilitation Facility houses 1,948 community-, minimum-, and medium-custody adult male offenders.
- The analyses presented aligns with the recidivism parameters set by the Florida Department of Corrections (FL DOC).
- Figure 2 demonstrates the impact of GEO FL facilities' programming services on decreasing the recidivism rate. The one-year recidivism rate includes a 58.06% decrease in individuals released in 2022 compared to those released in 2018.

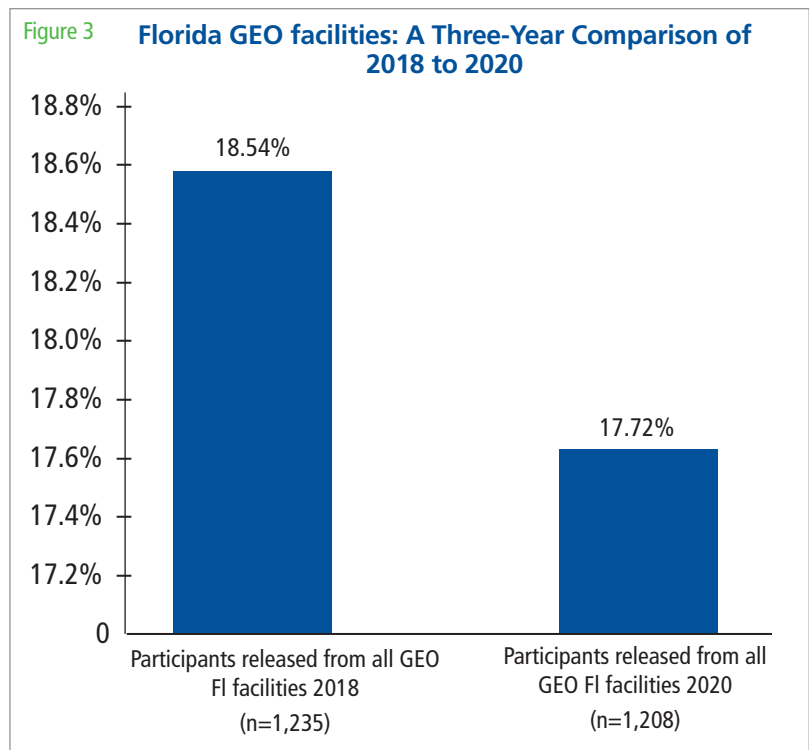


STATE RECIDIVISM ANALYSES – THREE-YEAR RATES

GEO Researchers conducted a comprehensive analysis on recidivism rates for the years 2018 and 2020, utilizing three-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 three years.

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 aligns with the recidivism parameters set by the Florida Department of Corrections (FL DOC).
- Figure 3 demonstrates the impact of GEO FL facilities' enhanced programming services on decreasing recidivism rates. The three-year recidivism rate includes a 4.42% decrease for individuals released in 2020 compared to those released in 2018.



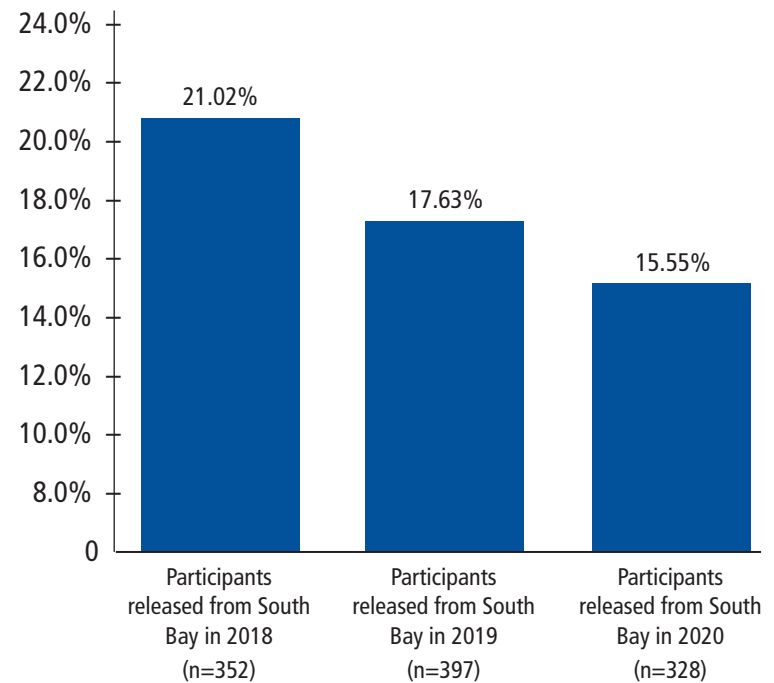
Compared to the national five-year recidivism rate of 46% (Bureau of Justice Statistics, 2021), individuals released in 2018 from Blackwater, South Bay and Moore Haven CoC facilities recorded a 27.2% recidivism rate for the five-year period. This is a 40.9% recidivism reduction for GEO Florida CoC facilities compared to the national average.

South Bay – Releases for 2018, 2019, 2020

Below is a second snapshot of the result of enhanced programming services offered within GEO facilities for a three-year recidivism analysis for 2018, 2019, 2020 release data.

- Figure 4 demonstrates GEO FL South Bay programming services on decreasing the recidivism rate.
- For individuals that released in 2018, their recidivism rate was 21.02%.
- For individuals that released in 2019, their recidivism rate was 17.63%.
- For individuals that released in 2020, their recidivism rate was 15.55%.

Figure 4 South Bay: A Three-Year Comparison of 2018, 2019, and 2020

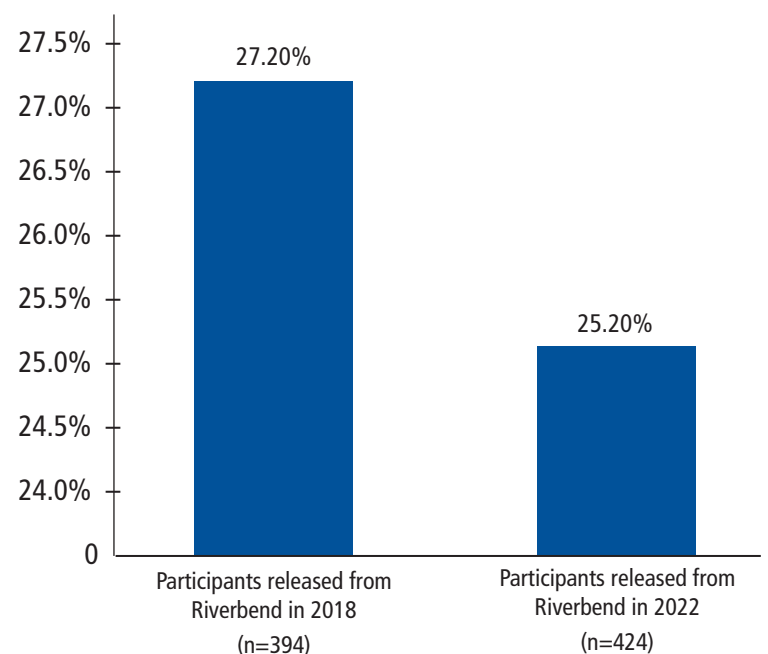


Georgia – Releases for 2018 and 2020

The Riverbend Correctional Facility is highlighted in this annual report utilizing data available for a three-year return to custody period.

- Riverbend Correctional and Rehabilitation facility houses 1,500 medium custody adult male offenders.
- In 2018, 394 individuals were released; in 2020, 424 were released from Riverbend.
- The analyses presented aligns with the recidivism parameters set by the Georgia Department of Corrections (GA DOC).
- Figure 5 demonstrates the impact of Riverbend's enhanced programming services on decreasing recidivism rates. The three-year recidivism rate includes a 7.35% decrease for individuals released in 2020 compared to those released in 2018.

Figure 5 Riverbend: A Three-Year Comparison of 2018 to 2020



GEO CONTINUUM OF CARE® PROGRAMMING REDUCES CRIMINAL THINKING

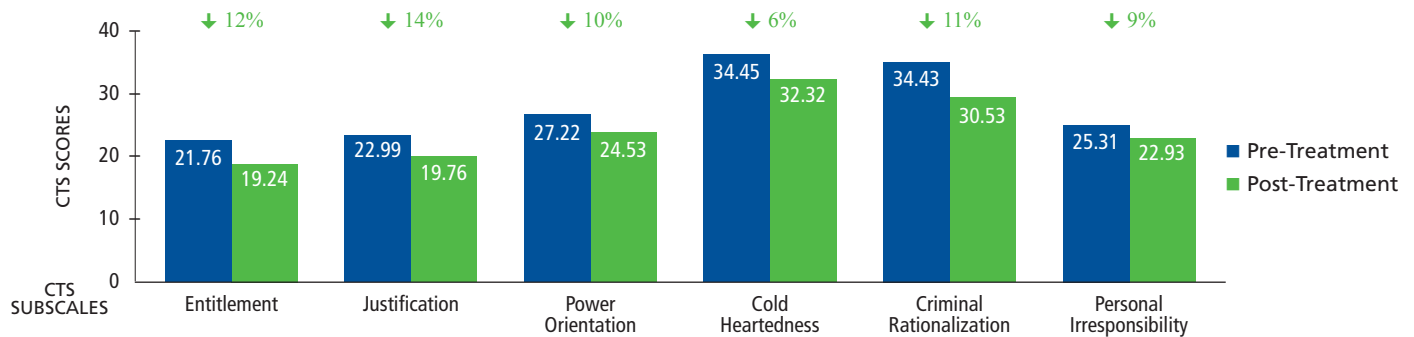
The research on “What Works” to reduce recidivism indicates that antisocial cognition and antisocial attitudes (criminal thinking) are among the top two risk factors as drivers of recidivism. The Texas Christian University Criminal Thinking Scales (CTS), a reliable and validated instrument, measures the effect of GEO’s programming on antisocial cognition and attitudes. As seen on page 28, participants show a reduction across all criminal thinking scales for 11 CoC Facility releases from 2018-2022. These results are significant indicators for decreasing patterns of recidivism.

Blackwater, Central Arizona, Florence West, Heritage Trails, Kingman, Lawton, Lea County, Moore Haven, Phoenix West, Riverbend, South Bay – 2018-2022 CTS Data

- The TCU-CTS data for 2018-2022 for 11 CoC Facility releases from 2018-2022 was analyzed.
- The findings indicated Moderate and High-Risk participants (n=888) did significantly better post-treatment in all six domains.
- Clinically significant results were found for six domains, which include Entitlement, Justification, Power Orientation, Criminal Rationalization, Cold-Heartedness, and Personal Irresponsibility
- The average length of stay for the sample size (n=888) is 262 days

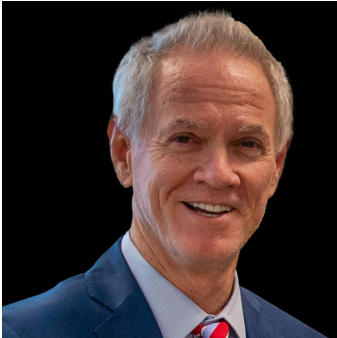
All CoC Facilities Pre-Treatment & Post-Treatment Criminal Thinking Scales Comparison (2018-2022 Releases)

Medium- and High-Risk Participants n=888



LEADERSHIP TEAM

EXECUTIVE STAFF



Wayne H. Calabrese
President,
Chief Operating Officer



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



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



Angela Geisinger
Senior Director, Programs

DIVISIONAL STAFF



Craig Spatara
Director,
Post-Release Services



**Kenneth Garner,
JD**
National Director,
Vocational Programs



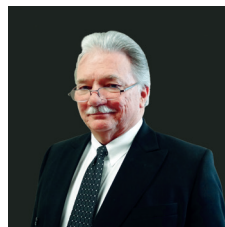
Aaron Knight
Director,
Data Integration
Services



**Jolie
Daugherty**
Manager,
Training



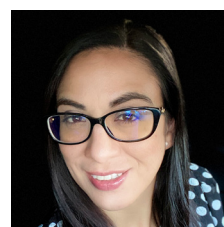
Beth Ellefson
Manager,
Training



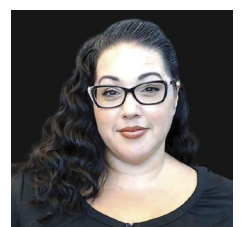
Richard Glau
Manager,
Faith-Based Services



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



Wendy Dressler
Manager,
Research



**Vanessa
Gonzalez**
Training Coordinator

