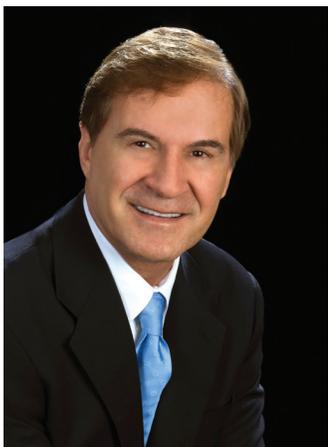




GEO CONTINUUM OF CARE® ANNUAL REPORT 2022

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

Letter from George Zoley, Executive Chairman of the Board



During 2022, The GEO Group celebrated second chances by providing rehabilitation, employment, and post-release support services with proven recidivism reduction solutions through the GEO Continuum of Care®, which provides enhanced

in-custody rehabilitation programming, including cognitive behavioral treatment, integrated with post-release services.

The GEO Continuum of Care® program provides holistic program delivery, and our entire team plays a cohesive role in individual success, whether providing case management, employment coordination, education, or support services. Behavioral treatment is a core GEO value, and our staff assists individuals in setting and reaching goals in preparation for their return to society. Participants receive critical in-custody support services tailored to their specific needs which bridge gaps, reduce the likelihood of recidivism, and promote successful community reintegration.

The assessment-driven, individualized approach to rehabilitation focuses on life balance while addressing criminogenic risk. Facility staff provide career and technical education, faith-based services, with 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.

In 2022, our GEO CoC programs completed approximately 3.5 million hours of enhanced rehabilitation programming. Our academic programs awarded more than 2,400 high school equivalency degrees, and our vocational courses awarded close to 8,100 vocational training certifications. Our substance abuse treatment programs awarded more than 7,300 program completions, and we achieved over 40,000 behavioral program completions and more than 34,000 individual cognitive behavioral sessions.

We also provided post-release support services to more than 2,500 individuals returning to their communities, with over 700 post-release participants attaining employment. Since 2016, GEO has funded approximately \$8 million towards post-release support grants for released individuals to assist them with essential community needs, including housing, food, transportation, clothing, treatment, and employment and education assistance.

We are pleased that our award-winning GEO Continuum of Care® (GEO CoC) has continued to garner national attention. In May of 2022, GEO CoC Alumni participated in a TEDx Talk in New York City that focused on criminal justice reform and on reducing recidivism. During the presentation, which was hosted by GEO Board member, Jack Brewer, GEO CoC Alumni shared their experiences as returning citizens and discussed the challenges they were able to overcome with the support provided by our GEO CoC and post-release support programs.

This remarkable opportunity to share the life-changing impact of our GEO CoC programs was a testament to all of our employees and to the organizational commitment GEO has



made to help all those in our care reenter society as productive and employable citizens.

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 resource dedication for 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.

We continue to show our commitment to rehabilitation and employment by hiring justice involved individuals. Our GEO Continuum of Care® program is part of GEO's contribution to criminal justice reform, and we believe that it provides a proven successful model on how the 2.2 million people in the criminal justice system can be better served in changing how they live their lives.

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POPULATION

Total Eligible Population.....	55,767
Total Program Participants	16,585



PARTICIPATION

Total Programming Hours Completed	3,523,334
Total Programming Completions	91,804
Behavioral Program Completions	39,603
Individual Cognitive Behavioral Treatment Sessions Completed	34,415
Average Daily Vocational Attendance	5,001
Average Daily Academics Attendance	4,102
Average Daily Substance Abuse Attendance	6,113
Total Substance Abuse Completions	7,302
Total Vocational Completions	8,119
Total High School Equivalencies Issued.....	2,365
Average Program Participation Hours per Participant	209



POST-RELEASE SUPPORT SERVICES SUMMARY

Total Post-Release Participants.....	2,534
Total Post Release Participants in Community.....	1,868
Participants Pending Release.....	990
Employed/Students	739



STAFF DEVELOPMENT

Total Staff Trained.....	12,104
Total Staff Training Hours.....	223,475

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

GEO CONTINUUM OF CARE® MODEL

Key program components include:

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

The GEO Continuum of Care® (CoC) program model integrates enhanced rehabilitation, including cognitive behavioral treatment, 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 OF CHANGE

Everyone is provided a program roadmap unique to his or her needs. Individuals will receive an array 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

Enhanced
Assessment

Enhanced
Counseling

Enhanced
Intervention

Enhanced
Transition

Enhanced
Aftercare

a Change (T4C), and Cognitive Behavioral Interventions for Substance Use (CBI-SU). We believe all facility staff can influence positive change. As a result, facility staff are provided Core Correctional Practices (CCP) training, which teaches staff the core skills needed to create a positive facility culture focused on successful rehabilitation.

ENHANCED INTERVENTION

Specially trained Transition Case Managers (TCMs) provide bi-weekly Individual Cognitive Behavioral Treatment (ICBT) sessions for individuals within 12 months of release. 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 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.

2022 TRAINING HIGHLIGHTS

- **12,104 total employees trained**
- **223,475 total hours of training completed**
- **The Continuum of Care Training Institute enhanced staff development through additional training topics, self-guided learning paths for staff, and increased the accessibility and utilization of a web-based platform.**

POST-RELEASE SERVICES

GEO's exclusive Post-Release Support Services is centralized in the corporate office in Boca Raton, Florida and provides services nationally.

Post-Release Services provide unique and enhanced aftercare support for high-risk returning citizens in partnership with community agencies. The services are designed to facilitate the individual's transition through an individualized reentry plan, including case management support, referrals, and financial assistance. Depending on their needs, residents can receive transitional housing, employment assistance, treatment services, transportation assistance, food, and clothing.

GEO's approach provides individuals with a dedicated Post-Release Case Manager who works with the Transitional Case Manager and the resident to develop a transition plan prior to their release. Upon release to the community, post-release participants receive referral assistance and support services through their Post-Release Case Manager and GEO's 24/7 call center.

Post-Release Case Managers provide progress check-ups and coordinate additional resources as needed to assist residents in remaining committed to their plan.

Post-Release Service's innovative approach to case management began in July 2016.

During 2022, 2,734 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.



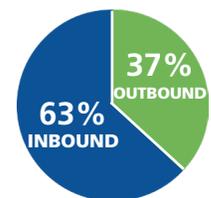
POST-RELEASE SUPPORT SERVICES ACTIVITY IN 2022

TOTAL PARTICIPANTS.....	2,734
TOTAL PARTICIPANTS IN THE COMMUNITY.....	1,744
EMPLOYED AT DISCHARGE.....	424 (58%)

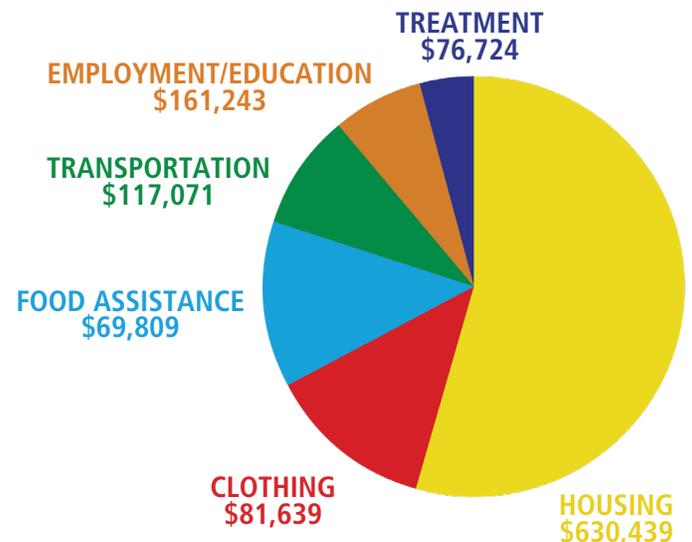


CALLS FROM/TO GEO POST-RELEASE CALL CENTER

TOTAL.....	41,735
OUTBOUND.....	15,528
INBOUND.....	26,207



2022 POST-RELEASE FUNDING PROVIDED: \$1,136,925



Since 2016, CoC has provided over \$6 million in support service dollars for individuals released into the community. Services include, but are not limited to, housing, behavioral health and after care addiction treatment services, employment training, job placement, transportation assistance, food, clothing, and education services.

POST-RELEASE SUPPORT SERVICES

Warren Jackson, Post-Release Case Manager

Hello, my name is Warren Jackson, I am a returning citizen. I was incarcerated for 21 years and 6 months in the Federal Prison system. I was released in November of 2019. Since my release, I have obtained my AA Degree in Accounting and I am now working on my Bachelors. I am currently employed as a Post-Release Case manager for GEO. Although my experience helps with speaking to our participants, the quality that makes my job fulfilling is that I have a heart to serve people. I am thankful that GEO has given me the opportunity to assist and encourage men who are sitting where I have sat. I believe that I have impacted the participants that I see by sharing my story with them and encouraging them that there is hope for individuals who have been incarcerated and are now returning to their communities. I tell them that there is hope for them and they can pave a new path forward.

2022 Post-Release Case Manager, Antonio Berrios Jr.

“I have over 30 years’ experience working in corrections in juvenile, adult, community corrections and work-release settings. I have served as a case manager, probation officer, senior supervisor and administrator in Florida, North Carolina, and New Jersey. Currently, I am a Post-Release Case Manager. In this capacity, I will continue the work the Transitional Case Managers have done with the participants at their respective facilities. I have witnessed firsthand that a person can change the course of their life utilizing various techniques, strategies and information given to them prior to, during and after release. I impact this process in recognizing what barriers present themselves in reentry and work at removing them with the participant to facilitate a successful transition to the community.”

Darrell Guilford GEO Alumni and Post-Release Case Manager

As a Post Release Case Manager, I have the opportunity to work with the best team you can ask for. I am surrounded by people that work really hard at what they do. It is great being part of a team striving to remove obstacles and reduce recidivism. I feel the work I do every day as a Post-Release Case Manager makes a difference to the people we live around and our community. This program is changing lives. I have the opportunity to watch firsthand our participants successfully transition home and back into the community. To see and hear the joy that transform in our practice is tremendously rewarding. Every day I go home, I know I truly did something meaningful and important. As a justice impacted individual, I truly know the meaning of having another opportunity at life. Carl Band once said, “Though no one can go back and make a brand-new start, anyone can start from now and make a brand-new ending.” COC is giving men and women the opportunity for a brand-new ending.

HEROES WORK HERE

The dedicated men and women of The GEO Group work as agents of change. 2021 proved to be a challenging year, and as a workforce, GEO persevered in the face of a global pandemic. Our facility staff, OUR HEROES, never faltered, and so the doors of opportunity never closed.

Throughout 2022, 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 Heroe's nominations that were received over the course of 2022:



Donna Jacobs – Program Manager

Donna Jacobs is a born leader who inspires the staff of the education, vocation, and substance use disorder departments to achieve excellence in the performance of their duties. Jacobs spends many hours ensuring the students at Moore Haven Correctional and Rehabilitation Facility receive the best education and vocational services that can be offered and oversees program offerings in the SUD department to ensure staff are providing quality care in fidelity to the treatment model. She believes in the residents and supports them in their endeavors. Jacobs is often called upon to assist in other areas and is never hesitant.

Brittany Morales – Executive Secretary

Added to Brittany Morales' many duties in 2022 was the responsibility for overseeing the GEO Academy at Karnes. This program provides technology-based learning paths via interactive learning stations. Morales' duties include verifying attendance and program completion. She awards each participant with certificates upon completion. In 2022 a total of 3,368 classes were completed with Brittany's support and encouragement.

Tracie Edmonds – Mental Health

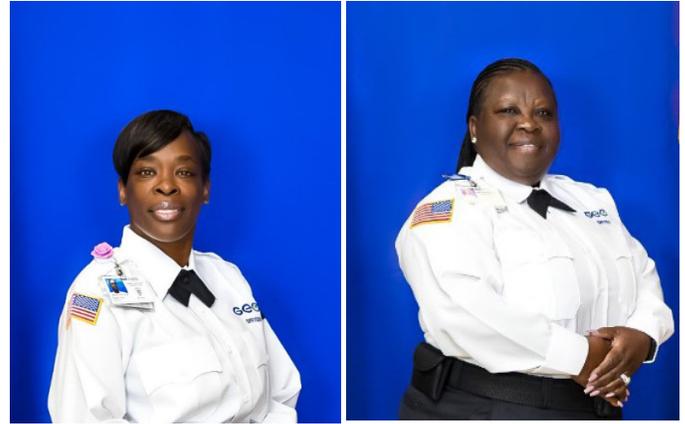
Tracie Edmonds is a mental health professional who demonstrates her commitment to her profession and the GEO Group mission as she carries out her duties and administers programs to facilitate wellness among the population. Hodge recently developed and implemented mental health programs to support a new initiative called "My First Step"; which serves inmates susceptible to substance abuse while incarcerated and have suffered multiple overdoses while in custody. Her efforts contribute to the success of this program and the sobriety of the clients.

Tasha Green – Unit Manager

In 2022, Tasha Green implemented the "My First Step" program in the housing unit she oversees. This program serves inmates susceptible to substance abuse while incarcerated and who have suffered multiple overdoses while in custody. Her creativity and dedication to service is why this program succeeds in assisting residents to maintain sobriety and improve their overall wellbeing during incarceration. Green demonstrated leadership and vision in recognizing and voicing the need for this program, which is the first of its kind in Virginia and is considered a best practice by the facility's senior leadership.

Jennifer French – Administrator

Jennifer French has served New Castle Correctional Facility now for 15 years as Administrator over the Programs/ Re-Entry Department. Her energy and management skills are second to none. She worked diligently and innovatively with re-entry staff to master the process. She is constantly pursuing new methods/ ideas for programming, such as her "Next Steps" activity, as well as implementing two new training programs, solar power installation training provided by Hoosier Initiative for Re-Entry, and a health-related program from Indiana Peer Education Program, entitled "Step-Up, Inc." She never shrinks away from added responsibilities or assignments given. She oversees all grievous loss conduct reports and responds to all classification appeals as part of her regular responsibilities. Among her many strong skills is her ability to communicate effectively.



Sonja Brown-Walker and Joyce Clark-Mann – Correctional Officers

Sonja Brown-Walker and Joyce Clark-Mann work closely with educators and counselors in the Programs department to ensure maximum participant attendance and compliance is accomplished daily; however, it is their willingness to assist with special projects in other areas of the facility that demonstrates their commitment to the Continuum of Care mission of GEO and South Bay. Brown-Walker and Clark-Mann often volunteer to assist with extra-curricular program-sponsored activities and provide the security presence needed to ensure residents adhere to facility rules while enjoying the activities. Their positive interactions with the residents and their volunteer spirit help make these activities a success.

Rhondie Walcott – Food Service

Ms. Walcott works the early morning shift in the food service department at South Bay; however, she is always willing to pitch in for whatever is needed. She volunteers to come in on the holidays when special meals are served to ensure that all meals are prepared with care while meeting nutritional requirements. She also ensures that enough portions are prepared so that all residents receive the same meal.

Vera Mazo – Compliance Administrator

During Moore Haven's ACA accreditation audit, the auditors spoke very highly of Vera Mazo's professionalism in her interactions with them and her responsiveness to their needs. The auditors spoke highly of her files, stating they were among the best they had encountered in their time as auditors. Mazo transitioned to the same role at South Bay in 2022, where she has revamped the internal audit process, training staff to conduct internal audits in their areas. She also provided cross training in different disciplines so that staff could gain experience outside of their work area and better understand facility operations.



Vanessa Hawkins – AFA of Programs

If you spend anytime at Riverbend Correctional and Rehabilitation Facility you will hear staff and residents call on "Miss Hawkins" to answer questions or solve a problem. GEO Alumni put it best, "She is just there you know? Whenever you need her, "Miss Hawkins" is tough, but she wants us all to succeed. She is a GEO Hero For real. She has saved so many of us." Thank you, Vanessa Hawkins, for your problem solving, life saving energy. You are a GEO Hero!



Christopher Cruz – Operations

Assistant Facility Administrator (AFA) Cruz assumed the duties of his position with enthusiasm, hard-work, and dedication. His back-to-basics approach to security operations has inspired security staff to recommit to providing quality care and move forward to create a better workforce. He also effectively manages the areas under his purview, including maintenance, food service, inmate property, and mailroom. In addition, he can be relied upon to be on site anytime there is a need and takes on the role of the acting FA when needed. He is well liked and respected by staff.

Nancy Maldonado – Food Service Manager

Nancy Maldonado truly deserves recognition for her hard work, dedication, and commitment as Food Service Manager at Lea County Correctional Facility (LCCF). With one the most challenging departments at LCCF, she takes on her position with confidence, grace, and determination. Maldonado's mastery of the food service department has been a huge asset to Lea County, Western Regional Office and Geo for many years. Maldonado has a great team spirit and works to make sure her staff feel included in decision-making processes. She also maintains an upbeat attitude, looks for positive outcomes, and focuses on the good. Nancy has been amazing to watch in action this year.

Margaret Cisneros – Assistant Facility Administrator

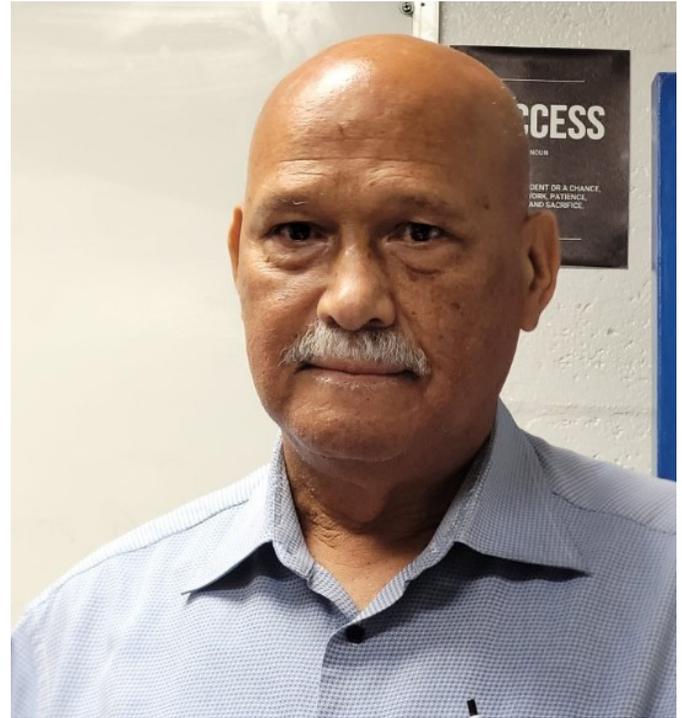
Cisneros, a GEO Group employee of over 20 years, is currently the Assistant Facility Administrator and oversees the facility operations. Cisneros is dedicated to the facility's mission and provides training for staff looking for promotion opportunities within their field. She took the lead in providing COVID care packets to staff who tested positive for COVID during 2022. She also consistently supports facility staff members by donating to charities for which their children are raising money. Cisneros is considered by facility staff a Hero in our industry.

Shane Rice – Major

Mr. Shane Rice demonstrates an aptitude for commitment to professional growth and provides leadership within Heritage Trail that is impactful, effective, motivational, and consistent. In addition to performing his operational duties in a manner which shows his commitment to going above and beyond, he also takes an active role in education classes and substance use disorder treatment groups, motivating residents and staff to be more than they were the day before. Shane's constant concern for others and positive attitude behind the scenes are just a few of the reasons why Major Shane Rice is a GEO HERO!

Elvertha Gillis – Compliance Officer

Elvertha Gillis is a GEO Compliance Officer and has led us through ACA accreditation with 100% standard compliance, and recent DOC audits. Her time and effort spent on the achievement of excellence goes above and beyond expectations. In addition, Lopez is available to assist each person that he encounters with any need they may have.



Peter Lopez – Substance Use Disorder Treatment Counselor

Peter Lopez has a passion for his role as a substance use disorder treatment counselor that goes beyond measure. His commitment to ensuring residents are engaged in the treatment process is shown in the groups he facilitates. His ability to establish rapport with the residents is reflected in their willingness to share their personal stories in group session, knowing that other participants will maintain the confidentiality, respect, and trust that is needed for successful group outcomes.

Foy Hodge – Maintenance Manager

Even though Foy Hodge, who has a wealth of knowledge in maintenance and construction, faced staff shortages during 2022, he managed to keep up with a difficult workload, ensuring that all maintenance work orders were entered and completed in a timely manner. When faced with facility damage caused by two major weather events, Hodge was able to accurately assess and repair the damage expeditiously. Foy Hodge, a decorated veteran, is highly respected by facility staff and residents.

ACADEMIC PROGRAMS

EDUCATION-CELEBRATING SUCCESS INSIDE AN OUT OF THE CLASSROOM

The halls are filled with excitement. The bell does not ring, and yet eager students line up and take their seat in class. The classrooms are filled with interactive technology and overflowing potential. The day begins with motivational thoughts for the day and ends with points to ponder. For most students this is not the first time they have been inside a classroom, or put to the test, but this time is different. The slate is clean and new goals have been created it is a second chance to excel.

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 Travis Spencer

Mr. Spencer is exactly what you would want in the role of a teacher/instructor for GEO and CoC. His dedication to his students and their success is what drives him every day. He is always willing to assist in whatever class there is a need and takes on additional duties to ensure the success of South Bay. Each time there is a tour or special event, he is front and center making things happen.

CAREER & TECHNICAL EDUCATION (CTE)

GEO Continuum of Care demonstrates its commitment to implementing flexible and innovative employment preparation, including transferrable work experience, through GEO 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.

GEO ACADEMY CAREER SERVICES:

Career Services provides an additional resource during post-release participation. Since inception in 2020, there have been more than 800 post-release participants and alumnus who have received assistance with employment services and job placement. Career Assessments are scheduled weeks prior to a participant's release. Post-release participants receive:

- Career interest assessments
- Employment skills assessments
- Career counseling and guidance
- Mock interview sessions
- Complete CoC employment services application
- Resume development
- Job search and on-line application submission
- Career training and post-secondary education referrals
- Quarterly In-house Career Fairs

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 added a Warehouse and Logistics program. It has been beneficial to many of our participants over the past year. The addition of this training track compliments our existing logistics program, and initiated the National Forklift Academy.

EMPLOYMENT PARTNERSHIPS

The implementation of our Kingman Vocational Rehabilitation service track has afforded GEO an additional pathway to employment for individuals with disabilities. This opportunity will provide workplace training, housing assistance and job opportunities to a population that struggles when reintegrating due to extensive waiting periods for assistance. Qualifying participants receive the necessary assistance prior to release.

National Center for Construction Education and Research (NCCER)

GEO is an Accredited Training Sponsor of NCCER. 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. GEO Continuum of Care awarded 2,956 NCCER certifications during program year 2022.

Robert Couch, CTE Instructor

Robert Couch is a dedicated Educator with years of experience. Mr. Couch "Coach Couch" has been a member of the Riverbend team for over 10 years. He puts the education of those in our care first. He never gives up on his students. It takes a willing person to teach a willing person and that is and has been Coach Couch's position. He tackles each day with a special kind of tenacity that you can and will only find in an individual who was called to the mission of educating and Coach Couch is that person. Coach Couch inspires learners and knows just how valuable an education can be to the men here at Riverbend CF. He is truly remarkable and deserves recognition.

FAITH- AND CHARACTER-BASED PROGRAMS

In 2022, Chaplaincy and Faith Based Services continued to expand and promote servant leadership. A variety of programs and staff were highlighted for their prominent role in community engagement, program efficacy, and good will.

AWARDS & HIGHLIGHTS

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

Children's Champion Award:

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

Renewal Award:

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

In addition to regional awards, GEO's Mesa Verde ICE Processing Center was the 2022 Prison Fellowship National Award Winner!

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



GEO HERO CHAPLAINS

Elvira and Ruben Segundo, Chaplains/ Karnes County Immigration Processing Center

Mr. and Mrs. Segundo are a powerful Chaplain team. They both work diligently to ensure that religious services are provided for all residents, regardless of their religious orientation. Mrs. Segundo has gone above and beyond by obtaining religious literature in many different languages, providing a huge cost benefit to the company while highlighting the human-interest side of our jobs. The Segundos also have a powerful presence in the facility.

TREATMENT

SUBSTANCE USE DISORDER TREATMENT

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

National Association of Alcohol and Drug Counselors (NAADAC) and Florida Certification Board (FCB) Approved Education Provider

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.



TREATMENT HERO

Isabel Villanueva - Substance Use Disorder Treatment Counselor - from Lea County Correctional Facility who is a Licensed Substance Abuse Associate. Isabel has been with our facility for the past 12 years. She has worked as an outpatient substance abuse treatment provider for 9 years prior to her being an RDAP counselor for the past 3 years. Villanueva utilizes her education and training to the fullest and always helps new program and security staff whenever she can. Isabel is a consummate professional, but is personable with everyone she encounters, especially new treatment staff. Villanueva goes above and beyond to treat our RDAP residents offering both support and understanding, but strong confrontation of ineffective behavior.

ALUMNI AND MENTORING SERVICES



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

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

Alumni members are former CoC program participants who have been successful in their return to society. These individuals are proof that positive goals can be achieved. Mentors are comprised of both alumni

and in-custody participants who have demonstrated the desire to help others. Mentoring can be effective in pre- and post-release phases of programming. By establishing relationships during programming, mentors act as guides through treatment and beyond, offering their experience, strength, and hope to help others meet the challenge of a positive reentry.

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

Mentor support includes:

- Substance use and recovery
- 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

CoC FACILITY OF THE YEAR



South Bay Correctional and Rehabilitation Facility Selected as the GEO Continuum of Care Facility of the Year

Deeply rooted in the rich soil of South Bay, Florida, one can find a new type of growth flourishing. It is not the harvest of corn, tomatoes, or even sugar, that has the most powerful yield, but rather the opportunity that grows within the walls of GEO's South Bay Correctional and Rehabilitation Facility (South Bay CRF). South Bay CRF is in the heart of South Florida, nestled on the banks of Lake Okeechobee. It is affectionately referred to as "The Bay" by its residents. The residents of South Bay CRF did not choose to be there but are thankful all the same. Cody Romeo, a resident of South Bay CRF believes that South Bay saved his life. The young aspiring singer, recently featured on Fox and Friends, is quick to share his story of recovery from a lifetime of drugs and crime. His is a story of the recovery and salvation that he found only behind the

walls of South Bay CRF, or as Cody puts it, "Only at the Bay". Cody is one of the 1,948 individuals who reside at South Bay CRF.

The facility was built in 1994 and is dressed in razor wire much like any other correctional facility, but step inside and one quickly realizes that facility leadership has created a community and not a prison. Music washes the walls of the hallways. Smiling faces exchange "Good Morning and Good Afternoon" greetings that echo throughout every inch of the property. The hustle and bustle of the classrooms whisper promises of new beginnings and welcome opportunity. South Bay CRF has promoted second chances through education and treatment since first breaking ground, but this past year, the facility gave new meaning to second chances. Under the leadership of Facility



Administrator, Lori Sink, AFA of Security, Chris Cruz, AFA of Programs, Charmonica Spivey, and Chief of Security, Leandre Mckinnon, the phrase “Only at the Bay” took on new meaning.

The facility leadership team worked with staff to make 2022 the year of second chances. South Bay CRF staff hosted second chance events all year and ended 2022 with a ribbon cutting ceremony for an onsite Second Chance Center. The Second Chance Center is home to a technology and career center, Recovery Road, One Love Café and a renaissance center that allows individuals to rediscover their artistic talents. Facility staff take turns working inside the center and cheering on participants as they tune instruments and vocal cords, develop resumes, interview for jobs, create culinary works of art, or paint the next great masterpiece. Staff, in collaboration with members of GEO Alumni Services, also encourage residents to give back to their community.

In October 2022, the Second Chance Center was the stage for a Victim Awareness Walk. Residents painted over 250 butterfly wings and walked with staff to honor survivors. The Butterfly is a symbol of metamorphosis, change, and transition. Hundreds of residents came forward and provided their own testimonials of change, vowing to never take but always give back to their community.

The Second Chance Center is not the only corner of South Bay CRF where you will find a celebration of life. The facility has hosted multiple events through the recreation department as well. Weekends were transformed into carnivals, softball tournaments, and basketball shoot-outs. Only at “The Bay” would you find NBA greats such as Michael “Sugar”

Ray Richardson and Otis Birdsong shooting hoops with teams of staff and residents. Sugar and Otis weren’t the only celebrities to find their way to South Bay. Timothy’s Gift, a non-profit that focuses on restoring hope to justice involved individuals, accompanied by American Idol Alumni Melinda Doolittle, made a special stop at South Bay’s Second Chance Center at the end of November 2022 to perform a special Christmas Concert for the residents. South Bay transformed the Second Chance Center into a Winter Wonderland and created an environment that made everyone believe in Christmas miracles.

In 2023, South Bay CRF is already off to an exciting start! On January 13th, South Bay welcomed Fox and Friends host, Rachel Campos Duffy, who spent time touring the Second Chance Center and talking with residents about vocational and education programs. Rachel also witnessed the power of faith by sitting in on a faith-based leadership class led by GEO Board Member, Jack Brewer, and GEO Continuum of Care Alumni, Elmo Golden. The visit was truly remarkable and not only was it aired on the Fox and Friends Sunday Morning show, but it was also aired on Martin Luther King Day as part of Fox News programming.

It’s not the celebrities or incredible activities calendar that make South Bay CRF so special, it’s the people. The staff and residents working together every day to change lives as true partners in rehabilitation. For South Bay CRF, 2022 proved to be the year of second chances, and as such “The Bay” was selected as the GEO Continuum of Care Facility of the Year! Let us all celebrate their commitment and find it in our hearts to plant seeds of opportunity in our own backyards and declare every year the year of second chances.

GIO'S STORY



GEO Continuum of Care® Alumni of the Year: Giovanni O. Sairras

Giovanni O. Sairras is a multi-business owner, motivational speaker, published author, and GEO Alumni of the Year for 2022. Mr. Sairras was born in Suriname, South America. He immigrated to the United States when he was only eight years old with his four siblings and his parents. Assimilating to American customs was a bit of a challenge due to the language and cultural barriers. Regardless of this challenge, Giovanni always managed to prevail in school academically and graduated high school with a 4.0 GPA. He was always an active child with varying interests in sports, poetry, art, and technology. Giovanni has always been a hard worker and always remained employed up until his arrest in 2003.

Giovanni served 17 years in the Florida State prison system. He served 10 years at GEO's South Bay Correctional and Rehabilitation Facility and while he was there, he made a positive impact on the residents. He did this by facilitating transition programs, financial literacy classes, and mentorship programs.

Currently Giovanni owns two businesses. He started his own consulting company after returning home in May of 2020. Giovanni also started a mobile pantry during the pandemic to assist with bringing fresh groceries to justice

impacted communities. He and his business partner, Teddy Cox, came together to provide this service to reduce recidivism in Florida. The idea was that if they could save a family money on groceries, that money could then be used to pay a bill or put money on an incarcerated family member's account. From there, Giovanni decided to expand this idea into another business centered around reentry services. Thus, Re-Entry One Inc. was born in 2021.

Re-Entry One Inc. has now been operating for almost 2 years and has served over 1,000 returning citizens in the state of Florida. Primarily operating out of South Florida, Re-Entry One Inc. offers job placement, vocational training, transitional housing referrals, clothing/hygiene packages, healthcare, counseling referrals and much more. Giovanni visits various prisons in South Florida with his team to connect with residents prior to release.

Giovanni also serves as the Vice Chair of the Advisory Board to the Miami-Dade Homeless Trust. There, he is a voice for returning citizens as it pertains to homelessness in Miami-Dade. More often than not, homeless populations contain returning citizens who have been barred from housing based on their background.

Re-Entry One Inc. has a contract with Miami-Dade Probation, so that individuals can complete their community service hours through the organization. This allows volunteers gaining community service hours access to resources to help reduce recidivism. Every volunteer is given an opportunity for mentorship and assistance with their next steps after graduating from the program. If you want to start a business, pick up a trade, or find an alternative route after graduation, the program is designed for you to have the tools you need to be successful. This is an on-going program through Re-Entry One Inc., and Giovanni has also recently partnered with the Department of Juvenile Justice to expand this program to at-risk youth.

Re-Entry One Inc. has been operating for over two years without any substantial grants, and Giovanni has been funding the organization with some of his own income and with the help of small donations from the community. This year, he looks forward to having a grant writer to help expand the services Re-Entry One Inc. provides and help even more people in 2023.

Giovanni's goal is to not only reduce recidivism in the state of Florida, but to also increase the number of entrepreneurs who are coming home. He believes it's harder to discriminate against someone for a job if they are the business owner. In 2022, Giovanni co-sponsored an entrepreneurship program for returning citizens through the City of Lauderdale. The Lauderdale Inclusive Entrepreneurship Program (LIEP) is a 10-week program designed to connect formerly incarcerated business owners with assistance from the City in starting or scaling their businesses. LIEP is a pilot program in which all participants graduated in its first round and was even featured on the Local 10 News.

Giovanni has also been published in different poetry books, such as "Don't Shake the Spoon Vol. 2" from the Exchange 4 Change program. He has been published multiple times when he was incarcerated and was even offered a poetry scholarship prior to being arrested. He also picked up several certifications while incarcerated, including becoming a certified paralegal and gaining his Commercial Driver's License (CDL) permit. He has also taught CDL

while at Opa-Locka Work Release, and every student in his class gained their CDL upon graduation.

Giovanni Sairras is such an eclectic individual, and he could have virtually been anything prior to contact with the justice system. He could have been a professional track star, a published author, national poet, innovative prodigy, and so much more. Mr. Sairras is an example of the power of using time wisely. He has always maintained that his mind could never be confined. In that realization, he has inspired so many individuals inside and outside of prison to become the best version of themselves. Congratulations on being selected as the GEO Continuum of Care Alumni of the Year!



COMMUNITY PROVIDER SPOTLIGHT



Re-Entry One Inc. is a grassroots non-profit organization and Post Release partner specializing in filling the service gaps for returning citizens transitioning home to South Florida.

Re-Entry One Inc. was founded in 2020 by GEO Alumni Giovanni Sairras in hopes of filling the service gaps that returning citizens in Florida experience.

The process began with a mobile food pantry, under the impression that you can decrease crimes of desperation by keeping a family fed for a month. Since then, this organization has expanded into assistance with housing, clothing, hygiene, employment, mentorship and so much more!

MISSION STATEMENT: To reduce Florida's recidivism rates by providing effective re-entry programs and services to its returning citizen population.

VISION STATEMENT: Inspiring a life of change in Florida's returning citizens through ambitious transition/re-entry programs and services

CLIENT QUOTES

“Hello Mr Berrios. It's William. I moved out of Carla Vista on Saturday. I start the CDL Program on Monday July 18, and I am very excited. I just want to thank you for all of your help in the last 3-4 months...you are definitely a God send. I am living in Glendale AZ now much closer to school with a good friend who is visually impaired. I'm able to begin giving back all of the kindness that was offered me in my transition. I will keep you updated on my success and ultimate goal of reuniting my family.”

— WILLIAM D. /KINGMAN

“I’m writing this letter in appreciation for Mr. Foley. He has shown love and support that has changed my life forever. The program helped me get a job and put me on the right path. I pray the program will continue to help others as it has helped me.”

— RONNIE K. /SOUTH BAY

“The post-release program through GEO has been very much a lifeline for me. I served 21 years in the Indiana DOC. Since my release the program has helped me with a bike for transportation, clothes, food and new glasses. They have been great about checking up on me and making sure I’m on the right path.”

— TIMOTHY M. /NEW CASTLE



GEO Continuum of Care® Featured at TED Conference in New York City

The GEO Group was honored to be a sponsor of the TEDxWaterStreet Reimagine Conference on May 3-4, 2022. TEDxWaterStreet is the local New York City chapter of the national TED organization.

GEO was represented at the conference by Jose Gordo, Chief Executive Officer; Jack Brewer, GEO Board Member; Derrick Schofield, Executive Vice President, GEO Continuum of Care®; David Burch, Divisional Vice President, Continuum of Care®, and several other Continuum of Care® staff and Alumni members from around the country.

The conference started on the evening of May 3rd with Mr. Gordo providing the keynote address at the welcome event for conference participants and sponsors, which was hosted at the NASDAQ Stock Market. Mr. Gordo welcomed all guests and provided an overview of the services and programs GEO provides. The welcome event provided GEO with the opportunity to network with thought leaders from around the country and discuss important matters related to GEO's commitment to human rights and to providing enhanced rehabilitation programs and post-release support services for those in our care.

On May 4th, the TED conference hosted a variety of speakers, each providing 18-minute presentations covering topics from self-advocacy to human and economic resilience. The last presentation of the conference was facilitated by GEO Board Member, Jack Brewer,

and it included testimonials from three GEO Continuum of Care® Alumni: Dakota Jones (released from Florence West Correctional and Rehabilitation Facility in Arizona), Kevin Sabbath and Elmo Golden (both released from South Bay Correctional and Rehabilitation Facility in Florida).

The presentation was titled "Tackling Recidivism," and Mr. Brewer discussed the impact the criminal justice system has on fatherhood and the benefits of the programs provided by the GEO Continuum of Care®. He then turned the stage over to the GEO Continuum of Care® Alumni who discussed their challenges and successes and what it meant to have the support of the GEO Continuum of Care® and GEO Post-Release Services as they transitioned home.

During a reception that followed the conclusion of the conference, each of the GEO Continuum of Care® Alumni participants, as well as GEO Continuum of Care® staff members, Tim O'Boyle and Arthur Townes, had the opportunity to share their stories in a more intimate setting. It was clear from listening to these men share their stories that the impact they made during their 18 minutes on stage was eye-opening for some of the thought leaders in attendance.

It is through opportunities like the TEDxWaterStreet Reimagine Conference that the GEO Continuum of Care® can begin to open more doors for those we serve in a way that was once unimaginable.

GEORGIA AND FLORIDA OUTCOMES OVERVIEW

CEO'S IMPACT ON REDUCING RECIDIVISM

In this section, we provide a follow-up timeframe of one and three years for approximately 4,933 individuals who were released from three GEO Florida and Georgia facilities by the end of 2021. Consistent with the methodology set forth in most state analyses, the definition of recidivism set forth by Florida and Georgia was utilized. First, an analysis of 2018 and 2021 release data for GEO Florida and Georgia facilities indicates a lower return rate year-over-year due to enhanced programming and staff training. Thereafter, a two-year return-to-custody period for 2019 and 2020 featuring a GEO Georgia facility illustrates how the application of Evidence-Based Practices can lead to a decrease in recidivism rates. Finally, a three-year recidivism comparison rate of 2018 and 2019 for GEO Florida facilities is included demonstrating the positive effect of enhanced programming on recidivism over a more extended period.

STATE RECIDIVISM ANALYSES – ONE-YEAR RATE

As a first glimpse at the effectiveness of enhanced programming services, **the figures demonstrate a one-year comparison of recidivism rates for 2018 and 2021. The data indicates that there has been an impressive drop in the number of individuals recidivating, demonstrating that the continued enriched services in Florida GEO facilities** may be contributing to the declining number of people who recidivate within the first year of being released. Moore Haven, South Bay, and Riverbend, a facility in Georgia operated by GEO, are featured in this report to illustrate individual facility recidivism rates.

STATE RECIDIVISM ANALYSES – TWO-YEAR RATE

The Riverbend Correctional Facility is highlighted in this annual report utilizing data available for a two-year return to custody period. As previously discussed for one-year recidivism rates, programming maturity that adheres to evidence-based practices often yields positive results, as demonstrated by a decrease in recidivism. Similar trends can be observed in Riverbend's two-year recidivism rates from 2020 to 2019.

STATE RECIDIVISM ANALYSES – THREE-YEAR RATE

For 2018 and 2019, GEO has now compiled information on recidivism based on three-year data for comparison. As a result, GEO can assess the programming enhancements created within the facility and post-release from 2018 to 2019 for individuals who have been released for three years. The figures indicate a reduction in recidivism, suggesting that the enhancement of services provided to these individuals has had a long-term positive effect on their lives.

POSITIVE OUTCOMES THROUGH EVIDENCE-BASED PRACTICES

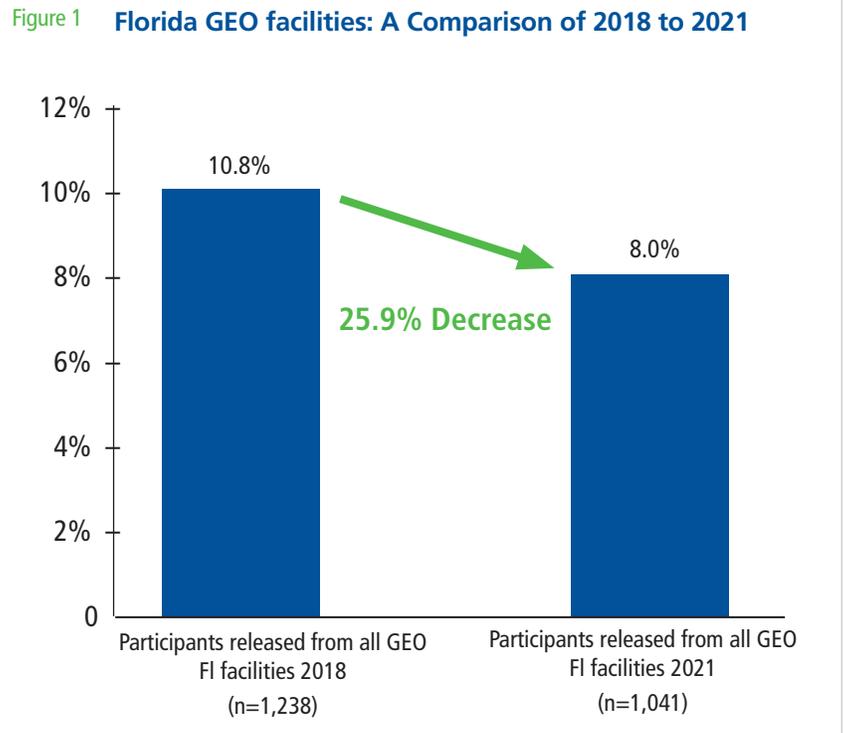
Additional positive outcomes are demonstrated by the pre- and post-treatment Criminal Thinking Scales (CTS) scores. CTS measure the effect of progressive treatment on the individual's antisocial cognition and attitudes. As seen on page 28, participants show a reduction across all criminal thinking scales for 2022. These results are significant indicators for decreasing patterns of recidivism.

STATE RECIDIVISM ANALYSES – ONE-YEAR RATE

Based on data for 2018 and 2021, the following section examines the positive impact of enhanced programming services on a one-year recidivism rate.

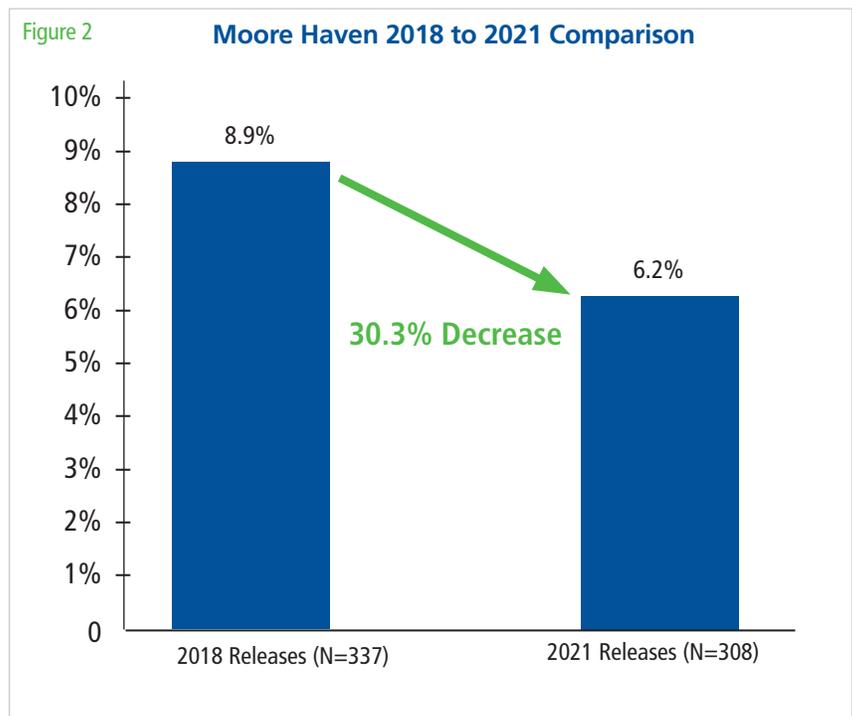
All 3 Florida Facilities – 2018 and 2021 Release Data

- Blackwater River, Moore Haven, and South Bay Correctional collectively house 4,933 adult male individuals in community services through close custody.
- In 2018, 1,238 individuals were released; in 2021, 1,041 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 25.9% decrease for individuals released in 2021 compared to those released in 2018.



Moore Haven – Release Data

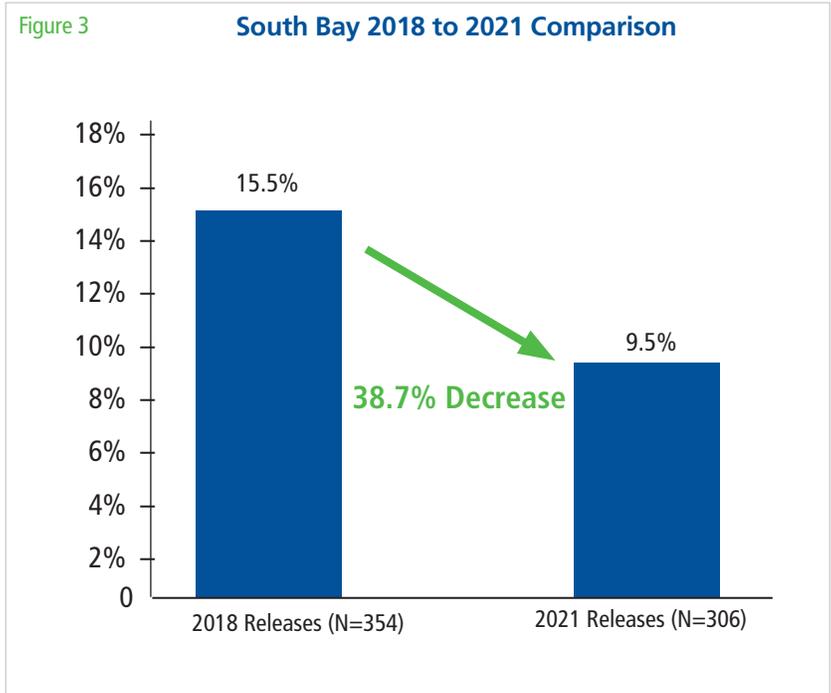
- Moore Haven Correctional and Rehabilitation Facility houses 985 community, minimum, and medium custody adult male offenders.
- Figure 2 demonstrates the impact of GEO FL facilities' programming services on decreasing the recidivism rate. The one-year recidivism rate includes a 30.3% decrease in individuals released in 2021 compared to those released in 2018.



STATE RECIDIVISM ANALYSES – ONE-YEAR RATE

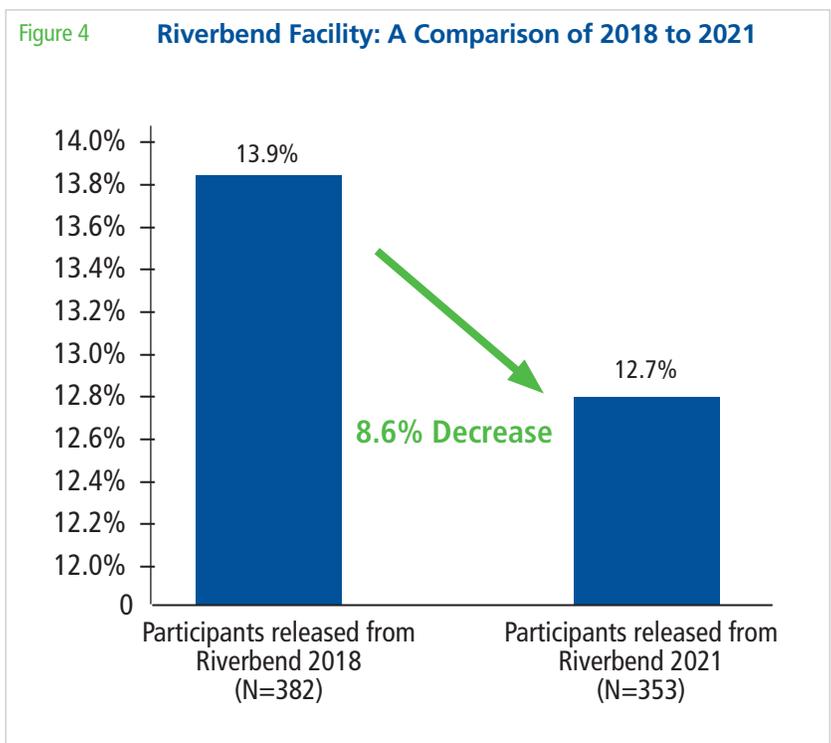
South Bay – Release Data

- South Bay Correctional and Rehabilitation Facility houses 1,948 community-, minimum-, and medium-custody adult male offenders.
- Figure 3 demonstrates the impact of GEO FL facilities' programming services on decreasing the recidivism rate. The one-year recidivism rate includes a 38.7% decrease in individuals released in 2021 compared to those released in 2018.



Georgia – 2018 and 2021 Release Data

- Riverbend Correctional and Rehabilitation facility houses 1,500 medium custody adult male offenders. In 2018, 382 individuals were released; in 2021, 353 were released from Riverbend.
- Figure 4 demonstrates the impact of Riverbends' enhanced programming services on decreasing recidivism rates. The one-year recidivism rate includes an 8.6% decrease for individuals released in 2021 compared to those released in 2018.

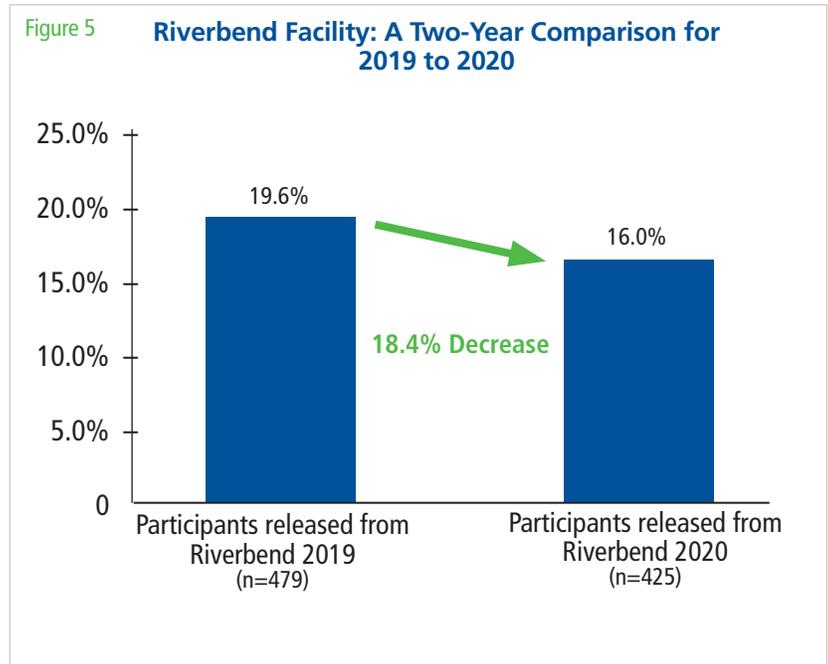


STATE RECIDIVISM ANALYSES – TWO-YEAR RATE

Based on data for 2019 and 2020, the following section examines the positive impact of enhanced programming services on a two-year recidivism rate.

Georgia – 2019 and 2020 Release Data

- Riverbend houses 1,588 adult male individuals in community services through close custody.
- In 2019, 479 individuals were released; in 2020, 425 were released from Riverbend.
- Figure 5 demonstrates the impact of Riverbends' enhanced programming services on decreasing recidivism rates. The one-year recidivism rate includes an 18.4% decrease for individuals released in 2020 compared to those released in 2019.

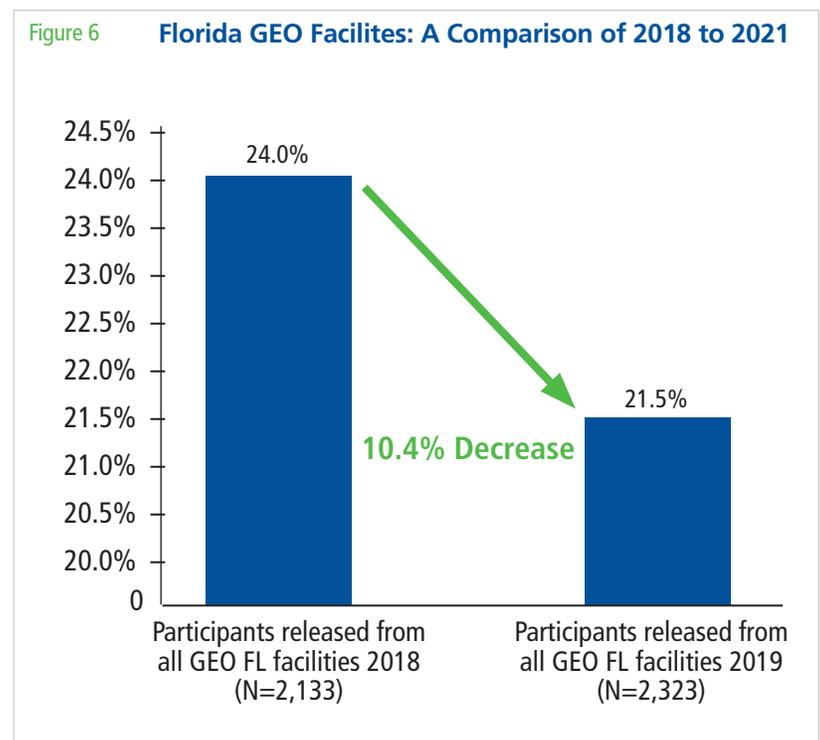


STATE RECIDIVISM ANALYSES – THREE-YEAR RATE

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

Florida – 2018 and 2019 Release Data

- Blackwater River, Moore Haven, Graceville, Bay and South Bay Correctional collectively house 7,838 adult male individuals in community services through close custody.
- In 2018, 2,133 individuals were released, while in 2019, 2,323 were released from a GEO FL facility.
- Figure 6 demonstrates the impact of GEO FL facilities' enhanced programming services on decreasing the recidivism rate. The three-year recidivism rate includes a 10.4% decrease in individuals released in 2018 compared to those released in 2019.



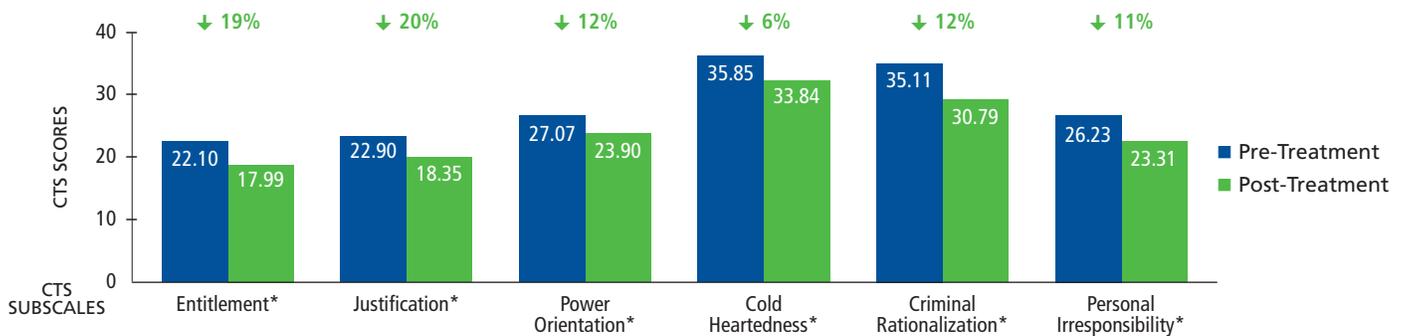
CRIMINAL THINKING ASSESSMENT SCORES

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 three 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.

Participants at Riverbend CRF averaged a 15% reduction across all scales

Riverbend Medium- and High-Risk Participants 2021



- The TCU-CTS data for 2022 Florida releases from 2022 for Moore Haven, Blackwater and Southbay was analyzed.
- The findings indicated Moderate and High-Risk participants (N=222) did significantly better post-treatment in all six domains.
- Clinically significant results were found for four domains, which include Power Orientation, Cold-Heartedness, Criminal Rationalization, and Personal Irresponsibility
- The average length of stay for the sample size (n=222) is 536 days
- The findings indicate, overall participants appear to reduce their acceptance of criminal attitudes after completing treatment.

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