

Annual Report

Fiscal Year 2005



Fighting Recidivism:
Restitution, Rehabilitation, Restoration

GEORGIA



DEPARTMENT OF CORRECTIONS

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"OUR PEOPLE ARE THE CENTERPIECE"

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THE BOARD

The Board of Corrections is composed of 16 members, one from each congressional district in the state. The Governor appoints all members, subject to the consent of the State Senate, to staggered five-year terms.

The Board develops rules governing the conduct and welfare of employees under its authority; the assignment, housing, feeding, clothing, treatment, discipline, rehabilitation, training and hospitalization of all inmates under its custody; and all probationers sentenced to its supervision.



The members serve on the following committees: Education, Operations, Probation, Facilities, Nominating. The Board of Corrections is a policy-making statutory board and has legal status only as a board. The operation and management of the GDC institutions, facilities, and probation system are the responsibility of the Commissioner.

Members of the 2005 Board of Corrections

First District

Tommy M. Rouse
Waycross, Georgia

Second District

Sheriff R. Carlton Powell
Thomasville, Georgia

Third District

J. Tyson Stephens
Atlanta, Georgia

Fourth District

vacant

Fifth District

A.D. Frazier
Atlanta, Georgia

Sixth District

Patricia B. Miller
Marietta, Georgia

Seventh District

Sheriff Roger Garrison
Canton, Georgia

Eighth District

Bruce Hudson
Douglasville, Georgia

Ninth District

Robert E. Jones
Madison, Georgia

Tenth District

Robert G. Vass
Gainesville, Georgia

Eleventh District

John Mayes
Rome, Georgia

Twelfth District

Ellison G. Wood
Statesboro, Georgia

Thirteenth District

Avery Tom Salter
Appling, Georgia

Members at Large

Charles D. Hudson
Bill Jackson
Wayne Dasher
Cecil Nobles
William C. Masee, Jr.

MISSION / VISION

MISSION

The Georgia Department of Corrections protects and serves the public as a professional organization by effectively managing offenders while helping to provide a safe and secure environment for the citizens of Georgia.

VISION

The Georgia Department of Corrections is the best corrections system in the nation at protecting citizens from convicted offenders and at providing effective opportunities for offenders to achieve positive change. We are a leader and partner in making Georgia a safer, healthier, better educated, growing, and best managed state. We accomplish this by:

- Ensuring public safety
- Operating safe and secure facilities
- Providing effective community supervision of offenders
- Creating opportunities for the restoration of offenders
- Ensuring the rights of victims
- Partnering with public, private and faith-based organizations
- Sustaining core values of Loyalty, Duty, Respect, Selfless Service
- Ensuring the well being of employees and their families

CORE VALUES

Loyalty. Bear true faith and allegiance to the Constitutions of the United States and the State of Georgia, the GDC, and other employees.

Duty. Fulfill your obligations.

Respect. Treat people as they should be treated.

Selfless Service. Put the welfare of the Public, the GDC, and other employees before your own.

Honor. Live up to all the GDC values.

Integrity. Do what's right--legally and morally.

Personal Courage. Face fear, danger, or adversity (physical or moral).



THE
EXECUTIVE
OFFICE



James E. Donald
Commissioner

FROM THE

I am honored and yet humbled to serve as the Commissioner of the Georgia Department of Corrections (GDC) as we fulfill our mission of protecting and serving the public. We support Governor Perdue's vision of making Georgia a safer, healthier, better educated, growing and best managed state.

Simply put, we are balancing a new vision of excellence in state government with the fundamentals of "best practices" to realign our mission. Corrections is leading change, transforming our operations and initiatives to be the best managed department in the best managed state in the nation.

Our team of nearly 15,000 Corrections professionals rises above the demands of our industry every day to achieve our mission – building on a proven track record of good stewardship and integrity in the largest law enforcement agency in the state.

Our agenda is clear. Public safety is non-negotiable as we strive to oversee more than 55,000 inmates in state prisons and more than 140,000 probationers under our supervision.

Georgia is ranked ninth in the nation for the size of its overall population but is ranked fifth nationally for the size of its prison population. One in 15 Georgians is under the supervision of Corrections. Every year some 18,000 inmates complete their sentences and return to the community, but 20,000 offenders enter our system. Many of them are repeat offenders.

Therein lies our challenge – to insure we provide the citizens of this great state an uncompromised level of public safety while we take steps to address the increasing size of our offender population, largely due to recidivism.

We have already begun taking the right steps to fight recidivism and promote more effective offender re-entry programming across our inmate and probationer populations. We're doing what research says should be done. We're moving beyond solely brick and mortar solutions to crime and expanding our re-entry initiatives – starting with the first day an offender enters our custody and supervision. This approach also enables us to partner with communities and key leadership across the state that want to help us win the "war" against recidivism in Georgia.

I am certain that community involvement and partnerships will drive our efforts to continue leading change and expanding how we use "best practices" in Corrections. Our plans and vision for the future direction of this department is conveyed in the information on our website. We hope having access to us via the website will be insightful and useful as you learn more about who we are.

Let me take this opportunity to welcome you to the best managed department in the best managed state in the nation.

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THE AGENCY

Executive Office

The Commissioner is responsible for the overall supervision of the agency's management and operations. The Assistant Commissioner, the Division Directors, Executive Assistant, Board Liaison, Legislative Services, Public Affairs, Legal Office, Information Technology, Georgia Correctional Industries, and Engineering & Inmate Construction report to the Commissioner's Office. The Assistant Commissioner oversees the daily operation of the agency.

Administration Division

The Administration Division is responsible for the financial and budget services policies and systems - impacting the infrastructure of the agency, which is valued at approximately \$2.3 billion.

Corrections Division-Facilities

Facilities is responsible for managing Georgia's inmate population which includes the operation of all correctional facilities; and the care and custody of all state prison inmates. Facilities also oversees those state offenders who are incarcerated in county camps and private prisons, and offenders housed in probation facilities.

Corrections Division-Probation

Probation provides community supervision and services to over 135,000 probationers sentenced by the courts of Georgia's 49 judicial circuits.

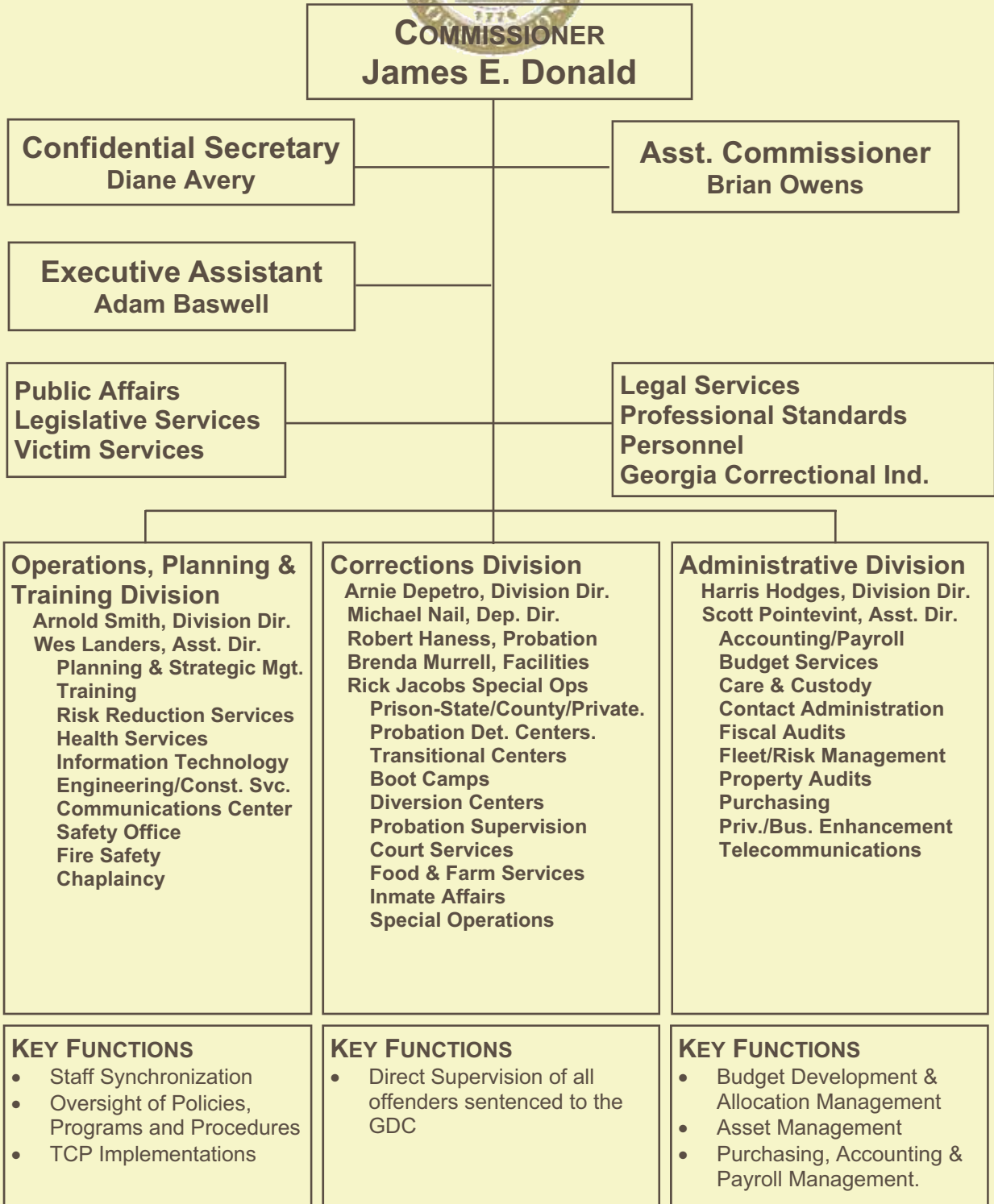
Operations, Planning, & Training Division

The Operations, Planning, and Training Division was created by Commissioner Donald with the primary purpose of overseeing the implementation of the Transformation Campaign Plan and synchronizing the department's efforts toward the Transformation Campaign Plan.

Georgia Correctional Industries (GCI)

GCI is a self-sustained operation supported by revenue generated from the manufacture and sale of its products and services. Over 1,800 inmates work each day in its prison plants, which include optics, carpentry, chemicals, metal fabrication, screen printing, upholstery, and garment production.

ORGANIZATIONAL CHART



COMMISSIONER'S



Brian Owens—Assistant Commissioner

The Assistant Commissioner serves as the Commissioner's appointed deputy, functioning as second in command of the department. The Assistant Commissioner assumes responsibility for the overall administration and operation of the agency in the Commissioner's absence or as directed by the Commissioner.



Adam Baswell—Executive Assistant

The Executive Assistant provides direct support to the Commissioner and is responsible for overseeing diverse Corrections initiatives across agency divisions, state and federal research projects and plays a lead role in collaborative efforts with community partners.



Diane Avery—Confidential Secretary

The Confidential Secretary is the secretary and personal assistant to the Commissioner, handling departmental matters of a confidential, sensitive and policy-making nature.



Laura Jones—Board Liaison

The Board Liaison provides administrative support and coordination for the 16 members of the Board of Corrections. The liaison also performs a variety of clerical, office management and advanced secretarial duties in support of management staff.



Cathy Lee—Secretary 2

The secretary for the Executive Office performs a variety of clerical, office management and advanced secretarial duties in support of management staff.

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EXECUTIVE



Misty Holcomb—Liaison

The Legislative Liaison is the primary point of contact for members of the General Assembly and is responsible for handling constituent requests, problem resolution, and coordination of legislative visits to GDC Facilities. Additional duties include research and development of potential legislation, monitoring legislation introduced by others and informing the members of the General Assembly of special events or major changes within the department.



Yolanda Thompson—Director

The Office of Public Affairs is the agency's point of contact with the public and media for inquiries about the agency. The office oversees media relations, press conferences, community partnership initiatives, community forums, prison tours, multi-media presentations and the Choose Freedom campaign. The office responds to the public's requests for information via email and maintains the GDC website.



Derek Schofield—Director

The Office of Investigation Compliance consists of two separate investigative units, which monitors and maintains the internal integrity of the department. Both units conduct criminal, civil, and administrative investigations within the GDC. The Internal Investigations Unit conducts investigations of offender and employee misconduct while the Special Investigations Unit is responsible for investigating offender and employee allegations of impropriety.



William "Bill" Amideo—Director

The Legal Office provides a variety of services in representing the legal interests of the Department. The attorneys working within the Legal Office advise the Commissioner, executive staff, and other employees of their legal rights and responsibilities in the development and implementation of agency policies and procedure. The Legal Office also represents the Department's interests in administrative appeals relating to employee discipline and oversees the Department's procurement and contracting functions. The Legal Office works closely with the Attorney General's Office in representing the Department before state and federal courts. The Legal Office is also responsible for responding to all requests for information that are received pursuant to the Open Records Act.

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PERSONNEL



Cindy Schweiger
Director

Central Personnel Administration, the primary human resources office in the department, is responsible for all human resource functions within the department. From recruitment to retirement, Central Personnel helps every employee with any personnel-related issue.

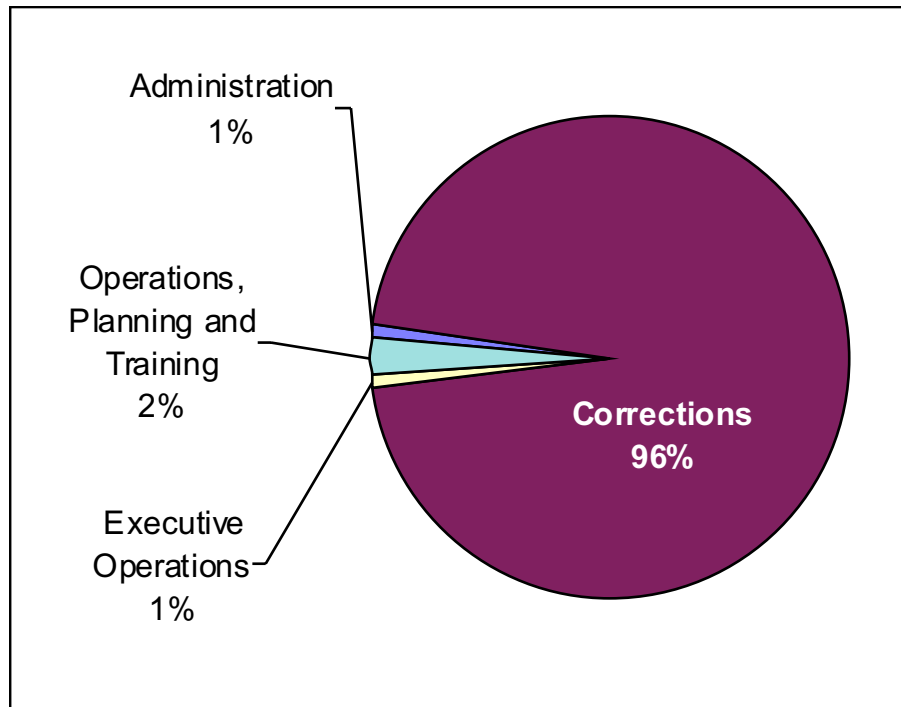
Central Personnel provides assistance to management in interpretation and application of human resources law, policies and procedures. We do this not just for compliance, but because it makes good business sense.

Where Do Our Employees Work?

As of **June 1, 2005**, the department employed **13,739** full-time employees. Of these, **13,142** work in the Corrections Division, where they are responsible for direct offender supervision. That is **96%** of the department's staff.

Central Personnel Administration

The 13,739 full-time employees of the Georgia Department of Corrections are its most valuable resource. Central Personnel Administration provides support to these individuals by developing, coordinating, monitoring, evaluating, and administering personnel functions, department-wide.



PERSONNEL

Central Personnel provides oversight, consultation, technical assistance, and policy direction for correctional facilities, probation offices, and the various departmental units located across the state, which are charged with carrying out personnel functions at the local level. Major personnel functions include:

Applicant Recruitment	Human Resources Policy Development
Applicant Testing/Screening	Job Evaluation/Compensation
Benefits	Performance Management Program
Critical Incident Debriefings	Personnel Data Management
EEO/Diversity	Records Management
Employee Support Services	Reprimand Reviews
Employee and Applicant Drug Testing	Return-to-Work Program
Employee Recognition	Salary Guidelines Development
Fair Labor Standards Act Administration	Selection and Promotion Guidelines
Family and Medical Leave Act Administration	Transactions
Grievances	Workplace Harassment
	Workforce Planning

FY 2005 PERSONNEL TRENDS AND TOPICS

Work Away— New benefits in lean times

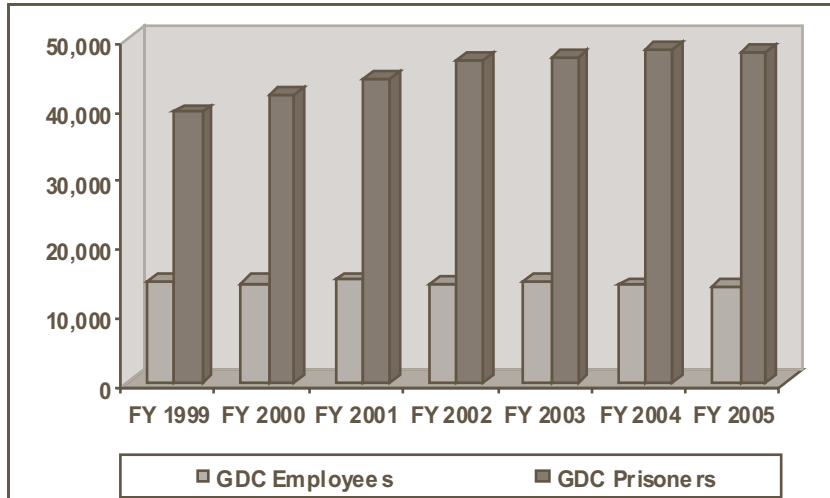
On September 9, 2003, the Governor signed an executive order regarding Work Away. Work Away contains two components, Telework and Alternative Work Schedules. Although these types of changes to work schedules and work weeks are not for everyone, the response to this new benefit has been overwhelmingly positive. There are currently 96 employees participating in Teleworking and more than 9,500 are working some form of Alternative Work Schedule to include compressed work weeks or flexible schedules. GDC was awarded funding from the Clean Air Campaign to develop a Work Away program. During FY 2005 GDC fully launched a program for Work Away. A full year pilot statewide was completed prior to full implementation of the program.

In a time when raises are scarce and benefits are getting more expensive, the Governor's executive order cleared the way for GDC to offer a new benefit to its employees. The program benefits not only the environment by reducing pollution and congestion but enhances work/life issues by allowing employees to work when they want and spend more time with their family.

PERSONNEL

STAFF GROWTH VS. PRISONER POPULATION INCREASE – STAFF NUMBERS SHRINK RELATIVE TO PRISONER POPULATION

Fiscal restraints introduced in FY 2002 are still present in FY 2005. Again for FY 2005, the Governor ordered a 5% cut in the department budget. The department has complied with the Governor's directive that each department do more with less. The cuts have their greatest impact on staffing. Staffing numbers are lower today than they were in 1999, even though the prisoner population has increased by 8,500 prisoners or 22%. These trends can be seen in the following chart and table.



EDUCATION INCENTIVE COMPENSATION

The agency has implemented an Education Incentive initiative that will reward the efforts of employees who obtain college degrees. The initiative supports Governor Perdue's goal of a better-educated Georgia and is in alignment with GDC's focus as a professional learning organization and one that values its employees as well as education. If all prescribed criteria is met, employees earning an Associate Degree may receive a 3% lump sum payment. Those earning a Bachelor Degree may receive a 5% lump sum payment.

	GDC Employees	GDC Prisoners
FY 1999	14,601	39,326
FY 2000	14,447	41,949
FY 2001	14,791	44,022
FY 2002	14,430	46,937
FY 2003	14,513	47,175
FY 2004	14,096	48,530
FY 2005	13,739	47,921

PERSONNEL

EMPLOYEE SUPPORT SERVICES— HELPING EMPLOYEES IN NEED

The goal of the Department is to maintain a productive and efficient staff. We recognize that personal problems may have adverse impact on job accomplishment. At certain times special intervention may be needed to address: personal issues, workplace conflicts among co-workers and/or supervisors, poor employee morale, or other situations that may adversely impact the work environment. Employees may also be involved in or witness a traumatic event, which unfortunately could have varying degrees of impact on their productivity and emotional state of mind.

Consequently, it is the policy of the Department to provide services which are available to any employee (and his/her immediate family members) via the Central Personnel Administration Employee Support Services office. These services include Alternate Dispute Resolution (ADR), Employee Assistance Program (EAP), and Critical Incident Debriefing (CID).

PEN LOAN PROGRAM AND THE PEACH STATE HOUSING INITIATIVE

The Georgia Department of Community Affairs (DCA) has developed the **PEN (Protectors, Educators and Nurses)** loan program to assist Georgia's state employees who help others in times of need, purchase a home of their own. Eligible borrowers may borrow \$7,500 at 0% interest to use towards the down payment, closing costs, and other loan-related expenses while contributing only 1% of the sale price to the purchase. The program is available to all full-time GDC employees. In addition, affordable housing will soon be available in some rural communities in Georgia thanks to the **Peach State Housing Initiative**. Through a cooperative effort between GDC and DCA, planned traditional neighborhood communities will be developed for the purpose of housing for GDC staff and other state employees.

HEALTH AND WELLNESS INITIATIVE

On March 1, 2005, the Department hired a part-time Health and Wellness Coordinator to coordinate the agency's health, wellness and fitness efforts. That person is responsible for facilitating the efforts of Field Wellness Coordinators. The fitness initiative is an effort to promote health and well-being among state employees. Programs include aerobics and Lunch-n-learn sessions on various topics. Fitness centers have been established in several locations in the State.

PARENT/CHILD INITIATIVE – AFFORDABLE DAYCARE SPONSORED BY GDC

The Parent/Child Initiative is a unique opportunity to provide affordable, quality childcare services to children and families of the Georgia Department of Corrections. Under this initiative, a proposal has been drafted for a comprehensive daycare center, utilizing the Milledgeville prison complex as the pilot program. By providing high quality childcare and education programs for children birth to five years, the Parent/Child Initiative seeks to increase employee productivity and reduce employee absenteeism. It is expected that employee morale will increase and families will feel less stress leaving their children in the care of professionals. To make this program affordable, GDC will prepare and provide a location for a private vendor, and provide an ongoing basis building maintenance, lawn care, electricity, and water fees. Providing these services would drastically reduce the cost, directly passing the savings to employees.

OPERATIONS, PLANNING, & TRAINING DIVISION

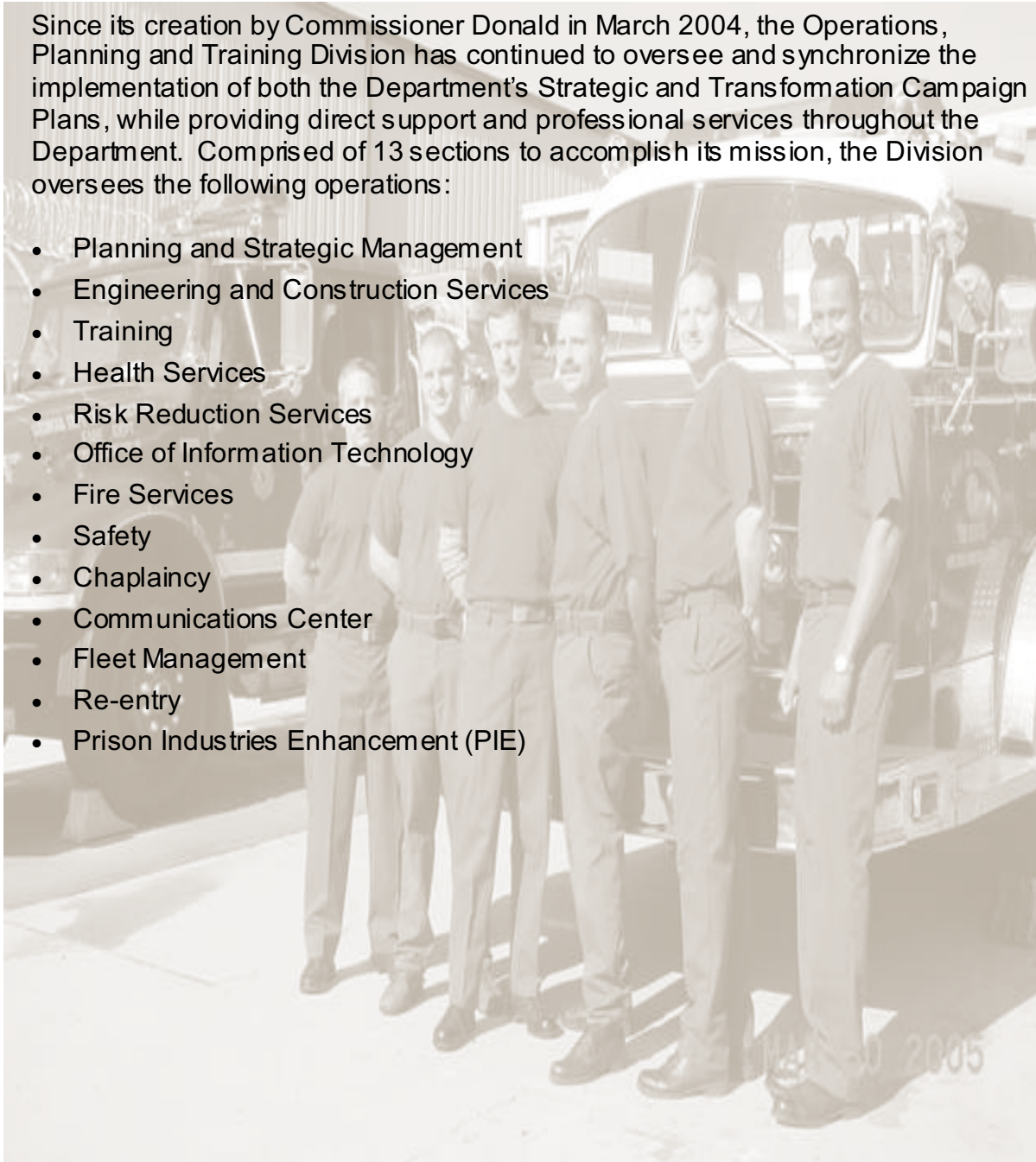


Arnold Smith
Division Director

OPERATIONS, PLANNING, & TRAINING DIVISION

Since its creation by Commissioner Donald in March 2004, the Operations, Planning and Training Division has continued to oversee and synchronize the implementation of both the Department's Strategic and Transformation Campaign Plans, while providing direct support and professional services throughout the Department. Comprised of 13 sections to accomplish its mission, the Division oversees the following operations:

- Planning and Strategic Management
- Engineering and Construction Services
- Training
- Health Services
- Risk Reduction Services
- Office of Information Technology
- Fire Services
- Safety
- Chaplaincy
- Communications Center
- Fleet Management
- Re-entry
- Prison Industries Enhancement (PIE)



OPERATIONS, PLANNING, & TRAINING DIVISION

Planning and Strategic Management

The function of the Planning and Strategic Management (PSM) Section is to plan, coordinate, and evaluate implementation of programs and projects within the Department of Corrections related to strategic management. The section provides the Department's managers with reliable information and data to help guide and assist agency-wide, policy related decision-making. The PSM section also fulfills a vital role in the development and coordination of the Department's Strategic Plan, as well as continual updating and implementation of the GDC Transformation Campaign Plan.

During Fiscal Year 2005, PSM:

- Provided important impact and fiscal analysis of proposed legislative bills during the '05 Legislative Session;
- Coordinated the review and refinement of the Department's Strategic Plan for the FY 2006/2007 performance based budgeting cycle, directing the updating and additional development of goals, objectives and performance measures throughout the Department;
- Updated and refined the Department's Transformation Campaign Plan and posted it to the GDC Public Website to maximize its exposure to other agencies and communities throughout the state;
- Provided vital projections, information and data regarding offender population growth for use in developing future bedspace requirements, as well as answering other ad hoc questions involving offender demographics, fiscal impacts, statistical analysis, etc.;
- Assisted in the planning and implementation of several strategic planning and senior management off-site sessions. These sessions were designed to further senior leadership development and training, and to enhance the participation and communications between the Department's Central Office staff and field leadership;
- Assisted other division/section staffs in the organization with a variety of planning, presentation, and implementation projects; and
- Prepared and/or coordinated responses to surveys and queries sent from government agencies, academic and the private sector organizations nationwide.

OPERATIONS, PLANNING, & TRAINING DIVISION

Training Section

Professional training and developmental opportunities are provided to all agency personnel and employees of affiliated organizations. In full support of the Department's mission, we are constantly seeking and implementing better ways to improve employee performance through training. This enables Corrections personnel to be better prepared to accomplish the departmental mission of protecting the public, victims of crime and agency staff. The following statistics represent some of our programs and the number of employees served in FY '05.

The four Field Academies conducted 2,060 classes for 25,736 students. The Employee Development Unit (EDU) conducted 290 classes and 7 conferences for 7,416 students. EDU also developed the Alcohol/Drug Reasonable Suspicion Training and delivered it to all Wardens/Superintendents.

The Probation Training Unit conducted 276 classes for 5,088 students, including 114 new

Probation officers. The Georgia Corrections Academy conducted 34 BCOT classes and graduated 1,885 new Correctional Officers.

The Special Operations Training Unit conducted 55 training programs for 1,902 students, including several students from other law enforcement agencies. They also conducted 15 controlled shakedown, assisted with the planning/preparation of Operation Safeguard, supervised 23 Tactical Squads and provided supervision and security for 3 executions. The Instructional Systems Unit conducted 273 classes for 1,855 students.

The Management Development Unit conducted 126 classes for 2,501 students from Agency and college-level courses. The POST Certification Unit completed 2,492 POST Applications for Certification, 2,416 Certifications completed, 570 criminal background checks, and 36,332 C-12's. A total of \$17,100.00 was processed for the charges to private vendors as required by POST.

Interagency Cooperation

The Training Section coordinated a number of interagency conferences and training programs including:

- The National Institute of Corrections training program on "Women Offenders: Critical Policy Issues"
- The National Institute of Corrections Videoconference on the "Prison Rape Elimination Act – Phase II"
- The National Institute of Corrections Videoconference on "Correctional Leadership Competencies for the 21st Century"
- The National Institute of Corrections Videoconference on "Community Supervision, Utilizing a Strength-Based, Family Focused Approach"
- The TOPPSTEP Conference with the Georgia Department of Labor and the State Board of Pardons & Parole

OPERATIONS, PLANNING, & TRAINING DIVISION

- A "Basic Grantsmanship II" training with statewide volunteers
- Five "Team Enhancement" training sessions with the Georgia Merit System
- The Georgia Merit System "Administrative Professionals Conference"
- The "Food & Farm International Conference"
- Two "Electronic Parole Plan Process" with the State Board of Pardons & Paroles
- An "Inmate Culture" program for the U.S. Army at Ft. McPherson

The Special Operations Unit participated in the annual "Multi-Agency Training" for law enforcement in Coweta County.

FIELD TRAINING OFFICER

The Training Section initiated a Field Training Officer (FTO) program that encompasses both Probation and Facilities Operations. The intended outcome is to provide the agency with highly motivated and skilled training officers who will guide and teach new employee training.

E- LEARNING

The Instructional Systems Unit began development of online instructional programs for GDC staff. Topics include: Wellness, 15 Passenger Van Safety, and Asbestos Awareness. Future topics are under development and are anticipated for online status in 2006.

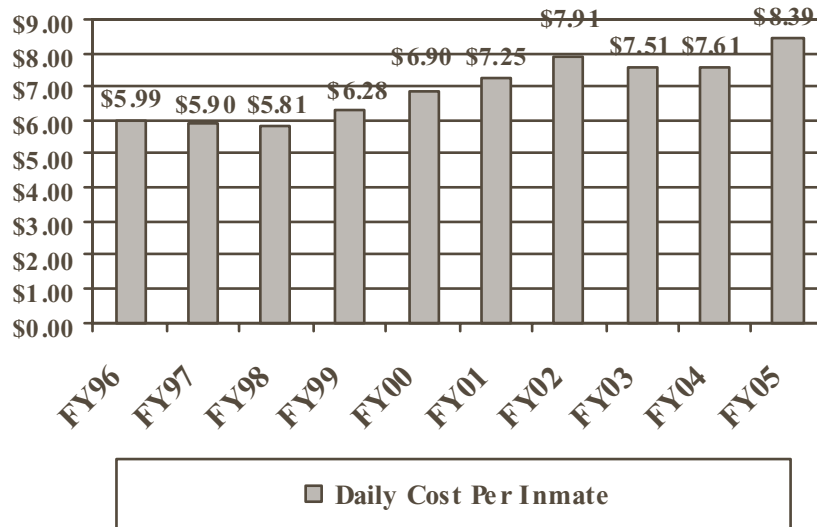
EMPLOYEE EDUCATION INITIATIVE

The Management Development Unit had a leading role in researching, coordinating, and implementing the GDC's **Education Initiative**, which seeks to invest in employees' future by providing opportunities for higher education. This initiative supports Governor Perdue's goal of a better educated Georgia and is in harmony with GDC's status as a learning organization. Once all prescribed criteria is met, employees earning an Associate Degree may receive a 3% lump sum payment; those earning a Bachelor Degree may receive a 5% lump sum payment.

OPERATIONS, PLANNING, & TRAINING DIVISION

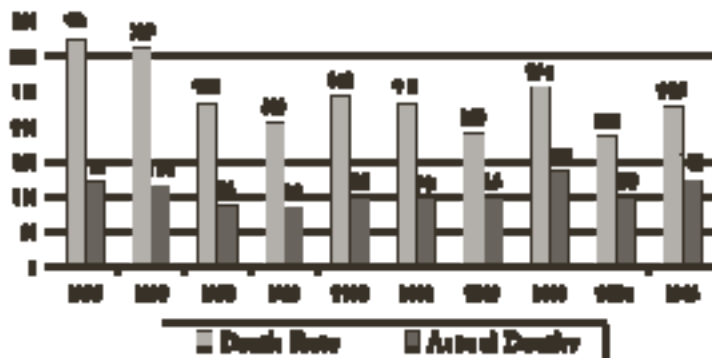
Health Services

The mission of the Office of Health Services is to provide the required constitutional level of health care in the most efficient, cost-effective, and humane manner possible, while protecting the public health interests of the citizens of the State of Georgia. During FY05 the Department remained vigilant in delivering care as economically as possible while remaining attentive to the public health responsibilities inherent within a large correctional population.



In FY05 the Department spent \$164,176,043 on inmate health care, including both physical and mental health. This translated into a cost per inmate per day of \$10.20, a 9.1% increase over FY04. This increase was due to the continued growth of chronically ill populations and the continued increase in the average age of the inmate population. The cost per inmate per day is illustrated above.

While certainly not the indicator, mortality rates are an important management indicator concerning inmate health care delivery. In FY05, the Department experienced an increase in mortality rate from FY04, but remained below the average mortality rate 239 per 100,000 for the last ten years and well below the highest rate of 326 per 100,000 that occurred in 1996. The mortality rates and actual number of deaths per year for the last 10 years are listed above.



OPERATIONS, PLANNING, & TRAINING DIVISION

The mental health caseload continued to grow statewide. By the end of FY05 there were 7,394 mentally ill inmates in the correctional system, an increase of 176 from the end of FY04. At the end of FY04 and FY05, approximately 15% of the total inmate population was on a mental health caseload. For the previous 11 years, the percentage of inmates receiving mental health services had increased by 1% per year, but the caseload has remained stable at 15% for the past two years.

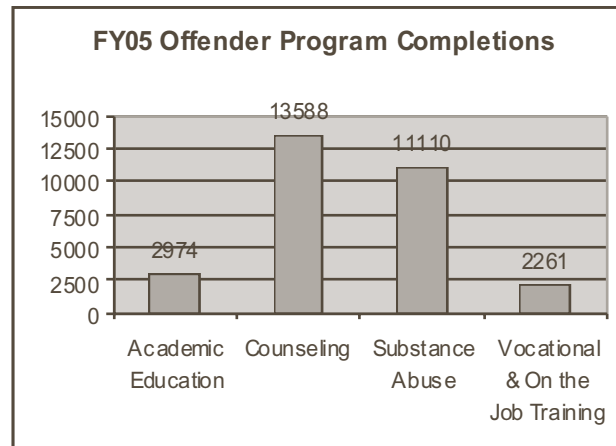
The Office of Health Services has remained committed to managing an increasing number of physically and mentally ill offenders in the most cost effective manner possible while recognizing the medical integrity of patient care.

RISK REDUCTION SERVICES

Risk Reduction Services is a unit within the Georgia Department of Corrections mandated to reduce recidivism by providing research-based programs. Our mission is to increase public safety by reducing recidivism.

The goals of Risk Reduction Services are to provide constitutionally mandated or legally required programs and, at the same time, to focus on changing criminal thinking and reducing criminal behavior through evidenced-based programs that target crime-producing behavior.

The primary targets of effective offender interventions are criminal thinking, substance abuse, education, and employment. An assessment process identifies offender risk and need which is then utilized for program referral and placement.



Academic and vocational advancement opportunities are available for offenders identified in need. Vocational programs not only offer viable training for inmates, but also provide valuable services to the community. Among our new workforce development initiatives is the TOPPSTEP program, which is now available in Pre-Release Centers and In-house Transitional Centers.

OPERATIONS, PLANNING, & TRAINING DIVISION

Cognitive programs designed to address criminal attitudes, beliefs, and thinking continue to expand throughout the system. The Motivation for Change (M4C) course meets the legislative mandate for a substance abuse, risk reduction program for all incarcerated offenders and is offered in all facilities.

In addition, within our facilities, offenders have access to numerous counseling interventions and other substance abuse programs. Counseling services have now been expanded to include 25 probation offices and the five new Day Reporting Centers.

Current Risk Reduction Services initiatives include:

- Expansion of the Georgia Program Assessment Inventory; measuring program quality
- Continued expansion of COMPAS, a validated risk and need assessment
- Expansion of special education services for all qualifying youthful offenders
- Establishment of a female probation Residential Substance Abuse Treatment program
- Expansion of the Braille Transcription Project
- Establishment of Career Centers; training inmate clerks and staff
- Expansion of the Sex Offender Psycho-educational program
- Training and orientation for Judges and Law Enforcement concerning cognitive behavioral correctional programming

OFFICE OF INFORMATION TECHNOLOGY

The Office of Information Technology (OIT) works in support of the agency's transformation efforts, ensuring that information systems are in place to make the agency as effective, efficient, and secure in the discharge of its duties as possible.

Work continues toward completion of the agency's end-to-end enterprise web-based corrections system, SCRIBE, which includes administrative, operational, executive, and offender management functions. Thirty-two modules were in production use at the end of Fiscal Year 2005, and several new modules will be rolled out during Fiscal Year 2006. During FY 2005, an older, unstable document imaging system was replaced by SCRIBE's document imaging and management module.

OIT's web development team provided utilities and services that improved fleet and telecommunications management, increased efficiency, and lowered the costs of staff and materials for information distribution.

OPERATIONS, PLANNING, & TRAINING DIVISION

OIT is committed to providing the right tools to the right staff in the right place in the most cost-effective way. During Fiscal Year 2005, OIT:

- Implemented the capability to remotely support and install and update software on network-attached computers.
- Upgraded Probation Office servers and implemented centralized administration and backup of server data, avoiding approximately \$350,000.00 in hardware and backup software licensing costs.
- Implemented additional high-availability data storage for the agency's enterprise systems. Upgraded over 2000 older, inefficient workstations. Supported the continued expansion of the agency's telework initiative, and a more mobile workforce.

The agency has 211 sites that share data and access applications across the agency's Wide Area Network. Each site has a local area network that connects that site's computers and peripherals. The wide area and local area networks host over 300 servers, over 7200 personal computers, and thousands of other technology peripherals.

CHAPLAINCY

The Chaplaincy Section has four areas of responsibility.

Chaplains – There are seven Chaplains who are based in Central Office. Five of them are serving a specific religious group in 19 of our state prisons. The other two serve in specific leadership training roles across the state. There are 43 Chaplains who serve in state prisons. There are three Chaplains that serve in private prisons.

The Faith & Character Advisory Board meets biannually and continues to be a valued partner offering support for the ex-offenders who seek to become law-abiding productive members of their community. This board is comprised of clergy, religious and community leaders.

The state has been divided into nine zones and each zone will have its own Advisory Board to provide support to those ex-offenders returning to their zones. The Rome Faith Based Zone Advisory Board is established and is comprised of community leaders in Faith, Law Enforcement and Industry. The Chaplain at the prison that houses the F&CB Dorm Program is the lead on establishing our Faith Based Advisory Boards in each zone.

OPERATIONS, PLANNING, & TRAINING DIVISION

The Chaplaincy section has added a Faith and Character Based Coordinator who oversees the Faith and Character Based Dormitories. In FY 2005 the Georgia Department of Corrections operated five F&CB Dorms, one each at Calhoun S.P., Hays S.P., Macon S.P., Pulaski S.P., and Valdosta S.P. The Faith and Character Based Dorms:

- Graduated the first two classes in each F&CB Dorm - a total of 10 graduations.
- Witnessed a dramatic decline, 90%-95% reduction, in the number of Disciplinary Reports in F&CB Dorm population compared to the general population
- Graduated four ex-offenders who are working with Faith Based Ministries in the local community; One is a paid Risk Reduction Consultant
- Reduced recidivism among ex-offenders who are F&CB Dorm Program graduates utilizing the life skills, employment skills and social skills they received through the F&CB Dorm Program
- Produced a play - Valdosta University has begun the process of utilizing the Valdosta S.P. F&CB Dorm Program play "Diamonds in the Rough" in a public service announcement with the goals of reducing crime and impacting criminogenic thinking among the youth in the greater Valdosta area
- Wrote a manual - Macon S.P. inmates wrote a manual to teach educators how to spot at-risk children and how to talk to children about the danger sexual predators pose. As a result of this manual two kids came forward to report sexual molestation
- Reconnected inmates with families - One Valdosta S.P. F&CB Dorm Program graduate was able to reestablish contact with estranged daughter - after 30 years of no contact, thus building a bridge to his family so that he will have a residence for parole. This helps the GDC by not having to house an inmate that could otherwise be paroled, saving the state \$18,000 per year (per inmate)
- Sparked national interest - The impact of the GDC F&CB Dorm Program is receiving national recognition. Indianapolis DOC is modeling its Adult, Juvenile and Female F&CB Dorms based on the Georgia DOC F&CB Dorm Program, and Florida DOC has contacted us and is considering modeling our program in their prisons
- Expanded in Probations - The Emanuel/Twin City Probation Detention Centers have established a Faith Based Advisory Support Board and is working towards implementing a F&CB Dorm Program.

The 300 Volunteers dedicated to our F&CB Dorm Program have been trained and are delivering employment, educational and motivational training support to our F&CB Dorm Program population.

GDC will expand the Faith & Character Based Dorms in 2006 (Lee Arrendale, Lee, Metro & Scott State Prisons), which will give us a total of nine institutions providing F&CB Dorm Programs. In the new Faith and Character Based Dorms we will continue to build on the lessons learned to enhance opportunities for participants to succeed.

OPERATIONS, PLANNING, & TRAINING DIVISION

There have been some positive additions to Chaplaincy this year - three full-time Chaplains' positions. These are the first full-time Clinical Chaplain positions added in six years. The additions are at Hays S.P., Valdosta S.P., and Metro S.P. The credentials for Clinical Chaplaincy include:

- Master's degree in Theology/Divinity
- Ordination and Endorsement by Church/Denomination
- Three Years post-ordination experience
- Four Quarters Clinical Pastoral Education

Chaplaincy Services has provided two training events this year for Chaplains.

In FY 2005 there were 54 specialized training events for volunteers, including specialized training events for Alcoholics Anonymous, Narcotics Anonymous and Hispanic Volunteers. There are now over 8,500 Certified Correctional Associates (Volunteers) supporting the religious services and activities in all the state prisons including the Faith & Character Based Dorms, the In-House Transitional Centers, Transitional Centers, Probation Detention Centers, Day Reporting Centers, and County Prisons.

Volunteers involved in the Aftercare/Mentoring of inmates follow the "Meet and Greet" paradigm in which they meet and begin mentoring the offenders inside the prison and then greet the ex-offender as he/she leaves prison, bridging the gap between prison and community involvement, assisting the ex-offender into a law-abiding productive life.

Chaplaincy Services works closely with Risk Reduction Services and Re-entry Services with the mutual goal of reducing recidivism through delivery of proven Faith and Character Based life-skills programs and community involvement in the successful habilitation of ex-offenders.

RE-ENTRY INITIATIVES

Re-entry is a section within the Georgia Department of Corrections charged with the primary purpose to promote public safety through collaborative partnerships which reflect a seamless system that assist returning offenders to be law-abiding, productive community citizens.

Re-entry is a core commitment of the Georgia Department of Corrections Transformation Campaign Plan and supports the core goal to make a safer, healthier, better educated, and best managed Georgia. Re-entry is a process of transition that should begin at the offender's earliest point of entry into the prison or at pre-sentence guided by offender assessment and evidence-based interventions. Re-entry provides effective opportunities for offenders to achieve positive change and to be a more pro-social contributor to society.

OPERATIONS, PLANNING, & TRAINING DIVISION

The mission of Re-entry is to establish effective methods to reduce recidivism through collaborative partnerships with agencies and organizations that support offender transition to the community.

Goals of Re-entry:

- Build individual capacity of the offender to be a productive member of his/her family and community,
- Link offenders to program services necessary for successful transition and re-entry into the community,
- Increase the community and correctional capacity to address the offenders' needs and identify community resources to match assessed needs, to enhance public safety by reducing recidivism among the formerly incarcerated population,
- Promote public safety through collaborative partnerships that support offender transition to the community.

Re-entry initiatives include:

- National Governor's Association- Re-entry Policy Academy (NGA)
- Serious and Violent Offender Re-entry Initiative (SVORI)
- National Institute of Corrections Transition from Prison to Community Initiative (TPCI)
- Georgia Re-entry Impact Project (GRIP)
- In-House Transitional Dorms (ITC)
- Faith and Character Based Initiatives
- Prison Industry Enhancement (PIE) / War Against Recidivism (WAR)
- Georgia Department of Corrections Offender Placement
- Live Works
- Expand Transitional Centers
- Prisoner Re-entry

FIRE SERVICES

Georgia Department of Corrections Fire Services exists to provide a professional level of fire safety and life safety in the state prison system, and to manage a model inmate firefighter program to provide fire protection for all staff and inmates in Georgia Department of Corrections' Facilities. We will strive to find better ways of protecting the lives and property of our fellow staff, inmates, and citizens in communities surrounding our facilities (through education, prevention, training, and suppression) from the ravages of fire and other disastrous incidents.



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FIRE SERVICES

Significant Facts for 2005:

Construction Permits Issued	4
Certificates of Occupancy Issued	20
Fire Emergency Responses YTD	3,324
Institutional Fires	82
Facility Fire Inspector Classes	3 with a total of 73 students
Certification	2 (POST IT)
Training	397 Hours
<i>Buildings Inspected</i>	889

FLEET MANAGEMENT/RISK MANAGEMENT

The Fleet Management office is responsible for purchasing, repairing, maintaining and disposing of the Department of Corrections fleet vehicles. We have a main office in Atlanta and two mechanic garages: one in Atlanta, the other in Milledgeville. The main office purchases vehicles and assigns them to the appropriate correctional facility. Currently, there are 1868 vehicles in our Fleet, which includes buses, trucks, vans and sedans statewide.

All of the mechanics that work at Fleet Management garages are inmates; therefore we have no labor cost. During FY05, 2050 work orders were processed at both locations. This equates to 7,775 labor hours, and at \$65.00 per hour the savings to the Department of Corrections was in excess of \$500,000.00.

During FY05 the vehicles that belong to GDC were driven 24,736,128 miles, with a fuel cost of \$1,811,684.78.

Risk Management is also a function of this office. Vehicle accidents and claims are evaluated and processed in a timely manner.

PRISON INDUSTRY ENHANCEMENT (PIE) CERTIFICATION PROGRAM

In the 2005 session of the General Assembly the "Working Against Recidivism Act" was passed and signed into law by Governor Perdue. The passing of this bill allows the Georgia Department of Corrections (GDC) to apply and participate in the Prison Industries Enhancement certification program (PIE). PIE is a national program created by Congress in 1979 to encourage state and local governments to establish employment opportunities for prisoners that are comparable to private sector work opportunities.

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The PIE program allows private sector industry to establish joint ventures with state and local correctional agencies to produce goods using prison labor. Private sector industries who utilize offender labor pay wages and Workman's Compensation. The PIE program certifies and exempts state and local departments of corrections from normal restrictions on the sale of prisoner-made goods in interstate commerce. The U.S. Department of Justice's Bureau of Justice Assistance administers the PIE Certification Program through its Corrections Branch. Each certified program must be determined to meet certain statutory and guideline requirements.

PIE programs bring private sector industry to the grounds of a prison, and offenders are paid by the private sector industry for their labor. PIE provides compensation to victims, offsets the cost of incarceration, and provides savings to offenders for their transition back into the community. Prison based industries would allow the state to garner a portion of the earned wages to make offenders contribute to the costs of their own incarceration, lessen the burden of taxpayers and reduce the escalating cost of crime. The PIE program has two primary objectives:

- To generate products and services which enable offenders to make a contribution to society, help offset the cost of their incarceration, compensate crime victims, and provide support to their families.
- To provide a means of reducing offender idleness, increasing job skills, and improving the prospects for successful offender transition to the community upon release.

ENGINEERING AND CONSTRUCTION SERVICES

The Mission of the Engineering and Construction Services (ECS) section is to provide safe and secure facilities by the design, construction and maintenance of the essential physical infrastructure. ECS develops, designs and constructs new facilities and manages the maintenance of existing facilities. Also, using inmate labor under staff supervision, ECS builds, remodels and restores facilities for other governmental entities on a limited basis.

COMMUNICATIONS CENTER

The Communications Center is a 24-hour multi-operational emergency type call center that responds to routine and emergency communications. This center oversees statewide intra-office and inter-agency contacts to ensure reliable information links are maintained for the executive management team and all divisions in GDC.



CORRECTIONS DIVISION



Arnie Depetro
Division Director

CORRECTIONS

Regular Probation Supervision

Probationers must report to a probation officer, maintain employment, submit to drug and alcohol screens, and comply with all court-ordered requirements.

Intensive Probation Supervision

When more structure is needed than regular probation supervision provides, a judge can order intensive probation supervision where the probationer is closely monitored by a team of officers.

Specialized Probation Supervision

Offenders who have committed sexual crimes, crimes against children, or crimes of family violence may be subject to specialized, highly-monitored probation supervision.

Community Service

As a condition of a sentence, probationers may be required to provide unpaid service to their community in addition to or in lieu of fines and fees.

Day Reporting Center

To deal with the most severe cases of alcohol and substance abuse among the probation population, DRCs are available in some circuits to provide intensive treatment. Offenders attend classes and counseling sessions, and are tested for drugs and alcohol frequently. Probation follows release.

Diversion Center

A judge may order probationers to stay at a diversion center where they work a paying job in the community and/or participate in treatment options. The center deducts room, board, family support, restitution, and fees from the offenders' paycheck.

Detention Center

A probation detention center is a minimum security facility for confining offenders. The offenders perform unpaid community work, receive treatment and are eventually released to probation supervision.

Boot Camp

Boot camps are a residential option which combines discipline, hard work and drug-education programs for non-violent offenders. Successful participants are released to probation supervision.

State Prison

State prisons house violent or repeat offenders, or nonviolent inmates who have exhausted all other forms of punishment.

County Prison

Some low-security, long-term state prisoners are incarcerated at county work camps. They provide unpaid, yet highly-skilled, work to the counties in which they are housed.

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CORRECTIONS

The Corrections Division is responsible for the direct supervision of all offenders sentenced to the Georgia Department of Corrections in the following facilities:

- 37 state prisons
- 3 private prisons by contract
- 24 county prisons by contract
- 11 transitional centers
- 3 inmate boot camps
- 1 probation boot camp
- 22 probation detention centers
- 12 diversion centers
- 5 day reporting centers

Overall, the Division is responsible for over 52,000 inmates and 140,000 probationers.

SPECIAL OPERATIONS

The Special Operations Section of the Corrections Division oversees internal processes that support the Division's primary task of supervising offenders.

Special Operations Unit: There are currently 10 Fugitive Agents assigned to Special Operations. Nine of these are assigned to the United State Marshals Service Southeast Regional Fugitive Task Force: three in the Atlanta Office, four in the Macon Office, and two in the Savannah Office. The remaining Agent is assigned to the Drug Enforcement Administration Atlanta Task Force. These 10 Agents search for fugitives from the Georgia Department of Corrections and any other jurisdiction requiring assistance

GDC Tactical Squads:

There are currently 23 Tactical Squads based at facilities across the state. Each squad has 12 Correctional Officers who receive extensive training on riot and crowd control, firearms, chemical munitions, and other less than lethal munitions. This staff is also responsible for hostage rescue. Both Tactical Squads and regionally assigned Hostage Negotiators have received training for dealing with hostage situations.

Canine Units: The Canine Units are based at 12 separate facilities across the state to provide the most effective coverage to meet the needs of GDC and our law enforcement partners across the state. There are currently 29 canine handlers and 47 bloodhounds trained specifically for inmate tracking. There are also four dogs of different breeds trained specifically for explosive detection and 28 dogs of different breeds trained specifically for narcotics detection. There is also one dog trained specifically for cadaver detection.

These handlers and their dogs continue to provide direct support to the Corrections Division and to local, state, and federal agencies who request assistance. All narcotics detection canines and all explosives detection canines are certified by nationally recognized canine training organizations.

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Correctional Emergency Response Teams (CERT):

There are currently 29 CERT officers based at facilities across the state. Each team has a team leader and five correctional officers. Each team receives extensive training on managing non-compliant offenders in day-to-day facility operations. CERT staff also receive advanced training in cell extractions, chemical munitions and less lethal escorts and transports, inmate searches, interview and interrogation techniques, and security threat groups.

Inter-Agency Liaison:

The Georgia Department of Corrections is a part of the state's overall law enforcement and criminal justice system. The role of the Inter-Agency Liaison is to maintain and strengthen those ties by serving on inter-agency task forces and representing the agency in state and national level policy meetings. An example of GDC's inter-agency commitments is providing staff and other related support to assist disaster relief in Mississippi and Louisiana during the aftermath of Hurricane Katrina.

FACILITIES OPERATIONS

Residential facilities are reserved for those offenders who have been determined to be a high risk to public safety and cannot remain in the community.

There is a wide range of residential facilities. There are community-based centers from which low-risk offenders are allowed to leave each day to work in the community, but there are also maximum-security prisons in which high-risk inmates are confined to cells most of each day. Residential facilities are expensive, ranging in price from just below \$39 to almost \$52 per day per offender, but they are essential to protect the citizens of Georgia.

BOOT CAMPS

Probation Boot Camps: There is one Probation Boot Camp in Georgia and it is the West Georgia Probation Boot Camp in Bremen. The facility can house up to 192 male felons. Probationers may be sentenced directly to the boot camp by the courts or as a result of a revocation action.

A candidate for the probation boot camp must be at least 17 and no older than 30 at the time of sentencing; has no previous period of incarceration in an adult penal institution; has no known contagious or communicable disease; has no known physical limitation that would exclude strenuous labor and physical activity; and has no known mental disorder or retardation that would prevent participation in a program that requires intensive interaction and strenuous physical activity. The camps are highly structured with a military regimen. Offenders work during the day in the facility or in the local community doing public service work. Risk reduction programming, particularly in the area of substance abuse, is provided in the evening hours.

CORRECTIONS

The boot camps are highly structured with a military regimen. Offenders work during the day in the facility or in the local community doing public service work. Risk reduction programming, particularly in the area of substance abuse, is provided in the evening hours.

Inmate Boot Camps: There are three Inmate Boot Camps in Georgia, most co-located within prisons. There are 898 Inmate Boot Camp beds, all reserved for male felons. The State Board of Pardons and Paroles chooses inmates for the boot camps from those who have been sentenced to prison. Inmates who successfully complete the three-to-four month program are released on parole regardless of their original sentence length.

A candidate for the boot camp must be at least 17 and no older than 30 at the time of sentencing; has no previous period of incarceration in an adult penal institution; has no known contagious or communicable disease; has no known physical limitation that would exclude strenuous labor and physical activity; and has no known mental disorder or retardation that would prevent participation in a program that requires intensive interaction and strenuous physical activity.

The camps are highly structured with a military regimen. Offenders work during the day in the facility or in the local community doing public service work. Rehabilitative programming, particularly in the area of substance abuse, is provided in the evening hours.

DIVERSION CENTERS

Probationers may be sentenced directly to a diversion center or may be sent there as part of a revocation or sentence modification. The centers are residential, but probationers hold paying jobs in the local community. All paychecks are sent directly to the centers, which deduct room and board, restitution, fines, fees, and other court ordered monies before depositing the remainder in an account for the probationer. If the probationer has a family, support for the family is also withdrawn from this account. The probationer may make small withdrawals from the account for transportation to and from work, maintenance items, or small incidentals. The centers are community-based, and efforts are made to help the offender to develop or maintain pro-social ties with both family and community.

There are 12 diversion centers around the state, four of which have units for female probationers. The total capacity of diversion centers is 1129 with 184 beds designated for females.

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DIVERSION CENTERS POPULATION

At the end of FY05, there were 966 probationers in the centers.

COST AND CONTRIBUTIONS

The cost for diversion centers is \$23,273 per year, nearly \$4,400 more than a prison bed. However, the cost is offset by the room and board collections that are returned to the State of Georgia. This offset lowers the actual cost to the state to \$15,861 per year per offender, about \$2,000 a year less than a prison.

The minimum length of stay in a diversion center is approximately three months. The average length of stay in a prison is almost three and a half years. The cost of a year in a prison per inmate, approximately \$18,852, is sufficient to confine only one offender. The cost of a year in a diversion center is sufficient to confine almost four offenders.

Offenders in prison pay no taxes and pay no family support, while residents of the diversion centers do both.

Crime Type	Center Population End of FY04
Violent	100
Property	459
Drug Sales	99
Drug Poss.	271
HTV/DUI	24
Sex Offenses	26
Other	78
TOTAL	1,057

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TRANSITIONAL CENTERS

After a long term in prison, selected inmates are slowly reintegrated back into society with a job and enhanced prospects for stability. Research has shown that offenders who have the opportunity to re-enter the community after a stay in a transitional center are up to a third more likely to succeed in maintaining a crime-free life.

There are 1,744 transitional center beds available statewide with 224 of them designated for women. Either the State Board of Pardons and Paroles or the prison staff must refer an inmate for the program. The decision about which inmates are sent to a transitional center is based on criminal history, behavior while incarcerated, and a number of other factors.

One function of the transitional centers is to provide "work release" opportunities, allowing inmates to obtain and maintain a paying job in the community while requiring them to conform to the structure of the center. The inmates live in the center, participate in a number of programs, and complete assignments to contribute to the upkeep of the center.

Wages earned by work release inmates are sent directly to the center. Employers are required to deduct taxes as appropriate. A portion of the wages is applied to room and board and another portion to any outstanding fines, fees, or restitution. If the inmates have minor children, they are required to provide

family support for them. They may have a small allowance for transportation and incidentals, but all other funds are placed in an account until they are released from the center. Most inmates stay in a work release program for approximately six months and are then released on parole or, if the entirety of their sentences has been fulfilled, to the community.

The transitional centers also provide housing for low risk "maintenance" workers. These inmates are not participants in the work release programs although they may have access to the programs in the centers. The maintenance inmates are assigned full time to maintain the facility or other state facilities in the area. For example, approximately half of the inmates assigned to the Atlanta Transitional Center are maintenance workers who provide details to the Governor's Mansion, the State Capitol Complex, and the State Highway Patrol Headquarters. These inmates are not paid any wages. They may stay at the facility for longer periods of time. Many transitional centers are in renovated buildings.

There are 11 transitional centers, including one for women. Approximately 18 percent of the beds are designated for maintenance inmates. The average cost per day is \$39.05 with a cost to tax payers of \$32.27 per day. However, the contributions of the work release inmates to the local tax base, to their families' support, and to their room and board offset the total cost to the state.

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PROBATION DETENTION CENTERS

A probation detention center (PDC) is a minimum-security facility for confining probationers. Offenders may be sent directly to the center as a sentencing option or if they prove unable to fulfill their probation obligations in the community they may be sent to the detention center as a result of a revocation proceeding.

PDCs provide a sanctioning option for probationers who require more security or supervision than that provided by regular community supervision or a diversion center but may not qualify for a boot camp. The centers are highly structured with regimented schedules that include supervised, unpaid work in surrounding communities and programming geared toward making them more successful in the community. There are 20 PDCs currently in operation with a total of 4,420 beds. Three centers house women - over 570 beds.

One facility, the Bainbridge Probation Substance Abuse Treatment Center (BPSATC), specializes in probationers with severe substance abuse problems. BPSATC began accepting offenders in late FY02. This is a residential center for 192 male probationers who have demonstrated chronic substance abuse problems. The program has advanced cognitive-behavioral substance abuse treatment with a complete mental health component. The center was originally designed for use by only selected South Georgia circuits, but the mission has been expanded so the center can serve probationers who have not been successful at other intensive programs.



COUNTY PRISONS

Some low-security, long-term state prisoners are incarcerated at county work camps. They provide unpaid, yet highly skilled work to the counties in which they are housed.

Georgia has entered into interagency agreements with 24 counties in Georgia to lease over 5,200 beds in county prisons to house state inmates. The county prisons have assisted GDC in managing the jail backlog by providing additional bed space while GDC's inmates provide a major source of general and skilled labor to the local communities. GDC inmates assist in the maintenance of roads and parks; work at local landfills; serve on local fire crews; assist with small construction projects for government agencies, and assist local government agencies as needed.

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GDC monitors the county facilities through an ongoing inspection and auditing process. GDC has two full-time County Facility Coordinators who regularly visit and inspect the county prisons.

PRIVATE PRISONS

GDC currently has contracts with three private prison companies to house 4,640 inmates.

In 1997, through a bid process, GDC entered into contracts with Cornell Companies, Inc. to build and operate D. Ray James prison in Folkston, and with Corrections Corporation of America (CCA) to build and operate private prisons in Alamo, Wheeler Correctional Facility and in Nicholls, Coffee Correctional Facility.

STATE PRISONS

State prisons house violent or repeat offenders, or nonviolent inmates who have exhausted all other forms of punishment. Judges may sentence offenders directly to prison or offenders may be sent to prison as a result of revocation proceedings.

Inmates in state prisons have access to classes and other services that allow them to reduce their risk to the community. See Risk Reduction Services for more information.

Offenders who are able-bodied are also assigned to work details. These may be connected to the ongoing operation of the facility, such as cooking, cleaning, laundry, or making general repairs around the facility or to more specialized details. Among these specialized details are:

- *Food and Farm Operations:* Over 5,000 inmates work on prison farms or in preserving, preparing, and serving foods. (See materials on Food and Farm)
- *Inmate Construction:* Inmate crews serve the construction needs of Corrections, other state agencies and communities. Carefully supervised, skilled inmates are temporarily housed in nearby facilities while completing approved renovation or remodeling jobs around the state.

All three facilities opened in the fall of 1998 and have been a part of the corrections continuum in Georgia since that time.

Georgia's three private prisons are accredited by the American Correctional Association (ACA) and by the Medical Association of Georgia (MAG) as required by contract. GDC has a full-time Private Prison Monitor overseeing the facilities' operations to ensure that all contract conditions are met and that the facility operates with a continuous focus on sanitation, safety and security. Just as in GDC facilities, inmates work on fulltime details and are afforded the opportunity to participate in a wide variety of educational classes and counseling programs.

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nearby facilities while completing approved renovation or remodeling jobs around the state.

- *Fire Services:* Specially selected minimum security inmates may be chosen to work in the prison fire stations responding to prison and rural fire emergencies.
- *Community Work Details:* Under supervision, low security inmates build, refurbish, and maintain prison and civic buildings, perform roadwork, clean public buildings and schools, and work at recycling centers and landfills.
- *Georgia Correctional Industries:* Up to 1,800 inmates are selected to receive on-the-job training which include metal fabrication, optics, printing, license plates, footwear, woodworking, screen printing, upholstery, garment and chemical production.

There are 37 state prisons, three of which are designated for women. There are 35,881 beds in state prisons (not including county or private prisons), with about 2,484 for women.

Georgia inmates are assigned to a security level after a review of factors such as inmate's sentence, nature of the crime, criminal history, history of violence, medical, and treatment risks and needs. The classification levels are:

Maximum Security

Dangerous inmates who pose a high escape risk, or have other serious problems, are assigned to this category and are housed in prisons with high levels of security.

Close Security

These inmates are escape risks, have assault histories, and may have detainees for other serious crimes on file. These inmates never leave the prison and require supervision at all times by a correctional officer.

Medium Security

Medium security inmates have no major adjustment problems and many may work outside the prison fence, but must be under constant supervision.

Minimum Security

These inmates tend to abide by prison regulations, present a minimal risk of escape, and have been judged to be a minimal threat to the community. Offenders in this security level may work outside the fence under supervision.

Trustee Security

An inmate assigned to this level has proven to be trustworthy, is cooperative, and has no current alcohol/drug problems.

CORRECTIONS

Costs for various criminal justice sanctions vary greatly, depending mainly upon whether the offender is housed in a facility or lives at home, the degree of hardened construction of the facility (security level), and upon the ratio of offenders to staff, among other factors.

FY 2005 COST DOCUMENT

Capital Outlay (construction) Costs

Minimum security prison - \$26,298

One dormitory (double bunks)

Medium security prison - \$50,410

Four general population cellblocks (double bunks)

One special management unit (single bunks)

One dormitory (double bunks)

Close security prison - \$65,784

Three close units (double bunks)

One dormitory (double bunks)

One max security unit (single bunks)

Maximum security prison - \$90,822

Two maximum security cellblocks (single bunks)

Operating costs (per offender)	Per Day	Per Year
Long-term facilities		
State prisons (<i>Close security and higher</i>)	\$51.65	\$18,852
State prisons (<i>Medium security and lower</i>)	\$38.86	\$14,184
Average operating costs, all state prisons	\$46.62	\$17,017
Probation Detention Centers	\$43.46	\$15,864
Probation Diversion Centers (work release)	\$51.22	\$18,694
Minus resident payments for room & board	-\$12.55	\$4,579
Net cost to taxpayers	\$38.67	\$13,767
Transition Centers (half-way houses)	\$39.05	\$14,252
Minus resident payments for room & board	-\$6.78	-\$2,475
Net cost to taxpayers	\$32.27	\$13,831
Day Reporting Centers	\$21.99	\$8,027
Community supervision on probation		
Regular probation supervision	\$1.27	\$462
Intensive probation supervision	\$3.18	\$1,159

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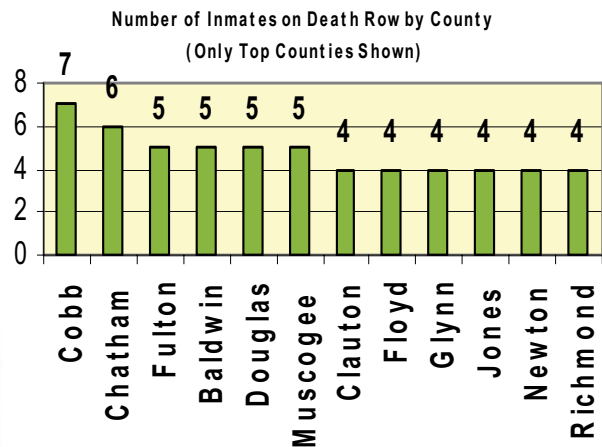
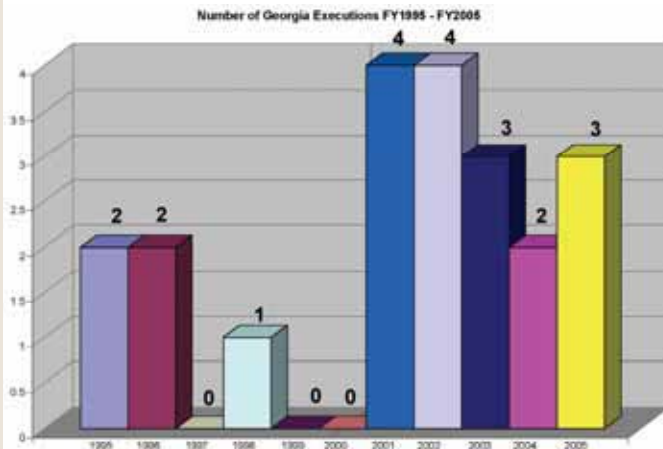
CORRECTIONS

Costs for various criminal justice sanctions vary greatly, depending mainly upon whether the offender is housed in a facility or lives at home, the degree of hardened construction of the facility (security level), and upon the ratio of offenders to staff, among other factors.

1. Capital outlay costs here are for illustrative purposes only. Every prison is unique. Costs might vary up or down depending on many factors, including the prison's capacity, the types of programs and services it offers, and the kinds of inmates it is designed to house.
2. Operating costs for "Close security and higher" includes maximum and close security prisons, women's prisons, and diagnostic centers.
3. Short-term facilities, including detention centers, diversion centers, and transition centers, turn over their populations two or three times a year. Therefore, the cost for an individual offender will only be a fraction of the "per year" cost. In addition, diversion and transition center residents contribute part of their salaries to their own upkeep, further reducing costs to taxpayers.
4. Only centers open for the entirety of the fiscal year were used to determine the Cost Per Day and Cost Per Year figures for Transitional Centers.
5. Day Reporting Centers, midway between probation & confinement, give intensive daylong treatment & training to severe alcohol & substance-abuse probationers at high risk of revocation.

DEATH PENALTY RESPONSIBILITY

The Georgia Department of Corrections has the responsibility for carrying out sentences of death. A law, passed in FY2000, changed the legal method of execution in Georgia from electrocution to lethal injection, effective for crimes committed on or after May 1, 2000.



Anyone who commits a capital crime and receives a death sentence will be executed by lethal injection. In Georgia, over 29 men have been executed since the U.S. Supreme Court upheld Georgia's death penalty in 1976. There are 108 male inmates under the sentence of death who

DIVISION

CORRECTIONS

are incarcerated at the Georgia Diagnostic and Classification Prison in Jackson. One female is under the sentence of death at Metro State Prison in Atlanta. In FY2004, four inmates were executed.

OFFENDER ADMINISTRATION

COMPUTATION UNIT

This unit computes the maximum release date for new sentences, probation revocations, additional sentences, boot camp sentences, and parole revocations. It processes all amended, corrected, and modified court orders affecting the maximum release date and commutations by the state Board of Pardons and Paroles. It processes the return of inmates to county of conviction as a result of Reversals by Court of Appeals, Supreme Court of Georgia Decisions and Writ of Habeas Corpus/Mandamus actions. The unit also prepares affidavits for the Georgia Attorney General's Office.

ADMISSIONS UNIT

Nearly 20,000 offenders enter the prison system each year. This unit reviews all incoming court-certified sentence documents for validity and examines each supporting document for legal requirements. If there are problems, court documents are returned to the Clerks of Court for clarification, correction, or additional information. Each new inmate is assigned a number that will be used to identify the inmate and the type of sentence to be served (i.e. felony, misdemeanor, boot camp, etc.). This unit also initiates the assignment order to diagnostic centers for pickup from county jails on new entries and processes the return of inmates on parole revocations.

RELEASES AND AGREEMENT

More than 18,000 inmates leave the prison system each year. This unit processes releases submitted by the State Board of Pardons and Paroles and

discharges based on the offender having served the maximum extent of his sentence (sometimes referred to as "maxing out"). As applicable, the unit generates the \$25.00 discharge check provided to inmates at the end of their sentences. The unit processes court orders to release inmates to the U.S. Marshal Service or other federal agencies within the state.

The unit also handles intra- and inter-state detainers (including those from federal agencies such as the Immigration and Naturalization Services), conditional transfers and discharges to other states, and court production orders. This unit makes travel arrangements for inmates to attend Habeas Corpus hearings Immigration hearings, or regular court appearances.

JAIL SUBSIDY

Offenders who have been sentenced to state custody are usually held in county jails until GDC can make arrangements to move them into a diagnostic center. The state has a period of 15 days to pick up the inmate after the sentencing materials are received. After this time, GDC pays \$20 per day for each inmate who is still housed at county jails. This unit processes the requests for payment and arranges for the payments to be made to the county.

JAIL COORDINATION UNIT

This unit is responsible for the pick-up of state sentenced inmates from county jails. All inmates must enter a Diagnostic prison for physical and mental health evaluations. About 400 inmates are transferred to the prison system weekly. These inmates are transferred to four male and one female diagnostic center. The jail coordination unit also works with the jails when problems arise concerning difficult inmates and those with medical problems.

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CORRECTIONS

INMATE INFORMATION SERVICES

This unit is responsible for disseminating, verifying and certifying the incarceration history information of all inmates. This includes scanning about 600 new sentences each week to generate offender files. Documents must be scanned, indexed and maintained according to applicable retention schedules.

This unit also provides general details according to law and policy to citizens, law enforcement personnel and attorneys, the court circuits and other state agencies. The staff also manages all medical records of inmates according to HIPPA and the Open Records Request Act. The volume of incoming requests for medical files ranges from 125-175 requests per month.

INMATE CLASSIFICATION

This unit reviews the information and recommendations in individual diagnostic packages of all incoming inmates. Based on this and the analysis of institutional and system needs, the unit makes assignments of inmates to institutions, including all state prisons, county prisons, inmate boot camps, transitional centers and private prisons. In addition, the staff responds to requests for changes in inmate security levels, institution program placement, inmate reassignment, and special needs' placement. The unit processes all paperwork related to escapes, recaptures, and extraditions as well as executive agreements between Georgia and other states. The placement and security decisions made by Inmate Classification directly affects the safety and security of both institutions and the communities where the inmates may work.

RISK REDUCTION OVERSIGHT

In all residential facilities and in probation offices, offenders are offered the opportunity to participate in classes and treatment programs to increase their likelihood of successfully maintaining a crime-free life once the residential portion of their sentences has ended. Rehabilitation is a long-term strategy of enhancing public safety by preventing future crimes. The level of programming available in a site varies in accordance with the mission of the facility. For example, the Bainbridge Probation Substance Abuse Treatment Center offers intensive substance abuse treatment and a range of other services. Another example is the Atlanta Specialized Supervision Unit provides an array of counseling and substance abuse services to probationers under GDC supervision. In contrast, the county prisons, focus on public service work.



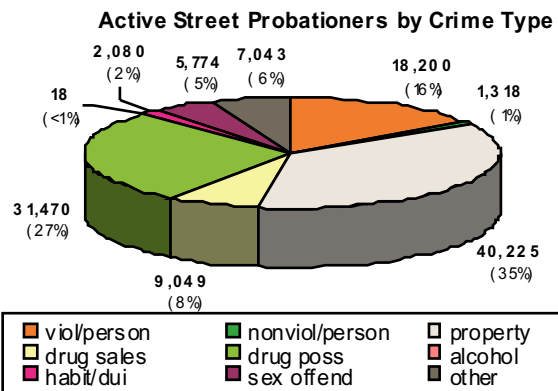
Although the staffs that deliver classes and treatment programs in the institutions and centers are actually employees of the facilities themselves, development of the services is provided by Risk Reduction Services in our Central Office.

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PROBATION OPERATIONS

PROBATION STATE VIEW

Probation is the most frequently used sentencing option in Georgia. During FY05, more than twice as many offenders were admitted to state probation (37,093) as were admitted to prison (17,163). Probation supervises 63% of all offenders under state correctional supervision. Prisons and other residential facilities supervise 26% and Parole supervises 10% of the state correctional population.



Probation officers are still assigned in each of the 49 judicial circuits. in the State of Georgia.

Each circuit has at least one and sometimes several probation offices. There are over one hundred full and part time offices. The cost of probation supervision varies based on the type of supervision being provided. Standard probation supervision costs \$1.27 per probationer per day. Intensive or Specialized Probation Supervision costs \$3.18 per day.

COURT SERVICES

The Statewide Probation Act of 1956 created probation as a statutory alternative to incarceration. Originally, this Act was interpreted to require one officer in every judicial circuit to assist the judge. Now probation is recognized as a critical component of the correctional system. They are present in the courtroom and

prepare some of the legal documents required as a part of the sentencing and revocation processes. Judges of Superior Courts depend on probation officers to provide information and, in many cases, make recommendations in the disposition of criminal actions. Officers also supervise probationers according to the court-ordered conditions and the risk posed to public safety, providing accurate documentation and feedback to the court as necessary.

Crime Type	Population End of FY03
Violent	18,227
Property	48,234
Drug Sales	35,104
Drug Poss.	9,307
HTV/DUI	3,582
Sex Offenses	5,569

FIELD OPERATIONS

Fiscal year 2005 began with 121,501 probationers under field supervision. By the end of the fiscal year, the population was 125,727, an increase of 3.5%. At the same time, the number of misdemeanants under supervision continued to fall, and by the end of the fiscal year, represented only 1.25% (1,569) of the population.

PROBATION OPERATIONS

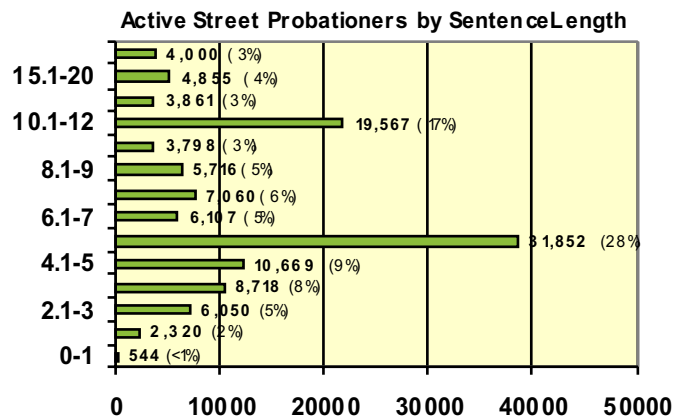
The most common crime type was property crimes (39%) but drug-related crimes (sales and possession) were a close second (35%). There were nearly 24,000 offenders on probation for violent or sexual crimes. The number of offenders on state probation for Habitual Traffic Violations (HTV) or Driving Under the Influence (DUI) is down from past years primarily because such cases are often adjudicated as misdemeanors and supervised by private or county probation agencies.

Probationers under state supervision are assessed to determine their level of risk for re-offending. They are supervised according to results of the assessment. This allows more time and effort to be devoted to those offenders who pose the most risk to the community.

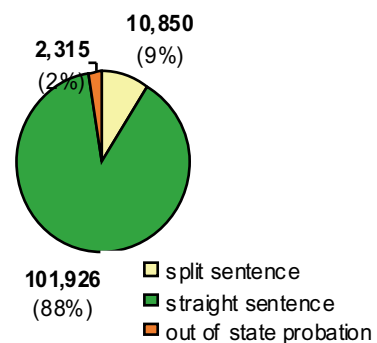
As a condition of their probation, offenders must agree to allow probation officers to visit them in their homes and workplaces. Officers may also require probationers to come to the probation office to report. Depending on the specific conditions in the court order, probationers may be required to submit to alcohol or drug testing.

The chart on the following page shows the distribution of the probation population at the end of FY04. There were 72,669 probationers under active supervision and 53,058 probationers on Administrative status. In accordance with OCGA 17-10-1, probationers are actively supervised for only two years unless the sentencing judge reinstates supervision. If there is no reinstatement, probationers are placed in administrative status. They are still monitored for compliance, but there is no regularly scheduled interaction between offenders and officers.

The average standard / administrative caseload in Georgia is 221 probationers per officer. This is significantly higher than the national average caseload size of 133, according to The Corrections Annual Report.



Active Street Probationers by Case Type



PROBATION OPERATIONS

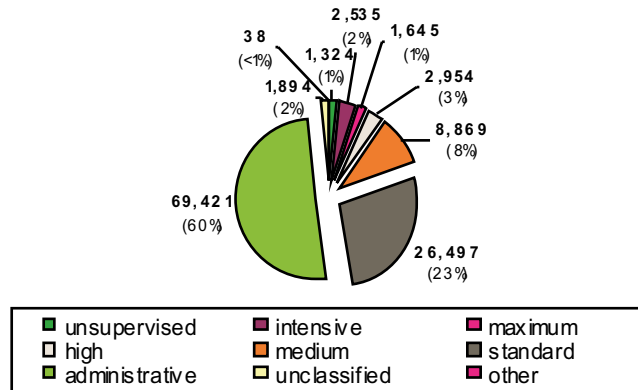
LEVEL/ TYPE	# OF OFFENDERS END OF FY05	% OF POPULATION END OF FY05	FY05 MODEL
IPS	2,861	5.8%	For the first six months of supervision, all offenders are supervised at the Maximum Level of Supervision as defined below under "Max." with seven contacts per quarter. Thereafter, contact requirements are based on the re-assessed classification level.
SPS:	3,594	7.4%	
SPS: Max			Minimum number of contacts for a Maximum Specialized Probation Supervision case is four total contacts per month. (one face-to-face field contact and one face-to-face office contact and one quality face-to-face field collateral contact and one quality collateral contact.)
SPS: High			Minimum number of contacts for a High SPS case is three contacts per month (one face-to-face field contact and one face-to-face office contact or one quality face-to-face field collateral contact and one quality collateral contact.)
SPS: Medium			Minimum number of contacts for a Medium SPS case is two plus contacts per month (one field contact per quarter and either one face-to-face office or office contact, and one quality collateral contact per month.)
SPS: Standard			Minimum number of contacts for a Medium SPS case is two contacts per month (one face-to-face office or office contact, and one quality collateral contact per month.)
Max	1,684	3.9%	Minimum of seven total contacts per quarter. (Two face-to-face office contacts, two face-to-face field contacts and three collateral contacts per quarter (two of which must be focus contacts). Note: At least one contact must be made per month.
High	2,761	6.5%	Minimum of five total contacts per quarter. (Two face-to-face office contacts, one face-to-face field contact and two collateral contacts per quarter (one of which must be a focus contact). Note: At least one contact must be made per month.
Medium	8,571	20.3%	Minimum of three total contacts per quarter. (Two face-to-face office or field contacts and one collateral contact per quarter)
Standard	29,096	69%	Minimum of two total contacts quarter (any combination of an office, field, focus, mail or telephone totaling two per quarter.)

PROBATION OPERATIONS

DAY REPORTING CENTERS

Day Reporting Centers comprise a state-wide program specifically for offenders with significant needs but who are not such a threat to public safety requiring supervision in a community corrections or prison setting. Offenders report each day to carry out elements of their sentences and address identified needs such as cognitive behavioral problems, academic education deficiencies, vocational skill deficits affecting their employability and/or substance abuse programming addressing problems of addiction or abuse. Currently, there are five Day Reporting Centers in operation statewide, each serving approximately 100 offenders at any given time. These Centers are located in Rome, Griffin, Tifton, Clayton, and Macon Georgia. As part of the Day Reporting Center program, offenders are required to perform community service to the local communities to fulfill the offender's "symbolic restitution" to the community. The operating costs per offender are \$21.99 per day.

Active Street Probationers by Current Supervision



INTENSIVE PROBATION SUPERVISION

Intensive Probation Supervision (IPS) may be used as a direct sentencing option or may be used as a sanction as a result of a revocation or sentence modification hearing. IPS is available in all of the circuits. The program emphasizes high levels of surveillance and intervention for the purpose of influencing the offender's thought pattern and behavior. Critical elements of IPS supervision include mandated employment and curfew. Officers may make contact with the probationer at any time, twenty-four hours a day. House arrest may also be ordered for IPS offenders. This condition allows the offender to leave his or her home only for essential activities (e.g., work, medical attention). At the end of the fiscal year, there were 2,861 probationers on IPS.

SPECIALIZED PROBATION SUPERVISION

Specialized Probation Supervision (SPS) is a statewide program specifically for offenders who commit sexual crimes. Each circuit has at least one officer specially trained to supervise an SPS caseload. SPS is highly restrictive and structured. Travel and computer access are often curtailed, and offenders are required to keep the assigned probation officer aware of their whereabouts and activities. Probationers assigned to SPS are typically required to attend treatment by a certified provider. Sanctions are enforced if the probationer fails to attend and actively participate in treatment. It is the goal of Probation to protect the community from further victimization by sex offenders by maintaining specialized standards of supervision, providing support to victims, and ensuring the offenders receive the most effective treatment possible. At the end of the FY05 there were 3,594 probationers on SPS.

PROBATION OPERATIONS

Working with an offender population presents special challenges for some treatment providers and not all providers are able to meet this challenge. For example, many sex offenders are court-ordered to obtain treatment but some of the local providers did not meet the high standards set by GDC for providing a treatment regimen that properly addressed the criminal justice aspects of the deviant behavior. Accordingly, Probation Field Operations now maintains a list of treatment providers who have the appropriate credentials and have agreed to abide by conditions set forth by the state regarding the treatment of sex offenders.

Probation officers collect DNA samples from probationers convicted of certain sex crimes using a buccal swab technique. This procedure is performed by rubbing a sterile cotton swab against the inside of the probationer's cheek. The swab is then sent in a sealed container to the crime lab at the Georgia Bureau of Investigation after documenting the testing electronically. The lab adds the sample results to its existing database of DNA to assist in

identifying repeat offenders and, in some cases, eliminating suspects.

Since 1996, sex offenders have been required to register on the Sex Offender Registry maintained by the Georgia Bureau of Investigation. In July 1999, Probation received the technology to send the information and a digital photograph of the offender directly from the field offices into the database. Citizens may access the database through the GBI website or links from the GDC public website.

Global Positioning Monitors also play a part in enhancing the safety of the community. The purpose of the monitors is to establish the distance between probationers' residences and places where potential victims congregate. If the officers know that the offender lives close to potential victims, the officers will have the opportunity to intervene before the probationer can re-offend. In some cases, probationers are required to relocate their residences to avoid victim groups.

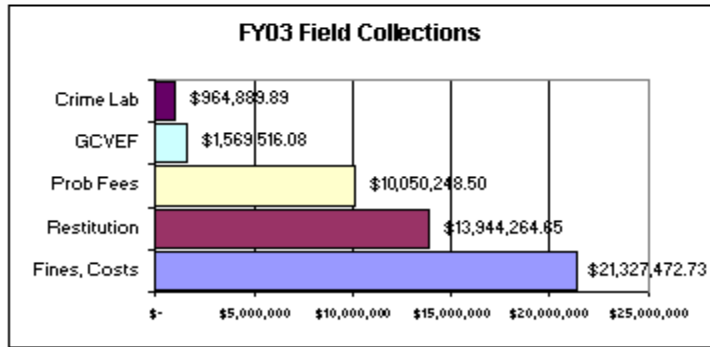
COMMUNITY SERVICE

As part of the offender's "symbolic restitution" to the community, the probation sentence may include a requirement that the offender perform a specified number of hours of unpaid labor for local government or nonprofit agencies. This community service requirement sometimes takes the form of unskilled labor such as picking up trash beside roads or working on the landscaping of public buildings. Other more skilled activities have included mechanical work on government vehicles, extensive landscaping, remodeling public buildings, electrical wiring, plumbing and painting. Community Service crews also often assist in cleanup after disasters such as tornados. Many communities continue to rely on the community service workforce to collect refuse, maintain local facilities, operate recycling centers, and perform minor construction and renovation at parks or other public areas.

PROBATION OPERATIONS

During FY05, probationers worked 1,051,473.61 hours of skilled and unskilled community service. Although there is an increasing amount of skilled labor involved in the tasks performed by probationers doing community service work, calculation of the value of community service hours is based on the minimum wage of \$5.15 per hour. At this rate, the work was worth over \$5.4 million.

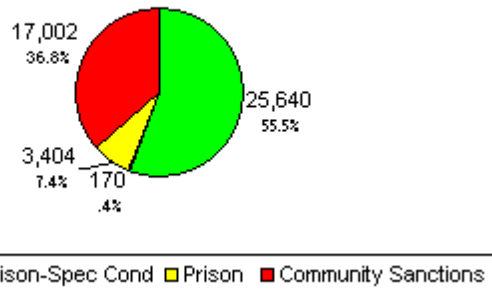
Along with monitoring the activities of the probationers, probation officers have a responsibility to collect court-ordered fees, fines, and restitution from them. In accordance with OCGA 42-8-34, probation officers collect \$23 or \$29 in fees from each actively supervised probationer each month.



Three of nine dollars of this is for the Georgia Crime Victims Emergency Fund. (Probationers convicted of crimes committed after May 13, 2002 are required to pay \$9 per month for the Crime Victims Fund.) One-time fees (\$50 for felonies and \$25 for misdemeanors) are collected to support the Georgia Bureau of Investigation Crime Lab. Each court may add other fees and fines. The court may require restitution be paid to the victim. In this case, the offender usually pays at the probation office and the funds are then sent to the victim.

Including the value of community service, probation staffs were instrumental in collecting over \$53 million for the State of Georgia and the victims of crime.

FY04 Outcomes



During FY05, there were 46,216 releases from probation. The majority of these, more than 25,640, were released having fulfilled the court orders of probation. Some, about 17,000, were unable to meet their obligations without the added structure of a residential center. Once transferred to a diversion center or detention center, these offenders completed their probation sentences successfully. A few, 170 probationers in total for the year, violated probation by failing to adhere to special conditions of probation such as avoiding contact with the victim. About 3,400 of the nearly 126,000 offenders on probation committed new crimes while under supervision. These offenders were sent to prison.

FOOD & FARM

Food and Farm Services feeds 42,000 inmates per day at a cost of \$1.48 per day per offender (cost as of FY05). The unit also negotiates and oversees contracts with other state agencies to feed 5,300 inmates. Food and Farm Services uses a 28-day master menu serving 3,000 calories per day. A statewide computerized inventory system is used for cost control and warehouse shipping.

Across the state, the section oversees 14,196 acres. Overall 45 percent of the food consumed by the inmate population is produced on GDC farms. This includes all of the milk, eggs, beef and pork as well as 100 percent of the canned vegetables that can be grown in the Southeastern United States.

SITE	ACREAGE	PRODUCE
Rogers SP Farm	9,600	Canned vegetables, milk, beef, pork, and
Montgomery SP Farm	43	Eggs
Wayne SP Farm	132	Fresh fruits and vegetables, as well as feed
Dooly SP Farm	125	Fresh fruits and vegetable, as well as feed
Joe Kennedy Farm	2,600	Beef and commodities for livestock feed
Middle Georgia Regional Farm (consists of farms at Milledgeville, Johnson	1,100	Beef and commodities for livestock feed
Lee Arrendale SP Farm	596	Beef and commodities for livestock feed

The section oversees the operations of a canning plant, slaughter plants, meat processing plants, milk processing plants, and fresh vegetable processing facilities, as well as warehousing operations. Food and Farm Services is also responsible for managing the Department's timber resources.

The Food and Farm Operation trains inmates in food production, processing, warehousing and preparation. Over 5,000 inmates are assigned to the operation: 448 in Farm Services, 75 in the Food Distribution Unit, and 4,383 in Food Service Operations.

GEORGIA CORRECTIONAL

Georgia Correctional Industries (GCI) helps to ensure that time spent in prison is productive time. It does this by operating factories at 15 state prisons, providing meaningful work and valuable job training for up to 1,400 adult inmates in the state prison system. Inmates working in these factories develop marketable job skills and a positive work ethic needed for employment when they return to their community. Typically, there are over 400 GCI inmates enrolled in OJT Certificate Programs through local technical colleges. At the same time, the high-quality goods produced by these inmates are available to government agencies at a very competitive price.

GCI was created in 1960 by the Georgia Legislature as a public corporation. It is self-supporting but owned by the state. It receives no appropriation of funds from the state but relies solely on revenue generated through the sale of its products. It operates factories throughout the state, manufacturing a diverse line of products, including:

- Office Furniture
- Modular Systems Furniture
- File Cabinets
- Institutional Security Furnishings
- Janitorial and Cleaning Chemicals
- Institutional Garments and Textiles
- Knitted Raw Material Goods for Garments
- Printing Service
- Signs and Decals
- License Plates
- Shoes and Hosiery
- Mattresses and Bedding
- Custom Embroidery Service
- Prescription Eyewear
- Dispensing System Chemicals for Kitchen and Laundry

While inmates are not paid a wage for their labor, they clearly can benefit from the training they receive through GCI. In fact, GCI's operations benefit everyone involved: the inmates, the Department of Corrections, the taxpayers and the employees. GCI's sales of over \$25 million in FY 2005 and over 1400 inmates working in its factories attest to its continued accomplishment of its mission.



ADMINISTRATION DIVISION



Harris Hodges
Division Director

ADMINISTRATION

The Administration Division's has two main functions in supporting the Department of Corrections.

- Financial management involves the development, allocation and management of resources to support the operations and strategic directions of the Department. It also, ensures the proper execution of agency financial transactions including purchasing, accounting and payroll. The annual operating budget for the Department is in excess of \$968 million with an annual payroll for over 15,000 budgeted employees.
- Asset management involves ensuring that the Department is accountable for the acquisition and use of assets, and that those assets are maintained and audited according to state and federal requirements. The Department's inventory of property items exceeds \$100 million in value and its infrastructure is valued at approximately \$2.3 billion.

FINANCIAL SERVICES

Financial Services is responsible for ensuring the integrity of the financial management system and all financial transactions made by the Department. Staff is responsible for the timely and accurate recording of revenues and expenditures. This is accomplished by three main functional areas: Payroll, Accounts Payable, and Accounts Receivable. Payroll is responsible for the accurate recording of expenses associated with the Department's salaries and related deductions such as taxes, garnishments, and employee benefits.

Accounts Payable is responsible for the accurate recording of expenses associated with the Department's operations other than

salaries. Accounts Receivable is responsible for the accurate recording of the Department's revenue, receivables, and deposits. All of the aforementioned areas are responsible for assisting the field units as needed. Also, each area is responsible for the distribution or receipt of cash associated with its related transactions.

BUDGET SERVICES

The Budget Services Section of the Administration Division is responsible for the Agency's \$968 million plus budget which includes grants, state, federal and other funds. This section serves as the central coordinating entity for the development, allocation and management of the Department's resources. Guidance is provided to all Divisions as well as to each field and central office location to support their operations and to help them achieve their goals. Additionally, the budget team serves as liaison with the Governor's Office of Planning and Budget, the House Budget Office, and the Senate Budget Office to ensure the Department's needs are funded and that the Department is in compliance with state law, policies and procedures.

BUSINESS PROCESSES

The Business Processes Section has statewide responsibility for reviewing and monitoring the business practices and standards of the Department. This section reviews field activity on a recurring basis, which includes accounting, budget and procurement processes; motor vehicle (fleet) and property inventory; as well as numerous agency specific activities. The section's mission is accomplished utilizing field teams who are responsible for providing technical assistance, staff training and compliance monitoring.

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ADMINISTRATION

BUSINESS MANAGEMENT

The Business Management Section provides a variety of specialized business services to the Department. It provides business transaction and budget management support to the Corrections Division, including both facility and probation operations. This Section manages the Institutional Telephone Service (inmate collect call phone system). Contract compliance by the vendor, called party complaints, and revenue generation is monitored. The Business Management Section is also responsible for the Department's records management program, which encompasses the development and implementation of a system for retaining and destroying GDC records in conformity with the Georgia Open Records law. This unit also serves as the Department's liaison with the state's Risk Management Services group Department of Administrative Services (DOAS) processing property loss insurance claims. This section oversees the bidding, award and administration of contracts for certain privately provided services such as inventory supply for the inmate commissaries.

CARE AND CUSTODY

The Care and Custody Program is a state-wide program responsible for the purchasing, inventory management and distribution of commodities for inmates housed in correctional facilities and uniform and equipment for correctional officers. Through this program clothing and equipment are purchased and issued to correctional personnel and inmates are provided clothing, bedding, and personal care items. The inventory and distribution system is coordinated through central office staff, two warehouse operations and field advisors who are responsible for providing technical assistance, trouble shooting and monitoring compliance with program standards in the field.

FISCAL AUDITS

The Fiscal Audit Section is responsible for auditing the collections of court-ordered fines, fees and restitution at the 94 collecting probation offices, resident and vending accounts at diversion, transitional and detention centers and inmate and commissary accounts in all state prisons. The funds receipted at these locations were \$129,124,000 in fiscal year 2005 and disbursements were \$142,078,00 for the same time frame. The auditors complete commissary inventories and verify that pricing and general operations are in accordance with standard operating procedures. Sales in the prison commissaries were \$22,100,000 in FY 2005. Audits are conducted to verify profits from the commissary operations and vending accounts, which are deposited into an inmate benefit fund. The expenditures from this fund are reviewed for accuracy and allowance. The section also installs new accounting software and trains field staff on the use of the applications.

PURCHASING

The Purchasing Section has delegated authority from the DOAS to acquire all materials, supplies, equipment and services for the Department of Corrections. The Purchasing staff is responsible for creating internal procedures to ensure that the Department is compliant with all state purchasing policies, rules and regulations. This Section administers the purchasing card program, aids in the development of bid documents and requests for proposals. Staff participates in outreach efforts to the small and minority vendor community by participating in the Governor's Small and Minority Regional Expositions held in locations around the state and in the annual Small and Minority Business Conference. The GDC Purchasing section manages the mailroom and mail distribution for the Department.

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FY 2005

SUB-CLASS	EXPENSES
Personal Services	544,702,653
Regular Operating	61,620,758
Travel	1,395,193
Motor Vehicle Purchases	1,120,018
Equipment	3,234,163
Computer Charges	5,512,990
Real Estate Rentals	7,894,609
Telecommunications	6,376,712
Per Diem and Fees	257,290
Capital Outlay	17,557,708
Contracts	77,488,445
Utilities	30,977,469
Health Services Purchases	151,237,447
Court Costs	1,275,407
County Subsidy	37,076,400
County Subsidy for Jails	11,882,282
Central Repair Fund	0
Central State Hospital Meal Payments	4,490,250
Central State Hospital Utility Payments	1,631,022
Meal Payments – Public Safety	577,160
Inmate Release Fund	1,599,925
Contracts – UGA Extension Service	467,005
Minor Construction Fund	168,192
FY 2005 EXPENDITURE TOTAL	968,543,097
	(\$913,077,530 in state funds)

The Georgia Department of Corrections' FY 2005 expenditures totaled about \$968.5 million. Almost \$55 Million of that amount was in non-state funds that came from federal funds (such as child nutrition, substance abuse and violent offender incarceration); room and board fees from diversion center residents; receipts from county, city, Georgia Correctional Industries and Department of Transportation work details; monies from central project telephone funds; and other miscellaneous fund sources. Additional non-state funds that we collect that are not included in the budget (but are remitted directly to the State Treasury) are \$11,151,762 in probation and crime fees from probationers; \$3,383,576 in room and board fees from transitional center residents; and \$11,323 in other miscellaneous monies. Also not included is \$3,269,241 in victims' fees that we collected from probationers and submitted directly to the Office of Planning and Budget for the Georgia Crime Victims' Emergency Fund.

EXPENDITURES



STATE PRISONS

Lee Arrendale SP
P.O. Box 709
Alto, GA 30510
(706) 776-4700

Augusta SMP
3001 Gordon Hwy.
Grovetown, GA 30813
(706) 855-4700

Autry SP
P.O. Box 648
Pelham, GA 31779
(229) 294-2940

Baldwin SP
P.O. Box 218
Hardwick, GA 31034
(478) 445-5218

Bostick SP
P.O. Box 1700
Hardwick, GA 31034
(478) 445-4623

Burruss CTC
P.O. Box 5849
Forsyth, GA 31029
(478) 994-7511

Calhoun SP
P.O. Box 249
Morgan, GA 39866
(229) 849-5000

Central SP
4600 Fulton Mill Rd
Macon, GA 31208
(478) 471-2906

Coastal SP
P.O. Box 7150
Garden City,
GA 31418
(912) 965-6330

Dodge SP
P.O. Box 276
Chester, GA 31012
(478) 358-7200

Dooly SP
P.O. Box 750
Unadilla, GA 31091

Georgia Diagnostic & Classification SP
P.O. Box 3877
Jackson, GA 30233
(770) 504-2000

Georgia SP
300 1st Ave., S.
Reidsville, GA 30453
(912) 557-7301

Hancock SP
P.O. Box 339
Sparta, GA 31087
(706) 444-1000

Hays SP
P.O. Box 668
Trion, GA 30753
(706) 857-0400

Homerville SP
P.O. Box 337
Homerville, GA 31634
(912) 487-3052

Johnson SP
P.O. Box 344
Wrightsville, GA 31096
(478) 864-4100

Lee SP
153 Pinewood Dr.
Leesburg, GA 31763
(229) 759-6453

Macon SP
P.O. Box 426
Oglethorpe, GA 31068
(478) 472-3400

Men's SP
P.O. Box 396
Hardwick, GA 31034
(478) 445-4702

Metro SP
1301 Constitution Rd
Atlanta, GA 30316
(404) 624-2200

Milan SP
P.O. Box 410
Milan, GA 31060
(229) 362-4900

Montgomery SP
P.O. Box 256
Mt. Vernon, GA 30445
(912) 583-3600

Phillips SP
2989 W Rock Quarry Rd
Buford, GA 30519
(770) 932-4500

Pulaski SP
P.O. Box 839
Hawkinsville, GA 31036
(478) 783-6000

Rivers SP
P.O. Box 1500
Hardwick, GA 31034
(478) 445-4591

Rogers SP
1978 GA Hwy 147
Reidsville, GA 30453
(912) 557-7771

Rutledge SP
P.O. Box 8409
Columbus, GA 31908
(706) 568-2340

Scott SP
P.O. Box 417
Hardwick, GA 31034
(478) 445-5375

Smith SP
P.O. Box 726
Glennville, GA 30427
(912) 654-5000

Telfair SP
P.O. Box 549
Helena, GA 31037
(229) 868-7721

Valdosta SP
P.O. Box 310
Valdosta, GA 31603
(229) 333-7900

Waller SP
P.O. Box 98
Rock Springs, GA 30739
(706) 764-3600

Ware SP
3620 North Harris Rd.
Waycross, GA 31503
(912) 285-6400

Washington SP
P.O. Box 206
13262 Hwy. 24E
Davisboro, GA 31018
(478) 348-5814

Wayne SP
P.O. Box 219
Odum, GA 31555
(912) 586-2244

Wilcox SP
P.O. Box 397
Abbeville, GA 31001
(229) 467-3000

COUNTY PRISONS

Athens/Clarke Co. Prison
2825 County Fam Rd
Augusta, GA 30605
(706) 613-3400

Augusta/Richmond Co. Prison
2314 Tobacco Road
Augusta, GA 30906
(706) 798-5572

Bulloch Co. Prison
17301 US 301 North
Statesboro, GA 30458
(912) 764-6217

Carroll Co. Prison
96 Horsley Mill Rd.
Carrollton, GA 30117
(912) 764-6217

Clayton Co. Prison
P.O. Box 309
Lovejoy, GA 30250
(770) 4733-5777

Colquitt Co. Prison
P.O. Box 339
2010 County Fam
Moultrie, GA 31776
(229) 616-7490

Coweta Co. Prison
101 Selt Road
Newnan, GA 30263
(770) 254-3723

Decatur Co. Prison
1153 Airport Road
Bainbridge, GA 39817
(229) 248-3035

Effingham Co. Prison
P.O. Box 235
Springfield, GA 31329
(912) 754-2108

Floyd Co. Prison
329 Black Bluff Rd.
Rome, GA 30161
(706) 236-2494

Gwinnett Co. Prison
P.O. Box 47
Lawrenceville, GA 30046
(678) 407-6000

Hall Co. Prison
1694 Barber Road
Gainesville, GA 30507
(770) 536-3672

Harris CCI
9982 Hwy. 16
Hamilton, GA 31811
(706) 628-4959

Jackson Co. Prison
255 Curtis Spence Dr
Jefferson, GA 30549
(706) 387-6450

Jefferson Co. Prison
1159 Clarks Mill Rd
Louisville, GA 30434
(478) 625-7230

Mitchell Co. Prison
4838 Hwy. 37 East
Camilla, GA 31730
(229) 336-2045

Muscogee Co. Prison
7175 Sacredote Ln.
Columbus, GA 31907
(706) 561-3220

Screven Co. Prison
P.O. Box 377
Sylvania, GA 30467
(912) 863-4555

Spalding Co. Prison
295 Justice Blvd.
Griffin, GA 30224
(770) 467-4760

Stewart Co. Prison
P.O. Box 157
Lumpkin, GA 31815
(229) 838-4385

Sumter Co. Prison
P.O. Box 484
Americus, GA 31709
(229) 928-4582

Terrell Co. Prison
3110 Albany Hwy.
Dawson, GA 31742
(229) 995-5381

Thomas Co. Prison
324 County Fam Rd.
Thomasville, GA 31757
(229) 226-4394

Troup Co. Prison
2508 Hamilton Rd
LaGrange, GA 30241
(706) 883-1720

PRIVATE PRISONS

Coffee Correctional Facility (Corrections Corp. of America)
P.O. Box 650
Nicholls, GA 31554
(912) 345-5058

D. Ray James Correctional Facility (Cornell Corporation)
P.O. Box 2000
Folkston, GA 31537
(912) 496-6242

Wheeler Correctional Facility (Corrections Corp. of America)
1100 North Broad St.
Alamo, GA 30411
(912) 568-1731

PRISON BOOT CAMPS

Baldwin BC
P.O. Box 218
Hardwick, GA 31034
(478) 445-5218

Burruss BC
P.O. Box 5849
Forsyth, GA 31029
(478) 994-7511

TRANSITIONAL CENTERS

Albany TC
304 N. Washington
Albany, GA 31701
(229) 430-3888

Atlanta TC
332 Ponce de Leon Ave., NE
Atlanta, GA 30308
(404) 206-5103

Augusta TC
601 Taylor Street
Augusta, GA 30901
(706) 721-1650

Clayton TC
242 Falcon Dr.
Forest Park, GA 30297
(404) 675-1500

Coastal TC
309 Styles Ave.
Savannah, GA 31415
(912) 651-0900

Columbus TC
3900 Shatulga Rd.
Columbus, GA 31907
(706) 568-2167

Helms TC
1275 Constitution Rd.
Atlanta, GA 30316
(404) 624-2413

LaGrange TC
P.O. Box 1309
LaGrange, GA 30241
(706) 845-4018

Macon TC
1100 Second Street
Macon, GA 31201
(478) 751-6090

Metro Women's TC
1303 Constitution Rd
Atlanta, GA 30316
(404) 624-2380

Savannah Men's TC
1250 E. Presidents St
Savannah, GA 31404
(912) 651-6372

**PROBATION
DETENTION
CENTERS**

Bainbridge PSATC
P.O. Box 1010
Bainbridge, GA 39818
(229) 248-2463

Bacon PDC
P.O. Box 904
Alma, GA 31510
(912) 632-8157

Bleckly PDC
P.O. Box 519
Cochran, GA 31014
(478) 934-3303

Central PDC
P.O. Box 190
Cadwell, GA 31009
(478) 689-4750

Colwell PDC
797 Beasley Street
Blairsville, GA 30512
(706) 745-3610

I.W. Davis PDC
P.O. Box 730
Jefferson, GA 30549
(706) 367-1732

Emanuel PDC
P.O. Box 1430
Twin City, GA 30471
(478) 763-2400

Emanuel PDC
Swainsboro Unit
P.O. Box 218
Swainsboro, GA 30401
(478) 289-2748

**Virgil W. McEver, Jr.
PDC**
P.O. Box 1480
Perry, GA 31069
(478) 988-7024

Northwest PDC
1030 W. Girmard St.
Cedartown, GA 30125
(770) 749-2300

Patten PDC
P.O. Box 278
Lakeland, GA 31635
(229) 482-8241

Paulding PDC
1295 N. Industrial Blvd.
Dallas, GA 30132
(770) 443-7807

Rockdale-Delalb PDC
2165 Chambers Dr.
Conyers, GA 30012
(770) 388-5777

Smith PDC
P.O. Box 726
Glennville, GA 31034

Southeast PDC
P.O. Box 869
Claxton, GA 30417
(912) 739-1911

Southwest PDC
P.O. Box 3188
Moultrie, GA 31776
(229) 891-7180

Terrell Co. PDC
P.O. Box 779
Dawson, GA 39842
(229) 995-6701

Truetlen PDC
P.O. Box 707
Soperton, GA 30457
(912) 529-6760

West Central PDC
P.O. Box 589
Zebulon, GA 30295
(770) 567-0831

Western PDC
P.O. Box 2250
Butler, GA 31006
(478) 862-5851

Whitworth PDC
P.O. Box 769
Hartwell, GA 30643
(706) 856-2601

Women's PDC
P.O. Box 920
Claxton, GA 30417
(912) 739-0716

**PROBATION
BOOT CAMPS**

West GA PBC
P.O. Box 690
Bremen, GA 30110
(770) 537-5143

**DIVERSION
CENTERS**

Albany DC
P.O. Box 50188
Albany, GA 31703
(229) 430-4306

Alcovy DC
P.O. Box 1600
Monroe, GA 30655
(770) 207-4171

Athens DC
P.O. Box 1229
Athens, GA 30603
(706) 542-8628

Augusta DC
P.O. Box 5706
Augusta, GA 30906
(706) 771-4763

Clayton DC
P.O. Box 2283
Forest Park, GA 30298
(404) 363-7680

Gainesville DC
1002 Aviation Blvd
Gainesville GA 30501
(770) 535-5723

Gateway DC
1100 Sylvan Road
Atlanta, GA 30310
(404) 756-4600

Griffin DC
P.O. Box 1086
Griffin, GA 30224
(770) 229-3327

Macon DC
200 Henry Street
Macon, GA 31206
(478) 751-6197

Rome DC
100 Marable Way
Rome, GA 30165
(706) 295-6418

Thomasville DC
P.O. Box 980
Thomasville, GA 31799
(229) 225-4025

Tommy M. Rouse DC
P.O. Box 759
Waycross, GA 31502
(912) 285-6028

**FIELD
PROBATION
OFFICES**

Acworth PO
P.O. Box 910
Marietta, GA 30061
(770) 975-4161

Adel PO
107 N. Parrish Ave
Adel, GA 31620
(229) 896-7525

Albany PO
P.O. Box 822
Albany, GA 31709
(229) 430-3068

Americus PO
P.O. Box 226
Americus, GA 31709
(229) 931-2537

Appling PO
P.O. Box 344
Appling, GA 30802
(706) 541-0249

Athens PO
P.O. Box 1146
Athens, GA 30605
(706) 369-6000

**Atlanta Mid-Town
PO**
353 Parkway Dr.
Atlanta, GA 30312
(404) 463-4333

Atlanta PO
160 Pryor Street
Room JG-54
Atlanta, GA 30303
(404) 656-4600

**Atlanta PO
(Court Services)**
160 Pryor Street
JG-54
Atlanta, GA 30303

**Atlanta PO
(Transfer)**
160 Pryor Street
JG-54
Atlanta, GA 30303

**Atlanta PO
(Programs/IPS)**
3201 Atlanta
Industrial Pkwy.
Atlanta, GA 30331
(404) 505-0133

Atlanta South PO1
1568 Willingham Dr.
Suite G-102
College Park, GA
30337
(404) 559-6661

Atlanta South PO2
1568 Willingham Dr.
Suite G-102
College Park, GA
30349
(404) 559-6661

Atlanta SSU
3201 Atlanta Ind.
Pkwy
Bldg. 100-Suite 107
Atlanta, GA 30331
(404) 505-0133

Atlanta West PO
2001 MLK Jr., Dr.
Suite 412
Atlanta, GA 30310
(404) 756-4432

Augusta PO
901 Greene Street
Augusta, GA 30901
(706) 721-1122

Bainbridge PO
P.O. Box 1044
Bainbridge, GA
39818
(229) 248-2671

Barnesville PO
P.O. Box 2000
Jackson, GA 30233
(770) 358-5167

Baxley PO
69 Tippens St. Ste
104
Baxley, GA 31513
(912) 366-1064

Blairsville PO
395 Cleveland St.
Suite 3
Blairsville, GA 30512
(706) 781-2360

Blakely PO
P.O. Box 772
Blakely, GA 39823
(229) 723-4277

Blue Ridge PO
900 E. Main Street.
Suite 9
Blue Ridge, GA 30513
(706) 632-2149

Brunswick PO
P.O. Box 178
Brunswick, GA 31521
(912) 262-3065

Buchanan PO
P.O. Box 156
Buchanan, GA 30113
(770) 646-3810

Cairo PO
P.O. Box 149
Cairo, GA 39828
(229) 377-5347

Calhoun PO

P.O. Box 294
Calhoun, GA 30703
(706) 624-1414

Camilla PO

P.O. Box 342
Camilla, GA 31730
(229) 522-3572

Canton PO

130 E. Main Street
Ste. G101
Canton, GA 30114
(770) 479-2602

Carnesville PO

P.O. Box 371
Carnesville, GA 30521
(706) 384-4343

Carrollton PO

205 Tanner Street
Suite B
Carrollton, GA 30117
(770) 836-6704

Cartersville PO

P.O. Box 771
Cartersville, GA 30120
(770) 387-3780

Cedartown PO

P.O. Box 1771
Cedartown, GA 30125
(770) 749-2206

Clarksville PO

P.O. Box 2556
Clarksville, GA 30523
(706) 754-9315

Claxton PO

P.O. Box 26
Claxton, GA 30417
(912) 739-9612

Clayton PO

25 Courthouse Sq.
Suite 219
Clayton, GA 30525
(706) 782-4727

Columbus PO

P.O. Box 2337
Columbus, GA 31902
(706) 649-7484

Conyers PO

P.O. Box 473
Conyers, GA 30012
(770) 388-5011

Cordele PO

1304 South Seventh St.
Cordele, GA 31015
(229) 276-2346

Covington PO

P.O. Box 348
Covington, GA 30015
(770) 784-2700

Cumming PO

310 Tribble Gap Rd
Cumming, GA 30040
(770) 781-2170

Cuthbert PO

P.O. Box 365
Cuthbert, GA 39840
(229) 732-2123

Dahlonega PO

163 Tipton Dr.
Dahlonega, GA 30533
(706) 867-2929

Dallas PO

P.O. Box 82
Dallas, GA 30132
(770) 443-7861

Dalton PO

P.O. Box 747
Dalton, GA 30722
(706) 272-2306

Danielsville PO

P.O. Box 392
Danielsville, GA
30633
(706) 795-3845

Darien PO

P.O. Box 1238
Darien, GA 31305
(912) 437-5583

Dawson PO

P.O. Box 387
Dawson, GA 39842
(229) 995-6459

**DeKalb Central PO
(Admin. & Court
Services)**

547 Church Street
1st Floor
Decatur, GA 30030
(404) 370-5113

DeKalb North PO

LaVista Office Park
2187 Northlake Pkwy
Bldg 9 Rm 23
Tucker, GA 30084
(770) 414-3670

Donalsonville PO

P.O. Box 245
Donalsonville, GA
39845
(229) 524-2836

Douglas PO

P.O. Box 1051
Douglas, GA 31534
(912) 389-4431

Douglasville PO

8723 Hospital Dr.
Suite 1
Douglasville, GA
30134
(770) 489-3070

Dublin PO

P.O. Box 2012
Dublin, GA 31040
(478) 275-6637

Eastman PO

P.O. Box 4234
Eastman, GA 31023
(478) 374-6501

Eatonton PO

P.O. Box 4223
Eatonton, GA 31024
(706) 484-2970

Elberton PO

P.O. Box 725
Elberton, GA 30635
(706) 213-2032

Ellijay PO

368 Craig Street
Suite 103
East Ellijay, GA
30540
(706) 635-5125

Fayetteville PO

135-A Bradford Sq.
Fayetteville,
GA 30215
(770) 460-2730

Fitzgerald PO

P.O. Box 1168
Fitzgerald, GA 31750
(229) 426-5234

Fort Valley PO

P.O. Box 754
Fort Valley, GA
31030
(478) 825-3136

Gainesville PO

2314 Murphy Blvd.
Gainesville, GA 30504
(770) 535-5710

Gray PO

P.O. Box 753
Gray, GA 31032
(478) 986-6611

Greensboro PO

P.O. Box 282
Greensboro, GA 30642
(706) 453-7131

Greenville PO

P.O. Box 582
Greenville, GA 30222
(706) 672-4971

Griffin PO

1435 N. Expressway
Suite 302
Griffin, GA 30223
(770) 229-3132

Hartwell PO

P.O. Box 715
Hartwell, GA 30643
(706) 856-2711

Hazelhurst PO

P.O. Box 1060
Hazelhurst, GA 31539
(912) 375-4441

Hinesville PO

P.O. Box 94
Hinesville, GA 31310
(912) 370-2571

Homerville PO

110 Court Square
Homerville, GA 31313
(912) 370-2571

Jackson PO

P.O. Box 2000
Jackson, GA 30233
(770) 504-2370

Jasper PO

37 Court Street
Jasper, GA 30143
(706) 692-4805

Jesup PO

P.O. Box 272
Jesup, GA 31598
(912) 427-5894

LaFayette PO

109 Main St.
LaFayette, GA 30728
(706) 638-5531

LaGrange PO

206 Rear Ridley Ave
LaGrange, GA 30240
(706) 845-4125

Lakeland PO

P.O. Box 366
Lakeland, GA 31635
(229) 482-3303

Lawrenceville PO

P.O. Box 1305
Lawrenceville, GA
30046
(770) 339-2222

Louisville PO

P.O. Box 706
Louisville, GA 30434
(478) 625-3648

Lyons PO

P.O. Box 658
Lyons, GA 30436
(912) 526-8311

Macon PO

200 Third Street
Macon, GA 31201
(478) 751-6092

Marietta PO (North)

130 South Park Sq.
Marietta, GA 30061
(770) 528-4923

McDonough PO

45 Keys Ferry St.
McDonough, GA
30253
(770) 954-2004

McRae PO

P.O. Box 151
McRae, GA 31055
(229) 868-3200

Milledgeville PO

P.O. Box 1808
Milledgeville, GA
31059
(478) 445-4468

Millen PO

P.O. Box 486
Millen, GA 30442
(478) 982-2050

Monroe PO

P.O. Box 129
Monroe, GA 30655
(770) 267-1347

Monticello PO

126 W. Green St.
Suite 30
Monticello, GA
31064
(706) 468-4920

Morgan PO

P.O. Box 143
Morgan, GA 39866
(229) 849-3795

Morrow PO

1331 Citizens Pkwy
Suite 201
Morrow, GA 30260
(770) 960-4100

Moultrie PO

P.O. Box 1214
Moultrie, GA
31776
(229) 891-7270

Nashville PO

495 County Fam
Rd.
Nashville, GA
31639
(229) 686-9329

Newnan PO

51-B Penry Street
Newnan, GA 30263
(770) 254-7204

Oglethorpe PO

P.O. Box 372
Oglethorpe, GA
31068
(478) 472-3591

Perry PO

Houston Co.
Courthouse
201 Penry Parkway
Penry, GA 31069
(478) 988-6750

Reidsville PO

P.O. Box 636
Reidsville, GA
30456
(912) 557-1166

Ringgold PO

Catoosa Co. Courthouse
Room 204
Ringgold, GA 30726
(706) 295-6323

Rome PO

400 Broad Street
Suite 100
Rome, GA 30161
(706) 295-6323

Sandersville PO

P.O. Drawer 1015
Sandersville, GA 31082
(478) 553-2450

Savannah PO

P.O. Box 9504
Savannah, GA 31412
(912) 651-2204

Soperton PO

P.O. Box 262
Soperton, GA 30457
(912) 529-6283

Springfield PO

P.O. Box 820
Springfield, GA 31329
(912) 754-3257

Statesboro PO

P.O. Box 238
Statesboro, GA 30459
(912) 871-1119

Swainsboro PO

P.O. Drawer 940
Swainsboro, GA 30401
(478) 289-2602

Sylvania PO

655 Frontage Rd. East
Sylvania, GA 30467
(912) 564-7382

Sylvester PO

P.O. Box 876
Sylvester, GA 31791
(229) 777-2183

Thomaston PO

113-B East County Rd
Thomaston, GA 30286
(706) 646-6000

Thomasville PO

P.O. Box 1602
Thomasville, GA 31792
(229) 225-4021

Thomson PO

P.O. Box 337
Thomson, GA 30824
(706) 595-7404

Tifton PO

P.O. Box 2006
Tifton, GA 31793
(229) 386-3503

Toccoa PO

115-B West Doyle St.
Toccoa, GA 30577
(706) 282-4570

Valdosta PO

P.O. Box 6
Valdosta, GA 31603
(229) 333-5274

Warner Robins PO

281-D Carl Vinson
Pkwy.
Warner Robins, GA
31088
(478) 929-6832

Washington PO

P.O. Box 867
Washington, GA 30673
(706) 678-2373

Watkinsville PO

P.O. Box 92
Watkinsville, GA 30677
(706) 769-3959

Waycross PO

P.O. Box 819
Waycross, GA 31502
(912) 287-6536

Waynesboro PO

P.O. Box 89
Waycross, GA 30830
(706) 437-6849

Winder PO

22 Lee Street
Winder, GA 30680
(770) 307-3065

Woodbine PO

P.O. Box 400
Woodbine, GA 31569
(912) 576-599

DAY**REPORTING
CENTERS****Atlanta DRC**

3201 Atlanta
Industrial Pkwy.
Building 100, Ste 107
Atlanta, GA 30331
(404) 699-5151

Clayton DRC

1331 Citizens Pkwy
Morrow, GA 30260
(770) 960-2005

Griffin DRC

1435 North
Expressway
Suite 304
Griffin, GA 31201
(770) 229-3345

Macon DRC

543 Second Street
Suite 101
Macon, GA 31201
(478) 751-4191

Rome DRC

1604 North Broad St.
Rome, GA 30161
(706) 295-6323

Tifton DRC

P. O. Box 1149
Tifton, GA 31794
(229) 391-6937

**PRE-RELEASE
CENTERS****Appling Pre-Release CTR**

252 W. Park Dr.
Baxley, GA 31515

Pelham Pre-Release CTR

410 Mize Street
Pelham, GA 31779

Lamar**Pre-Release CTR**

700 Gordon RD
P. O. Box 70
Barnesville, GA 30204

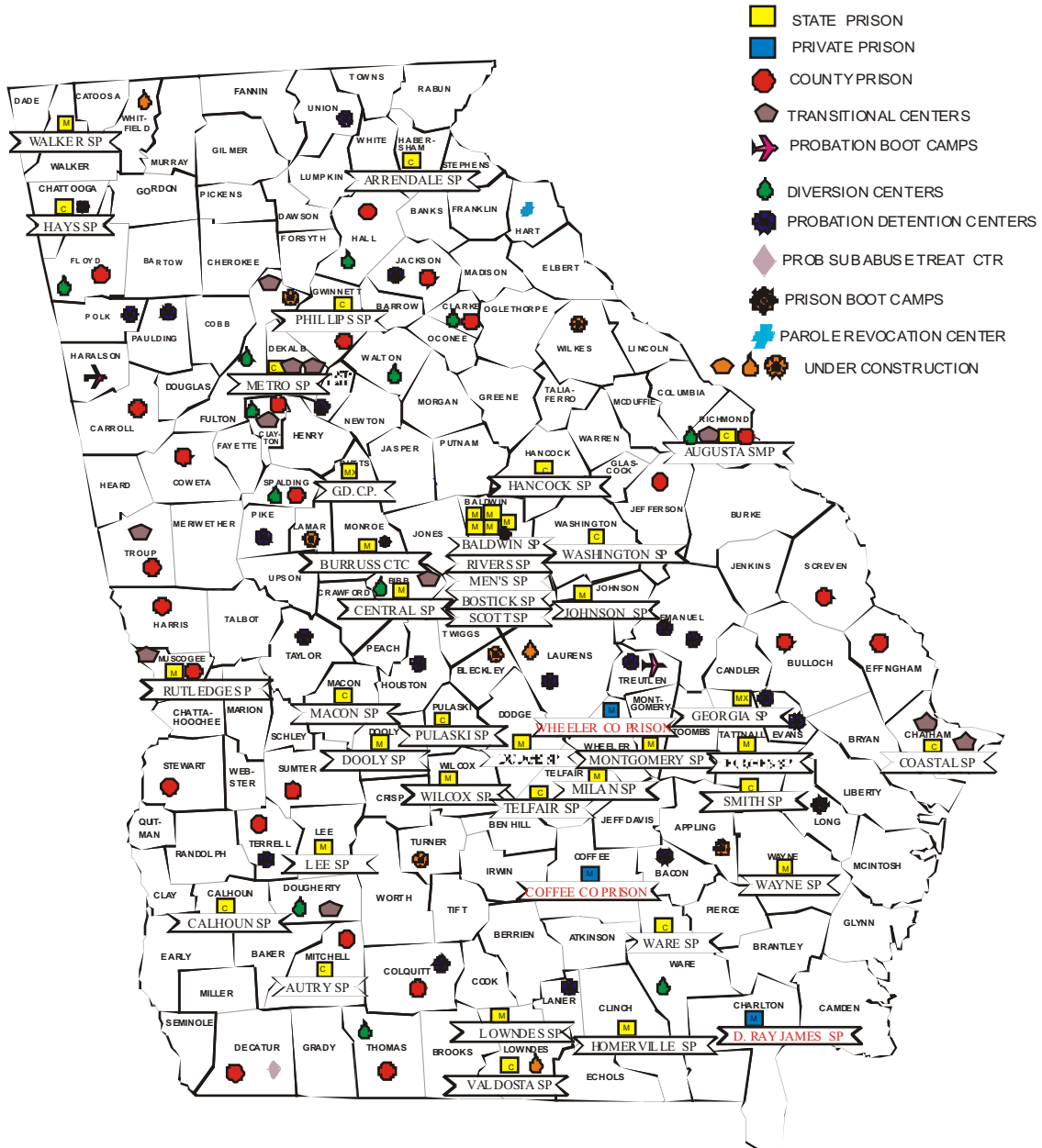
Turner Pre-Release CTR

514 S. Railroad AVE
Sycamore, GA 31790

Wilkes Pre-Release CTR

1430 Industrial Park Rd.
Washington, GA 30673

GEORGIA DEPARTMENT OF CORRECTIONS



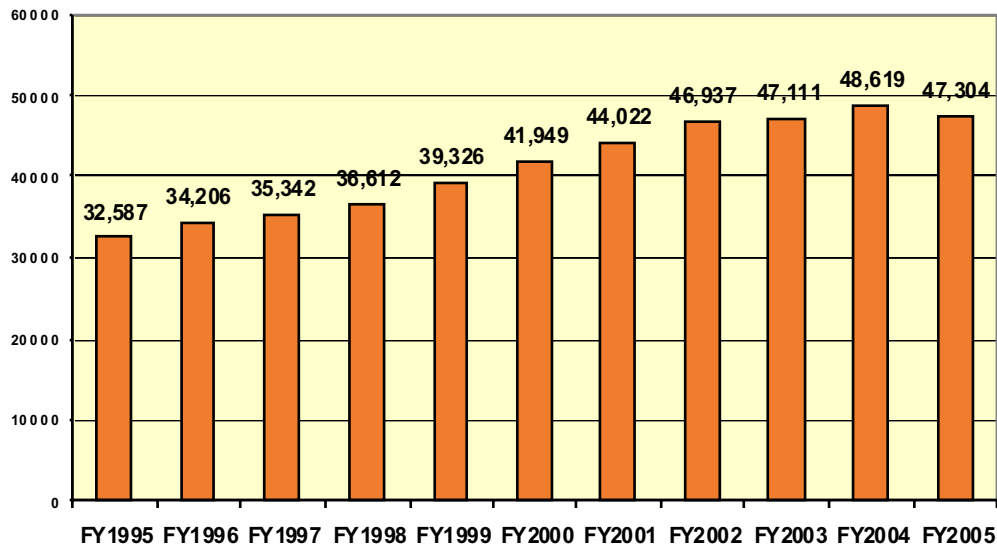
Revised 10/26/2005

Note: The letters accompanying the 'state prison' icon denote the facility's security level: MX - Maximum, C - Close, M - Medium

Graphics by: Nancy Phillips, Operations Analyst

ACTIVE INMATE POPULATION

Active Inmate Population
Fiscal Year 1995 - Fiscal Year 2005

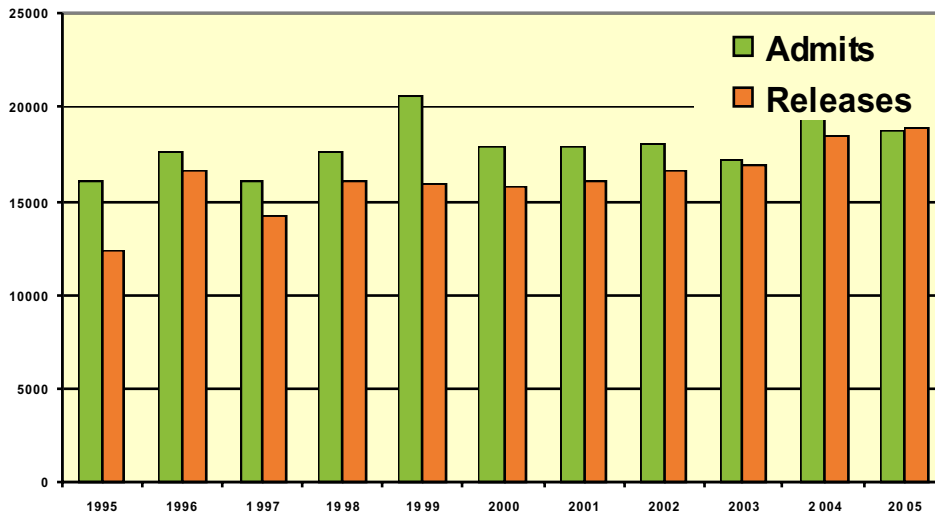


ACTIVE INMATE PROFILE:

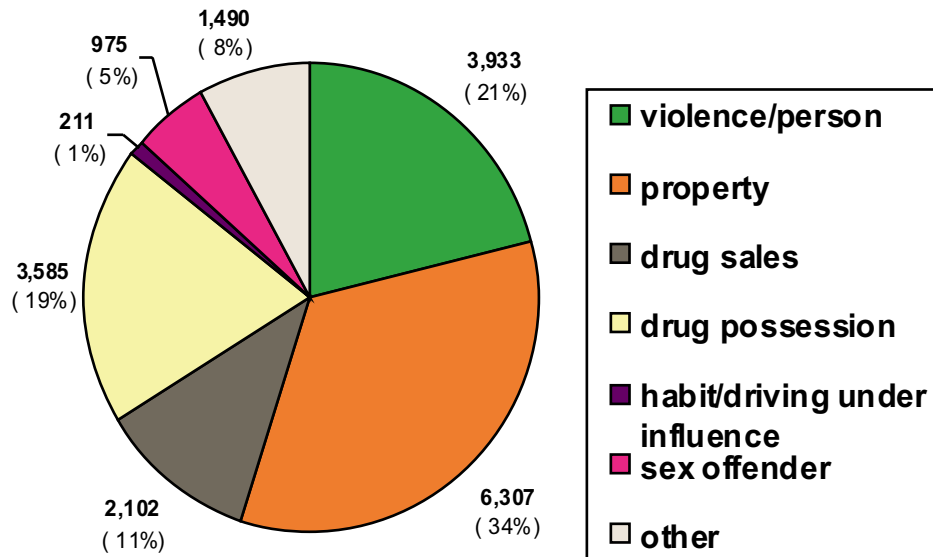
Race:	
Nonwhite	29,849 (63%)
White	17,455 (37%)
Gender:	
Male	44,623 (94%)
Female	2,681 (6%)
Average Age:	35.5 years
Probation to Follow:	20,134 (43%)
Educational Level:	
Up to 11 th Grade	31,710 (69%)
GED or High School Graduate	14,093 (31%)
Number of Prior Georgia Incarcerations:	
Zero	27,389 (58%)
One	8,275 (17%)
Two or More	11,640 (25%)

INMATE ADMISSIONS / DEPARTURES

Inmate Admissions and Departures
Fiscal Year 1995 - Fiscal Year 2005



FY 2005 Prison Admissions by Crime Type
July 1, 2004 - June 30, 2005

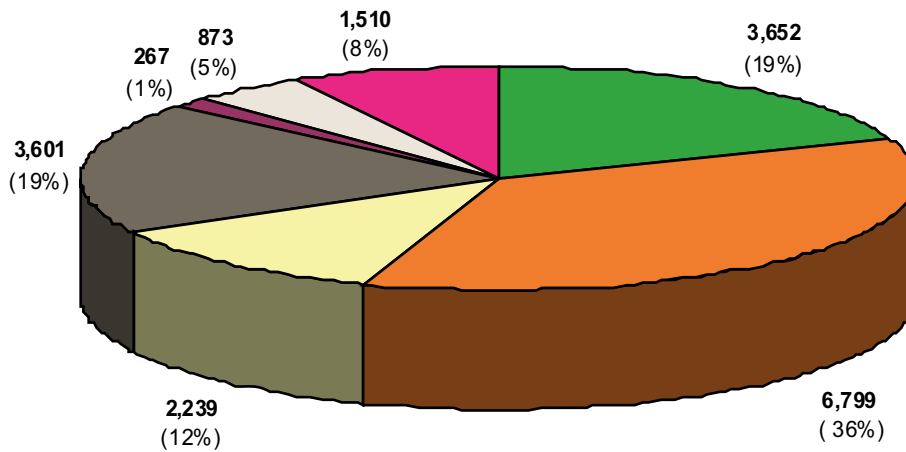


INMATES BY COUNTY OF CONVICTION

County	Men	Women	TOTAL	County	Men	Women	TOTAL	County	Men	Women	TOTAL
Appling	83	3	86	Fannin	100	9	109	Oglethorpe	62	4	60
Atkinson	34	1	35	Fayette	260	18	278	Paulding	177	13	197
Bacon	47	2	49	Floyd	686	68	754	Peach	86	3	97
Baker	17	1	18	Forsyth	193	15	208	Pickens	83	3	96
Baldwin	321	20	341	Franklin	131	8	139	Pierce	53	0	58
Banks	69	7	76	Fulton	4360	178	4538	Pike	42	3	39
Barrow	210	11	221	Gilmer	132	6	138	Polk	147	5	165
Bartow	444	43	487	Glascok	7	1	8	Pulaski	94	10	113
Ben Hill	216	16	232	Glynn	459	17	476	Putnam	137	5	135
Berrien	91	8	99	Gordon	255	23	278	Quitman	11	1	10
Bibb	943	50	993	Grady	207	11	218	Rabun	60	2	55
Bleckley	106	10	116	Greene	108	4	112	Randolph	71	5	65
Brantley	54	4	58	Gwinnett	1299	94	1393	Richmond	1866	136	1927
Brooks	74	0	74	Habersham	109	11	120	Rockdale	354	28	344
Bryan	88	3	91	Hall	611	45	656	Schley	24	1	23
Bulloch	401	27	428	Hancock	30	1	31	Screven	135	11	161
Burke	183	4	187	Haralson	70	2	72	Seminole	84	8	85
Butts	115	6	121	Harris	87	4	91	Spalding	598	55	730
Calhoun	40	3	43	Hart	92	9	101	Stephens	145	6	137
Camden	105	3	108	Heard	45	4	49	Stewart	39	4	39
Candler	67	1	68	Henry	384	34	418	Sumter	216	12	215
Carroll	477	35	512	Houston	517	28	545	Talbot	39	3	40
Catoosa	225	25	250	Irwin	66	2	68	Taliaferro	7	1	12
Charlton	68	2	70	Jackson	215	19	234	Tattnall	144	7	113
Chatham	2249	109	2358	Jasper	54	2	56	Taylor	75	4	82
Chattahoochee	26	1	27	Jeff Davis	61	7	68	Telfair	129	16	145
Chattooga	218	25	243	Jefferson	98	3	101	Terrell	76	4	90
Cherokee	524	49	573	Jenkins	70	5	75	Thomas	300	22	345
Clarke	453	28	481	Johns on	47	1	48	Tift	310	20	339
Clay	30	1	31	Jones	108	6	114	Toombs	273	23	297
Clayton	1563	97	1660	Lamar	83	5	88	Towns	19	3	28
Clinch	47	3	50	Lanier	37	3	40	Treutlen	37	1	40
Cobb	2220	153	2373	Laurens	247	17	264	Troup	584	41	697
Coffee	219	20	239	Lee	50	2	52	Turner	81	2	85
Colquitt	266	9	275	Liberty	237	15	252	Twiggs	41	0	44
Columbia	268	22	290	Lincoln	41	2	43	Union	40	2	48
Cook	133	5	138	Long	74	8	82	Upson	163	10	202
Coweta	443	23	466	Lowndes	520	29	549	Walker	340	25	315
Crawford	18	3	21	Lumpkin	65	6	71	Walton	327	23	308
Crisp	275	16	291	Macon	69	0	69	Ware	360	28	430
Dade	133	4	137	Madison	123	11	134	Warren	47	2	51
Dawson	84	3	87	Marion	33	3	36	Washington	115	8	112
Decatur	261	14	275	McDuffie	193	10	203	Wayne	167	8	150
DeKalb	2981	154	3135	McIntosh	69	0	69	Webster	10	0	10
Dodge	164	18	182	Meriwether	167	13	180	Wheeler	41	2	47
Dooly	111	7	118	Miller	27	1	28	White	68	6	73
Dougherty	966	51	1017	Mitchell	184	17	201	Whitfield	718	84	758
Douglas	901	68	969	Monroe	148	9	157	Wilcox	66	4	58
Early	66	2	68	Montgomery	43	3	46	Wilkes	71	5	73
Echols	9	0	9	Morgan	83	3	86	Wilkinson	53	4	53
Effingham	157	9	166	Murray	179	11	190	Worth	159	5	155
Elbert	139	11	150	Muscogee	1555	88	1643				
Emanuel	171	5	176	Newton	413	22	435	TOTAL	44,623	2,681	47,304
Evans	71	4	75	Oconee	58	2	60				

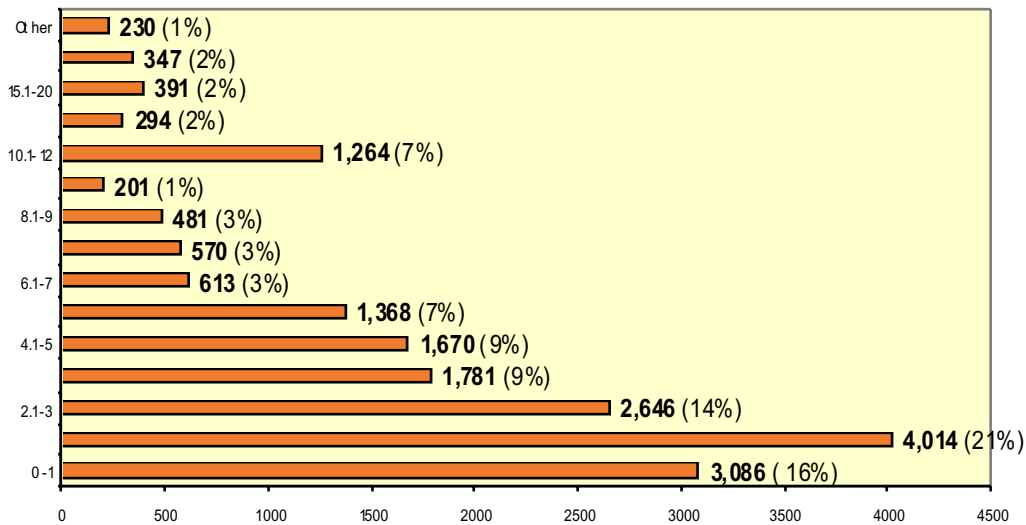
INMATE RELEASES

FY2005 Inmate Releases By Crime Type
July 1, 2004 - June 30, 2005



■ viol/person
 ■ property
 ■ drug sales
 ■ drug poss
 ■ habit/dui

FY2005 Inmate Releases by Prison Sentence in Years July
1, 2004 - June 30, 2005



PROBATION BY COUNTY OF CONVICTION

County	Men	Women	TOTAL	County	Men	Women	TOTAL	County	Men	Women	TOTAL
Appling	203	41	244	Fannin	248	72	320	Oglethorpe	115	15	130
Atkinson	124	28	152	Fayette	571	215	786	Paulding	645	146	791
Bacon	104	20	124	Floyd	1533	532	2065	Peach	260	52	312
Baker	46	4	50	Forsyth	568	143	711	Pickens	225	78	303
Baldwin	815	195	1010	Franklin	250	61	311	Pierce	64	25	89
Banks	189	66	255	Fulton	6328	1142	7470	Pike	80	14	94
Barrow	489	170	659	Gilmer	358	107	465	Polk	541	118	659
Bartow	1503	446	1949	Glascock	18	3	21	Pulaski	104	35	139
Ben Hill	281	92	373	Glynn	867	267	1134	Putnam	306	67	373
Berrien	227	60	287	Gordon	732	268	1000	Quitman	49	12	61
Bibb	2489	726	3215	Grady	381	84	465	Rabun	139	44	183
Bleckley	198	62	260	Greene	296	55	351	Randolph	162	49	211
Brantley	97	28	125	Gwinnett	4517	1208	5725	Richmond	2197	697	2894
Brooks	193	35	228	Habersham	260	83	343	Rockdale	533	183	716
Bryan	158	30	188	Hall	1259	408	1667	Schley	95	19	114
Bulloch	661	193	854	Hancock	115	16	131	Screven	213	83	296
Burke	197	46	243	Haralson	326	67	393	Seminole	220	48	268
Butts	308	77	385	Harris	196	33	229	Spalding	796	339	1135
Calhoun	107	23	130	Hart	197	51	248	Stephens	237	78	315
Camden	371	86	457	Heard	67	17	84	Stewart	120	23	143
Candler	97	40	137	Henry	1392	425	1817	Sumter	942	237	1179
Carroll	687	213	900	Houston	1261	371	1632	Talbot	65	7	72
Catoosa	537	194	731	Irwin	165	20	185	Taliaferro	32	5	37
Charlton	75	17	92	Jackson	619	167	786	Tattnall	140	32	172
Chatham	2564	847	3411	Jasper	153	31	184	Taylor	125	18	143
Chattahoochee	36	12	48	Jeff Davis	172	30	202	Terfair	177	68	245
Chattooga	336	101	437	Jefferson	188	29	217	Terrell	239	62	301
Cherokee	1417	481	1898	Jenkins	141	29	170	Thomas	1080	285	1365
Clarke	848	213	1061	Johnson	106	21	127	Tift	593	139	732
Clay	71	13	84	Jones	347	70	417	Toombs	235	80	315
Clayton	1214	472	1686	Lamar	279	60	339	Towns	69	18	87
Clinch	183	48	231	Lanier	149	26	175	Treutlen	108	24	132
Cobb	6845	1896	8741	Laurens	638	135	773	Troup	745	249	994
Coffee	376	89	465	Lee	357	58	415	Turner	146	23	169
Colquitt	638	143	781	Liberty	258	79	337	Twiggs	86	24	110
Columbia	502	140	642	Lincoln	109	19	128	Union	130	43	173
Cook	379	87	466	Long	73	16	89	Upson	291	84	375
Coweta	674	221	895	Lowndes	1808	476	2284	Walker	601	179	780
Crawford	89	18	107	Lumpkin	275	74	349	Walton	1079	226	1305
Crisp	441	154	595	Macon	252	32	284	Ware	364	106	470
Dade	260	90	350	Madison	220	53	273	Warren	72	4	76
Dawson	217	83	300	Marion	89	15	104	Washington	166	36	202
Decatur	496	161	657	McDuffie	261	62	323	Wayne	381	123	504
DeKalb	3617	1019	4636	McIntosh	121	34	155	Webster	74	11	85
Dodge	206	64	270	Meriwether	263	64	327	Wheeler	57	16	73
Dooly	222	58	280	Miller	149	22	171	White	210	57	267
Dougherty	2836	681	3517	Mitchell	422	106	528	Whitfield	1024	419	1443
Douglas	2171	786	2957	Monroe	243	67	310	Wilcox	79	17	96
Early	272	64	336	Montgomery	103	27	130	Wilkes	153	34	187
Echols	25	2	27	Morgan	197	31	228	Wilkinson	125	29	154
Effingham	330	115	445	Murray	258	57	315	Worth	279	45	324
Elbert	250	57	307	Muscogee	1951	757	2708	Out of State	1740	550	2290
Emanuel	192	47	239	Newton	1211	317	1528				
Evans	96	21	117	Oconee	95	30	125	TOTAL	90,083	25,094	115,177

GLOSSARY OF TERMS

Classification - An inmate is classified for a particular security level and transferred to an appropriate prison based on assessment, which factors include crime type, security risk and prison behavior.

Correctional Officer - A Peace Officers Standard and Training (POST)-certified criminal justice professional who supervises inmates in prisons and probationers sentenced to community-based facilities.

Cost Per Day - It costs an average of \$47 per day (or about \$18,000 per year) to incarcerate and feed an inmate. Almost half that cost is attributed to security costs. Inmates on death row have higher security costs and therefore cost the state approximately \$64 per day (or \$23,000 per year.)

County Correctional Institution/Work Camp - Operated by the counties, these work camps feed and house over 3,500 state prisoners who perform free labor for the communities. GDC pays the counties a daily rate of \$20 per state inmate.

Diagnostic - Upon entering the system, inmates are screened for physical and mental health, skills, level of security risk, education and other background information.

Inmate - A person sentenced to incarceration. Georgia inmates wear white pants and shirts, with "State Prisoner" in black ink on the back.

Interstate Compact - An agreement between Georgia and other states to provide supervision for probationers sentenced in one state and residing in another state.

Max Out Date - The date on which an inmate reaches the end of his court-imposed sentence. Also, "Maximum Release Date."

Parole - The release of an offender from confinement under continuing state custody and supervision and under conditions which, if violated, permit re-imprisonment.

Prison - State or county correctional institution which houses convicted offenders sentenced by the state.

Private Prison - Operated by a private prison company (i.e. Comell Corrections, Inc. or Corrections Corporation of America), the private prison houses state inmates and employs POST-certified correctional staff to oversee the inmates.

Probation - A court-imposed sentence either suspending incarceration or following a period of incarceration. Probationers live in the community and are supervised according to the terms of the sentencing court.

Probation Officer - A POST-certified law enforcement professional who enforces the orders of the courts while supervising offenders released to the community on probation sentences.

Probationer - A person sentenced to supervision in the community under the direction of a probation officer, or a person sentenced to a term in a community-based probation center.

Recidivism - The study of the percentage of criminals who return to prison during a specified period of time. In Georgia, the average return-to-prison rate is 39 percent over a three-year period.

Restitution - Payment made by the offender to the crime victim and to the citizens of Georgia.

Tentative Parole Month - The date chosen by the State Board of Pardons and Paroles to grant release to an inmate dependent on satisfactory prison behavior and other factors, such as new information or protests, which may lead the Parole Board to reconsider its decision.

Under Death Sentence - There are 108 male inmates and 1 female inmate on death row. These inmates are serving a sentence punishable by death by lethal injection.

Visitation - The warden or superintendent of a facility determines inmate visitation policies. No conjugal visits are allowed in Georgia prisons.

FREQUENTLY ASKED QUESTIONS

(FAQS)

Q: How do I find out an inmate's identification number, crime, tentative parole month, or place of incarceration?

A: Call Inmate Information Service at (404) 656-4569. Please provide the inmate's name, gender, date of birth and race. Also, it is helpful to have the inmate's social security number.

Q: What are the inmate visitation policies?

A: Visitation is a privilege that is permitted under conditions determined by the warden or superintendent, of a facility.

Q: I am a victim. How can I determine the status of my offender?

A: Victims can register with the Victim Services office at (404) 656-7660. Registered victims will be notified of an inmate's change in status, escape, recapture or death.

Q: How can I get an inmate moved closer to me or further away from my community?

A: If you wish to have an inmate considered for transfer, contact the Classification section at (404) 656-4987.

Q: When will an inmate be considered for parole?

A: For parole decisions, call the State Board of Pardons and Paroles at 404-656-5651. For the PAP Public Information Office contact (404) 651-5897.

Q: How can a citizen get a tour of a facility?

A: Contact the Office of Public Affairs at (404) 656-9772.

Q: Does GDC coordinate tours for troubled youths?

A: Yes. Contact the Office of Public Affairs at (404) 656-9772 regarding the Commissioner's Choose Freedom on Community Awareness Program.

Q: How much does it cost to house an inmate per day (per year)?

A: It costs an average of \$47 per day (or about \$18,000 per year) to incarcerate and feed an inmate. Almost half of that cost is attributed to security costs. Inmates on death row have higher security costs, \$64 per day (or \$23,000 per year).

Q: What is the recidivism rate?

A: The recidivism rate is the percentage of inmates who return to a Georgia prison within 3 years of their release.

Q: What is the difference between parole and probation?

A: The Board of Pardons and Paroles has the authority to select and release offenders for parole who are then subject to supervision by parole officers. A judge sentences an offender to probation in lieu of a prison sentence. A probation officer supervises the probationer.

Q: How can I apply to become a Correction Officer or Probation Officer?

A: All applicants can obtain a job application at any GDC facility or at the Georgia Department of Labor. Call the GDC Job Hotline (404) 656-4593 (option #4)

Q: What is the pay range for an entry-level position as a Correctional Officer or Probation Officer?

A: Correctional Officer - \$23,613
Probation Officer - \$28,543

Q: Does Corrections have a website?

A: Yes.
www.dcor.state.ga.us

