



# GEORGIA DEPARTMENT OF CORRECTIONS

2006 Annual Report



## Leading Change

# TABLE OF CONTENTS

Mission/Vision/Core Values The Executive Office .....	1
“Moving to the HEART of Georgia” .....	2
Board of Corrections .....	4
From The Commissioner .....	5
The Agency .....	6
Organizational Chart .....	7
Commissioner’s Office .....	8
Executive Operations .....	9
Personnel .....	10
Operations, Planning, and Training Division .....	14
Introduction .....	15
Planning and Strategic Management .....	15
Training .....	16
Health Services .....	17
Risk Reduction Services .....	18
Fleet .....	19
Office of Information Technology .....	20
Chaplaincy .....	21
Re-entry .....	22
Fire Services .....	23
Prison Industries Enhancement .....	23
Engineering and Construction .....	24
Communications Center .....	24
Corrections Division .....	25
Corrections Continuum .....	26
Special Operations .....	27
Facility Operations .....	28
Death Penalty Responsibility .....	34
Offender Operations .....	35
Probation Operations .....	37
Food and Farm .....	42
Georgia Correctional Industries .....	43
Administration Division .....	44
Introduction .....	45
Directory .....	48
Corrections Map .....	52
Active Inmate Population .....	53
Inmate Admissions/Departures .....	54
Inmates by County .....	55
Inmate Releases .....	56
Probation by County .....	57
Glossary of Terms .....	60
FAQ’s .....	61

# 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.

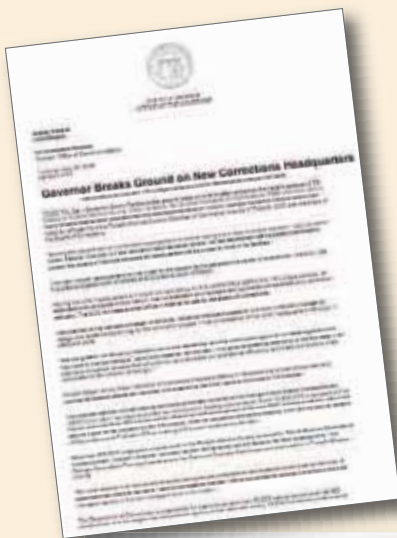
**Integrity.** Do what's right--legally and morally.

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

# MOVING TO THE “H



***On the morning of January 10th, Governor Perdue announced p  
Atlanta to the vacant Tift Campus in Forsyth by 200  
of the state and c***

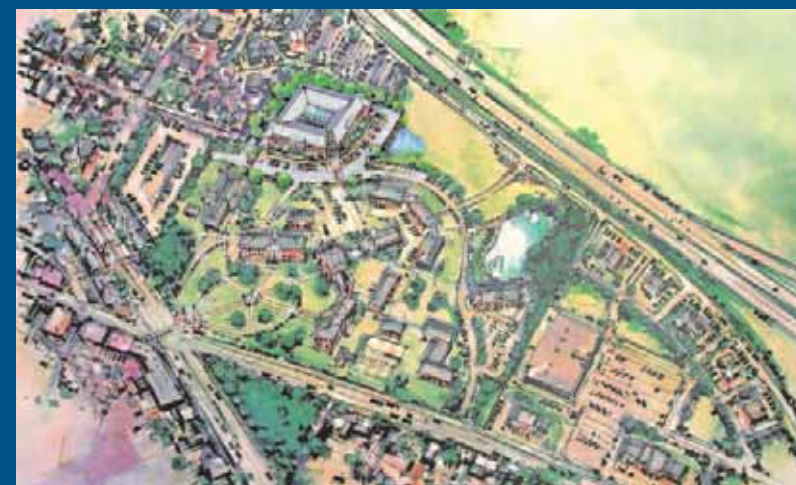


**O**n the afternoon of Tuesday, May 23, Governor Sonny Perdue broke ground on a renovation project at the vacant campus of Tift College in Forsyth-Monroe County. Governor Perdue was joined today by officials from the Forsyth-Monroe County Chamber of Commerce, the city of Forsyth, GDC and members of the Board of Corrections. More than 1,000 guests joined the Corrections team for the groundbreaking ceremony and tour of the campus grounds. Once complete, GDC will move its five metro Atlanta headquarter locations into the renovated facilities in Forsyth, Georgia.





# HEART OF GEORGIA”



***Plans to move the Department of Corrections Headquarters from 19. The move will position Corrections in the geographical center closer to the majority of its facilities.***



The new Forsyth headquarters will be closer to the department's geographical center of operations. The GDC has five prisons located north of Atlanta and 35 prisons south of Macon. Renovations of the campus will begin in fall 2006.

Governor Perdue included \$7.5 million in his 2007 budget for design and abatement planning for the renovation project. Final consolidation of the GDC headquarters will occur in 2008 and 2009. Moving the GDC headquarters to Forsyth will bring up to 400 jobs to Forsyth.

# 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 2006 BOARD OF CORRECTIONS

### *First District*

Tommy M. Rouse  
Waycross, Georgia

### *Fifth District*

A.D. Frazier  
Atlanta, Georgia

### *Ninth District*

Robert E. Jones  
Madison, Georgia

### *Thirteenth District*

Avery Tom Salter  
Appling, Georgia

### *Second District*

Sheriff R. Carlton Powell  
Thomasville, Georgia

### *Sixth District*

Patricia B. Miller  
Marietta, Georgia

### *Tenth District*

Robert G. Vass  
Gainesville, Georgia

### *Members at Large*

Charles D. Hudson  
Bill Jackson  
Wayne Dasher  
Cecil Nobles  
William C. Massee, J

### *Third District*

J. Tyson Stephens  
Atlanta, Georgia

### *Seventh District*

Sheriff Roger Garrison  
Canton, Georgia

### *Eleventh District*

John Mayes  
Rome, Georgia

### *Fourth District*

vacant

### *Eighth District*

Bruce Hudson  
Douglasville, Georgia

### *Twelfth District*

Ellison G. Wood  
Statesboro, Georgia

# FROM THE COMMISSIONER



*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.*

A handwritten signature in black ink that reads "James E. Donald". The signature is fluid and cursive, with a large, stylized "J" and "D".

# 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**

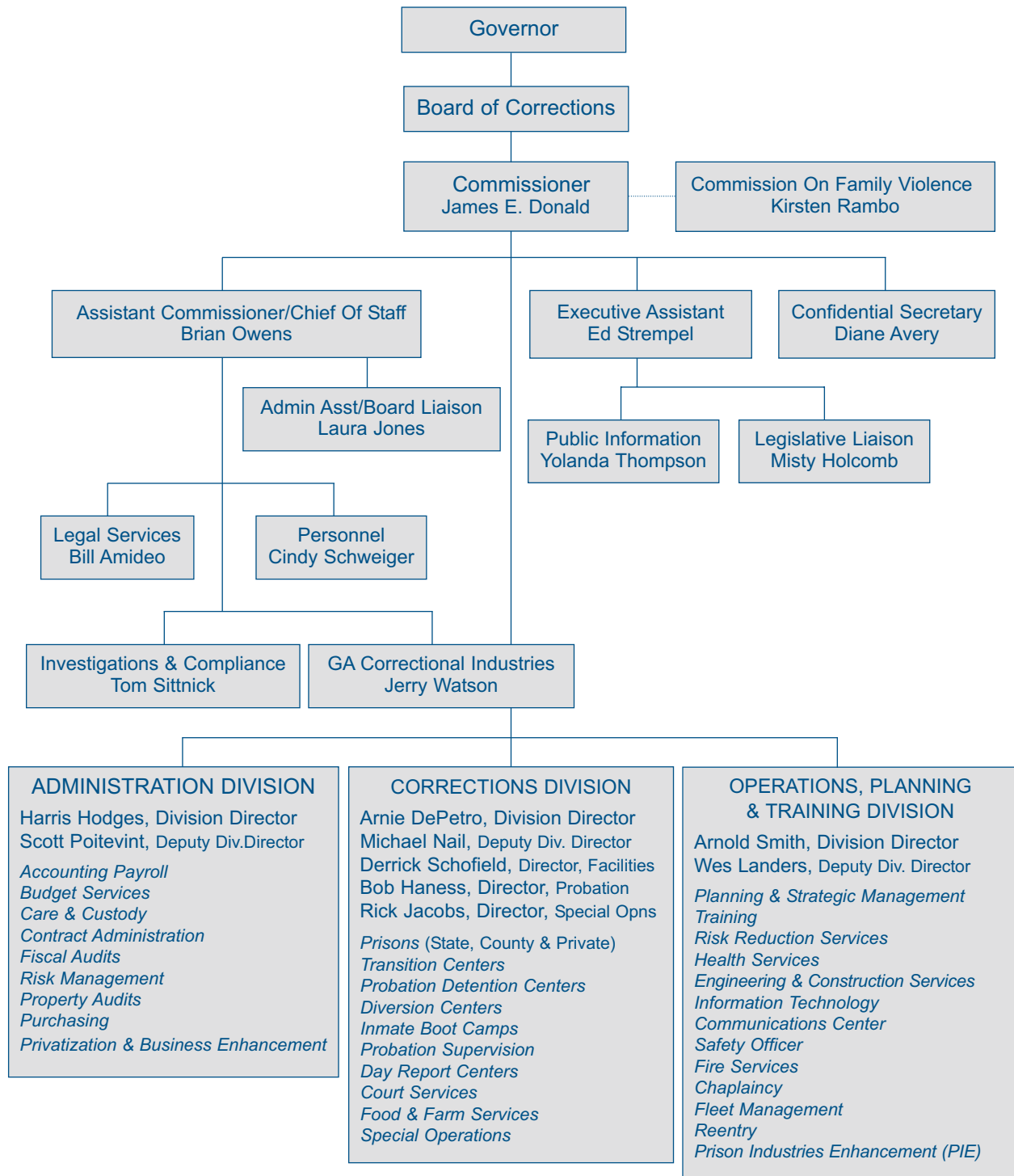
The Operations, Planning, and Training Division was created by Commissioner Donald with the primary purpose of overseeing the implementation of the Transformation Campaign Plan and synchronizing the department's efforts toward the Transformation Campaign Plan.

## **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 OFFICE



## **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.



## **Ed Strempe – 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.

# EXECUTIVE OPERATIONS



## **Misty Holcomb – Legislative 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.



## **Tom Sittnick – 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.

# PERSONNEL



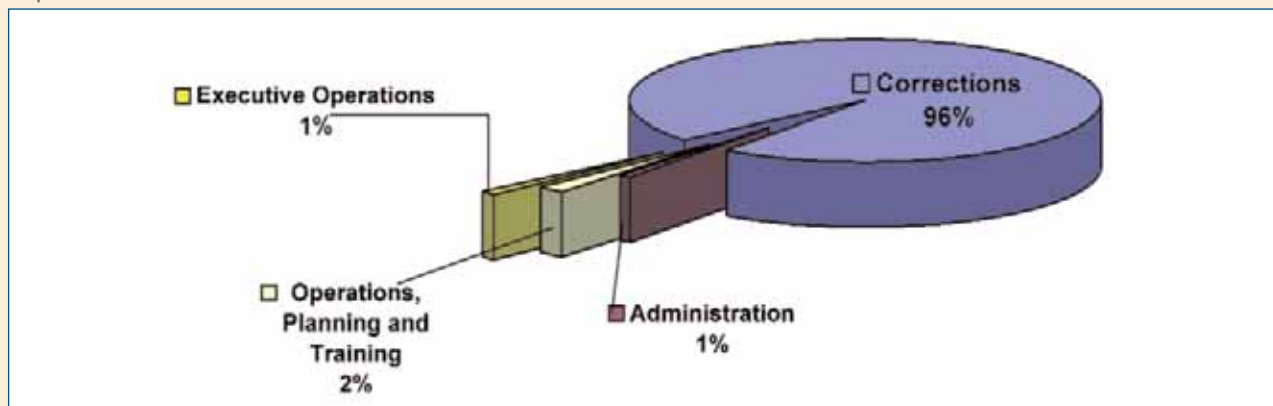
**Cindy Schweiger**  
Director

**C**entral 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, 2006, the department employed 14,207 full-time employees. Of these, 13,603 work in the Corrections Division, where they are responsible for direct offender supervision. That is 96% of the department's staff.



The 14,207 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. It 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:

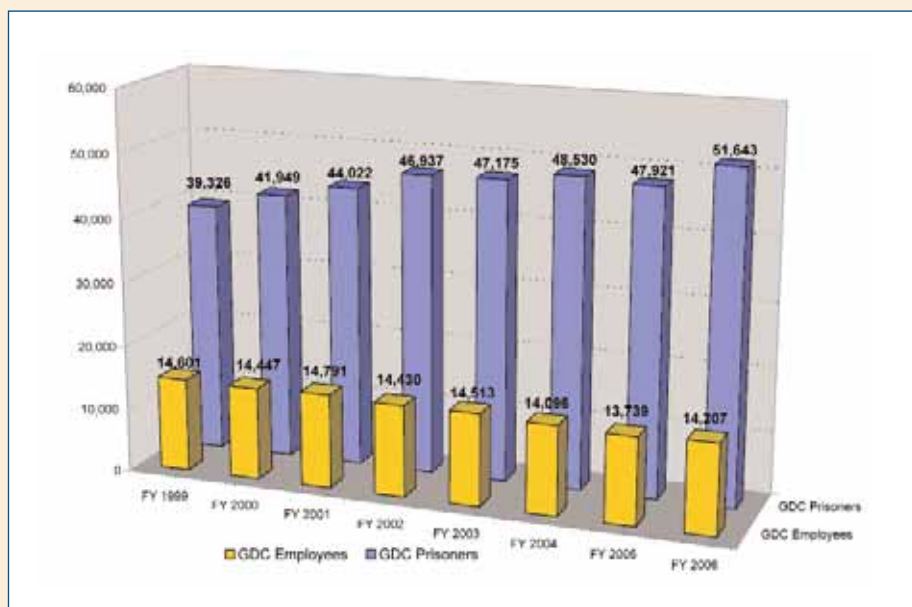
Applicant Recruitment	Job Evaluation/Compensation
Applicant Testing/Screening	Performance Management Program
Benefits	Personnel Data Management
Critical Incident Debriefings	Records Management
EEO/Diversity	Reprimand Reviews
Employee Support Services	Return-to-Work Program
Employee and Applicant Drug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



## Staff Growth vs. Prisoner Population Increase – Staff numbers shrink relative to prisoner population

Fiscal restraints introduced in FY 2002 are still present FY 2006. The department has complied with the Governor's directive that each department do more with less. Staffing numbers are lower today than they were in 1999, even though the prisoner population has increased by 12,300 prisoners, or 31%. These trends can be seen in the chart and table below.

	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
FY 2006	14,207	51,643



## GDC Employees Serve Their Country

The department currently has 485 employees who are members of the National Guard and Reserves. Of these, 224 employees have served at some point as part of Operation Iraqi Freedom or Operation Enduring Freedom. We are extremely proud of these employees. We also honor the courage of Officer Bobby Franklin and Sergeant Philip Dodson, who made the ultimate sacrifice in defending our country.

## Hurricane Katrina Relief

The department sent 27 employees to Louisiana and Mississippi to assist victims of Hurricane Katrina. These employees performed duties related to security, body reclamation, and law enforcement. Department employees volunteered with local Red Cross organizations to provide assistance to citizens displaced from areas hit by Katrina. Facilities and offices organized fund raising drives to raise money to assist victims.

## **WorkAway – Increasing Productivity while Decreasing Traffic Congestion**

The Governor signed an executive order regarding WorkAway on September 9, 2003. 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 another benefit to its employees. GDC was awarded funding from the Clean Air Campaign to develop a WorkAway program. During FY 2004 GDC launched a pilot program for WorkAway. WorkAway contains two components, Telework and Alternative Work Schedules. In FY 2006, the Governor ordered that WorkAway be expanded to as many employees in the department as possible. 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. The pilot projects appear to have benefited not only the environment by reducing pollution and congestion but have enhanced work/life issues by allowing employees to work when they want and spend more time with their family. In all, GDC has found the WorkAway program to be a positive benefit to both employees and to the department.

## **FY2006 ACCOMPLISHMENTS**

### **On-site Random Drug Testing**

The department implemented "On-site Random Drug Testing" effective April 2006. Employees, randomly selected by the Georgia Merit System for drug testing, are tested on-site. As drug test laboratories are normally a distance from the work site, this change results in less time away from the job. Conducting drug testing on-site, as opposed to using drug test laboratories, results in an estimated annual \$50,000 savings.

### **Education Incentive Compensation**

The department has implemented an Education Incentive that pays employees for obtaining college degrees. The initiative supports Governor Perdue's goal of a better-educated Georgia and is in harmony with GDC's status as a learning organization and one that values its employees as well as education. If all prescribed criteria are met, employees earning an Associate Degree may receive a 3% lump sum payment; those earning a Bachelor's Degree may receive a 5% lump sum payment; those earning a Master's Degree may receive a 5% lump sum payment.

### **Health and Wellness Promoting Healthy Choices**

The department has launched the Health and Wellness Program to implement the Governor's "Healthier Georgia" initiative. Each facility has its own coordinator who has set up a local program and serves as a conduit for health information. A department Health and Wellness Coordinator provides information and guidance to the facility coordinators.

The Health and Wellness Program provides opportunities for all employees to increase their personal Health and Wellness awareness thereby enabling them to make healthy lifestyle choices. These opportunities include:

- Annual Wellness Fairs enable employees to assess their glucose levels, cholesterol levels, blood pressure, weight, and vision.
- Monthly Health"E" Newsletter provides information relating to physical, mental and occupational wellness.
- Bi-weekly aerobics classes available to Central Office Staff.
- Exercise equipment and walking tracks at some department facilities.

## Headquarters Relocation

As the department plans for the FY2009 relocation of headquarters from downtown Atlanta to Forsyth in central Georgia, Personnel plays a vital role. Staff has been designated to collect information on opportunities available to employees who choose to move. They provide assistance to employees so they can make an informed decision on whether to relocate. For those who cannot relocate, information on other jobs in state government is available. To ensure a smooth transition to our new location, staff is busy recruiting individuals who are able to work in Forsyth when relocation occurs.





# OPERATIONS, PLANNING, & TRAINING DIVISION



Good to Great



## OPERATIONS AND TRAINING OVERVIEW

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 15 sections to accomplish its mission, the Division oversees the following operations:

- Planning and Strategic Management
- Engineering and Construction Services
- Training
- Health Services
- Office of Information Technology
- Fire Services
- Safety
- Communications Center
- Fleet Management
- Re-entry Services
- Risk Reduction Services
  - Chaplaincy
  - Faith & Character Based Programs
  - Prison Industries Enhancement (PIE)
  - Corporate Advisory Board

### 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 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 the continual update and implementation of the GDC Transformation Campaign Plan.

#### During Fiscal Year 2006, PSM:

- Provided important impact and fiscal analysis, as well as overall coordination, of proposed legislative bills during the '06 Legislative Session;
- Coordinated the review and refinement of the Department's Strategic Plan for the FY2007/2008 performance based budgeting cycle, directing the update and additional development of goals, objectives, and performance measures throughout the Department;
- Updated and refined the Department's Transformational Campaign Plan and posted it to the GDC Public Website to maximize its exposure to other agencies and communities throughout Georgia;

- Provided vital projections, information, and analysis regarding offender population growth for use in developing future bedspace requirements, as well as answering several hundred ad hoc requests involving offender demographics, fiscal impact, and populations;
- Assisted in the planning and implementation of several strategic planning and senior management leadership off-site sessions;
- Assisted other division/section staffs in the organization with a variety of planning, presentation, implementation projects; and
- Prepared and/or coordinated responses to surveys and queries received from various government agencies, academic and private sector organizations nation wide.

## **TRAINING**

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 '06.

The four Field Academies conducted 2142 classes for 30,083 students. The Employee Development Unit (EDU) conducted 282 classes for 6,817 students. The Probation Training Unit conducted 390 classes for 6,824 students, including 136 new Probation officers. The Georgia Corrections Academy conducted 51 BCOT classes and graduated 2,496 new Correctional Officers. The Special Operations Training Unit conducted 65 training programs for 1,712 students, including several students from other law enforcement agencies. The Instructional Systems Unit conducted 297 classes for 2,667 students. The Management Development Unit conducted 130 classes for 2,472 students from Agency and college-level courses. The POST Certification Unit completed 2,860 POST Applications for Certification, 2,877 Certifications completed, 782 criminal background checks, and 41,762 C-12's. A total of \$ 15,300.00 was processed for the charges to private vendors as required by law.

## **Interagency Cooperation**

The Training Section coordinated two interagency training programs to include:

- Transitional Aftercare for Probation and Parole
- The National Institute of Corrections Multi Disciplinary Approach to Managing Security Systems

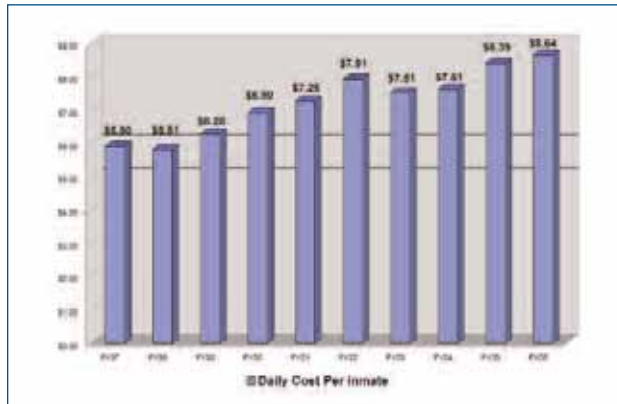
## **Georgia Law Enforcement Firearms Standards**

The Training Section implemented the POST Council standard law enforcement basic firearms qualification standard in January 2006. This represented a significant improvement in firearms qualification requirements for initial qualification and annual re-qualification for our Correctional Officers. Probation Officers began the transition process to this standard several years earlier and continued their program with little modification. The significant planning and preparation by Training for this program made for a successful transition to the new standard.

## Employee Education Initiative

The Management Development Unit continued its 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; and those earning a Masters' Degree may receive a 5% lump sum payment. Enrollment in the Professional Management Program and other college level programs significantly increased in 2006.

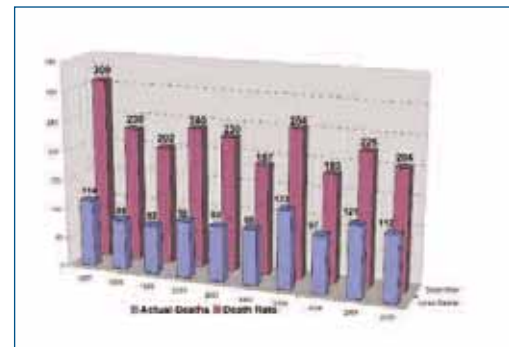
## HEALTH SERVICES



increase over FY05. The physical health portion of this cost is \$8.64 per inmate, including dental, and the mental health cost is \$1.81. 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 physical cost per inmate per day is illustrated below.

While certainly not the only indicator, mortality rates are an important management indicator concerning inmate health care delivery. In FY06, the Department experienced a decrease in mortality rate from FY05, remaining well below the average mortality rate of 226 per 100,000 for the last ten years and well below the highest rate of 309 per 100,000 that occurred in 1997. The mortality rates and actual number of deaths per year for the last 10 years are listed on the right.

The mental health caseload continued to grow statewide. By the end of FY06 there were 7,847 mentally ill inmates in the correctional system, an increase of 453 from the end of FY05. At the end of FY06, approximately 14% of the total inmate population was on a mental health caseload, a 1% decrease from FY05. This decrease in percentage is because of the large growth in total inmate population. Additionally the female population experienced a growth from 40% to 45% of female inmates on the mental health caseload.



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

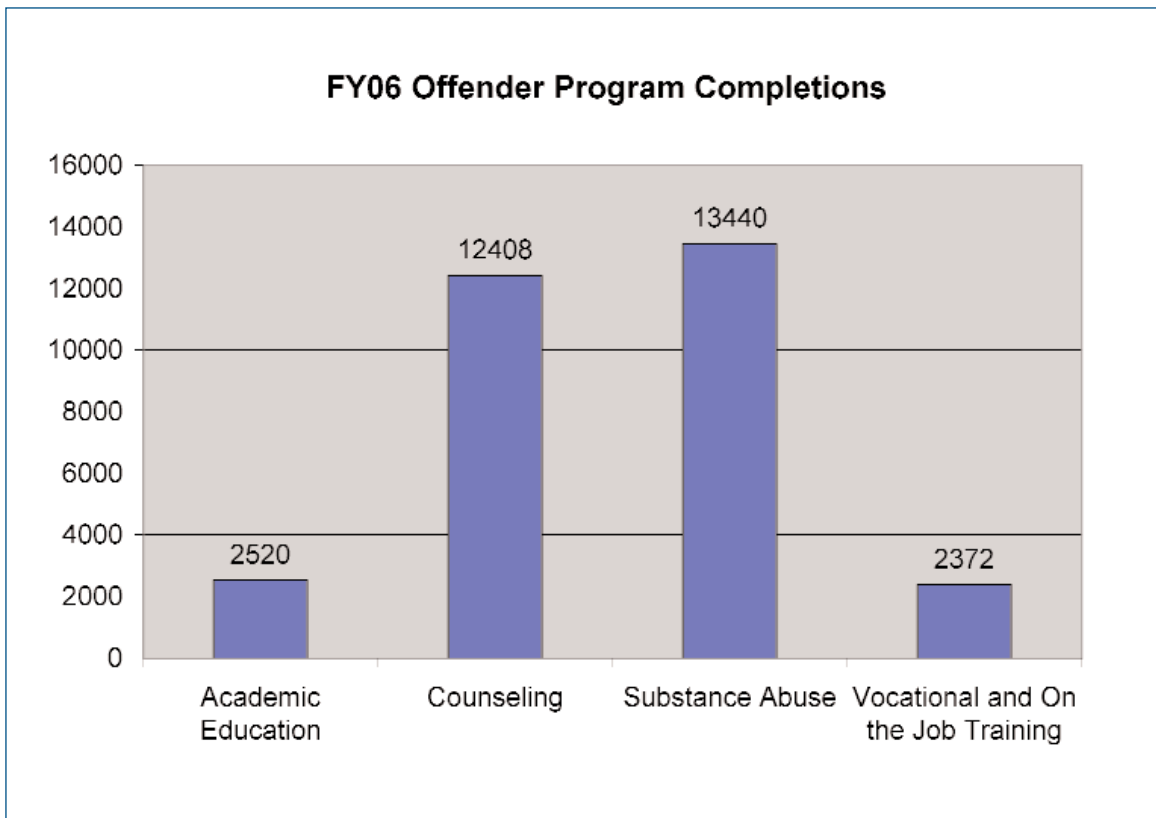
Risk Reduction Services is a section under the Reentry Services unit within the Georgia Department of Corrections mandated to reduce recidivism by providing research-based programs. Our mission is to increase public safety by reducing recidivism.

The goals of *Risk Reduction* Services are to provide constitutionally mandated or legally required programs and, at the same time, focus on changing criminal thinking and reducing criminal behavior through the implementation of 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. This year, Special Education was expanded to facilities around the state to address the needs of qualifying youthful offenders. Vocational programs not only offer viable training for inmates, but also provide valuable services to the community. Among our most recent accomplishments in the Workforce Development areas is the statewide implementation of career centers to assist inmates in preparing for employment upon release.

Cognitive programs designed to address criminal attitudes, beliefs, and thinking continue to expand to numerous sites 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. The addition of a probation residential substance abuse center for females this year addressed a previously unmet need.





The establishment of a Certified Addiction Counselor program for GDC staff resulted a win-win situation for GDC. The staff achieves recognizable certification and enhances their knowledge bringing increased professional services to offenders.

Finally, within our facilities, Day Reporting Centers, and some probation offices offenders have access to numerous counseling interventions and other substance abuse programs.

Current Risk Reduction Services' initiatives include:

- Continued expansion of the Georgia Program Assessment Inventory; measuring program quality
- Expansion of COMPAS, a validated risk and need assessment, to a web-based application
- Expansion of Career Centers; training inmate clerks and staff
- Continued expansion of the Sex Offender Psycho-educational program
- Certification of staff as Employment Specialists
- Distribution of Reentry Handbooks
- Establishment of the Reentry Skills Building Program
- Enhancement of Women's Services

## **FLEET MANAGEMENT/RISK MANAGEMENT**

The office of Fleet Management provides the overall coordination and direction of motor vehicle management throughout the Georgia Department of Corrections. Fleet Management is comprised of two facilities; the main office is located in Atlanta, Ga. and the other facility in Milledgeville, Ga.

Fleet Management is responsible for the procurement, repair, preventive maintenance, vehicle accountability, and disposal of the Department of Corrections vehicles. Currently, there are 1,971 vehicles assigned to the Georgia Department of Corrections. The fleet of vehicles consists of buses, trucks, vans, and sedans located throughout the state.

Inmates perform all vehicle repairs at both fleet facilities; therefore, we have no labor costs. During FY06, the two facilities processed more than 2200 work orders. The cost saving to the Department of Corrections was more than \$800,000.00, with the utilization of inmate labor. The current market labor rate at the three major car dealerships average between \$85-\$100 per hour.

During FY06, the vehicles that belong to GDC were driven 19,171,419 miles, with a fuel cost of \$2,342,420.85

Risk Management is also a function of this office. The Atlanta office processes vehicle accidents and claims.

## OFFICE OF INFORMATION TECHNOLOGY

O.I.T. is the information backbone of the agency.

### Mission

O.I.T., using the most effective technology, provides quick, accurate, and secure information to the agency, its partners, and the public.

The Office of Information Technology (O.I.T.) is responsible for providing the information backbone used by the Georgia Department of Corrections to manage its business and safeguard the public. O.I.T. uses the most effective technology available to create an integrated information system that minimizes the effort of data collection and provides quick, accurate, and secure information to the Georgia Department of Corrections, other law enforcement agencies, the courts, and the people of Georgia.

The Director and Assistant Director of O.I.T. oversee and coordinate the operations of three sections. The Office of Information Technology supports over 8200 technology users at over 200 sites.

The goals of the Office of Information technology are to:

- Change the way we work, ensuring that GDC is as effective, efficient, and secure in the discharge of its duties as possible.
- Complete an end-to-end enterprise wide web-based corrections system, including administrative, operational, executive, and offender management functions.
- Provide the right tools to the right workers at the right place in the most cost-effective way.
- Manage by information, at all levels of the organization.
- Learn from, and leverage, the work of others where possible.
- Partner with others to meet the Governor's goals of creating a safe, educated, growing, healthy, and best managed Georgia.

The Enterprise Systems Development Section is responsible for development and support of the agency's web-based enterprise applications, development and support of the agency intranet portal, public web site (visit us on the web at [www.dcor.state.ga.us](http://www.dcor.state.ga.us)) and related applications, and maintenance and support of the agency's legacy mainframe and client server applications.

The Technical Services Section is responsible for application security and administration, field computer and network support, equipment installation and replacement, implementation of Technical Services projects, network engineering and database administration, and the operation of the Help Desk.

The Administration Section is responsible for agency telecommunications support, technical contract management, software licensing compliance, procurement and budget administration, personnel services, fleet management, space management, strategic and workforce planning, liaison with the Georgia Technology Authority, project tracking, and management of the state-wide technical inventory and technical supply warehouse operations.

## CHAPLAINCY SERVICES FY2006

There have been some positive additions to Chaplaincy this year - three full-time Chaplains' positions.

These three full time Chaplain positions are located at Baldwin S.P., Calhoun S.P, and Pulaski S.P.

This is in addition to the three full-time Clinical Chaplain positions added in FY2005 at Hays S.P., Valdosta S.P., and Metro S.P., and the three Full Time Clinical Chaplain positions previously existing at Arrendale S.P., Georgia S.P. and Rogers S.P.

The full time Chaplain positions were placed at institutions based upon their Security Level, Inmate Population, and Mission (Diagnostic, Faith & Character Based Dorm, In-House Transitional Center, Geriatrics, Youth and Mental Health Living Units). At the close of FY2006 nine of the GDC prisons and two of the Private Prisons had full time Chaplains. This results in increased program delivery, increased delivery of Employee Assistance through the Employee Assistance Program, and has a calming effect within the prison population, as Chaplains are more readily available to meet crisis needs of the inmate population and staff as well as being present on a more routine basis.

- 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 continues to address the religious requests of inmates by working with Legal Services and Security in providing First Amendment protection to inmates.

Chaplaincy Services has provided two training events this year for Chaplains: "Performance to Standards" and "Setting the Standard". The goal of these workshops is to identify and build upon the Best Practices extant in Chaplaincy. This professional development was in addition to the twelve units of Clinical Pastoral Education that twelve of the GDC Chaplains were able to acquire through the Care & Counseling Center.

In FY2006 there were 48 specialized training events for volunteers, including specialized training events for Alcoholics Anonymous, Narcotics Anonymous and Hispanic Volunteers. There are now over 9,200 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 reintegration, 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. 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.

Significant Facts for 2006:

Construction Permits Issued	2
Certificates of Occupancy Issued	10
Fire Emergency Responses YTD	3,857
Institutional Fires	83
Facility Fire Inspector Classes	2 with a total of 52 students
Training Hours	420.25
<b>Buildings Inspected</b>	<b>914</b>

## 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.

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.

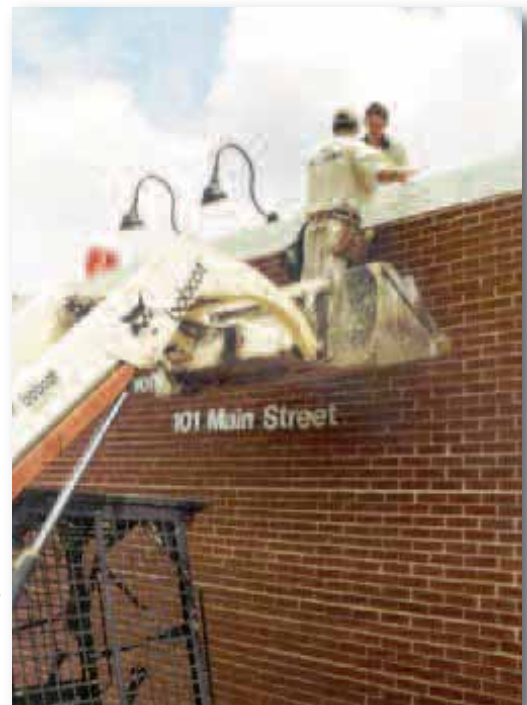
PIE programs bring private sector industry to the grounds of a prison, and offenders are paid by the private sector industry for their labor. PIE provides compensation to victims, offsets the cost of incarceration, and provides savings to offenders for their transition back into the community. Prison 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

In the effort to provide safe and secure facilities by the design, construction and maintenance of the essential physical infrastructure, Engineering and Construction Services (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. ECS enhances GDC's Core Goal of Public Safety by providing safe and secure and well-maintained infrastructures and systems.

Although the Engineering and Construction Services Section consists of four (4) operational units (Architectural & Engineering, Inmate Construction, Capital Asset and Technical Support) and one (1) administrative unit (Business Support), Engineering and Construction Services acts as a team. Many projects are designed by the Architectural and Engineering Unit and constructed by the Construction Services unit. Each unit supports the others. For example, the Business Support Unit is critical to all units. They process invoices, purchase items for construction and ensure the smooth functioning of the Engineering and Construction Services Unit.



Ultimately, Engineering and Construction Services is a customer service organization, which is a part of the Operation, Planning and Training Division. Our Customers consist of State Prisons, Diversion Centers, Probation Detention Centers, Transitional Centers, Pre-Release Centers, Food and Farm and Community service projects. The foundation of our service is to provide safe and secure facilities by the design, construction and maintenance of the essential physical infrastructure of the Departments facilities. This goal is accomplished with the use of staff, hiring of architects, engineers, consultants, construction companies and using inmate labor under staff supervision. Our role is to assure projects are being delivered on budget, perform as intended, and are delivered on time.

## 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



Fighting Recidivism

# CORRECTIONS CONTINUUM

## 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.

## 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.

## Pre-Release Center

The mission is to address the re-entry needs of offenders in order to reduce their risk to re-offend thereby increasing public safety. These facilities provide a secure environment in which to target the re-entry needs of inmates within two years or less to serve.

## Inmate Boot Camp

An option to which the Board of Pardons and Paroles refers offenders and which combines discipline, hard work and drug-education programs for non-violent offenders. Successful participants are released to parole supervision.

## Transitional Center

Both the Georgia Board of Pardons and Parole and the Georgia Department of Corrections refer offenders to the transitional center. The goal is provide an opportunity for offenders to gradually re-integrate into the community. Offenders work while at the center, and are able to start a savings account that will assist in the transition back into society. 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.

### Probation 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.

### 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.

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
- 49 *Probation Circuit Offices*
- 5 *Pre-Release Centers*
- 5 Day Reporting Centers

Overall, the Corrections Division is responsible for over 52,000 inmates and 137,000 probationers.

## SPECIAL OPERATIONS

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

**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.

**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 receives 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**

Facilities Operations is responsible for the safe and secure operations of Georgia's residential facilities. 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 \$34 to almost \$59 per day per offender, but they are essential to protect the citizens of Georgia.

### **Pre-Release Centers**

Five (5) Pre-Release Centers (PRCs) opened at the end FY06 and were located across the state, totaling 928 beds. The mission is to address the re-entry needs of offenders in order to reduce their risk to re-offend thereby increasing public safety. These facilities provide a secure environment in which to target the re-entry needs of offenders within two years or less to serve. The goals of the PRC are to emphasize work and provide the inmate with work experience. By providing additional work opportunities prior to release, the offender's work ethics will be enhanced. In addition, two key elements are assisting the inmate in locating suitable housing and meaningful work upon release. In some cases, the expectation is to further facilitate rehabilitation by transitioning the offender to work release programs. Providing evidence based programs that target crime-producing behavior is an essential element of the PRC. These programs focus on changing criminal thinking and reducing criminal behavior. Risk factors such as criminal thinking, substance abuse, low education levels, and lack of employment skills represent needs, that when addressed, are associated with reductions in recidivism. Assessments are used to identify offenders in need of risk-reduction interventions.

### **Probation 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 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 10 diversion centers around the state, four of which have units for female probationers. The total capacity of diversion centers is 832 with 184 beds designated for females.

### **Diversion Centers Population**

At the end of FY06, there were 798 probationers in the centers.

<b>Crime Type</b>	<b>Center Population End of FY06</b>
Violent	87
Property	377
Drugs	243
HTV/DUI	15
Sex Offenses	15
Other	61
<b>TOTAL</b>	<b>798</b>

## Cost and Contributions

The cost for diversion centers is \$17,713 per year. 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 \$11,063 per year per offender. 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.

## 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 1,929 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 \$39.36 with a cost to tax payers of \$34.42 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.

## **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.

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 5,174 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 the Corrections Corporation of America (CCA) to build and operate private prisons in Alamo, Wheeler Correctional Facility and in Nicholls, Coffee Correctional Facility.

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.

## STATE PRISONS

State prisons house violent or repeat offenders or non-violent 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.
- **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 includes 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 detainers 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.

## FY2006 COST DOCUMENT

### Capital Outlay (construction) Costs

#### Minimum security prison - \$27,823

One dormitory (double bunks)

#### Medium security prison - \$60,700

Four general population cellblocks (double bunks)

One special management unit (single bunks)

One dormitory (double bunks)

#### Close security prison - \$79,200

Three close units (double bunks)

One dormitory (double bunks)

One max security unit (single bunks)

#### Maximum security prison - \$109,400

Two maximum security cellblocks (single bunks)

#### Start-Up cost per bed for a new or expanding facility - \$3,500

<u>Operating Costs (per offender)</u>	<u>Per Day</u>	<u>Per Year</u>
<b>Long-term facilities</b>		
State prisons ( <i>Close security and higher</i> ) <sup>2</sup>	\$50.91	\$18,582
State prisons ( <i>Medium security and lower</i> )	\$38.40	\$14,016
Average operating costs, all state prisons	\$46.14	\$16,841
<b>Probation detention centers</b> <sup>3</sup>	\$42.37	\$15,465
<b>Probation diversion centers (work release)</b> <sup>3</sup>	\$48.53	\$17,713
Minus resident payments for room & board	-\$18.22	-\$6,650
Net cost to taxpayers	\$30.31	\$11,063
<b>Transition centers (half-way houses)</b> <sup>3,4</sup>	\$39.36	\$14,366
Minus resident payments for room & board	-\$4.94	-\$1,803
Net cost to taxpayers	\$34.42	\$12,563
<b>Pre-release centers</b>	\$32.62	\$11,906
<b>Parole center (Whitworth)</b>	\$36.04	\$13,155
<b>Probation boot camp (West Georgia)</b>	\$45.89	\$16,750
<b>Probation substance abuse treatment center (Bainbridge)</b>	\$59.13	\$21,582
<b>Day reporting centers</b> <sup>5</sup>	\$9.18	\$3,351
<b>Community supervision on probation</b>		
Regular probation supervision	\$1.30	\$475
Intensive probation supervision	\$3.40	\$1,241

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.

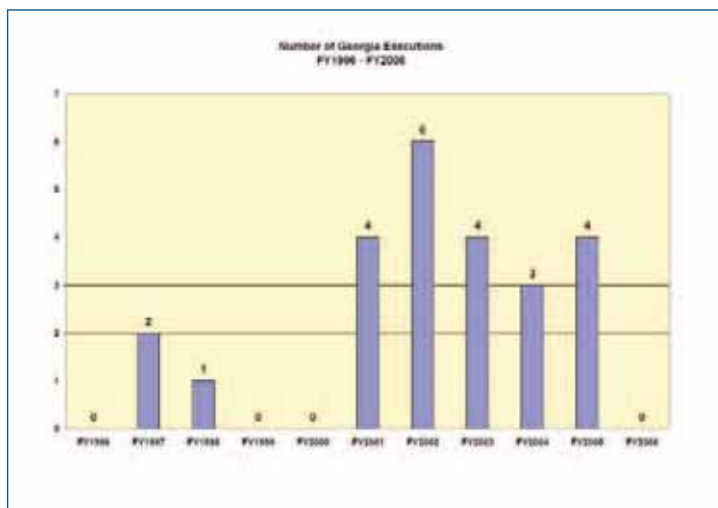
1. Capital outlay costs here are for illustrative purposes only. Every prison is unique. Costs might vary up or down depending on many factors, including the prison's capacity, the types of programs and services it offers, and the kinds of inmates it is designed to house.

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

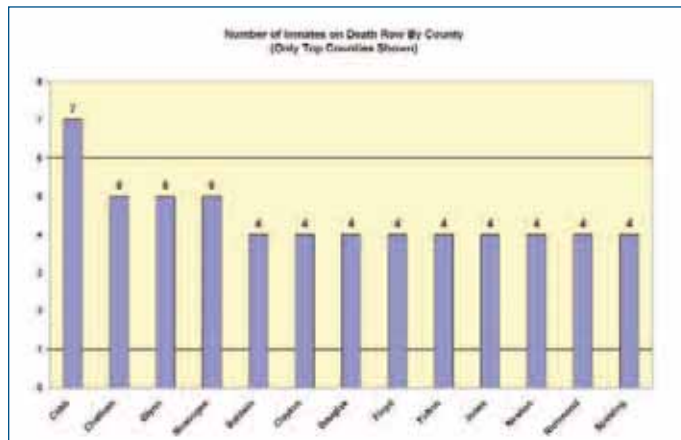
The Georgia Department of Corrections has the responsibility for carrying out sentences of death. A law, passed in FY2000, changed the legal method of execution in Georgia from electrocution to lethal injection, effective for crimes committed on or after May 1, 2000.

Anyone who commits a capital crime and receives a death sentence will be executed by lethal injection. In Georgia, over 39 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 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 FY2006, one inmate was 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.

### **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**

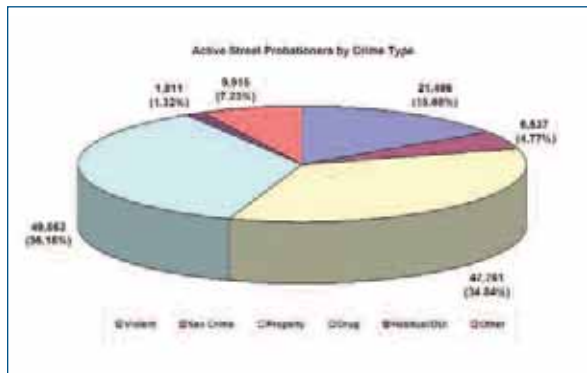
This unit reviews the information and recommendations in individual diagnostic packages of all incoming inmates. Based on this and the analysis of institutional and system needs, the unit makes assignments of inmates to institutions, including all state prisons, county prisons, inmate boot camps, transitional 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 affect 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 which 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.

# PROBATION OPERATIONS

## PROBATION STATE VIEW



Probation is the most frequently used sentencing option in Georgia. During FY06, more than twice as many offenders were admitted to state probation (44,720) as were admitted to prison (22,635). Probation supervises 64% of all offenders under state correctional supervision. Prisons and other residential facilities supervise 25% and Parole supervises 11% 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 \$1.30 per probationer per day. Intensive or Specialized Probation Supervision costs \$3.40 per day.

## COURT SERVICES

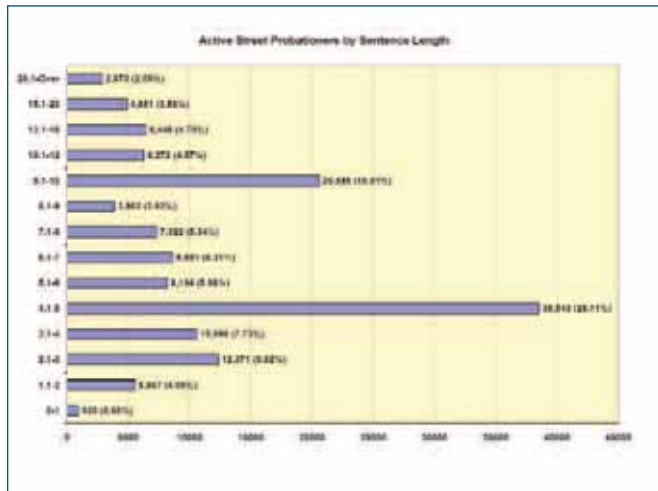
The Statewide Probation Act of 1956 created probation as a statutory alternative to incarceration. Originally, this Act was interpreted to require one officer in every judicial circuit to assist the judge. Now probation is recognized as a critical component of the correctional system. They are present 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 FY06
Violent	21,496
Property	47,761
Drugs	49,563
HTV/DUI	1,811
Sex Offenses	6,537
Other	9,915



## FIELD OPERATIONS

Fiscal year 2006 began with 132,557 probationers under field supervision. By the end of the fiscal year, the population was 137,748, an increase of 4%. At the same time, the number of misdemeanants under supervision continued to fall, and by the end of the fiscal year, represented less than 1% (899) of the probation population.



The most common crime type was drug-related crimes, sales and possession, (36%), but property crimes were a close second (35%). There were nearly 28,000 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.

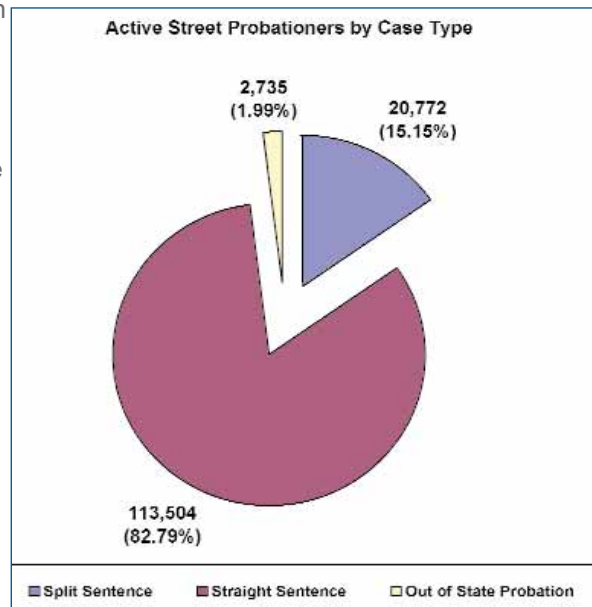
Probationers under state supervision are assessed to determine their level of risk for re-offending. They are supervised according to results of the assessment. This allows more

time and effort to be devoted to those offenders who pose the most risk to the community.

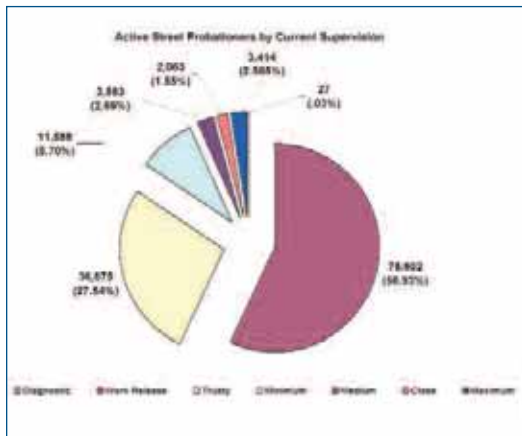
As a condition of their probation, offenders must agree to allow probation officers to visit them in their homes and workplaces. Officers may also require probationers to come to the probation office to report. Depending on the specific conditions in the court order, probationers may be required to submit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

This chart shows the distribution of the probation population at the end of FY06. There were 58,547 probationers under active supervision and 78,277 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 210 probationers per officer. This is significantly higher than the national average caseload size of 127, according to The Corrections Annual Report.



## DAY REPORTING CENTERS



Day Reporting Centers comprise a statewide 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, and 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 \$9.18 per day.

## 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 anytime, 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 3,414 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 FY06 there were 5,084 probationers on SPS.

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.

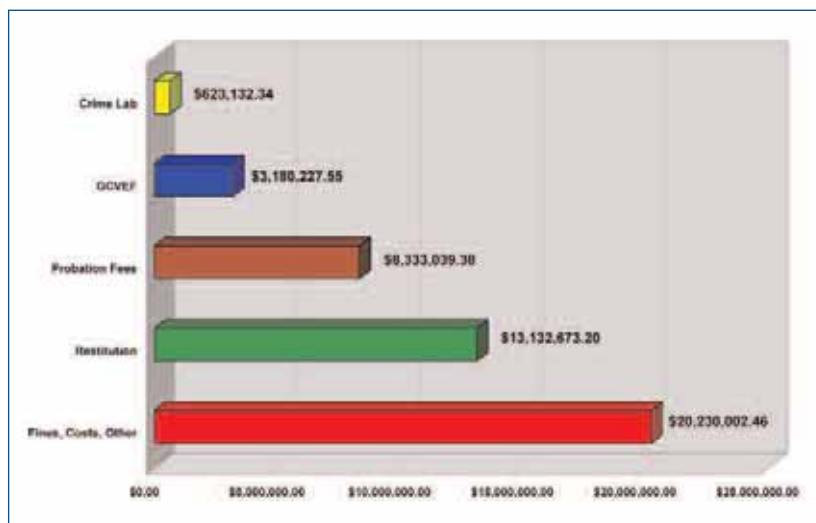
Global Positioning Monitors also play a part in enhancing the safety of the community. The purpose of the monitors is to establish the distance between probationers' residences and places where potential victims congregate. If the officers know that the offender lives close to potential victims, the 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.

During FY06, probationers worked 875,508.23 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 \$4.5 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 OCGA42-8-34, 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 \$49 million for the State of Georgia and the victims of crime.

During FY06, there were 42,265 releases from probation. The majority of these, more than 22,327, were released having fulfilled the court orders of probation. 3,096 of over 137,000 offenders on probation committed new crimes while under supervision. These offenders were sent to prison.

# FOOD & FARM SERVICES

Food and Farm Services feeds 42,000 inmates per day at a cost of \$1.48 per day per offender (cost as of FY06). 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, & eggs
Montgomery SP Farm	43	Eggs
Wayne SP Farm	132	Fresh fruits & vegetables, as well as feed
Dooly SP Farm	125	Fresh fruits & vegetable, as well as feed
Joe Kennedy Farm	2,600	Beef & commodities for livestock feed
Middle Georgia Regional Farm (consists of farms at Milledgeville, Johnson)	1,100	Beef & commodities for livestock feed
Lee Arrendale SP Farm	596	Beef & 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 INDUSTRIES

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 FY2006 and over 1400 inmates working in its factories attest to its continued accomplishment of its mission.



# ADMINISTRATION



Managing the Business of Corrections

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

a. 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 FY2006 Annual Operating Budget for the Department is \$1,040,256,835 with an annual payroll of \$550 million for over 15,000 budgeted employees.

b. 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 requirement. 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 \$1,040,256,835 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 auditors who are responsible for providing technical assistance, staff training and compliance monitoring.

The Business Processes 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.

### **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. This section also 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 statewide 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 over 90 collecting probation offices, resident and vending accounts at diversion, transitional and detention centers and inmate and commissary accounts in all state prisons. The auditors complete commissary inventories and verify that pricing and general operations are in accordance with standard operating procedures. Sales in the prison commissaries exceeded \$24,000,000 in FY2006. 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 Sections 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.

## FY2006 EXPENDITURES

SUB-CLASS	EXPENSES
Personal Services	550,831,793
Regular Operating	72,627,502
Travel	1,403,494
Motor Vehicle Purchases	5,688,213
Equipment	3,962,728
Computer Charges	15,840,575
Real Estate Rentals	8,276,912
Telecommunications	7,523,173
Per Diem and Fees	206,066
Capital Outlay	24,925,509
Contracts	84,200,284
Utilities	36,302,902
Health Services Purchases	165,237,142
Court Costs	1,249,630
County Subsidy	37,889,600
County Subsidy for Jails	14,583,113
Central Repair Fund	499,749
Central State Hospital Meal Payments	4,182,874
Central State Hospital Utility Payments	1,815,425
Meal Payments – Public Safety	577,160
Inmate Release Funds	1,545,136
Contracts – UGA Extension Service	387,944
Minor Construction Fund	499,911
<u>FY2006 EXPENDITURE TOTAL</u>	<u>1,040,256,835</u>
State Fund Expenditures	979,047,375
Federal	9,491,699
Other	51,717,760
<u>Total Federal &amp; Other</u>	<u>61,209,459</u>
<u>State Treasury Collections</u>	
Probation & Crime Fees	13,878,876
TC room & board	3,420,877
Misc	12,273
<u>Total</u>	<u>7,312,026</u>
Georgia Crime Victims Emergency Fund	3,538,340

The Georgia Department of Corrections' FY2006 expenditures totaled \$1,040,256,835. Almost \$61 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 \$13,878,876 in probation and crime fees from probationers; \$3,420,877 in room and board fees from transitional center residents; and \$12,273 in other miscellaneous monies. Also not included is \$3,538,340 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.

# DIRECTORY

## 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

Walker 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 Farm  
Rd.  
Augusta, GA  
30605  
(706) 613-3400

Augusta/Richmond  
Co. Prison  
2314 Tobacco Rd.  
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 Farm  
Moultrie, GA 31776  
(229) 616-7490

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

Decatur Co. Prison  
1153 Airport Rd.  
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 Rd.  
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 Farm  
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 St.  
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 St.  
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 St.  
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. Gurrard 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-Dekalb  
PDC  
2165 Chambers  
Dr.  
Conyers, GA  
30012  
(770) 388-5777

Smith PDC  
P.O. Box 726  
Glennville, GA  
31034  
(912) 654-5000

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 Rd.  
Atlanta, GA 30310  
(404) 756-4600

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

Macon DC  
200 Henry St.  
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  
1799  
(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 St.  
Room JG-54  
Atlanta, GA 30303  
(404) 656-4600

Atlanta PO  
(Court Services)  
160 Pryor St.  
JG-54  
Atlanta, GA 30303

Atlanta PO  
(Transfer)  
160 Pryor St.  
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 St.  
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.  
Suite 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 St. Suite 9 Blue Ridge, GA 30513 (706) 632-2149	Clarkesville PO P.O. Box 2556 Clarkesville GA 30523 (706) 754-9315	30635 (706) 213-2032 Ellijay PO 368 Craig Street Suite 103 East Ellijay, GA 30540 (706) 635-5125	Hinesville PO P.O. Box 94 Hinesville, GA 31310 (912) 370-2571	Marietta PO (North) 130 South Park Sq. Marietta, GA 30061 (770) 528-4923	Newnan PO 51-B Perry St. Newnan, GA 30263 (770) 254-7204
Brunswick PO P.O. Box 178 Brunswick, GA 31521 (912) 262-3065	Claxton PO P.O. Box 26 Claxton, GA 30417 (912) 739-9612	Fayetteville PO 135-A Bradford Sq. Fayetteville, GA 30215 (770) 460-2730	Homerville PO 110 Court Sq. Homerville, GA 31313 (912) 370-2571	McDonough PO 45 Keys Ferry St. McDonough, GA 30253 (770) 954-2004	Oglethorpe PO P.O. Box 372 Oglethorpe, GA 31068 (478) 472-3591
Buchanan PO P.O. Box 156 Buchanan, GA 30113 (770) 646-3810	Clayton PO 25 Courthouse Sq. Suite 219 Clayton, GA 30525 (706) 782-4727	Fitzgerald PO P.O. Box 1168 Fitzgerald, GA 31750 (229) 426-5234	Jackson PO P.O. Box 2000 Jackson, GA 30233 (770) 504-2370	McRae PO P.O. Box 151 McRae, GA 31055 (229) 868-3200	Perry PO Houston Co. Courthouse 201 Perry Parkway Perry, GA 31069 (478) 988-6750
Cairo PO P.O. Box 149 Cairo, GA 39828 (229) 377-5347	Columbus PO P.O. Box 2337 Columbus, GA 31902 (706) 649-7484	Fort Valley PO P.O. Box 754 Fort Valley, GA 31030 (478) 825-3136	Jasper PO 37 Court St. Jasper, GA 30143 (706) 692-4805	Milledgeville PO P.O. Box 1808 Milledgeville, GA 31059 (478) 445-4468	Reidsville PO P.O. Box 636 Reidsville, GA 30456 (912) 557-1166
Calhoun PO P.O. Box 294 Calhoun, GA 30703 (706) 624-1414	Conyers PO P.O. Box 473 Conyers, GA 30012 (770) 388-5011	Gainesville PO 2314 Murphy Blvd. Gainesville, GA 30504 (770) 535-5710	Jesup PO P.O. Box 272 Jesup, GA 31598 (912) 427-5894	Millen PO P.O. Box 486 Millen, GA 30442 (478) 982-2050	Ringgold PO Catoosa Co. Courthouse Room 204 Ringgold, GA 30726 (706) 295-6323
Camilla PO P.O. Box 342 Camilla, GA 31730 (229) 522-3572	Donaldsonville PO P.O. Box 245 Donaldsonville, GA 39845 (229) 524-2836	Gray PO P.O. Box 753 Gray, GA 31032 (478) 986-6611	LaFayette PO 109 Main St. LaFayette, GA 30728 (706) 638-5531	Monroe PO P.O. Box 129 Monroe, GA 30655 (770) 267-1347	Rome PO 400 Broad St. Suite 100 Rome, GA 30161 (706) 295-6323
Canton PO 130 E. Main St. Suite G101 Canton, GA 30114 (770) 479-2602	Douglas PO P.O. Box 1051 Douglas, GA 31534 (912) 389-4431	Greensboro PO P.O. Box 282 Greensboro, GA 30642 (706) 453-7131	LaGrange PO 206 Rear Ridley Ave. LaGrange, GA 30240 (706) 845-4125	Monticello PO 126 W. Green St. Suite 30 Monticello, GA 31064 (706) 468-4920	Sandersville PO P.O. Drawer 1015 Sandersville, GA 31082 (478) 553-2450
Carnesville PO P.O. Box 371 Carnesville, GA 30521 (706) 384-4343	Douglasville PO 8723 Hospital Dr. Suite 1 Douglasville, GA 30134 (770) 489-3070	Greenville PO P.O. Box 582 Greenville, GA 30222 (706) 672-4971	Lakeland PO P.O. Box 366 Lakeland, GA 31635 (229) 482-3303	Morgan PO P.O. Box 143 Morgan, GA 39866 (229) 849-3795	Savannah PO P.O. Box 9504 Savannah, GA 31412 (912) 651-2204
Carrollton PO 205 Tanner Street Suite B Carrollton, GA 30117 (770) 836-6704	Dublin PO P.O. Box 2012 Dublin, GA 31040 (478) 275-6637	Griffin PO 1435 N. Expressway Suite 302 Griffin, GA 30223 (770) 229-3132	Lawrenceville PO P.O. Box 1305 Lawrenceville, GA 30046 (770) 339-2222	Morrow PO 1331 Citizens Pkwy. Suite 201 Morrow, GA 30260 (770) 960-4100	Soperton PO P.O. Box 262 Soperton, GA 30457 (912) 529-6283
Cartersville PO P.O. Box 771 Cartersville, GA 30120 (770) 387-3780	Eastman PO P.O. Box 4234 Eastman, GA 31023 (478) 374-6501	Hartwell PO P.O. Box 715 Hartwell, GA 30643 (706) 856-2711	Louisville PO P.O. Box 706 Louisville, GA 30434 (478) 625-3648	Moultrie PO P.O. Box 1214 Moultrie, GA 31776 (229) 891-7270	Springfield PO P.O. Box 820 Springfield, GA 31329 (912) 754-3257
Cedartown PO P.O. Box 1771 Cedartown, GA 30125 (770) 749-2206	Eatonton PO P.O. Box 4223 Eatonton, GA 31024 (706) 484-2970	Hazelhurst PO P.O. Box 1060 Hazelhurst, GA 31539 (912) 375-4441	Lyons PO P.O. Box 658 Lyons, GA 30436 (912) 526-8311	Nashville PO 495 County Farm Rd. Nashville, GA 31639 (229) 686-9329	Statesboro PO P.O. Box 238 Statesboro, GA 30459 (912) 871-1119

Swainsboro PO  
P.O. Drawer 940  
Swainsboro, GA  
30401

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

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 St.  
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

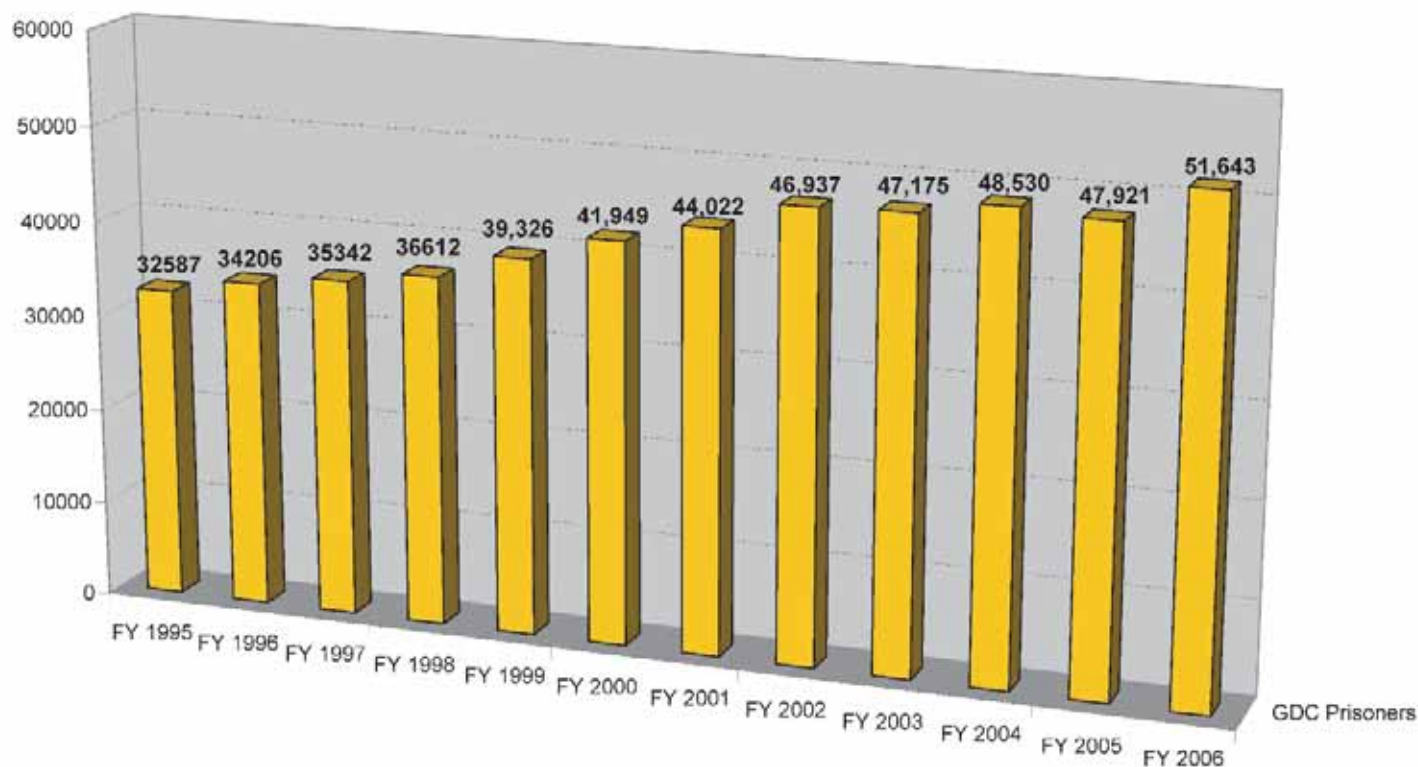
Wilkes Pre-  
Release CTR  
1430 Industrial  
Park Rd.  
Washington, GA  
30673

[illegible]



# ACTIVE INMATE POPULATION

Active Inmate Population  
Fiscal Year 1999 - Fiscal Year 2006



## ACTIVE INMATE PROFILE

### RACE

Nonwhite	32,313	61.64%
White	20,107	38.36%

### GENDER

Minus resident payments for room & board	-\$4.94	-\$1,803
Net cost to taxpayers	\$34.42	\$12,563

### AVERAGE AGE

35.77

### PROBATION TO FOLLOW

22,018	41.81%
--------	--------

### EDUCATION LEVEL

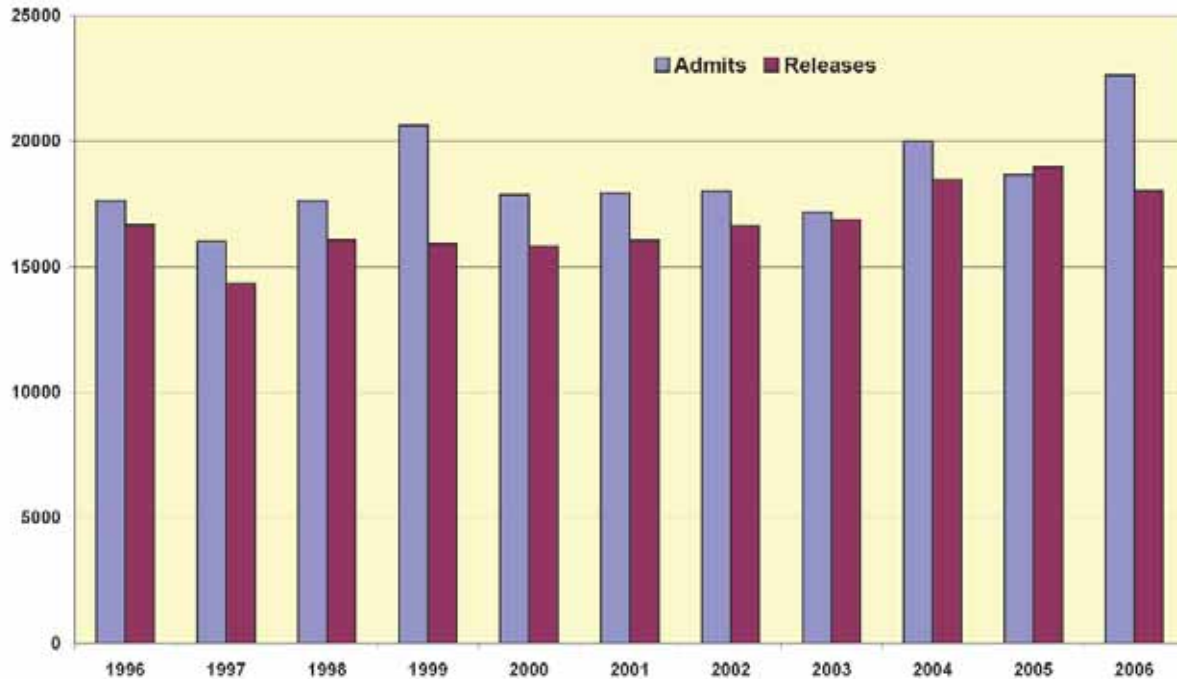
Up to 11th Grade	34,512	65.54%
GED or High School Graduate	9,316	18.68%

### NUMBER OF PRIOR GEORGIA INCARCERATIONS

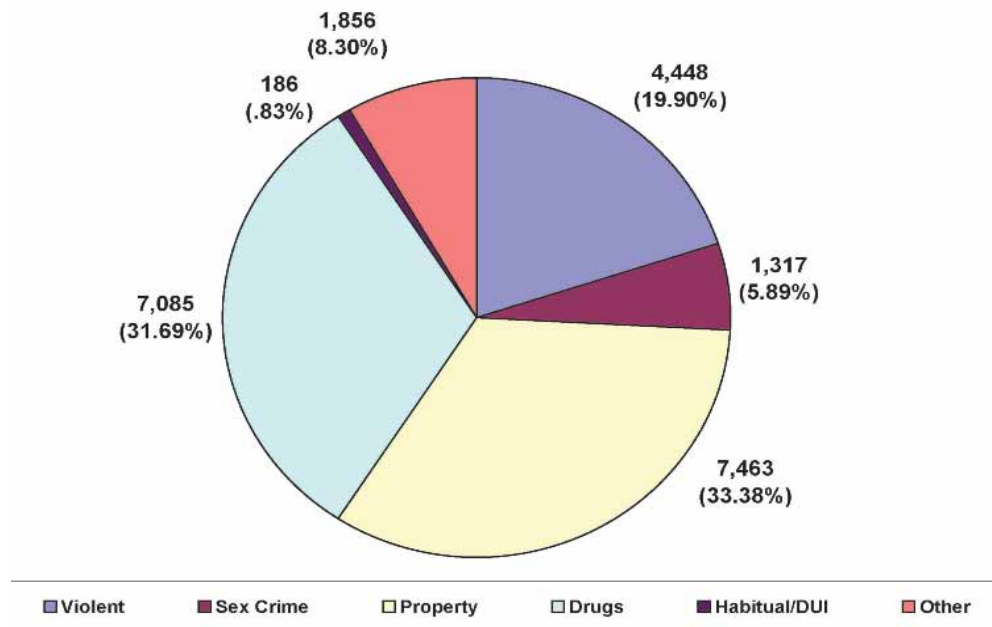
Zero	30,346	57.63%
One	9,252	17.57%
Two	13,061	24.80%

# INMATE ADMISSIONS/DEPARTURES

**Inmate Admissions and Departures  
Fiscal Year 1996 - Fiscal Year 2006**



**FY2006 Prison Admission by Crime Type  
July 1, 2005 - June 30, 2006**



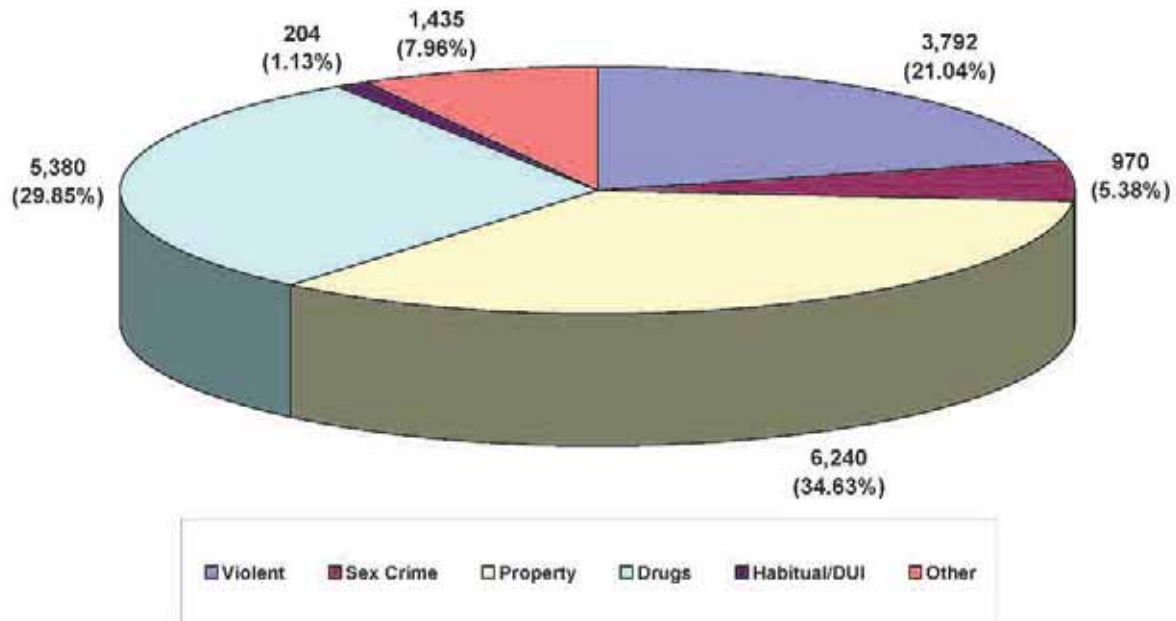


## INMATES BY COUNTY

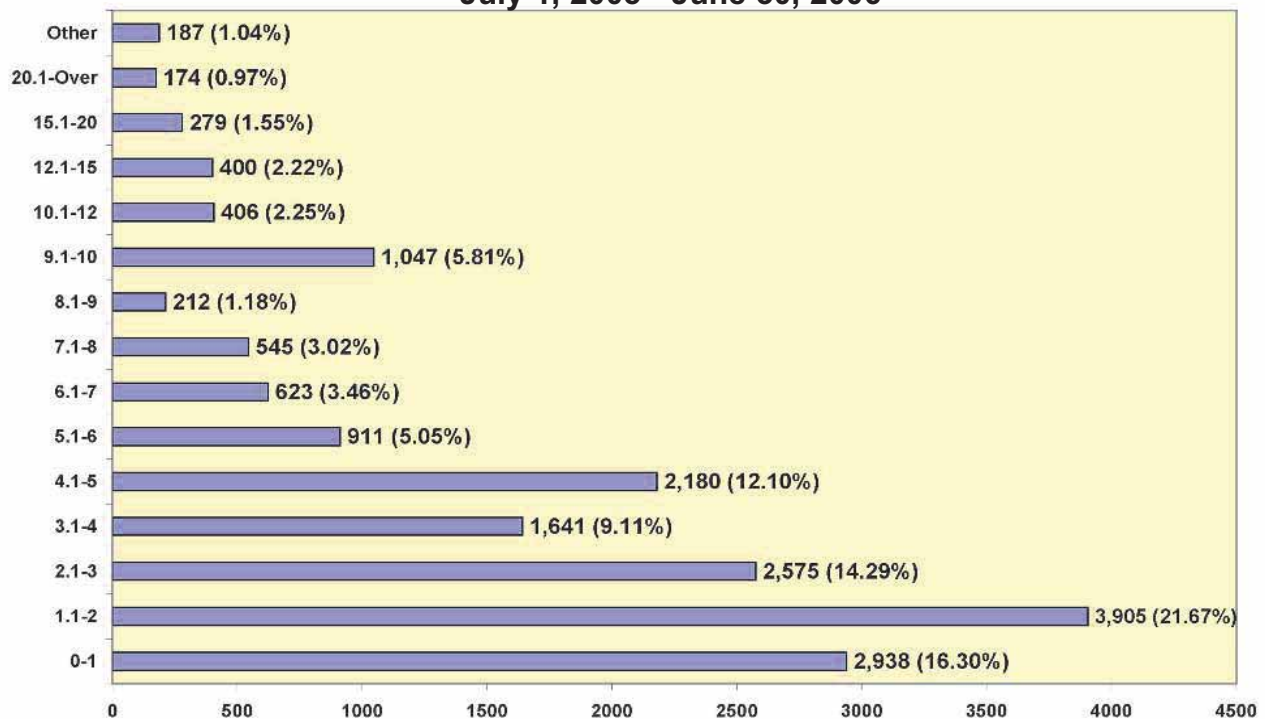
County	Men	Women	TOTAL	County	Men	Women	TOTAL	County	Men	Women	TOTAL
Appling	89	4	93	Fannin	111	8	119	Oglethorpe	64	5	69
Atkinson	38	3	41	Fayette	281	27	308	Paulding	192	12	204
Bacon	51	0	51	Floyd	792	96	888	Peach	87	2	89
Baker	13	1	14	Forsyth	243	27	270	Pickens	86	4	90
Baldwin	361	23	384	Franklin	129	13	142	Pierce	53	2	55
Banks	76	7	83	Fulton	4469	171	4640	Pike	52	4	56
Barrow	248	12	260	Gilmer	132	18	150	Polk	152	8	160
Bartow	519	66	585	Glascok	10	1	11	Pulaski	85	12	97
Ben Hill	229	16	245	Glynn	451	21	472	Putnam	121	5	126
Berrien	81	12	93	Gordon	282	35	317	Quitman	15	0	15
Bibb	999	56	1055	Grady	210	17	227	Rabun	76	5	81
Bleckley	101	8	109	Greene	96	3	99	Randolph	69	0	69
Brantley	55	3	58	Gwinnett	1512	112	1624	Richmond	1891	131	2022
Brooks	68	0	68	Habersham	129	13	142	Rockdale	411	32	443
Bryan	101	13	114	Hall	723	61	784	Schley	17	0	17
Bulloch	454	31	485	Hancock	43	2	45	Screven	143	6	149
Burke	199	10	209	Haralson	77	5	82	Seminole	73	6	79
Butts	148	7	155	Harris	102	4	106	Spalding	631	76	707
Calhoun	36	4	40	Hart	110	6	116	Stephens	164	14	178
Camden	131	7	138	Heard	57	7	64	Stewart	34	2	36
Candler	78	3	81	Henry	473	46	519	Sumter	248	13	261
Carroll	528	51	579	Houston	580	43	623	Talbot	42	4	46
Catoosa	251	22	273	Irwin	64	3	67	Taliaferro	15	2	17
Charlton	62	4	66	Jackson	214	16	230	Tattnall	174	7	181
Chatham	2341	154	2495	Jasper	68	3	71	Taylor	78	4	82
Chattahoochee	28	1	29	Jeff Davis	69	3	72	Telfair	146	16	162
Chattooga	222	31	253	Jefferson	105	1	106	Terrell	87	2	89
Cherokee	540	54	594	Jenkins	73	5	78	Thomas	330	12	342
Clarke	477	35	512	Johnson	67	1	68	Tift	325	19	344
Clay	28	1	29	Jones	142	12	154	Toombs	274	19	293
Clayton	1592	133	1725	Lamar	79	5	84	Towns	30	4	34
Clinch	46	4	50	Lanier	43	4	47	Treutlen	62	5	67
Cobb	2602	241	2843	Laurens	282	23	305	Troup	709	63	772
Coffee	223	22	245	Lee	70	3	73	Turner	76	4	80
Colquitt	298	10	308	Liberty	236	12	248	Twiggs	45	3	48
Columbia	277	23	300	Lincoln	43	0	43	Union	44	2	46
Cook	137	8	145	Long	85	6	91	Upson	248	24	272
Coweta	519	24	543	Lowndes	572	31	603	Walker	389	48	437
Crawford	20	3	23	Lumpkin	88	8	96	Walton	326	21	347
Crisp	291	28	319	Macon	71	4	75	Ware	350	22	372
Dade	138	12	150	Madison	143	10	153	Warren	45	2	47
Dawson	92	8	100	Marion	49	3	52	Washington	110	6	116
Decatur	266	16	282	McDuffie	218	11	229	Wayne	159	17	176
DeKalb	3046	152	3198	McIntosh	66	2	68	Webster	13	1	14
Dodge	167	11	178	Meriwether	185	12	197	Wheeler	30	4	34
Dooly	101	5	106	Miller	31	1	32	White	77	6	83
Dougherty	976	61	1037	Mitchell	199	14	213	Whitfield	709	83	792
Douglas	1063	121	1184	Monroe	167	18	185	Wilcox	79	3	82
Early	75	3	78	Montgomery	46	2	48	Wilkes	84	6	90
Echols	12	0	12	Morgan	85	10	95	Wilkinson	58	2	60
Effingham	167	17	184	Murray	230	18	248	Worth	151	6	157
Elbert	157	13	170	Muscogee	1699	120	1819	Not Reported	1009	104	1113
Emanuel	178	7	185	Newton	503	50	553				
Evans	81	6	87	Oconee	65	2	67	TOTAL	49,083	3,576	52,659

# INMATE RELEASES

**FY 2006 Inmate Releases by Crime Type**  
July 1, 2005 - June 30, 2006



**FY 2006 Inmate Releases by Prison Sentence in Years**  
July 1, 2005 - June 30, 2006



# PROBATION BY COUNTY OF CONVICTION

County	Men	Women	TOTAL	County	Men	Women	TOTAL	County	Men	Women	TOTAL
Appling	160	42	202	Fannin	290	74	364	Oglethorpe	127	15	142
Atkinson	124	29	153	Fayette	633	258	891	Paulding	792	200	992
Bacon	85	22	107	Floyd	1873	704	2577	Peach	272	62	334
Baker	47	5	52	Forsyth	682	203	885	Pickens	274	81	355
Baldwin	819	232	1051	Franklin	252	61	313	Pierce	105	33	138
Banks	233	79	312	Fulton	7614	1436	9050	Pike	104	26	130
Barrow	631	240	871	Gilmer	373	116	489	Polk	591	136	727
Bartow	1869	576	2445	Glascok	22	2	24	Pulaski	132	33	165
Ben Hill	301	111	412	Glynn	1069	333	1402	Putnam	344	88	432
Berrien	252	68	320	Gordon	797	313	1110	Quitman	60	17	77
Bibb	2653	782	3435	Grady	422	99	521	Rabun	183	54	237
Bleckley	219	62	281	Greene	325	65	390	Randolph	196	61	257
Brantley	113	39	152	Gwinnett	5621	1599	7220	Richmond	2651	816	3467
Brooks	224	45	269	Habersham	322	112	434	Rockdale	736	248	984
Bryan	186	55	241	Hall	1604	515	2119	Schley	103	17	120
Bulloch	728	250	978	Hancock	110	23	133	Screven	249	100	349
Burke	246	50	296	Haralson	374	94	468	Seminole	250	73	323
Butts	378	96	474	Harris	212	47	259	Spalding	783	363	1146
Calhoun	116	28	144	Hart	189	44	233	Stephens	323	92	415
Camden	356	82	438	Heard	91	22	113	Stewart	133	27	160
Candler	109	36	145	Henry	1837	612	2449	Sumter	1023	277	1300
Carroll	927	300	1227	Houston	1623	486	2109	Talbot	69	8	77
Catoosa	619	229	848	Irwin	210	26	236	Taliaferro	51	11	62
Charlton	81	28	109	Jackson	824	245	1069	Tattnall	206	66	272
Chatham	2933	974	3907	Jasper	194	41	235	Taylor	121	25	146
Chattahoochee	53	14	67	Jeff Davis	193	54	247	Terfair	197	66	263
Chattooga	394	146	540	Jefferson	189	30	219	Terrell	237	59	296
Cherokee	1872	680	2552	Jenkins	147	25	172	Thomas	1271	350	1621
Clarke	1004	236	1240	Johnson	90	27	117	Tift	717	161	878
Clay	91	20	111	Jones	424	95	519	Toombs	246	96	342
Clayton	1595	552	2147	Lamar	308	66	374	Towns	91	29	120
Clinch	215	48	263	Lanier	153	34	187	Treutlen	133	24	157
Cobb	8027	2443	10470	Laurens	780	201	981	Troup	846	312	1158
Coffee	394	101	495	Lee	474	93	567	Turner	170	23	193
Colquitt	737	177	914	Liberty	328	114	442	Twiggs	129	37	166
Columbia	641	162	803	Lincoln	132	22	154	Union	153	56	209
Cook	385	83	468	Long	83	14	97	Upson	331	107	438
Coweta	774	294	1068	Lowndes	2141	593	2734	Walker	716	231	947
Crawford	100	18	118	Lumpkin	290	108	398	Walton	1286	299	1585
Crisp	527	178	705	Macon	274	46	320	Ware	405	130	535
Dade	322	109	431	Madison	203	52	255	Warren	78	9	87
Dawson	290	128	418	Marion	104	22	126	Washington	186	39	225
Decatur	561	168	729	McDuffie	309	86	395	Wayne	457	153	610
DeKalb	4343	1202	5545	McIntosh	164	29	193	Webster	71	11	82
Dodge	241	89	330	Meriwether	253	88	341	Wheeler	64	16	80
Dooley	237	57	294	Miller	162	35	197	White	268	69	337
Dougherty	3070	782	3852	Mitchell	444	108	552	Whitfield	1212	495	1707
Douglas	2479	963	3442	Monroe	323	89	412	Wilcox	114	25	139
Early	320	77	397	Montgomery	106	25	131	Wilkes	174	37	211
Echols	40	3	43	Morgan	213	39	252	Wilkinson	150	46	196
Effingham	381	134	515	Murray	380	94	474	Worth	351	56	407
Elbert	258	61	319	Muscogee	2286	835	3121	Not Reported	2026	674	2700
Emanuel	241	55	296	Newton	1422	366	1788				
Evans	102	30	132	Oconee	141	31	172	TOTAL	106,139	30,960	137,099

# 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 Testing (POST) - certified 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 in stenciled 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. Cornell Corrections, Inc. or Corrections Corporations 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.

## ADDITIONAL INFORMATION

## FREQUENTLY ASKED QUESTIONS

**Q: - How do I find out an inmates identification number, crime, tentative parole month, or place of incarceration?**

A: Call Inmate Information Service at (404) 656-4661. 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 of 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 the GDC coordinate tours for troubled youth?**

A: YES! Contact the Office of Public Affairs at (404) 656-9772 regarding the Commissioner's Choose Freedom or 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 Correctional Officer or Probation Officer?**

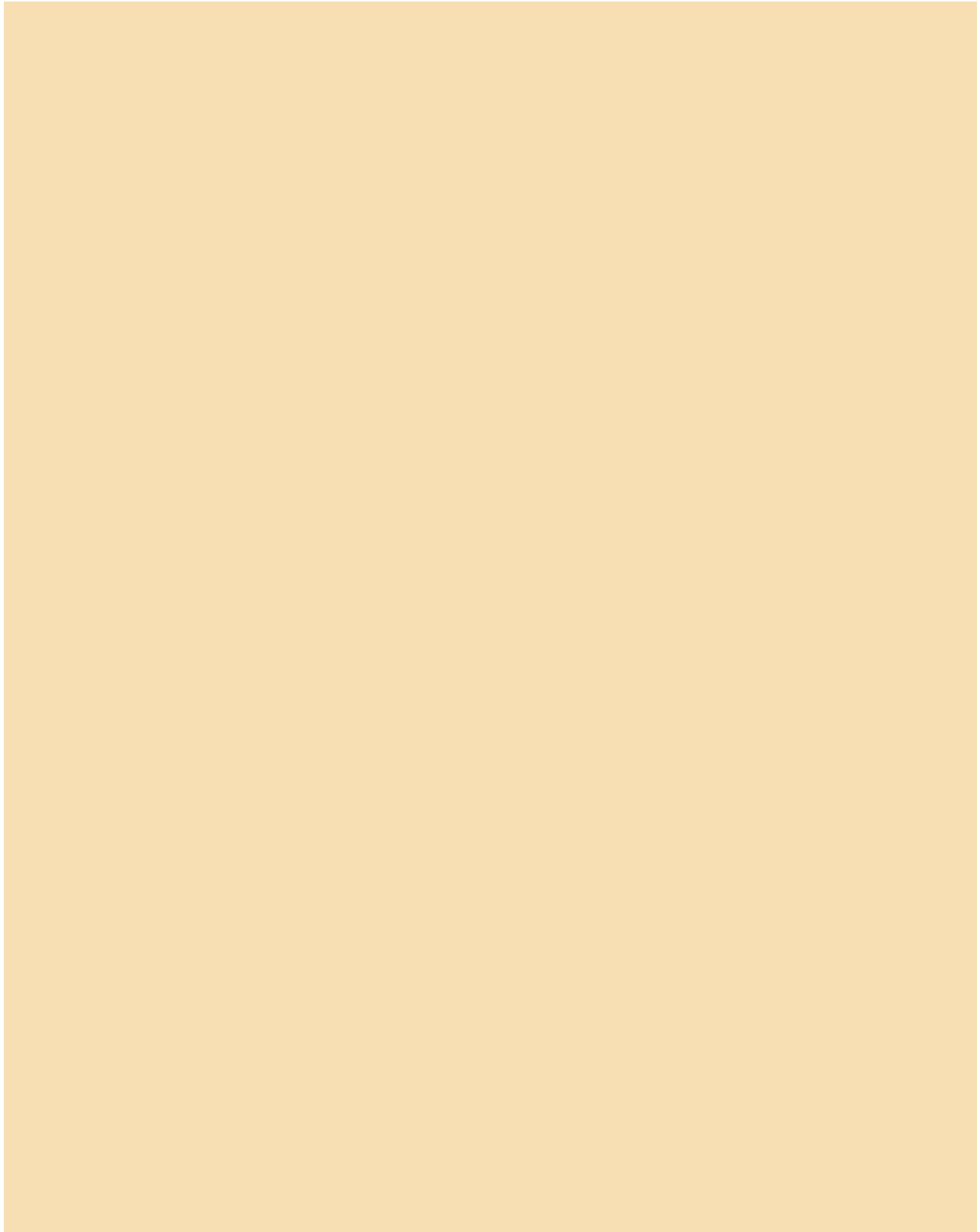
A: All applicants can obtain a job application at any GDC facility or at the Georgia Department of Labor. Call the GDC Job Hotline (404)656-4593 (option #4).

**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.

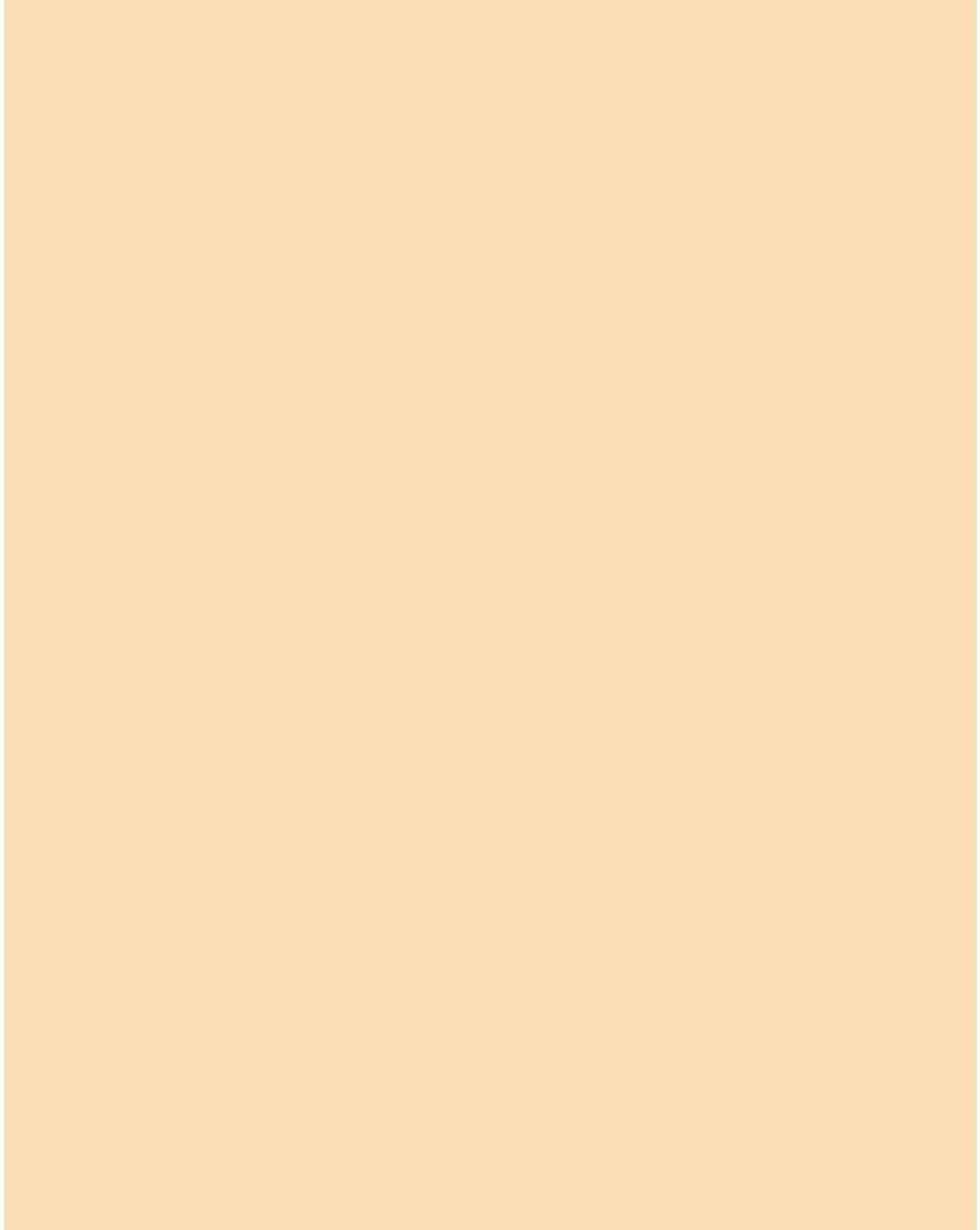
**Q: Does Corrections have a website?**

A: The web address for the Department of Corrections is [www.dcor.state.ga.us](http://www.dcor.state.ga.us).



PAGE LEFT BLANK INTENTIONALLY





PAGE LEFT BLANK INTENTIONALLY

