



GEORGIA DEPARTMENT OF CORRECTIONS

SETTING THE STANDARD



FY 2009 ANNUAL REPORT



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OUR MISSION & VISION

MISSION STATEMENT

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.

OUR 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 restoration to offenders
- Ensuring the rights of victims
- Partnering with public, private, and faith-based organizations
- Sustaining core values of Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage
- Ensuring the well being of employees and their families.





TO OUR STAKEHOLDERS

The Georgia Department of Corrections (GDC) is committed to operating a safe and secure prison system, enhancing prison-based treatment, prevention programs, community corrections, and the successful reentry of inmates into society. Integrity, duty, loyalty, honor, and respect, are just a few of the core values constantly demonstrated by our 13,000 dedicated employees who work diligently to ensure our mission of protecting the public is carried out responsibly. We value our commitment to public safety and will continue to manage offenders effectively in the community while helping to provide a safe and secure environment for the citizens of Georgia. As the reigns of leadership were passed on to me during FY2009, the Department continued to move forward in our steadfast approach to more efficient operations of prisons through the use of Community Corrections by ensuring effective field supervision of those on probation. The Department realized significant savings, both in operational cost and efficiency measures, by closing older, antiquated facilities and by reduction in force through attrition, which eliminated over 1,500 field positions.

In the midst of significant challenges created by our declining economy, FY 2009 still held many successes. The Department implemented best business practices through the use of consolidated banking for inmates and probationers, accountability measures with COMPSTAT for Wardens and Chief Probation Officers, and gained bed space by consolidating diagnostics to a single facility. GDC remains committed to educating offenders and providing skills to conduct positive change in their communities upon release. More than a dozen risk reduction programs are provided to inmates in each facility, ultimately increasing public safety by reducing recidivism.

GDC continued with preparation to relocate our Headquarters to State Offices South at Tift College in Forsyth. The Georgia Corrections Academy will be the first of three phases to move onto the historic site. Upon completion of the three phases, the move will save Georgia's taxpayers \$4 million annually. The final phase of Tift renovation is scheduled for completion in October, 2010.

I am humbled to support the best team in state government, many of whom are currently serving and protecting our Country. Please join us in supporting our soldiers and their families, with wishes for their safe return home.

Commissioner



BOARD MEMBERS

The Board of Corrections is composed of 18 members, one in each congressional district in the state and five at large members. 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 systems are the responsibility of the Commissioner.

FIRST DISTRICT

Tommy M. Rouse

SECOND DISTRICT

R. Carlton Powell

THIRD DISTRICT

Bruce Hudson

FOURTH DISTRICT

Carl L. Franklin

FIFTH DISTRICT

Justin Wiedeman

SIXTH DISTRICT

Roger Garrison

SEVENTH DISTRICT

Larry Wynn, Vice Chairman

EIGHTH DISTRICT

William S. Acuff

NINTH DISTRICT

Kristopher B. Nordholz

TENTH DISTRICT

Robert E. Jones, Chariman

ELEVENTH DISTRICT

John Mayes

TWELFTH DISTRICT

Wayne Dasher

THIRTEENTH DISTRICT

Vacant

MEMBERS AT LARGE

Cecil Nobles
Ludowici, Georgia

Rose Williams
Gray, Georgia

Jim Whitehead, Sr., Secretary
Augusta, Georgia

Roger Waldrop
Rockmart, Georgia

George Patter
Perry, Georgia



EXECUTIVE LEADERSHIP TEAM

Appointed by the Governor, the Commissioner serves as the chief executive of the Georgia Department of Corrections, responsible for the overall management, administration and operation of the agency through the Assistant Commissioner and other senior management staff.

The Assistant Commissioner serves as the Commissioner's appointed deputy, functioning as second in command of the department.

The Executive Office consists of Personnel, Public Affairs, Legal, Investigations, and Georgia Correctional Industries (GCI). The Personnel Director oversees, coordinates, monitors, evaluates, and administers human resources functions department-wide. The Director of Public & Intergovernmental Affairs is the agency's contact point with the public and the media. The Legal Office acts as the agency's internal counsel. The Director of Correctional Industries oversees inmate training and industries that supply various products for use both internal and external to the agency. The Office of Investigations & compliance is responsible for investigating all claims of sexual harassment and misconduct in the correctional facilities.

The Corrections Division Director is ultimately accountable for the operations of prisons, probation offices, boot camps, and correctional centers as well as the safety and well-being of the staff who work in these areas. The Administration Division Director oversees the operations, activities and staff of the Administration Division which is responsible for providing business and technical support to the entire department. The Operations, Planning, and Training Division Director manages the operations of Planning, Training, Risk Reduction Services, Engineering, Information Technology, Health Services, Fire Services, the Communications Center, and the departmental Safety Officer.

GOVERNOR
Sonny Perdue

COMMISSIONER
Brian Owens

ASSISTANT COMMISSIONER/
CHIEF OF STAFF
Derrick Schofield

CORRECTIONS DIVISION
DIRECTOR
Harris Hodges

DEPUTY DIRECTOR OF
CORRECTIONS DIVISION
Michael Nail

ADMINISTRATION DIVISION
DIRECTOR
Becky East

OPERATIONS, PLANNING, &
TRAINING DIRECTOR
Arnold Smith

PERSONNEL DIRECTOR
Cindy Schweiger

PUBLIC & INTERGOVERNMENTAL
AFFAIRS DIRECTOR
Joan Heath

LEGAL SERVICES DIRECTOR
Mark Guzzi

OFFICE OF INVESTIGATIONS &
COMPLIANCE DIRECTOR
Tom Sittnick

GEORGIA CORRECTIONAL
INDUSTRIES DIRECTOR
Jerry Watson

ENGINEERING & CONSTRUCTION
SERVICES DIRECTOR
Larry Latimer

OFFICE OF INFORMATION &
TECHNOLOGY DIRECTOR
Phil Sellers

PROBATION OPERATIONS
DIRECTOR
Stan Cooper

DEPUTY DIRECTOR OF OPERATIONS,
PLANNING, & TRAINING
Patricia Smith

FACILITIES DIRECTOR
Tim Ward



BUDGET

FY 2009 & FY 2010 BUDGET			
CATEGORIES		FY 2009	FY 2010
Total Funding (State Excluding New Beds)		1,032,922,271	985,791,780
New Bed Funding		10,715,304	848,287
Budget (State Funding)		1,043,637,575	986,640,067
Authorized Positions		14,908	14,378
Filled Positions		12,891	12,834
BUDGET BREAKDOWN		AMOUNT	PERCENT
Personal Services		590,017,848	53.57%
Health		219,829,481	19.96%
Regular Operating Costs		132,497,402	12.03%
Contracts		94,361,990	8.57%
Subsidies		51,016,993	4.63%
Computers		2,574,918	0.23%
Infrastructure Repairs		944,582	0.09%
Real Estate		8,434,555	0.77%
Inmate Release		1,771,506	0.16%
Exclusive of \$32,627,814 Capital Outlay			
TOTAL		1,101,449,275	100.00%
INMATE HEALTHCARE COSTS			
Fiscal Year	Direct Care (millions)	Budget	Inmates
2004	34.9	133,574,259	48,368
2005	43.6	151,279,052	47,921
2006	51.0	180,357,092	52,232
2007	61.5	195,155,390	53,645
2008	71.1	220,496,778	58,375
2009	51.5	217,465,059	54,049



OFFENDER DEMOGRAPHICS

Prison Population: 54,049

Age

Under 20	1,111
20-29	16,856
30-39	15,953
40-49	12,752
50-59	5,713
60-69	1,321
70 +	239
Not reported	104

Gender

Male	50,331
Female	3,718

Race

White	20,050
Black	33,557
Indian	70
Asian	68
Not reported	304

Probation Population: 154,218

Age

Under 20	12,408
20-29	50,304
30-39	42,386
40-49	32,601
50-59	13,157
60-69	2,782
70 +	559
Not reported	21

Gender

Male	119,030
Female	35,188

Race

White	75,167
Black	76,240
Indian	311
Asian	297
Not reported	2,203

MAJOR OFFENSE TYPES:

Violent

includes murder; assault and battery, kidnapping; robbery; hijacking, stalking, cruelty to children, elderly and animals

Sexual

includes rape; sodomy, sexual assault; child molestation

Property

includes arson, burglary, theft, fraud, possession of contraband

Drug

includes possession, sale, distribution, manufacture, trafficking

Habit/DUI

includes reckless driving, hit and run with injury

Others

includes possession of a weapon and unknown crime

Incarcerated Offenders	23,867	7,837	10,755	9,236	136	2,218
Active Probationers	26,678	7,064	54,184	54,775	1,345	10,172

7 DEADLY SINS:

Murder

Rape

Armed Robbery

Kidnapping

Aggravated Sodomy

Aggravated Sexual Battery

Aggravated Child Molestation

Number of Inmates	5,221	1,833	5,180	1,640	222	182	1,359
Sentence Length	Life	23.0	15.8	20.8	20.5	18.1	21.6

Life Sentences are calculated as 25 years.

For more information on the offenders, see the offender statistical profile reports on www.dcor.state.ga.us under reports.



OFFENDER RE-ENTRY PROGRAMS

The Department is committed to educating offenders and providing them the skills to conduct positive change in their communities upon release. More than a dozen risk reduction programs are provided to inmates in each facility. Each of these programs increases public safety by decreasing recidivism. Vocational programs we offer include:

Equine Rescue Program
Computer Office/Technology
Construction
Auto Body Repair
Cosmetology/Barbering
Service Industry

Food Preparation/Culinary Arts
Graphic Arts/ Printing
Cabinetry/Carpentry
Welding
Masonry/Tile Setting
Building Maintenance

Other Risk Reduction Services include: Substance Abuse Counseling, Cognitive-Behavioral programs, & Faith & Character Based programming.

Female inmates can enroll in our auto body repair program at Lee Arrendale State Prison.



Inmates earn a certificate of completion from Middle Georgia Technical College (MGTC) to be used towards a degree.

Phillips State Prison has inmates that participate in its New Orleans Baptist Theological Seminary (NOBTS).

In this program, inmates have the opportunity to receive a Bachelors in Christian Ministry.



Some of our facilities have the Commercial Driver's License (CDL) program that prepares inmates for employment in the trucking industry.

Eighteen inmates completed this program in FY09.





YEAR IN REVIEW

People

- During FY09, 128 employees earned degrees and were awarded a total of \$192,231.05. A total of 252 employees took advantage of GDC Continued Education Incentives by applying for the program.
- Honored select employees at the 5th Annual Awards ceremony. The ceremony recognized staff and members of the community for their contributions toward completing our agency's mission.
- Consolidated facilities with the closure of four State Prisons, four Diversion Centers, three Probation Detention Centers, two Pre-Release Centers and one Probation Boot Camp. Relocated 1,105 employees to vacant positions at other facilities.
- Donated \$66,479.14 through the State Charitable Contributions Program. Part of the "giving" process allowed 118 employees to donate leave time to an employee who would have gone on leave without pay.
- Implemented the Equine Rescue Program at Pulaski SP in partnership with the Georgia Department of Agriculture. This allows equines confiscated for neglect and abuse to be located on GDC property and cared for by inmates at no cost to the Georgia taxpayer.
- Hosted a tour of Tift Campus to update staff on the construction and progress being made. 84 Central Office employees took advantage of this time to educate themselves on the campus and the progress.
- Increased capacity of DRCs from 75 to 100 probationers being served per center. In addition, at the end of Fiscal Year 2009, DRC operations achieved full operating capacity of 1,100 probationers assigned statewide.
- Continued fitness efforts with employees participating in bi-annual fitness walks, the Kaiser Permanente Corporate Challenge and the Forsythia 5k. Phillips State Prison's Fit Club employees lost a total of 250 pounds in its first six month period.
- Provided On-line college degree programs to GDC employees at a number of public and private colleges in the state. Affordable programs are offered at the associate, baccalaureate, masters and doctoral levels.
- Graduated nine inmates that completed the Automotive, Diesel, and Auto-Body On-The-Job Training Program. Upon completion of the program the individuals will receive a certificate of Completion from Georgia Middle College.



**"Take care of your people
and they'll take care of the
mission."**

– Brian Owens, Commissioner





“There is inherent safety and security in performing to standards.”

– Derrick Schofield, Assistant Commissioner



Information

- Deployed new “active” electronic monitoring system (EMS) for dangerous sexual predators. The “active” EMS technology provides for “real-time” monitoring of these offenders by probation officers and increases compliance to the conditions of probation.

- Piloted PeopleSoft's procurement tool, Team Georgia MarketPlace (TGMP). These applications will make many purchasing tasks easier, more efficient, and virtually paperless. The balance of GDC will transition to TGMP in November 2009.

- Implemented a Consolidated Banking Process to decrease the number of active bank accounts maintained by the Department. Electronic payment options were made available statewide through multiple money transfer vendors to provide more options to probationers and families of offenders.

- Extended and enhanced a contract with Global Tel* Link (GTL) for inmate telephone services. This service allows the completion of collect calls to cell phones (with certain exceptions). It provided another customer friendly option for offenders to stay in touch with family, increased call completion percentages and provided enhanced revenues to the Department.

- Created the GDC Call Center, which handled over 70,000 phone calls from its inception on February 3, 2009 to the end of the fiscal year.

- Provided investigative support to U.S. Marshal's Southeast Regional Task Force that resulted in removal and return of 143 escaped felons back to state custody.

- Served as one of 13 pilot agencies for e-Performance, a performance management module within the PeopleSoft HRM system.





Infrastructure

- Increased efficiency by outsourcing the food service functions at Hays State Prison and Phillips State Prison. The department also started a privatization effort for the maintenance functions at Georgia Diagnostic and Classification Prison and Metro State Prison. The maintenance privatization was completed for Metro State Prison in FY09.
- Diverted all diagnostics to a single male diagnostic facility and achieved Full Operating Capacity within 6 months.
- Opened five Day Reporting Centers (DRCs) statewide, which include Metro Atlanta DRC, Augusta DRC, Columbus DRC, Gainesville DRC and Tommy Rouse DRC in Waycross, Ga. DRCs are non-residential drug and mental health treatment & restitution centers.
- Refurbished clothing, bedding, beds, supplies, and equipment from closed or remissioned facilities and reissued them to fast track expansions at a fraction of the cost.
- Remissioned Baldwin State Prison to become a mental health facility from a diagnostic operation as a response to the growing mental population.

- Launched the first Prison Industries Enhancement (PIE) program in partnership with Bone Safety Signs of Marietta, Georgia. Inmates work for wages in the PIE program. To date, there are 20 inmates employed by Bone Safety Signs.
- Successfully facilitated all offender moves related to the closures of Terrell Probation Detention Center (PDC), Rockdale/Dekalb PDC, IW Davis PDC, Rivers State Prison, Scott State Prison, Wayne State Prison, and Homerville State Prison.
- Opened 198-bed probation substance abuse treatment center for female probationers at the Lee Arrendale facility. This program is modeled after the Bainbridge Probation Substance Abuse Treatment Center and NW Probation Residential Substance Abuse Treatment programs currently in operation for male probationers.
- Created 11 Faith and Character Based Dorms, Reentry Community Partnerships, Social Security online application for Disability Benefits, Reentry Checklist for Facilities and Probation, Parole / Reentry Partnership Housing and the Corporate "Take 5" Program.



"Our top priority is to provide safe and secure facilities and effectively manage offenders to protect the citizens of Georgia."

— Harris Hodges, Corrections Division Director





HEADQUARTERS RELOCATION



With final construction funding being appropriated by the Legislature in the FY09 budget, the Department is aggressively continuing construction, renovation and infrastructure improvements to the historic Tift College campus.

The first phase of the Department's relocation will be the movement of the Department's Training Academy operations from its current location at the Georgia Public Safety Training Center (GPSTC), to renovated classroom and dormitory facilities at Tift College Campus in December 2009. The first class of the Basic Correctional Officer Training (BCOT) candidates is scheduled to begin their training at the new Academy facilities on January 4, 2010.



With this phase of the relocation project completed, construction and renovation efforts will focus on the remaining administrative buildings, while the staff begins detailed planning and preparation for a smooth and seamless move to the campus complex. The relocation of the Headquarters and support elements from the Metro Atlanta area to the Tift College Campus Complex will occur during the second quarter of fiscal year 2011.

Relocating the Headquarters and Training Academy to the Tift College Campus not only preserves Tift's historic value, but also reduces costs and increases efficiency and productivity through consolidation of the staff and elimination of redundant staff functions; elimination of leased office space; decreased travel time & cost; leverages available inmate labor to maintain the campus complex. In addition, relocation will have a marked impact on both the city of Forsyth and the surrounding area, as it will create many new employment opportunities and enhance the local economy.

In short, the relocation to the Tift College Campus will not only improve the Department's efficiency and reduce costs, but will greatly enhance customer service to its employees and the citizens of Georgia.



GDC S strategic Plan

Strategic Planning

Vision of the Future

MISSION / VISION

Mission – Public Safety
Vision – Become the best corrections system in the nation
Focus – Support State priorities of a safer, healthier, growing, better educated, best managed GA

CORE ORGANIZATIONAL PRINCIPLES:

Values Based: Stewards of the Public Trust
Embrace Change: Change, Transformation is Inevitable
Business Acumen: Better Business Practice
A Learning Organization: People are the Centerpiece

GOALS AND OBJECTIVES:

Flatten the Growth Rate – Run Safe Prisons – Enhance Community Supervision – Leverage Technology - Take Care of People – Enhance Customer Service

Challenges:

Decreasing Revenues
And Budget cuts



Increasing Probation
Population



Increasing Need for
Mental Health Services



Strategies and Initiatives:

Desired Endstate: To invest in community corrections as an alternative sentencing option to locking up offenders

2009

2010

2011

2012

2013

2014

2016

2020

2029

Near Term
(State Budget Cycle)

Long Term
(Strategic Vision)

Long Term
(Strategic Vision)

GDC Call Center
Community Impact Centers
Implement New Recruitment & Retention Model
CO Entry Salary/Compression
Up-Front COMPAS Assessment
Electronic Monitoring
COMPSTAT Reporting
OTIS to SCRIBE migration
Consolidated Mental Health Probation Framework
Medical Case Management
Command Center
Medical Immediate Discharge Facility
2 Diagnostic Facilities (Male & Female)
Baldwin/Coastal Consolidation
Triple Bunking

Customer Service Training
Certified Addiction Counselors
Certified Mental Health Counselors
Substance Abuse Aftercare
Parole/Probation Integration
Improve Bed Utilization
Expansion of Telepsychiatry
Centralize Offender Scheduling
Electronic Medical Records
Probation Reporting Call Center
PRC Vocational Expansion
Academy move to Forsyth
Coastal CAT II Facility
DRCs
Expand Fast Track bed construction
Private Prison Expansion
Capital Improvements (Bond Funding)

Victim/Offender Dialogue
Victim Wrap Around
Learning Management System
Enhance Leadership Development
Transition of Training Section
Enhance Off Admin. Programs
Rapid Progress Improvement
Regional Jails
Performance Contracting
IT "Lite"
Merger of Parole in SCRIBE
Expand F&CB Dorms
"Virtual" Probation Office
Private/Partnership Prison
Faith & Character based Prison
Blended Architecture
New Chronic Care Facility
Specialized medical need beds

People

Process

Infrastructure

Continue emphasis:

- Education
- Fitness
- Wellness
- Awards

Partnering in State Criminal Justice:

- In house dialog & collaboration
- Develop linkage of processes
- Using IT solutions to create "Interoperability"
- Create digital Offender Records

Updated: Feb. 2010



CONTACT US

Contact our **Call Center at 404-656-4661** for the appropriate division

Divisions:

Administration Division

Corrections Division

Human Resources

Operations, Planning, & Training Division

Public Affairs

Ombudsman/Inmate Affairs

The FY 2009 Annual Report was created by the Public Affairs Office. If you have any additional questions regarding the annual report or general questions, please visit our website at www.dcor.state.ga.us.

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