



FY 2011 ANNUAL REPORT

Georgia Department of Corrections





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Visit our website for more information at
www.dcor.state.ga.us



MISSION & VISION STATEMENT

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.

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.

The Department has more than 10,000 officers who provide supervision of inmates and probationers every day.



COMMISSIONER'S LETTER

The Department of Corrections is comprised of One Team, a group of 13,000 dedicated employees who strive to implement our mission of protecting the public. The Department values its commitment to public safety and continues to manage 60,000 inmates and 150,000 probationers effectively in the community while helping provide a safe and secure environment for the citizens of Georgia.

The Department's main focus of 2011 was to ban tobacco products and increase mental health treatment within our correctional facilities as well as to open and expand Day Reporting and Residential Substance Abuse Treatment Centers throughout the state.

In 2011, the Department completed its headquarters and support operations relocation to the Heart of Georgia at State Offices South at Tift College in Forsyth. Relocating our headquarters to Tift College has revitalized and preserved the historic college as well as reduced operating costs for the Department. During our relocation, the Department remained committed to enhancing prison-based treatment, prevention programs, community corrections and the successful reentry of offenders into society.

I am proud to present the Department of Corrections Annual Report for Fiscal Year 2011. This report denotes the Department's current state of affairs, highlights and accomplishments our professional team has achieved this fiscal year. I am pleased with the advancements we have made and look forward to continuing to achieve greater success in the upcoming years.

Commissioner



BOARD OF CORRECTIONS

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, and 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

EIGHTH DISTRICT

William S. Acuff

NINTH DISTRICT

Kevin Tanner

TENTH DISTRICT

Jim Whitehead, Sr.

ELEVENTH DISTRICT

John Mayes

TWELFTH DISTRICT

Wayne Dasher

THIRTEENTH DISTRICT

Henrie Treadwell, Ph.D.

MEMBERS AT LARGE

Cecil Nobles
Ludowici, Georgia

George A. Potter
Perry, Georgia

M. Ashley Paulk, Jr.
Valdosta, Georgia

Roger Waldrop
Rockmart, Georgia

Rose M. Williams
Gray, Georgia

SENIOR LEADERSHIP STAFF



GOVERNOR
Nathan Deal



COMMISSIONER
Brian Owens



ASSISTANT COM-
MISSIONER
Timothy C. Ward



ADMINISTRATION
DIVISION DIREC-
TOR
Becky East



OPERATIONS,
PLANNING, &
TRAINING
DIRECTOR
Arnold Smith



FACILITIES
OPERATIONS
DIRECTOR
Randy Tillman



PROBATION
OPERATIONS
DIRECTOR
Stan Cooper



HUMAN
RESOURCES
DIRECTOR
Patricia Smith



PUBLIC &
INTERGOVERNMENTAL
AFFAIRS
DIRECTOR
Joan Heath



OFFICE OF
INVESTIGATIONS
& COMPLIANCE
DIRECTOR
Ricky Myrick



ENGINEERING &
CONSTRUCTION
SERVICES
DIRECTOR
Larry Latimer



OFFICE OF
INFORMATION
& TECHNOLOGY
DIRECTOR
Phil Sellers



GENERAL COUNSEL
Robert Jones



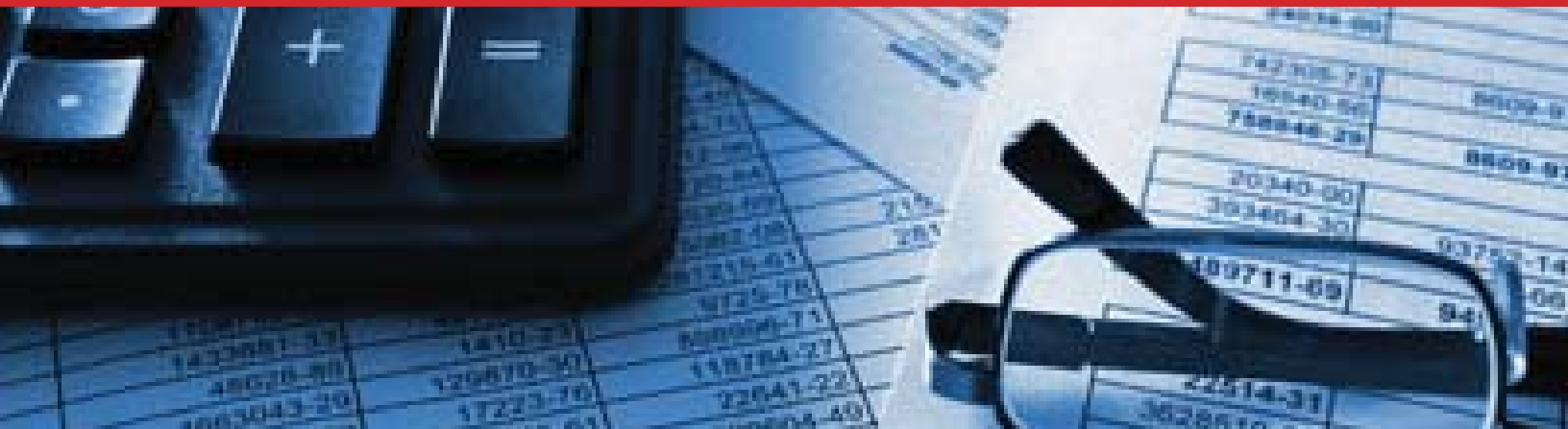
GEORGIA
CORRECTIONAL
INDUSTRIES
DIRECTOR
Jerry Watson

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 Human Resources, Public Affairs, Legal, Investigations & Compliance, and Georgia Correctional Industries (GCI). The Human Resources Director oversees, coordinates, monitors, evaluates, and administers human resources functions department-wide. The Director of Public 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 Georgia 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 Facilities Operations Director is accountable for the supervision of all prisons, probation detention centers, transitional centers and boot camp as well as the safety and well-being of staff who work within the Corrections Division. The Probation Operations Director is responsible for statewide probation operations and over 150,000 state probationers. 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, Re-Entry Services, Information Technology, Health Services, Fire and Safety Services, Communications Center and Campus Operations.

BUDGET ALLOCATION



FY 2011 & FY 2012 BUDGET			
CATEGORIES		FY 2011	FY 2012
Total Funding (Excluding New Beds)		951,782,193	968,177,461
New Bed Funding		848,287	3,717,832
Budget (State Funding)		952,630,480	971,895,293
Authorized Positions		13,787	13,629
Filled Positions		12,615	12,548
BUDGET BREAKDOWN		AMOUNT	PERCENT
Personal Services		582,196,803	52.94%
Health		205,656,172	18.70%
Regular Operating Costs		117,765,470	10.71%
Contracts		121,556,959	11.05%
Subsidies		60,062,522	5.46%
Computers		871,290	0.08%
Infrastructure Repairs		1,000,000	0.09%
Real Estate		9,137,826	0.83%
Inmate Release		1,429,238	0.13%
Exclusive of \$32,627,814 Capital Overlay			
TOTAL		1,099,676,280	100.00%
INMATE HEALTHCARE COSTS			
Fiscal Year	Direct Care (millions)	Budget	Inmates
2006	43.6	151,279,052	47,921
2007	51.0	180,357,092	52,232
2008	61.5	195,155,390	53,645
2009	71.1	220,496,778	58,375
2010	51.5	231,943,866	54,049
2011	44.3	217,635,486	52,291

OFFENDER DEMOGRAPHICS

Prison Population: 53,341	
Age	
Under 20	1,096
20-29	16,428
30-39	15,758
40-49	12,020
50-59	6,237
60-69	1,529
70 +	272
Not reported	1
Gender	
Male	49,751
Female	3,590
Race	
White	17,752
Black	33,069
Hispanic	2,306
Asian	127
Other	87

Probation Population: 156,630	
Age	
Under 20	11,678
20-29	49,434
30-39	43,293
40-49	32,207
50-59	15,774
60-69	3,551
70 +	679
Not reported	14
Gender	
Male	119,613
Female	37,017
Race	
White	73,722
Black	77,815
Hispanic	3,333
Asian	475
Other	1,285

MAJOR OFFENSE TYPES:

Violent	Sexual	Property	Drug	Habit/DUI	Others
includes murder; assault and battery, kidnapping; robbery; hijacking, stalking, cruelty to children, elderly and animals	includes rape; sodomy, sexual assault; child molestation	includes arson, burglary, theft, fraud, possession of contraband	includes possession, sale, distribution, manufacture, trafficking	includes reckless driving, hit and run with injury	includes possession of a weapon and unknown crime

Incarcerated Offenders	24,598	7,760	10,140	7,509	126	2,055
Active Probationers	27,329	7,196	56,783	53,238	1,392	10,674

7 DEADLY SINS:

	Murder	Rape	Armed Robbery	Kidnapping	Aggravated Sodomy	Aggravated Sexual Battery	Aggravated Child Molestation
Number of Inmates	5,307	1,822	5,369	1,639	221	180	1,319
Sentence Length	Life	23.4	15.8	20.8	21.2	18.7	22.3

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.

REHABILITATING INMATES



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.

ACCOMPLISHMENTS



Human Resources

- Central Personnel Administration (CPA) processed 26,223 transactions which resulted in employment fluctuations.
- Working with Budget Services and Facilities Operations, CPA developed a plan to identify and abolish 971 positions, while still maintaining security and meeting operational goals.
- CPA relocated 643 employees who were displaced from the closure of two state prisons and three pre-release centers.
- Scanned HR documents (examples: Hire Packages, Personnel Actions, Awareness Statements, Performance Management Reviews, Benefits) to 47,342 categories during the year.
- Processed more than 330 requests for information or files from in-house, local and state agencies and law enforcement agencies.
- Scanned 2,500 of 16,000 position files to SCRIBE in effort to reach the Department's goal of becoming paperless.
- Processed approximately 2,500 GCIC/FBI criminal history Rap-Sheet reviews. GDC Security applicants = 1811, Private/County Prison applicants = 273; Contractor applicants = 56; Volunteer applicants = 345.
- GDC and the Monroe County School System collaborated to implement the 12 For Life program, modeled after the successful program developed by Southwire, Inc. The goal is to help at-risk students complete their high school education and gain real-world job experience.
- Three (3) Live-Scan Fingerprint equipment systems were placed at the Milledgeville, Reidsville and Albany PARCs in April 2011. Live-Scan equipment is utilized for Security Applicants only. Non-Security and all other applicants will be phased into the Live-Scan fingerprinting process, eventually.
- Introduction and use of Live-Scan with Volunteers eliminated illegible prints by 90%. Rap-sheets were returned within hours verses the normal three (3) to six (6) week waiting period with hardcopy fingerprint cards.
- GDC charitable contributions totaled \$38,133.19.
- Conducted 34 comprehensive audits and responded to 45 Equal Employment Opportunity Commission interrogatories.
- Responded to 515 requests for Employee Assistance and completed three (3) Critical Incident Debriefings and participated in 128 Alternative Dispute Resolutions.
- Attended 16 Career/Job Fairs across Georgia with the intention of getting the GDC name out into the workforce and to inform potential employees of employment opportunities within the agency.
- Data Analysis processes approximately 40 monthly reports to senior management, along with various ad hoc reports.

Administration

- Realigned Engineering & Construction Services business staff under the Administration Division to allow for greater oversight and to enhance focus on the timely and accurate processing and payment of vendor invoices associated with ECS activities.
- With electronic payments to GDC staff at approximately 95%, Financial Services focused on increasing electronic payments to vendors in FY 2011. Working in conjunction with the State Accounting Office, electronic payments to vendors increased by 11%, from 17% to 28% of vouchers paid, approximately 16,000 payments. This increase in electronic payments serve to reduce costs for postage and check handling, make for more efficient bank reconciliations and decrease the number of lost, voided, and reissued checks.
- Financial Services partnered with the State Accounting Office to begin the process of implementing an online travel system, Concur Travel. Benefits of this new process include: Paperless submission and payment of travel reimbursement, increased efficiency in timeliness of payments to employees, and multiple internal checks and balances to improve control on issues such as duplicated payments and inaccurate per diem amounts.

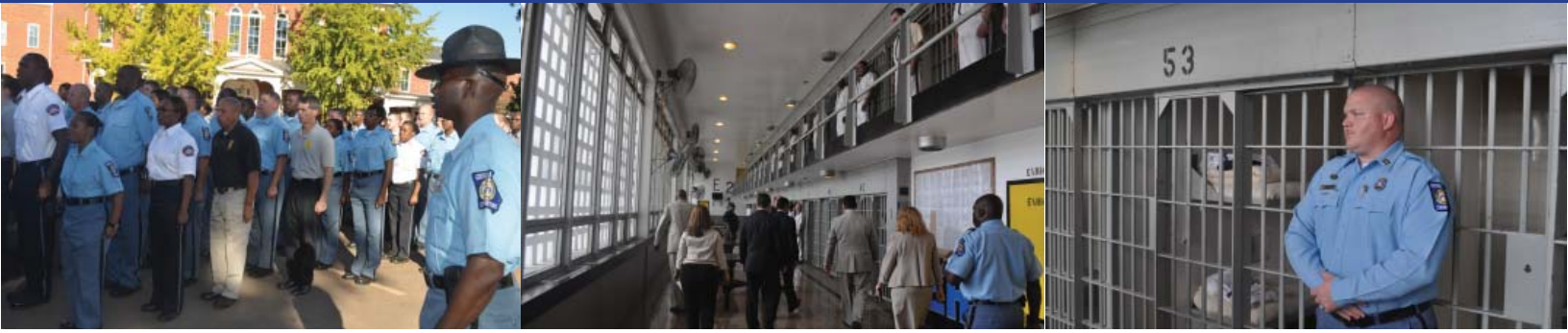
ACCOMPLISHMENTS



Engineering & Construction Services

- Americans with Disabilities Act modifications at Augusta State Medical Prison, Johnson State Prison and Georgia State Prison to assist settlement agreement and Mens State Prison closure issues.
- Completed paving projects at Georgia State Prison, Hays State Prison, Walker State Prison, Dodge State Prison, Central State Prison, Augusta State Medical Prison, Athens Probation Office, Athens Day Reporting Center and the new Fleet Headquarters.
- Assisted with the coordination and documentation of the following projects:
 - Facility modifications to support Headquarters relocation and furniture installation.
 - Construction and initial occupancy of the new Offender Administration Building.
 - Tift College upgrades on the President's House and Denmark Building.
 - Construction at Corrections Corporation of America in Jenkins, Coffee and Wheeler as well as at GEO Riverbend in Milledgeville.
 - Construction of Georgia Diagnostic & Classification Prison Obstacle Course and Firing Range.
 - Assisted in the Metro State Prison closure.
 - Remissioning remodels at Emanuel Women's Facility and Helms Facility.
 - Assisted in the Baldwin State Prison Mental Health mission.
 - Upgrades in the Georgia Diagnostic & Classification Prison kitchen.
 - Temporary Gym at the Georgia Diagnostic & Classification Prison has made significant strides in its efficiencies and plans for permanent arrangement, if funded.
 - Assisted with the Dog Kennel at Metro Transitional Center.
- Processed renewal and renegotiation leases for 110 Probation Offices, five (5) Transitional Centers, four (4) Warden residences and towers, Georgia Correctional Industries and parking at Gateway.
- Assisted with the merger of Probation and Pardons & Paroles into ten (10) state-owned GDC facilities in Gainesville, Louisville, Dublin, Rome, and Augusta.
- Completed roof replacement at Central State Prison, Hancock State Prison, and Georgia Diagnostic & Classification Prison.
- Replaced heat loop piping and energy saving boilers at Augusta State Medical Prison and Telfair State Prison with federal stimulus funds.
- Created documents and procedures for Energy Performance Contracting (EPC) Task Force, a new Georgia law.
- Managed and monitored 12 Real Time Pricing (RTP) sites qualifying for baseline reduction.
- Began Environmental Protection Agency sponsored American Recovery and Reinvestment Act projects with statewide utility sub-meters, statewide retro-commissioning, steam line replacement and boiler stack economizers,
- natural gas line repair at Georgia State Prison, chiller replacement at Pulaski State Prison, and heat loop replacement at Telfair State Prison.
- Completed Property Transfer paperwork for Laramore surplus, private prisons in Milledgeville and an initial proposal for the Reidsville swap.
- Completed L & M Building Demolition paperwork for Georgia State Prison.
- Completed Asbestos Survey Inspection at Georgia State Prison, Lee Arrendale State Prison, Rutledge State Prison and Bostick State Prison.
- Asbestos abatement at Tift College, Banks Stephens, President's House, Lee Arrendale State Prison, Georgia State Prison, and Metro Transitional Center.
- Completed Lead Base Paint Inspection at Bostick and Lee Arrendale State Prisons.
- Constructed new "state of the art" Sequencing Batch Reactor (SBR) at Georgia Diagnostic & Classification Prison.
- Constructed new land application system to Telfair State Prison and added screening structure to both Telfair and Hays State Prisons.
- Completed the dredging of the pond at Lee State Prison.
- Began comprehensive study of sanitary sewer systems at the Reidsville facility.
- Prepared Sanitary Sewer Overflow Response Plan for all state prisons and gained GaEPD approval.
- Installed backflow preventers at Valdosta State Prison to comply with City ordinance.
- Water tower renovation at Georgia Diagnostic & Classification Prison addressing GaEPD citation and contracted statewide cleaning and inspections.
- Began Water metering at Rogers State Prison, Georgia State Prison and Wayne County Jail to meet GaEPD requirements and facilities permit conditions.
- Began to study data on wells and possible ground water withdrawal at GDC prisons.

ACCOMPLISHMENTS



Facilities Operations

- Implemented the closure of two (2) State Prisons and three (3) Probation Detention Centers.
- Realigned GDC Facilities to optimize the resources, talents, strengths, and uniqueness of facilities statewide.
 - Metro State Prison closure resulted in the relocation of female inmates to Lee Arrendale State Prison.
 - Walker State Prison was re-missioned to become GDC's first Faith & Character Based Prison.
 - Augusta State Medical Prison opened an Intensive Mental Health Supportive Living Unit, which realigned Mental Health services at Georgia, Phillips and Valdosta State Prisons.
 - Helms Transitional Center was re-missioned to Helms Facility.
 - Inmate Firefighter Program relocated to Burruss Correctional Training Center.
- Incorporated four (4) Fast Track buildings onto the grounds of existing prison facilities which saved the Department additional costs of building new prisons.
- As of January 2011, all State and County facilities are Tobacco Free.
- Utilization of American Recovery and Reinvestment Act funds implemented a program that emphasized proactive residential planning for inmates prior to release or past TPM.
- Resolved scheduling issues for Inmate Transports, especially medical, resulting in greater load capacities, centralized appointments and scheduling as well as an estimated 25% reduction in total transportation cost for these services.
- Statewide implementation of transportation system for Cadets attending BCOT allowing greater efficiency and effective utilization of state vehicles.
- Approved and implemented a Cell Phone Interdiction Comprehensive Plan. Plan will include identification of policies, procedures and technology.
- Modification of Transitional Center criteria to identify offenders who demonstrate an actuarial need in areas of employment, housing and financial stability.
- Unified Sentencing was approved by the Superior and Supreme Courts. Utilization of unified sentencing in all Georgia counties will provide consistent information to the Department of Corrections.
- Developed and implemented SCRIBE program, with Operation of Information & Technology, that will provide facility suggestions based on the offender, security level, program needs, and bed type to assist in proper placement of offenders within the current population.
- Implementation and maintenance of Electronic Processes for Paperless System will provide notification of information and changes pertaining to an offender to ensure timely consideration to Parole supervision and immediate notification to the housing facility.
- Paper files maintained prior to SCRIBE has decreased by 70%; 7,800 to 4,900 inmate records.
- Implemented extradition procedure allowing inmates to sign a waiver for extradition from within the facility instead of being transferred out to court.
- Relocation of all staff and duties from Atlanta to Jackson without major impact to Admissions and Computation, Releases, Classification and Movements, Referrals, or Records Unit.
- Cost for offenders housed at county jails waiting to be transported to DOC facilities have decreased from approximately 8 million to 3 million.
- Between March 2010 and March 2011, in conjunction with Pardons and Paroles and Probation Operations, there have been 2,140 successful program referrals and releases from Strategic Intervention Program (SIP).
- Pilot Initiative deployed with the installation of JPay kiosks at three (3) female facilities. System provides offenders and family members the opportunity to communicate leveraging current technologies via eMessages and video visitation over a closed, secure network.
- Deployment of Order Now and GETS Technology Procurement to all Probation and Facilities Operations field sites. System affords more local control over computer and telecommunications equipment in support of its operations.
- Created and implemented two (2), 12 member GDC Specialized Tactical Squads called Cobra I & II, which are elite tactical teams that consist of the most highly trained, physically fit and professional staff.
- Created and implemented the Commissioner's Cup Challenge. The Commissioner's Cup Challenge is a leadership competition, an obstacle course, and tug-of-war challenge. The objective of the competition is to enhance the physical fitness standards and to increase motivation and morale for the Tactical Squads, Correctional Emergency Response Teams (CERT), and Canine Units.

ACCOMPLISHMENTS



Probation Operations

- Worked with the Georgia Board of Pardons and Paroles to conserve expenditures, eliminate duplicity and enhance joint agency effectiveness and efficiencies.
- Initiated and participated with local law enforcement agencies in Atlanta, Macon and Augusta in Joint Task Force initiatives intended to "sweep the streets" of wanted criminals.
- 12,206 probationers completed their court ordered community service obligation totaling 1,522,962 hours (\$10,998,246 value).
- Collaborated with Justice Mapping to identify geographic areas wherein probationer residences were concentrated and defined "hot-spots" using zip codes and probation circuits with the largest number of residing probationers.
- Developed a new, more effective public safety Probation Supervision Model.
- Installed Probation Officer Sentencing Specialists (POSS) to serve as an expert in all areas such as Probation Options Management (POM), Facilities, Mental Health, Parole Guidelines, alternatives and provide information to the Court about sentencing patterns.
- Embraced the Justice Reinvestment Initiative, a data driven approach to reduce spending and reinvest savings in cost effective, evidence based programming. The process is driven by continual analysis and assessment to improve those criminal justice practices, policies and procedures that are working and discontinue those that are not.
- With the cooperation of other Local and State agencies (BP&P, DJJ, local police/sheriff, etc.), GDC Probation sustained the operations of six (6) Probation Community Impact Programs (C.I.P.).
- Provided and trained GDC Offender Rehabilitative and Mental Health Counselors for service at Probation Day Reporting Centers and offices.
- Collaborated with GDC Risk Reduction Services to ensure all internal and external probation programs were deemed evidenced-based.
- Collaborated with the State's judiciary to develop unified sentencing forms intended to facilitate a most efficient process of confirming and communicating offender sentences.
- Participated and presented at the Georgia Drug Court Conference, Superior Court Judges Conference and Georgia Sheriff's Association Conference.
- Deployed Field Force Manager software via mobile telecommunications to provide officer safety and accountability.
- Deployed notebook computers to courtrooms and mobile field supervision teams to create effective communications and efficient operations.
- Installed Google Maps SCRIBE to provide field operations efficiency and accountability.
- Installed Interactive Voice Response Technology (IVR) in the Probation Reporting Contact Center (PRCC) to efficiently increase probationer reporting volume and answering/report taking.
- Probation Options Management (POM) expanded availability in 34 judicial circuits, 98 Superior Court Judges to include in excess of 17,500 offenders.
- Partnered with Applied Research Services and the Georgia Board of Pardons and Paroles to initiate an "Offender Recidivism Study".
- Developed an internal Field Officer Training (FTO) Program for 49 officers. Currently, we have filled 26 officer positions.
- Initiated an objectives-based program to recognize exceptional officer/staff performance in their local areas.
- In cooperation with Facility Operations and Pardons and Paroles, developed policy, process and accountability-based checklist of procedures to track the offender reentry process beginning upon entry and continuing through probation discharge.
- Developed and initiated a SCRIBE based Probation Accountability Report (PAR) that allowed vital probation case and caseload management data to be available.
- Conducted circuit, area and State Comparative Statistics (COMPSTAT) "report-outs" in order to hold ourselves most accountable to our duties and responsibilities.
- Reviewed and responded to all legislative initiatives potentially impacting Probation Operations and its stakeholders.

ACCOMPLISHMENTS



Operations, Planning & Training

- Inmate fire crews answered 3,193 emergency calls involving structural fires, vehicle accidents, wildfire, search and rescue and hazardous material incidents.
- Inmate firefighting crews provided “first responder” and clearing support to state emergency operations during recovery in the aftermath of severe tornadoes in North Georgia Spring 2011 as well as “first responder” firefighting support during the Waycross Fires Summer 2011.
- Continued development of leadership roles through participation in Professional Development Courses and advanced educational programs such as Pre-Command Training, Advanced Management Training, Corrections Leadership Institute and Georgia Law Enforcement Command College.
- Combined Management Development and Employee Development units to form the Leadership Development Unit, thereby eliminating duplication of services and placing all ‘non-security’ training programs under one management program.
- Redirected Training positions to establish four (4) Field Training Managers for more streamlined communications and increased training supervision throughout the state.
- “Fatherhood Program”, located at each of the State Prisons and Transitional Center, provides certified services like Parental Access and Visitation Education (P.A.V.E.) and voluntary DNA Paternity Testing to help offenders strengthen ties with family and become better fathers to their children. Program is in partnership with Child Support Services, Department of Human Services and the Board of Pardons and Parole.
- Expedited application and approval process for benefits through the SSI/SSDI Outreach, Access and Recovery (SOAR) program for offenders with mental health, substance abuse or special needs preparing to be released from incarceration. The Department partnered with the Social Security Administration to create this process.
- Fast tracked online Medicaid applications for nursing home placement of aging offenders. Partnership with the Department of Community Health to ensure Medicaid eligible offenders are able to be released as soon as placement in a suitable facility becomes available.
- 25 inmates graduated from the New Orleans Baptist Theological Seminary (NOBTS) program at Phillips State Prison earning a Bachelor’s Degree in Christian Ministry.
- Completed the relocation of the Department’s Headquarters and Fleet Management facility from downtown Atlanta to State Office South at Tift College in Forsyth, Georgia.
- Established a Centralized Inmate Firefighter Training Program, in partnership with the Georgia Public Safety Training Center located in Forsyth, Georgia.
- Implemented 18 Enterprise Technology projects through GETS, including Fast-Track expansions, cabling & wiring upgrades, the Headquarters relocation and numerous facilities/infrastructure upgrades.
- Increased ‘on-site’ medical services through the expansion of the Augusta State Medical Prison, start-up of the Helms Facility designed as an intermediate medical release center, and through the expansion of services in the Modular Surgical Unit at Georgia State Prison.
- Established “Accommodative Living” units for ‘medically fragile’ offenders at three (3) State Prisons, resulting in reduced contract care costs.
- Implemented capped Emergent Care Costs at the Medicaid rate and Pharmacy Co-Pay, through legislative policy changes.
- Established a more effective and proactive medical reprieve process with the Board of Pardons & Parole, resulting in increased numbers of reprieves being granted in a timely manner.
- Expanded Call Center Service to include 13 State Facilities handling over 334,189 calls. Average rates on calls resulted in a 90% Operational Efficiency rate through the State Remote Worker Program with an average rate of answer of 1:42 seconds.
- Implemented an Interactive Voice Reporting System for low risk probationers, freeing up Probation Officers workload to handle more high-risk Community Supervised offenders.
- Increased the Department’s Public Web traffic by over 20% and reduced the average page views from > 20 to < 10, which increased customer satisfaction from 68% to 83% year-over-year.
- Upgraded the Department’s Public Web Offender Query application by consolidating four (4) pages of data into a single interactive form and adding a multi-view results page.
- Partnered with the Governor’s Office of Customer Service to author the Performance Measurements section of Georgia’s eGovernment Initiative, to be used by over 40 State Agencies.
- Implemented a targeted Public Web Contact Form to enhance customer service by routing customer requests to the appropriate responder.
- Migrated the Board of Pardons & Paroles “Victim Restitution and Offender Fee” collection process to the Department’s Central Banking Unit.

ACCOMPLISHMENTS



Office of Investigations & Compliance

- The Fugitive Unit closed 340 cases involving Sex Offenders. There were 155 Hands on Arrests, 135 Administrative Arrests and 50 were Directed Arrests.
- Inmate Affairs and Ombudsmans (IAO) Customer Service Agents and Investigators participated in GDC's Semi-Annual Family Day activities in Milledgeville.
- IAO Investigators conducted numerous Grievance and DR training to various facility staff throughout the state.
- IAO investigated 4,187 Disciplinary Appeals, 4,932 Grievance Appeals, and received 6,800 Ombudsman contacts.
- Inmate Affairs investigators have become an important part of the 'Use of Force' review process by performing a second look at all 'Use Of Force' reports forwarded to OIC.
- Audits and Compliance Unit conducted and evaluated the operations of facilities and field offices utilizing departmental standards and ensuring safe, secure and efficient operations. Auditors examined community supervision standards in all 49 Judicial Circuits.
- The Intelligence Unit continues its partnership with the Georgia Terrorism Intelligence Project and the Georgia Information Sharing & Analysis Center.
- The Intelligence Unit has become proficient in the use of advanced technology for forensic examination of cellular telephones, social networking sites, and other cutting edge technologies.
- The Internal Investigation Unit continues its transformation into a Criminal Investigative Unit.
- Increased efforts to reduce illegal contraband introduced in prisons by working with local Sheriff Offices and Police Department on undercover operations.
- Entered into a partnership with GISAC, DOR and GBI in an effort prevent prisoners from filing false tax returns.
- Collaborated with several Federal Agencies on drug and gang activity in the prison system.

Georgia Correctional Industries

- GCI continued its progress on a more efficient and effective business model. A company-wide effort to scrutinize expenses and develop more efficient operating systems and methods has helped attenuate some of the more negative economic consequences of lagging local, state and federal coffers.
- Prison Industries Enhancement (PIE) program, located at Georgia State Prison, has expanded from the manufacture of regular traffic signs to the production of massive extruded panels used in large interstate signs throughout the United States interstate highway system.
- Developed business and sales with private contractors to work on state contract projects.
- Developed security fixtures for private prisons by working with customers and vendors.
- Developed a new mattress product for university use.
- Creation and implementation of the company's first team work initiative, the 2011 GCI North Georgia Challenge. The purpose of the event was to increase the level of team work, communication and cooperation among staff members. GCI plans to develop similar programs for employees in other parts of the state.
- Development and initiation of a completely new operating and accounting software system for the company. The installation of this system will culminate with the completion of an interactive, full-service web site during FY 2012.
- GCI utilizes more than 1,500 inmates on a daily basis in manufacturing and Food & Farm operations. These inmates have access to approximately sixty (60) OJT vocational certificate programs through associations with the State's technical college system.

HEADQUARTERS RELOCATION



The Department of Corrections has completed its move into the “Heart of Georgia” and is now headquartered at State Offices South at Tift College in Forsyth, Georgia.

With the relocation and opening of the Georgia Corrections Academy at State Offices South at Tift College in January 2010, renovation and restoration of the remaining historic administrative buildings, as well as upgrading the utilities infrastructure and roadways on campus took priority and work went into high gear. While the Department’s Inmate Construction Teams worked on renovation of the two newer buildings, the construction firm of Gilbane Inc. took on the challenge of restoration and renovation of the three main historic buildings on campus.

Through the joint efforts of the Department’s Senior Leadership, a specially designed HQ Relocation Task Force, and a Move Consultant, staff planning and coordination continued throughout the construction project, ensuring that the physical requirements for the relocation of the staff were accomplished. Coordination and oversight of the physical move to include installation and transfer of phone and computer services, furnishings, and the movement of the staff and equipment from Atlanta to Forsyth was accomplished. Throughout the process weekly updates were conducted to ensure relocation requirements were synchronized with the completion of construction milestones in order to prevent any time lag between project completion and staff occupation of work spaces. As a result of this close coordination, the first elements of the Headquarters began working from State Offices South on October 1, 2010. The Headquarters relocation was completed and an official Ribbon Cutting Ceremony by the former Governor Sonny Perdue occurred on November 12, 2010, a full 45 days earlier than originally planned.

The two remaining phases of the relocation project, construction of a new building for the Offender Administration Section and a new maintenance and services complex for the Department’s Office of Fleet Management, were completed in early 2011, and are fully operational.

Relocation to State Offices South at Tift College has revitalized and preserved Tift College’s historic value, reduced operating costs for the Department, and enhanced the overall customer service to the Department’s employees and the citizens of Georgia.

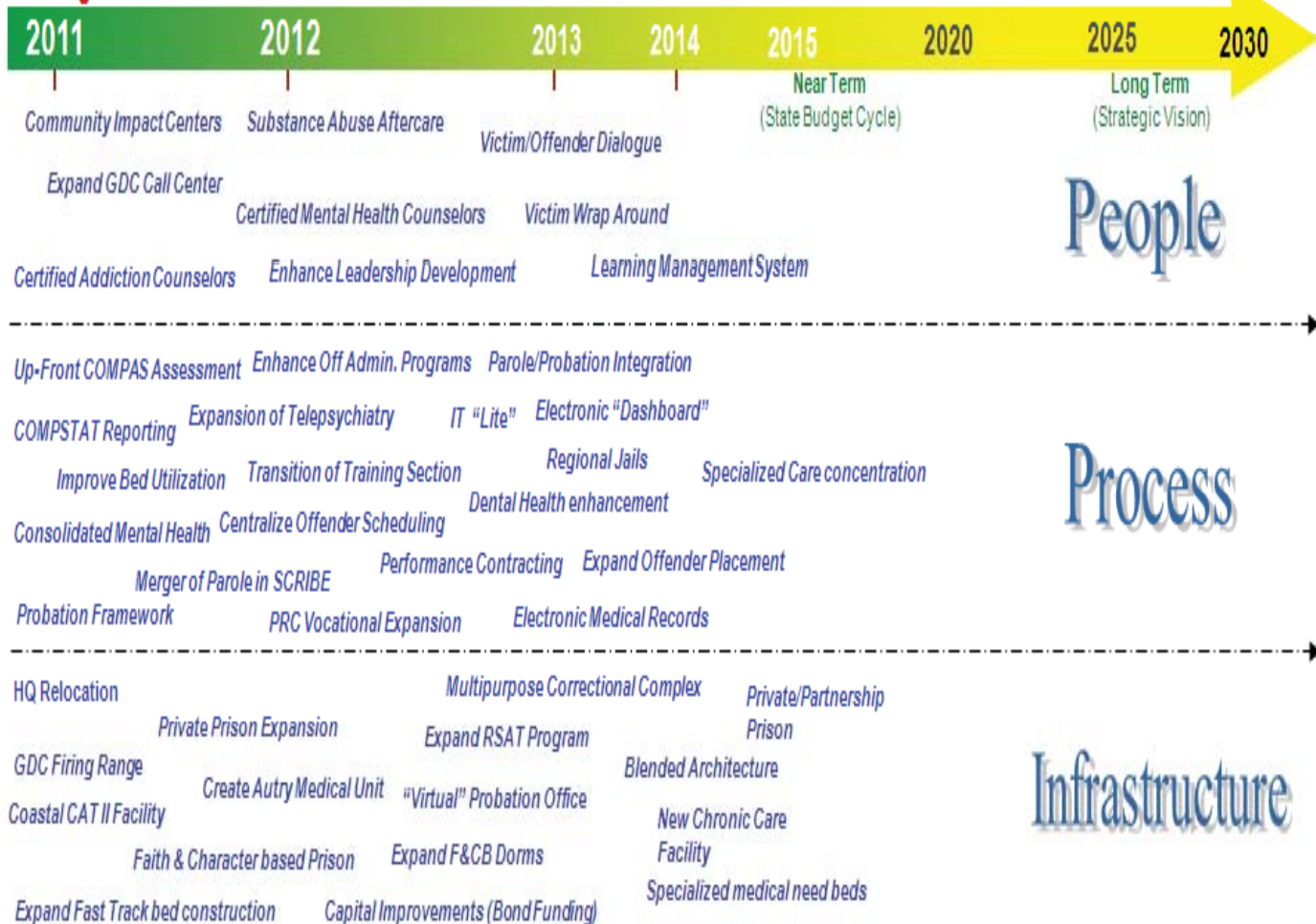


GDC Strategic Plan



Strategies and Initiatives:

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



People

Process

Infrastructure

- | | |
|--|--|
| Continue emphasis: <ul style="list-style-type: none"> - Education - Fitness - Wellness - Awards | Partnering in State Criminal Justice: <ul style="list-style-type: none"> - In house dialog & collaboration - Develop linkage of processes - Using IT solutions to create "Interoperability" - Create digital Offender Records |
|--|--|

Updated: Oct 2011



**CONTACT OUR CALL CENTER AT
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HUMAN RESOURCES DIVISION
OPERATIONS, PLANNING & TRAINING DIVISION
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