

ANNUAL REPORT 2013



GEORGIA DEPARTMENT OF CORRECTIONS

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VISIT OUR WEBSITE FOR MORE INFORMATION
DCOR.STATE.GA.US

MISSION

The Department of Corrections creates a safer Georgia by effectively managing offenders and providing opportunities for positive change.



VISION

To be recognized as the best corrections organization in the nation.

COMMISSIONER'S LETTER



I am honored to be one of the 12,000 dedicated employees who make up the Georgia Department of Corrections. Our team strives daily to carry out our mission of running safe and secure facilities housing 60,000 inmates statewide and protecting the public through the supervision of 160,000 probationers within our system.

During fiscal year 2013, many advances were made towards criminal justice reform. For example, to assist with the growing population of offenders who suffer with substance abuse issues, the Department implemented eleven Day Reporting Center (DRC) Lite programs in rural cities. DRC Lite provides programming to areas not able to support a traditional, physical Day Reporting Center. Additionally, due to the increasing number of violent offenders entering the system, structural changes were made to our highest security facilities, and a tiered phase program was implemented to help these offenders in segregation transition back into general population. Our agency will never stop evaluating and improving our processes and will remain focused on the goal of making Georgia a safer place by working to increase an offender's chance of staying crime free.

It is with pleasure that I present the Department of Corrections' Annual Report for Fiscal Year 2013. This report outlines the Department's current state of affairs and the accomplishments our professional team has achieved this fiscal year. I am delighted with our advancements and look forward to our continued achievement of success in the upcoming years.

A handwritten signature in black ink that reads "Brian Owens". The signature is written in a cursive style with a long horizontal stroke at the end.

Brian Owens
Commissioner

BOARD OF CORRECTIONS



The Board of Corrections is comprised of 18 members, as of January 2013, 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: Budget, Correctional Industries, Education/Programs, Facilities/Probation, Food & Farm, Health Services, Nominating, Operations, Recidivism and Utilities. 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

(Served until December 2012)

THIRD DISTRICT

Bruce Hudson

(Served until January 2013)

Duke Blackburn

(Appointed March 2013)

FOURTH DISTRICT

Carl Franklin

FIFTH DISTRICT

Justin Wiedemen

(Served until February 2013)

SIXTH DISTRICT

Roger Garrison

(Served until January 2013)

Carl Franklin

(Appointed July 2013)

SEVENTH DISTRICT

Vacant

EIGHTH DISTRICT

William S. Acuff

NINTH DISTRICT

Stacy Jarrard

(Appointed June 2013)

TENTH DISTRICT

Jim Whitehead, Sr.

(Served until January 2013)

ELEVENTH DISTRICT

John Mayes

(Served until January 2013)

Roger Garrison

(Appointed July 2013)

TWELFTH DISTRICT

Wayne Dasher

THIRTEENTH DISTRICT

Henrie Treadwell, Ph.D.

(Served until December 2012)

Bruce Hudson

(Appointed March 2013)

FOURTEENTH DISTRICT

District Instituted January 2013

John Mayes

(Appointed July 2013)

MEMBERS AT LARGE

George A. Potter

Perry, Georgia

(Resigned May 2013)

Roger Waldrop

Rockmart, Georgia

(Term Expired January 2013)

Jerry Willis

Perry, GA

Rose Williams

Gray, GA

SENIOR LEADERSHIP



Governor
Nathan Deal



Commissioner
Brian Owens



Assistant Commissioner, Chief of Operations
Timothy C. Ward



Assistant Commissioner, Chief of Staff
Gregory C. Dozier



Administration Division Director
Becky East



Operations, Planning & Training Division Director
Arnold Smith



Facilities Operations Director
Randy Tillman



Probation Operations Director
Mike Kraft



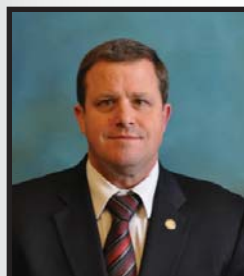
Human Resources Director
Patricia Smith



Public Relations & Intergovernmental Affairs Director
Joan Heath



Office of Investigations & Compliance Director
Ricky Myrick



Engineering & Construction Services Director
Stan Hall



Office of Information & Technology Director
Mike Nelson-Palmer



General Counsel
Robert Jones



Georgia Correctional Industries Director
Norman Wilson

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 Commissioners and other senior management staff.

The Assistant Commissioners serve as the Commissioner's appointed deputies, functioning as second in command of the department. The Executive Office consists of Human Resources, Public Affairs, Legal, Investigations & Compliance. 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 160,000 state probationers. The Administration Division Director oversees Georgia Correctional Industries (GCI) and 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.



Categories	FY 2013 (Final)
Total Funds (Excluding New Beds)	\$1,154,418,257
New Bed Funding	\$40,554,658
State Funds	\$1,121,180,577
Authorized Positions	\$12,663
Fill Positions (@Fiscal Year End)	\$11,928

Budget Breakdown	FY 2013 Amount	Percentage
(Total Funds)		
Personal Services	\$615,187,469	51.48%
Health	\$190,758,643	15.96%
Regular Operating Costs	\$117,067,710	9.80%
Contracts	\$181,899,127	15.22%
Subsidies	\$46,419,375	3.88%
Computers	\$1,817,450	0.15%
Infrastructure Repairs	\$1,000,000	0.08%
Real Estate	\$7,255,739	0.61%
Inmate Release	\$2,057,563	0.17%
Capital Outlay	\$31,509,839	2.64%
TOTAL	1,194,972,915	100%



Inmate Healthcare Costs



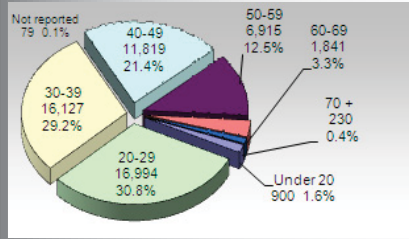
Fiscal Year	Direct Care (Expenditures)	Budget	Inmates
2004	34.9 M	133,574,259	46,737
2005	43.6	151,279,052	48,638
2006	51.0	180,357,092	47,921
2007	61.5	195,155,390	52,232
2008	71.1	220,496,778	53,645
2009	51.5	231,943,866	58,375
2010	44.3	217,635,486	54,049
2011	57.7	208,246,388	52,291
2012	54.9	206,883,766	53,185
2013	50.4	200,369,851	52,830

The FY2014 (House Bill 106) Appropriation is \$1,194,972,915 in State Funds of which \$40,554,658 is for new beds. FY2014 Authorized Positions is 12,663.

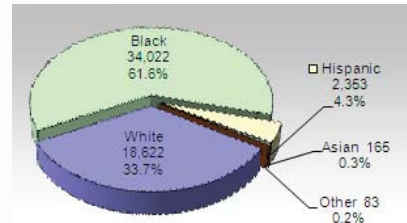
OFFENDER DEMOGRAPHICS

Prison Population: 55,245

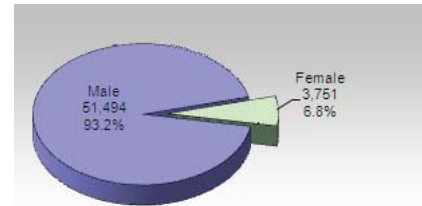
Age:



Race:



Gender:



AGE	AMOUNT
Under 20	900
20-29	16,994
30-39	16,127
40-49	11,819
50-59	6,915
60-69	1,841
70+	230
Not reported	79

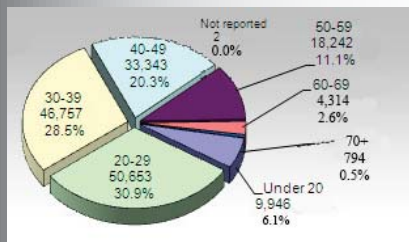
RACE	AMOUNT
White	18,622
Black	34,022
Hispanic	2,353
Asian	165
Other	83

MALE
51,494

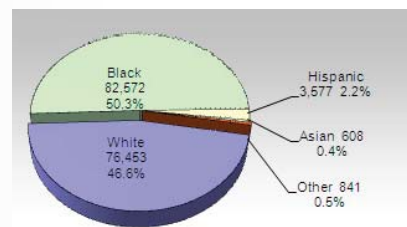
FEMALE
3,751

Probation Population: 164,051

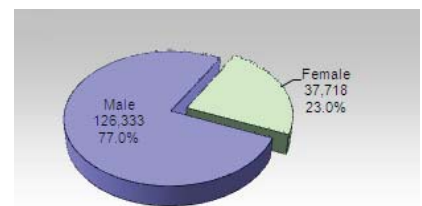
Age:



Race:



Gender:



AGE	AMOUNT
Under 20	9,946
20-29	50,653
30-39	46,757
40-49	33,343
50-59	18,242
60-69	4,314
70 +	794
Not reported	2

RACE	AMOUNT
White	76,453
Black	82,572
Hispanic	3,577
Asian	608
Other	841

MALE
126,333

FEMALE
37,718

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

	Violent	Sexual	Property	Drug	Habit/DUI	Others
Incarcerated Offenders	26,339	8,317	11,194	6,844	113	2,438
Active Probationers	30,946	7,774	59,765	52,250	1,421	11,895

Average Sentence Length in Years for Incarcerated Offenders

Seven Deadly Sins	Murder	Rape	Armed Robbery	Kidnapping	Aggravated Sodomy	Aggravated Sexual Battery	Aggravated Child Molestation
Count	5,683	1,772	5,728	1,570	209	183	1,272
Sentence Length	Life	Life	20.1	23.6	Life	24.0	Life

Life sentences are calculated as 25 years.
 For more information on the offender population, see the statistical profile reports on GDC's public website: dcor.state.ga.us



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 offenders in each facility across the state of Georgia. Each of these programs increase public safety by decreasing recidivism.

Vocational programs offered:

Auto Body Repair
Braille
Building Maintenance
Cabinetry/Carpentry
Commercial Driver's License
Computer Officer/Technology
Computer Repair A+
Construction
Cosmetology/Barbering
Culinary Arts
Diesel Mechanics
Drafting Electrical Wiring

Electronic Technology
Equine Rescue Program
Food Preparation/Culinary Arts
Graphic Arts/Printing
Heating/Air Conditioning
Horticulture
Masonry/Tile Setting
Plumbing
RESCUED Dog Program
Service Industry
VISION Guide Dog Program
Welding

Other Risk Reduction Services include:

Substance Abuse Counseling, Cognitive-Behavioral programs and Faith & Character Based programming.

ADMINISTRATION ACCOMPLISHMENTS

Administration

- Central Purchasing earned the “Outstanding Agency Accreditation Achievement Award” (OA4) from the National Institute of Governmental Purchasing (NIGP) - Institute for Public Procurement.
- Central Purchasing oversaw more than 550 Team Georgia MarketPlace (TGM) users with total marketplace of more than \$217 million, managed more than 80 agency contracts of approximately \$204 million and served as the subject matter expert and liaison for statewide contracts (SWC) of \$11.3 million.
- Care and Custody implemented a software application, which replaced all Legacy stand alone CARES applications, to manage and record the issuing of offender clothing, linen and hygiene items along with employee uniform and security items for all GDCs’ State Prisons, Probation Detention Centers, Transitional Centers, Probation Residential Substance Abuse Treatment (RSAT) centers, warehouses and central office locations.
- Budget Services, along with Central Purchasing, partnered with GDC Fleet Operations and designated vehicle coordinators from each GDC division to execute the purchase, delivery and deployment of 340 new vehicles. These vehicles, served to replace an equal amount of high mileage, aging vehicles within the facilities, probation supervision, Engineering and Construction Services and administrative and support functions throughout the department.
- A one-time incentive bonus was awarded to security employees who 1) were assigned to a security (POST certified) position at or below the Deputy Warden level; 2) possessed a minimum of two years continuous service in a security position with GDC; 3) had no record of disciplinary action or unsatisfactory performance within the previous year. The bonus provided a one-time lump-sum to eligible employees, determined by the number of years of continuous service - a minimum of \$200 for two years with increases of \$100 per year up to \$1,000 for ten or more years of continuous service.

Engineering & Construction Services

- Funded 190 separate project requests in support of major repairs at facilities statewide. Total funding was \$3,219,070.
- Processed renewals and renegotiated leases for 103 Probation Offices/Day Reporting Centers (DRC), five Transitional Centers, six wardens’ residences, and other leases including Twin Towers space, Care & Custody space, and parking spaces at Atlanta DRC.
- Completed design and construction documents for the diagnostics center renovations at Georgia Diagnostic and Classification Prison. This project will optimize intake processing, diagnostic screening, testing, and transportation functions to meet current and projected demands. Projected cost of implementation is anticipated to be \$3,465,000.
- Initiated the design and planning phase for proposed remodeling of the Medical Services unit at Georgia Diagnostic and Classification Prison. Project will include the renovation and conversion of approximately 10,000 square feet of existing infirmary and open dormitory areas into a new, consolidated 15 bed infirmary unit and adjacent 15 cell unit to house acute care and crisis stabilization care. Projected cost \$3,162,000.



ADMINISTRATION CONTINUED

- Completed multiple paving improvements that included repair and replacement of deteriorated facility perimeter roads and parking areas at Baldwin, Hancock, Johnson, Macon, Phillips, Rutledge, Telfair, Valdosta, and Washington State Prisons. The construction cost totaled \$1,300,000.
- Completed mechanical, electrical and plumbing improvements that included repair and replacement of failing critical equipment infrastructure components such as boilers, chillers, pumps, sanitary sewer systems and water towers at West Central Integrated Treatment Facility, Patten Probation Detention Center and Baldwin, Rutledge, Georgia, Dodge, Hancock and Augusta State Medical Prisons. Combined costs totaled \$2,221,000.
- Completed waste water, storm water, and screening improvements at Lee State Prison and sanitary sewer improvements at Georgia Diagnostic and Classification Prison. These installations are vital to maintaining the successful operation of facility waste handling infrastructure. Combined cost was \$2,120,000.
- Completed multiple roofing repair and replacement projects that remedied leaks and other related problems due to aging and deteriorated roof assemblies at Ware State Prison dormitories, Gainesville Probation Office, Phillips State Prison administration building and LaFayette Probation Office. Total cost was \$1,204,400.
- Selected Johnson Controls Incorporated for the first State of Georgia Guaranteed Energy Performance Contract under the Guaranteed Energy Savings Performance Contracting Act (O.C.G.A. 50-37). The energy conservation measures are projected to save 621,129 kWh of electricity and 149,411 therms of natural gas. Electricity consumption will be reduced by 15.5 percent and natural gas use will be reduced by 43.4 percent. The water conservation measures are projected to save the facility 27,945,000 gallons of water annually (a 38.7 percent reduction). Over the 15-year term of the contract, the guaranteed savings will exceed \$7.3 million. The total project cost is \$4.5 million.
- Further developed Thermal Video Detection for contraband interdiction at Level V facilities. The system uses video analytics to track intruders and alert officers to aid in the apprehension of the intruder.
- Designed and began installation of enhanced facility-wide CCTV network video system at several locations. This new system provides three times the video quality and doubles the recording time of previous video systems. These applications provide remote access to live and recorded video on mobile devices (iPads, iPhones, and Android phones and tablets).
- New Locking Control Systems (LCS) were installed at select locations.
- Hardening project was implemented at all Level V prisons - Hays, Hancock, Telfair, Macon, Valdosta, Ware and Smith in March 2013. New, more durable light fixtures, heater covers and wall mounted beds were designed and manufactured by Georgia Correctional Industries. Other improvements included the installation of barrel bolts, newly designed handcuff slots, stainless steel sinks/toilets/shower fixtures, wall lockers, moving lights switches outside of the cell, removing the receptacles from the cell, new shower doors, removing the desks/stools from the cells and extending the throw over bars in lock down buildings.



ADMINISTRATION CONTINUED

Georgia Correctional Industries

- Established manufacturing process for stab resistant vests.
- Designed and built new heavy-duty light fixtures, heat covers, tray slots, control room and day room furniture for GDC high security prisons.
- Launched new “Piedmont” office furniture line to provide new look and modular functionality for customers.
- Increased awareness of GCI’s ability to reupholster furniture, as a result sales for GCI’s Upholstery plant exceeded forecast.
- Won bid for Department of Human Services to print, warehouse and ship their printing requirements for 12 months, contract valued at over \$800,000.
- Partnered with Department of Juvenile Justice to provide all of their milk needs from our Rogers State Prison dairy.
- Opened Minuteman Café in the Clay National Guard Center (located at Dobbins Air Reserve Base) to provide food service operations to the Georgia National Guard staff on base.
- Constructed two food preparation trailers to aid in food production when mobile kitchens have to be deployed for emergencies and major kitchen renovations.
- Installed security cameras at the food distribution unit, Rogers State Prison cannery and Montgomery State Prison farm as an additional level of food safety and to help control contraband.
- Installed GPS tracking systems on all delivery trucks to track inefficiencies and aid en route planning/development.



HUMAN RESOURCES ACCOMPLISHMENTS

Administration

- Completed 360-degree assessments, an evaluation of an employee's work performance, for 240 senior staff employees assigned to leadership positions as part of the department's succession planning efforts.
- Trained 18 employees to become job coaches, increasing the total number of coaches to 31.
- Provided job coaching to over 200 employees in preparation to fill future gaps in the department's leadership.
- Increased the number of employees participating at the 5% level in the GSEPS 401(K) portion from 130 to 188.

Employment Appeals and Review

- Received 468 adverse actions with 181 requesting review; 169 were upheld, one overturned, seven modified, four revoked and 40 were continued.
- 75 employee grievances were processed; seven deemed grievances.
- Received 121 requests for written reprimand reviews.

Workforce Analysis and Planning

- Scanned 75,759 HR documents (examples: Hire Packages, Personnel Actions, Awareness Statements, Performance Management Reviews, Benefits) and processed 204 Open Records Requests.
- Processed approximately 2,400 GCIC/FBI criminal history Rap-Sheet reviews.

Employment Services

- Attended 24 career fairs throughout the state and developed and executed two career fairs intended to attract recently separated military veterans.
- Posted 4,916 positions in a concerted effort to get critical GDC positions filled.
- GDC charitable contributions totaled \$9,984 and the Department was awarded the Commissioner's Award by State Charitable Contributions Program (SCCP) for employee participation at the 9,000+ employee level.
- Employee Assistance Program (EAP) Coordinator continued work with the Georgia State Patrol improving Critical Incident Debriefing (CID) program for GDC employees.
- 942 EAP contacts were made and 634 were referred to EAP Consultants. 433 employees sought assistance from EAP counselors ensuring the EAP system is working to help promote resiliency in the lives of GDC employees

HR Operations

- Benefits and Transactions processed 22,635 personnel transactions; 2,062 were new hires.
- The Education Incentive Program had a total enrollment of 300 for FY13. Total enrollment is 687, which is a 9% increase from the previous fiscal year.
- Total education incentive payments were \$199,242.02 an increase of 26% from the previous fiscal year.



HUMAN RESOURCES CONTINUED

HR Audits and Compliance

- Performed 34 comprehensive audits and responded to 15 Equal Employment Opportunity Commission cases.
- Established 672 Transitional Employment Plans to comply with the Return to Work Program.
- Processed 69 leave donation requests for GDC Employees.
- Met the FY 2013 Worker's Compensation goal of 800 preventable claims. Developed and designed external signage for field locations.
- Successfully participated in audits by the Department of Administrative Services at the top seven locations. The locations included Georgia State Prison, Valdosta State Prison, Lee Arrendale State Prison, Georgia Diagnostic & Classification Prison, Augusta State Medical Prison, Smith State Prison, and Hays State Prison.
- Partnered with State Accounting Office (SAO) to implement the Time and Labor and Absence Management Modules in Peoplesoft. The purpose was to provide an automated system for Time and Labor and Absence Management which allows GDC to better collect and track time and attendance for employees. Implemented biometric Time Collection Devices (TCD) in prisons, centers and training academy.
- Successfully conducted training on Americans with Disabilities Act with Wardens & Executive Leadership.



OFFICE OF INVESTIGATIONS & COMPLIANCE

ACCOMPLISHMENTS

Internal Investigations Unit

- Initiated the Level V Investigator Program by permanently assigning one (1) Investigator to each Level V or Close Security Prison.
- Continued to bolster relationships with Local, State, and Federal law enforcement partners by conducting numerous joint investigations, providing intelligence, and participating in several enforcement task forces.
- Partnered with the Department of Administrative Services to develop a process to assist them with the investigation of workers compensation claims.
- Increased GDC's focus on the criminal prosecution of those committing crimes within or against the GDC.
- Invested in technology to streamline our investigative and intelligence gathering capabilities.
- Four Criminal Investigators were certified in Voice Stress Analysis and were provided with equipment to implement this new investigative tool.
- Bolstered relationship with the GDC Special Operations Group by participating in all facility shakedowns and gathering intelligence from these operations.

Inmate Affairs

- Completed 5,139 Grievance Appeals, 3,348 Disciplinary Appeals, and reviewed 2,227 Use of Force Reports.
- Implemented the new Statewide Grievance Policy and provided training on the new policy to facilities staff.
- Actively participated in the planning phase of the new statewide Inmate Disciplinary Policy to be completed and implemented by March 2014.
- Inmate Affairs Investigators assisted the Internal Investigations Unit with a special project for approximately three months at the Department of Juvenile Justice.
- Inmate Affairs Investigators attended Tier Training and implementation at all Level V facilities.
- Accepted responsibility for reviewing grievance and disciplinary appeals from offenders housed in Probation Detention Centers.

Apprehension Unit

Investigators are embedded with U.S. Marshal's Southeast Regional Fugitive Task Force, Drug Enforcement Administration (DEA), Federal Bureau of Investigation (FBI) and High Intensity Drug Trafficking Areas (HIDTA) Task Forces to recapture escapees from the Department's facilities and conduct criminal investigations to locate and apprehend absconded probationers and wanted dangerous sexual predators.

- Closed a total of 1,233 cases, which included 400 Hands on Arrest, 638 Assists to other Agencies, 103 Administrative closures and 92 Directed Arrests. Cases include escape, murder, aggravated assault, kidnapping, armed robbery, aggravated child molestation, rape, and other violent crimes.



OFFICE OF INVESTIGATIONS & COMPLIANCE

CONTINUED

Criminal Intelligence Unit

- Amplified our relationship with the Federal Bureau of Investigation through participation in their Gang Task Force and MATCH Task Force.
- Engaged advanced technology against the use of illegal cell phones.
- Spearheaded intelligence-led policing within the department. Held weekly intelligence meetings and provided threat assessments to executive leadership.

Audits & Compliance Unit

- The Audit and Compliance Unit examined Facility and Probation Operations, Security Operations, Business Processes, Engineering, Human Resources, Care and Treatment, Care and Custody, Medical, Mental Health and Prison Rape Elimination Act (PREA). During the audit, the team reviewed logs, records, and conducted interviews of staff and inmates. As each functional area team completed their audit, each Warden / CPO received a copy of the audit worksheets that contained detailed findings of each area audited and were briefed in each.

- Conducted 154 audits to include all Judicial Circuits, State and Private Prisons. Additional GDC facilities to include; Transitional Centers (TC), Probation Detention Centers (PDC), Residential Substance Abuse Treatment (RSAT) centers, Farms, and Food Distribution Centers. Follow-up audits conducted at facilities that have critical findings.

Office of Statewide PREA Coordinator

- GDC's Statewide PREA Coordinator completed PREA audits at 37 state and private prisons across the state and conducted 35 training classes for agency staff.
- More than 4,000 calls were received on the PREA Hot Line and individually reviewed.
- Utilization of the Sexual Assault Nurse Examiner (S.A.N.E.) program continues to expand and has proven to be very effective in providing a highly trained response to allegations of sexual assault.
- Remaining funds from the PREA Demonstration Grant received from the Bureau of Justice Assistance in 2011 aided in the final stage of research and program implementation of successful re-entry preparation for female offenders.

CONFISCATED CELLPHONES FROM STATE FACILITIES



CONFISCATED TOBACCO FROM STATE FACILITIES

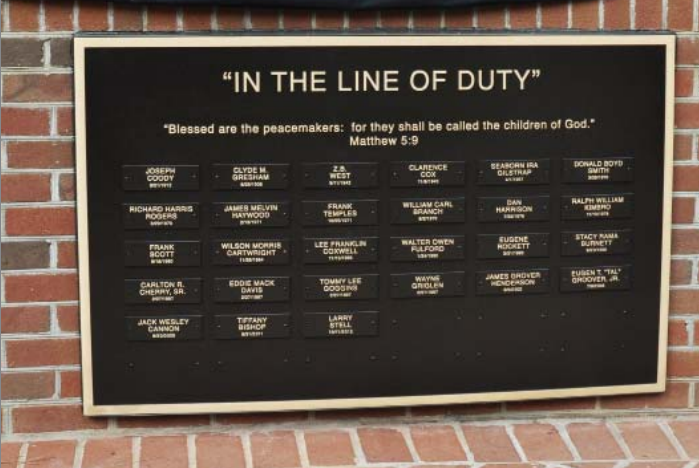


OPERATIONS, PLANNING & TRAINING

ACCOMPLISHMENTS

- Continued maintenance and enhancement of the historic character of State Offices South at Tift College through the installation of architecturally and historically appropriate street signs and lighting posts.
- Established the Officer Down Memorial Monument and Garden at Roberts Chapel, State Offices South at Tift College, honoring Correctional and Probation Officers killed in the line of duty.
- Implemented a new Fire House Cloud web-based data system, which allows for greater accountability and knowledge of equipment repair, maintenance costs, types and number of incident responses and personnel training/certification records, for all 19 GDC fire stations. The program is estimated to save the department up to \$22,000 annually.
- Completed a GPS pilot with three vendors to provide GDC inmate transport buses and vans with an increased level of security and accountability.
- Received a \$60,000 Interoperability grant from GEMA to purchase and install a Motobridge, three dual band mobile radios, and frequency patching equipment.
- Implemented a POST certified, joint Basic Probation-Parole Officer Training (BPPOT) course, that provides dual-certification to newly graduating Probation and Parole Officers entering duty in Offender Community Supervision.
- In collaboration with AT&T, conducted a Lan/Wan Transformation that upgraded all AT&T equipment throughout the Department at over 200 sites.
- Coordinated through Dell, infrastructure upgrades that replaced-upgraded over 1,300 computers.
- Established an infectious disease clinic at Augusta State Medical Prison, in collaboration with our partners at GCHC/GRU, that allows access to discount pricing for medications.
- Provided mental health services at 15 Day Reporting Centers (DRC) thus reducing the revocation rate of mentally ill probationers.
- Expanded Inter-Agency Agreement with GRU to provide comprehensive Electronic Health Records (EHR) for all state inmates. Implementation date is targeted for the FY 2015.
- Opened two Integrated Treatment Facilities (ITF) in the cities of Baxley and Zebulon. These facilities provide mental health and substance abuse treatment for both male and female inmates with co-occurring disorders. These facilities add an extra 338 beds to the Department's Residential Substance Abuse Treatment (RSAT) program.
- Remissioned Riverbend Correctional Facility as a program prison to increase programming opportunities for inmates that address their assessed needs at an accelerated rate.
- Implemented a Performance Incentive Credit (PIC) process with State Board of Pardons & Paroles. The process provides qualified inmates with the opportunity to receive up to six months of credit towards release for work and successful completion of needs programs.
- Awarded a Bureau of Justice funded Second Chance Act Adult Offender Comprehensive Statewide Recidivism Reduction Demonstration grant for \$1,000,000.
- Opened a Faith and Character-Based dormitory at Baldwin State Prison.

OFFICER DOWN MEMORIAL 2012



INNAGURAL BPPOT GRADUATION 2012



LEGAL SERVICES ACCOMPLISHMENTS

The Office of Legal Services provides legal support, policy guidance, and advice to the Commissioner and correctional professionals throughout the state. Examples of the work performed by Legal Services in fiscal year 2013 include the following:

- Provided extensive training to Probation and Correctional Officers including the legal content of Basic Probation Parole Officer Training, Basic Mental Health Training, and Basic Management Training.
- Drafted and renegotiated over 700 contractual agreements valued at more than \$450 million dollars.
- Assisted the Attorney General's Office in the legal strategy and defense of the Department and its employees in more than 1,000 lawsuits. These lawsuits included Civil Rights Actions, State Tort Claims Act matters, habeas corpus petitions, writs of mandamus, and employment lawsuits. Over half of the lawsuits received were petitions for habeas corpus, which offenders file to challenge the validity of their criminal conviction.
- Responded to more than 320 Open Records Act requests.
- Provided oversight and recommended appropriate action on all major internal investigations involving conduct of the Department's employees.
- Represented the Department in administrative hearings in employment matters before the Office of State Administrative Hearings.
- Reviewed all proposed legislation that could have impact on the operations or budget of the Department and prepared an analysis of the potential impact.



FACILITIES OPERATIONS ACCOMPLISHMENTS

- Converted Bleckley Probation Detention Center to a female PDC. This helped reduce the female PDC waiting list by adding 230 beds for female PDC placement.
- Converted Whitworth Parole Revocation Center to Whitworth Women's Facility, which eliminated the 400+ jail backlog for female offenders.
- Increased Performance Incentive Credit (PIC) Program eligibility by 218% and program enrollments by 191%.
- Reduced the jail backlog from 1,700 to 409.
- Converted West Central Pre-Release Center to an Integrated Treatment Facility that houses female probationers with dual diagnosis of substance abuse and mental health issues.
- Processed 29,509 admissions and 23,809 releases.
- Transported 1,863 cadets to training; 86,453 inmates on security transport; and 18,225 inmates on medical transports for a total of 1,724,124 miles. Saved over 714,239 miles from the prior fiscal year's transports.
- Began implementation of the Tier Program in all Level V facilities. The Tier Program provides significantly improved isolation/segregation processes for difficult to manage offenders. Full implementation is expected in the first quarter of FY 2014.
- Entered into a partnership with the Georgia-based company, Blue Bird Corporation. Deployed ten new buses and implemented a preventive maintenance program for the transport fleet.
- Doubled lockdown space at all Level V facilities which provided increased security and reduced the number of violent incidents.
- Saved an additional \$100,000 this year compared to the previous year through rescheduling and streamlining transport processes, routes, vehicle utilization, and improving the transport vehicle preventive maintenance program.
- Reduced Jail subsidy pay out from \$14,146,770 in calendar year 2012 to \$3,164,964 in calendar year 2013.
- Confiscated 8,132 cell phones through continuing cell phone interdiction efforts.
- Implemented Electronic Sentencing at all 159 counties. Processed 28,870 sentencing packets.
- Certified over 70% of all officers in Level V facilities on the use of OC spray.
- Increased successful completions and releases from the Strategic Intervention Program to 3,348.
- Hardened large portions of Level V facilities resulting in a reduction of hard contraband and weapons discovered during shakedowns.
- Expanded the Strategic Intervention Program to include three to five year cases. Cases resulting in additional 750 successful completions and releases for male offenders.
- Implemented the Maxout Reentry Program (MORE) at 13 Transitional Centers (TC) Statewide. The program provides TC programming for inmates maxing out with no parole or probation.
- Implemented the first Mental Health Level III services at Valdosta Transitional Center.
- Deployed iPads for trial use in selected facilities for Disciplinary Report processing, and for Counselor contacts in the dorm.



PROBATION OPERATIONS ACCOMPLISHMENTS

- Based on the 2012 merger of basic officer training with State Board of Pardons and Parole (PAP), GDC and PAP achieved certification from the Georgia Peace Officers Standards and Training Council (POST) for its officers to be designated as Probation/Parole Officers.
- Initiated and participated with local law enforcement agencies in Atlanta, Augusta, Columbus, Lawrenceville and Savannah in Joint Task Force initiatives intended to sweep the streets of wanted criminals and to ensure heightened accountability for registered sex offenders.
- 12,969 probationers completed their court ordered community service obligations providing 1,507,940 hours of free work (valued over \$10,932,565 @ \$7.25/hr.).
- Collected \$48,966,293 in fines, victim restitution and fee collections (not including payments required to be paid directly local county governments).
- Utilized the automated and dynamic offender risk assessment process. Analyzed offender assessments and behavioral dynamics to ensure outcome(s) guided supervision responses and resource allocations.
- Continued utilization of a most effective public safety Probation Supervision Model across the state—focusing officer attention and resources on higher/highest risk offenders.
- Probation Options Management (POM) expanded availability into 36 judicial circuits, serving 108 Superior Court Judges to include 30,245 offenders.
- Sustained operations of 14 Day Reporting Centers (DRC) and brought a 15th DRC online.
- Initiated a DRC-Lite program in 11 probation circuits. DRC-Lites provide enhanced drug, alcohol and cognitive skills resources in circuits often deplete of the infrastructure to support a full DRC facility and programming.
- Increased general and mental health counselors at Probation Day Reporting Centers and local probation offices.
- Trained Probation Officers as Mental Health Probation Officer Specialists and stationed one in each probation office statewide. These officers supervise reduced caseloads exclusively/predominately composed of offenders challenged with mental illnesses and disabilities.
- Established a collaborative protocol and resource base with the Georgia Department of Behavioral Health and Developmental Disabilities, to include local Community Service Boards, in order to meet challenges presented by the increasing number of mental health offenders.
- Sustained successful operation of two Integrated Treatment Facilities (1 male and 1 female), in collaboration with Facilities Operations, specializing in treating probationers that have mental health and substance abuse treatment needs.
- Sustained utilization of officers as Probation Officer Sentencing Specialists (POSS), positions focused on ensuring effective representation in State's courts, as well as exception sentence coordination, information and support.



PROBATION OPERATIONS CONTINUED

- Sustained establishment of “What Works” and “Evidence-Based Practices” into business acumen and offender needs-based programming.
- Sustained and improved the efficiency of an electronic system (between County governments and GDC) designed to submit sentencing documents that facilitate the process of confirming and communicating offender sentences and reducing the number of locally jailed offenders.
- Continued expansion of Probation Reporting Contact Center (PRCC) to achieve the greatest efficiency in managing low risk offenders, enabling for more officers to be available to manage higher risk offenders.
- Partnered with Applied Research Services, and PAP to develop (on-going) an automated assessment instrument specific to Georgia’s offender population intended to identify risks of re-arrest, non-compliance and criminogenic need(s) domains.
- Sustained and enhanced a Probation Operations internal Field Officer Training (FTO) program for all 49 judicial circuits. Achieved POST Field Training Officer certification for the corps of probation officers completing the Basic Field Training Officer curriculum.
- Sustained and improved policy, process and accountability-based checklist of procedures to track the offender reentry process, in cooperation with Facilities Operations and PAP.
- Sustained SCRIBE based Probation Accountability Report (PAR) that allowed vital probation case and caseload management data to be made available.
- Utilized Verizon mini-laptop computers, iPhone and iPad wireless technology, VHF/UHF/800-900 MHz mobile and hand held radio communications, mobile biometric fingerprint scanner/identification devices (Rapid ID) and Google mapping enhancement for efficient and effective case management, service to the Courts, and for enhanced officer safety.



Georgia Department of Corrections Strategic Plan & Vision

MISSION / VISION

Mission: Create a safer Georgia by effectively managing offenders and providing opportunities for positive change

Vision: Be recognized as the best corrections system in the nation

Focus: Support vision of a lean and responsive state government that allows communities, individuals and businesses to prosper

CORE ORGANIZATIONAL PRINCIPLES

Values Based: Stewards of the Public Trust

Embrace Change: Transformation is Inevitable

Business Acumen: Use Best Business Practice

A Learning Organization: People are the Key to Success

GOALS AND OBJECTIVES

Maintain Safe & Secure Facilities – Promote Safe Communities – Enhance Treatment Options to Support Alternative Sentencing – Enhance Offender Reentry – Build & Maintain a Quality Workforce – Implement Sound Fiscal Responsibility & Effective Resource Management

- "The Challenges"**
- o Decreased state revenues and increased budget cuts
 - o Increasing probation population
 - o Increasing need for Substance Abuse & Mental Health services
 - o Increased need for community based services and programs
 - o Aging inmate population
 - o Rising healthcare costs
 - o Aging Infrastructure
 - o Staff Recruiting & Retention
 - o The "Technology Gap"



Near Term
(State Budget Cycle)
Desired Outcome
Investment in community supervision as an alternative sentencing option to locking up offenders
Long Term
(Strategic Vision)

Strategies and Initiatives

2013	2014	2015	2016	2017	2020	2025	2030	2033
Community Impact Centers	Counselors in Rural Areas		Victim/Offender Dialogue					
Individual Retirement Planning	Certified Mental Health Counselors			Remote Inmate Programming				
Substance Abuse Aftercare	Probation MH Officer	Learning Management System		Virtual Training Centers				
Electronic Time Keeping	Enhance Leadership Development							
Certified Addiction Counselors	Turnover Management	Worker's Compensation						
Expand Call Center Utilization	Electronic "Dashboard"	Increase Program Services		Parole/Probation Interoperability				
Enhance Off Admin. Programs	Expand Use of PRCC	DRC "Lite"		Specialized Care concentration				
Parole Interoperability with SCRIBE	Medical Reprieve	Vehicle GPS		Consolidated Mental Health				
Electronic Medical Records	Dental Health enhancement	Expand Offender Placement		Automated Grievance and Disciplinary Systems				
Centralize Offender Scheduling	Expand Vocational Training	Use of Alternate Fuels						
Expansion of Telepsychiatry	Performance Contracting	DRC Expansion	IT "Lite"		Electronic Control Devices			
Judicial Portal/E Sentencing	Increased JTF Ops							
Expanded Use of Private Prisons	Create Program Prison							
Specialized medical need beds	Special Fencing	Expand RSAT Program	Multipurpose Correctional Complex				Construct New Facilities	
Expand F&CB Dorms	Cell Phone Interdiction	"Virtual" Probation Office		Use of Solar Energy				
Integrated Treatment Facility (ITF)	Inmate Tracking & Counting System			Infrastructure Master Plan				
Sub Metering of Facilities	Energy Performance Contracting	Expand F&CB Dorms	Private/Partnership Prison					
Remission PRC to RSAT	Capital Improvements (Bond Funding)	Blended Architecture	New Chronic Care Facility					

People

Process

Infrastructure



**CONTACT OUR CALL CENTER 404-656-4661
FOR THE APPROPRIATE DIVISION:**

**ADMINISTRATION
CORRECTIONS
HUMAN RESOURCES
LEGAL SERVICES**

**OPERATIONS, PLANNING & TRAINING
PUBLIC AFFAIRS
OMBUDSMAN/INMATE AFFAIRS**

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