



Georgia Department of Corrections Annual Report FY2014



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Mission

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

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.

Commissioner's Letter

On behalf of more than 12,000 dedicated professionals of the state's largest law enforcement agency, it is with pleasure that I present the Department of Corrections' Annual Report for Fiscal Year 2014. This report denotes the Department's current state of affairs, highlights and accomplishments that our professional team has achieved this fiscal year.

Our mission is clear; create a safer Georgia by effectively managing and providing opportunities for positive change to our 54,000 state inmates and 160,000 state probationers. During fiscal year 2014, the Department continued to make advancements within criminal justice reform as well as laid the foundation of cost-saving energy initiatives within our state facilities.

In regards to our criminal justice reform efforts, the Department implemented a new automated assessment instrument, Next Generation Assessment (NGA). This tool identifies risks of rearrest, non-compliance and criminogenic needs of Georgia's offenders. The Department now has the ability to instantly retrieve pertinent security-related background information on each offender as well as assign offenders to specific programming based upon their specific needs. Another advancement in criminal justice reform was initiated with Governor Nathan Deal's signing of Senate Bill 365 into law, which helps rehabilitated offenders successfully reenter society by removing barriers to employment, housing and education. The Department created additional educational opportunities for offenders by establishing GED Testing Centers in all state prisons, thus making basic education more readily available.

Additionally, the Department has made great strides in becoming more energy efficient. In FY2014, the Department became the first state agency to enter into a Guaranteed Savings Energy Performance Contract. The 15-year contract with Johnson Controls Incorporation will provide guaranteed savings of over \$7.3 million in utility costs at Phillips State Prison.

I am pleased with the advancements we have made and look forward to continuing to achieve greater success in the upcoming years as our Department is steadfast in implementing measures to make Georgia a safer place.



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

Alton Russell

(Appointed June 2013)

THIRD DISTRICT

Duke Blackburn

(Appointed March 2013)

FOURTH DISTRICT

Sonja Allen

(Appointed June 2014)

FIFTH DISTRICT

Andrea Shelton

(Appointed June 2014)

SIXTH DISTRICT

Carl Franklin

SEVENTH DISTRICT

Vacant

EIGHTH DISTRICT

William S. Acuff

NINTH DISTRICT

Stacy Jarrard

TENTH DISTRICT

Mac Collins

(Appointed June 2014)

ELEVENTH DISTRICT

Roger Garrison

(Appointed July 2013)

TWELFTH DISTRICT

Wayne Dasher

THIRTEENTH DISTRICT

Bruce Hudson

(Appointed March 2013)

FOURTEENTH DISTRICT

John Mayes

(Appointed July 2013)

MEMBERS AT LARGE

Lee Anderson

Grovetown, Georgia

J.M. "Bob" Plemons

Ringgold, Georgia

Jerry Willis

Perry, GA

Rose Williams

Gray, GA

Roccio Woody

Dunwoody, Georgia



Senior Leadership



Governor
Nathan Deal



Commissioner
Brian Owens



*Assistant Commissioner,
Chief of Operations*
Timothy C. Ward



*Assistant Commissioner,
Chief of Staff*
Gregory C. Dozier



*Assistant Commissioner,
Education*
Dr. L.C. "Buster" Evans

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, Investigations & Compliance, Legal, and Public Affairs. The Human Resources Director oversees, coordinates, monitors, evaluates, and administers human resources functions department-wide. The Office of Investigations & Compliance is responsible for investigating all claims of sexual harassment and misconduct in the correctional facilities. The Legal Office acts as the agency's internal counsel. The Director of Public Affairs is the agency's contact point with the public and the media.

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, Reentry Services, Information Technology, Health Services, Fire and Safety Services, Operations Center and Campus Operations. The Director of Georgia Correctional Industries oversees inmate training and industries that supply various products for use both internal and external to the agency.



*Administration
Division Director*
Becky East



*Operations, Planning
& Training Division
Director*
Arnold Smith



*Facilities
Operations Director*
Rick Jacobs



*Probation
Operations Director*
Mike Kraft



*Human Resources
Director*
Patricia Smith



*Public Relations &
Intergovernmental
Affairs Director*
Joan Heath



General Counsel
Robert Jones



*Investigations &
Compliance Director*
Ricky Myrick



*Engineering &
Construction
Services Director*
Stan Hall



*Office of Information
& Technology Director*
Mike Nelson-Palmer



*Georgia Correctional
Industries Director*
Norman Wilson

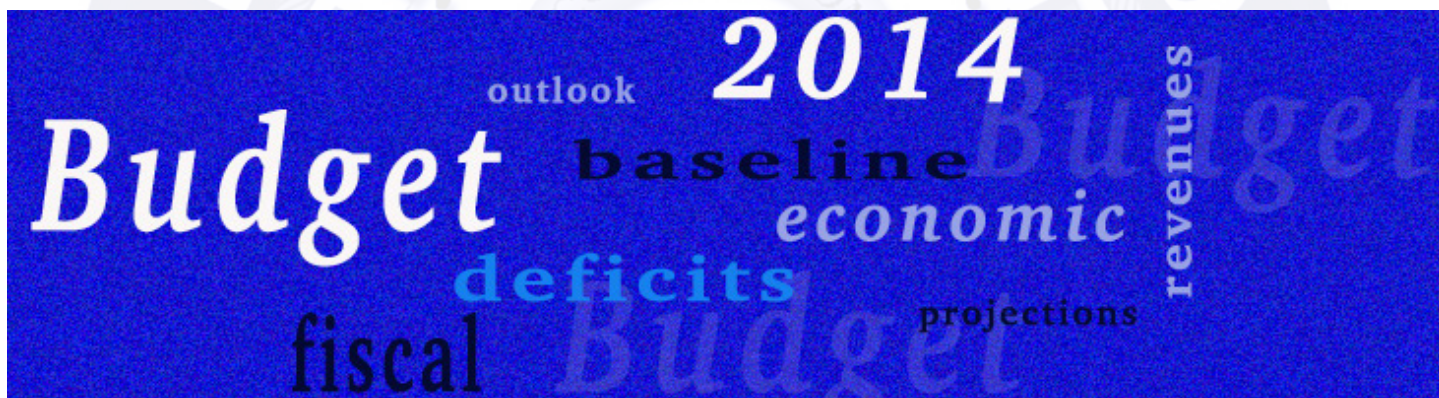


Budget

FY 2014 Categories

Total Funds (Excluding New Beds).....	\$1,195,076,685
State Funds.....	\$1,121,180,577
Authorized Positions.....	12,663
Fill Positions (@Fiscal Year End).....	11,799

<u>Budget Breakdown</u>	<u>FY 2014 Amount</u>	<u>Percentage</u>
Personal Services	\$615,187,464	51.48%
Health	\$188,966,904	15.81%
Regular Operating Costs	\$131,461,788	11.00%
Contracts	\$181,413,855	15.18%
Subsidies	\$37,080,692	3.10%
Computers	\$1,817,450	0.15%
Infrastructure Repairs	\$1,000,000	0.08%
Real Estate	\$7,255,739	0.61%
Inmate Release	\$1,724,179	0.14%
Capital Outlay	\$29,168,614	2.44%
Total	1,195,076,685	100%



Inmate Healthcare Costs

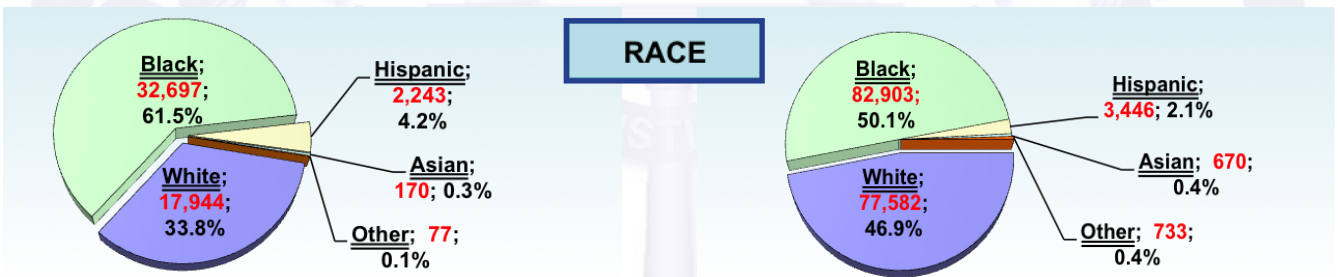
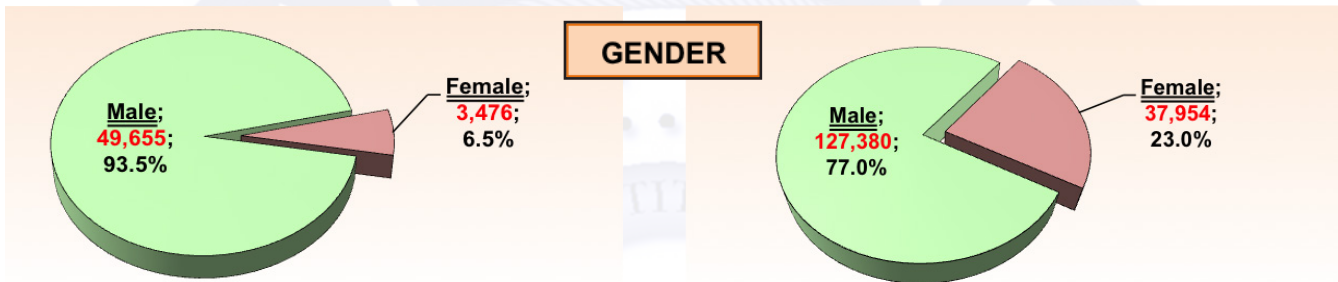
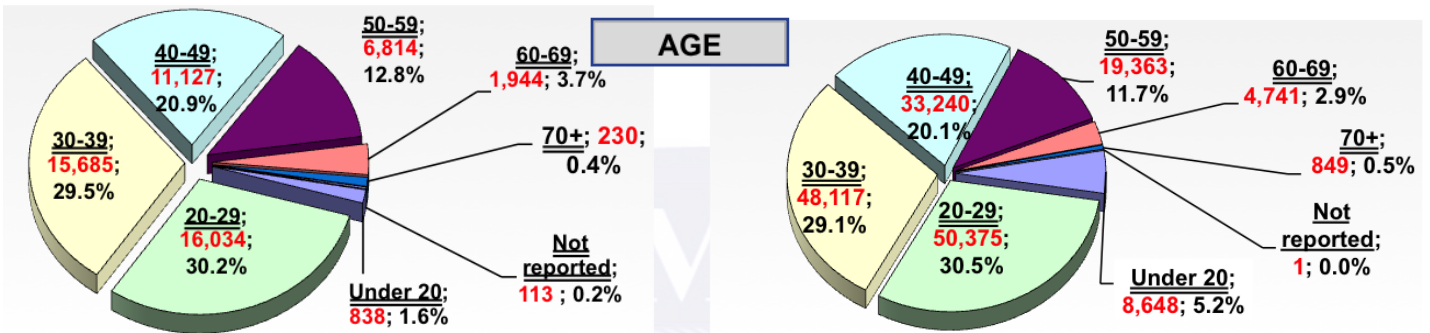
<u>Fiscal Year</u>	<u>Direct Care (Expenditures)</u>	<u>Budget</u>	<u>Inmates</u>
2007	61.5	195,177,486	53,863
2008	71.7	220,496,778	54,785
2009	70.8	231,943,866	54,773
2010	65.7	217,635,486	53,702
2011	57.7	208,246,388	52,150
2012	54.9	203,070,836	52,830
2013	50.4	200,369,851	53,185
2014	49.4	202,249,867	50,830

The FY2015 (House Bill 744) Appropriation is **\$1,162,580,006** in Total Funds and **\$40,554,658** in State Funds. FY2015 Authorized Positions is **12,678**.

Offender Demographics

Prison Population: 53,131

Probation Population: 165,334



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	26,357	8,356	9,981	5,971	109	2,357
Active Probationers	32,506	7,884	59,178	52,047	1,482	12,237

Seven Deadly Sins Crimes

Average Sentence length in Years for Incarcerated Offenders

Major Offense	Murder	Rape	Armed Robbery	Kidnapping	Aggravated Sodomy	Aggravated Sexual Battery	Aggravated Child Molestation
Count	5,873	1,759	5,808	1,545	203	189	1,258
Sentence Length	Life	Life	20.4	24.2	27.5	24.7	29.7

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:

A+ Certification/ Computer Repair
Auto Body Repair
Auto Painting
Auto & Diesel Mechanics
Barbering
Braille Transcription
Building Maintenance
Carpentry/Woodworking
Commercial Driver's License
Computer/ Electronics Repair
Cosmetology
Culinary Arts
Customer Service

Drafting
Electronic Technology
Electrical Wiring
Equine Rescue Program
Graphic Arts/Visual Arts
Heating & Air Conditioning
Horticulture
Industrial Maintenance
Masonry/Tile Setting
Plumbing
Veterinary Assistant/Guide Dog
Welding

Other Risk Reduction Services include:

Substance Abuse Counseling, Cognitive-Behavioral programs and Chaplaincy services



We believe that we can create better opportunities in life as well as lower Georgia's recidivism rates, by improving the education levels of inmates while they are in our custody.

--Dr. L.C. "Buster" Evans, Assistant Commissioner of Education.

Administration

Administration

- Central Purchasing oversaw more than 520 Team Georgia MarketPlace (TGM) users with total marketplace of more than \$277 million, managed more than 103 agency contracts with approximately \$230 million and served as the subject matter expert and liaison for Statewide Contracts (SWC) of \$19.7 million.
- Care and Custody implemented approximately 3,200 Level V facility officers, transfer officers and special operations squad members with a protective spike or spike/ballistic vest to improve personal safety. As the protective vests were introduced to facilities, further enhancements were made to the intranet-based software inventory system to facilitate the management, tracking and ordering of new vests and recycling of existing vests.
- Care and Custody ordered 2,100 GLOCK handguns to completely refresh the Department's aged GLOCK inventory.



- 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 181 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.

Engineering & Construction Services

- Funded 156 separate projects in support of major repairs at facilities statewide. Total funding was \$2,511,377.
- Completed numerous mechanical, electrical, and plumbing improvements at multiple facilities. Improvements included repair and replacement of failing critical equipment infrastructure components such as boilers, cooling towers, emergency generators, and heating water loop systems at Baldwin State Prison, Rutledge State Prison, Autry State Prison, and Georgia State Prison. Combined costs totaled \$2,720,000.
- Completed multiple roofing repair and replacement projects that remedied leaks and other problems due to aging and deteriorated roof assemblies at Rogers State Prison canning plant, Georgia State Prison fourth floor, Central State Prison administration building, Pulaski State Prison B1 and B2 dormitories, Patten Probation Detention Center, and Metro Transitional Center. Combined cost was \$1,750,000.
- Completed multiple wastewater improvement projects including sewage lift stations, screening structure upgrades, and grease trap interceptors at Whitworth Women's Facility, Phillips State Prison, Augusta State Medical Prison, Dodge State Prison, and Johnson State Prison. Combined cost was \$5,370,000.

Administration *continued*

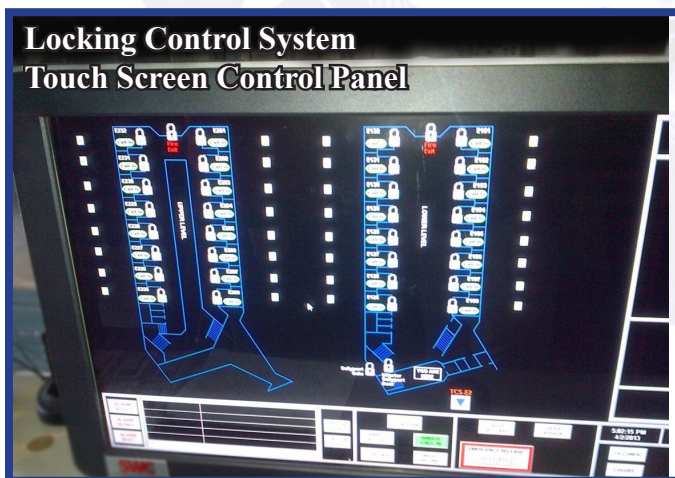
- Completed the design and began construction of the wastewater treatment plant improvements and sanitary sewer collection system rehabilitation projects at Rogers State Prison. Total cost was \$3,470,000.
- Completed design and replacement of the kitchen floors at Emanuel Probation Detention Center and Dooly State Prison. Installations provide the staff and inmates a safe and healthy food preparation environment. Total cost was \$256,000.
- Completed design and construction for the Asphalt Paving Improvements at Georgia Diagnostic & Classification Prison (GDCP). Improvement will significantly reduce the cost of repairs on state and privately owned vehicles. Total cost was \$760,000.
- Completed design and construction documents for the remodeling of the Medical Services Unit at GDCP. Project includes the renovation and conversion of approximately 10,000 square feet of existing infirmary and open dormitory areas into a consolidated, 15 bed infirmary unit and adjacent 15 cell unit to house acute care and crisis stabilization care. Projected cost of implementation is anticipated to be \$3,660,000.
- Awarded construction contract for Diagnostics Center Renovations at GDCP. Project will optimize intake processing, diagnostic screening, testing, and transportation functions to meet current and projected demands. Approximately 32,000 square feet of building area is included in this construction and renovation. Projected cost is \$3,470,000.
- Initiated the design process for the remodel and conversion of the Dalton Diversion Center. Project includes the remodel and conversion of an existing GDC facility into a Probation Office, Day Reporting Center and Georgia Public Safety Training Center, along with minor exterior improvements and parking expansion.
- Continued progress with implementation of the first Guaranteed Savings Energy Performance contract in the State of Georgia. Project includes the installation of \$4,500,000 of energy efficiency improvements at Phillips State Prison and offers a guaranteed savings of over \$7,300,000 in utility costs over the 15-year contract term with Johnson Controls Incorporated.
- Completed mandatory Asbestos Management Program training for GDC facilities staff that are engaged on a daily basis with the care and maintenance of the Department's properties. Ninety-eight employees received the required training and certifications to include engineers, maintenance supervisors and craftsman from numerous facilities.
- Processed 125 lease renewals and renegotiations for numerous Probation Offices, Day Reporting Centers, Transitional Centers, Wardens' residences, and various other properties and facilities vital to successful operation of the Department's daily functions.
- Converted the food services area of Baldwin State Prison from a reheat facility to a full-service kitchen. Total cost was \$1,600,000.



Administration *continued*

Technical Support Section

- Select facility received a new Programmable Locking Control System (PLC), that allows reprogramming and icon modifications and is equipped with touchscreen panels. System replaced outdated, hardwired system that did not allow for changes to the operating system to conform to changing mission requirements or operations.
- New Locking Control Systems (LCS) will be installed at select facilities at a cost of \$1,300,000 per project. The new LCS will be computer-based, referred to as a PLC, with a touchscreen panel. In addition to the Locking Controls, new 5” locks in a Surface Mounted Locking Device (SMLD) will be installed replacing the current 2” narrow jamb locks. The SMLDs have a Light Emitting Diode (LED) mounted on the top of the device. LED is to provide a positive indication to officers that the door is closed and locked.
- New PLC based LCS’s are currently in design for select facilities. Some designs will include installation of new sliders with mounted LED, installation of 5” locks in SMLD to include LED that will replace the current 2” narrow jamb locks, and installation of framed woven wire mesh on interior of cells to prevent inmates from reaching out of their cells. Projected cost range from \$1,800,000 to \$5,000,000 per project.
- New 12 volt direct current (vdc) LED bulbs were tested to replace 120 volt power sources within inmate cells, thus reducing power consumption and deterring inmates from damaging light fixtures or digging for power source wires.
- Continuation of agency-wide Fiber Optic Cable Network upgrade, in support Life Safety Electronics (Locking Control / Fire Alarm), Closed Circuit Television, Information Technology, Inmate Education Programs and other systems. Sites currently completed are: Valdosta (not to include “Annex”), Hancock, Ware, Telfair, Hays, and Smith State Prisons. Ongoing sites are: Dodge, Autry, Lee Arrendale, Lee and Pulaski State Prisons.
- Designed and installed the facility-wide network video system at GDCP’s Special Management Unit. System consists of 84 high resolution cameras and two video servers on-site. System provides three times the video quality and doubles the recording time of previous video systems.
- Completed the design for CCTV cameras at four Level V facilities, consisting of over 46 servers, 1,000 cameras and 20 on-site video clients.



Mobile Construction Services

- Hardening Project was completed at these Level V facilities: Hancock, Telfair, Macon, Valdosta, Ware and Smith State Prisons. Hardening project is currently in progress at Georgia and Augusta Medical State Prisons. Newly designed and standardized, expanded metal recreation pens were constructed at: Smith (36 pens), Macon (36), Ware (40), and Hancock (44) State Prisons. Currently constructing 25 recreation pens at Georgia State Prison.

Administration *continued*

- Constructed new front bunker to include restrooms at Telfair State Prison.
- Constructed three new Georgia State Patrol Offices in Troop, Hall and Monroe counties. Buildings include sleeping quarters, kitchens, day rooms, exercise rooms, offices, squad rooms and secure storage facilities for firearms and contraband.
- Completed state projects to include: renovation of the old Monticello High School into a modern, high tech Civic Center and creation of the Miracle Fields in Covington, GA. The project included two ball fields, parking lots, large concession stand and restrooms.

Georgia Correctional Industries (GCI)

- The U.S. Department of Justice – Bureau of Justice Assistance (BJA) certified three new initiatives under the Prison Industry Enhancement Certification Program (PIECP). Montgomery State Prison (SP) – Upholstery/Reupholstery, Dodge SP – Furniture and Upholstery, and Phillips SP – Printing.
- Eight facilities underwent staff dining transitions from facility-operated to GCI-operated. This allowed for cashless operations, better inventory management and consistency of operations. These facilities included: Autry, Central, Coastal, Hancock, Macon, Pulaski, Ware, and Wilcox State Prisons.
- Boot leather cutting and upper sewing production lines were moved from Pulaski SP to Autry SP. Move enhanced stab resistant vest production at Pulaski SP and consolidated the entire boot production process to Autry SP.
- Valdosta SP Chemical Plant developed new 3-in-1 laundry product that eliminates the need to inventory three commodities, reduces packaging cost and allows reduction in wash temperatures in customers' laundry facilities.
- Installed security cameras at the food distribution (FDU) meat plant to enhance food safety and provide additional level of protection to prevent contraband introduction.
- Installed security cameras at the Colony Farm garment warehouse to provide an additional level of protection to prevent contraband introduction.
- Purchased two high speed Roland Printers and a cutter to increase capacity and quality of GCI's decal production process at Smith SP sign plant.

Front Bunker Construction
Telfair State Prison



Recreation Pens Construction
Hancock State Prison



Human Resources

Administration

- Completed Phase 3 of the Succession Planning program, assessing 208 candidates, of which were field management positions (Unit Manager, Security Chief).
- Coaching sessions were provided to Phase 3 participants by senior GDC managers who have completed specialized training. Sessions included review of assessment and creation of Individual Development Plan.
- Provided training to Warden, Deputy Wardens on HR initiatives and processes as part of Pre-Command course or Deputy Warden Academy.

HR Audits and Compliance

- Performed 30 comprehensive audits and responded to 16 Equal Employment Opportunity Commission cases.
- Conducted six Performance Management Trainings; four Basic Management Trainings; 34 Time and Labor Trainings; one Personnel Manager's Training; one HR Statewide Training. Additional training was provided for Wardens, Chief Probation Officers and Field Operations Managers for Time and Labor.

- Processed 252 Service Retirements.
- Processed over 11,000 hours of leave donation requests for GDC employees.

Employment Services

- Operation: Recruit was implemented, in support of Governor Nathan Deal's "Operations: Workforce" initiative, to attract transitioning veterans to join our ranks. As a result, the Department planned, coordinated, and executed six Military Career Fairs on various military installations in the state of Georgia in an effort to attract returning veterans.
- Posted over 4,800 positions in a concerted effort to fill critical GDC positions.
- Processed over 80,000 applications for advertised positions.
- GDC charitable contributions totaled over \$15,000 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 accepted 721 requests for employee support, of



Human Resources *continued*

which 457 were referred to provide further assistance. The Critical Incident Debriefing (CID) team meet with 145 employees.

Employment Appeals and Review

- Received 434 adverse actions with 151 requesting reviews; 113 were upheld, zero overturned, nine modified, three revoked, and 26 continued.
- Received 107 requests for written reprimands reviews.

Workforce Analysis and Planning

- Scanned 84,360 HR documents (examples: Hire Packages, Personnel Actions, Awareness Statements, Performance Management Reviews, Benefits) and processed 122 Open Records Requests.
- Processed approximately 3,500 GCIC/FBI Criminal History Rap-Sheet reviews.

HR Operations

- Benefits and Transactions processed 24,537 personnel transactions; 1,980 were new hires.
- The Education Incentive Program had a total enrollment of 80 for FY14. Total enrollment is 641, which is a 7% decrease from the previous fiscal year. Total education incentive payments were \$126,000, a decrease of 37% from the previous fiscal year.

Annual Awards Ceremony | June 2014



SCCP Chili Cook-Off Fundraiser
November 2013

Office of Investigations & Compliance

- Initiated 1,460 investigations that resulted in 683 criminal arrest warrants being issued and 280 arrests. Over 60 search warrants were also executed.
- Formed a task force, partnering with local, state, and federal law enforcement agencies, to combat fraudulent schemes originating from within the prison system.
- Conducted 38 polygraph examinations as part of criminal and administrative investigations.
- Financial Investigations Unit blocked 594 contra-band debit cards.
- As a result of the Level V Investigator Program, a partnership with Department of Administrative Services finalized as pertaining to Workers Compensation Claims. The Level V investigators initiated administrative investigations into 297 claims.

The Apprehension Unit

- Made 1,106 felony arrests, 352 Hands on Arrests, 615 Assists, 70 Admin Closures, 59 Directed Arrests and 179 of which were sex offenders.
- Through the involvement with multiple federal task forces, GDC investigators seized over 2 million dollars in cash and assets.



The Inmate Affairs Unit

- Processed 6,019 Grievances, 3,340 Disciplinary Reviews, and reviewed 2,401 Use of Force Reports.
- Provided assistance to facilities with Tier implementation and training.
- Assisted in drafting the updated Inmate Grievance and Disciplinary Appeals Policy; conducted training related to the changes.
- Ombudsman Unit fielded 10,744 inquiries from the public

Offices of Statewide PREA Unit

- More than 4,975 calls were received on the PREA Hot Line and individually reviewed.
- Over 1,260 allegations were reported and reviewed.
- Conducted five staff training sessions.
- Conducted 35 facility audits.



Office of Investigations & Compliance

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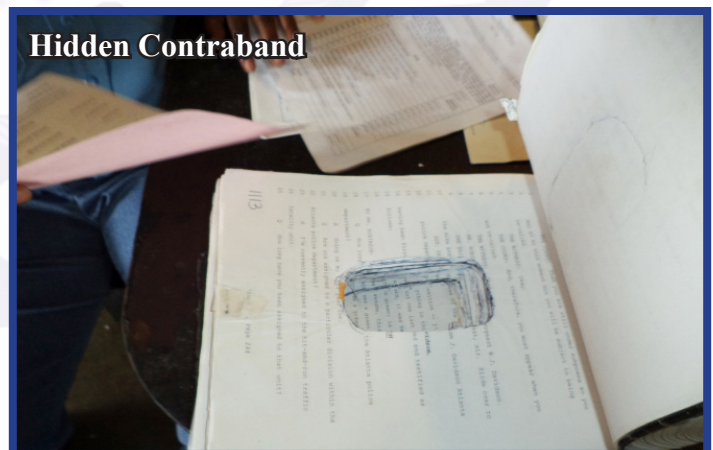
The Criminal Intelligence Unit

- Instituted facility threat assessments coordinated with tactical responses.
- Reinforced and expanded the Security Threat Groups (STG) program designed to thwart organized activity in conjunction with the advent of the Tier Program.
- Strengthened agency's abilities in cell phone technology and social media to detect and counter inmate communication networks.
- Provided information to Local Law Enforcement on the releases and activity of potentially dangerous inmates.
- Actively involved in supporting task forces targeting and combating criminal and fraudulent activities.

The Audits and Compliance Unit

The Audits 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 the Prison Rape Elimination Act (PREA).

- Conducted 155 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 Centers (RSAT), Farms, Food Distribution Centers, and one County Prison. Follow-up audits were conducted at facilities that had critical findings.



Operations, Planning & Training

- Fleet Operations obtained the Garage Management System (GMS) for the purpose of tracking maintenance and fuel usage on state vehicles. System will reduce labor hours performed by staff, and provide a more accurate report on the readiness of GDC vehicles.
- Coordinated, through GEMA, the procurement and upgrade of a Mobile Command Vehicle that will provide the Department with a deployable emergency operation capability in an all-weather environment.
- State Prison Call Center achieved an average 85% operational efficiency with a 65% first call resolution rate in handling approximately 250,000 calls, resulting in a 5% increase over the previous years' rate.
- GDC's State Prison and County Fire Stations responded to a total of 4,193 calls ranging from structure and brush fires, vehicle accidents, emergency medical calls, to natural disasters. Fire Services support over 62 counties and municipalities through Mutual and Automatic Aid Agreements, which enhance community fire protection, and help lower Insurance Service Office ratings in over 50 counties.
- Developed online learning courses for the Georgia Corrections Academy Learning (GCAL), through GDC's partnership with Middle Georgia State College. Initial phase is designed to permit select Probation and Correctional officers the ability to complete eight hours of required training topics online. Topics include: Ethics and Professionalism, Infectious Disease Control, Grievance Procedures, Use of Force and Elder Abuse, Prison Rape Elimination Act, and others. Courses for officers meet all Peace Officer Standards and Training (POST) Council requirements for annual training hours.
- Implemented the Deputy Warden of Security Academy, designed to further develop the expertise and potential of current and perspective Deputy Wardens of Security in the areas of Leadership, Security Operations, and Compliance.
- In collaboration with Georgia Regents University, expanded the existing Infectious Disease Clinic at Augusta State Medical Prison to include Hepatitis C and Oncology treatment.
- Established a partnership with Emory University Medical Center to provide a "Childbirth Education Program" for inmates awaiting delivery.
- Entered into a partnership with the Institute of Public & Preventive Health (IPPH)/Correctional Health Research Program (CHRP) to examine and research GDC health practices, protocol, and results.
- Designed a pilot Emergency Room Telemedicine system with Georgia Regents University that will



Operations, Planning & Training *continued*

provide speed of access to state-of-the-art trauma treatment and diagnosis, reduce potential inmate transport to outside hospital ERs, and ensure inmates are moved to the best and closest health center when necessary.

- Established an in-house Addiction Certification Preparation Program (ACPP) which provides counselors with 270 hours of required training to help meet the increasing need for certified addiction counselors.
- Implemented specialized, in-cell programming to inmates assigned to Tier II housing at the Level V (close security) facilities. The cognitive behavioral program, Offenders Under Transition (O.U.T.), is designed to provide offenders with evidence-based programming to address cognitive, substance abuse, and educational needs.
- Enhanced program services and enrollment for Riverbend Correctional Facility's Program Prison, increased availability of programming by 300% over the average GDC facility.
- Initiated a contract agreement between the Technical College System of Georgia (TCSG) and Central Georgia Technical College (CGTC) to expanded vocational training in the areas of welding and diesel maintenance at four selected facilities.
- Established GED Testing Centers in all state prisons, as official GED testing sites.
- In collaboration with the Governor's Office of Transition, Support, and Reentry (GOTSR), and the State Board of Pardons and Paroles, the Department completed a Statewide Recidivism Reduction Implementation Plan (SRRIP) and developed the Georgia Prisoner Reentry Initiative (GA-PRI). SRRIP was submitted to the Bureau of Justice Assistance for consideration in providing a follow-up

grant of \$3 million over a three year period to implement the GA-PRI proposal.

- Complementing the Department's Statewide Adult Recidivism Reduction Strategic Plan Implementation grant, the Department applied for and received an additional \$2 million in grant funding aimed at supporting Justice Reinvestment Initiatives supporting the Criminal Justice Reform Council initiatives: Maximizing State Reforms, Smart Supervision, Reducing Prison Populations, Saving Money, and Creating Safer Communities.
- Dedicated the GDC Military Memorial in the GDC Memorial Garden at Roberts Chapel, State Offices South at Tift College, honoring Corrections and Probation Officers killed in the line of duty.



Legal Services

- Trained staff on legal issues in Basic Probation Parole Officer Training, Basic Mental Health Training, and Basic Management Training.
- Drafted and renegotiated over 400 contractual agreements valued at more than \$450,000,000 and over 250 work detail agreements valued at more than \$10,000,000.
- Assisted the Attorney General's office in the legal strategy and defense of more than 280 new lawsuits filed against the Department and its employees, including civil rights actions, state tort claims, habeas corpus petitions, writs of mandamus, and employment lawsuits.
- Responded to more than 450 Open Records Act requests, 140 subpoenas, and 140 requests for medical records.
- Provided oversight and recommended appropriate action on all major internal investigations involving the Department's employees.
- Represented the Department in administrative hearings in employment matters before the Office of State Administrative Hearings.
- Reviewed and prepared an analysis on more than 50 proposed legislative measures that could have an impact on the operation or budget of the Department.



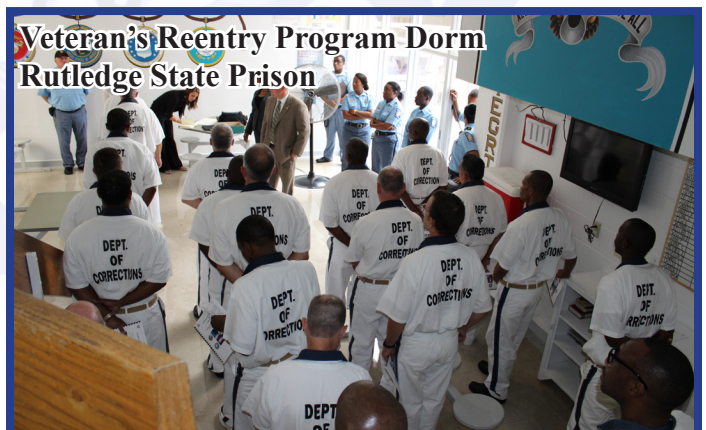
Facilities Operations

- Implemented Veterans Reentry Program Dorms at Rutledge and Johnson State Prisons and Emanuel Women’s Facility. These dorms to provide opportunities for incarcerated veterans to live in supportive environments that foster the rebuilding of character, courage and commitment, while providing services and programs that allow opportunities for positive change. Assists in preparing offenders for reentry as they transition from incarceration to the community.
- Developed and implemented In-Reach dorms at State Prisons and Transitional Centers in collaboration with the Governor’s Office of Transition, Support and Reentry, Parole, Probation, and the community. In-Reach connects offenders with the community prior to release to assist with housing, employment, and mental health services for a seamless transition from incarceration into the community.
- Implemented Effective Communication Training to more than 600 staff at all Level V Tier facilities. This training assists in the improvement of communication between staff and offenders and assists in the deescalation of altercations and the improvement of daily operations.
- Implemented the Rapid ID visitor screening process at all state prisons. Rapid ID is a mobile 3G device that compares a flat fingerprint taken of an individual to both the state database, Georgia Crime Information Center (GCIC) and the federal database, National Crime Information Center (NCIC). A match will identify who the person is, if they are on probation, on parole, a sex offender, and if there is an active warrant.
- Implemented the first Behavior Therapy Unit at Phillips State Prison. This unit identifies recurrent self-injurious behavior as well as violent/aggressive inmates. The goal of the unit is to promote pro-social behavior through external rewards.
- The medical department at Montgomery State Prison was presented with the Belvin Award from the Medical Association of Georgia for meeting all standards set forth by the National Commission of Correctional Healthcare and demonstrating excellence above and beyond normal operations.
- Implemented Through Body Scanners at two facilities to assist with the detection of metallic and non-metallic contraband on an individual attempting to gain entrance into a facility through low dose x-rays.



Facilities Operations *continued*

- Opened the Forever Friends K-9 Rescue Program at Lee Arrendale State Prison in conjunction with the Habersham County Animal Shelter. The program helps save animals and provides inmates with opportunity for positive change .
- Implemented pilot use of tasers, Conducted Electrical Weapons (CEW), at Hays State Prison and within COBRA squad units. CEW are designed to assist officers gain control and compliance of an offender if the situation deems necessary. CEW reduces injury to staff and offenders, aides as a deterrent to avoid use of hands on force, reduces cost of injuries to staff and offenders, and assists in the operation of safe and secure facilities.
- ment of daily operations.
- Supported GEMA and the state of Georgia with debris clean-up and support in response to the winter storms of February 2014.
- Issued ballistic vests to all perimeter security officers at medium security facilities.
- Issued stab resistant ballistic vests to approximately 100 Transfer Officers who transport offenders from facility to facility throughout the state.
- Issued stab resistant vests to security staff at all of the Level V facilities, to be worn during performance of their duties.
- Developed the first Deputy Warden of Security Academy. Academy is a three-week course that further develops the expertise and potential of current and perspective Deputy Wardens of Security in the areas of Leadership, Security Operations, and Compliance.
- Implemented a pilot to hire hourly Correctional Officers at select facilities to allow the facility flexibility with staffing and to reduce overtime costs.
- Implemented a pilot of the Cell Phone Management System at Macon State Prison. The system reduces illegal cell phones within the facility by restricting unauthorized user access to cell signals.
- Reduced the wait time of offenders in county jails from 15 days to four days.
- Developed and implemented the Tier Segregation Management System at all Level V facilities. As part of this system, 2,721 beds were converted to Tier beds.



Facilities Operations *continued*

- Developed and implemented Tier programming within the Tier Segregation Management System. Tier programming allows restricted offenders the ability to complete programs either in cell, therapeutic modules, or restraint chairs depending on their phase and security concerns. Programs include behavioral modification and education.
- 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 prior fiscal year's transports.
- Processed 29,509 admissions and 23,809 releases
- Confiscated 8,132 cell phones

TACT Squad



Confiscated Cell Phones



Cell Search



Probation Operations

- Enhanced technology by issuing iPads to Field Supervision teams and laptops to all Chief Probation Officers. Verizon mini-laptops were redistributed to Probation Offices to be utilized for GED programming needs for offenders.
- Sustained use of iPhones, HF/UHF/800-900 MHz mobile and hand held radio communications, mobile biometric fingerprint scanner/identification devices (Rapid ID) and Google mapping for efficient and effective case management, service to the courts and for enhanced officer safety.
- Advancements in Field Supervision Team transportation and technology with deployment of 35 Tahoes and 74 Chargers.
- Piloted On the Go App, providing Field Supervision teams with increased accessibility to SCRIBE.
- Initiated and participated with local law enforcement agencies in Savannah, Augusta, Atlanta and Albany in Joint Task Force initiatives intended to sweep the streets of wanted criminals and to ensure heightened accountability for registered sex offenders. These events resulted in 179 arrests.
- Supervised over 100,000 active felony offenders and maintained a statewide average for Circuit Audits above 90%.
- Collected \$42,593,641.06 in fines, victim restitution, and fees (not including payments required to be paid directly to local county governments), of which \$11,381,728.51 was paid in restitution alone.
- 18,244 probationers completed court-ordered community service obligations providing 1,154,093 hours of free work (valued over \$8,397,405).
- Implemented the automated assessment instrument, Next Generation Assessment (NGA), which replaced the Bridge Assessment. Over 1,200 Probation Operations' employees were trained on the use of this instrument that is intended to identify risks of rearrest, non-compliance and criminogenic needs of Georgia specific offenders. NGA was developed by Applied Research Services (ARS).
- The Pre-Sentence Assessment (PSA) rolled out in five pilot circuits – Appalachian, Augusta, Cordele, Douglas, and Northeastern.
- Sustained the automated and dynamic offender risk assessment process. Analyzed offender assessments and behavioral dynamics to ensure outcome(s) guided supervision responses and resource allocations.
- Supported Basic Probation and Parole Officer Training through the service of Probation Officers and staff as Adjunct Training Instructors in high-liability, academic, and skills development classes.
- Conducted Basic and Annual Training for Specialized Supervision Teams, Field Training Officers, Probation Officer Sentencing Specialists, Community Service Coordinators and Probation Officer III's.



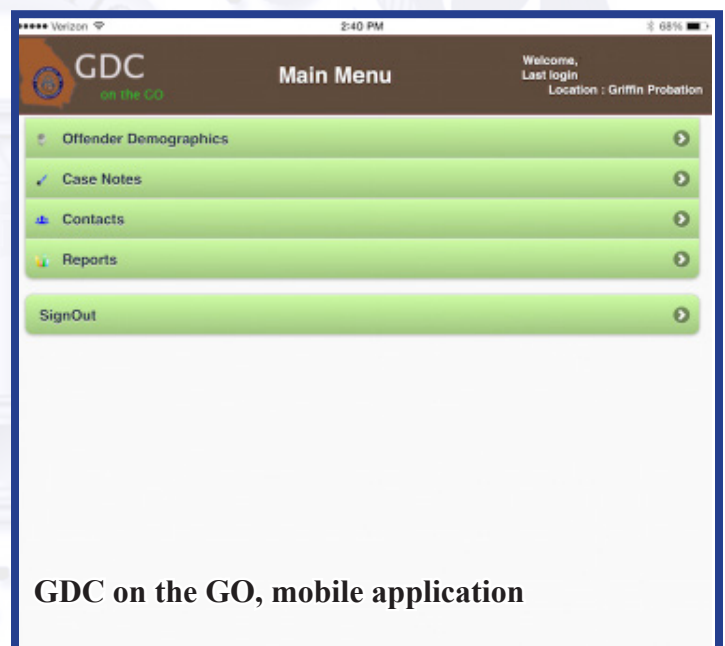
Probation Operations *continued*

- Implemented “Cutting the Cord” by disconnecting landlines for over 600 Probation Officers in an effort to cut costs. Projected savings of over \$25,000 a month.
- Probation Options Management (POM) maintained availability in 36 judicial circuits with a total of 31,393 active cases and 5,068 Split cases.
- Sustained operations of 15 Day Reporting Centers (DRC), graduating 749 offenders.
- Sustained 11 DRC Lite programs and brought three DRC-Lite programs online. 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.
- Sustained Mental Health Probation Officer Specialists (MHPOS). These officers supervise reduced caseloads exclusively composed of offenders challenged with mental illnesses and disabilities.
- Maintained collaborative protocol and resource base with the Georgia Department of Behavioral Health and Developmental Disabilities and Regional Community Service Boards. Currently 57 MH-POS across the state.
- 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 Specialist (POSS), positions focused on ensuring effective representation in state’s courts, as well as exception sentence coordination, information, and support.
- Sustained and expanded operations of the Probation Reporting Contact Center to currently monitor in excess of 46,000 low risk offenders on active probation.
- Provided and supported five Probation Tactical Teams that trained and participated in numerous departmental and public safety initiatives and activities in coordination with Facility Operations’ Tactical Squads and/or other state and local law enforcement teams.



Office of Information Technology

- In collaboration with IBM, conducted the Network / Email Transformation to Outlook of over 8,000 employees.
- Coordinated with AT&T the Secured Sockets Layer Virtual Private Network (SSL VPN) transformation to a more secured and web based access to the GDC Network.
- In parallel with Dell, upgraded all local servers to a new robust device at 151 GDC locations throughout the state.
- Conspired with Dell to upgrade the computer infrastructure to Windows 7 which consisted of over 4,800 computer systems.
- Together with IBM, AT&T, and Dell, partnered to complete over 150 infrastructure projects, 300 network requests, and 150 computer requests.
- Implemented a third party web content management system to integrate with the agencies current Inmate Data Management System (SCRIBE). This initiative reduced the use of paper – “Go Green”, saved time with data entry, and enhanced retention schedules to support records management and compliance.
- Implemented Next Generation Assessment (NGA), a cutting edge, automated risk /needs/ classification instrument.
- Implemented the first Mobile Application, GDC on the GO. This mobile app connects the staff directly to SCRIBE via a smartphone or tablet.
- Instituted a new Volunteer Management System within Scribe to capture and track information for people that volunteer their service to the department.
- Furnished numerous enhancements to Scribe to include probation reports by circuit, Criminal Justice Reform performance measures, financial reporting, and incident reporting.



GDC on the GO, mobile application

Strategic Vision 2014 and beyond

<p>MISSION / VISION</p> <p>Mission: Create a safer Georgia by effectively managing offenders and providing opportunities for positive change</p> <p>Vision: Be recognized as the best corrections system in the nation</p> <p>Focus: Support vision of a lean and responsive state government that allows communities, individuals and businesses to prosper</p>	<p>CORE ORGANIZATIONAL PRINCIPLES</p> <p>Values Based: Stewards of the Public Trust</p> <p>Embrace Change: Transformation is Inevitable</p> <p>Business Acumen: Use Best Business Practice</p> <p>A Learning Organization: People are the Key to Success</p>	<p>GOALS AND OBJECTIVES</p> <p>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</p>
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- "The Challenges"**
- Decreased state revenues and increased budget cuts
 - Increasing probation population
 - Increasing need for Substance Abuse & Mental Health services
 - Increased need for community based services and programs
 - Aging inmate population
 - Rising healthcare costs
 - Aging Infrastructure
 - Staff Recruiting & Retention
 - The "Technology Gap"



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		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							
Succession Planning								
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							
Expansion of Telepsychiatry	Performance Contracting				Use of Alternate Fuels			
Judicial Portal/E Sentencing	Increased JTF Ops		DRC Expansion	IT "Lite"		Electronic Control Devices		
Expanded Use of Private Prisons	Create Program Prison							
Specialized medical need beds	Special Fencing	Expand RSAT Program			Multipurpose Correctional Complex			
Expand F&CB Dorms	Cell Phone Interdiction	"Virtual" Probation Office			Use of Solar Energy		Construct New Facilities	
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

"He who opens a door, closes a prison"
-Victor Hugo

Contact Us

Contact our Call Center 404.656.4661 for the appropriate Division:

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Corrections
Human Resources
Legal Services

Operations, Planning & Training
Public Affairs
Ombudsman/Inmate Affairs

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