

**GEORGIA DEPARTMENT OF CORRECTIONS**

# **2017 FISCAL YEAR REPORT**



# OVERVIEW



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### - MISSION -

The Georgia Department of Corrections protects the public by operating secure and safe facilities, while reducing recidivism through effective programming, education, and healthcare.

### - VISION -

To protect the public with effective corrections supervision, while working to reduce recidivism.

### - CORE VALUES -

Building PRIDE in ourselves and our Agency:

*Professionalism*

*Responsibility*

*Integrity*

*Dependability*

*Effectiveness*



# LETTER FROM THE COMMISSIONER



*On behalf of approximately 10,000 employees* of the state's largest law enforcement agency, it is with great pleasure that I present to you the Georgia Department of Corrections' Fiscal Year 2017 report. In support of our overall mission, this report focuses on our four key initiatives of secure and safe facilities, enhancement of reentry efforts, recruitment and retention of a quality workforce, and leveraging technology.

At the end of another fiscal year, I am proud of how our agency continues to lead the way in criminal justice reform efforts implemented by our Governor, Nathan Deal.

During FY17, our agency saw a 93.7 percent increase in the issuance of General Equivalency Diplomas (GED) with the assistance of our partners. More than 6,000 offenders completed vocational and on-the-job training programs, and we expanded our programming to include advanced welding, plumbing, business and computer classes, and horticulture.

In a continued effort to help those preparing for release, we began laying the groundwork for a new specialized reentry facility for those who will be released back into metropolitan Atlanta. Metro Reentry Facility is being designed to utilize evidence-based practices with the collaboration of community partners to address barriers for successful reentry. In addition, we partnered with the Department of Driver Services and issued over 2,500 driver's licenses and identification cards for those nearing release from our facilities.

With the expansion of criminal justice reform, our agency has seen an increase of 13% in our violent offender population since fiscal year 2011. Due to this changing population, we have made necessary changes such as the implementation of drone detection technology, installation of body and mail scanners, a continuation of full facility shakedowns, and provided a salary increase for our Correctional Officers with the help of our Governor and general assembly.

I am proud of our on-going progress and believe the hard work of our employees is a true reflection of our agency's core values of Professionalism, Responsibility, Integrity, Dependability, and Effectiveness. I look forward to our continued success in the upcoming year.

Sincerely,

Gregory C. Dozier, Commissioner



# BOARD OF CORRECTIONS

## 2017 Board Members\*



**FIRST DISTRICT**  
Tommy M. Rouse



**SECOND DISTRICT**  
Alton Russell  
*Vice Chairman*



**THIRD DISTRICT**  
Duke Blackburn



**FIFTH DISTRICT**  
Andrea Shelton



**SIXTH DISTRICT**  
Carl Franklin



**SEVENTH DISTRICT**  
Chris Clark



**EIGHTH DISTRICT**  
Jerry Willis  
*Chairman*



**NINTH DISTRICT**  
Stacy Jarrard



**TENTH DISTRICT**  
Mac Collins



**ELEVENTH DISTRICT**  
Roger Garrison



**TWELFTH DISTRICT**  
Wayne Dasher



**THIRTEENTH DISTRICT**  
Bruce Hudson



**FOURTEENTH DISTRICT**  
John Mayes



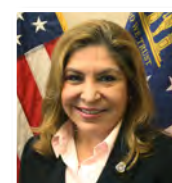
**AT-LARGE MEMBER**  
W.D. Strickland



**AT-LARGE MEMBER**  
Rose Williams



**AT-LARGE MEMBER**  
Larry E. Haynie  
*Secretary*



**AT-LARGE MEMBER**  
Rocio Woody



**AT-LARGE MEMBER**  
Mike Coggins

\*Fourth District was vacant

## About the Board...

*The Board of Corrections* is comprised of 19 members, one in each congressional district in the state and five at-large members. The Governor appoints all members, subject to the consent of the State Senate, to staggered five-year terms.

The Board develops rules governing the conduct and welfare of employees under its authority; the assignment, housing, feeding, clothing, treatment, discipline, rehabilitation, training and hospitalization of all offenders under its custody.

The members serve on the following committees: Budget/Utilities, Correctional Industries/Food & Farm, Education/Recidivism, Facilities, Health Services and Nominations. 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 and facilities are the responsibility of the Commissioner.





# LEADERSHIP & AGENCY ORGANIZATION

## LEADERSHIP



**Nathan Deal**  
Governor



**Gregory C. Dozier**  
Commissioner



**Timothy C. Ward**  
Chief of Staff



**Jay Sanders**  
Asst. Commissioner  
Inmate Services



**Ricky Myrick**  
Asst. Commissioner  
Facilities



**Scott Poitevint**  
Asst. Commissioner  
Administration and Finance



**Randy Sauls**  
Asst. Commissioner  
Health Services

## AGENCY



The Georgia Department of Corrections (GDC) is divided into five major sections: Executive Operations and the Divisions of Administration and Finance, Facilities Operations, Inmate Services, and Health Services.

The Executive Operations section consists of the Commissioner's Office and units that report directly to the Commissioner or the Chief of Staff. The Office of Professional Standards (OPS), Legal Services, Office of Public Affairs, Office of Professional Development, and the Legislative Liaison report directly to the Commissioner; while the Chief of Staff oversees the daily operations of Engineering and Construction Services, Georgia Correctional Industries, and the Office of Information Technology.

The Administration and Finance Division is responsible for managing the agency's \$1.2 billion budget. It is comprised of 10 units divided into the Administration and Finance sections. The Administration section includes the Call Center, Fleet Management, Grants Management, and Human Resources. The Finance Section includes Budget Services, Business Management, Business Processes, Financial Services, Fiscal Audits, and Purchasing.

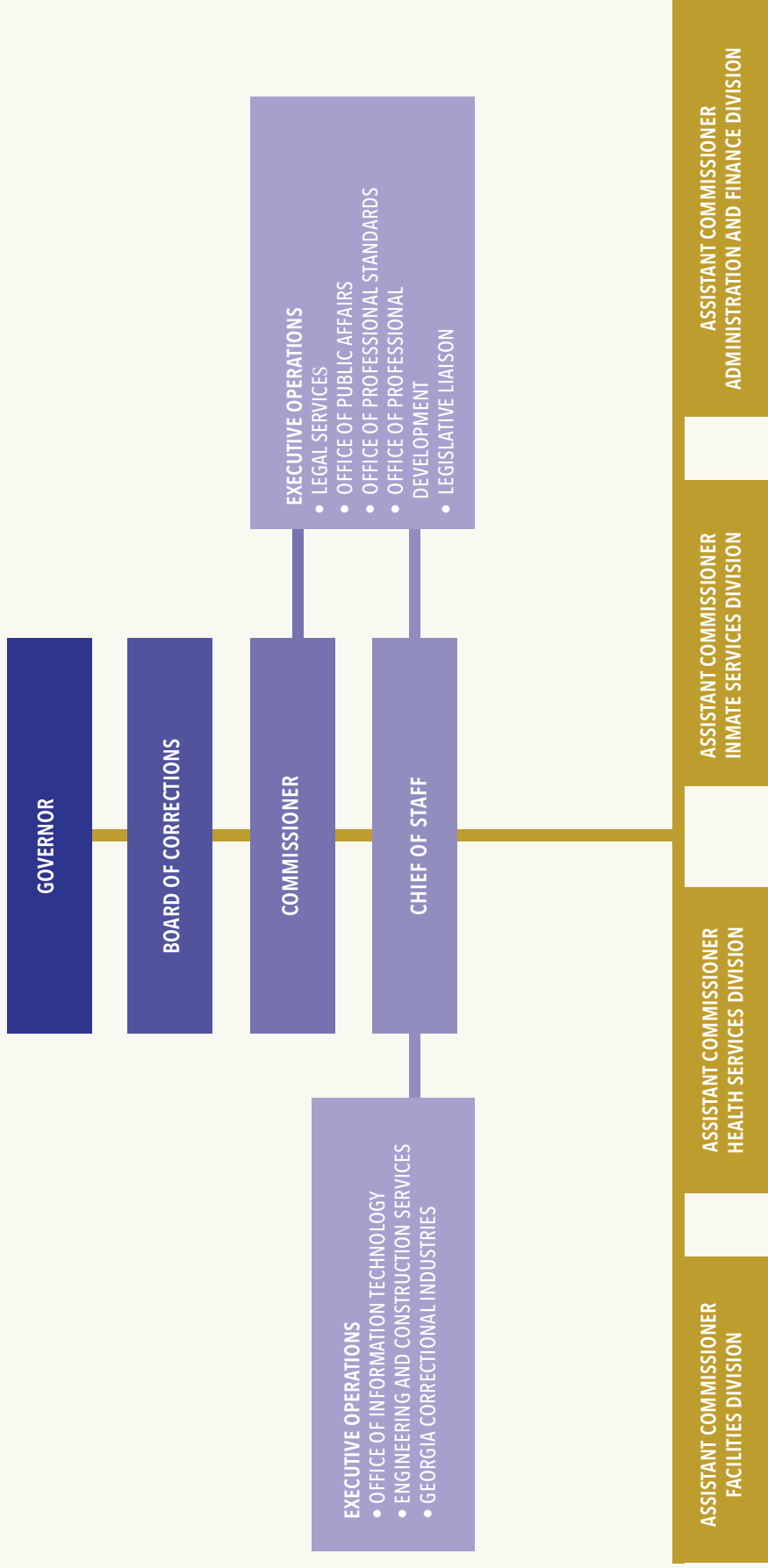
The Facilities Division has direct supervision of all offenders sentenced to the Georgia

Department of Corrections. During fiscal year (FY) 2017, the division operated 63 facilities: 33 state prisons, 13 transitional centers, one probation boot camp, seven probation detention centers, eight residential substance abused treatment centers (RSATs), and one parole revocation center. The division also oversaw four private prisons and 21 county correctional institutions. The Facilities Division is organized into three Regions to efficiently manage staff and offenders across the state.

The Inmate Services Division oversees the agency's risk reduction, transitional/reentry, and chaplaincy services; residential substance abuse treatment centers (RSATs); academic education; and vocational training. These areas are critical to Governor Nathan Deal's criminal justice reform and prison reentry initiative.

The Health Services Division was transferred from the Inmate Services Division to become the new Division of Health Services, at the beginning of FY 2017. The Division's responsibility is to provide each offender and incarcerated probationer the required constitutional level of healthcare in the most efficient, cost-effective, and humane manner possible; while protecting the health of the citizens of Georgia. It is comprised of three major units: Mental Health, Physical Health, and Dental Health.

# AGENCY ORGANIZATION



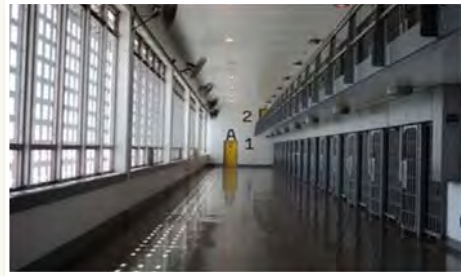


# FY17–20 AGENCY STRATEGIC GOALS

## GOAL 1

### *Operate Secure & Safe Facilities*

Fulfill our core mission of maintaining secure facilities through effective management of offenders by suppressing opportunities for escapes, and providing a safe environment for the care and well-being of offenders and staff.



## GOAL 2

### *Enhance transition and community reentry through effective programming, education & healthcare*

Prepare offenders for future reentry as “returning citizens” to society by providing educational and vocational programming, as well as addiction treatment and healthcare services that meet individual needs, in order to enhance their chances of successfully re-entering the community.



## GOAL 3

### *Recruit & retain a quality workforce*

Recruit, develop and retain educated, highly trained and capable staff; competent in all aspects of the Department’s operations.



## GOAL 4

### *Leveraging technology to support our mission*

Leverage technology to identify, deploy, and maintain the most cost effective technology and applications that enable each Department to fulfill its mission.





# AGENCY HIGHLIGHTS



## MAJOR AGENCY CHANGES

The first half of FY 2017 saw major changes within GDC. First, a new division of Health Services was created, lead by Assistant Commissioner Randy Sauls. Second, the agency welcomed back Jay Sanders as the new Assistant Commissioner of the Inmate Services Division. Finally, Chief of Staff, Gregory C. Dozier, was appointed Commissioner; Assistant Commissioner of the Facilities Division, Timothy C. Ward, was appointed Chief of Staff; and OPS Director, Ricky Myrick, was named Assistant Commissioner of the Facilities Division.

## SECURITY OFFICER SALARY INCREASED

In an effort to reduce the high turnover rate of Correctional Officers, the Department restructured its base salary. Governor Deal and the State Legislature supported GDC's efforts by recommending and appropriating additional funds.

## SUCCESSFUL CONTRABAND INTERDICTION EFFORTS

New and enhanced front line and technological methods, as well as full facility shakedowns continue to improve the agency's ability to fight contraband inside the facilities. During FY 2017, 44,697 contraband items were confiscated; 4,986 were discovered through shakedowns.

## OUTSTANDING PERFORMANCE

GDC's Procurement Unit received the 'Outstanding Agency Accreditation Achievement Award' from the National Institute for Governmental Purchasing (NIGP) for the second time. The award, which is valid for three years, has been given to only 143 governmental units out of 3,000 NIGP member agencies throughout the United States and Canada.

## DISASTER RELIEF ASSISTANCE

GDC provided aid and assistance with numerous natural disasters in FY 2017. GDC supported response efforts for Hurricane Hermine in September 2016, Hurricane Matthew in October 2016, Wild Fires in Northwest Georgia in November 2016, two rounds of tornadoes in the Albany area in January 2017, and Wild Fires in Southeast Georgia (West Mims Fire) in May 2017. Support provided included: sandbag filling/loading, shelter cleanup, delivery of supplies, chainsaw/debris removal teams, backhoes and dump trucks for debris removal, law enforcement escorts for evacuees, contraflow of I-16 security, fire suppression and search and rescue.

## OVER 2,000 GEDs and HIGH SCHOOL DIPLOMAS EARNED

One of the agency's objectives for FY 2017 was to increase the number of offenders receiving their high school diploma and GEDs from 1,262 in FY 2016, to 2,000 by the end of FY 2017. This objective was surpassed by 426 (21percent), as 55 offenders earned their high school diplomas and 2,371 their GEDs; a notable accomplishment as the GEDs accounted for 23 percent of the State's total.

## DIVERSE OPPORTUNITIES FOR OFFENDERS

The Department created multiple new vocational programs providing offenders access to high-demand skills. These included plumbing, business and computer science, and advanced welding. During FY 2017, the monthly rate of offender enrollments in vocational and on-the-job training was 3,732 compared to 2,780 in FY 2016. Overall, Offenders completed 6,090 programs.





# OFFICE OF BUDGET SERVICES

*The Office of Budget Services* is responsible for the agency's \$1.2 billion budget to include grants, state, federal and other funds. Budget Services serves as the central coordinating entity for the development, allocation and management of the agency's financial resources. Guidance is provided to all Divisions, as well as to each field and central office location to support their operations and help them achieve their goals.

Additionally, the budget team serves as liaison with the Governor's Office of Planning and Budget, the House Budget and Research Office, and the Senate Budget and Evaluation Office to ensure the agency's needs are funded by the Governor and the Legislature, and that the Department is in compliance with state law, policies and procedures.

## BUDGET HIGHLIGHTS FOR FISCAL YEAR 2017

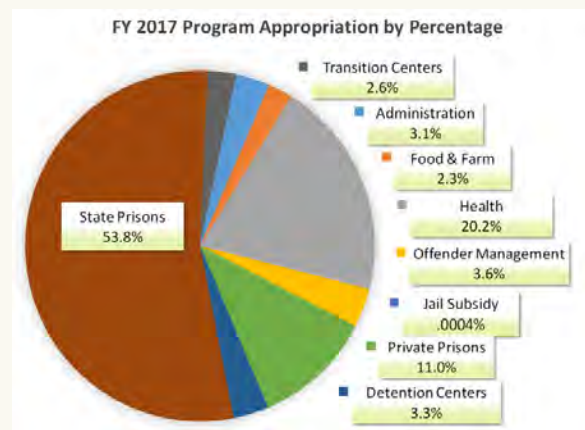
• Merit-based, recruitment, retention and other salary adjustments	\$42,380,114
• Initial funding for Electronic Health Records System	\$17,034,151
• Increase funding for Pharmaceuticals	\$19,476,108
• Additional educational/vocational funding	\$5,293,725
• Vehicle replacement funding	\$2,525,000
• Capital outlay funding	\$44,155,000

## FISCAL YEAR 2017 ADJUSTED ANNUAL OPERATING BUDGET

State Funds: \$1,162,080,739
Federal Funds: \$2,674,269
Other Funds: \$67,076,876
<b>Total Funds: \$1,231,831,884</b>

## APPROPRIATION BY PROGRAM

<i>Program</i>	<i>Budget</i>
1 Administration	\$38,644,029
2 Food & Farm	\$28,061,029
3 Health	\$249,289,549
4 Offender Management	\$44,302,433
5 Jail Subsidy	\$5,000
6 Private Prisons	\$135,793,251
7 Detention Centers	\$40,818,901
8 State Prisons	\$662,800,960
9 Transitional Centers	\$32,116,732
<b>GDC Total Funds</b>	<b>\$1,231,831,884</b>



GDC's FY 2017 expenditures were \$1,231,471,433 or 99.97 percent of the department's adjusted appropriation.

## FISCAL YEAR 2016 (FY16) ALLOCATION OF COST BY OFFENDER

FACILITY TYPE	FY16 TOTAL COST <sup>1</sup>	FY16 AVG. POPULATION	FY16 COST PER OFFENDER	FY16 COST PER DAY	FY15 COST PER DAY
State Prisons	\$828,390,602	37,506	\$22,087	\$60.35	\$58.33
Transitional Centers	\$35,079,187	2,317	\$15,140	\$41.37	\$41.86
Integrated Treatment Facilities	\$13,899,614	533	\$26,078	\$71.25	\$61.43
Private Prisons <sup>3</sup>	\$141,552,454	7,908	\$18,394	\$50.26	\$50.19
County Subsidy	\$37,115,008	4,872	N/A	\$20 <sup>2</sup>	\$20 <sup>2</sup>
Jail Subsidy	\$76,112	0	N/A	\$30 <sup>2</sup>	\$30
Probation Detention Centers	\$40,972,414	2,052	\$19,967	\$54.55	\$59.86

<sup>1</sup>Total Costs includes proration of Central Office costs, i.e., Commissioner's Office, Accounting, Payroll, Personnel and Inmate record keeping, etc.

<sup>2</sup>GDC paid \$20.00 per day per offender assigned to a County Correctional Institution and \$30.00 per day per sentenced offender awaiting pick-up in county jails beyond day 15.

<sup>3</sup>Cost Per Day is an average of the weighted, blended rate from the four Private Prisons. *Note:* FY 2017 data is not yet available.



# GDC WORKFORCE

## HUMAN RESOURCES

The Georgia Department of Corrections is one of the largest law enforcement agencies in the United States, managing an average of 53,000 offenders. At the end of FY 2017, the agency employed 9,779 employees. Correctional Officers made up 56.0 percent of its staff; while another 15.9 percent were sworn employees. Not surprisingly, 92.7 percent of the 9,779 employees worked in the Facilities Division, providing direct supervision of the offenders. Only 1.6 percent of the staff worked in administration and finance.

## RECRUITMENT AND TURNOVER

Correctional Officer (CO) turnover has long been a challenge for GDC; 78 percent of hires and 72.2 percent of separations are in CO positions. CO turnover decreased slightly from 15.41 percent in FY 2016, to 14.09 percent in FY 2017. The overall departmental and CO vacancy rates also decreased by 3.37 percent and 1.05 percent respectively. This can be attributed to the increase in base salaries for CO's and an aggressive recruitment strategy by GDC's Human Resources team.

END OF FISCAL YEAR FULL (FTE) BY TYPE	FY2016	FY2017
Correctional Officers	5,587	5,478
Other Sworn Staff	1,566	1,556
Non-Security Staff	2,614	2,745
<b>TOTAL FTE STAFF</b>	<b>9,767</b>	<b>9,779</b>

GDC FTE BY DIVISION	FY2016	FY2017
Executive Office	5,587	5,478
Facilities Division	9,126	9,065
Inmate Services Division	54	55
Health Services Division	20	19
Administration and Finance	146	156
DCS	10	14
<b>TOTAL</b>	<b>9,767</b>	<b>9,779</b>



Yearly Hiring and Separations	Hires	CO Hires	Separations	CO Separations
FY16	2,514	2,085	2,321	1,826
FY17	2,485	1,938	2,173	1,569

### FISCAL CO VACANCY RATE

FISCAL YEAR (FY)	AVERAGE
FY15	13.37%
FY16	15.41%
FY17	14.09%



### A CLOSER LOOK

Correctional Officers accounted for **78%** of all hires in FY17

Correctional Officers accounted for **72%** of all separations in FY17





# TRAINING & QUALITY IMPROVEMENT



## EFFECTIVE COMMUNICATION TRAINING

The Division of Inmate Services – Risk Reduction provided effective communication training to 598 staff to aid in more effective management of offender behavior. The training offered techniques for dealing with resistant offenders and was mandated for staff at all Level V facilities.

## FIELD TRAINING OFFICER

This fiscal year, the Facilities Division and the Office of Professional Development implemented the Field Training Officer (FTO) program, whereby established, experienced officers and coordinators at each facility work side-by-side with new cadets, training and reinforcing job skills and offender supervision. FTO's attend a week of training and follow a well-crafted exercise and evaluation strategy to ensure new Correctional Officers are proficient and confident in performing their duties. The program is also intended to help reduce the high turnover rate of new Correctional Officers.

## EMERGENCY MANAGEMENT TRAINING

GDC's Emergency Management section assisted the agency with preparedness and response to all hazards. This section also worked closely with the Georgia Emergency Management Agency (GEMA) and State partners.

Throughout the fiscal year, the Department participated in numerous training exercises led by GEMA for winter weather disasters, dam breaches, and hurricanes. One of them was the Vigilant Guard Exercise, a large scale hurricane drill conducted in March 2017 involving the Department of Defense and state, county, and local partners.



## OFFICE OF PROFESSIONAL DEVELOPMENT

In FY 2017, the Office of Professional Development continued to make significant improvements and additions to training programs in support of the Department's mission. Its major accomplishments include:

- Full implementation of the Governor's Initiatives training
- De-escalation and Community Policing in Basic Correctional Officer and annual In-Service training
- Replacement of the Department's entire pistol inventory of S&W .38-cal revolvers and Glock .40-cal pistols with Glock Gen4 .9mm pistols
- Advanced Firearms Safety Training
- Implementation of the Georgia Public Safety Training Center's Supervision and Management Programs;
- Regionalization of Field Training Officer and other advanced programs; and
- Transportation Officer Safety Training

Additionally, the Georgia Corrections Academy's Basic Correctional Officer Training Program (BCOT) graduated 1,738 cadets. This course is designed to maintain a steady flow of well-trained and qualified Correctional Officers to GDC and to its county and private partner facilities statewide.





# TRAINING & QUALITY IMPROVEMENT



## **ADDICTION CERTIFICATION PREPARATION PROGRAM (ACPP)**

The ACPP was created to meet the increasing need for qualified addiction counselors who can service high-risk, high-need offenders. To be certified, participants must complete 300 education hours required by state certification boards, 300 hours of clinical supervision, have at least 4,000 hours of work experience, and pass a 150-question exam.

On February 21, 2017, 22 GDC counselors graduated from the year-long program. This was their first step toward obtaining their International Certified Alcohol and Drug Counselor diploma, which is recognized by 78 states and countries through the International Certification and Reciprocity Consortium.

## **GEORGIA PROGRAMS ASSESSMENT INVENTORY**

Selected sites are assessed through the Georgia Programs Assessment Inventory (GPAI) on their alignment to best practices.

A total of 35 GPAI site visits were conducted in three facility types:

- 12 Faith and Character Based Dorms
- 10 RSATs,
- 13 Transitional Centers (TCs)

The Research, Evaluation, Assessment, and Development (READ) unit facilitated three action planning meetings to address the findings from these assessments.

## **FACILITIES SUPPORT AND PROGRAM ASSESSMENTS**

The Division of Inmate Services conducts site visits and training at all facilities to ensure program fidelity.

FY 2017 activities:

- 44 trainings held
- 1,243 participants
- 112 site visits/quality assurance visits/audits

## **GDC TEACHER CONFERENCE**

The GDC Teacher Conference took place in June 2017, with 241 registrants and 15 vendors. The conference was held in collaboration with Region VIII of the Correctional Education Association. Attendees represented correctional educational agencies from seven states, including Georgia. Conference attendees selected breakout sessions from four strands of professional development, which were:

- Technology
- Content area enhancements
- Populations and special topics
- Motivating the adult learner

**“I have never had a training where the focus was not only on Education, classroom and management, technology, but, most importantly, the overall hearts and spirits of educators.”**

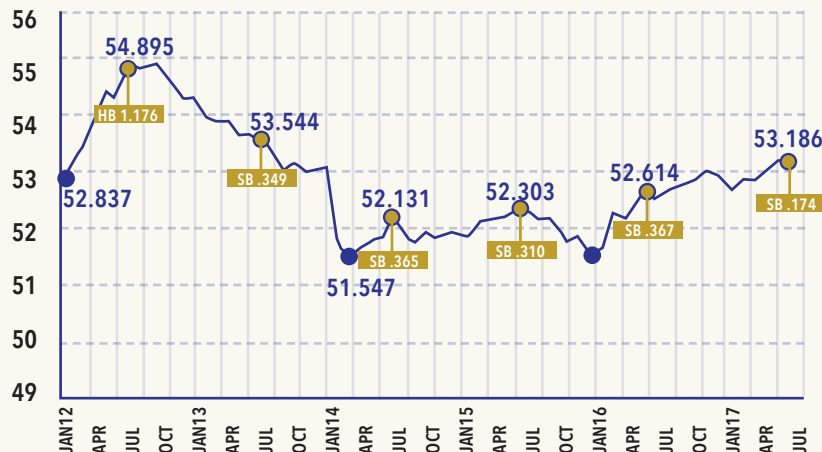
GDC Teacher  
From an Anonymous Survey





# CRIMINAL JUSTICE REFORM

**PRISON POPULATION: FY 2012-FY 2017**  
IN THE THOUSANDS

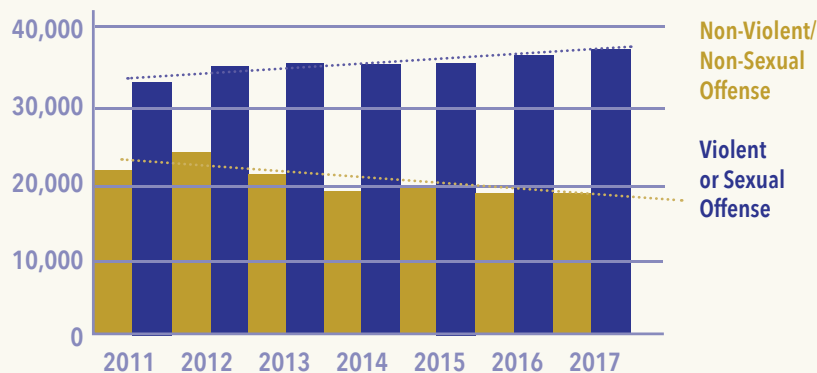


Since the establishment of the first criminal justice reform bill, on July 1, 2012 (HB 1176), Georgia's prison population has decreased by 3.1 percent, from 54,895 to 53,186, on July 1, 2017.

**Note**

Prison population consists of active offenders physically present at a GDC facility.

**OFFENDERS WITH A VIOLENT OR SEXUAL OFFENSE, FY END 2011-2017**



On June 30, 2017, there were 54,847 offenders in Georgia's prison system. As anticipated from the criminal reform laws, the number of offenders incarcerated due to a major offense of a violent or sexual nature has increased, growing by 13.2 percent from the end of FY 2012 to the end of FY 2017.

**Note**

Offender population consists of active offenders with a status of inmate, including those out to court, on reprieves, on conditional transfers, escapees, and sentenced awaiting transfer to a GDC facility.

**HOUSE BILL 1176 (2012)**

Focused on sentencing and prison admissions, prison length of stay, parole, and community supervision.

**HOUSE BILL 349 (2013)** Departure from mandatory minimum sentences; implementation of Georgia Prisoner Reentry Initiative (GAPRI); and created the Georgia Criminal Justice Reform Commission.

**SENATE BILL 365 (2014)**

Focused on post-incarceration reforms suggested by the Georgia Council on Criminal Justice Reform; developed and implemented a program to assist with re-entry; provided liability protection to employers of former offenders; and established the Governor's Office of Transition, Support & Reentry.

**HOUSE BILL 310 (2015)**

Created a new agency, Department of Community Supervision, which merged all community supervision from GDC, Pardons and Paroles, and Department of Juvenile Justice. Governor Nathan Deal signed HB 310 into law on May 7, 2015.

**SENATE BILL 367 (2016)**

The bill promotes the successful reentry into society of those with a criminal record. It improves the misdemeanor probation system, increases opportunities to secure employment; and lifts the ban on food stamps for certain offenders. It also extends parole eligibility to drug offender with long sentences; and limits secure detention for youth 13 years old or younger.

**SENATE BILL 174 (2017)**

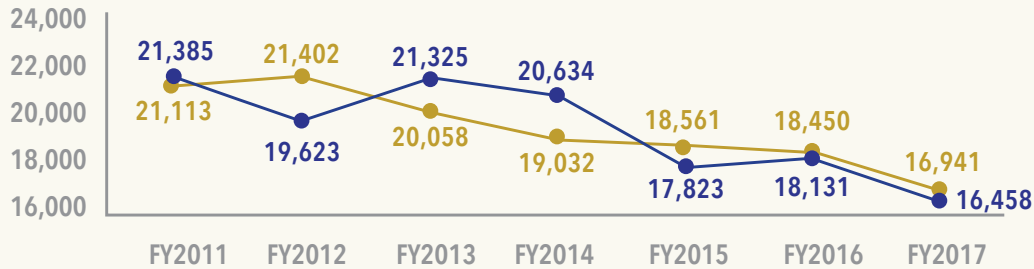
Reduced probation supervision length and enhanced probationers and parolees' conditions of supervision to prevent recidivism. Encouraged alternative sentencing for certain offenses. Allowed input from victims and prosecuting attorneys in the parole process.



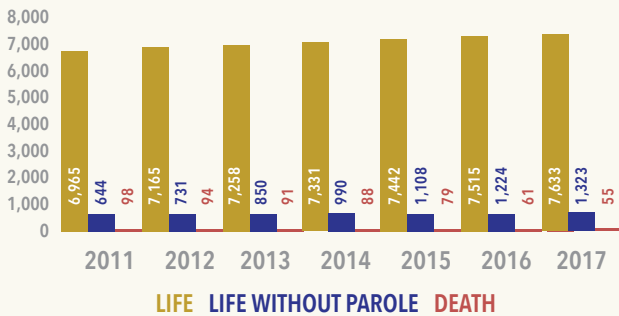
# CRIMINAL JUSTICE REFORM

*The State has been able* to free beds for dangerous criminals by applying alternative sentences for non-violent offenders. Admissions to prison decreased by 20.8% from 21,402 in FY2012, to 16,941 in FY2017. While releases topped admissions in FY 2013 and 2014, they decreased overall by 16.1 percent, from 19,623 to 16,458. In addition, significant improvements to reentry services have been made to successfully return inmates to society and reduce recidivism.

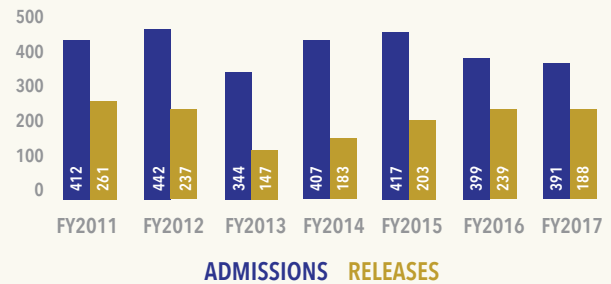
**PRISON ADMISSION AND RELEASES FISCAL YEAR (FY) 2011-2017**



**OFFENDER POPULATION WITH A LIFE, LIFE WITHOUT PAROLE OR DEATH SENTENCE, FY END 2011-2017**



**OFFENDERS WITH LIFE, LIFE WITHOUT PAROLE AND DEATH SENTENCES, PRISON ADMISSIONS AND RELEASES**



In contrast to the decrease of the total prison population, the number of incarcerated offenders sentenced to life, life without parole, or death increased by 16.9 percent, between FY 2011 and FY 2017, due to the average annual admissions to prison (402) being twice the releases (208).

## SECURITY THREAT GROUP (STG) OR GANG MEMBERS

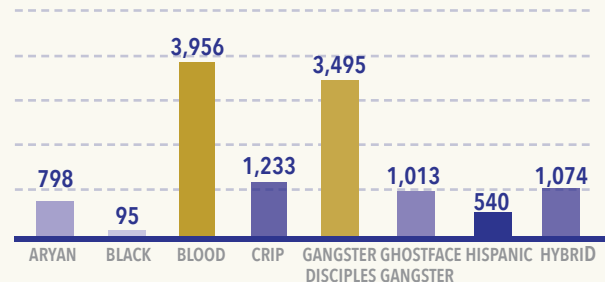
**NEW STG VALIDATIONS**

FY	NEW STG VALIDATIONS	VALIDATED IN THE STREET	
		Count	Percentage
2012	2,874	229	8%
2013	2,381	110	5%
2014	2,877	144	5%
2015	4,296	256	6%
2016	3,931	274	7%
2017	3,831	315	8%

**STG OFFENDERS**

FY END	TOTAL NUMBER
2012	5,609
2013	6,531
2014	7,585
2015	9,495
2016	10,667
2017	12,282

**STG OFFENDERS AS OF JUNE 2017**



The number of validated STG offenders has more than doubled, since the end of FY 2012, from 5,609 to 12,282, at the end of FY 2017. In June 2017, they made up 22.4 percent of the offender population. Gang members from Blood and Gangster Disciples constituted 61.5 percent of Georgia's STG offenders.



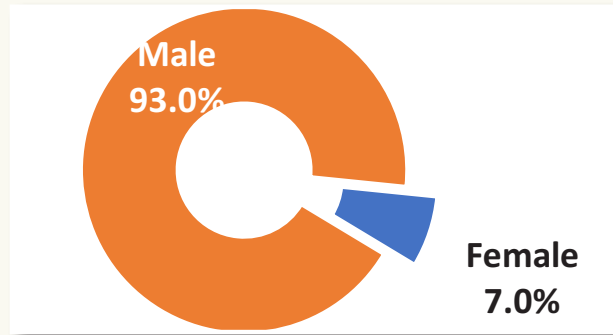
# OFFENDER POPULATION

54,847 OFFENDERS ON JUNE 30, 2017

## RACE

	Number	Percentage
Black	33055	60.3%
White	19475	35.5%
Hispanic	2020	3.7%
Asian	194	0.3%
Other	103	0.2%

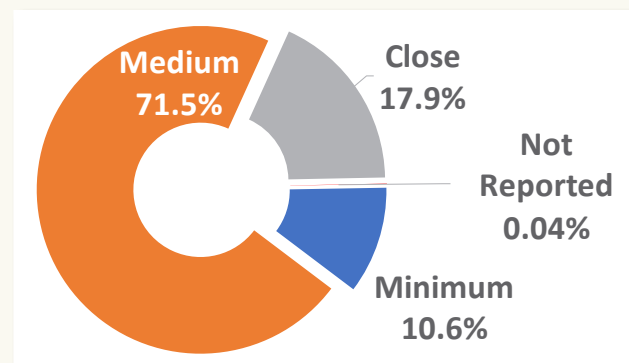
## GENDER



## AGE

Age Range	Number	Percentage
Under 20	815	1.5%
20-29	15,535	28.3%
30-39	16,631	30.3%
40-49	11,278	20.6%
50-59	7,312	13.3%
60-69	2,429	4.4%
70+	636	1.2%
Not reported	211	0.4%

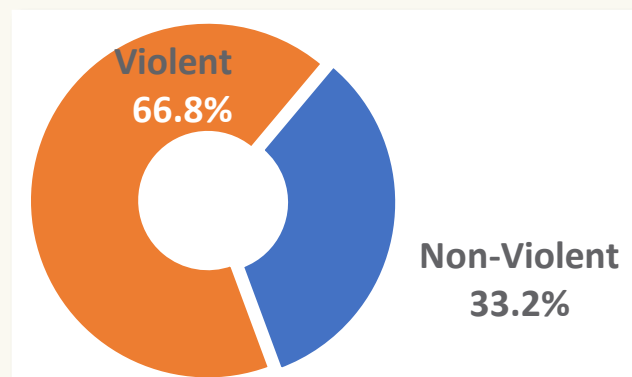
## SECURITY LEVEL



## MAJOR OFFENSE TYPE

Major Offense	Number	Percentage
Violent	28,181	51.4%
Sexual	8,435	15.4%
Property	9,219	16.8%
Drug	6,195	11.3%
Habit/DUI	108	0.2%
Others	2,709	4.9%

## VIOLENT VS. NON-VIOLENT\*



\*Violent Offender – an offender who has a major offense of a violent or sexual nature.



# FACILITIES DIVISION

The Facilities Division is responsible for the direct supervision of all offenders sentenced to the Georgia Department of Corrections. The majority of the GDC's employees (92.7%) work in this division.

## FACILITIES DIVISION RESPONSIBILITIES

Oversight of:

- Field Operations
  - State Prisons*
  - Transitional Centers Probation*
  - Detention Centers*
  - Probation Boot Camp*
  - County Correctional Institutions*
  - Private Prison Monitoring*
- Special Operations
- Offender Administration
- Sex Offender Administration
- Communications Center
- Life Safety/Fire Services
- Inmate/Medical Transportation



## PHYSICAL UTILIZATION RATES ON JUNE 30, 2017

Facility Type	Physical Utilization
State Prisons	95.7%
Transitional Centers	98.6%
Probation Detention Centers	87.1%
Probation Boot Camp	82.0%
Parole Revocation Center	90.0%
RSATs and ITFs	93.1%
County Institutions*	90.9%
Private Prisons*	100.0%

\* Contract facilities monitored by GDC

## SPECIAL MISSION PRISONS

*Augusta State Medical Prison* (ASMP) is a Level V medical facility that provides an Acute Care Unit and a Crisis Stabilization Unit for offenders needing specialized medical care. ASMP also provides Level III and IV Mental Health Services for transient offenders.

*Lee Arrendale State Prison* (LASP) is a statewide female diagnostic facility that houses adult and juvenile offenders, as well as probationers sentenced to a RSAT. It also has a strategic intervention drug program for non-violent offenders.

*Georgia Diagnostic & Classification Prison* (GDCP) is a statewide male diagnostic facility that houses offenders under death sentence and carries out state ordered executions. GDCP also has a Special Management Unit that consists of 192 beds.

*Georgia State Prison* (GSP) houses medium security offenders, as well as mental health and problematic male adult offenders incarcerated in the Georgia prison system.

## Did you know?

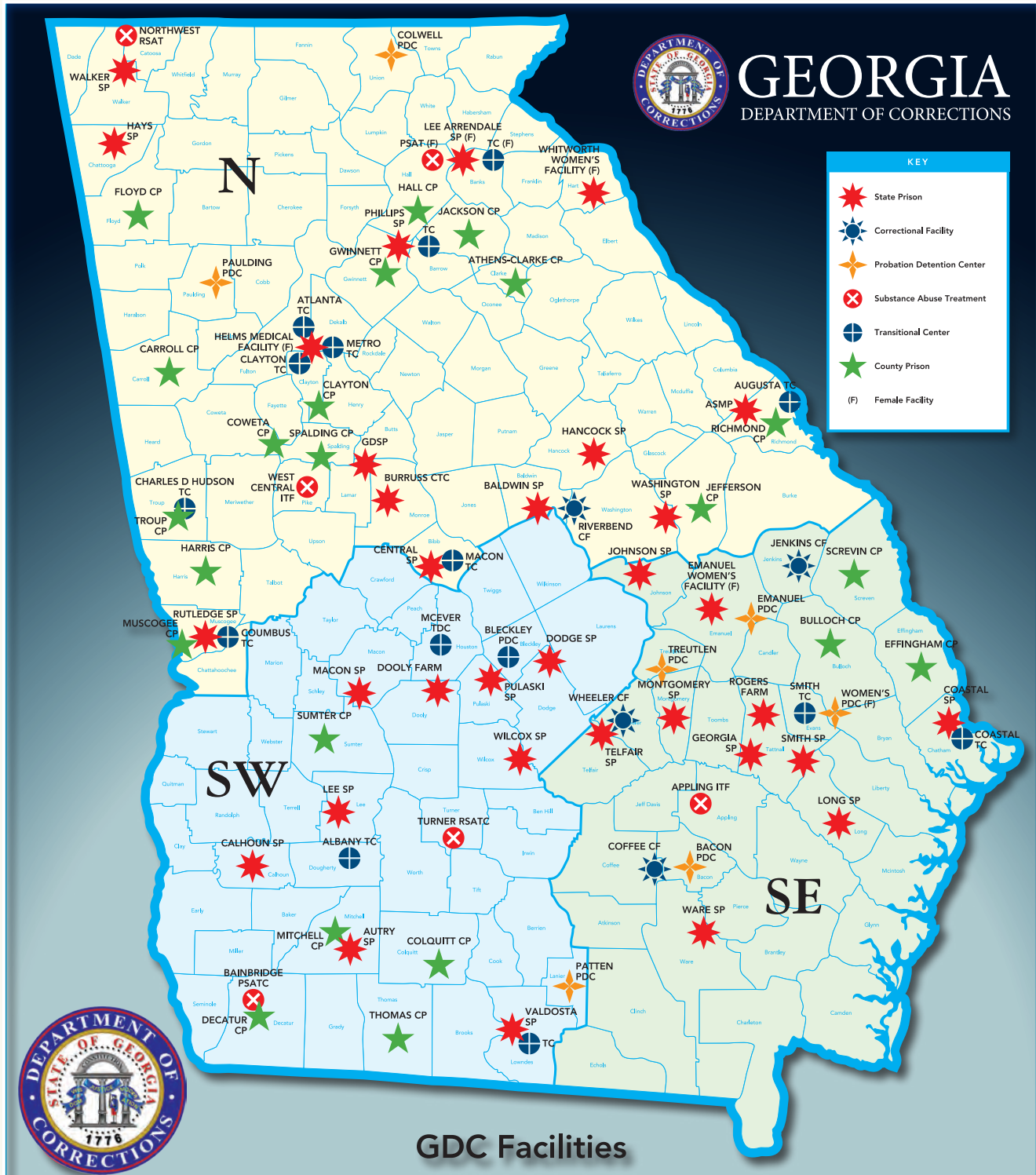
Walker State Prison celebrated five years as a Faith & Character based facility.





# SECURE & SAFE FACILITIES

The Georgia Department of Corrections strives to maintain secure and safe facilities for staff, offenders, and visitors. During FY 2017, GDC continued hardening efforts in all facilities, while enhancing offenders' opportunities for a successful return to society.





# ENHANCING FACILITY MANAGEMENT & SECURITY

The Offender Administration (OA) unit is the logistics center for approximately 53,000 offenders under supervision of the Georgia Department of Corrections. The unit maintains records of offenders and is responsible for offender intake, release, placement from facility to facility, and from county jail to out-of-state detainment. From FY 2011 to 2017, OA processed an average of 28,176 prisoner sentencing packets annually and returned an average of 3,172 packets to counties for completion annually. OA has significantly reduced GDC's jail backlog. The average number of days offenders spent in county jails due to lack of state prison bed space dropped from 57.7 in FY 2011, to 11.5, in FY 2017.

On April 26, 2017, North Regional Director Belinda Davis, held the North Region Office's Ribbon Cutting Ceremony. The North Regional Office opening represents the final step in the regionalization of Facilities Operations. The decentralization of operations was re-established in November 2015 because of its prior proven effectiveness in managing over 60 facilities and 9,700 employees.

The Facilities Division assisted in preparation for Central Office ACA Accreditation and early preparations with "Mock Audits" for Montgomery and Emmanuel State Prisons. All Facilities Operations' policies were modified to incorporate ACA standards.

Lee State Prison has completed its second year as an Evidence Based Prison. The prison focuses on High Risk, High Need offenders who have three years remaining on their sentences. It combines assessed and specialized programs focusing on Trauma and Identity Reformation. Unique to Lee is the extensive use of offender "Peer Mentors" who facilitate programs ranging from foreign languages to preparation for the Commercial Drivers License (CDL) test. Additionally, its staff have been trained in Effective Communication and are being trained in Advanced Offender Supervision. The facility has also developed a Family Reunification Program that includes staff to aid families with visitation and a new child center program. On February 3, 2017, 71 offenders and 62 family members participated in a Family Day hosted for Lee State Prisons's Faith and Character Based Program. Since its conversion to an Evidence Based Prison, Lee has seen disciplinary reports drop by 50 percent and grievances drop by over 50 percent. The education program has a 98 percent attendance rate.







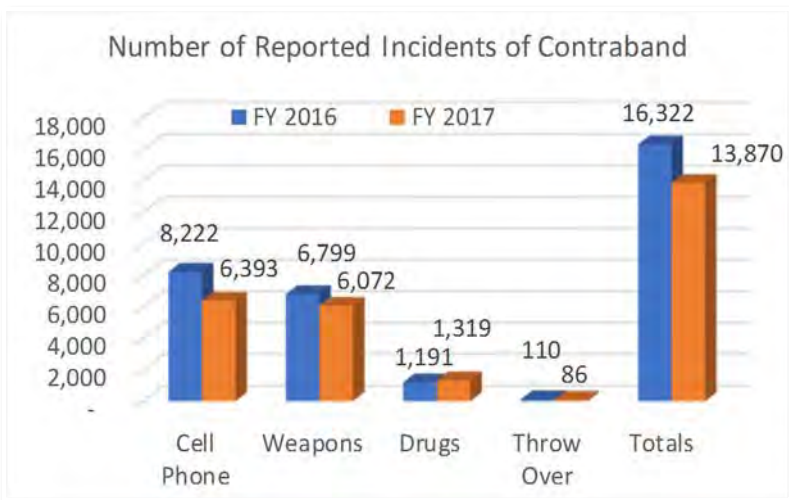
# SECURE FACILITIES – CONTRABAND INTERDICTION

The Facilities Division joined forces with GDC’s Office of Professional Standards (OPS) to eradicate contraband in the Georgia prison system. The role of OPS is to protect and serve the public, employees and offenders by gathering information, examining operations, enforcing departmental standards and laws through audits and investigations, and recommending solutions.



During FY 2017, all facilities continued to apply technology and routine full facility shakedowns to stop the flow of contraband. The Facilities Division reported 13,870 incidents of contraband, a 15 percent decrease compared to 16,322, in FY 2016. The number of items confiscated within and outside GDC’s facilities amounted to 44,697; with 4,986 seized through full facility shakedowns.

As part of GDC’s ongoing efforts to eliminate contraband within Georgia’s prison system, the first phase of body scanners was implemented in 2016, with the installation of four scanners at Georgia State Prison and Smith State Prison in August, Ware State Prison in November, and Hancock State Prison in December. Additionally, mail scanners were installed in all state prison mail rooms.



## Contraband Items Confiscated during FY 2017

Cell Phones	8,081
Cell Phone Chargers	6,697
Handmade Weapons	6,592
Marijuana (in grams)	33,846
Tobacco (in grams)	316,508
Methamphetamine (in grams)	3,493
Cocaine (in grams)	210
Ecstasy (in grams)	11
Pills	5,534
Alcohol (in ounces)	29,928
Syringes	1,033
SIM/SD cards	115

## ADDED TECHNOLOGY

Drone detection technology was installed at Autry SP. This technology is designed to alert staff when a drone is detected near or within the guard line of the facility.

The intent of this new equipment is to reduce the amount of contraband within facilities.





# SECURE FACILITIES – CONTRABAND INTERDICTION

Contraband seizures from the Canine Unit of OPS included 26 pounds of marijuana, 4.2 pounds of methamphetamine, and 90 pounds of tobacco. Items were found at GDC facilities and detail sites. The work of the GDC Canine Unit also resulted in 495 arrests.

OPS' Criminal Intelligence Unit (CIU) utilizes advanced technology to thwart illegal cell phones, reduce introduction of contraband, and monitor gang activity within GDC facilities. The CIU staff provided investigative and analytical support for OPS and responded to 537 requests for assistance from 237 outside Law Enforcement Agencies.



The Criminal Investigations Division (CID), another unit of OPS, initiated over 4,000 investigations that resulted in 1,122 criminal arrest warrants secured and 578 arrests. The CID executed 310 search warrants.

GDC's Special Agents are also assigned to various Federal task forces units throughout the state, including the FBI Public Corruption Task Force, FBI Gang Task Force, and the Drug Enforcement Agency/High Intensity Drug Trafficking Area. Through their involvement, GDC's agents seized over \$3 million in cash and assets, more than 2,500 pounds of marijuana, other illegal substances in excess of 5,000 pounds, including cocaine and opioids, and over three kilos of methamphetamine.

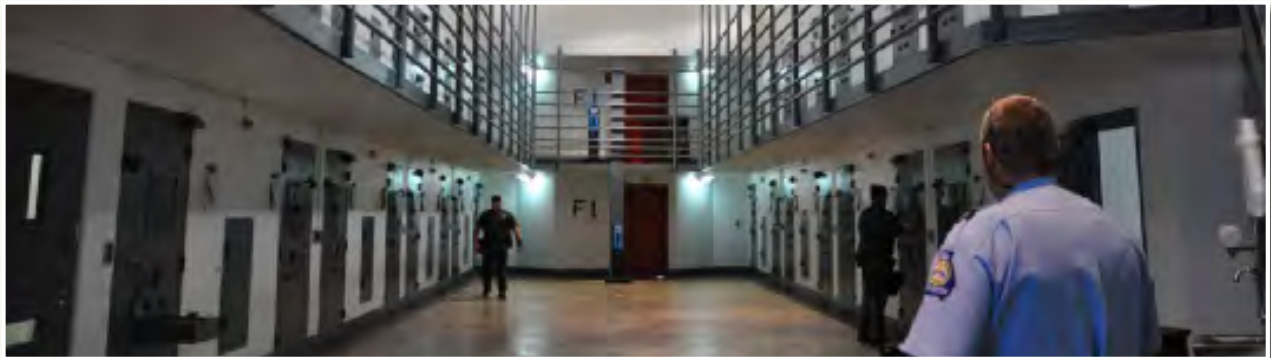
Agents from OPS's Fugitive Apprehension Unit made 611 felony arrests, 48 sex offender arrests, and 107 escape recaptures.







## SECURE FACILITIES – RESTRICTIVE HOUSING



The Facilities Division also collaborates with the GDC Health Services Division, to enhance safety in the institutions. During FY 2017, Specialized Mental Health Treatment Units (SMHTUs) were implemented to reduce the use of restrictive housing for mentally ill offenders who have been identified as requiring restrictive housing due to their disruptive behaviors.

The SMHTUs provide an alternative mental health setting for treatment and behavior management. Currently, there are 158 beds in seven SMHTUs, with about half filled with mental health offenders who would have otherwise been placed in the standard restrictive housing.

Approximately 18% of the offenders housed are on the mental health caseload. GDC is partnering with Mental Health Management Services, Inc. (MHM) to develop six specialty mental health treatment units that will offer population specific mental health treatment and programming.

The idea is to remove offenders with various mental health disorders out of restrictive housing and into an environment that is more therapeutic; with easy access to counseling, group therapy, activity therapy and medication management. These units are the brainchild of Dr. James DeGroot, the former GDC Mental Health Director, who is now the Statewide Clinical Director for the MHM Georgia program.

Specifically, these units will include the following:

- **Serious and Persistent Mental Illness Unit** manages level III and IV mental health offenders, or those who exhibit dysfunctional behaviors primarily due to their mental illness.

- **Impulse-Control Disorders Unit** oversees offenders with multiple prior needs for outside medical treatment due to chronic and severe self-injurious behaviors.
- **Severe Personality Disorders Unit** focuses on offenders who consistently experience difficulty with emotional regulation, have dysfunctional interpersonal relationships, and/or severely disorganized personality.
- **Dementia and/or Traumatic Brain Injury Unit** treats offenders having evidence of Dementia and/or history of traumatic brain injury.
- **Cognitive Delay Unit** manages offenders showing evidence of being unable to work through the Tier program and/or are unable to adapt to the environment and/or are cognitively delayed.
- **Severely Dangerous and Mentally Ill Unit** supervises offenders who may already be identified as violent and may already have a significant mental illness that could contribute to future dangerous behavior.
- **Transition Units** are for offenders who have completed their program and are ready to return to the general population.

The SMHTUs are an innovative way to increase mental health services and decrease punitive measures for those suffering with mental illness.

The SMHTUs face challenges with staffing shortages within mental health and security; however, they have the full support of the Commissioner and remain a priority with an active approach to maintaining them and filling the beds with appropriate offenders.



# ENHANCING OFFENDERS' HEALTH

## RECOGNIZING CORRECTIONS HEALTHCARE HEROES



Pulaski Women's **Medical Center Expansion** was completed in July 2017, and included constructing a Medical Office Building on the property adjacent to the Medical Center, and adding an Outpatient Procedure Center that includes a waiting room, pill call room, procedure room and recovery room.

The building was designed and built by GDC's Mobile Construction Unit for the purpose of meeting the needs associated with providing women's healthcare.

The new building offers space to perform outpatient procedures at the facility, eliminating the need to transport offenders to area hospitals for routine examinations and procedures.

The facility was equipped with new equipment and has improved all levels of care provided to the offenders at Pulaski State Prison.

In December 2017, the Division of Health Services implemented the **Personal Panic Alarm** for Healthcare workerst. The goal is to provide each health care worker (medical, mental, and dental) with a personal panic alarm to wear while providing care. In the event of an emergency, the device can be activated, and it will emit an audible alarm summoning immediate assistance.

Helms Facility has successfully partnered with **Chardonay Dialysis** to provide dialysis treatment for offender patients from Augusta State Medical Prison.

The room includes four dialysis chairs and all the necessary equipment needed to administer treatments.

Helms expects to raise the count to 10 or more, administering treatments six days a week, rather than three days a week.

### HEALTH SAVINGS



#### TELE-MEDICINE

342 offenders

Cost avoidance: \$154,584

#### TELE-PSYCHIATRY

2,483 offenders

Cost avoidance: \$1,122,316

#### TOP 200 CLAIMS

*Cost*

FY2016: \$14,409,669

FY2017: \$16,491,154

*Percentage of Claims*

FY2016: 39.25%

FY2017: 37.47%



**HONORING NURSES** Board of Corrections Chairman Jerry Willis and Commissioner Gregory C. Dozier presented four GDC nurses with a plaque in recognition of going "Beyond the Call" of duty at the April Board of Corrections meeting on April 13, 2017. The nurses recognized were: Ama-lia Nunes, Central State Prison; Anne Pye, Burruss Correctional Training Center, Tan-ya Averett, Rutledge State Prison and Tracy Jackson, Coastal State Prison. Congratulations!



# IMPROVING OFFENDERS' WELL-BEING

Besides securing facilities and making them safe environments for staff and offenders, the Facilities Division works closely with GDC's Inmate Services Division and the Georgia Correctional Industries (GCI) unit to promote the welfare of offenders, for a successful return to society. Together, they provide opportunities to enhance family communication and learn valuable skills.

## **GIRL SCOUTS**

On September 23, 2017, "Girl Scouts Beyond Bars" launched at Lee Arrendale State Prison (LASP). Girl Scouts Beyond Bars allows the children of offenders incarcerated at LASP to participate in Girl Scouts with their mothers. The program has been in existence for 25 years.

Lee Arrendale State Prison, however, is the first prison in Georgia to implement the program. All participating offenders must go through an interview process and have a commitment from a caregiver to transport the Girl Scout to the prison on the fourth Saturday of the month. The girls and their mothers enjoy structured arts and crafts, while also working on their family interaction skills.

## **RE-ENTRY DORM**

Phillips State Prison opened a 50-bed Reentry Dorm. This dorm targets offenders with 18 months left on their sentences and focuses on skills to make the transition home more successful. The dorm has Peer Mentors who assist each participant with the in-dorm career center. They also offer a variety of classes that focus on interview skills, money management, and a variety of other life management basics. Volunteers offer motivational speeches, computer skills training and a "Toastmaster" program. The dorm plans to add a Money Management and Mortgage seminar, as well as a program offered by the National Integrity Project.

## **HELMS UNIT - PREGNANT FEMALE OFFENDERS**

The Helms Unit began a program to help pregnant female offenders obtain their GED while they are receiving prenatal care and waiting to give birth. To date, nine participants graduated and received their GEDs. Additionally, five offenders who began taking classes completed and received their GED later at LASP. The facility also saves the state of Georgia an average of \$305,000 by providing PET Scans.

## — FAMILY DAYS —



*Quarterly Family Days* were implemented, by region, to give approved family members of offenders broader and easier access to discuss their loved one's incarceration with GDC leadership.

## *Did you know?*

On April 21, the Georgia Department of Corrections (GDC) hosted Family Day for over 500 family members and friends of GDC offenders. The purpose of the event was for family members to meet with Departmental representatives and discuss issues concerning the incarceration of their love ones.

Representatives from the State Board of Pardons and Paroles also attended the event to address parole issues. "Family Day is part of the Department's continuing efforts to provide customer service to the families of offenders in the GDC system," said Commissioner Dozier. "We are thankful to Pardons and Paroles for joining us, allowing us to comprehensively address the concerns of all who attended."





# FIRE SERVICES



The GDC Fire Services unit operates 19 fire stations in state prisons and six in county prisons across the state of Georgia. In addition, seven boot camps and probation detention centers have trained wildfire teams who assist the Georgia Forestry Commission on wildfires in the North Georgia mountains. More than 220 offenders participate in the inmate firefighter program. Inmate firefighters are certified through O.C.G.A. Title 25, and can be hired as career firefighters. During FY 2017, 106 offenders were trained and tested in Firefighter I Certification, Firefighter II Certification, HazMat (Hazardous Materials) Awareness, and HazMat Operations. Additionally, the unit received six new chief vehicles.

Inmate Fire Services continues to provide positive, often lifesaving services to communities throughout Georgia. Prison Fire Stations responded to 2,742 emergency calls in the cities and counties surrounding GDC's prisons. Fire Services/Life Safety were deployed to several disasters and worked countless hours, ensuring that the mission of the department was met. Deployment began in November 2016, with the Tatum Gulf Fire. Fire Services/Life Safety were deployed there from November 12 through November 23, 2016. In January 2017, after two tornados hit Albany, GA, and a state of emergency was declared on January 22, relief efforts were sent to Turner, Lee, and Worth counties. Fire teams were also deployed to fight the West Mims Fire, in May 2017. Firefighters began reinforcing containment lines on May 7, and by May 22, the fire was contained.

Prison fire stations also answered emergency calls and worked with their surrounding cities and counties with storm search and rescue, debris removal, and hazardous conditions.







# REENTRY EFFORTS IN EDUCATION

*Georgia continues its aggressive efforts* to educate offenders. In September 2016, GDC completed its distribution of the Georgia Offender Alternative Learning (GOAL) devices.

These are customized tablets that allow offenders to access educational materials 24/7, regardless of their location within the facility. It also improves family communications.

Educational opportunities were further enhanced as follows:

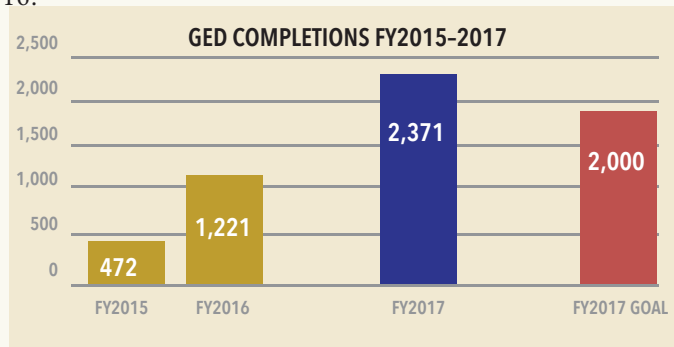
- Adding education programming space at six state prisons
- Adding and filling more than 20 full-time teacher positions
- Hiring regional educational technology support specialists
- Providing “Classworks” software for literacy remedial reading, adult basic education, and math enhancement

## ACADEMIC EDUCATION KEY OUTCOMES IN FY 2017

The average monthly enrollment was 6,784, an increase of 20.6 percent over 5,624 in FY 2016.

The number of GED's completed was 2,371, a 93.7 percent increase over 1,224 in FY 2016.

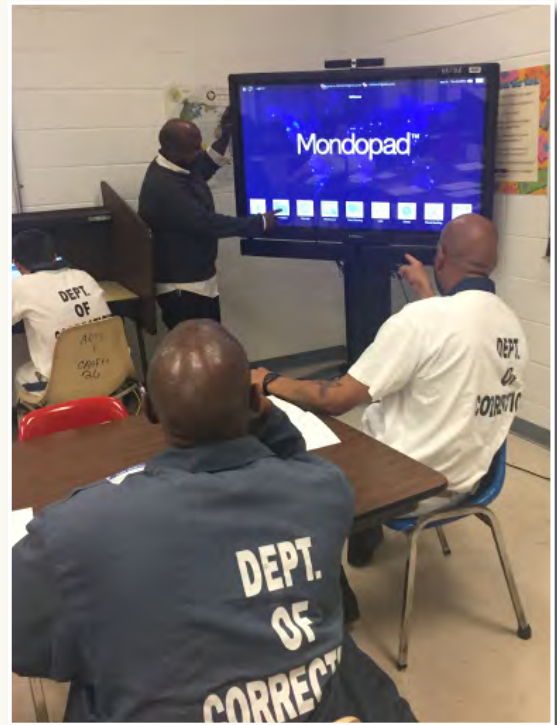
Fifty-five high school diplomas were earned through the charter schools; an increase of 44.7 percent over 38 in FY 2016.



## HIGH SCHOOL COMPLETIONS FY2017

**55**  
HIGH SCHOOL  
DIPLOMAS EARNED

**44.7%**  
increase  
since FY16



## Did you know?

On September 15, 2016 Smith State Prison hosted a GED graduation where 52 men graduated and 70 family members attended.

Valedictorian recognized GED teacher, Dr. Lance Brantley and Lieutenant Deric Godfrey, supervisor, with the Golden Apple Awards for their exemplary efforts in assisting the offenders with earning their diplomas.



# REENTRY EFFORTS IN EDUCATION



Wheeler Correctional Facility’s commencement exercises were held on December 16, 2016 and June 9, 2017. Collectively, 99 offenders were recognized for receiving their GED diplomas. Outstanding accomplishments continue to occur within the educational program at Wheeler Correctional Facility due to the commitment of the leadership team, as well as the educational and security staff.

All strive to help their male offenders recognize and achieve their academic potential.

A total of 536 men earned vocational certificates in the program areas of masonry, carpentry, electrical, plumbing, CDL and horticulture during FY 2017. These men were recognized for their outstanding achievements at graduation ceremonies held on December 2, 2016 and May 26, 2017.

With the success of Life University’s Chillon Project’s initial class being promoted to sophomores, LASP implemented a second class of Life University participants. There are 30 offenders that are actively seeking their associate’s degrees through this program.

## MACON TRANSITIONAL CENTER HOSTS EDUCATION RECOGNITION CEREMONY

On March 22, 2017, Macon Transitional Center hosted an Education Recognition Ceremony. One resident received an associate’s degree in Business Management (offered to residents on-line, through Ashworth College), 12 received On-the-Job training certificates, and eight completed one of the four education level tests required to receive a GED. Of the eight, one resident was nominated for the National Adult Education Honor Society.

## EDUCATION OPEN HOUSE

On March 3, 2017, Walker State Prison hosted its 5th Annual Education Open House. There were 521 family members, 30 volunteers, and 231 offenders in attendance.

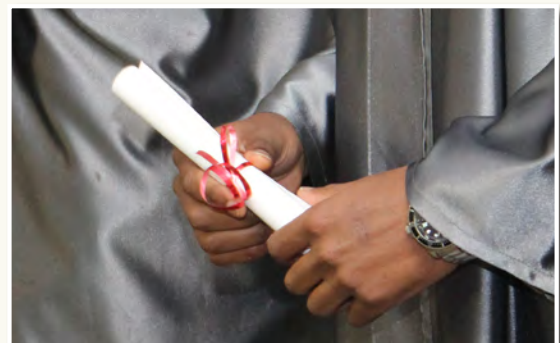
This allows family members to learn about the programs their loved ones are participating in, while spending quality time together.

## BEYOND THE WALLS



Tara Gazzuolo had three years of college when she entered the Georgia prison system in 2003. While in prison, she participated in the first Faith and Character Based Program at Pulaski State Prison. She also took the Visual Arts and Communication Design course offered at the facility through Middle Georgia Technical College. She graduated with honors with an on-the-job training certificate in 2007.

Tara is currently working as an account executive at Parrallax Digital Studio. What she is most proud of, however, is her online graphic arts business, Butterfly Grafix, for which she has clients across the United States.





# REENTRY EFFORTS IN EDUCATION



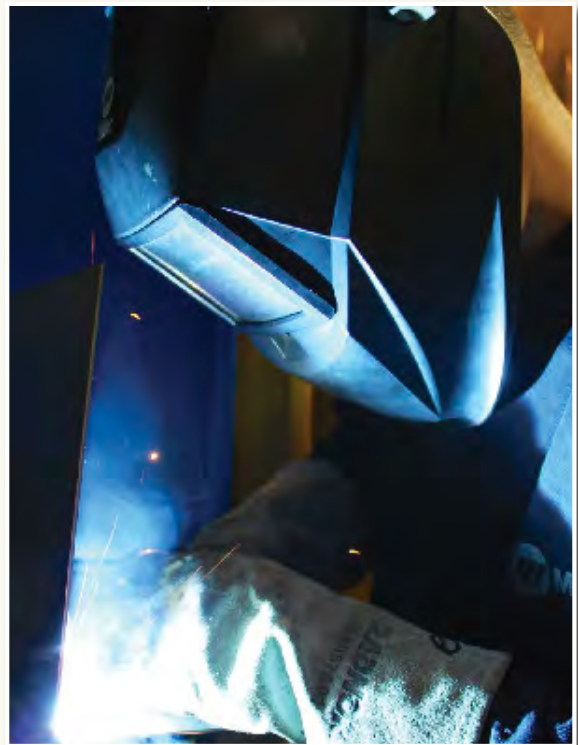
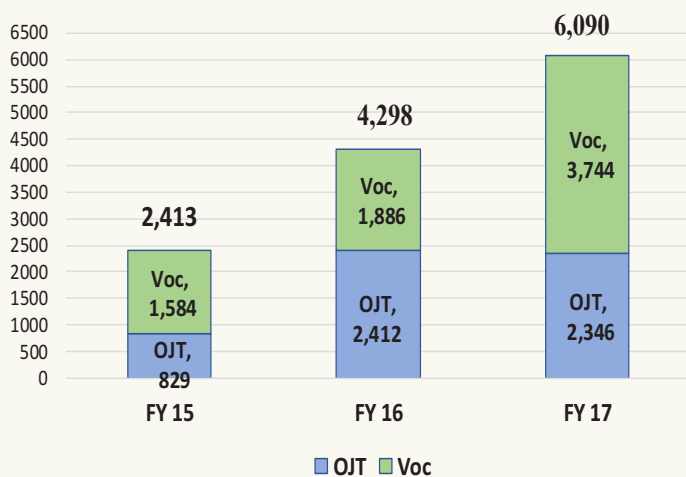
The number of vocational completions (career, technical, and on-the-job training) increased by 41.7 percent, from 4,298, in FY 2016, to 6,090, in FY 2017. This could be attributed to the creation and enhancement of high demand programs that are of interest to the offenders. Programs include:

- Plumbing at Wilcox State Prison
- Business and Computer Science at Wilcox State Prison
- Advanced Welding (enhancement to existing Basic Welding) at Walker State Prison
- Environmental Horticulture at Pulaski State Prison and Macon State Prison
- OSHA 10 General Industry Certification<sup>§</sup>
- OSHA 10 General Construction Assistant<sup>§</sup>
- OSHA 30 General Industry Certification<sup>§</sup>
- General Construction Assistant<sup>§</sup>
- Getting Ready for the Outside World, a soft skill<sup>§</sup>

<sup>§</sup> Signifies that this program is offered statewide.

*Monthly enrollment in vocational programs grew from 1,305 in FY2016 to 1,662 in FY2017*

**Vocational and OJT Completions Comparison by FY 15, FY 16, and FY 17**



## WELDING PROGRAM

On June 9, 2017, 42 offenders graduated from the Welding Program at Walker State Prison, with 32 completing the Basic Vocational Welding Program and 10 completing the Advanced Vocational Welding Program.

Walker State Prison partners with Central Georgia Technical College for both welding programs.

Since its inception in 2014, a total of 207 offenders have graduated from the basic program. The Advanced Welding class was brought to the prison during the summer of 2016, after the resounding success of the Basic Welding course. It is 22 weeks long and certifies offenders in Flux Core and Tungsten Inert Gas Welding.

The welding program has been successfully integrated into several other facilities, including Lee Arrendale Transitional Center, a women's unit.





# REENTRY EFFORTS IN EDUCATION

In partnership with Wiregrass Technical College, Patten Probation Detention Center implemented a CDL Program for detainees. The program provides community reentry services to offenders and offers the opportunity to increase responsibility and personal and social maturity.

To enter the program, detainees must first be admitted into Wiregrass Technical College by passing an entrance exam. After being admitted, they are required to complete three CDL courses (Fundamentals of Commercial Truck Driving, Combination Vehicle Basic Operation and Range Work, and Combination Advanced Operations). Upon successful completion of those courses, the detainees can take the driving test to receive their license. Six detainees graduated and received their CDL license this fiscal year.



In March of 2016, the Bee Keeper program started at Dooly State Prison with 12 offenders. The facility's honey extraction resulted in 130 pounds of honey. On November 2, 2016, all 12 offenders passed the University of Georgia's Bee Keeper Certification test. The average test score was 98 percent.







# REENTRY EFFORTS IN RISK REDUCTION



## METRO REENTRY FACILITY

The Georgia Department of Corrections will open a reentry facility at the old Metro State Prison in Atlanta, GA, in FY 2018. GDC has spent significant resources in refurbishing the prison. The mission of the facility will be to provide a secure, institutional environment, which will target recidivism reduction for a population of high need/high risk offenders returning to metro Atlanta (Clayton, Cobb, DeKalb, Fulton, Gwinnett counties). Rehabilitation will include:

- Effective programming in education and healthcare
- Vocational training and job skill credentials
- Positive mentoring experiences
- Real life coping and situational problem solving skills
- Timely and appropriate reentry community referrals

Initially, the facility will house up to 356 offenders who are at the end of their sentence and need assistance in successfully transitioning back into the community.

## THE RESIDENTIAL SUBSTANCE ABUSE TREATMENT (RSAT) PROGRAM

This is a modified therapeutic community offering an evidenced-based cognitive-behavioral curriculum. All RSAT participants are housed separately from the general population. Program participants, both offenders and probationers, learn real-life strategies to help them live a pro-social productive life free of alcohol, drugs, and crime.

- Program Duration: 9 months
- Number of Programs: 12
- Program Capacity: 2,428
- FY2017 Admissions: 3,379 (vs. 3,565 in FY 2016)
- FY2017 Completions: 2,608 (vs. 2,500 in FY 2016)



## PROGRAM AND TREATMENT COMPLETION CERTIFICATE

An official certificate is issued to offenders under the rules and regulations of the Board of Corrections. It symbolizes an offender's achievements towards successful reentry into society.

GDC began issuing the certificates in May 2014 as a pilot at four facilities. In October 2014, all state facilities were capable of issuing certificates; and in January 2015 both private and county facilities were added to the list. Since the program inception, 14,505 certificates have been issued.





# REENTRY EFFORTS IN TRANSITIONAL SERVICES

Career Centers are available in all state facilities. They are staffed by offenders trained to assist in peer development. They provide information and training to better prepare offenders to acquire and sustain employment after their release. Services offered include resume preparation, aptitude testing, employment search methods, and “soft-skills” applications.

The Georgia Department of Driver Services (DDS) and GDC partnered in 2016 to provide Secure Identification Cards (ID) or renewed Secured Driver’s Licenses (DL) to offenders nearing release. Since October 2016, over 2,500 DDS Secured IDs or DLs - meeting Federal Real ID standards - have been issued. Also, GDC Transitional Centers have issued over 2,000 ID/DLs annually.

Birth Certificates, Social Security Cards, Secured Identification Cards are issued to releasing offenders through partnerships with the Georgia Department of Public Health/Vital Records and the U.S. Social Security Administration. GDC is able to apply for and receive offender’s documents necessary in obtaining identification cards. Social Security provides replacement cards and Vital Records provides certified copies of birth certificates for Georgia born offenders. All official documents are filed in the GDC Document Repository and given to offenders upon release.

GDC Documents Repository provides a centralized and secure location to store documents vital to offender’s release (i.e., educational, vocational and training completion certificates; DDS Identification Card/Driver’s License; birth certificates; etc.). These documents are retrieved from the Documents Repository and sent to the offender’s discharging facility 120 days prior to release. As of June 30, 2017, 8,004 documents had been electronically imaged/ scanned into the GDC Reentry Documents database.

## OFFENDER JOB FAIR

On May 5, 2017, Walker State Prison hosted its first Offender Job Fair. Participants included the Department of Labor, Shaw and Mohawk Industries, and Goodwill Quality Staffing.





# SERVICING OFFENDERS THROUGH CHAPLAINCY



## VOLUNTEER SERVICES

Volunteers are used throughout all facilities to provide both religious and non-religious activities to offenders. About 3,000 volunteers are provided each month.

FY 2017 highlights:

- The average weekly offender attendance at religious services was 12,922
- FY 2017 focus to rebrand volunteer services included: improving communications, electronic application processing, accountability, increasing programming opportunities
- Installation of Trinity Broadcasting Network program telecasts at all Faith and Character Based facilities
- The unit provided 16 Volunteer Certification Training sessions with 940 in attendance
- Implementation of the Gideon Scripture distribution program in Tier facilities
- Two statewide chaplain conferences with more than 50 chaplains in attendance
- Enlistment of volunteer groups to launch various programs at Metro Reentry Facility

## NEW ORLEANS BAPTIST THEOLOGICAL SEMINARY

The Department continues its partnership with New Orleans Baptist Theological Seminary, an accredited four-year degree program, to offer male offenders located at Phillips State Prison a Bachelor of Arts degree in Christian Ministry. Graduates are utilized to support facility chaplains with the religious and spiritual services available to offenders.



## 23 OFFENDERS RECEIVE CERTIFICATES IN THEOLOGICAL STUDIES

On April 7, 2017, 23 female offenders graduated from the Theological Studies course at Lee Arrendale State Prison (LASP) in Alto, GA. Fourteen received their Certificate in Theological Studies (CTS) and nine their Advanced Certificate in Theological Studies and Leadership.

“The Theological Studies program is one of many educational opportunities GDC offers to increase offenders’ academic skills and help reduce recidivism,” said Commissioner Gregory C. Dozier. “We are grateful for our partnership with the Atlanta Theological Association and Emory University, for making this program a success.”





# GEORGIA CORRECTIONAL INDUSTRIES



Offenders picking product



Conveyor System



Picking Station



Order Scanning Station

### *The Offender Package Program at Lee Arrendale State Prison*

One of the newest endeavors for Georgia Correctional Industries (GCI) is the Offender Package Program housed at the Lee Arrendale State Prison (LASP). This operation, which began in January 2017 with Union Supply Group, has proven successful in many ways. The program gives family and friends of offenders the opportunity to provide their loved one with food and property packages throughout the year. More importantly, the fulfillment labor is provided by the female offenders at LASP, providing them valuable hands-on work experience. Currently there are 45 female offenders assigned to the program.

### *Offender Food Cost and Increased Farm Products*

One key component of Georgia Correctional Industries is the Food & Farm Division. This Division includes Food Service, Food Distribution, Food Processing and Farm Operations. The mission of the unit is to provide offenders nutritional meals at the lowest cost to the tax payers of Georgia, while providing on-the-job training.

GCI is responsible for utilizing state appropriated funds, as well as self-generated revenues from the sale of commodities to other state funded entities. Its responsibilities also involve overseeing the preparation and service of over 39 million meals to offenders annually. GCI is further challenged with maintaining a low food cost, and it has been able to lower its food cost from \$1.60 to \$1.50 or less, over the last two fiscal years.

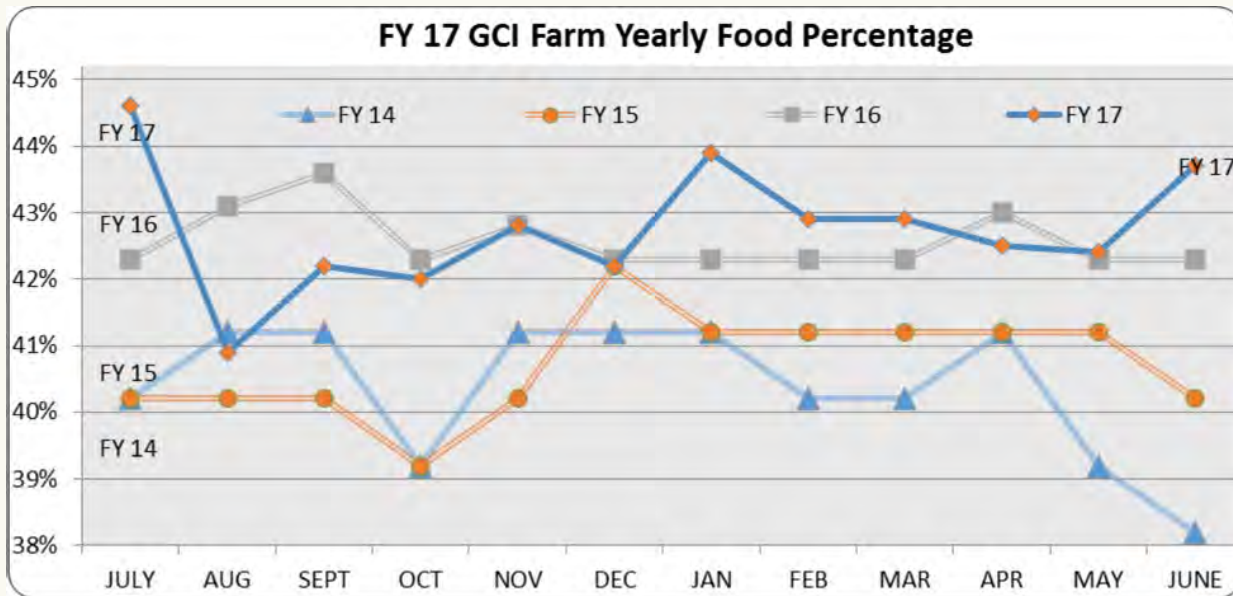
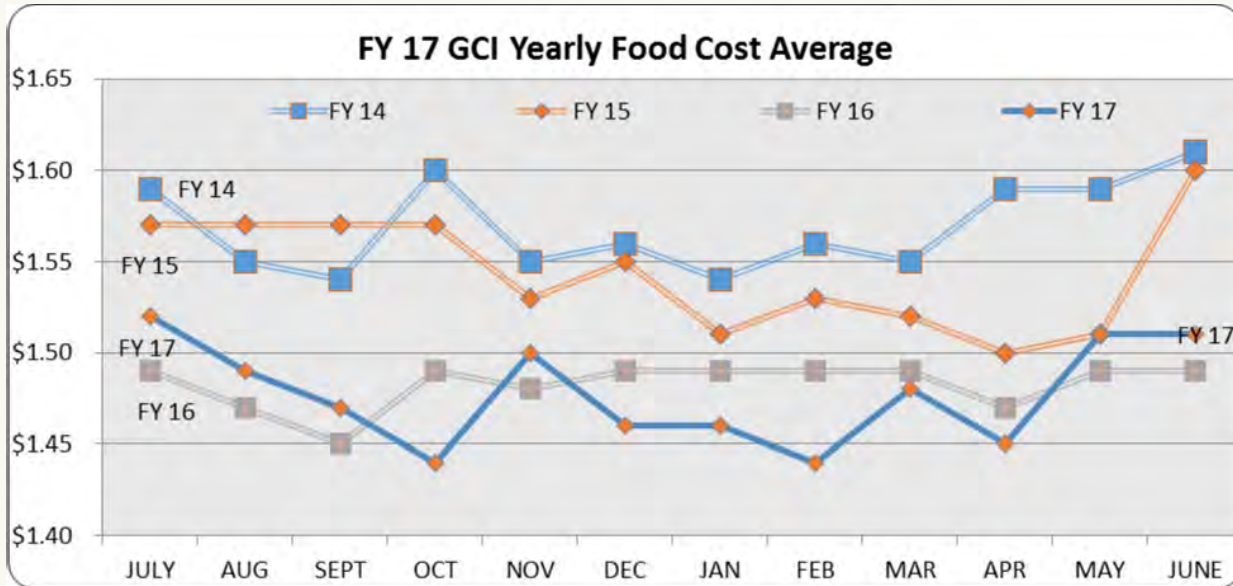
GCI is able to utilize 43 percent of its own manufactured products within the offender menu. In FY 2017, it utilized almost 44 percent of its products. It was its highest utilization rate in the past four fiscal years. The units main goal is to continue to find new ways to utilize as many farm products as possible on the menu and explore new opportunities.







# GEORGIA CORRECTIONAL INDUSTRIES



## "Georgia Grown"

In FY 2017, Georgia Correctional Industries (GCI) added the Georgia Grown Label to its half pints of milk, as well as changed the labels of their milk products. This was a huge accomplishment and well received by their customers and offenders. GDC will continue to add the Georgia Grown Label to additional products GCI manufactures that meet the qualifications within the next fiscal year.





# GEORGIA CORRECTIONAL INDUSTRIES



## *Rogers State Prison Farm Operations*

GDC has three major livestock units at Rogers State Prison Farm, located in Reidsville, Georgia: beef cattle, swine and dairy operations. Over the past year, great strides have been made with the livestock operations by focusing on proper management, nutrition, and staff and offender training.

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### *Beef Cattle Operation*

During FY 2017, conception rates increased from 77 percent to 93 percent in the beef cattle unit. This has resulted in increasing the number of calves weaned to 1,025 up from the previous year when only 675 calves were weaned. The proper nutrition, changing of genetics, and monitoring has increased GDC's weaning weights from 375 pounds to 593 pounds in FY 2017.



### *Swine Operation*

In the swine unit, conception rates have risen from 57 percent to 86.6 percent with the number of pigs per litter increasing from 5.7 to 8.3 in FY 2017. The unit's herd size has almost doubled, growing from 1,668 to 3,010 head. This is the most hogs ever raised within GDC's farming operation. This success can be attributed to changes made over the last year, which have focused on nutrition, vaccination, genetics and proper breeding techniques.

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### *Dairy Operation*

In FY 2017, the somatic cell count was lowered from 440,000 to 280,000 . The cell count was maintained for multiple months. These vast improvements within our cell count are due to improved operation techniques implemented during the fiscal year, which include strategic culling of the heard, better milking techniques, staff and scheduling changes, and environmental improvements.



# SUPPORTING MISSION THROUGH TECHNOLOGY

The Office of Information Technology (OIT) exists to support the technology requirements of GDC, providing management and oversight of technology assets, end-user support, and application and web development; while ensuring the confidentiality, integrity, and availability of the agency's electronic data. During FY 2017, OIT continued implementation of internal controls to foster improved management and accountability. Key accomplishments for the fiscal year included:



## FIRE SERVICES TABLET REDEPLOYMENT

Twenty-eight iPads were successfully redeployed to Fire Services, providing an efficient and effective method to complete fire inspections. The Chiefs were upgraded from a legacy application to a state of the art web-based solution at virtually no cost, saving the agency over \$15,000 annually by eliminating software-licensing fees.



## PRISON RAPE ELIMINATION ACT WORKFLOW

A workflow module was developed and implemented within Scribe for PREA. This provided an improved process for reporting, tracking, analyzing, reviewing, and completing PREA allegations.



## CAPTIVA PORTAL UPGRADE

A ground-up redesign of Captiva, the agency's intranet portal, improved end user experience; as did a major upgrade to GDCJobs.com. Enhancements to a number of other web-based services and applications also took place periodically throughout the year.



## JPAY IMPLEMENTATION

Standard Operating Procedures for JPay deployment and services for staff and offenders were developed and implemented, as well as an electronic medical complaint platform, which allows offender completion from their assigned kiosk.



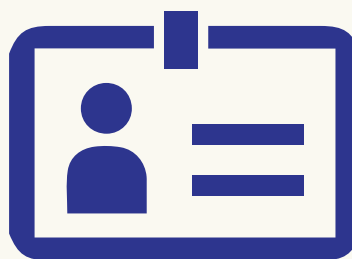
## ELECTRONIC OFFENDER COUNT PROJECT

A capstone project, Offender Count, was recognized for its Mobile Application at the Georgia Technology Summit. Also noteworthy was the creation of an automatic wristband printing function, a static reader procurement, the development of Radio-frequency identification technology, and Wi-Fi implementation.



## STATE ISSUED IDENTIFICATION

In partnership with the Department of Driver Services and Inmate Services, OIT implemented an automated identification card process to ensure offenders have State issued identification upon their release. This project won accolades at the Georgia Technology Summit as well.



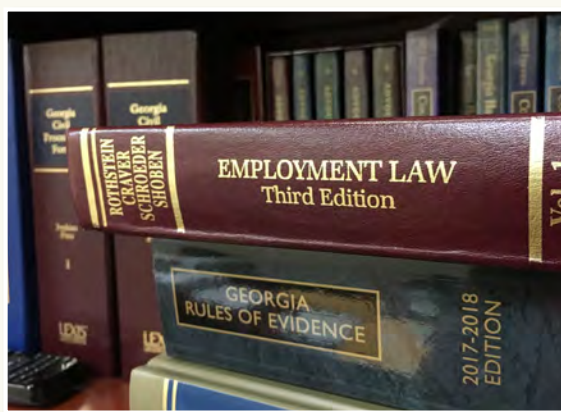




# LEGAL SERVICES

Legal Services provides a variety of services in representing the legal interests of the agency. The attorneys working within the unit advise the Commissioner, executive staff, and other employees of their legal rights and responsibilities in the development and implementation of agency policy and procedure.

Legal Services also represents the agency's interests in administrative appeals relating to employee discipline and oversees the agency's procurement and contracting needs. Legal Services works closely with the Attorney General's Office in representing the Department before state and federal courts. The unit is also responsible for responding to all requests for information that are received pursuant to the Open Records Act.



## HIGHLIGHTS OF LEGAL SERVICES ACTIVITIES DURING FY 2017

Reviewed 321 requests for adverse actions involving alleged misconduct by GDC employees. This was a 14.2 percent increase over 281 in FY 2016.

Collaborated on the drafting and negotiation of more than 463 contractual and inter-governmental agreements. Also assisted in the development of a comprehensive list of all offender work details. This was a 20.3 percent increase over 385, in FY 2016.

Referred 957 new cases to the Attorney General's Office and assisted in the legal strategy and defense of civil rights actions, state tort claims, habeas corpus petitions, petitions for writs of mandamus, and employment lawsuits. This was an eight percent increase over 886, in FY 2016.

Responded to more than 1,771 requests for Department records, including Open Records Act requests, subpoenas, requests for medical records, and similar inquiries. This was a 50.1 percent increase over 1,180, in FY 2016.

Provided oversight and recommended appropriate action on 66 internal investigations involving the Department's employees. This was a 29 percent decrease from 93, in FY 2016.

Assisted with 601 special project matters, such as evaluating proposed policy changes, making consular notifications, facilitating special religious requests, reviewing of appellate decisions impacting offenders' sentences, and analyzing proposed legislative measures for impacts upon GDC's operations or budget.

Additionally, Legal Services continued to train staff on legal issues in Basic Probation Parole Officer Training, Basic Mental Health Training, and Basic Management Training.





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