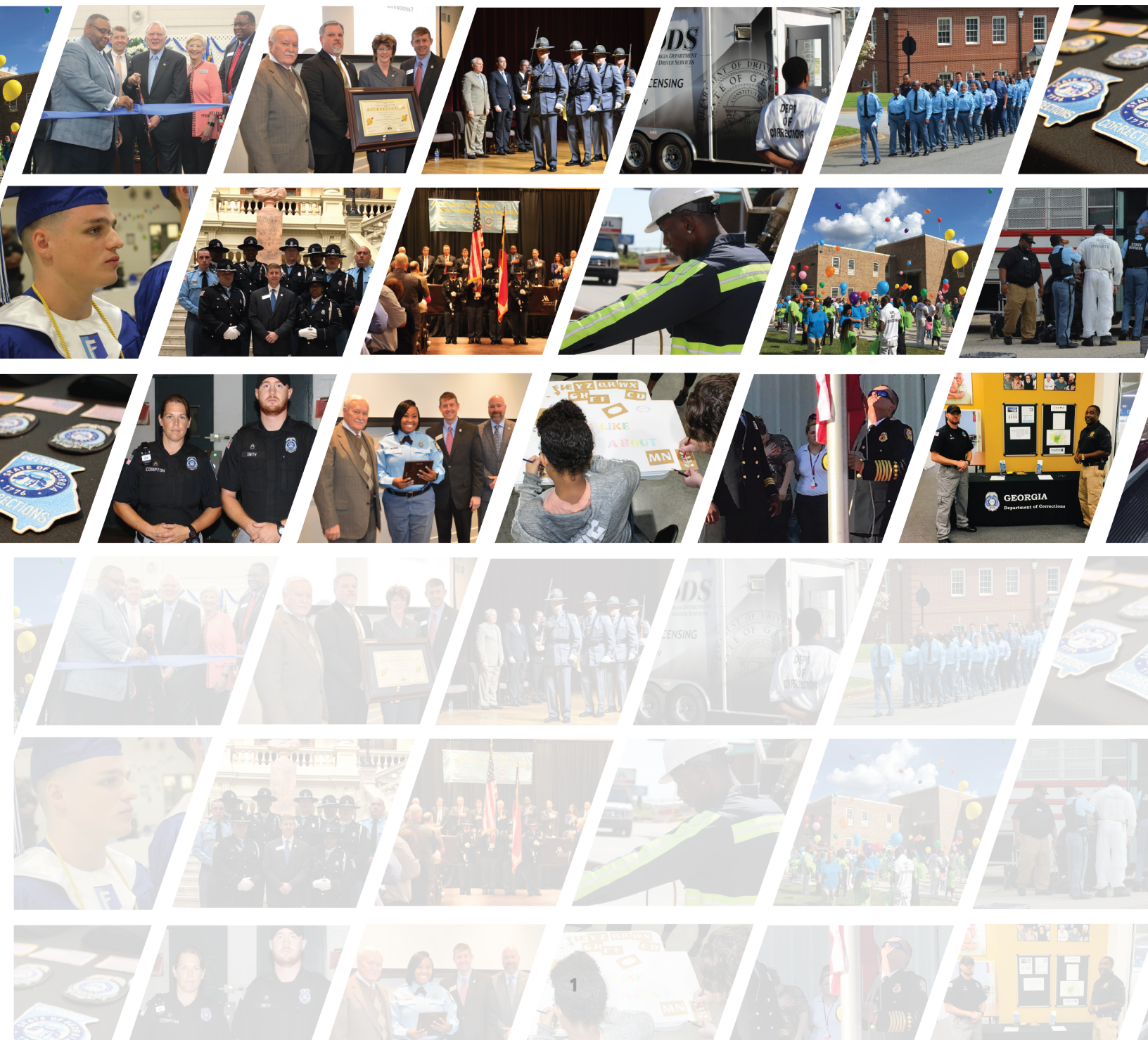




GEORGIA DEPARTMENT OF CORRECTIONS

2018 ANNUAL 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.

24

- 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 2018 report. Within this report, we have highlighted our accomplishments and continued efforts to enhance security, recruit and retain a quality workforce and expand reentry opportunities for the state's offender population.

I am proud of the work our dedicated staff has accomplished in the past fiscal year. In an effort to continue security improvements, our agency was awarded accreditation from the American Correctional Association for our headquarters and training academy. In addition, we reduced restrictive housing by 41% and enhanced our transportation methods with an upgrade in video systems and modification to policy and procedures. During FY18, we witnessed a record breaking year in career and technical education monthly enrollments and increased program completions to 9,890, we had a 37% increase in GEDs bringing the number to over 3,000 earned, and opened a third Charter High School location.

In line with the Governor's criminal justice reform efforts, our agency continues to find ways to assist our offender population with preparing for a successful release. In FY18, the agency partnered with the Georgia Department of Public Health/Vital Records and the U.S. Social Security Administration and received over 10,000 birth certificates and social security cards for releasing offenders. Additionally, our agency increased the number of drivers licenses and IDs issued to our offender population to more than 8,000.

The progress our agency has displayed is only made possible through the hard work of our employees. It is a reflection of their determination to See, Believe, and Lead. I truly look forward to our agency's future successes in the coming years.

Sincerely,

Gregory C. Dozier, Commissioner



BOARD OF CORRECTIONS

2018 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
June Wood



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 is vacant

About the Board...

The Board of Corrections is comprised of 19 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.

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
Asst. Commissioner
Chief of Staff



Jay Sanders
Asst. Commissioner
Inmate Services



Ricky Myrick
Asst. Commissioner
Facilities



Scott Poitevint
Asst. Commissioner
Administration and Finance



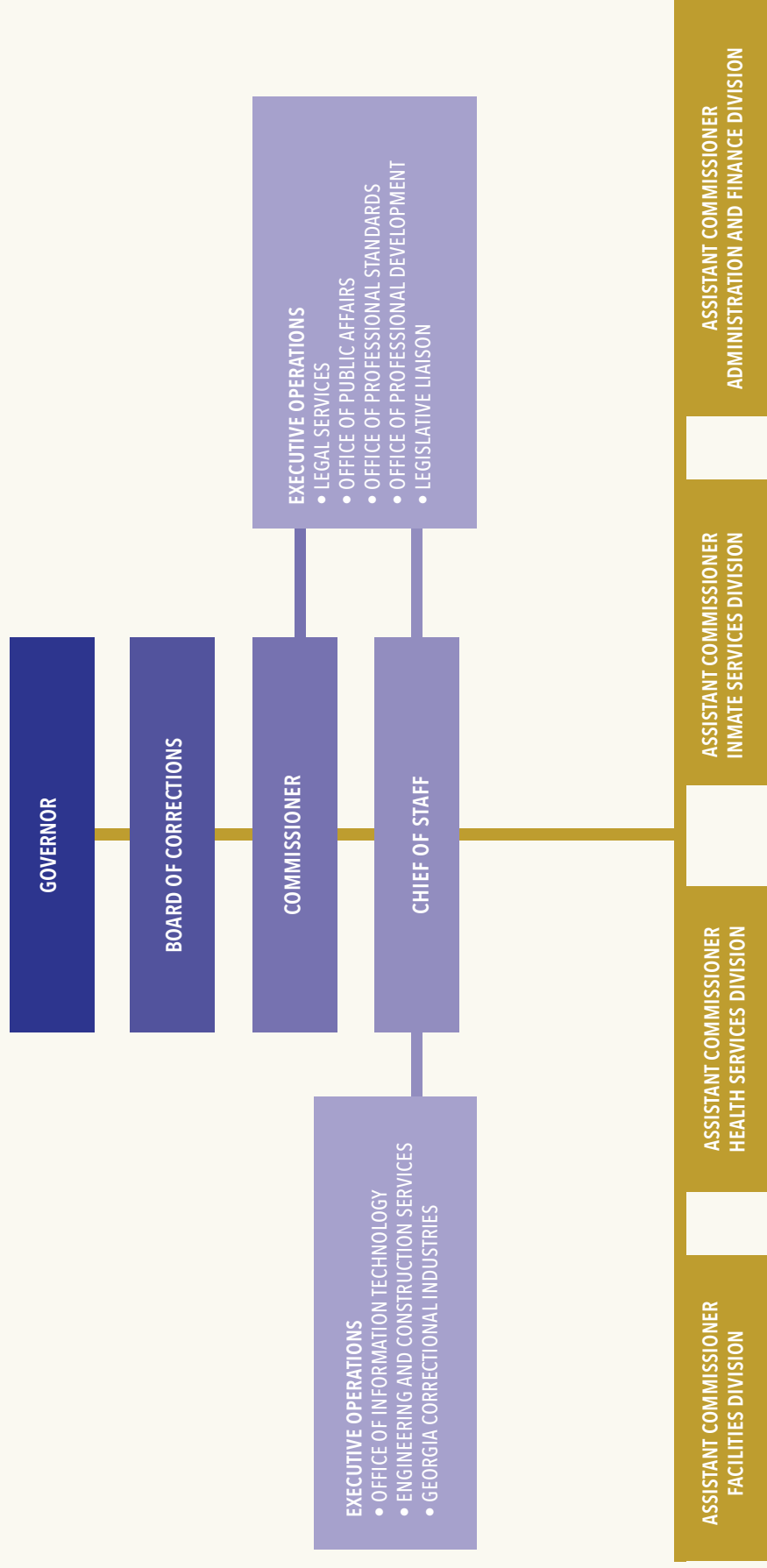
Randy Sauls
Asst. Commissioner
Health Services

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.

AGENCY ORGANIZATION





FY18-20 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 inmates 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 & maintain a quality workforce

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



GOAL 4

Leveraging technology to support our mission

Identify, deploy, and maintain the most cost-effective technology and applications that enable each department to fulfill its mission.





AGENCY HIGHLIGHTS

AMERICAN CORRECTIONAL ASSOCIATION (ACA) ACCREDITATION

The accreditation process began in September 2015 with a review of policies and the creation of an ACA Policy Coordination team. The official audit of the Academy and Central Office took place during the fall of 2017. GDC Central Office had a score of 98.6 percent from the review of 141 standards; and the Georgia Correctional Academy received an audit score of 100 percent after 105 standards were reviewed. On January 6, 2018, the Department received ACA Accreditation, by unanimous vote, for GDC Central Office and Central Training Academy (Georgia Correctional Academy).

SECURITY AND SAFETY ENHANCEMENT

New training programs were implemented and existing programs were enhanced during FY 2018 to improve safety and security. One of the new programs is an Offender Transportation Training course, which involves situational awareness, simulation and live scenario situations. An important program enhancement is the regionalization of Certified Hostage Negotiators. Teams were selected and certified through 40 state-approved programs. Each recognized GDC Region now has a team.

RECORD NUMBER OF GED AND HIGH SCHOOL DIPLOMAS EARNED

The Department registered more record-breaking achievements in education as 3,017 General Equivalency Diplomas (GEDs) and 101 High School diplomas were earned by offenders incarcerated in GDC facilities during fiscal year 2018. The number of GEDs earned exceeded an aggressive goal of 3,000, which was a 50 percent increase from FY 2017's target of 2,000. It also represented a 27.2 percent increase over the total number of GEDs earned during FY 2017 (2,371). High school diplomas earned increased by 83.6 percent, from 55 received during FY 2017, to 101 during FY 2018.



GDC EXCEEDS FY2018 VOCATIONAL CERTIFICATE COMPLETION GOAL

GDC continued to offer vocational skills and on-the-job training opportunities in several high need areas (i.e., culinary/food service, computer technology, design, and welding) to offenders. During FY 2018, 9,890 career and technical certificates were earned, representing an increase by 62.4 percent, from 6,090, in FY 2017.

METRO REENTRY FACILITY

In May of 2018, the Department completed the renovation of Metro State Prison into a newly re-missioned Metro Reentry Facility. As part of the Georgia Prisoner Reentry Initiative, the facility will use evidence-based practices and community collaboration to promote the successful reentry of offenders into society. Participants in the program will be high need/high risk offenders returning to metro Atlanta (Clayton, Cobb, DeKalb, Fulton, Gwinnett counties). The facility officially opened on August 2, 2018.



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 unit 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. 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 laws, policies and procedures.

FINANCIAL HIGHLIGHTS FOR FY 2018

\$10,604,667

Merit-based, recruitment, retention and other salary

\$1,804,705

LE raise annualization

\$8,778,894

Phase II funding for Electronic Health Records System (EHR)

\$19,476,108

Annualize funding for pharmaceuticals

\$3,541,237

Additional educational/vocational funding

\$2,271,072

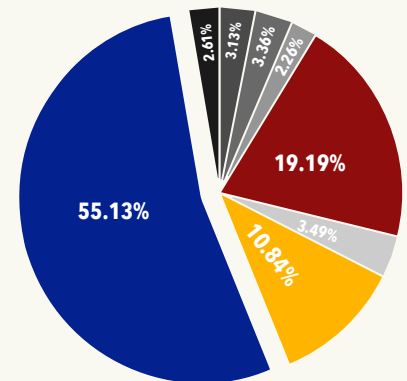
Additional mental and dental health positions

\$43,725,000
Capital outlay funding

\$6,302,513
Metro Reentry Facility
six-months
operating expenses

GDC's FY 2018 expenditures were \$1,249,060,948 or 99.98 percent of the department's adjusted appropriation

AFY 18 PROGRAM PERCENT OF TOTAL BUDGET*



State Prisons 55.13	Detention Ctrs 3.36
Health 19.19 percent	Administration 3.13
Private Prisons 10.84	Transition Ctrs 2.61
Offender Mgmt 3.49	*Jail Subsidy .049 per
Food & Farm 2.26 percent	

APPROPRIATION BY PROGRAM

Program	Budget
1 Administration	\$37,548,448
2 Food & Farm	\$27,608,063
3 Health	\$238,206,280
4 Offender Management	\$43,644,610
5 Jail Subsidy	\$5,000
6 Private Prisons	\$135,395,608
7 Detention Centers	\$39,668,080
8 State Prisons	\$637,267,059
9 Transition Centers	\$32,484,389
GDC Total Funds	\$1,249,261,564

GDC's FY 2018 expenditures were \$1,249,060,948 or 99.98 percent of the department's adjusted appropriation.



GDC WORKFORCE

GDC WORKFORCE

At the end of FY 2018, GDC employed 9,635 full-time employees (FTE) and 404 hourly employees. Correctional Officers made up 53.0 percent of its staff; while another 16.5 percent were sworn employees. Of the 9,635 employees, 92.2 percent work in the Facilities Division, providing direct supervision of the offenders.

RECRUITMENT AND TURNOVER

The retention of Correctional Officers (CO's) has long been a challenge for GDC. Although CO hiring makes up 74.0 percent of all GDC recruitments, the majority of separations, 72.4 percent, also come from that position. Between FY 2017 and FY 2018, CO turnover increased from 27.23 to 34.86 percent. The overall departmental and CO turnover rates increased by 3.79 percent and 7.63 percent, respectively. While this change can be attributed to the improvement in the state labor market, GDC's Human Resources team continues an aggressive recruitment strategy that targets ideal candidates for officer positions.

END OF FISCAL YEAR FULL (FTE) BY TYPE	FY2017	FY2018
Correctional Officers	5,478	5,110
Other Sworn Staff	1,556	1,594
Non-Security Staff	2,745	2,931
TOTAL FTE STAFF	9,779	9,635

GDC FTE BY DIVISION	FY2017	FY2018
Executive Office	470	494
Facilities Division	9,079	8,884
Inmate Services Division	55	69
Health Services Division	19	21
Administration and Finance	156	167
TOTAL	9,779	9,635



Fiscal Year (FY) 2018 Hiring and Separations	Hires	CO Hires	Separations	CO Separations
FY18	2,619	1,937	2,700	1,954

FY 2018 RECRUITMENT AND TURNOVER	
CO Hire percent	74 percent
CO Separation percent	72.4 percent
FY18 C.O. Vacancy	16.29 percent
Overall Dept. Turnover Increased By	3.79 percent
CO Turnover Increased By	7.63 percent

ANNUAL CO VACANCY RATE	
FY	AVERAGE
FY16	15.41 percent
FY17	14.09 percent
FY18	16.29 percent



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

ANNUAL TURNOVER RATE		
FY	C.O.	DEPT.
FY16	30.18 percent	15.41 percent
FY17	27.23 percent	14.09 percent



HUMAN CAPITAL



EMPLOYEE PROFESSIONAL DEVELOPMENT

During FY 2018, GDC continued to make significant improvements and additions to training programs supporting the development and maintenance of a quality workforce. Major accomplishments included:

- The addition of more specialized certifications, such as Chemical munitions and Wrap it and Band it restraint systems to the Special Operations Basic program, which provides Tactical Squad/Cert team member's basic knowledge, skills and training necessary to function effectively as special operations members.
- The implementation of a new shotgun and rifle course of fire to meet new POST Standards.
- Leadership GDC, a new 12-month course designed to develop future and enhance current GDC leaders. The program provides customized tools, techniques and exercises that better prepare participants for leadership roles.
- Assistant Superintendent Training, which develops leadership skills and provides a curriculum focused on key job responsibilities of the Assistant Superintendent. The first training session was held February 12-16, 2018.
- Chief of Security Training, created to prepare Chiefs for career advancement and to provide them with skills needed to handle the essential aspects of security operations. The training curriculum includes leadership development, practical exercises on effective communication, emergency response, count procedures and other areas vital to efficient security management. The first class is scheduled for September 2018.
- ICE-287 G-Program Training, a partnership between GDC and US Immigrations & Customs Enforcement to participate in their 287-G Program. GDC CO's are trained to work with ICE in ensuring that all offenders in GDC's custody are screened and identified, if they are illegal immigrants. The first officer completed his Federal Training in May 2018.
- Adolescent Development & Training, a partnership between GDC and DJJ to provide training for state correctional officers and other staff who work with youthful offenders. This training satisfies an ACA mandate that requires specific training for all staff who work with inmates age 17 and under. Quarterly sessions began November 2017.
- The Substance Abuse Unit staff participated in Medicated Assisted Treatment Specialist (MATS); a 40-hour certification course covering topics such as Science of Addiction, Eliminating Barriers to Medication Assisted Treatment, Medication Assisted Treatment and Mutual Support Groups, Know Your Rights, and American Society of Addiction Medicine (ASAM) Guidelines for MAT.



HUMAN CAPITAL



EFFECTIVE COMMUNICATION TRAINING

Risk Reduction Services provided effective communication training to over 600 staff to aid in more effective management of offender behavior. The training is mandated for staff at all close security facilities and has been added to the core curriculum for the Field Training Officers (FTO) program.

BCOT DE-ESCALATION TRAINING

The Department revised and expanded the BCOT De-Escalation course based on current needs assessment for entry level Correctional Officers.

POST TRAINING

During FY 2018, GDC's Office of Professional Development increased the number of POST Instructor, Sergeant's Academy, Supervision and Management classes to meet the growing needs of the Department. Twenty-eight hours of POST training credit are now available online, through the Georgia Corrections Automated Learning System (GCALS).

ADDICTION CERTIFICATION PREPARATION PROGRAM (ACPP)

ACPP was created to meet the increasing need for qualified addiction counselors who can service high risk, high-need offenders. In FY 2018, 21 GDC staff graduated from the ACPP after receiving 270 educational and clinical supervision hours needed to test for the Addiction Certification exam.

SUICIDE AWARENESS AND PREVENTION PROGRAM

Launched on February 23, 2018, the program's goal is to mitigate suicides within the offender population. All state facilities gained access to the National Suicide Hotline and, on April 16, 2018, Suicide Awareness and Prevention training was made available to all GDC employees. On June 1, 2018, an EAP and Suicide Awareness process, and a Critical Incident Debriefing protocol were disseminated by GDC Human Resources. On June 4, 2018, the Office of Information Technology (OIT) began the process of uploading an updated offender handbook to the GOAL devices.

FACILITIES SUPPORT AND PROGRAM ASSESSMENTS

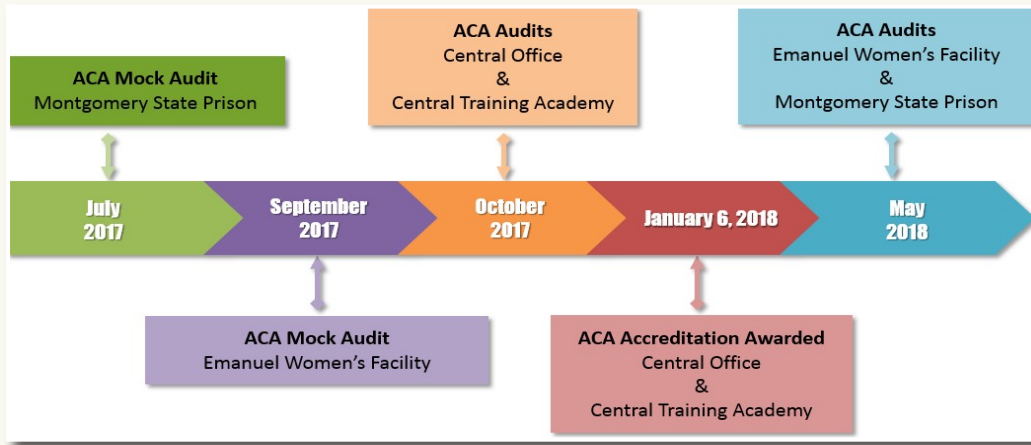
Inmate Services conducts site visits and training at all facilities to ensure program fidelity. FY 2018 activities included:

- 169 site visits/quality assurance/audits (112 in FY 2017)
- 51 trainings (44 in FY 2017) conducted by four staff
- 1,677 participants (1,243 in FY 2017)





HUMAN CAPITAL



AMERICAN CORRECTIONAL ASSOCIATION

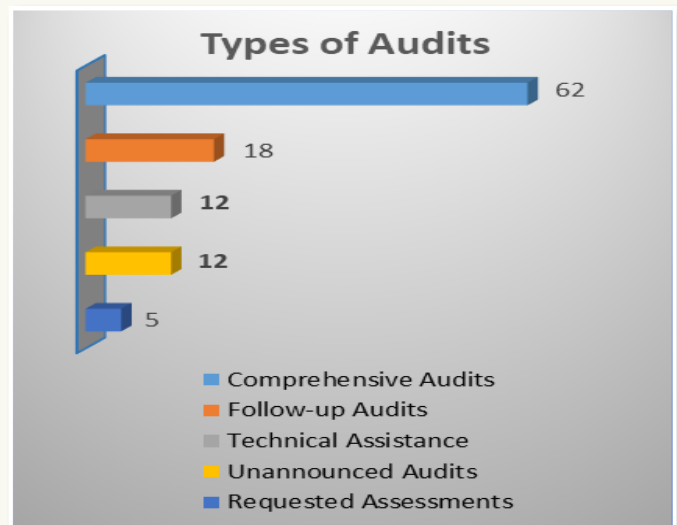
In an effort to ensure compliance with ACA standards and the associated standardized quality management of Georgia's correctional system, GDC began seeking Accreditation from the ACA. The first step in the process was to incorporate ACA Standards into 160 Facilities Division policies, which set up the review of over 185 standard operating procedure (SOPs).

In FY 2016, GDC began gathering documentation to support the 525 ACA standards at Emanuel Women Facility (WF) and Baldwin, Johnson, and Montgomery State Prisons (SP). In March 2018, approval was granted to allocate a Facility Compliance Specialist position to each state prison. From May 21st through 25th, 2018, Emanuel WF and Montgomery SP were audited and recommended for Accreditation by the ACA Visiting Committee. Emanuel received an overall score of 98 percent and Montgomery scored 98.5 percent.

GDC INTERNAL ASSESSMENTS

The GDC assessment team is comprised of 13 members and includes one ACA Compliance Liaison and three physical plant auditors. During FY 2018, 109 audits were conducted and systemic issues were identified and addressed in the following areas:

- 1) Count
 - 2) Chain of Custody issues with contraband and Use of Force video evidence
 - 3) Administrative Segregation Mental Status documentation
 - 4) End of shift verification of tools
 - 5) Front entry perimeter locks
 - 6) SCRIBE entries of released offender descriptions.
- Additionally, over 35 audit guides were updated to incorporate ACA standards and reformatted.





HUMAN CAPITAL



AMERICANS WITH DISABILITIES (ADA) UNIT

- Trained over 7,000 GDC and GCHC staff
- Developed new ADA Title II Provisions SOP
- Invested \$120,000 on American Sign Language services
- Designated ADA Coordinators in all facilities
- Ensured TTY devices are available in 52 facilities
- Secured \$640,000 through Georgia State Financing and Investment Commission and the Office, for ADA improvements in 12 GDC facilities; and completed construction review (Bidding to begin FY19)
- Installed Video Relay Services (VRS) at seven GDC facilities in May 2018
- Secured an array of Assistive Technology for Education, Programming, and Library services.
- Procured Vibrating and Talking Watches for deaf and blind offenders, to be distributed in FY19.
- Developed 14 training sessions including: GDC ADA Orientation, Facility ADA and Grievance Coordinators Scenario Based Training, Introduction to ADA for Correctional Officers, ADA Orientation for Investigators, Strategic ADA Planning for Facility Leaders, ADA Orientation Train the Trainer Program, ADA for Educators, ADA for Qualified Medical Professionals and ADA for Compliance Specialists.



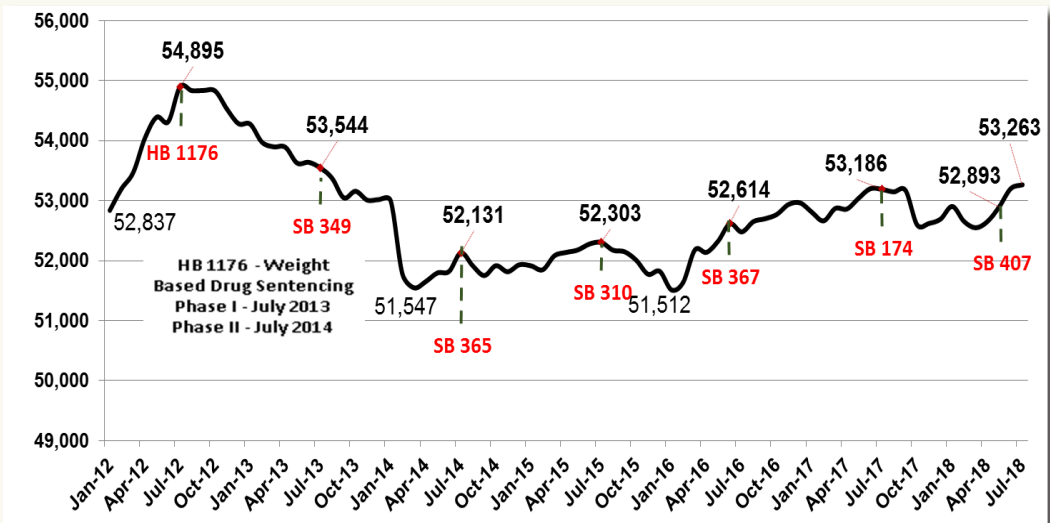
MASTER CALENDAR

GDC's Office of Information Technology developed and implemented a Master Calendar that will: enable facilities to plan and schedule programs for the upcoming year or planning period; prioritize the order in which offenders should be scheduled in programs; allow Central office and facilities to manage programs provided within a given time frame based upon offender needs; monitor utilization of classroom space and program offerings; and provide capacity utilization for program classrooms, which helps users manage the program space efficiently.



CRIMINAL JUSTICE REFORM

PRISON POPULATION FY 2012 - 2018



A CLOSER LOOK
The prison population displayed here consists of active offenders physically present at a GDC prison.

Since the first criminal justice reform bill was effective on July 1, 2012 (HB 1176), Georgia's prison population has decreased by 3.0 percent, from 54,895 to 53,263, on July 1, 2018.

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 reentry; provided liability protection to employers of former inmates; 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 re-entry 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 offenders with long sentences, and limits secure detention for youth 13 years old and under.

SENATE BILL 174 (2017)

Reduces probation supervision length and enhanced probationers and parolees' conditions of supervision to prevent recidivism. Encourages alternate sentencing for certain offenses. Allows input from victims and prosecuting attorneys in the parole process.

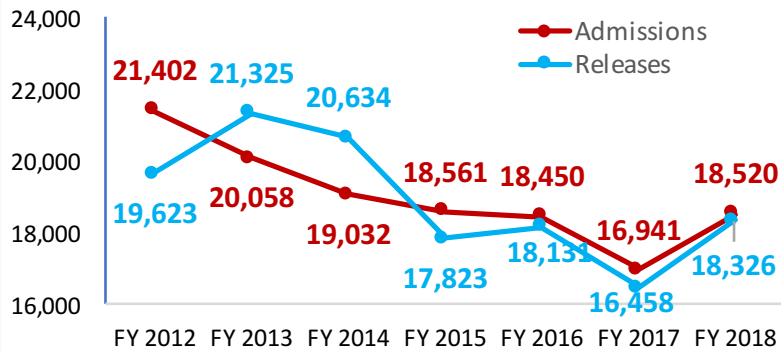
SENATE BILL 407 (2018)

A comprehensive reform bill that improves pretrial justice, mainly as it relates to misdemeanor bail; addresses probation cost, parole eligibility, Medicaid and other public assistance benefits to inmates; and enhances sentencing for certain offenses.

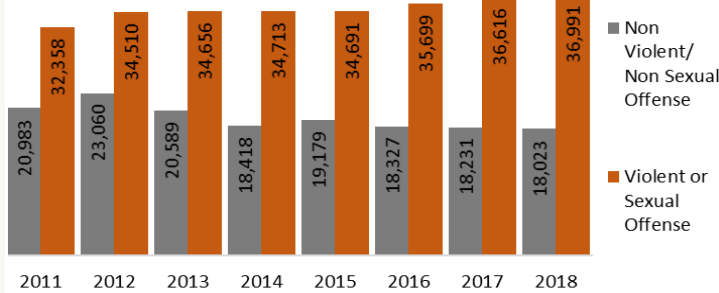


CRIMINAL JUSTICE REFORM

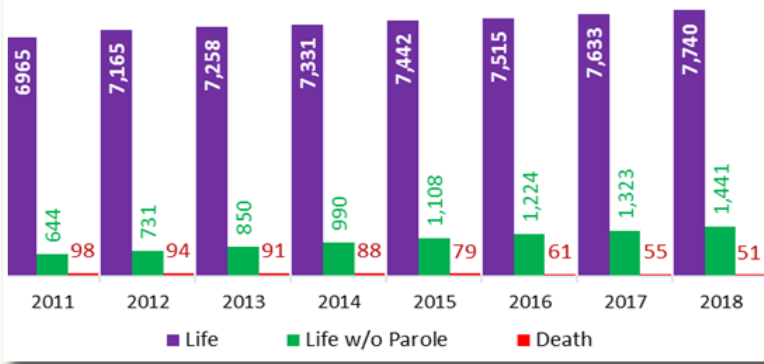
**Prison Admissions and Releases
FY 2012-2018**



**Inmates with a Violent or Sexual Offense
FY End 2011-2018**



**Inmate Population with a Life, Life without Parole
or Death Sentence, FY End 2011-2018**



A CLOSER LOOK

Between FY 2012 and FY 2018, admissions to and releases from prison decreased by 13.5 and 6.6 percent, respectively. While admissions to prison had decreased by 20.8 percent between FY 2012 and FY 2017, from 21,402 to 16,941, they rose by 9.3 percent during FY 2018. Following the admissions trend, releases increased by 11.4 percent during FY 2018 after showing a decrease of 16.1 percent between FY 2012 and FY 2017, from 19,623 to 16,458.

Note: Offender Population consists of active offenders with a status of inmate, including those out to court, on repleves, on conditional transfers and sentenced awaiting transfer to a GDC facility.

The number of offenders incarcerated due to a major offense of a violent or sexual nature has grown, as anticipated from the criminal reform laws, increasing by 14.3 percent, from 32,358, at the end of FY 2011, to 36,991, at the end of FY 2018.

Since the end of FY 2011, the number of offenders serving sentences under Georgia's Seven Deadly Sin law has risen by 9.4 percent, from 16,105 to 17,623. These offenders are serving mandatory minimum sentences of at least 10 years.

The number of offenders sentenced to life, life without parole, or death increased by 19.8 percent, between the end of FY 2011 and FY 2018, from 7,707 to 9,232. Their annual rate of releases from prison (225) is half their rate of admissions (428).

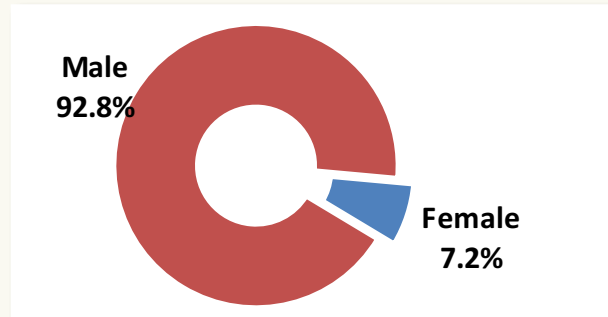


OFFENDER POPULATION

RACE

	Number	Percentage
Black	32,911	59.8%
White	19,728	35.9%
Hispanic	2,089	3.8%
Asian	188	0.3%
Other	98	0.2%

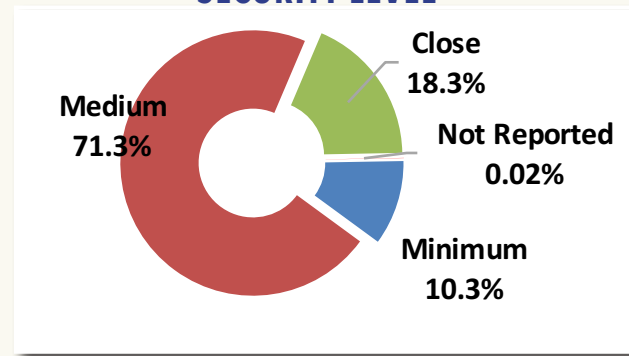
GENDER



AGE

Age Range	Number	Percentage
Under 20	825	1.5%
20-29	15,084	27.4%
30-39	16,792	30.5%
40-49	11,337	20.6%
50-59	7,478	13.6%
60-69	2,586	4.7%
70+	656	1.2%
Not reported	256	0.5%

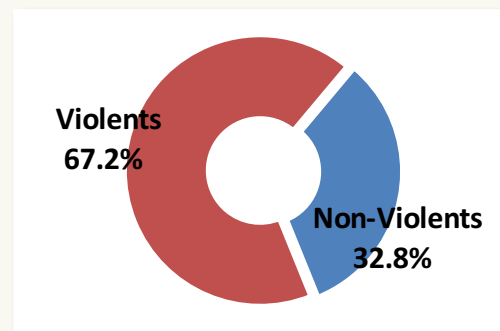
SECURITY LEVEL



MAJOR OFFENSE TYPE

Major Offense	Number	Percentage
Violent	28,356	51.5%
Sexual	8,635	15.7%
Property	8,804	16.0%
Drug	6,231	11.3%
Habit/DUI	111	0.2%
Others	2,877	5.2%

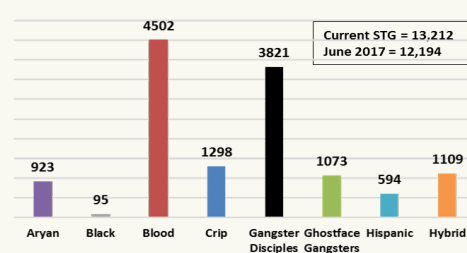
VIOLENT VS. NON-VIOLENT



Note: Violent Offender - an offender who has a major offense of a violent or sexual nature.

The number of validated security threat group (STG) offenders has grown by 135.6 percent since the end of FY 2012, from 5,609 to 13,212, at the end of FY 2018.

Current GDC STG Inmates



STG MEMBERS
24.0 percent of inmate population
8.3 percent increase since June 2017



MANAGEMENT & SAFETY ENHANCEMENTS

In FY 2018, GDC operated 63 facilities: 34 state prisons (SPs), 14 transitional centers (TCs), seven detention centers (DCs), and eight Residential Substance Abuse Treatment Centers (RSATs). Approximately 23 percent of the inmate population was housed in county correctional institutions and private prisons.



JUNE 30, 2018 UTILIZATION RATES

Facility Type	Operational Utilization	Physical Utilization
State Prisons	108.2%	94.9%
Transitional Centers	99.2%	98.9%
Probation Detention Centers	91.1%	89.0%
Probation Boot Campsz	70.0%	70.0%
RSATs and ITFs	95.1%	93.0%
County Institutions*	96.5%	96.5%
Private Prisons*	97.4%	97.4%

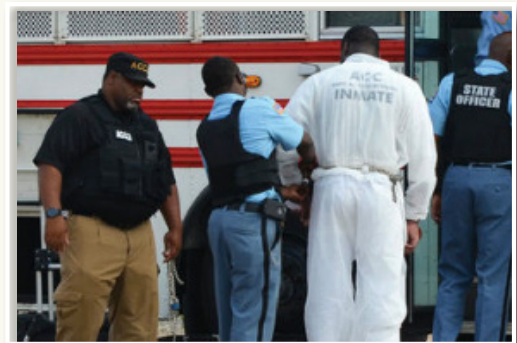
Operational Utilization is a percentage calculated by dividing the total number of offenders in beds by the total number of Operational beds in the facility (does not include special use beds).

Physical Capacity Utilization is a percentage calculated by dividing the total number of offenders in beds by the total number of beds in the facility.



OFFENDER TRANSPORTATION ENHANCEMENT

Offender transportation improvements was one of GDC's major initiatives during FY2018. More than 25 modifications to transportation policies and procedures were implemented to enhance the security of offender transports. In October 2017, GDC began upgrading the Video Systems on 26 transportation buses with new technology providing better security footage of the interior and exterior of transportation buses. All modifications were completed in February 2018.



OFFENDER PROCESSING ACTIVITIES

GDC reduced e-sentence processing to an average of 10 days:

FY 2018 Offender Administrative Processing Volume:

- 55,995 Transfers
- 18,792 cases computed
- 14,856 Court Production Orders Processed
- 7,999 Max Out Releases Processed



MANAGEMENT & SAFETY ENHANCEMENTS



CONSOLIDATED TRANSPORTATION

Centralized Transportation Unit Fiscal Year 2018 Summary Report

Activities:

- Transported 2,176 cadets to BCOT, at the Tift Campus
- Provided 2,634 Security Transports, moving 74,206 inmates
- Completed 8,188 Medical Transports, delivering 26,327 inmates to various locations
- Totaled 2,497,171 miles

INMATE/ATTORNEY TELECONFERENCING FOR INMATE VIDEO COURT HEARINGS

This is a two-phased project that began in April 2018, with Inmate/Attorney Teleconferencing. The second phase, Inmate Video Court Hearings, is scheduled to begin in October 2018. The program was initiated to alleviate unnecessary movement of offenders with pending criminal court matters that do not require their physical attendance in court, such as court production orders.

Those movements create safety and security concerns, as well as financial and resource issues. GDC has successfully implemented Inmate/Attorney Teleconferencing with a pilot process that started in the Augusta Judicial Circuit Public Defenders Office. Thus far, the agency has saved approximately 5,000 travel miles, either by transport of the offender or public defender, to prepare for court. Full implementation of this project will reduce security and safety concerns associated with the transport of offenders, as well as reduce financial and resource requirements.



MANAGEMENT & SAFETY ENHANCEMENTS

AUTOMATED SEGREGATION ROUNDS

Guard 1 Technology was installed at Valdosta SP, on May 4, 2018. This software program captures automated segregation rounds in all tier units (178 Cells). The system will help ensure compliance with security and safety checks.

ELECTRONIC COUNT

The Electronic Count project was piloted at Burruss Correctional Facility for over a year. Since starting the project, many improvements have been made to the GDC mobile app which provides more efficient tracking of inmates' whereabouts within the facility.

SECURITY THREAT GROUP RENUNCIATION PROGRAM

In October 2017, the Department initiated Identity Reformation, a component of the STG Renunciation Program at Lee Evidenced Based Prison. To date, 16 offenders have graduated, 30 are currently participating and five are in consideration to renounce their gang affiliations.

FOOTWEAR ROLLOUT

GDC issued Clogs to all state offenders (housed in 34 facilities) on May 1, 2018. Offenders are no longer issued or required to wear state boots, unless they are assigned to a work detail. The new footwear is intended to save money and reduce injuries resulting from fights and assaults.

EXTENDED RESTRICTIVE HOUSING REDUCTION

During FY 2018, GDC continued to reduce the Restrictive Housing population. This was accomplished through the use of Specialized Protective Custody (PC) Housing and Specialized Mental Health Treatment Units (S.M.H.T.U.), Segregated Transition Education Program (S.T.E.P.), administrative reviews, changes in offender discipline process, and restructuring of policies and procedures. Since January 2017, the number of offenders in extended restrictive housing has decreased by 41 percent (671).

OFFENDER DISCIPLINE

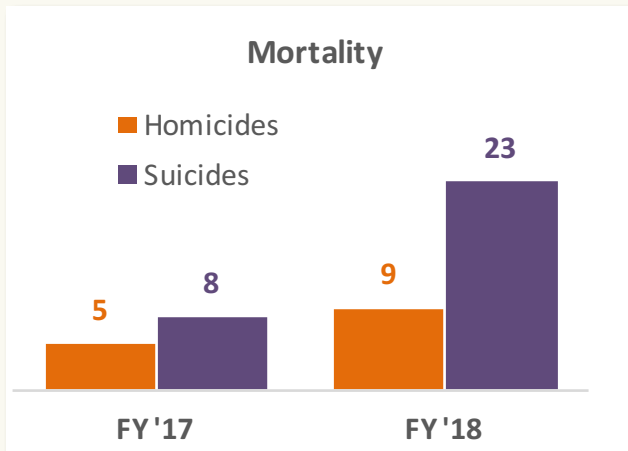
In 2016, the Offender Discipline policy was revised to incorporate 23 ACA Standards, to address the number of disciplinary reports(DRs) being written and their severity level (greatest and high).

On October 30, 2017, a revised policy was published. It included a verbal warning and a disciplinary warning report as alternatives to the formal DRs, allowing staff to deal with minor to moderate behavior promptly, by using sanctions such as counselor referrals, writing assignments (500 words), and extra duty.

Between October 2017 and March 2018, over 3,500 staff members (State, county and private facilities) and members of the State Board of Pardons and Parole were trained on these policy revisions and additions. These revisions have resulted in a substantial reduction in disciplinary reports written for lower level offenses.

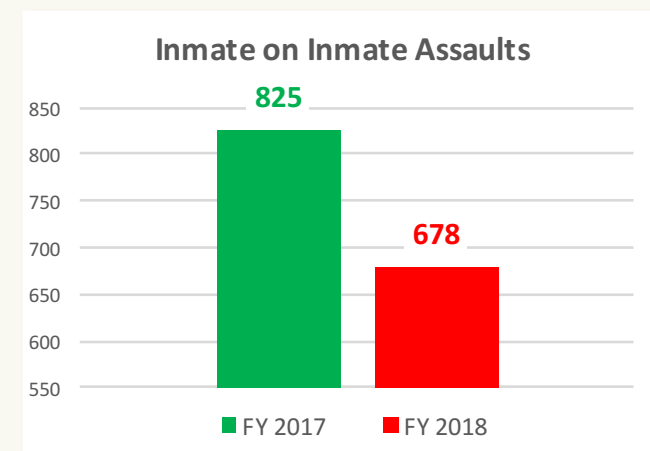
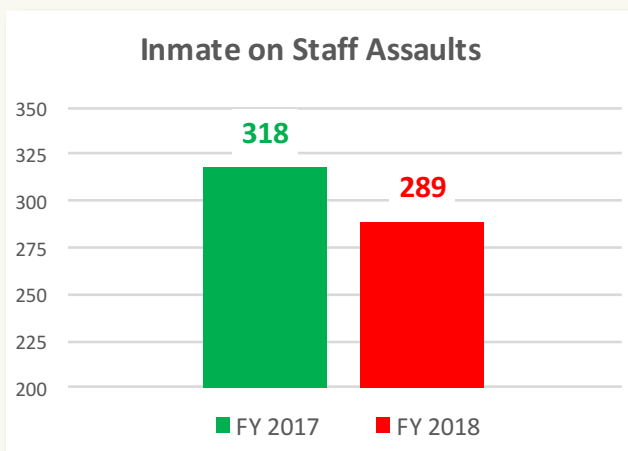
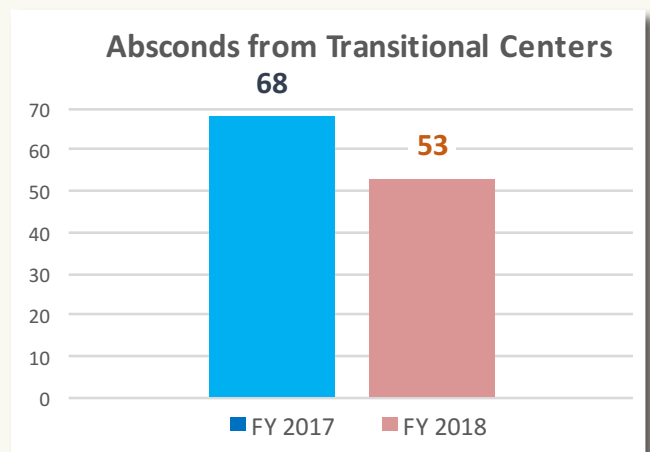
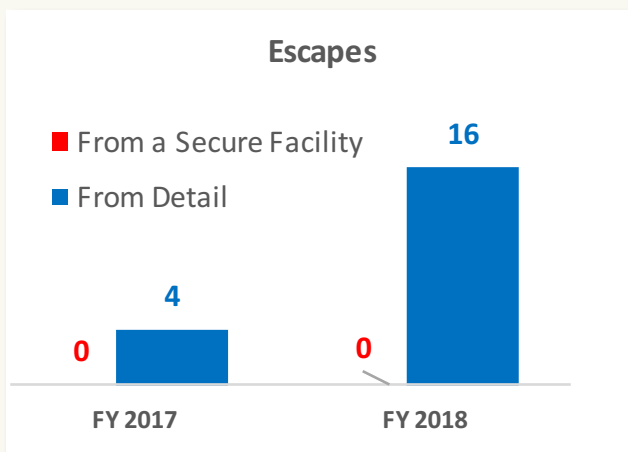


SAFE FACILITIES



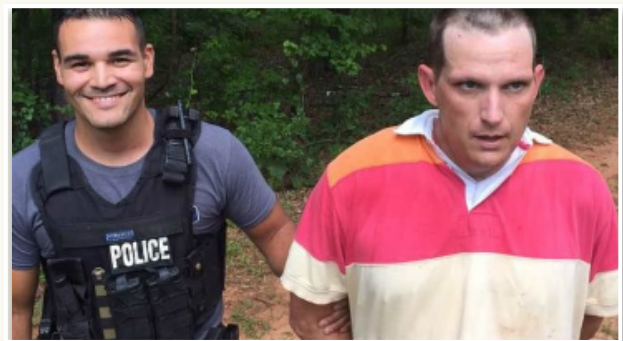
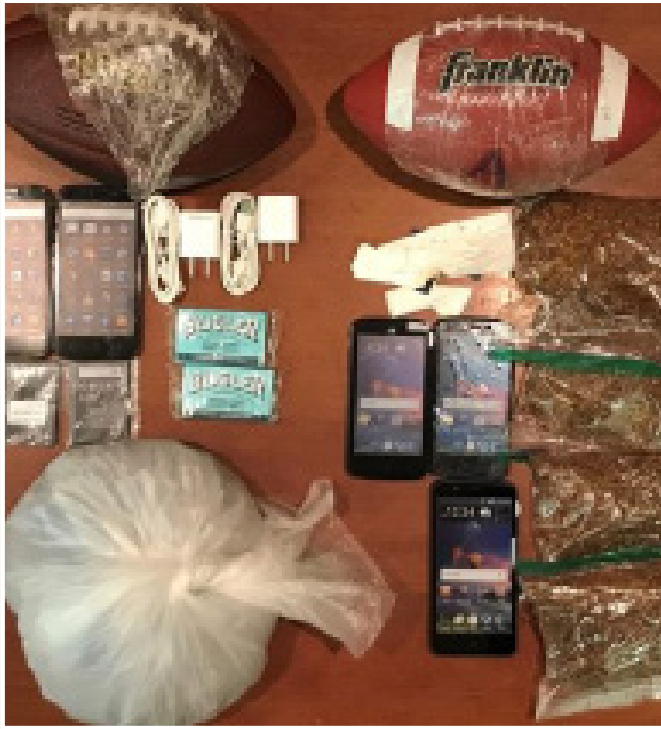
A CLOSER LOOK

As Georgia's inmate population becomes more violent, GDC continues to enhance safety and security of its staff, the public, and offenders. During FY 2018, GDC revised existing and implemented new initiatives designed to enhance facilities security and offender management as well as promote the offenders' successful return to society.





SAFE FACILITIES



CONTRABAND INTERDICTION EFFORTS

The Special Operations Unit conducted 84 controlled shakedowns in State Prisons. From these shakedowns, 1,271 cell phones, 4,323 weapons, 4,270.33 grams of drugs, 8,104 grams of tobacco, and 114 Green Dot cards were confiscated. Controlled shakedowns are an integral part of GDC's contraband interdiction efforts. A managed access system is scheduled to be installed in a fourth location (Autry State Prison) in fall of 2018. External mailrooms were added at 17 locations to deter the flow of contraband into facilities. Drone Detection system evaluations began July 28, 2017 at Autry SP, and in December 2017 at Calhoun SP. Contraband seizures from the GDC Canine Unit included 86.3 pounds of marijuana, 2.5 pounds of methamphetamine, 1.9 pounds of cocaine, and 88.5 pounds of tobacco. Items were found at GDC facilities and detail sites. The work of the Canine Unit also resulted in 342 arrests.

FUGITIVE UNIT

Special Agents from GDC's Fugitive Apprehension Unit made 500 felony arrests, 32 sex offender arrests, and 85 escape recaptures.

CRIMINAL INTELLIGENCE UNIT (CIU)

The CIU initiated 8,507 cases that included 2,057 Background Investigations, 3,306 Requests for Information, 571 Intelligence Reports, and 2,573 Intelligence Submissions.

DIGITAL FORENSICS UNIT

The Digital Forensics Unit (DFU) was established on April 2, 2018, and is responsible for the acquisition and analysis of digital evidence, to include computers and cell phones. DFU Special Agents, Analysts and Technicians leverage state-of-the-art technology and specialized training to conduct and support criminal investigations and intelligence operations. Since its inception the DFU has processed 760 cell phones, identified 23 compromised staff and provided the CIU with leads for 261 cases.



PRISON RAPE ELIMINATION ACT (PREA)



In FY 2018, GDC had 2,175 PREA allegations from operated and contracted facilities; of those,

- 65 (3 percent) were substantiated – determined the event occurred
- 1,016 (47 percent) were unsubstantiated – evidence insufficient determine whether or not the event occurred
- 889 (41 percent) were unfounded – determined the event did not occur
- 151 (7 percent) are pending - still being investigated
- 54 (2 percent) were deemed Not PREA - determined to not meet the definition of a PREA allegation

GDC consistently exceeds standards with its zero-tolerance for sexual abuse and sexual harassment policy, hiring and promotion decisions, PREA training and inmate reporting. After completing Cycle 2, Year 1 audits with 100 percent compliance at 20 state prisons and centers, GDC began its Cycle 2, Year 2 audits, in August of 2017.

CRIMINAL INVESTIGATIONS

Special Agents and Investigators from the Criminal Investigations Division (CID) initiated over 4,100 investigations that resulted in 948 criminal arrest warrants secured and 927 arrests. CID executed 199 search warrants.



HEALTHCARE

GEORGIA DEPARTMENT OF CORRECTIONS HEALTHCARE SERVICES



HEALTH SERVICES PROVIDED DURING FY 2018

Medical Consults 45, 855

Top 10 Medical Consults Ordered

Orthopedics	3,511
Ophthalmology	2,538
Cardiology	2,118
Infectious Disease	2,104
Physical Therapy	1,985
Gastroenterology	1,955
Urology	1,688
Surgery-General	1,631
Podiatry	1,127
Neurology	1,125

Prescriptions Filled 1,212,118

Hospital Days 11,302

Mental Health Patients 10,432

Mental Health Evaluations 5,713

Offenders with Chronic Medical Conditions (38%) 14,249

PATIENT SATISFACTION

MEDICAL COMPLAINT MANAGEMENT SYSTEM

An offender Medical Complaint Reporting System was introduced and piloted at Pulaski SP and Emanuel Women's Facility. The pilot program provides additional opportunities for offenders to report and receive feedback on medical concerns and treatment. During FY 2018, 278 concerns were logged by offenders using this system. Staff response and resolution to offender concerns exceeded 98 percent, improving overall offender-patient satisfaction. A future goal is to expand this program system-wide.

— GDC AWARDED —



USDA DISTANCE LEARNING AND TELEMEDICINE GRANT

GDC was awarded a grant by the US Department of Agriculture in March 2018 for \$365,362 with GDC matching funds of \$120,000 for a total of \$485,362 to expand Tele-Emergency Services within GDC by Augusta University physicians.

In partnership with Georgia Correctional Healthcare (GCHC), Telemedicine services provided by the grant are scheduled to rolled out in Phase 1 beginning in July 2018, continuing with Phase 2 in July 2019.



REENTRY EFFORTS IN ACADEMIC EDUCATION

Since the implementation of the education phase of Governor Deal's Criminal Justice Reform initiative, successful GED testing completions have increased over **529 percent**.

Students are served by **70 full-time teachers** and **140 part-time teachers** in every adult correctional facility in the state.

FY 2018 MAJOR ACHIEVEMENTS IN ACADEMIC EDUCATION

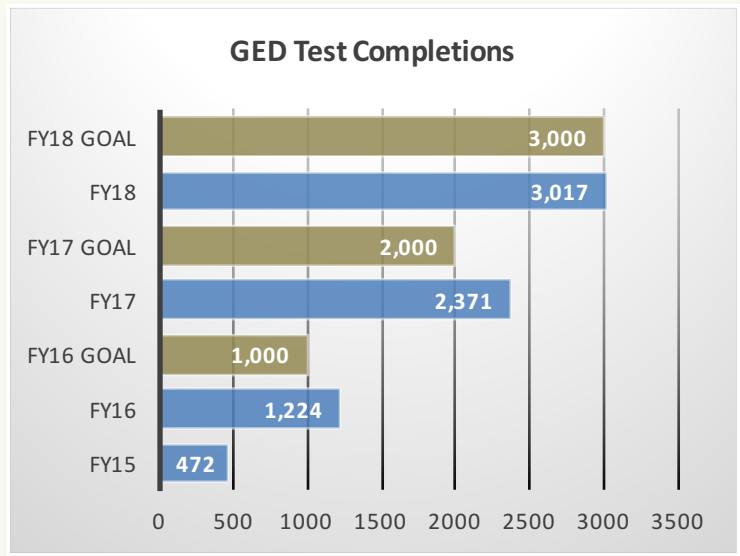
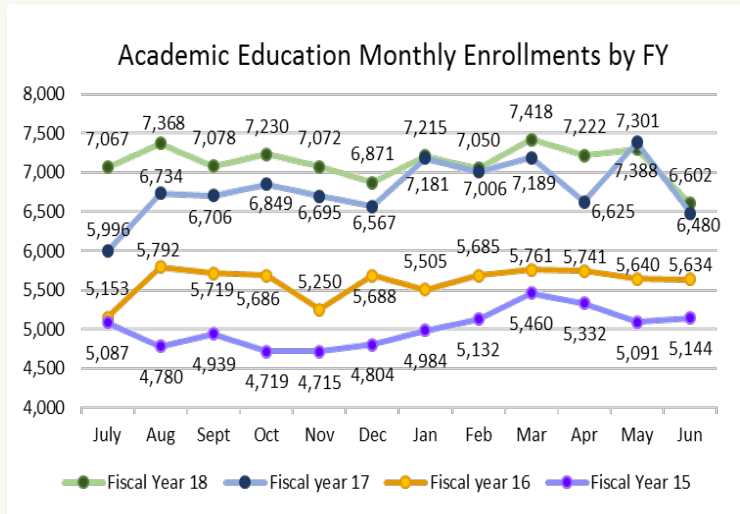
The average monthly enrollment was over 7,000. There were 9,623 academic completions, which included Literacy/Remedial Reading and Adult Basic Education classes, an increase of over 14 percent from FY 2017 (8,420).

The number of GEDs earned by offenders increased over 27 percent from 2,371, in FY 2017, to 3,017, in FY 2018.

GDC exceeded its FY 2018 goal of 3,000 GED completions, which was a 50 percent increase over FY 2017's goal (2,000).

Foothills Charter High School added a third location at Phillips State Prison in September 2017.

101 offenders earned high school diplomas, representing an 83.6 percent increase in graduates over FY 2017 (55).



EXPANDING SERVICES

During FY 2018, academic education expanded to include Library Services. A partnership was established with the Georgia Public Library System, which includes assistance with statewide trainings, conference presentations, and inter-library loan utilizing the Pines System. Facility librarians may also access Georgia Libraries for Accessible Statewide Services (GLASS) for offenders who require assisting technology and accessible reading materials.



REENTRY EFFORTS IN EDUCATION

CAREER AND TECHNICAL EDUCATION

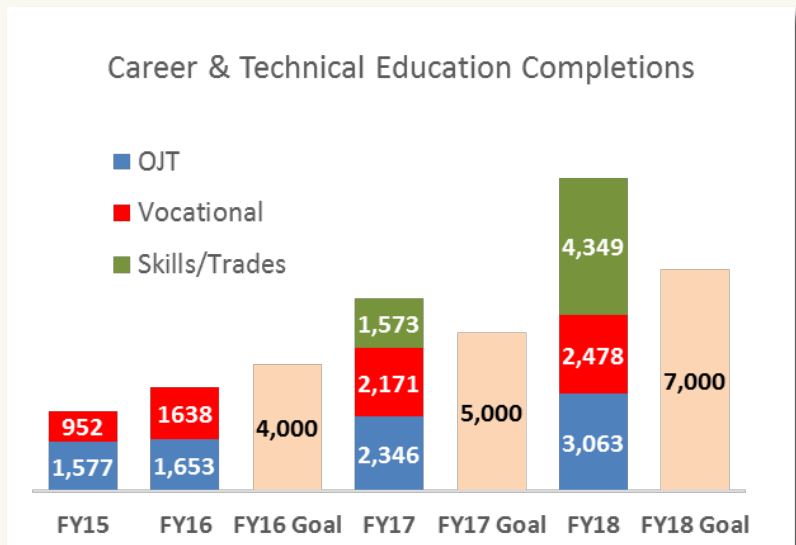
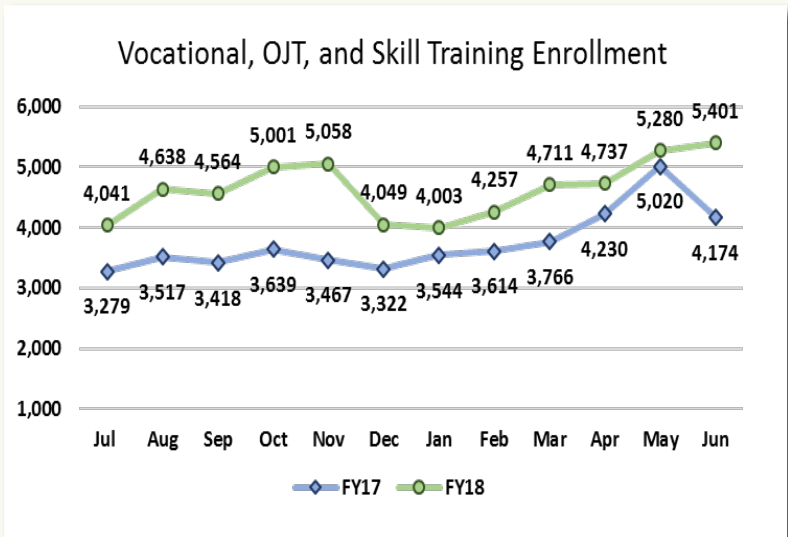
FY 2018 was a record breaking year in career and technical educations: The average monthly enrollment increased by approximately 1,000, from 3,749 in FY 2017, to 4,645 in FY2018.

Successful program completions increased by 62.4 percent, from 6,090 in FY 2017, to 9,890 in FY 2018.

More than 2,000 offenders earned culinary/food service credentials. 1,684 offenders successfully completed programs in Computer Technology and Design-related fields.

443 graduated in welding and metal works related programs. 4,349 OSHA and ServSafe certifications were earned.

The offender mobile construction unit received customized training in OSHA construction safety standards from Wiregrass Georgia Technical College Instructors.



HIGHER EDUCATION

The non-profit Common Good offered more than 4,000 hours of college courses at Phillips State Prison over the last 10 years. The program expanded to Hancock SP and Whitworth SP, during FY 2018. Courses are accredited, and the volunteer faculty come from six Atlanta universities: Emory, Georgia Tech, Georgia State, Kennesaw State, Morehouse, and Agnes Scott. The program will expand to the Metro Reentry Facility in FY 2019.



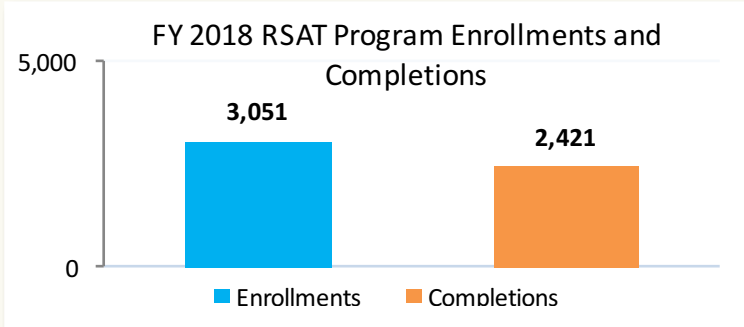


REENTRY EFFORTS IN RISK REDUCTION

EVIDENCED BASED PRISON EXPANSION (EBP)

In February 2018, GDC expanded its EBP program to Hancock State Prison, a Level 5 facility. This program provides the offender population with Evidence Based programming to include job readiness, cognitive restructuring, family reunification, advanced education, and journaling as well as many peer and volunteer led programs. Out of the 31 DRs written in May 2018, at Hancock, only three were from offenders participating in the EBP.

RESIDENTIAL SUBSTANCE ABUSE TREATMENT



A CLOSER LOOK

RSAT Program Capacity is 2,766
FY 2018 program completion rate was 79.4 percent

PROGRAM AND TREATMENT COMPLETION CERTIFICATE (PTCC)

A PTCC shows which programs an offender participated in while incarcerated demonstrating achievements towards successful reentry into society.

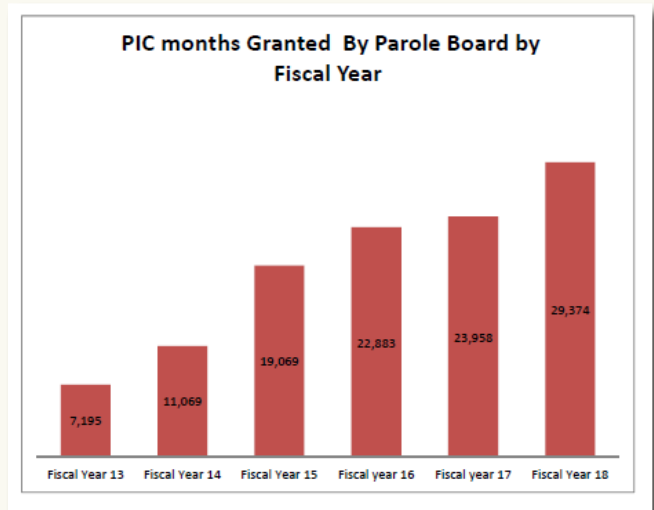
Of 18,242 releasing offenders reviewed for eligibility of the PTCC during FY 2018, 9,669 eligible offenders were identified, representing an increase of 37.1 percent over FY 2017 (7,0510).

PERFORMANCE INCENTIVE CREDIT (PIC)

During FY 18, GDC focused on increasing enrollments in PIC eligible programs by: Removing pre-requisite classes and time limits related to when offenders may take classes; and adding new programs, providing opportunities for offenders who are unable to perform manual labor to earn PIC points.

Offenders can accumulate up to 12 Performance Incentive Credit (PIC) points, potentially receiving one to 12 months off, either their Tentative Parole Month (TPM) or Maximum Release Date (MRD).

Points are earned by participating in GDC's educational, vocational, cognitive or work programs.





REENTRY EFFORTS IN TRANSITIONAL SERVICES

PROJECT SAFE NEIGHBORHOODS

In June 2018, GDC partnered with the US Attorney’s Office for the northern district of Georgia to begin a results-oriented, collaborative approach to public safety. The program utilizes law enforcement, community partnerships and strategic enforcement to focus on reducing violent gang and gun crimes. It is being delivered at Metro Reentry Facility and involves the use of Credible Messengers as mentors to assist returning citizens with making the best choices in support of their reentry into society.

THE GEORGIA DEPARTMENT OF DRIVER SERVICES (DDS) AND GDC

Since 2006, GDC has partnered with the Department of Driver’s Services (DDS) to provide Secure Identification Cards (ID’s) or renewed Secured Driver’s Licenses (DL’s) to offenders nearing release.

During FY 2018, 8,067 DL’s or ID’s were issued by DDS and provided to the GDC Transitional Services unit. These documents were either sent to identified facilities for immediate distribution to releasing offenders or placed in secured storage within the GDC Repository until the offender’s release.

BIRTH CERTIFICATES, SOCIAL SECURITY CARDS

During FY 2018, in partnership with the Georgia Department of Public Health/Vital Records and the U.S. Social Security Administration, GDC received over 10,000 Birth Certificates/Social Security cards for releasing offenders. All documents are filed in the GDC Document Repository and given to offenders upon release.

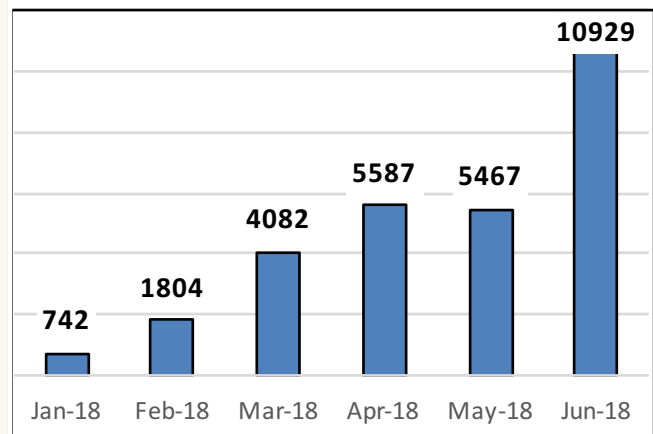
GDC SECURED DOCUMENTS REPOSITORY

GDC Repository staff received and scanned 11,511 documents into SCRIBE’s Offender Reentry Documents folder (total statewide documents scanned to SCRIBE -32,137).

Scanning included:

- 5,551 birth certificates applications
- 4,303 DDS applications for driver’s licenses and identification cards
- 14,196 DDS issued driver’s licenses and identification cards
- 4,167 Social Security cards

Total Documents Scanned Into SCRIBE
01/01/2018 through 06/30/2018 = 28,611





CHAPLAINCY

VOLUNTEER SERVICES

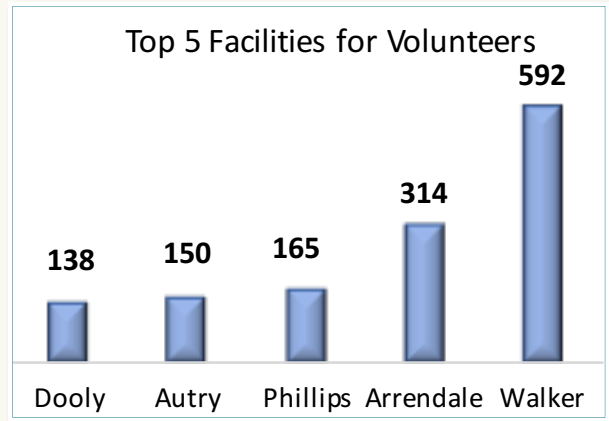
Approximately 3,000 volunteers

During FY 2018, the average weekly offender attendance at religious services was 13,323, with:

- Protestant: 6,883
- Islamic: 1,676
- Catholic: 201
- Jewish: 56
- Other: 458

This fiscal year, Chaplaincy Services focused on re-branding volunteer services. An electronic application process is being developed to provide increased accountability and programming opportunities.

The unit provided 16 Volunteer Certification training sessions with 940 in attendance.



NEW ORLEANS BAPTIST THEOLOGICAL SEMINARY (NOBTS) FEMALE DEGREE PROGRAM

GDC began planning the expansion of the NOBTS program to Whitworth Women’s facility in Hartwell, GA. Eligible female offenders will obtain an Associate of Arts degree in Christian Ministry upon completion. The projected start date for the program is January 2019, and the program capacity is 20. Upon completion of the program, the graduates will be reassigned to general population to serve as offender Peer Ministers.



GEORGIA CORRECTIONAL INDUSTRIES



This was the first time Georgia had hosted the NCIA Conference, and Governor Deal was the first sitting Governor to speak at an opening session of NCIA. Also, GCI, in partnership with GDC, was the first to create and showcase a virtual tour of its operations, featuring its three major divisions (Manufacturing, Food Service and Agribusiness), the products it manufactures, its partnership with the GDC, and GCI's impact on the state of Georgia and the offenders.

REVAMPING SURPLUS/ INVENTORY MANAGEMENT

GCI met two key objectives for FY 2018:

Implemented a process to properly handle surplus property: reduce and removed existing surplus property and trained staff on how to utilize the DOAS online surplus property system, freeing up storage space, reduced clutter and created a more efficient work flow.

Reorganized existing inventory in stock item order and work order flow; and conducted a complete inventory for manufacturing and farming operations. This was successfully completed; and staff received training on organization of raw materials, finished goods, and product delivery management.





GEORGIA CORRECTIONAL INDUSTRIES

GCI REALIGNS GARMENT PRODUCT LINES

GCI's FY 2018 objectives included realignment of the Pulaski Garment Plant. Evaluation of existing products, product work flow, staging areas, shipping and receiving, safety and security was conducted. To improve efficiency at this location, manufacturing was reduced from four different products to two product lines.

This reduction enables proper preparation for the new product line, which will be the New CO uniform production area. GCI will be responsible for sewing items on the officer uniforms. In addition, the Pulaski Garment Plant currently produces all safety vests for CO's.

IMPROVEMENTS

TO THE FOOD AND FARM OPERATIONS

In March 2018, GCI began repair/construction on the Food Distribution Unit (FDU) Freezer, which is key to operations. The improvement will allow GCI to house more manufactured beef and chicken products. Repairs should be completed by September 2018.



FDU FREEZER BEFORE CONSTRUCTION



FDU FREEZER IN JUNE 2018



GRISTMILL IN JUNE 2018

In June 2018, GCI completed installation and upgrades to the Gristmill at Joe Kennedy Farm in Lyons, GA. The improvements will increase productivity and quality of GCI's products.

The Gristmill is responsible for producing grits and cornmeal, which are used on the offender menu.



GCI ON-THE-JOB TRAINING PROGRAMS (OJT)

GCI's OJT Programs, in collaboration with Central Georgia Technical College, provide work knowledge and skills training from certified instructors.

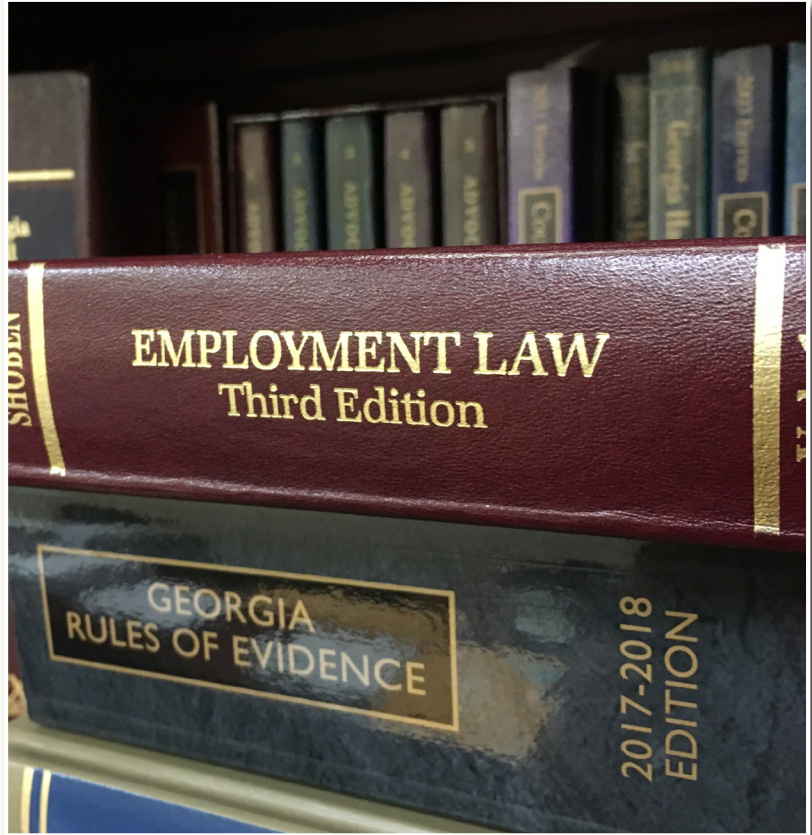
During FY 2018, GCI re-evaluated OJT Programs, partnering with GDC to accomplish this task. Manufacturing Plants were reviewed for types of certificates offered, how hours are reported and accuracy of reporting.

During FY 19, GCI will focus on Agribusiness operations OJT programs as well as potential employers in the community to determine what qualifications and certificates are most desirable.

GCI's goal is to ensure offenders have employment opportunities upon release.



LEGAL SERVICE OPERATIONS



FY 2018 HIGHLIGHTS

- Reviewed 528 requests for adverse actions involving alleged misconduct by GDC employees. This was a 61 percent increase over FY 2017.
- Collaborated on the drafting and negotiation of more than 305 contractual and inter-governmental agreements. This was a 30 percent decrease from FY 2017.
- Referred 1,104 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 a 13 percent increase over FY 2017.
- Responded to more than 2,319 requests for Department records, including Open Records Act requests, subpoenas, requests for medical records, and similar inquiries. This was a 24 percent increase over FY 2017.
- Provided oversight and recommended appropriate action on 97 internal affairs investigations involving non-criminal misconduct by the Department's employees. This was a 32 percent decrease from FY 2017.
- Reviewed standard operating procedure amendments for GDC's efforts to secure ACA accreditation for Headquarters, the Office of Professional Development, and the first two prison facilities.
- Assisted with 437 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 on GDC's operations or budget.
- Trained staff on legal issues in various training courses offered by the Central Human Resources Management, the Georgia Prison Wardens Association, and the Office of Professional Development. Additionally, new training for contract managers was instituted in conjunction with the Budget and Procurement offices in the Administration and Finance Division.



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