



**GEORGIA DEPARTMENT
OF CORRECTIONS**

Fiscal Year 2019

**ANNUAL
REPORT**

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MISSION

The Georgia Department of Corrections protects the public by operating safe and secure facilities through the development of professional staff and effective offender management.

VISION

We set the exceptional standard for protecting the public through our people, processes and infrastructure.

CORE VALUES

Courage
Determination
Teamwork



LETTER FROM THE COMMISSIONER



**COMMISSIONER
TIMOTHY C. WARD**

On behalf of the more than 10,000 dedicated employees of the state's largest law enforcement agency, I am proud to present the Georgia Department of Corrections' Fiscal Year 2019 report. This report highlights our accomplishments and continued commitment to the operation of safe and secure facilities, developing and retaining a quality workforce, and providing offenders with an opportunity to return to society as contributing members.

As part of ongoing efforts toward gaining efficiencies in both safety and fiscal processes, a new court production order process was implemented allowing for offender/attorney conferencing via teleconference, and court hearings via video, resulting in a significant impact on the number of transports between facilities and court rooms. This process has increased the safety of our staff and offenders, increased efficiencies, and made a positive impact in financial savings.

The GDC continues progressing toward our goal of American Correctional Association (ACA) Accreditation for all state facilities. During FY 19, 10 facilities successfully completed the rigorous ACA audit process, bringing the total number of facilities awarded accreditation to-date to 12.

An internal Gang Sergeant Program was implemented in FY 19, with the goal of placing a specially trained gang specialist at 28 facilities across the state. The primary mission of these specialists is to recognize potential criminal street and prison gang members within GDC facilities, and validate those that meet the established criteria in order to stop violent incidents before they happen by gathering relevant intelligence.

Additionally, the US Attorney's Office recognized GDC's Transitional Services Unit for its outstanding contribution to the mission of the US Department of Justice by implementing Project Safe Neighborhoods, a nationwide initiative to reduce violent gang and gun crimes in communities.

As the percentage of state offenders with a mental health diagnosis has continued to increase, the need to strategically expand housing for this population became a priority initiative in FY 19. As a result, the GDC successfully integrated mental health services across close security facilities.

The success our agency has realized during FY 19 is only made possible through the hard work of our dedicated employees, their focus on people, processes and infrastructure, and our continuous review of best practices in maintaining our non-negotiable mission of protecting the public. I look forward to the department achieving even greater accomplishments in the upcoming year.

Sincerely,

Timothy C. Ward

COMMISSIONER'S TOP FIVE PRIORITIES

Commissioner Ward's Top Five Priorities

Staff First

Recruitment and Retention
Professional Development
Employee Wellness

Safe and Secure Facilities

Zero Tolerance

Gang Activity
Sexual Misconduct
Contraband

Offender Wellness and Programming

ACA Accreditation

Governor Kemp's Priorities

Make Georgia #1 for Small Business

Develop a skilled workforce to meet current and future needs across the industry spectrum. Ensure taxpayers can easily navigate and find necessary information through government interfaces.

Reform State Government

Maximize taxpayer value with conservative budgeting. Expand public-private partnerships and leverage technology to best utilize limited state resources.

Strengthen Rural Georgia

Improve literacy rates for students in third through twelfth grades.

Put Georgians First

Crack down on gang activity and human trafficking affecting every community across Georgia. Lower costs, improve quality, and increase access to quality healthcare in every region.



BOARD OF CORRECTIONS

Fiscal Year 19 Board Members

FIRST DISTRICT

Tommy Rouse

SECOND DISTRICT

Alton Russell
Chairman, January 2019 - present
Vice Chairman, January 2017 - December 2018

THIRD DISTRICT

Duke Blackburn
Secretary, January 2019 - present

FOURTH DISTRICT

Vacant

FIFTH DISTRICT

Andrea Shelton

SIXTH DISTRICT

Carol Franklin

SEVENTH DISTRICT

Chris Clark

W.D. Strickland
At-Large Member

Mike Coggins
At-Large Member

Larry Haynie
At-Large Member
Vice-Chairman, January 2019 - present
Secretary, January 2017 - December 2018

EIGHT DISTRICT

Jerry Willis
Chairman, January 2017 - December 2018

NINTH DISTRICT

Stacy Jarrard

TENTH DISTRICT

Mac Collins

ELEVENTH DISTRICT

Roger Garrison

TWELFTH DISTRICT

Wayne Dasher

THIRTEENTH DISTRICT

June Wood

FOURTEENTH DISTRICT

John Mayes

Rose Williams
At-Large Member

Rocio Woody
At-Large Member

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; and 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 GDC's institutions and facilities are the responsibility of the Commissioner.





**STATE OF GEORGIA
GOVERNOR
BRIAN KEMP**



**GDC COMMISSIONER
TIMOTHY WARD**

Assistant Commissioners



**Inmate Services
Jay Sanders**



**Facilities
Ricky Myrick**



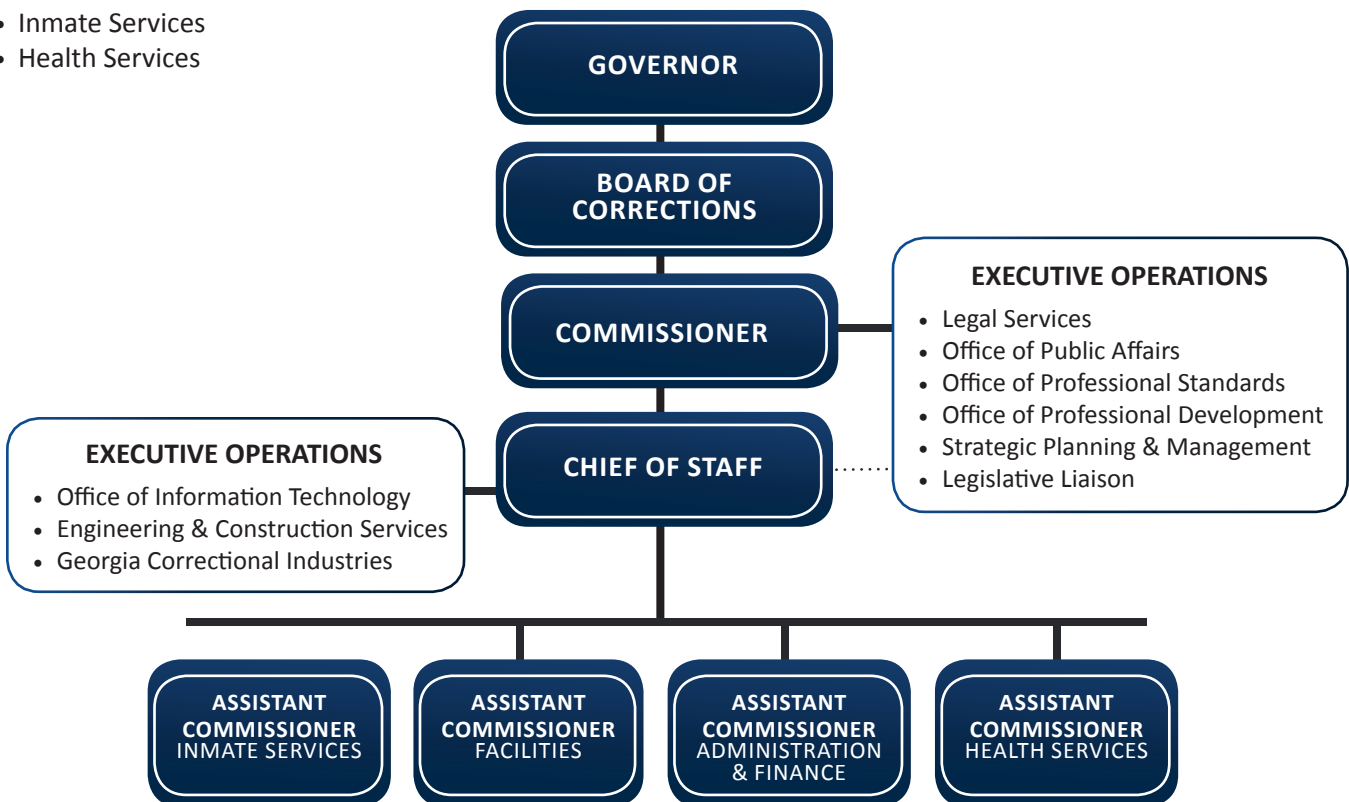
**Administration
and Finance
Alan Watson**



**Health Services
Randy Sauls**

THE GEORGIA DEPARTMENT OF CORRECTIONS (GDC) IS ORGANIZED INTO FIVE DIVISIONS:

- Executive Operations
- Administration and Finance
- Facilities
- Inmate Services
- Health Services





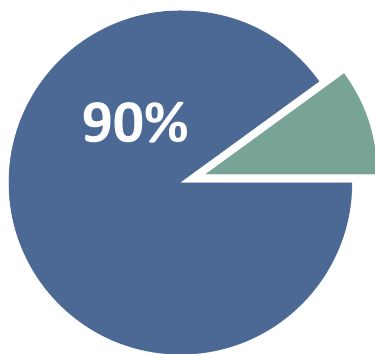
AGENCY HIGHLIGHTS FOR FISCAL YEAR 19

LEADERSHIP CHANGES

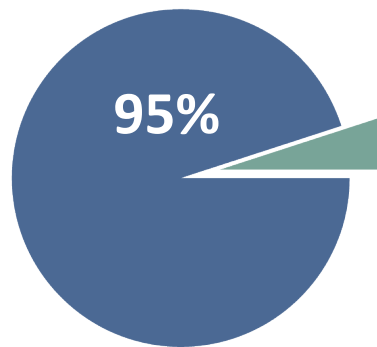
On February 20, 2019, Governor Brian Kemp swore in Interim Commissioner Timothy C. Ward, as Commissioner of the Georgia Department of Corrections. Prior to his appointment, Ward appointed Alan Watson, Deputy Assistant Commissioner of the Administration and Finance Division, to Assistant Commissioner of that same division, effective January 1, 2019.

PREVENTING SEXUAL HARASSMENT IN THE EXECUTIVE BRANCH OF GOVERNMENT

On January 14, 2019, Governor Kemp signed an Executive Order mandating that all state employees attend training regarding the avoidance and prevention of sexual harassment in the workplace. This order also required that all managers attend a secondary level of training specifically applicable to employees holding supervisory positions. GDC will continue to work towards the directive of all employees receiving sexual harassment training each year, as well as within 30 days of hire or promotion, as appropriate.



90% of GDC workforce (10,000 employees) have completed training.



95% of GDC supervisors (1,700 managers) have completed supervisor-specific training.

VIDEO COURT

GDC implemented a new court production order process, which will allow offender/attorney conferencing to be done telephonically and court hearings to be conducted via video, thereby reducing the number of transports between facilities and court rooms; thus enhancing security and efficiency. To date, 59 video hearings have been conducted, representing a savings of 38,757 miles in round-trip offender transports.





UNITED STATES ATTORNEY’S AWARD

In May 2019, the U.S. Attorney’s Office recognized GDC’s Transitional Services Unit for its outstanding contribution to the mission of the U.S. Department of Justice. The award was an acknowledgment of the unit’s effort in implementing Project Safe Neighborhoods (PSN), a nationwide initiative to reduce violent gang and gun crimes in communities. The program is a results-oriented, collaborative approach utilized by law enforcement and community partnerships, which involves the use of Credible Messengers as mentors to assist returning citizens with making the best choices in support of their reentry into society. During FY 2019, PSN was delivered at two GDC facilities: Metro Reentry Facility and Phillips State Prison.

MEETING GDC'S INITIAL MILESTONE FOR ACCREDITATION BY THE AMERICAN CORRECTIONAL ASSOCIATION (ACA)

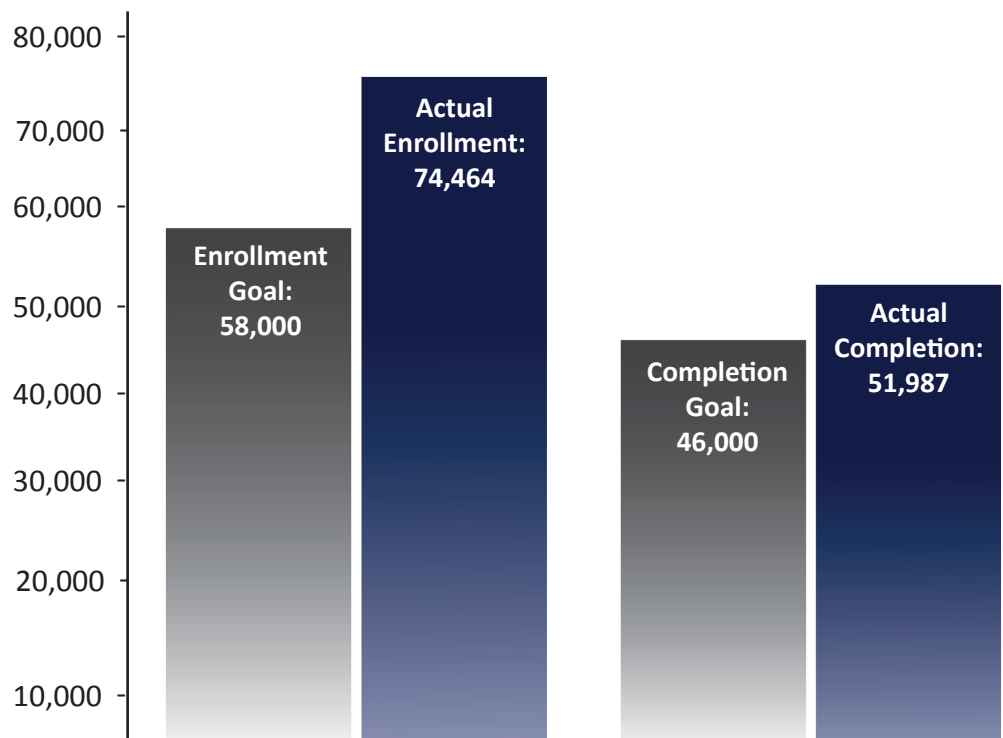
During FY 2019, four facilities were awarded accreditation, while another eight passed their accreditation audits and have been scheduled to have their ACA Panel Hearing for final determination on August 3, 2019. Each facility’s accreditation audit scores exceeded 95%.

MENTAL HEALTH SERVICES EXPANSION

Twenty percent of state offenders have a mental health diagnosis. As that percentage continues to increase, GDC recognizes the need to strategically house offenders with mental health needs throughout facilities. As such, GDC has expanded mental health services across close security facilities by moving 50 offenders from Valdosta State Prison, which historically has a mental health mission, to Smith State Prison; and is in the process of adding mental health services at Ware and Telfair State Prisons. This redistribution helps ensure access to treatment, limits transports for treatment, and enhances safe and secure operations of the facilities.

COGNITIVE BEHAVIORAL PROGRAMS ENROLLMENT EXCEEDED GOALS

Cognitive Behavioral programs are evidence-based and are designed to help change criminal thinking and behavior. GDC has a total of 19 Cognitive Behavioral programs, which are provided to offenders based upon an assessed need or counselor referral. The FY 2019 cognitive program goal was 58,000 for enrollments and 46,000 for completions. This goal was surpassed in both areas, with actual FY 2019 enrollments reaching 74,464, and completions totaling 51,987.





AGENCY HIGHLIGHTS FOR FISCAL YEAR 19

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. 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 agency is in compliance with state law, policies and procedures. GDC’s FY 2019 total state expenditures were \$1,182,019,557 or 99.09% of the department’s adjusted appropriation.

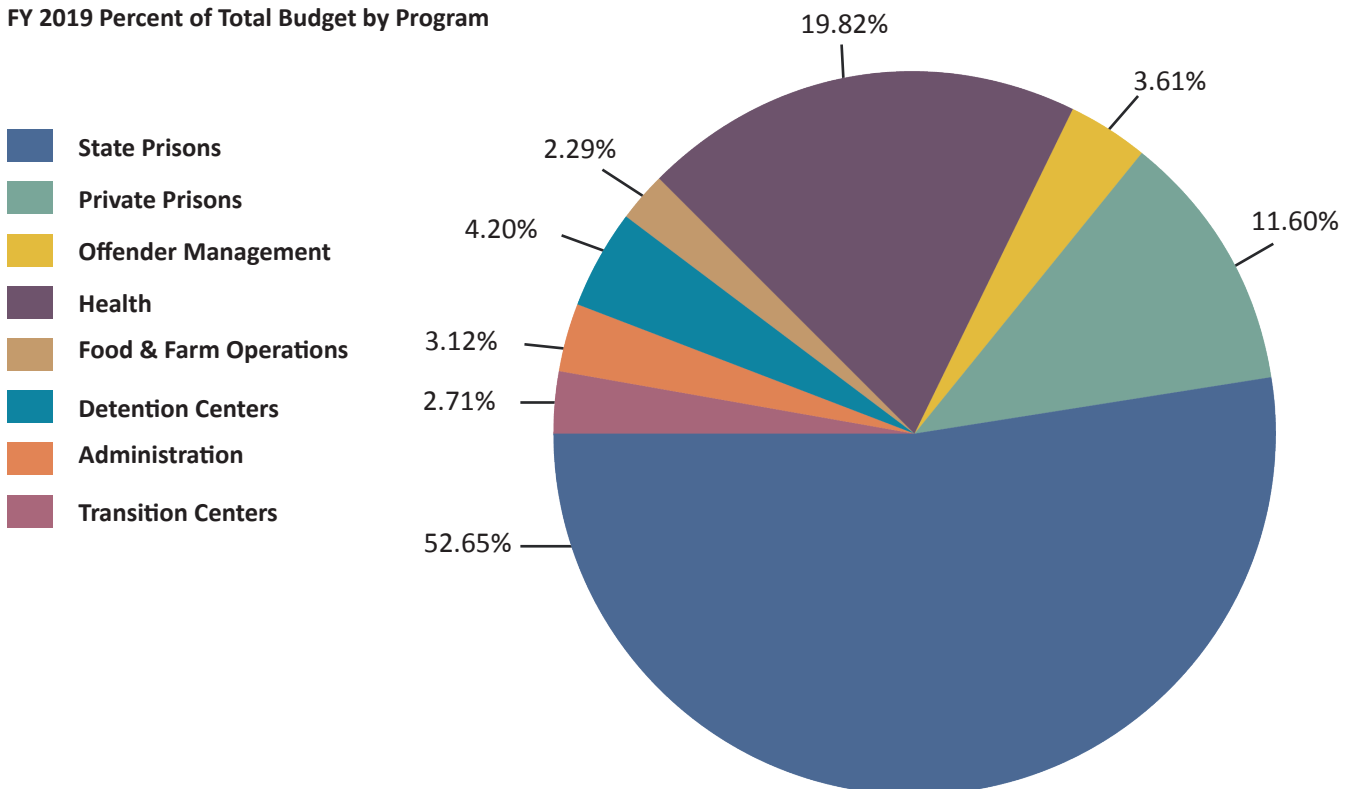
Amended FY 19 Appropriations by Program

Program	Budget
Administration	37,540,240
Food and Farm Operations	27,613,869
Health	238,866,183
Offender Management	43,560,924
Jail Subsidy	5,000
Private Prisons	139,784,108
Detention Centers	50,588,063
State Prisons	634,452,610
Transition Centers	32,601,742
GDC Total Funds	1,205,012,739

Budget Highlights for FY 19

Annualized Operating Expenses for Metro Reentry Facility	5,008,101
Additional funds for Private Prison Correctional Officer Pay Raises	4,388,500
Capital Outlay Funding	2,500,000
Eliminate One-Time Educational/Vocational Funds	(734,323)

FY 2019 Percent of Total Budget by Program



STAFF FIRST



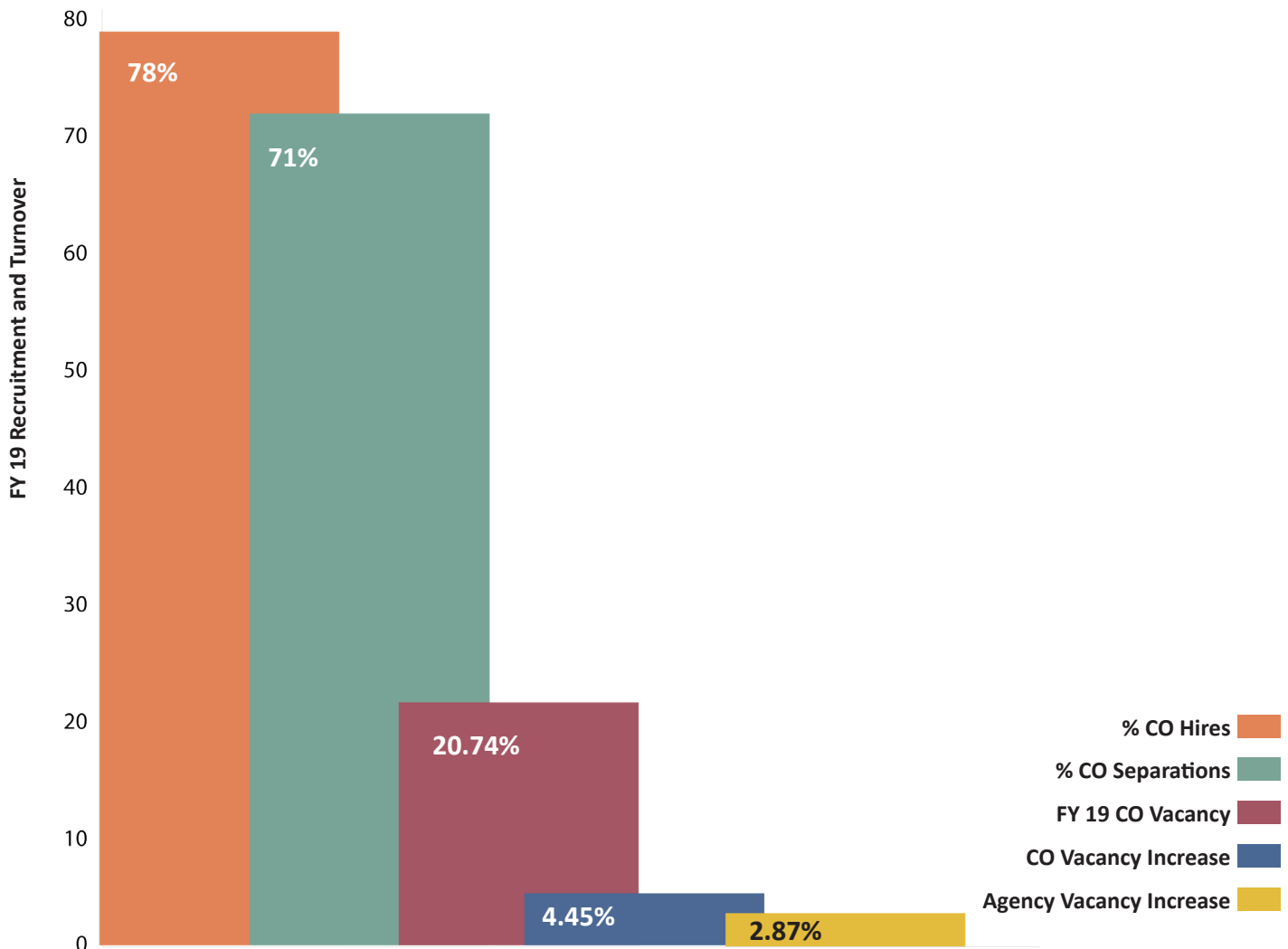
RECRUITMENT AND RETENTION

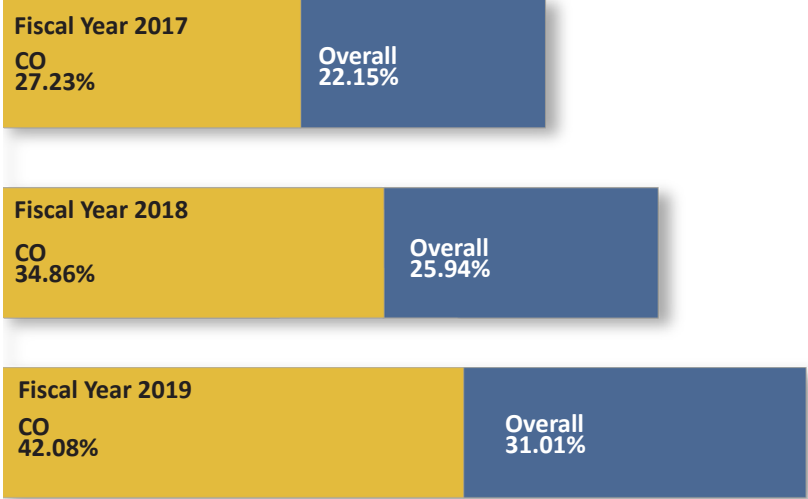
Retention of Correctional Officers (COs) continues to be a challenge for GDC. Although CO hiring made up 78.0% of GDC recruitments during FY 2019, the majority of separations, 71.0%, also came from these positions. Between FY 2017 and FY 2019, CO turnover increased from 27.2% to 42.1%. The overall departmental and CO turnover rates increased by 8.9% and 14.9% respectively, since FY 2017. While this change can be attributed to the improvement in the state labor market, GDC’s Human Resources (HR) team continues an aggressive recruitment strategy that targets ideal candidates for officer positions.



FY 19 HIRING AND SEPARATIONS

Hires	2,798
Separations	3,253
CO Hires	2,182
CO Separations	2,309



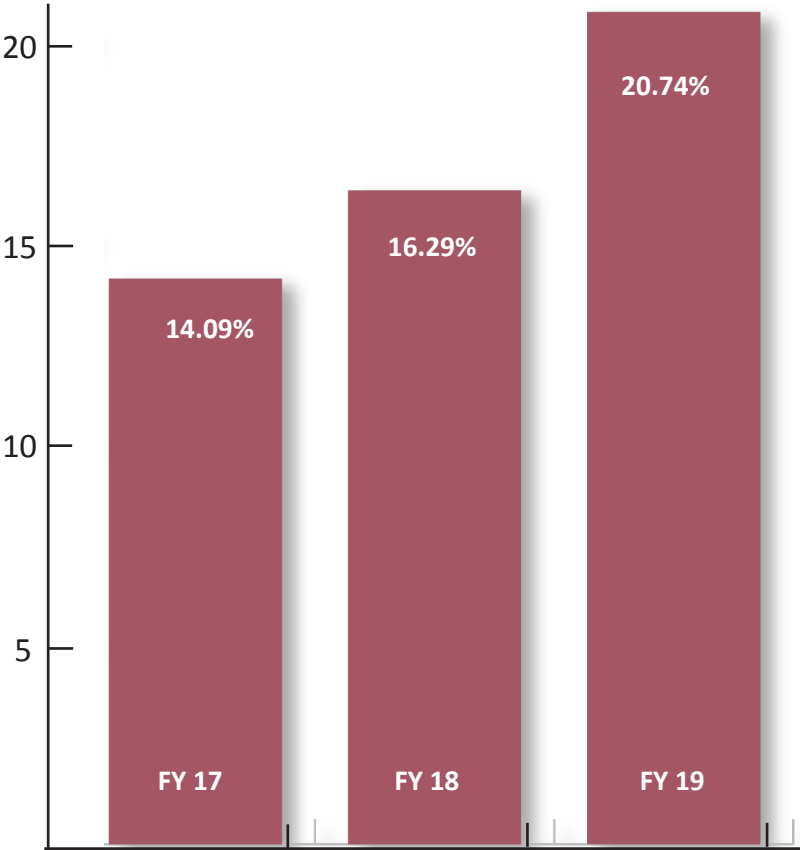


Annual Turnover Rate

The Department has held over 150 hiring events statewide. These events are free to attendees and are a “one-stop shop” where applicants can walk in without an appointment, take all required testing, be given a physical, and complete an interview. Those who successfully meet the minimum qualifications can leave an event with an employment projected start date.



Through June 30, 2019, the agency has hired over 1,400 COs. Despite averaging more than 180 COs hires per month, GDC still has a high vacancy rate. In order to combat rising turnover rates, the agency has instituted more rigorous and in-depth training, with much of it directed at front line supervisors (sergeants and lieutenants - who have the most face-to-face contact with correctional officers on a daily basis).



Annual CO Vacancy Rate

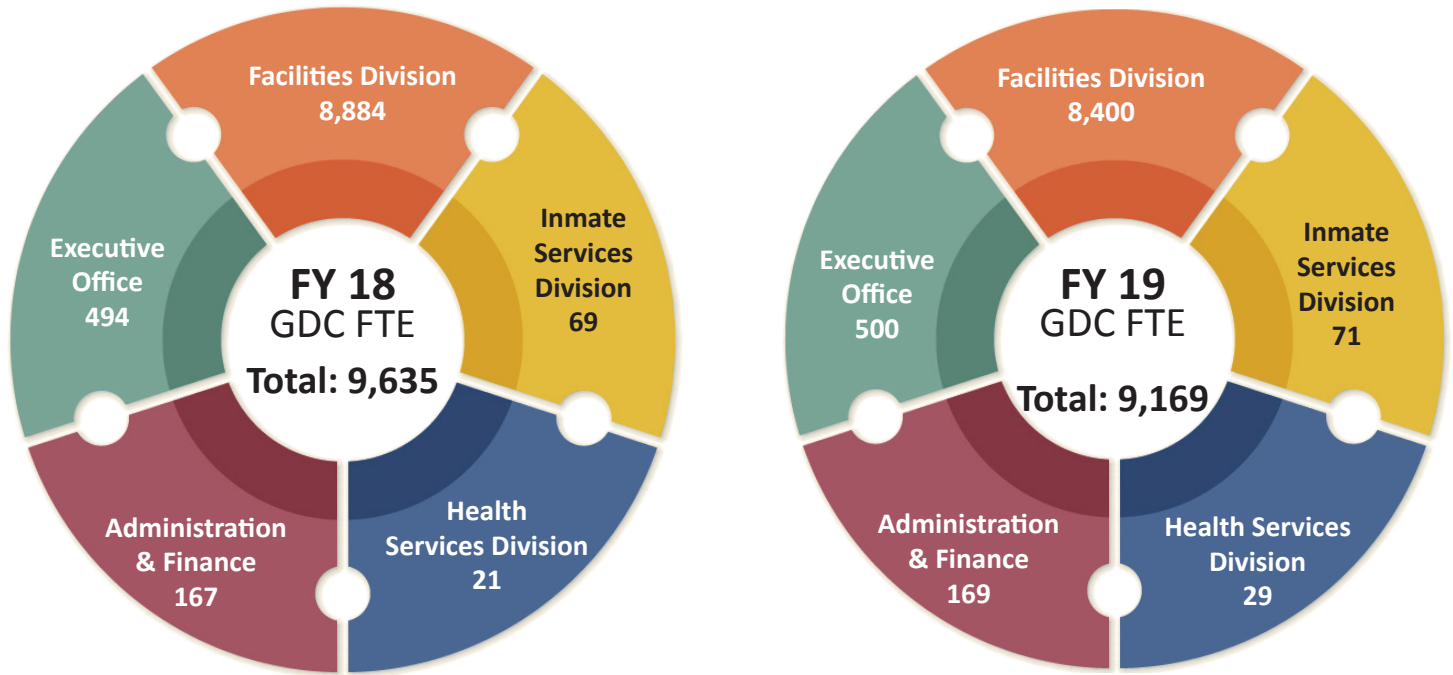


RECRUITMENT AND RETENTION

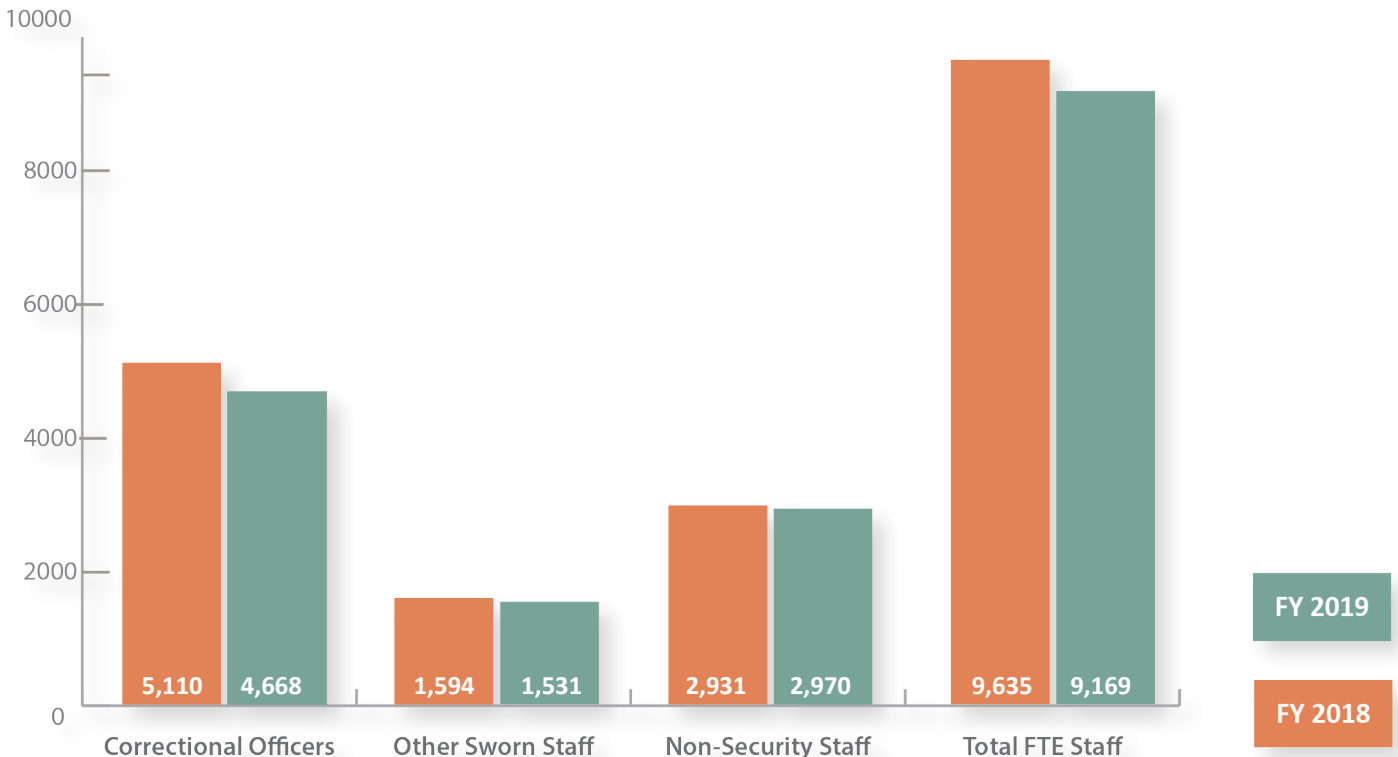
GDC WORKFORCE

At the end of FY 2019, the agency employed 9,169 full-time employees (FTE) and 448 hourly employees. Correctional Officers made up 50.9% of its staff; while another 16.7% were sworn employees. Of the 9,169 employees, 91.6% work in the Facilities Division, providing direct supervision of the offenders.

Department of Corrections End of Fiscal Year FTE by Division

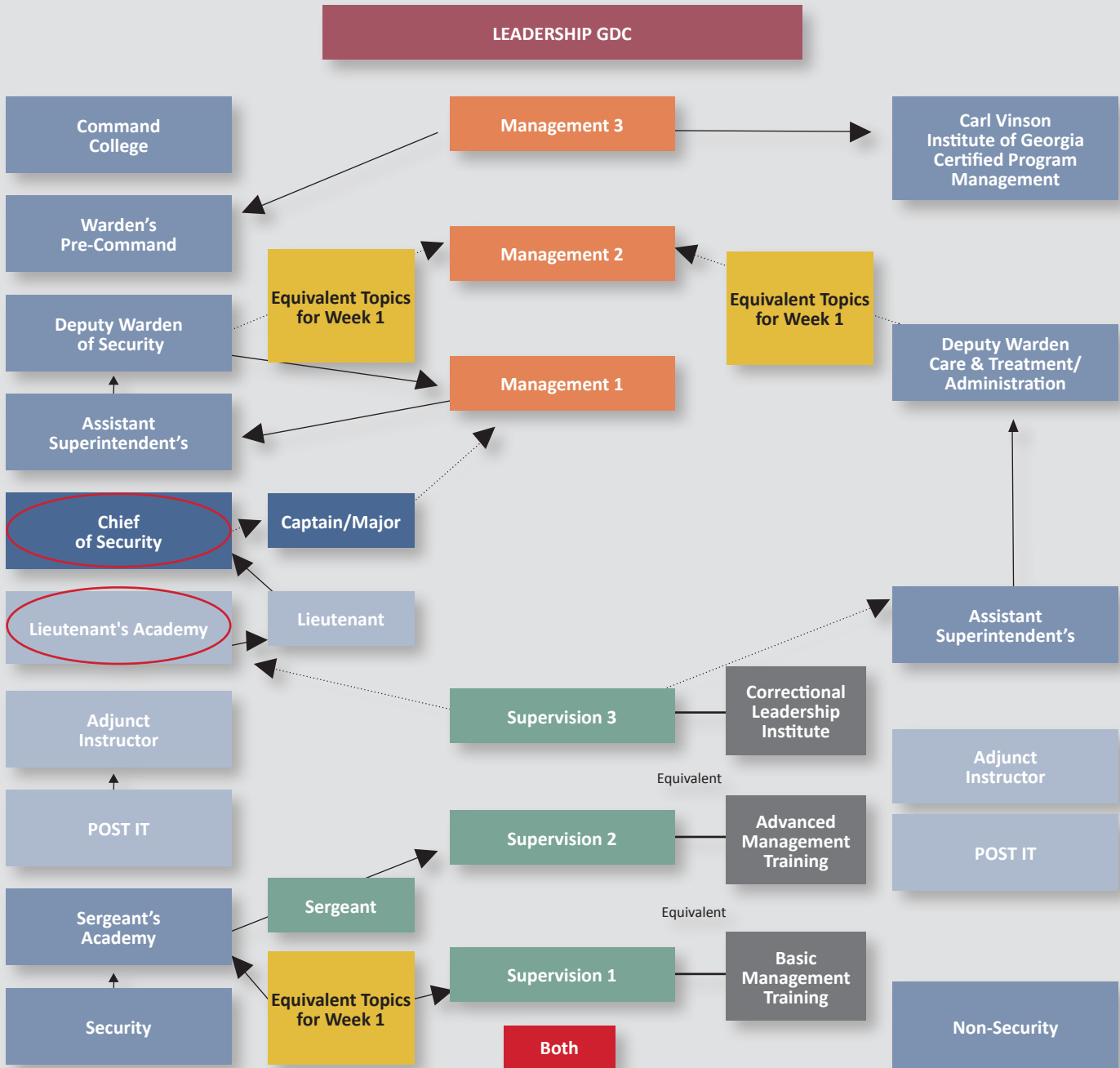


Department of Corrections End of Fiscal Year FTE by Type





LEADERSHIP TRAINING MODEL



Notes: Promotable Sergeants must complete Supervision 2-3 and Lt's academy starting January 2020 before being promoted to Lieutenant.

As of April 2019



SERGEANT'S ACADEMY

The Sergeant's Academy two-week course designed for front line supervisors in a correctional facility. During the first week of the new Sergeant's Academy schedule, emphasis is placed on the specific duties and responsibilities of a sergeant. The second week targets supervisory technical skills. The course is continuously updated with every class being based upon lessons learned from the field.

Sergeant's Academy training has been so successful that GDC requires all sergeants to take the course, and all promotable employees in the role of Correctional Officer II to complete the program before being advanced to Sergeant. Since January 2018, 719 students have completed the course. The next steps of training progression are Supervision 2, 3, and Lieutenant's Academy.



Sergeant's Academy - Class 819

LIEUTENANT'S ACADEMY

This is a 40-hour training course that has been developed specifically for lieutenants. The course curriculum focuses on the duties and responsibilities of facility lieutenants and the tools necessary to improve their managerial skills and professional development. The academy began on October 7, 2019, in Milledgeville. Beginning July 2020, all promotable sergeants must complete Supervision 1-3 and Lieutenant's Academy before advancing to lieutenant.

REGIONAL TESTING FOR SERGEANT, LIEUTENANT AND CAPTAIN

Before any officer can be promoted to sergeant, lieutenant or captain that individual must pass an assessment test, which has been created in partnership with the Carl Vinson Institute of Government – University of Georgia. The assessment consists of graded tests covering in-depth topics centered around job duties, responsibilities and standard operating procedures, in which an individual in the Sergeant, Lieutenant or Captain role must demonstrate proficiency. The tests will be updated annually to ensure all new and updated rules and procedures are included. Assessments are provided regionally each quarter, to accommodate as many applicants as possible, who are interested in future promotions into security supervisory positions.

PEACE OFFICER STANDARDS AND TRAINING (P.O.S.T.)

In 2019, the Leadership Development Unit added five P.O.S.T. Instructor Training classes to meet Facilities Division and HR requirements for all Field Training Officers (FTOs) and FTO-Coordinators. Eleven courses are scheduled for 2020.



OFFICER APPRECIATION LUNCHEONS

These events are held at Central Office for FTOs and supervisors, where they are publicly recognized by their peers and senior leadership. These are individuals who have been identified by newly-hired correctional officers for their helpfulness and positive attitude towards new staff members, for creating a positive atmosphere and acting as mentors to those who are just joining the ranks of GDC security staff.

METRO CYBER CAFÉ

While Metro Reentry Facility’s central focus is on effective programming, education, and healthcare for offenders, its construction plan also included the build-out of a cyber café for staff. The facility is the first prison to offer a location separated from the institution environment where staff can refresh and utilize electronic devices during their break periods.

STAFFING ANALYSIS INITIATIVE

In FY 2019, the agency embarked on an ambitious study of staffing at all prisons. Each individual position and post is being reviewed to ensure that each facility has the appropriate number of positions to maintain safe and effective operations. The resulting analysis will also be used to maintain compliance with ACA accreditation standards. Twenty-five GDC staff completed training on Prison Staffing Analysis, which was facilitated by the National Institute of Corrections.

NEW CORRECTIONAL OFFICER UNIFORM ROLLOUT

As part of the agency’s commitment to staff, as well as efforts to enhance security, new uniforms were issued to all correctional officers. The uniforms were designed to be cooler and more functional, while retaining a professional appearance. GDC Care and Custody worked with Georgia Correctional Industries (GCI) in the development and implementation of the new uniform, following the recommendations of a uniform wear-test committee. GCI constructed a new production line at its garment plant at Pulaski State Prison to accommodate the volume of customization orders from GDC. Currently, all GDC facilities have received an initial shipment through Care and Custody, providing uniforms to over 5,000 employees.



P.O.S.T. CERTIFIED SANITATION OFFICER TRAINING

A statewide program was developed to ensure statewide consistency of sanitation within GDC's facilities. All sanitation officers will be trained on issuing chemicals, as well as meeting expectations and standards related to cleaning and facility sanitation. The goal of this initiative is to reduce GDC's wide employee turnover by maintaining an environment that is cleaner and sanitary for both staff and offenders.

HOSTAGE NEGOTIATOR TRAINING

Certification and quarterly training are conducted and updated for individual hostage negotiators and the Regional Hostage Negotiation teams. Training consists of classroom instruction followed by hands on practical exercises with face to face and facility dorm negotiation scenarios.

TRANSFER OFFICER TRAINING

The program has two phases. Phase I is a 16-hour course that includes new policy training and is delivered through classroom lecture and practical exercise, such as transporting offenders with disabilities. It is mandatory for all assigned Transfer Officers and supervisors involved in the transportation process. Phase II Transportation Officer training is an 8-hour course that focuses on realistic scenarios. During FY 2019, 370 officers successfully completed Phase I, and 163 Phase II.

COMMUNICATION CENTER

GDC actively trains, supports, and works with the Georgia Emergency Management and Homeland Security Agency and other state and local partners on disasters and emergencies. During FY 2019, the Department participated in several hurricane and winter storm exercises. GDC also responded and supported the state's efforts during Hurricane Michael (October 7-17, 2018), two winter weather events (December 8, 2018 and January 28, 2019), and a tornado (March 3-4, 2019).

MASS DISTURBANCE CONTROL AND PHYSICAL TRAINING

In response to Facilities Special Operations requirements, the Special Operations basic course was enhanced to include more mass disturbance control and physical training. The change better prepares students for potential operations and updated Special Operations team physical fitness standards. The improved physical fitness standards are being implemented statewide for all new and current special operations team members.



PEER SUPPORT TEAM

A team composed of 40 members was created and trained for the purpose of responding to critical incidents and the impact those incidents may have on individuals involved in or working on/near those incidents. Team members are trained on how to provide immediate/short term support with little lead time, in order to respond quickly to incidents as they arise across the state.

544
GRADUATES

FIELD TRAINING OFFICER (FTO) PROGRAM

Implemented in FY 2017, the program consists of establishing experienced officers and coordinators at each facility to work side by side with new cadets, training and reinforcing job skills and offender supervision.

Quarterly sessions are conducted statewide. To date, 544 have passed the program and 25 sessions have been offered statewide. During FY 2019, 178 students have successfully passed the FTO program in the 12 classes held, statewide.

ADVANCED PERIMETER OFFICER CERTIFICATION

This is a two-day course given in each GDC region, which is designed for officers who may be assigned to the facility perimeter vehicle. Policy and procedures regarding use of force, vehicle safety and perimeter security are covered during day one. There is also discussions on scenarios perimeter officers may encounter. Day two involves live scenarios with a weapons simulator and hands-on scenarios using simulation weapons. To date, 85 officers have passed the program. In FY 2019, 77 students passed advanced perimeter with 12 classes being taught.

MENTAL HEALTH TRAINING

One of the Commissioner's key initiatives has been to address suicide and mental health (MH) awareness across GDC facilities for both staff and offenders. One of the many initiatives was to mandate MH trainings for all GDC staff. A suicide awareness and mental health training has been added to employee orientation; and basic and advanced level training programs, to include online courses, have been established. More specifically, a 24-hour mental health-training program is offered throughout the state to GDC staff. Among the topics covered are the mental health services offered by the GDC, the nature of mental illness, the nature of the intellectually disabled, crisis intervention, psychotropic medications, suicide prevention, and the use of mental health restraints.

During FY 2019, 1,186 staff received training, including all security staff at Valdosta, Smith, Georgia, and Telfair State Prisons. To meet the training standards set by Commissioner Ward for FY 2020, additional training staff and resources have been devoted to this important program.





THE ADDICTION CERTIFICATION PREPARATION PROGRAM (ACPP)

The program 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, 200 hours of clinical supervision, have at least 4,000 hours of work experience, and pass a 150-question exam. In FY 2019, 21 GDC counselors graduated from the year-long program. This was their first step toward obtaining their International Certified Alcohol and Drug Counselor (CADC-II) credential, which is recognized by 78 states and countries throughout the International Certification and Reciprocity Consortium.

MOTIVATIONAL INTERVIEWING

This is a counseling technique that enables people to overcome their resistance to change problematic behaviors. An instructor course has been completed and Motivational Interviewing is being taught statewide. Currently, there are eight instructors; and to date, 12 classes have been held with 225 FTOs successfully passing the course.

ACA ACCREDITATION TRAINING

To support GDC's ACA accreditation, the Office of Professional Development Field Training conducts 40 hours of In-Service and Pre-Service Orientation at all facilities. Included in these hours are all ACA required topics. Additionally, field training staff are conducting the training portion of the audit assessment along with the Office of Professional Standards' staff, and helping during the ACA facility audits as it pertains to training.





**SAFE
AND SECURE
FACILITIES**



SAFE AND SECURE FACILITIES

PHYSICAL UTILIZATION RATES AS OF JUNE 30, 2019

FACILITY TYPE	UTILIZATION
State Prisons	94.5%
Transitional Centers	98.0%
Probation Detention Centers	89.5%
Probation & ITFs	58.0%
RSAT & ITFs	92.7%
County Institutions	98.3%
Private Prisons	98.8%

During FY 2019, Georgia's state offenders were housed in 89 facilities. Those included 35 state prisons (SPs), 15 transitional centers (TCs), seven probation detention centers (PDCs), five Residential Substance Abuse Treatment centers (RSATs), two Intensive Treatment Facilities (ITFs), 21 county correctional institutions (CIs), and four private prisons. Approximately 24% of the state's offender population resides in prisons.

COMMUNICATIONS CENTER

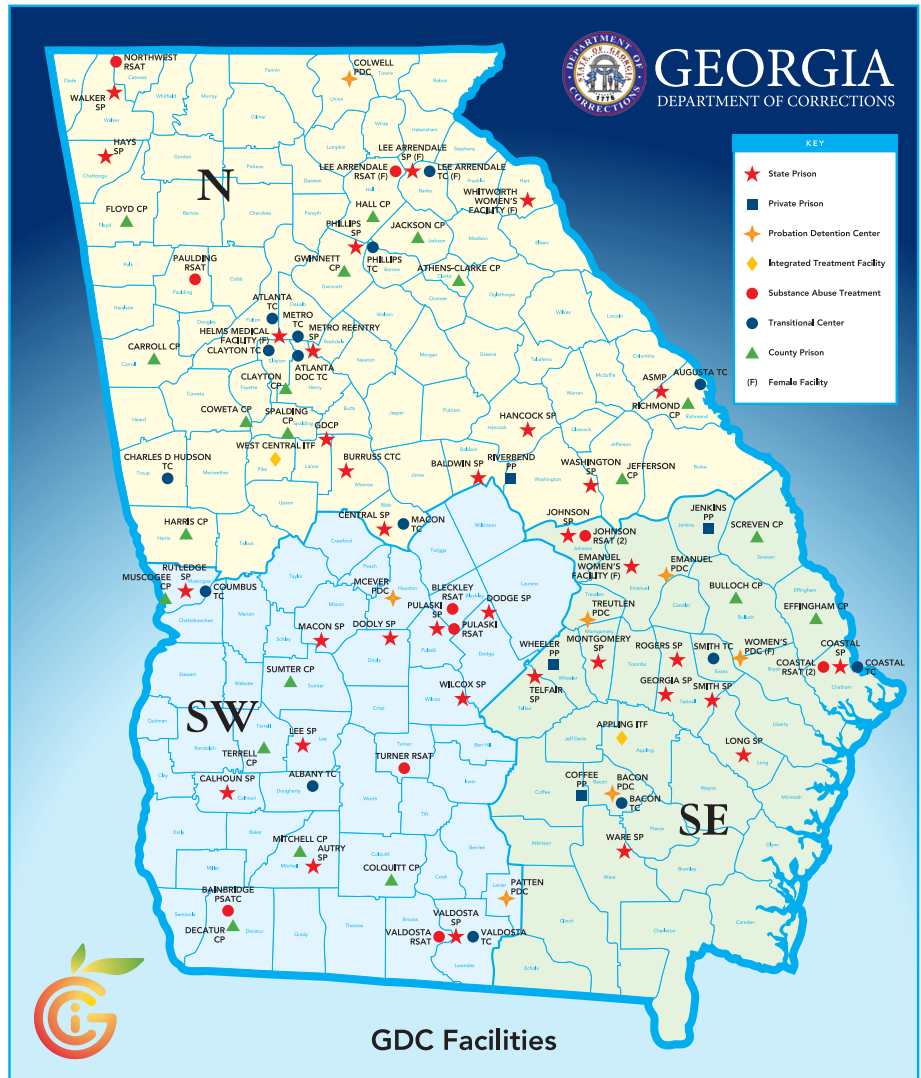
In FY 2019, the Georgia Department of Corrections underwent and passed an audit conducted by the Georgia Bureau of Investigation on the Georgia Crime Information Center (GCIC) operations. After the audit, the Communications Center began conducting internal audits of GCIC operations in facilities and attending various meetings and trainings to further educate staff on GCIC. Through those internal audits and additional training, the agency will ensure compliance with GCIC rules, regulations, and laws. In addition, staff will have a better understanding of GCIC's operations and requirements.

TIER REDUCTION

The purpose of this project is to reduce the Restrictive Housing population to align with the national standards. The reduction in the Restrictive Housing population is done by ensuring that only offenders requiring intensive supervision are in the TIER program.

- TIER 2 Segregated Transition Education Program (Tier II STEP) policies was completed in FY 2019. This is a step-down, incentive-based, program for offenders who have successfully completed the Tier II program.
- TIER 2 SCRIBE module went live March 2019 to effectively track offenders in Extended Restrictive Housing
- 675 offenders were moved out of Extended Restrictive Housing

Facilities Division has reduced the Extended Restrictive Housing population by 40% (675) since January 2017. The reduction of the Restrictive Housing population has been completed in six ways: the creation of Specialized Protective Custody Housing, the establishment of Specialized Mental Health Treatment Units (S.M.H.T.U.) through the Office of Health Services, Administrative Reviews, Tier II STEP, changes in offender disciplinary process, and revision of GDC's policies and procedures.





CRIMINAL INTELLIGENCE UNIT (CIU)

The CIU initiated 10,622 cases that included 1,976 background investigations, 1,087 requests for information, 5,424 intelligence reports and 2,135 intelligence submissions.

CRIMINAL INVESTIGATIONS

In August 2018, the Office of Professional Standards (OPS) initiated the Security Threat Group (STG) Sergeants program in cooperation with the Facilities Division. This program embeds trained gang professionals at 28 facilities throughout the state, working in conjunction with the Criminal Investigation Division and Criminal Intelligence Unit to impact gang involved and gang related crimes at the facilities.

Special Agents and Investigators from the Criminal Investigations Division (CID) initiated over 5,826 investigations that resulted in securing 1,395 criminal arrest warrants and 571 arrests. CID also executed 234 search warrants.

Special Agents assigned as Task Force Officers seized \$6,152,265.00, 5.75 kilos of heroin, 2,759 kilos of marijuana, and 148 kilos of methamphetamine.

\$6,152,265.00

5.75 kilos of heroin

2,759 kilos of marijuana

148 kilos of methamphetamine

FUGITIVE UNIT

Special Agents from GDC's Fugitive Apprehension Unit made 276 felony arrests, 49 sex offender arrests, and 80 escape recaptures.

276

Felony Arrests

49

Sex Offender Arrests

80

Escape Recapture

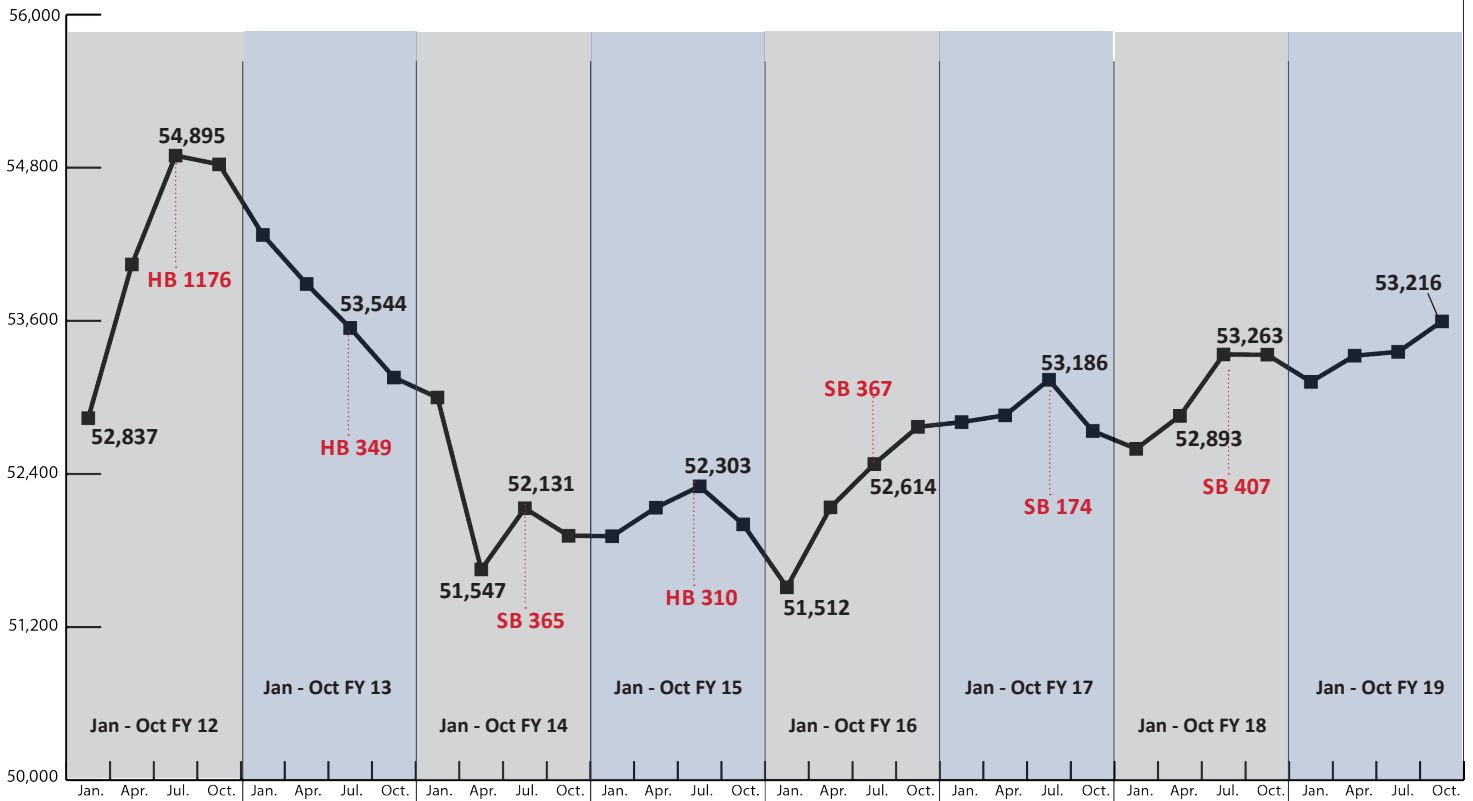
FACILITY PROJECTS

- As part of the Commissioner's initiative to address suicides and mental health concerns for both staff and offenders, a Suicide Awareness and Prevention Program was implemented at all state facilities
- Hancock State Prison's Evidence Based Prison began the Identity Reformation Program, which provides a support group to assist with the continuum of care and programming available for STG (gang affiliated) offenders
- The reconviction rates for the offenders who completed the Faith and Character Based program are as follows:
 - 3-year rate: 8.85% for all facilities providing the program
 - 5-year rate: 13.65% for all facilities providing the program
- A Female Identity Reformation program was developed and will launch at Lee Arrendale State Prison during FY 20
- Unlimited feminine hygiene products are now available at all female facilities and a policy was created to outline the access and distribution process
- Female Transitional Center beds was expanded by 23
- Female General Population beds was expanded by 14



PRISON POPULATION: FY 2012-FY 2019

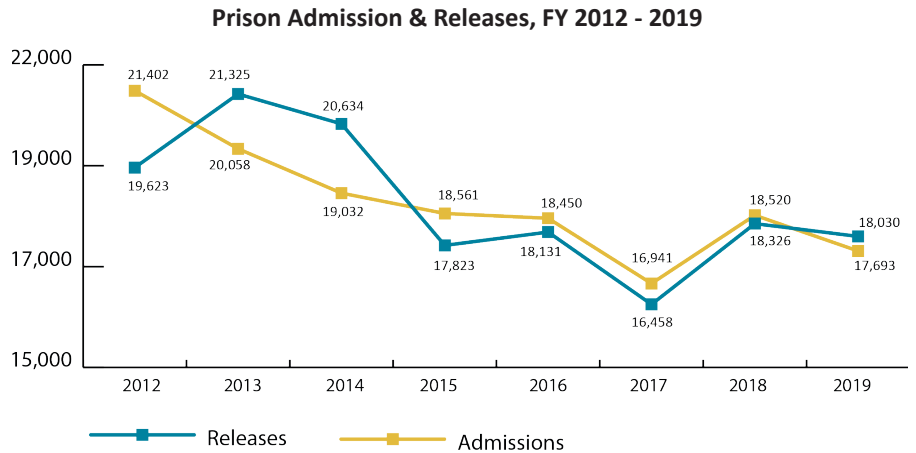
Since the first criminal justice reform bill, HB 1176 (July 1, 2012), Georgia’s prison population has decreased by 3.1%, from 54,895 to 53,216, by July 1, 2019. **Note: Prison population consists of active offenders counted at a GDC facility.**



- **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 reentry; 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 offenders with long sentences, and limits secure detention for youth 13 years old or under.
- **Senate Bill 174 (2017):** Reduces probation supervision length and enhanced probationers and parolees’ conditions of supervision to prevent recidivism. Encourages alternative 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 offenders; and enhances sentencing for certain offenses.

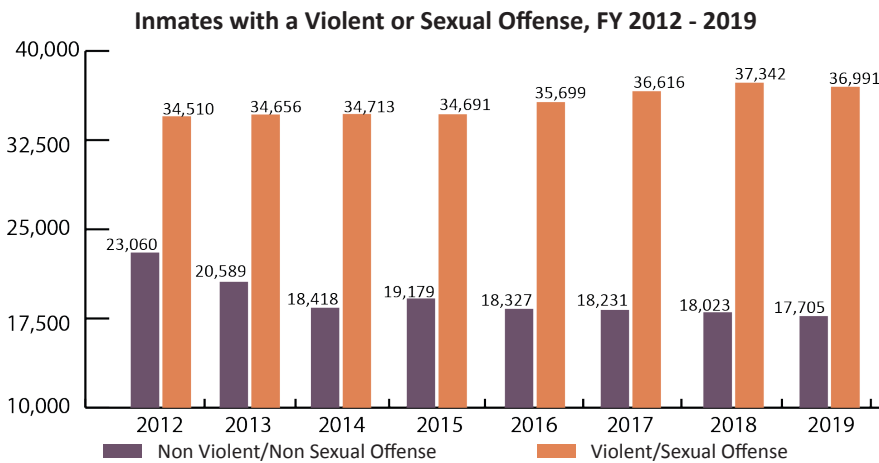
PRISON POPULATION CHANGE

Overall, between FY 2012 and FY 2019, admissions to prison decreased by 17.3%, from 21,402 to 17,693. Releases decreased at about half the pace of admission, at 8.1%, from 19,623 to 18,030. This explains, in part, the slow growth of Georgia's prison population during the criminal reform period. Admissions to and releases from prison decreased by 4.5% and 1.6%, respectively, between FY 2018 and FY 2019.



VIOLENT OFFENDER POPULATION

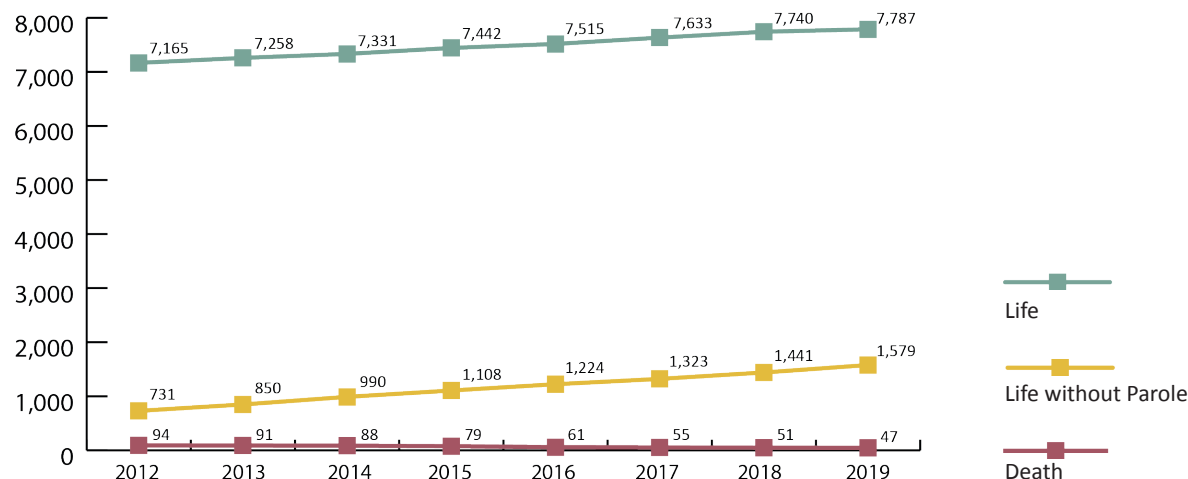
The number of offenders incarcerated due to a major offense of a violent or sexual nature has grown, as anticipated from the criminal reform laws, increasing by 7.2%, from 34,510, at the end of FY 2012, to 36,991, at the end of FY 2019. Rising about 20 times faster, the number of validated STG inmates has grown by 156.5% since the end of FY 2012, from 5,609 to 14,386, at the end of FY 19.



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

The number of offenders sentenced to life, life without parole, or death increased by 17.8%, between the end of FY 2012 and FY 2019, from 7,990 to 9,413. Their annual rate of releases from prison (209) is half their rate of admissions (406).

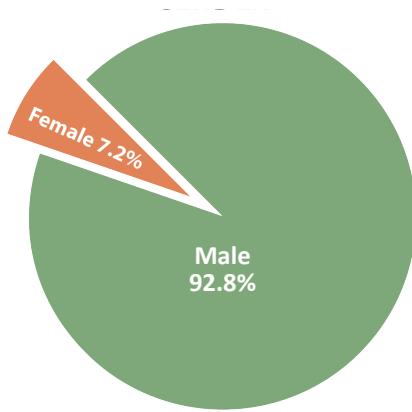
Inmate Population with a Life, Life without Parole, or Death Sentence, FY 2012 - 2019



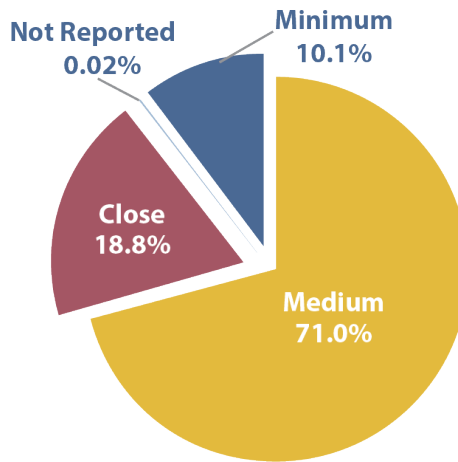


OFFENDER POPULATION

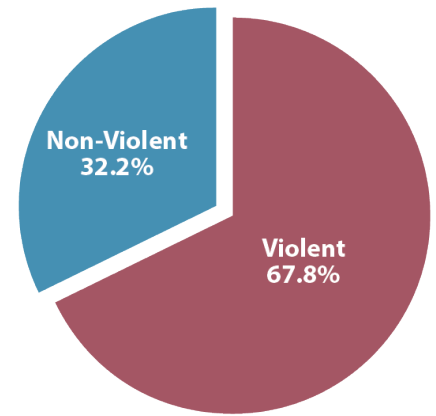
GENDER



SECURITY LEVEL



VIOLENT VS. NON-VIOLENT



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%

MAJOR OFFENSE TYPE

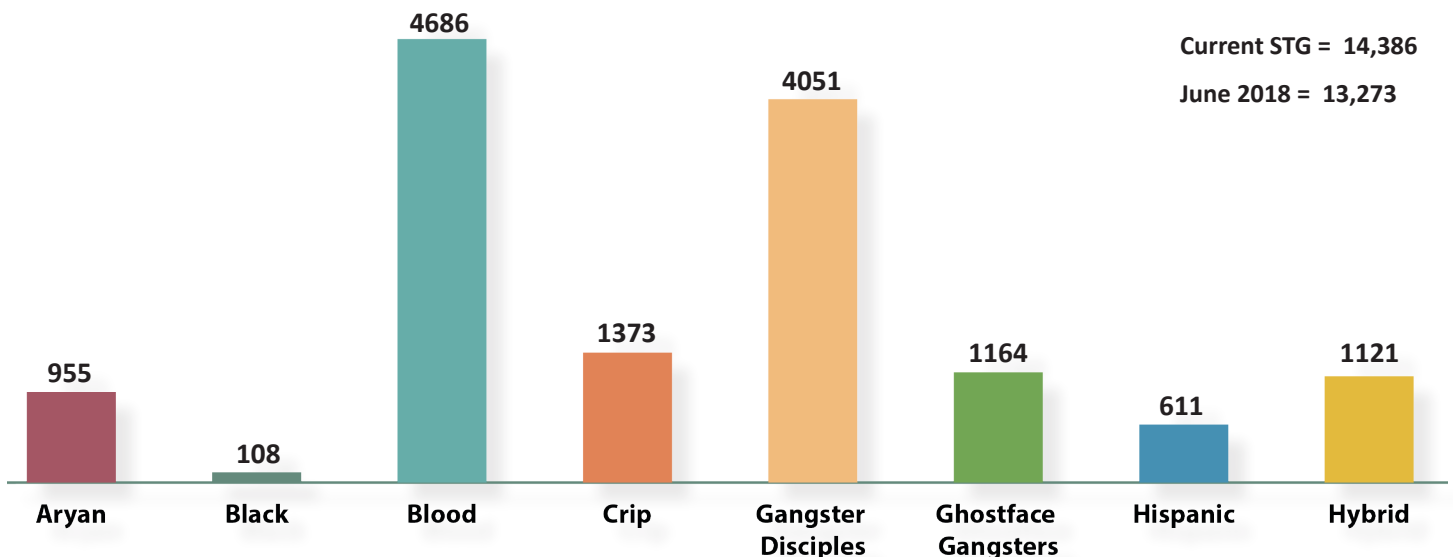
MAJOR OFFENSE	NUMBER	PERCENTAGE
Violent	28,356	51.5%
Sexual	8,635	15.7%
Property	8,804	16.0%
Drug	6,231	11.3%
Habit/Drug	111	0.2%
Other	2,877	5.2%

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%

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

CURRENT GDC SECURITY THREAT GROUP INMATES



June 2019 STG Population: 14,386 27.2% of the inmates population

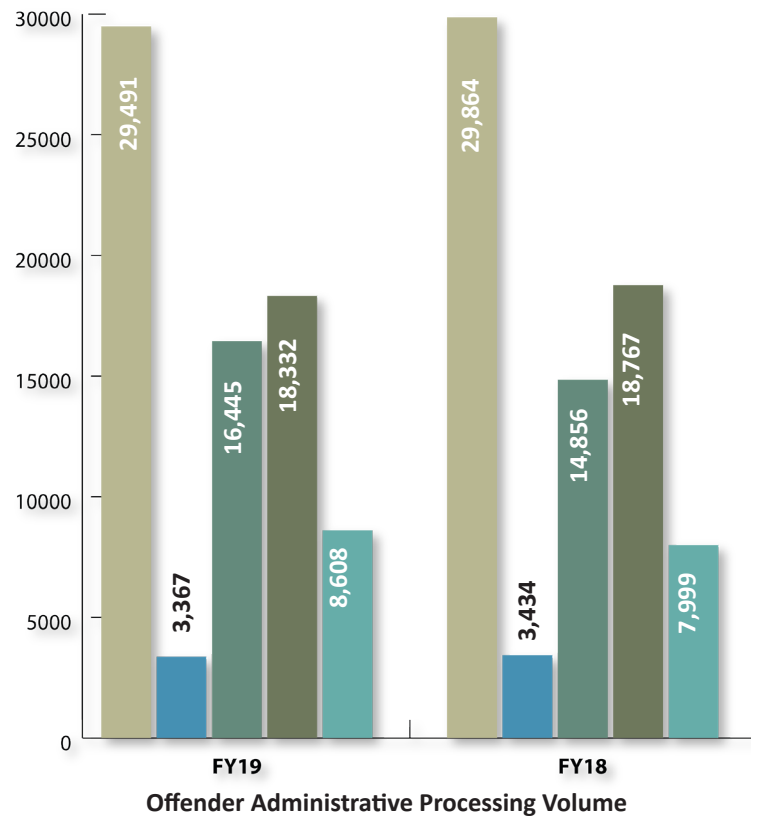
PROCESS IMPROVEMENTS



OFFENDER ADMINISTRATION

GDC reduced e-sentence package average processing time from nine to four days, through streamlined process improvements. Packages received through the courts/ electronic sentencing portals are no longer divided by county, but assigned to and processed by staff as they arrive. As a result, offenders’ average days in jail decreased from 11 in FY 2018, to seven in FY 2019.

- Cases Received
- Cases Returned Through the Portal
- Court Production Orders Processed
- Initial Assignments
- Max Out Releases Processed



VIRTUAL COURT PRODUCTION/ TELECOURT – PHASE II

The new court production order process was completed at the end of FY 2019. The procedure includes providing a secure and private phone line for attorneys to talk with clients at a Virtual Court Production/Telecourt location within each GDC facility. This reduces the number of prisoner transports between facilities and courtrooms, enhancing efficiency and the security of officers and the public.

Video Court Production Order/Telecourt Phase II requires ongoing coordination between GDC and Court Services to promote effective use of the video court hearing. Required equipment was delivered to all GDC facilities to enable video court hearings for offenders. Between 12/01/2018 and 06/30/19, 59 hearings were conducted through video, leading to a saving of 38,757 miles in transports.

Of the 49 judicial circuits, two (Augusta and Gwinnett) are utilizing video conferencing and three (Northeastern, Lookout Mountain, and Catoosa) have ordered equipment. The Augusta circuit has completed 21 hearings, while the Gwinnett circuit has completed one.





TRANSPORTATION

The Communications Center enhanced and redesigned its operation in order to support movement and transportation of offenders. The redesign included adding several large monitors in order to observe the live video footage of the transportation buses and to view their location and movement by GPS. In addition, the Communications Center receives transmissions from each bus during their entire route, to ensure the safety and security of both the staff and offenders.

The Centralized Transportation Unit Fiscal Year 2019 Summary Report

9,779 medical transports, taking **26,834** offenders to various appointment locations

2,600 security transports, moving **72,073** offenders

886,681 miles saved = **\$329,569.41** monetary value

THE WARDENS' DASHBOARD

This technological tool is used to assist the wardens with day-to-day operations of their facility, providing a variety of data on their current offender population. The dashboard provides Key Performance Indicators (KPIs) for total beds, occupied beds, special use beds, sleepers, gangs, grievances, FLSA hours and other strategic information. It also includes trends for KPI numbers and alerts specified by the wardens, such as suicides, grievances, disciplinary reports written, contraband, incidents and protective custody trends.

- **New Online Daily Post Roster Application**

The application has been implemented at all state facilities. It allows each facility to maintain a post roster electronically, which reduces paperwork, improves efficiency and assists with officer accountability.

- **Surveillance Management And Response Tool (SMART) for Custody Phase I Implementation**

SMART Custody is a management tool that gathers offender information found in several modules of SCRIBE and summarizes it in one place. The intent of SMART Custody is to assist GDC leadership in making decisions regarding classification, housing, security, and care and treatment, which will significantly enhance the safety and security of facilities operations. Phase 1 of SMART Custody was implemented in March 2019.

FACILITY PROJECTS

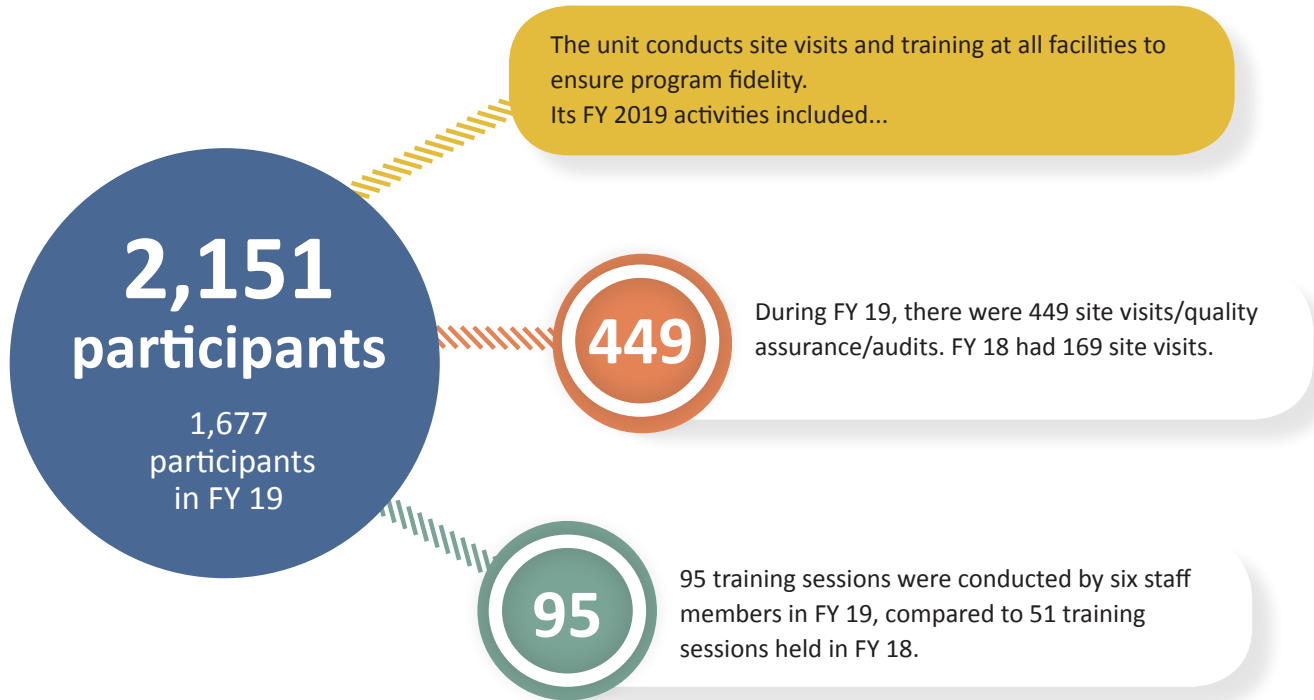
- A seven-point improvement plan was implemented at Lee Arrendale State Prison (LASP) to address security, safety and STG concerns. It includes a new shortened diagnostic intake process, an Honor Dorm, movement of STG offenders out of LASP, training for staff and offenders, and heightened sanitation protocols.
- GDC partnered with Immigration Authority Delegation Program (IADP) at the Federal Law Enforcement Training Center (FLETC) Charleston to ensure all illegal immigrants are identified appropriately. Four correctional officers have been certified as Immigration Officers.
- In conjunction with Offender Administration, a statewide Bed and Body Reconciliation project was completed. The project was conducted to improve bed descriptions in SCRIBE as we move forward with identifying ADA beds throughout the State's facilities.
- Facilities collaborated with GDC's Office of Information Technology (OIT) to start a pilot program for Electronic Count at Burruss Correctional Training Center.
- A tracking guide was developed for the new Disciplinary Reporting process.



CARE AND CUSTODY

In support of Health Services and Facilities Divisions, Office of Professional Development (OPB) updated and improved inventory of items stored for issuance to mental health offenders at Care and Custody. Those items include mattresses, smocks, and pillows.

COUNSELING SERVICES AND COGNITIVE BEHAVIOR THERAPY (CBT) UNIT



- The Department of Community Supervision (DCS) invited three GDC staff members to be a part of the Gather, Assess, Integrate, Network, Stimulate (GAINS) Center, which allowed them to become trauma informed care training specialists.
- Three staff members obtained certification as a Certified Anger Management Specialist II (CAMS II), which is a professional thoroughly trained to work with complex anger management issues.
- One staff member became a Trainer for Moral Reconciliation Therapy (MRT) facilitators. MRT is a program that seeks to decrease recidivism among both juvenile and adult criminal offenders by increasing moral reasoning.
- Four team members became Certified Seeking Safety Fidelity Raters, which is a present-focused, coping skills therapy to help people attain safety from trauma and/or substance use.

MORAL RECONATION THERAPY (MRT) FIDELITY OF IMPLEMENTATION (FOI) PHASE ROLL-OUT

In collaboration with Applied Research Services (ARS), an official FOI has been implemented to ensure conformity is being maintained across all GDC facilities as it relates to MRT programming. All state and private facilities will have had a FOI study by February 2020.

MASTER CALENDAR PHASE II COMPLETION

With the increase in program enrollment, features of the Master Calendar were modified on key internal GDC stakeholders request, to enhance usability and functionality. The changes give counselors better oversight on program selection and placement for offenders. Several reports were added, which can be used to evaluate the effectiveness of program delivery. They include: Offender Priority Report, Activity Reports, and Residential Substance Abuse Treatment Reports. Updates were also made to provide program oversight to Central Office staff. They comprise hyperlinks to access information from one screen, extended viewing of the calendar into future fiscal years, and an alert notification to indicate class schedule changes. In addition, software documentation was enhanced along with logic to update the target completion date when a parole denial is received. This systematic process improves accountability and contributes to efficient completion of offender scheduling tasks, as well as better utilization of GDC's limited programming space.

SHAREPOINT SITES

OIT created SharePoint sites for each division of GDC, where users can share documents, news and calendars for team collaboration and communication. These sites can only be accessed by secured users through GDC's internal network. Parts of the sites have been set up so that only specific users of a division may view, add or contribute to documentation shared.

POLICY ADMINISTRATION UNIT

The unit establishes and maintains policies accessible to the public, which are displayed on GDC's public website at <http://gdc.ga.gov/content/policies-and-procedures>, and subsequently updates and publishes the Policy and Procedures Access Listing for Inmate Libraries. It also supports the agency's accreditation efforts, which results in revisions of policies and attachments to required ACA standards.

Additionally, the Policy Administration Unit provides policy related customer service and support to the Legal Office, divisions, GDC staff, and general public, as well as other private, federal, state, and local law enforcement agencies.

During FY 2019 the unit:

- provided policy management, technical assistance, and user support to 12,000 PowerDMS users (PowerDMS is the agency's policy management system)
- held field and webinar training sessions to bring Assessment Users online with the system
- worked with OIT on reconciling and purging excess user accounts in PowerDMS and Active Directory (state employees and contractors) to avoid an increase in contract costs
- published 46 Standard Operating Procedures with 200 policy attachments and archived 18 policies, in support of the agency ACA accreditation



PROCESS IMPROVEMENTS

CHAPLAINCY/VOLUNTEER SERVICES

In collaboration with OIT, a new volunteer certification process was implemented to allow greater efficiency, security, and functionality for individuals interested in volunteering within GDC facilities. Now volunteers can submit a complete and secure application online, prior to attending the required training class. This step includes the electronic signing of GCIC and PREA forms. Chaplaincy/Volunteer Services then conducts the background check, while a list of applicants is sent to facility wardens, chaplains and the Office of Professional Standards (OPS). OPS conducts a social media search, with the Warden and Chaplain involvement. After the volunteers complete the classroom training, they receive a photo identification card. Volunteer renewal cards (required annually) are issued by the office of Chaplaincy and Volunteer Services.

Welcome



Steven Turner
Director of Chaplaincy Services

[Click here to begin the Application Process](#)

Find Your Facility

[CLICK HERE](#)



Interested in Volunteering?



[Volunteers Personal Stories](#)



[Facility Information List](#)



[Offender Success Stories](#)



[Program Opportunities](#)



[Chaplaincy Centers](#)

You will need a current email address to complete this process and the steps below must be completed in the identified order.

1. Begin the application process and watch the welcome video.
2. Take a short quiz about information in the video.
3. Watch the brief orientation presentation.
4. Submit an online volunteer application and background check packet.

If you do not successfully complete the quiz, you will be directed back to the beginning of Chaplain Turner's welcome message to review the information provided and to re-take the quiz before being allowed to proceed on to the orientation presentation and volunteer application.



REPORT STAFF & INMATES Involved in Criminal Activity

Select Language

Search



Find an Offender



Send Money



Find a Facility



Find Jobs



News

- Offenders
- Community
- Media and News
- Reports
- About GDC
- Volunteer Services
- Contact Us

Home / Chaplaincy & Volunteer Services

Chaplaincy & Volunteer Services

Welcome



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Volunteer Services

- Volunteer Services Home
- About Volunteer Services
- Chaplaincy
- FAQs
- Mentoring
- Requirements
- Renewal Forms
- Standard Procedures
- Volunteer Manual
- Volunteers Personal Stories
- Volunteer Training

ACA ACCREDITATION



ACA ACCREDITATION

ACCREDITATION UNIT

The management of the American Correctional Association (ACA) accreditation contract is handled under the direction of the Compliance Unit. Benefits of accreditation include operating safe and secure facilities for employees and offenders, in accordance with national best practices and standards. The national accreditation and state certification standards are continually revised to reflect best practices in corrections and law enforcement gathered from agencies across the United States. Initial milestones for accreditation have been achieved as 10 facilities were audited during FY 2019, all of which were recommended for accreditation. A sustainable process for achieving initial accreditation has been implemented and GDC presses forward with aggressive plans to achieve accreditation at 20 additional facilities in FY 2020. The scores for facilities audited in FY 2019 indicate the agency is in line with national standards.

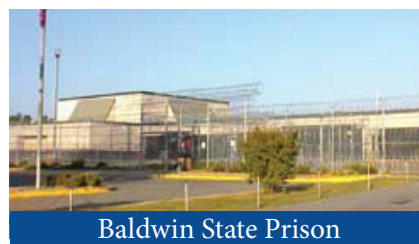


Accomplishments:

- Awarded Accreditation for Emanuel Women’s Facility and Montgomery State Prison in August 2018 and Johnson and Baldwin State Prisons in January 2019.
- Completed ACA Audits at Pulaski and Wilcox State Prisons in February 2019; Hancock and Washington State Prisons in March 2019; Whitworth Women’s Facility, Phillips State Prison and Phillips Transitional Center in April 2019; and Calhoun and Lee State Prisons in May 2019. An ACA Panel Hearing for final determination of accreditation will be held on August 3, 2019.
- Created and managed assessments through PowerDMS electronic assessment tool for all ACA audits.
- Conducted Facility Compliance Specialist Professional Development Training in July 2018, December 2018, March 2019 and June 2019.
- Defined protocol and process indicators for more than 500 standards for Transitional Centers, Probation Detention Centers, Residential Substance Abuse Treatment Centers, and Intensive Treatment Facilities in preparation for upcoming accreditation audits.
- Negotiated contract with ACA for auditing 20 facilities in FY 2020.



Pulaski State Prison



Baldwin State Prison



Johnson State Prison



Wilcox State Prison



Hancock State Prison



Washington State Prison

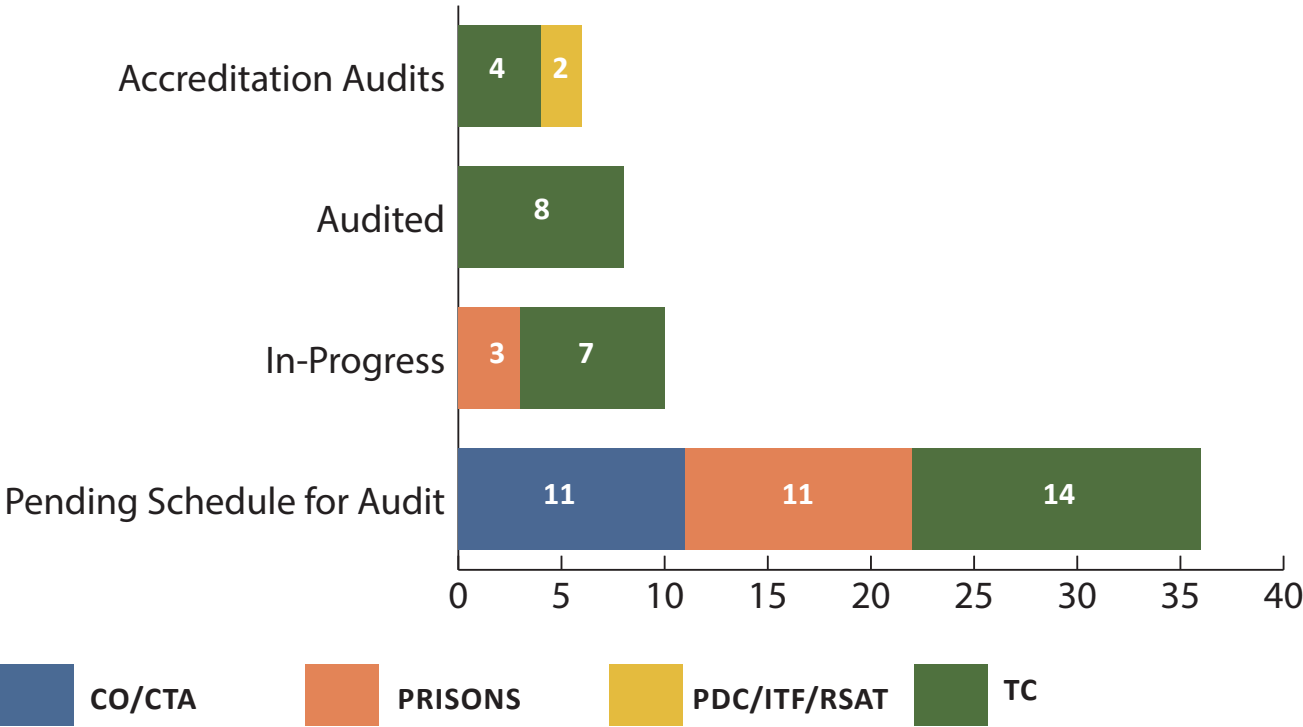


1ST CYCLE ACA SCORE BY FACILITY



Central State Prison	100%
Lee State Prison	99.30%
Pulaski State Prison	99.07%
Central Office	98.60%
Montgomery State Prison	98.50%
Phillips State Prison	99.07%
Baldwin State Prison	98.10%
Whitworth Women's Facility	98.10%
Emanuel Women's Facility	98%
Wilcox State Prison	97.80%
Johnson State Prison	97.60%
Calhoun State Prison	97.60%

ACA ACCREDITATION AUDITS





INTERNAL ASSESSMENTS UNIT

GDC's assessment team is comprised of 14 members: one managing auditor, nine security auditors, three physical plant auditors, and one compliance specialist. The team is supported by more than 50 members, including adjunct auditors from facilities staff and auditors from other disciplines. This team currently serves 57 facilities and centers, and limited Georgia Correctional Industries (GCI) locations. It conducts comprehensive audits in each facility and follow-up assessments for any identified critical security concerns. This team provides an ACA accreditation readiness assessment during the annual review of each facility.

FY 2019 accomplishments include

- Revising and implementing 36 internal audit instruments to incorporate language and questions from 527 standards found in the ACA Adult Correctional Institutions (ACI) Standards Manual, to align prison assessments with accreditation efforts
- 35 state prison comprehensive audits, 27 center audits, four privately operated prison audits, and 28 corrective action plan follow-up audits in state prisons
- Developing 36 new internal audit instruments for the assessment of Transitional Centers, which incorporated language and questions related to 250 standards found in the ACA Adult Community Residential Services Manual
- Developing 25 new internal audit instruments for the assessment of Probation Detention Centers, Residential Substance Abuse Treatment Centers, and Intensive Treatment Facilities, which incorporated language and questions related to 383 standards found in the ACA Adult Detention & Local Facilities (ALDF) Standards Manual
- Publishing 87 new or revised audit instruments
- Conducting four auditor training sessions

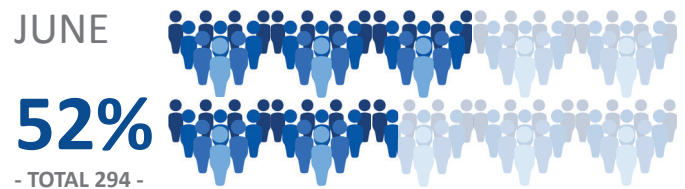


ZERO TOLERANCE



GANG SERGEANT PROGRAM

Planning began in August 2018 to create and field the Gang Sergeants Program. The purpose is to have a trained gang specialist available at 28 facilities around the state, whose primary mission is to recognize potential criminal street and prison gang members and validate those that meet the established criteria. Additionally, they provide timely incident assessment for the facility and daily interaction with the Intelligence Division and the Criminal Investigations Division. Since the program’s inception in FY 2019, the number of monthly validations began to increase as follows:



GOVERNOR’S SEXUAL HARASSMENT PREVENTION TRAINING

OPD delivered the Governor’s Sexual Harassment Prevention Training-Employee Version (GSHPT-E) to all facilities and GDC headquarters staff through field training. The sexual harassment program is now in the pre-service orientation for all new staff, and GDC established an annual requirement that all staff must meet in the In-Service training.

PRISON RAPE ELIMINATION ACT (PREA)

In FY 2019, GDC had 1,357 PREA allegations from operated and contracted facilities; of those,

- 59 (4%) were substantiated – determined the event occurred
- 734 (55%) were unsubstantiated – evidence insufficient determine whether the event occurred
- 425 (32%) were unfounded – determined the event did not occur
- 100 (7%) are pending - still being investigated
- 28 (2%) were deemed not PREA - determined to not meet the definition of a PREA allegation

PREA Certified Auditors consistently found that the agency exceeded standards in the following audit topics: 1) zero-tolerance for sexual abuse and sexual harassment policy, 2) hiring and promotion decisions, and 3) PREA training and offender reporting. Audit requirements were implemented as part of the Prison Rape Elimination Act effective August 20, 2013, establishing a three-year cycle. This year, 2019, is the third year of the second cycle nationally. GDC is current with audits as required by the national standards and has completed audits in 80 state prisons, contract facilities, and centers, with findings of 100 percent compliance. Three contract facilities are awaiting their final reports, and five contract facilities are scheduled to have their audit prior to the close of Cycle 2 year 3 on August 19, 2019.

PASSAGE OF DRONE LEGISLATION

A multi-disciplinary team made up of representatives from Facilities, OPS, OIT, and Legal, collaborated to assist with the passage of Senate Bill 6, which is a new legislation that prohibits flying drones over prisons. Drones are the latest method utilized by offenders and their outside accomplices to introduce contraband into GDC facilities. Their use has increased as GDC enhanced its efforts to prevent the introduction of contraband through its portal entries and over fence lines through the use of netting. Georgia law now prohibits flying a drone over a GDC facility, a county correctional institution, or a county jail for the purposes of delivering contraband to an offender. Flying a drone over a facility for the purpose of filming its layout is also prohibited.



NEW MANAGED ACCESS SYSTEM TO IMPEDE CELL PHONE SERVICE

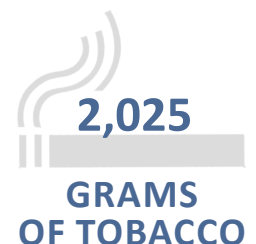
GDC established a plan to expand an access management system, which is designed to impede cell phone signal thus reducing offender cell phone possession.

FINANCIAL INVESTIGATIONS TEAM PILOT PROJECT

The Financial Investigations Team was created to combat scam, identity theft and fraud cases perpetrated by GDC offenders nationwide. It is comprised of veteran special agents with vast experience in financial crimes cases. The team proactively pursues criminal charges not only against the offenders behind the fraudulent activity, but the conspirators who aid them on the outside in victimizing unsuspecting citizens. It also assists external law enforcement agencies with scam cases and conducts strategic shakedowns to recover evidence of financial crimes activity.

SPECIAL OPERATIONS

The Special Operations Unit conducted 107 controlled shakedowns in the state prisons. From these shakedowns, 610 cell phones, 3,902 weapons, 7,669 grams of drugs, 1,841 pills, 2,025 grams of tobacco and 6,275 oz of alcohol were confiscated. Controlled shakedowns are an integral part of the department's contraband interdiction efforts.





ZERO TOLERANCE

OPS CANINE UNIT

Contraband seizures from GDC’s Canine Unit included 43.7 lbs. of marijuana, 13.7 lbs. of methamphetamine, 12.3 lbs. of cocaine, 225.8 lbs. of tobacco, 783 cell phones, and 150 weapons. Items were found at GDC facilities and detail sites. The work of the Canine Unit also resulted in 360 arrests.



43.7 Pounds of Marijuana

225.8 Pounds of Tobacco

13.7 Pounds of Methamphetamine

783 Cell Phones

12.3 Pounds of Cocaine

150 Weapons

OPS DIGITAL FORENSICS UNIT (DFU)

The DFU 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. During FY 2019, the DFU has processed 6,526 cell phones, identified 48 compromised staff and provided the CIU with 2,290 leads containing likely actionable intelligence.

OFFENDER WELLNESS AND PROGRAMMING



MENTAL HEALTH

Twenty percent of state offenders have a mental health diagnosis, making mental health the number one diagnosis in the prison population. GDC is committed to expanding access to mental health treatment across the state through redistribution, specialization and education.

EDUCATION

GDC is responsible for carrying out its non-negotiable mission of protecting the public. Because of the growing prevalence of mental health diagnosis in the Department, GDC has implemented mandatory mental health trainings for every employee to spread awareness and sensitivity throughout the agency.

REDISTRIBUTION

As the percentage of offenders with a mental health diagnosis continues to increase, GDC recognizes the need to equitably distribute offenders with mental health needs across multiple facilities. During FY 2019, GDC moved 50 offenders from Valdosta State Prison, which historically has a mental health mission, to Smith State Prison and is in the process of adding mental health services at Ware State Prison and Telfair State Prison. This redistribution helps ensure to access to treatment as well as safe and secure facilities

SPECIALIZATION

Based upon the mental health treatment needs of its offenders and evidence-based best practice, GDC implemented Special Mental Health Treatment Units (SMHTUs). These units offer specialized programs to offenders with severe and persistent mental illness who have a significant history of assaultive behavior or difficulty effectively managing their behavior within the general prison population. These programs provide therapeutic multidisciplinary interventions that are incentive-based, with the function of developing pro-social behaviors, meeting individualized treatment goals, and preparing for reentry into the general prison population and/or society.

SUICIDE AWARENESS AND MITIGATION PROGRAM

GDC maintains a multidisciplinary suicide prevention strategy to educate staff and offenders on the risk of suicides, how to identify risk factors that may contribute to suicidal behaviors and address the mental health needs of offenders that may be at risk. In addition to ongoing methods to address these challenges, GDC has recently hired a full-time forensic psychologist to review circumstances, past and present, which may have led to an attempt or successful suicide by an offender. In addition to the SMHTUs, policies have been revised to address those offenders recently discharged from crisis stabilization units; and a specialized mental health training curriculum has been developed and will be mandatory for every GDC employee.

PHYSICAL HEALTH

GDC's incarcerated population is typically older, sicker, and costlier to treat than the general population. An estimated 38 percent of GDC's offender population has a chronic condition, such as diabetes, congestive heart failure, or asthma. Lifestyles prior to incarceration often lead to higher incidence of chronic conditions and infections, such as Hepatitis-C and HIV. GDC cares for approximately 200 Hepatitis C patients each year and provides about \$3.5 million in Hepatitis C medications. It also cares for approximately 830 offenders with HIV and provides around \$14.7 million in HIV medications, annually.

In addition to primary care and chronic disease management, GDC recognizes the role of its correctional officers as medical first responders. The opioid epidemic prevalent in Georgia communities is also a threat to incarcerated individuals. In a proactive response to this epidemic, the agency trained more than 150 officers and investigators and provided all facilities with Naloxone nasal spray.



PERFORMANCE ACTION LEADERSHIP TEAM AT AUGUSTA STATE MEDICAL PRISON

In order to provide oversight and more efficient communication on matters related to the state’s only prison hospital, a monthly meeting of relevant stakeholders and subject matter experts of GDC, Augusta University, and Augusta State Medical Prison (ASMP) has been established at ASMP. The inaugural meeting took place in February 2019.

INFIRMARY BEDS

The 10-bed Metro Reentry Facility Infirmary was opened in January 2019, adding additional infirmary bed space to the Atlanta area. GDC is also evaluating the addition of infirmary beds at Johnson State Prison in the southeast area, and established a monthly report to track appropriate utilization of infirmary beds.

DENTAL HEALTH

In addition to mental and physical health, GDC provides dental services to all offenders because the oral health of offenders is generally poor. Offenders are likely to have extensive cavities and periodontal disease due to years of neglect and lifestyle. Thus, they all receive an oral examination during diagnostics. Those requiring immediate dental care are scheduled for service.

Dental services are available at 28 facilities statewide with specialized oral surgery services provided at ASMP. Dentists across the state provide routine visits, extractions and other dental care, including oral prosthetics. Dental hygienists also provide elective dental care, cleanings and other routine services.

RE-BID/AWARD OF MENTAL & DENTAL HEALTH CONTRACT

The agency has re-bid and awarded its mental and dental health contract to Centurion, including adding the provision of mental health services at GDC’s two Integrated Treatment Facilities. The existing mental health services contract was approaching 20 years old and was being renewed annually by amendment. Additionally, the original scope of services in that contract has been expanded significantly over time, with the growth of the offender mental health population, from 5,000 to 10,500, between 2000 and 2019. The new contract also allows for new pay scales to recruit mental health counselors and to adjust staffing required in order to further expand mental health services.

TELEMEDICINE

Telemedicine is a grant funded medical access program that helps promote a healthier and safer offender population and also enhances the safety and security of officers and the public. The project allows GDC to reduce offender transports to local hospitals for medical consultations by providing services through a high quality, interoperable telemedicine system with live interaction.

Proposed as a two-year implementation, the OIT team has installed telemedicine devices at 27 locations during FY 2019, with the goal of installing the devices at all state prisons. The team also installed four peripheral devices allowing for additional services with telemedicine at Wilcox, Johnson, Calhoun and Hancock State Prisons.

FISCAL YEAR 2019 HEALTHCARE STATISTICS

Medical Consults	57,013
Prescriptions Filled	1,228,540
Hospital Days	10,951
MH Patients	11,187
MH Evaluations	7,724
Chronic Care Medical Conditions	16,120



ACADEMIC EDUCATION

Since the implementation of the education phase of Georgia’s Criminal Justice Reform initiative, successful completions of high school diplomas and equivalences have increased over 540%. Students are served by 70 full-time teachers and 140 part-time teachers in every adult correctional facility in the state.

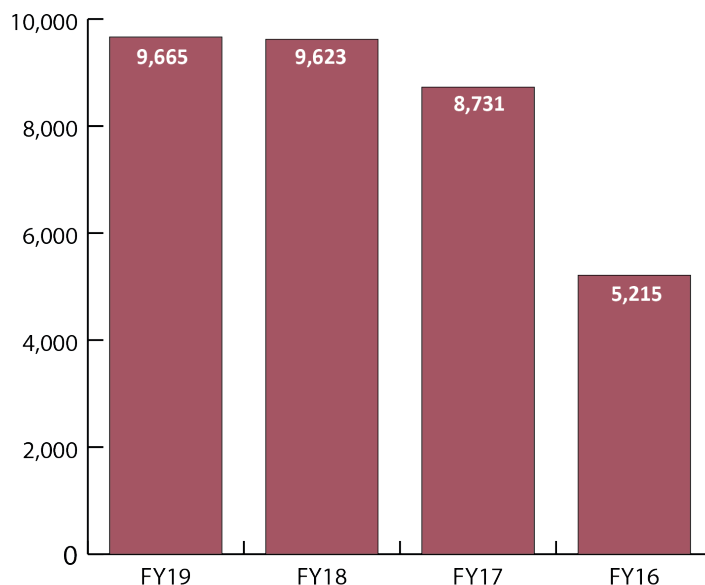
FY 2019 Major Achievements in Academic Education

Average monthly enrollment was over 6,800.

There were 9,665 academic completions, which included Literacy/Remedial Reading, Adult and Basic Education, and high school diploma and equivalent courses.

There were 3,021 students who earned high school diplomas and equivalences in FY 2019.

OVERALL ACADEMIC COMPLETIONS

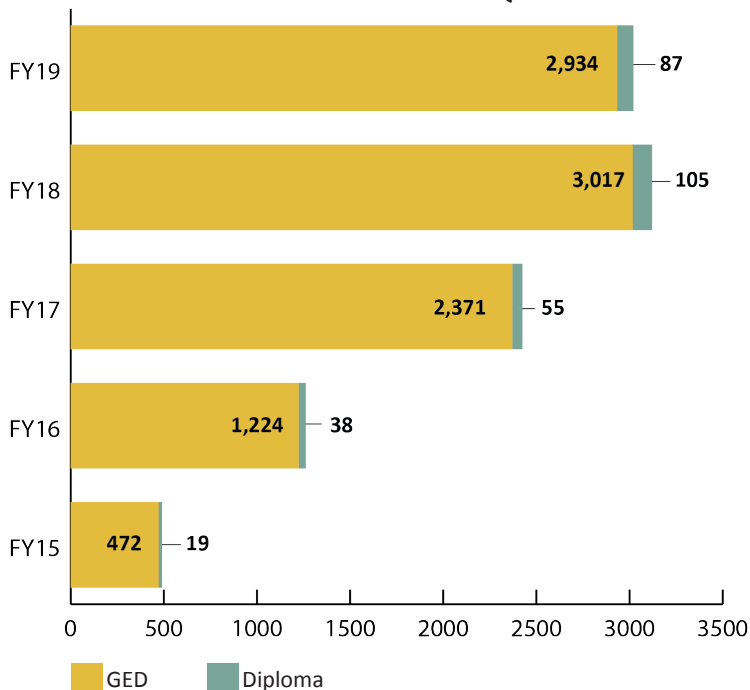


EXPANDING SERVICES

GDC provides educational programming to juveniles who are housed in the adult correctional setting at Burruss Correctional Training Center and Lee Arrendale State Prison. During FY 2019, academic education expanded services to include serving students designated as Neglected and Delinquent Youth (aged 17 – 21) in every adult correctional facility in the state.

Students who qualify for Special Education receive services in addition to their educational programming at Burruss Correctional Training Center, Georgia Diagnostic and Classification Prison, Lee Arrendale State Prison, Dodge State Prison, and Phillips State Prison. During FY 2019, a Special Education Manager was added to ensure that students receive optimal services in the least restrictive environment.

HIGH SCHOOL DIPLOMAS & EQUIVALENCES



ADDITIONAL EDUCATIONAL AID SUPPLEMENTS FOR STUDENTS WITH DISABILITIES

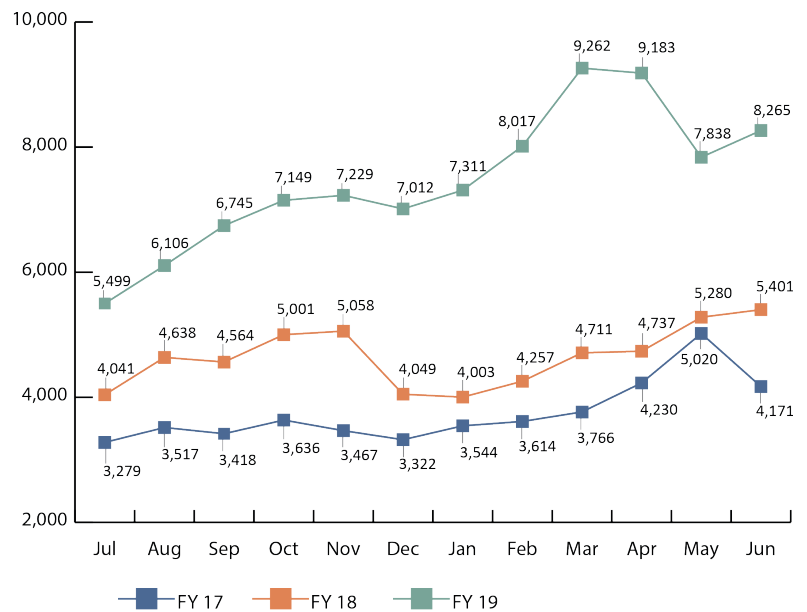
GDC purchased assistive technology devices, instructional items and necessary services to support students who qualify for assistance through the Americans with Disabilities Act. Purchases included speakers for the hard of hearing, large print materials or technologies to help those with visual challenges, text to speech devices, instructional aides, mobility training, etc.



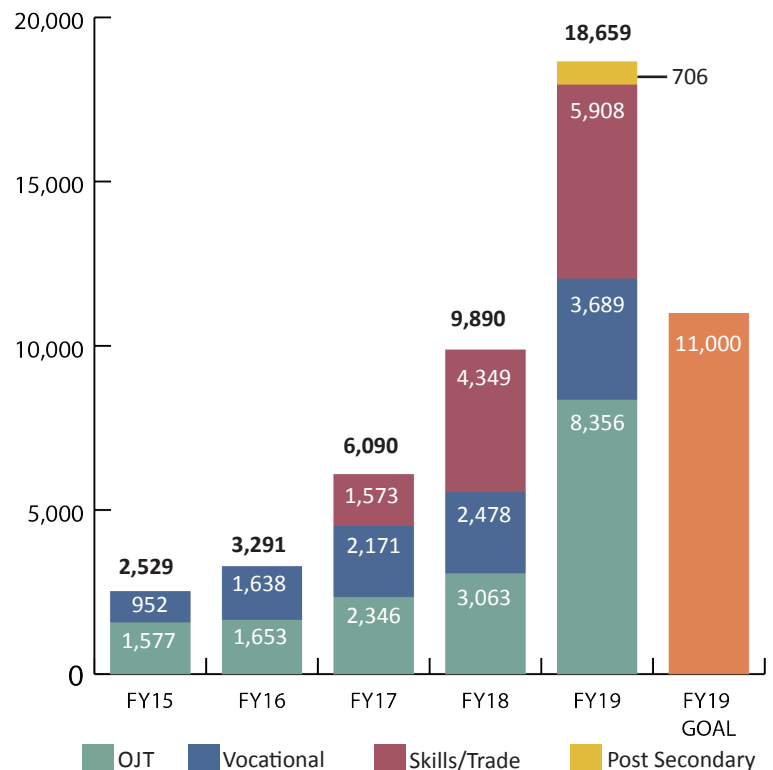
CAREER, TECHNICAL, AND HIGHER EDUCATION

- Average monthly enrollment in Career, Technical, and Higher Education (CTHE) programs increased 161% since FY 2018, and 199% from FY 2017. In those two years, enrollment grew from a monthly average of 3,749 to 7,468 in FY 2019.
- Successful CTHE program completions have exponentially increased from 6,090 to 18,659 in the last two years, representing a 189% increase from FY 2018 to FY 2019.
- For the first time, all Transitional Centers had access to CTHE programming such as Forklift, Occupational Safety and Health Administration (OSHA), ServSafe, and Commercial Driver's License (CDL).
- The Ashland University program, which is wholly funded through the Second Chance Pell Pilot, began in FY 2019 at Smith, Dooly, Whitworth, Hancock, Lee, and Pulaski State Prisons, as well as Metro Reentry Facility. There were over 200 offenders enrolled in fully accredited college classes.
- Diesel Mechanics classes were restarted at Rogers and Telfair State Prisons.
- The first female Braille Transcribers class began at Emanuel Women's Facility through a partnership with Georgia Institute of Technology.
- Canine fostering and training programs were implemented at Augusta State Medical Prison and Metro Reentry Facility.
- GDC implemented a mobile training classroom designed for offenders to earn Electrical Assistant Certifications through Wiregrass Technical College. The newly implemented mobile welding lab through the Technical College System of Georgia was utilized at Riverbend Correctional Facility, where offenders earned national certifications from the American Welding Society (AWS).

CAREER, TECHNICAL, AND HIGHER EDUCATION MONTHLY ENROLLMENTS



CAREER, TECHNICAL, AND HIGHER EDUCATION COMPLETION FY 19





OFFENDER PROGRAMS RISK REDUCTION

SUBSTANCE ABUSE UNIT

Through a partnership with the Department of Behavioral Health and Developmental Disabilities (DBHDD) and Department of Community Supervision (DCS), a medication assisted treatment program was piloted at Lee Arrendale State Prison for appropriate Residential Substance Abuse Treatment returning citizens, to combat the opioid epidemic in Georgia. During FY 2019, 26 participants were identified for the program. Fourteen received an injection of Vivitrol before release. Upon release, participants, under the supervision of DCS, were encouraged to continue receiving injections of Vivitrol at approved community health centers.

Residential Substance Abuse Treatment Center Enrollments and Completions

- 5,323 enrollments
- 2,683 completions

RESEARCH EVALUATION ASSESSMENT AND DEVELOPMENT (READ) UNIT

THE READ Unit conducts continuous examinations of research literature for evidence-based practice developments and improvements for consideration, as well as maintaining, training, and developing policy for the department’s offender risk and need assessment process. They also develop and conduct implementation of internal and external process and outcome evaluations to determine the effectiveness of GDC processes and programs intended to reduce recidivism.

During Fiscal Year 2019:

- 8,867 offenders were eligible to receive their Program Treatment Completion Certificates (PTCC)
- 1,001 Transitional Center residents completed the Odyssey program
- The unit conducted 34 audits and 31 regional inspections during FY 2019
- 95 Transitional Centers staff members completed Effective Communication training
- Regional inspections were conducted to evaluate various aspects (i.e. Data Assessment Plan - a clinical process for documenting case notes, quarterly contacts, and programs) of the Counseling Department in each institution; and provide feedback as well as recommendations to the warden, deputy warden, and chief counselor on areas that needed improvements to be in accordance with policy.
- The Odyssey Program, which focuses on relevant life skills needed for successful resident transition back to their communities, was developed and implemented for Transitional Centers. Programming development and implementation included Process Action Team meetings to discuss Transitional Center needs, staff training on the new program, as well as culture change training with staff in their use of effective communication skills.

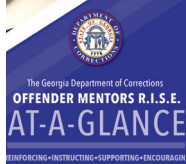
Counseling Services and Cognitive Behavioral Therapy Unit

- 71,067 offender enrollments (goal: 51,158)
- 48,762 offender program completions (goal: 47,880)



OFFENDER MENTORING PROGRAM

A structured statewide offender mentoring program was deployed to allow for better selection of offender mentors. Through the process, offenders must apply, interview, complete the required seven to 14 weeks of standardized training course written by Central Georgia Technical College, and be evaluated yearly to be considered for mentorship. Upon completion of the training course, offenders are equipped with developmental, interpersonal and facilitation skills which they will use to work with other offenders to help them develop attitudes and skills needed to be successful during their incarceration, and in society upon their release. Documentation is maintained electronically in GDC's offender management system SCRIBE for accessibility and monitoring.





THE GEORGIA DEPARTMENT OF DRIVER SERVICES (DDS) AND GDC

Since 2006, GDC has partnered with the Department of Driver Services (DDS) to provide secure Identification Cards (IDs) or renewed secured Driver Licenses (DLs) to offenders nearing release.

- In FY 2019, 6,717 DLs or IDs were issued by DDS and provided to the Transitional Services Unit.
- Since the inception of this initiative, 21,851 DLs or IDs have been issued. These documents were either sent to identified facilities for immediate distribution to releasing offenders or were placed in secure storage within the GDC Repository until the offender's release.

BIRTH CERTIFICATES AND SOCIAL SECURITY CARDS

During FY 2019, in partnership with the Georgia Department of Public Health/Vital Records and the U.S. Social Security Administration, GDC received over 23,000 birth certificates/social security cards for releasing offenders. All documents are filed in the GDC Document Repository and given to offenders upon release.



OFFENDER PROGRAMS REENTRY

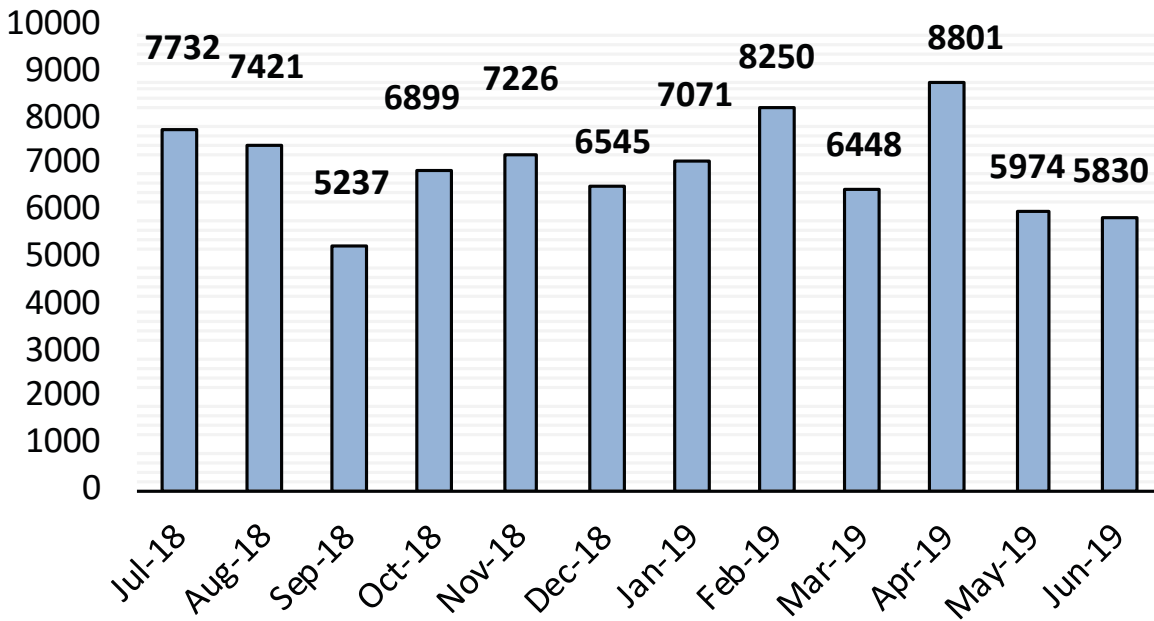
GDC SECURED DOCUMENTS REPOSITORY

During FY 2019, GDC repository staff received and scanned 10,350 documents into SCRIBE's Offender Reentry Documents folder (total statewide documents scanned to SCRIBE 132,587).

Scanned documents included the following:

- 15,352 birth certificates applications
- 20,766 DDS applications for driver's licenses/identification cards
- 6,717 DDS issued driver's licenses/identification cards
- 11,136 social security cards

Reentry Documents Scanned Into SCRIBE



Offender Documents:

- DDS Driver License
- DDS Identification Card
- Metro Reentry Facility Consent Form
- Social Security Card
- Application for Birth Certificate
- Birth Certificate
- Certificates of Completion
- DDS Authorization for submission/application

Total Documents Scanned YTD FY 2019: 83,434

Total Documents Scanned Since Inception: 132,587

STATE ROAD AND TOLLWAY AUTHORITY (SRTA) PARTNERSHIP AT METRO TRANSITIONAL CENTER (TC)

Through this partnership, returning citizens housed at Metro TC are employed by SRTA to provide monitoring of Georgia's Peach Pass pay traffic lanes. The program was implemented in November 2018 and focused on image review for the I-85 Express Lanes. Ten returning citizens are employed at any given time.

FIRE SERVICES

Fire Services' Prison Fire Stations responded to 5,646 emergency calls in the cities and counties surrounding GDC facilities. It assisted several counties in Middle and Southwest Georgia during Hurricane Michael. One hundred and fifty three offenders were trained and tested in Fire Module 1, Fire Fighter 1 Certification, Fire Fighter 2 Certification, Haz Mat (Hazardous Materials) Awareness, and Haz Mat Operations. Seven staff members were deputized as State Fire Marshals.



AMERICANS WITH DISABILITIES (ADA)

The ADA Unit is responsible for ensuring accommodation needs are met for offenders in our custody as covered by the Americans with Disabilities Act, to include accommodations for those with Limited English Proficiency (LEP) and Sensory Impairment (SI) needs. The ADA Unit added an Assistant Coordinator and an administrative support position, to assist the Coordinator with serving the 89 GDC prisons and centers, private facilities, county prisons and headquarters.

FY 2019 accomplishments include

- Training over 4,838 employees
- Delivering ADA training for Pardons and Paroles
- Collaborating with Center for Inclusive Design and Innovation (CIDI)/ GA Tech and the State ADA Coordinator's Office on "Technology and Access to Justice" agreement
- Investing \$356,632.53 on American Sign Language services
- Installing Video Remote Interpreting (VRI) at every GDC facility in May 2019
- Distributing over 1,000 accessible solutions to GDC facilities
- Developing 10 training sessions including: Pre-Service-GDC ADA Orientation Training, In-Service-GDC ADA Orientation Training, ALS Conversational Sign Language Training, ADA Orientation for Pardons & Paroles, Shift Briefings-ADA Refresher Course, ICCI-ADA Orientation Training, Deputy Wardens Care & Treatment Academy-ADA Orientation Training, Recreation Training Program-ADA Recreation Training, and Pre-Command-ADA Orientation Training
- 706 interactions with the ADA Communication center through calls, emails, ADA accommodation requests, and interview.



OFFENDER PROGRAMS CHAPLAINCY

Chaplaincy Services supports the mission and vision of the Georgia Department of Corrections (GDC) through highly professional leadership providing pastoral care to inmates and staff, facilitating worship, education, counseling, spiritual direction, support, and crisis intervention by working on an individual and corporate basis to promote and establish. They provide a steady stream of new volunteers for both religious support and program opportunities. There were 11 volunteer training classes, with 1,564 attendees in FY 19.

NEW ORLEANS BAPTIST THEOLOGICAL SEMINARY (NOBTS)

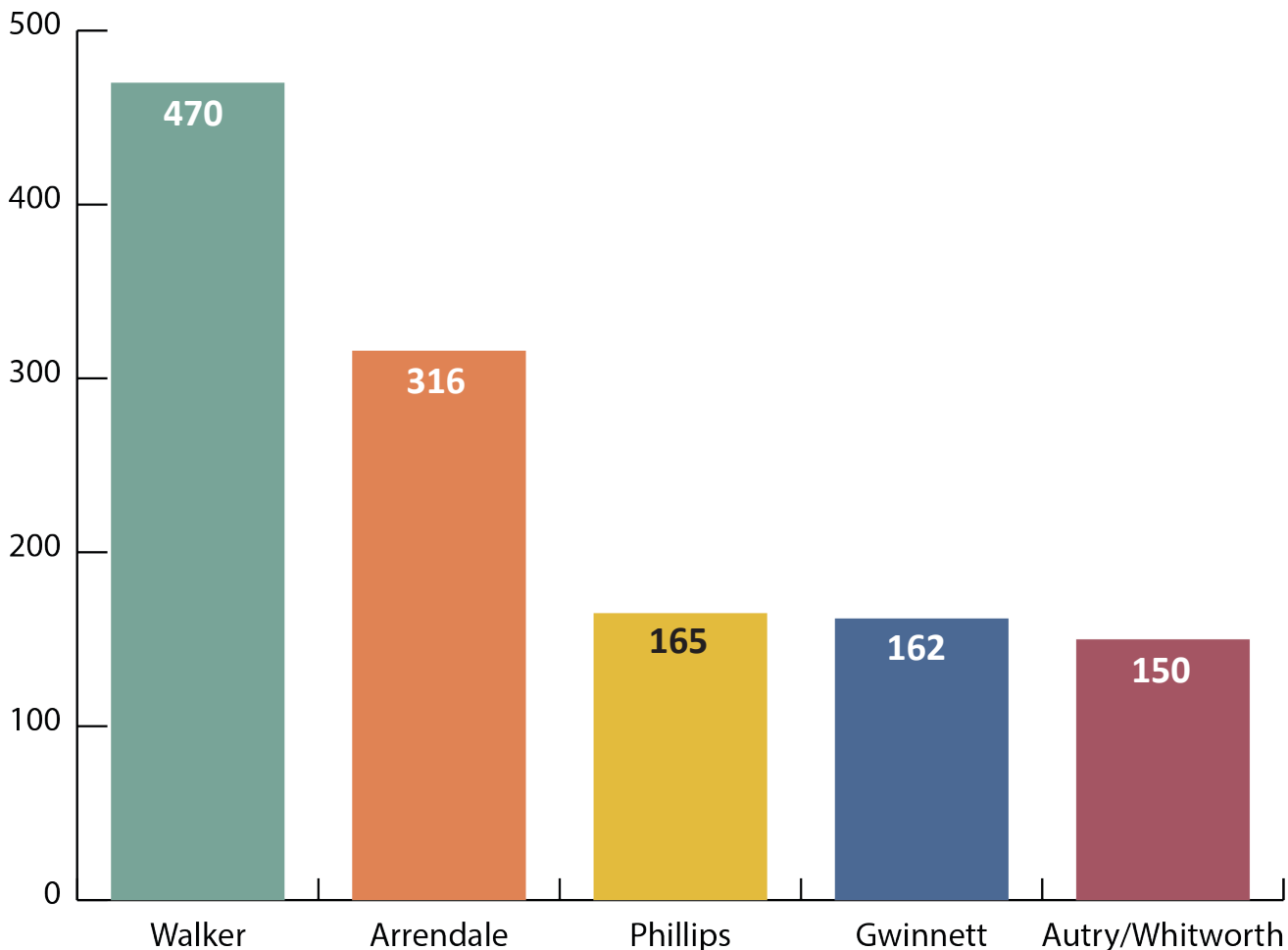
A new female NOBTS program was established in conjunction with Heartbound Ministries at Whitworth Women’s Facility. It began in January 2019 and offers an associate degree for qualified offenders. It is a two-year program of study that will bestow upon graduates a degree in Christian Ministry. Graduates will then be sent to the female facilities to serve as Field Ministers, serving under the supervision of the facility chaplain. The initial class included 16 female offenders.

CHAPLAINCY REPORT INFORMATION - JUNE 2019

Total Number of Chaplains: 61 **Total Number of Volunteers: 2,859** **Number of Reports Submitted: 34**

- Full-Time: 29
- Part-Time: 16
- Volunteer: 16
- Religious Support: 2,406
- Program Support: 453

TOP 5 FACILITIES FOR VOLUNTEERS



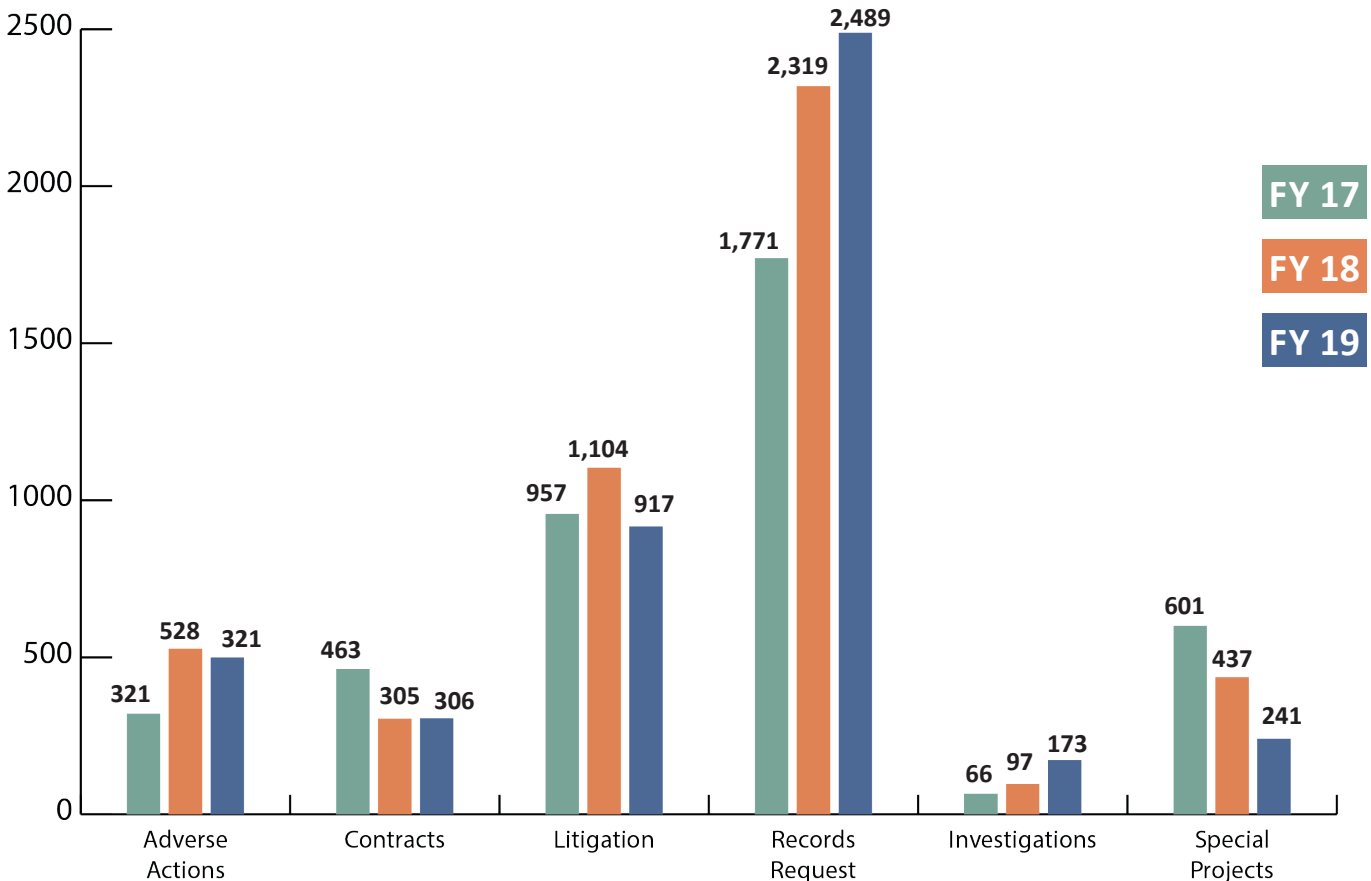
LEGAL SERVICES



LEGAL SERVICES FISCAL YEAR 2019 HIGHLIGHTS

- Collaborated on the drafting and negotiation of more than 306 contractual and inter-governmental agreements
- Referred 917 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
- Responded to more than 2,489 requests for Department records, including Open Records Act requests, subpoenas, requests for medical records, and similar inquiries
- Provided oversight and recommended appropriate action on 173 internal affairs investigations involving non-criminal misconduct by the Department’s employees
- Reviewed all of the standard operating procedure amendments for GDC's continuing to secure ACA accreditation
- Assisted with 241 special project matters, such as evaluating proposed policy changes, making consular notifications, facilitating special religious requests, reviewing 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

2019 LEGAL SERVICES MATTERS





GEORGIA CORRECTIONAL INDUSTRIES



GEORGIA CORRECTIONAL INDUSTRIES (GCI) PARTNERS WITH SOUTH CAROLINA DEPARTMENT OF CORRECTIONS TO PRODUCE METAL CUFF PORTS



GCI's Metal Plant located at Walker State Prison was tasked with producing cuff ports (pictured below). These ports are made of one fourth steel with a one inch steel hinge. The parts are cut and then formed on a machine that can easily bend heavy steel. They are then welded together and ground smooth so they are robust enough to withstand the rigors of prison life. GCI has produced over 5,000 cuff ports for South Carolina DOC. The order ships 1,000 ports every three months, with the first delivery made on June 30, 2019.

One of the biggest advantages of this order is that it qualifies as a Prison Industry Enhancement Certification Program (PIECP) order. The program allows offenders to be paid a prevailing wage as it compares to similar jobs in the community. A total of 120 offenders have been able to benefit from this PIECP order equating to 13,413 work hours to complete the project. GCI continues to strive to increase PIECP job opportunities for offenders and hopes to partner with other states on future projects.

GCI AND GEORGIA DEPARTMENT OF CORRECTIONS PARTNER TOGETHER TO OPEN A WOOD STORE AT WARE STATE PRISON

The Wood Store was inspired by former Governor Nathan Deal and former Commissioner Gregory C. Dozier's vision to showcase the talent and skill-sets learned by offenders while incarcerated. The store opened to the public on October 1, 2018. It displays wood crafts voluntarily created by offenders through the pursuit of a hobby or recreational activity during their incarceration. Items available for purchase include rocking chairs, corn hole boards, step stools, cutting boards, bird houses, designer bowls, checker boards, and much more. Proceeds will benefit the Correctional Peace Officers Foundation and the offenders who created the crafts.



GCI ON-THE-JOB TRAINING PROGRAMS

In FY 2019, Georgia Correctional Industries focused on introducing On-the-Job Training (OJT) programs to its Agribusiness operations. GCI has been successful at adding these training programs to Rogers Farm Canning Plant located in Reidsville, GA. Approximately 200,000 cases of vegetables are canned at that location annually. Rogers Canning Plant operation goals for FY 2019 was 180,000 to 200,000 or more; but its actual was 161,309 due to losing its potato crop, which usually equals 80,000 plus cases. Despite that, the canning plant continued to maintain a high number of offenders enrolled in these programs throughout the year.



The OJT program was also added to Dooly Farm operation, located in Unadilla, GA. This operation is responsible for fresh vegetables and fruit production and distribution locally, to surrounding GDC facilities. The goal is to expand OJT programs to all Agribusiness locations within GCI over the next fiscal year.

GCI plans to reach out to employers within the community to see what qualifications and certificates they look for in applicants, in order to better align its training programs with their needs; ultimately striving to have employment options available for offenders upon release.



GCI SUPPORTS COMMUNITY NEEDS DURING HURRICANE MICHAEL

Georgia Correctional Industries is one of the few agencies within the state that has emergency feeding capabilities. GCI, along with a number of other agencies, is available to assist Georgia Emergency Management and Homeland Security (GEMA/HS) when called upon. The aftermath of Hurricane Michael, was one of these instances.

GCI assisted the Department of Corrections by providing mobile kitchen support to ensure there was no interruption in meal service to offenders. Georgia Correctional Industries was also contacted to send the mobile kitchen, generator and water tanker to Albany, GA to assist GEMA/HS and the Salvation Army in their efforts to feed first responders. GCI staff was on site to help set up and train volunteers. The agency extended its support to Colquitt, GA, as well as Donalsonville, GA, by providing food and supplies to the Department of Defense mobile kitchen there. GCI is honored to be able to support Georgia's communities in their time of need and will continue to be prepared for future requests.

GEORGIA DEPARTMENT OF CORRECTIONS

Fiscal Year 2019
Annual Report

