

TABLE OF CONTENTS

Mission/Vision/Core Values The Executive Office	1
Building Greatness to Last	2
Re-Entry/Alternative Sentencing Models	4
Board of Corrections	8
From The Commissioner	9
The Agency	10
Organizational Chart	11
Commissioner's Office	12
Executive Operations	13
Personnel	14
Office of Investigations and Compliance	20
Operations, Planning, and Training Division	22
Introduction	23
Planning and Strategic Management	23
Training	24
Health Services	26
Risk Reduction Services	27
Fleet Management	28
Office of Information Technology	29
Chaplaincy	30
Volunteer Services	30
Re-entry Initiatives	31
Faith and Character-Based Initiatives	32
Prison Industries Enhancement	33
Engineering and Construction	34
Communications Center	35
Fire Services	35
Corrections Division	37
Corrections Continuum	38
Special Operations	39
Facility Operations	40
Death Penalty Responsibility	47
Probation Operations	50
Food and Farm	54
Georgia Correctional Industries	55
Administration Division	58
FY2007 Expenditures	60
6-Year Budget History/Health Cares Cost (<i>with 2008 Projections</i>)	61
Directory	63
Corrections Facilities Map	67
Active Inmate Population	68
Inmate Releases	69
Inmate Admissions/Departures	70
Inmates by County of Conviction	71
Glossary of Terms	72
FAQ's	73

TABLE OF CONTENTS

MISSION/VISION

MISSION

The Georgia Department of Corrections protects and serves the public as a professional organization by effectively managing offenders while helping to provide a safe and secure environment for the citizens of Georgia.

VISION

The Georgia Department of Corrections is the best corrections system in the nation at protecting citizens from convicted offenders and at providing effective opportunities for offenders to achieve positive change. We are a leader and partner in making Georgia a safer, healthier, better educated, growing, and best managed state. We accomplish this by:

- Ensuring public safety
- Operating safe and secure facilities
- Providing effective community supervision of offenders
- Creating opportunities for the restoration of offenders
- Ensuring the rights of victims
- Partnering with public, private and faith-based organizations
- Sustaining core values of Loyalty, Duty, Respect, Selfless Service
- Ensuring the well being of employees and their families

CORE VALUES

Loyalty. Bear true faith and allegiance to the Constitutions of the United States and the State of Georgia, the GDC, and other employees.

Duty. Fulfill your obligations.

Respect. Treat people as they should be treated.

Selfless Service. Put the welfare of the Public, the GDC, and other employees before your own.

Honor. Live up to all the GDC values.

Integrity. Do what's right--legally and morally.

Personal Courage. Face fear, danger, or adversity (physical or moral).

MISSION/VISION

MISSION/ VISION

BUILDING GREAT THE JOURNEY FROM

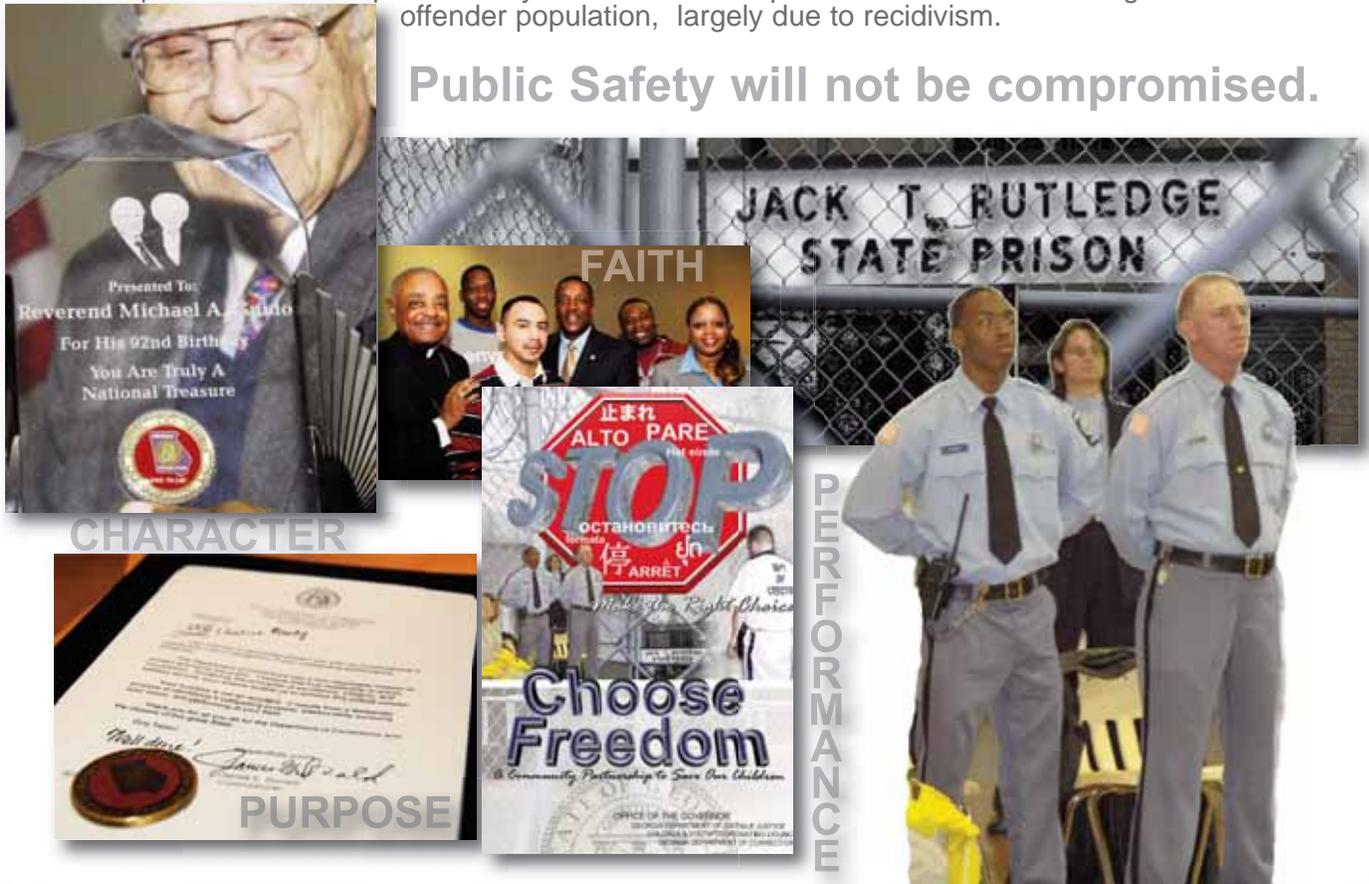
We are pleased to submit the Department of Corrections' annual report for Fiscal Year 2007. **"Good to Great in a Best Managed State"** is the theme for this annual report. In the spirit of Jim Collins' best selling book, GDCs' annual report for the 2006-2007 year shows our progress toward our goal of going from a good to great organization as we fulfill our mission of protecting and serving the public. We support Governor Perdue's vision of making Georgia a safer, healthier, better educated, growing and best managed state.

Our agenda is clear. Public safety is non-negotiable as we strive to oversee more than 60,000 felons in correctional facilities and more than 142,000 probationers under our supervision. In 2006 Georgia had the fastest growth rate among large prison systems in the country according to the Bureau of Justice Statistics report. Twenty-one thousand offenders entered our system and some 18,000 inmates completed their sentences and returned to the community. Many of them are repeat offenders.

Georgia is ranked ninth nationally in population but has the fifth largest prison population. Nationally, one in 31 adults is under some form of supervision on probation or parole or in prison or jail. Incredibly, one of every 15 adults in Georgia is under supervision today.

Therein lies our challenge – to ensure that we provide the citizens of this state an uncompromised level of public safety while we take steps to address the increasing size of our offender population, largely due to recidivism.

Public Safety will not be compromised.



“WHAT DO THE RIGHT PEOPLE WANT MORE THAN ALMOST ANYTHING ELSE?”

Good to Great, Jim Collins *The Flywheel Effect* - pg 177

ATNESS TO LAST OM GOOD TO GREAT

We have shown over the years that we cannot build our way out of this increasing population crisis. We need to clearly determine who we are afraid of (violent repeat offenders) and who we're simply mad at (nonviolent, property and drug offenders) and provide the court with effective alternatives to prison.

We have already begun taking steps to fight recidivism and promote more effective offender reentry programming across our inmate and probationer populations. We're doing what research says should be done. We're moving beyond solely brick and mortar solutions to crime and expanding our re-entry initiatives – starting with the first day an offender enters our custody or supervision. We must seek alternatives such as Day Reporting Centers for those we're mad at to help flatten the growth of the prison population.

“Considering the 200,000 - plus felons supervised and its 15,000 employees, if the Department of Corrections was a city in Georgia it would be the second largest only to Atlanta.” GDC Commissioner Donald

Finally, in his book, Good to Great, Jim Collins contends that “good is the enemy of great.” We are not just satisfied with being good. Indeed, we want to be a great organization. Great people will continue to be the centerpiece of this effort. Our team of nearly 15,000 Corrections’ professionals rises above the demands of our industry every day to achieve our mission – building on a proven track record of solid stewardship and integrity in the largest law enforcement agency in the state. We look forward to the challenges ahead as stewards of the public trust.

**Build an organization that can adapt through multiple generations of leaders.
...catalytic mechanisms to stimulate progress, rather than acting as a
charismatic force of personality to drive progress.**

THE CENTERPIECE

OUR PEOPLE



OF OUR ORGANIZATION



**T
A
K
E**
CORPORATE
PROFESSIONALS



PROFESSIONALS

THEY WANT TO CONTRIBUTE TO PRODUCING, VISIBLE, TANGIBLE RESULTS.”

Our mission in the Georgia Department of Corrections is to protect and serve the public as a professional organization by effectively managing offenders while helping to provide a safe and secure environment for the citizens of Georgia.

Historically, in the nation and in Georgia, **over 65 percent** of felons commit additional crimes and return to prison in their lifetime. This is unacceptable.

“We will not compromise public safety.”

Commissioner James E. Donald

We must do more to fight recidivism.

Supporting our core mission to protect and serve, it is our obligation to make sure we use “best practices” for directing Re-Entry Initiatives that will transform the way Georgia’s inmate populations are trained and prepared to transition back into society upon release.

Re-Entry begins when offenders initially enter our system. The GDC Offender Re-Entry Model, to the right, depicts our strategy for ensuring we provide effective opportunities for the rehabilitation, restitution and restoration of offenders before they return to the greater community.

We begin in the Diagnostic Process (1), by conducting a comprehensive assessment of the needs and security risks of every offender entering our prison system.

The assessment results drive our classification of inmates and their assignments to prison facilities (2) and risk reduction programs, which include **cognitive behavior, substance abuse education, GED and vocational classes, and our Faith and Character-based programs.**

GDC also has expanded its Re-Entry initiatives beyond the traditional prison setting with the addition of seven new **Pre-Release Centers** (3) across the state.

Pre-Release Centers are a new concept in Georgia. They are designed to give offenders additional work experience, cognitive skill, vocational and AA/NA treatment programs prior to release. Inmates are selected within two to three years of their scheduled release.

Sentence and classification dependent, most inmates will go through **transition/work release centers**(4) prior to going home. Increasingly most returning ex-offenders transition via **probation or parole** (5).

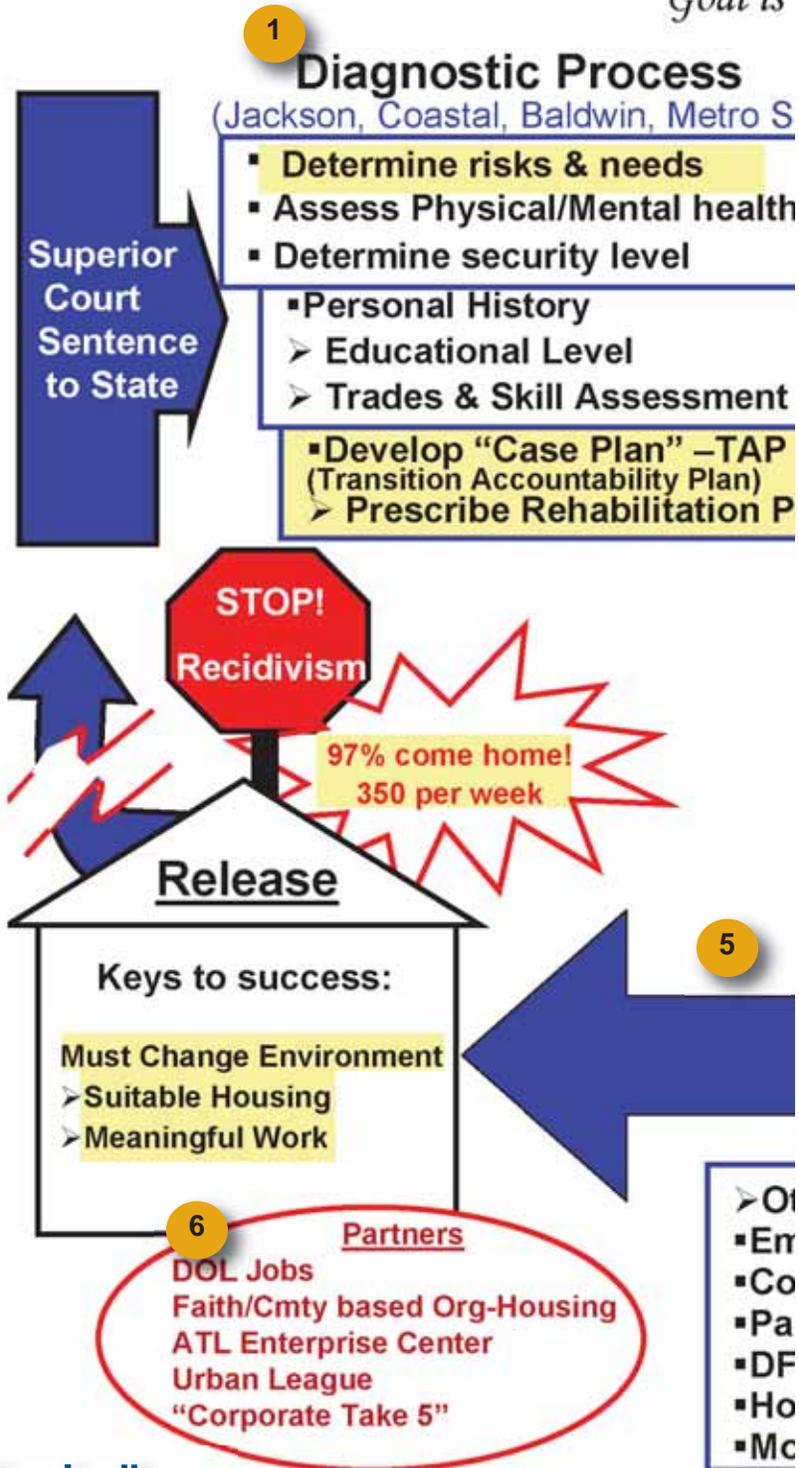
Re-Entry initiatives provide effective opportunities for offenders entering community supervision to achieve positive change and to become productive members of society(6).

“Work is a learned behavior”

Commissioner James E. Donald

MORE THAN

GDC O
“Re-entr
Goal is

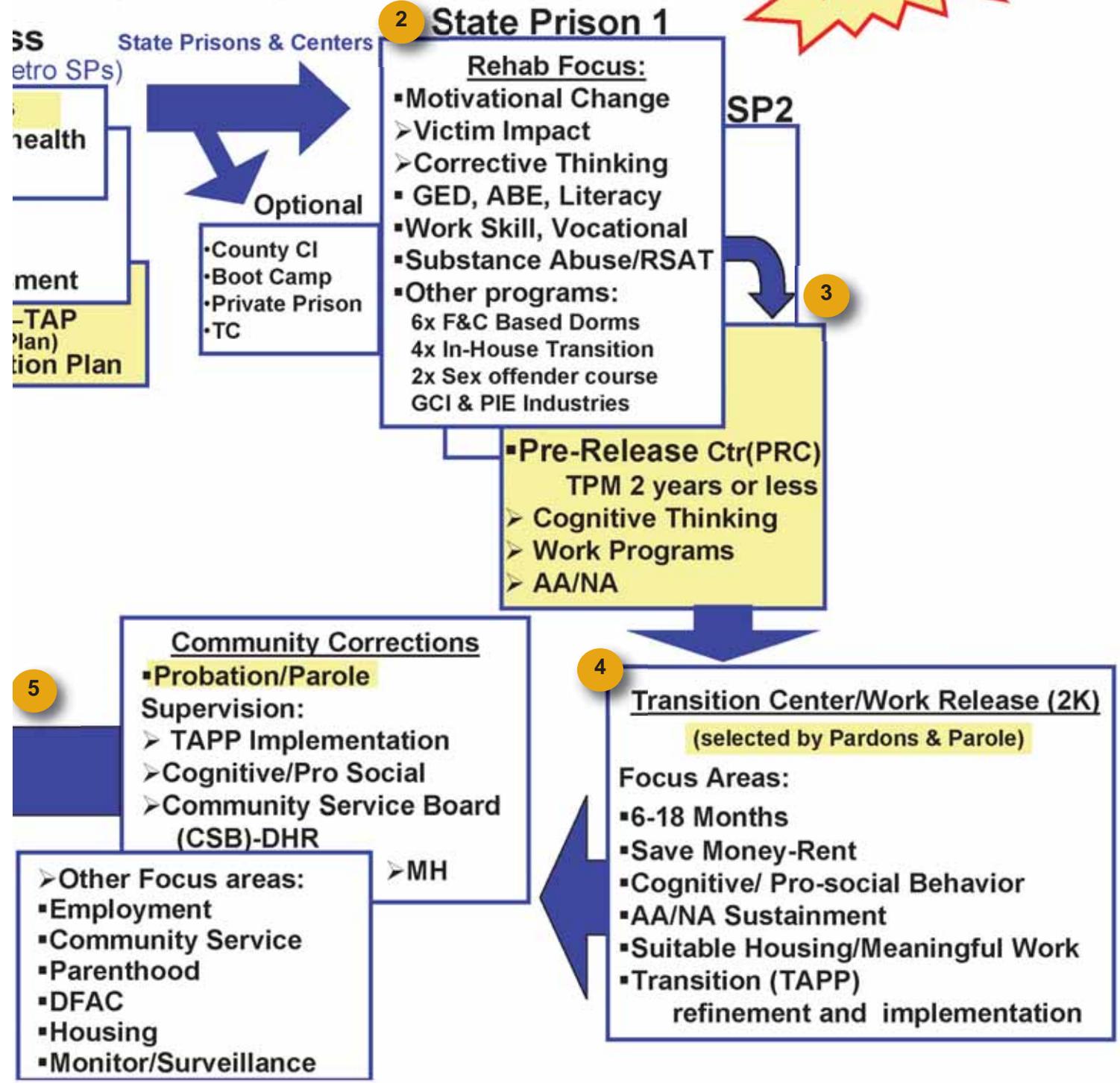


HAN JUST PRISONS

C Offender Re-Entry Model

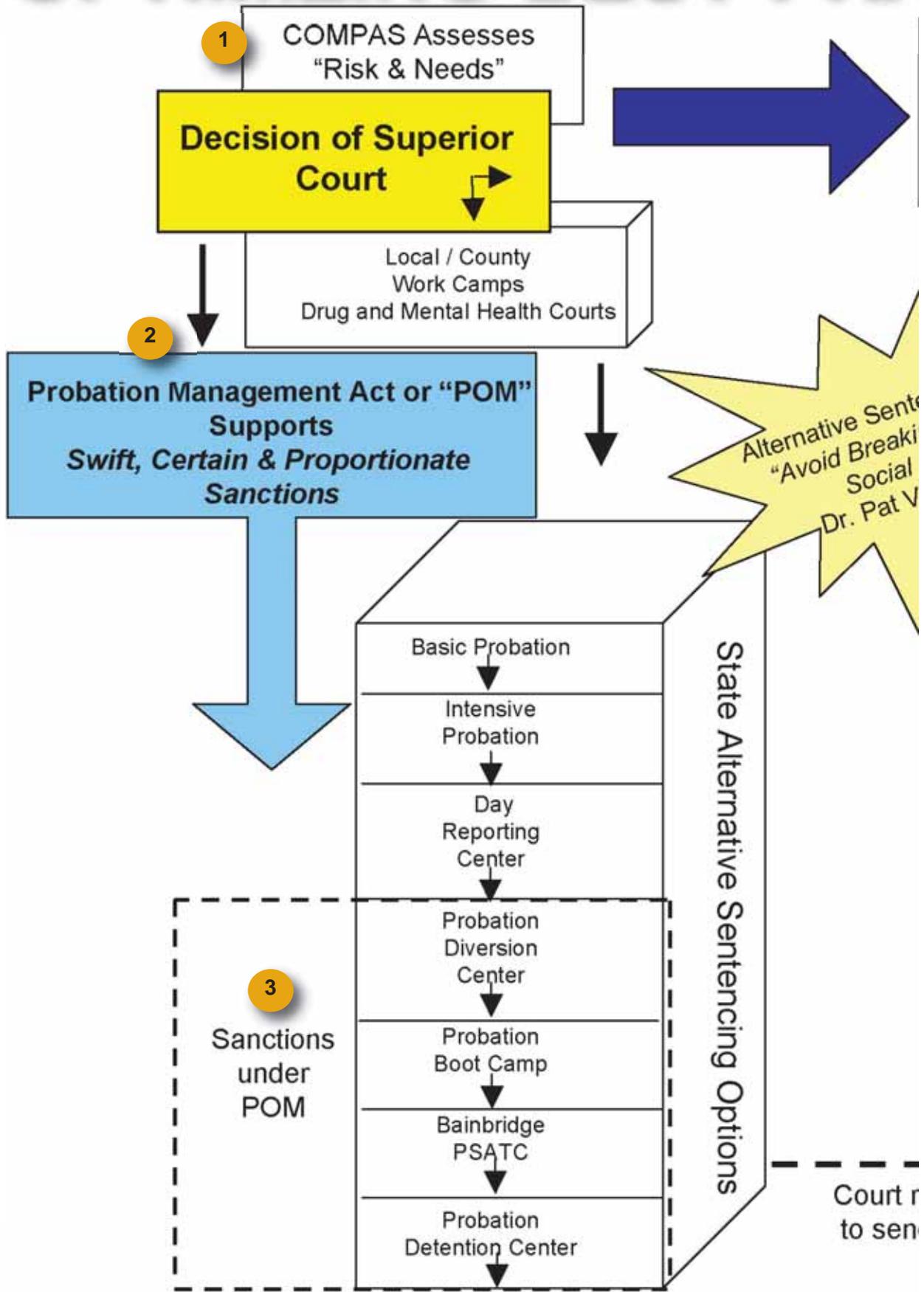
Re-entry begins when offenders enter our system"

Goal is "Restitution, Rehabilitation, Restoration"



by OPTIMIZING BEST PRA

ENSURING SECURITY



PRACTICES



The state is providing courts with new options for managing offenders in order to ensure security and optimize “best practices” in the field of criminal justice. Prison is often considered the final stop in the administration of justice.

A new assessment tool called **COMPAS⁽¹⁾** is being fielded throughout the state. COMPAS, an automated risk assessment instrument, identifies an offender’s risk to re-offend, as well as the offender’s crime-producing needs and behaviors. We know that offenders will assess between the ranges of low risk to high risk. This instrument is very helpful in driving offender placement into evidence-based interventions.

There are a number of alternative sentencing options the court may impose when a person is convicted of a crime, to include local and county alternatives. An option the court has in most cases is probation.

Probations

Options

Management

New legislation was passed to allow for an innovative program to be implemented.

The Georgia General Assembly enacted the **Probation Management Act** (HB-1161) in 2004.⁽²⁾

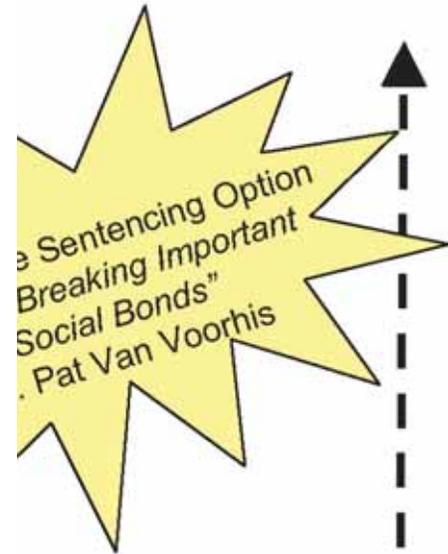
This Act, referred to as Probation Options Management (POM), authorizes the GDC to establish an administrative process to sanction probation violators without judicial amendment to the original court order. **The judge sets the sanctioning cap** providing for swift, certain and proportionate sanctions to violations of probation as an alternative to returning offenders to the sentencing court for sanctioning.⁽³⁾

Most experts say that criminal behavior is overcome through social learning and opportunities to model pro-social behavior. Social learning may vary in fre-

...swift, certain and proportionate sanctions to violators.

quency, duration, priority and intensity. The bonds that occur earlier (priority), last longer and occupy more of one’s time (duration), take place most often (frequency), and involve others with whom one has the more important or closer relationship (intensity) will have the greater effect on behavior. Depending on the judgment of the court and the type of offense, the best practice is to employ sanctions that do not interrupt social learning/bonding/opportunities and provide interventions that create more opportunities.

In the event the offender refuses to participate in the opportunities, the court retains the option to send them to prison.⁽⁴⁾



4

Court retains option to send to prison

THE BOARD OF CORRECTIONS

The Board of Corrections is composed of 18 members, one from each congressional district in the state and five at large members. The Governor appoints all members, subject to the consent of the State Senate, to staggered five-year terms.

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



The members serve on the following committees: Education, Operations, Probation, Facilities, Nominating. The Board of Corrections is a policy-making statutory board and has legal status only as a board. The operation and management of the GDC institutions, facilities, and probation system are the responsibility of the Commissioner.

MEMBERS OF THE 2007 BOARD OF CORRECTIONS

First District

Tommy M. Rouse
Waycross, Georgia

Fifth District

Vacant

Ninth District

Kristopher B. Nordholz
Gainesville, Georgia

Thirteenth District

Avery Tom Salter
Jonesboro, Georgia

Second District

Sheriff R. Carlton Powell
Thomasville, Georgia

Sixth District

Sheriff Roger Garrison
Canton, Georgia

Tenth District

Robert E. Jones
Madison, Georgia

Members at Large

Charles D. Hudson
LaGrange, Georgia
Bill Jackson
Augusta, Georgia
Cecil Nobles
Ludowici, Georgia
William C. Masee, Jr.
Milledgeville, Georgia

Third District

Bruce Hudson
Douglasville, Georgia

Seventh District

Larry Wynn
Duluth, Georgia

Eleventh District

John Mayes
Rome, Georgia

Fourth District

Carl L. Franklin
Dunwoody, Georgia

Eighth District

William S. Acuff
Moultrie, Georgia

Twelfth District

Wayne Dasher, *Chairman*
Glennville, Georgia

BOARD OF CORRECTIONS

BOARD OF CORRECTIONS

FROM THE COMMISSIONER

Fiscal Year 2007 has been an extraordinary year! The number of offenders sentenced to state custody eclipsed the 60,000 mark. Twenty-one thousand inmates entered our system while 18,000 completed their sentences and returned to the community, making Georgia the fastest growing large prison population in the nation. Much of this growth is attributable to the fact that Georgia is now the fourth fastest growing State in the nation. Georgia's laws and parole policies continue to be some of the toughest in the country.



Despite the challenges of this unprecedented growth, we are proud of the great work that our 15,000 dedicated State employees are doing. They are truly "unsung heroes!" These dedicated men and women work tirelessly inside our prisons and on the streets of Georgia quietly going about their business of protecting and serving the public by supervising over 200,000 felons including probationers. They have accomplished this while holding down the costs of incarceration. While the number of offenders incarcerated grew by 25% in the last five years, the budget grew by only 19%.

Our investment in ex-offender programming has also paid dividends. The "three-year" recidivism rates at which ex-offenders re-offend is down significantly over the last 15 years from 37% to 28% at the end of '07. This provides our greatest reason for optimism and confirms that our commitment to "research-based" programming is working. While we continue to support traditional programs that address criminal thinking, drug addiction and vocational and educational deficits, we are more and more embracing opportunities to work inmates in order to create a 'work ethic.' Research also indicates that providing ex-offenders opportunities for "meaningful work and a suitable place to live" are keys to their successful rehabilitation. To this end, we have doubled the number of beds for transition and work release programs. Over 400 new beds were added in '07 for jobs in the poultry industry. This is good news because nearly half of the money earned by residents in this program went to pay taxes, residence fees, child support, fines, and victims' restitution. The remaining amounts accrued to ex-offenders so they can rent a place to stay when they return home.

The Department continued to leverage other non-paying work programs during the fiscal year with similar efficiency including those in Georgia Correctional Industries, Farming operations, Probation Detention Centers, County Camps, and Pre-Release Centers. Thirty-three Engineer Construction Crews and 23 Fire Departments round out the work opportunities for ex-offenders.

As we look to the future, our priorities are pay increases for our dedicated employees; new prison beds to meet demands; containing the spiraling costs of providing a "constitutional level" of health care for offender population; and resources to complete the Headquarters move to Tift College in Forsyth, Ga. We encourage you to read what we have accomplished in the chapters that follow in this Annual Report. Indeed, we will continue to build on the momentum that we have created as we strive to be the best stewards for the public's resources.

THE COMMISSIONER

THE COMMISSIONER'S MESSAGE

THE AGENCY

Executive Office

The Commissioner is responsible for the overall supervision of the agency's management and operations. The Assistant Commissioner, the Division Directors, Executive Assistant, Board Liaison, Legislative Services, Public Affairs, Legal Office, Information Technology, Georgia Correctional Industries, and Engineering & Inmate Construction report to the Commissioner's Office. The Assistant Commissioner oversees the daily operation of the agency.

Administration Division

The Administration Division is responsible for the financial and budget services policies and systems - impacting the infrastructure of the agency, which is valued at approximately \$2.3 billion.

Corrections Division-Facilities

Facilities is responsible for managing Georgia's inmate population which includes the operation of all correctional facilities; and the care and custody of all state prison inmates. Facilities also oversees those state offenders who are incarcerated in county camps and private prisons, and offenders housed in probation facilities.

Corrections Division-Probation

Probation provides community supervision and services to over 142,000 probationers sentenced by the courts of Georgia's 49 judicial circuits.

Operations, Planning, & Training Division

The Operations, Planning, and Training Division was created by Commissioner Donald with the primary purpose of overseeing the implementation of the Transformation Campaign Plan and synchronizing the department's efforts toward the Transformation Campaign Plan.

Georgia Correctional Industries (GCI)

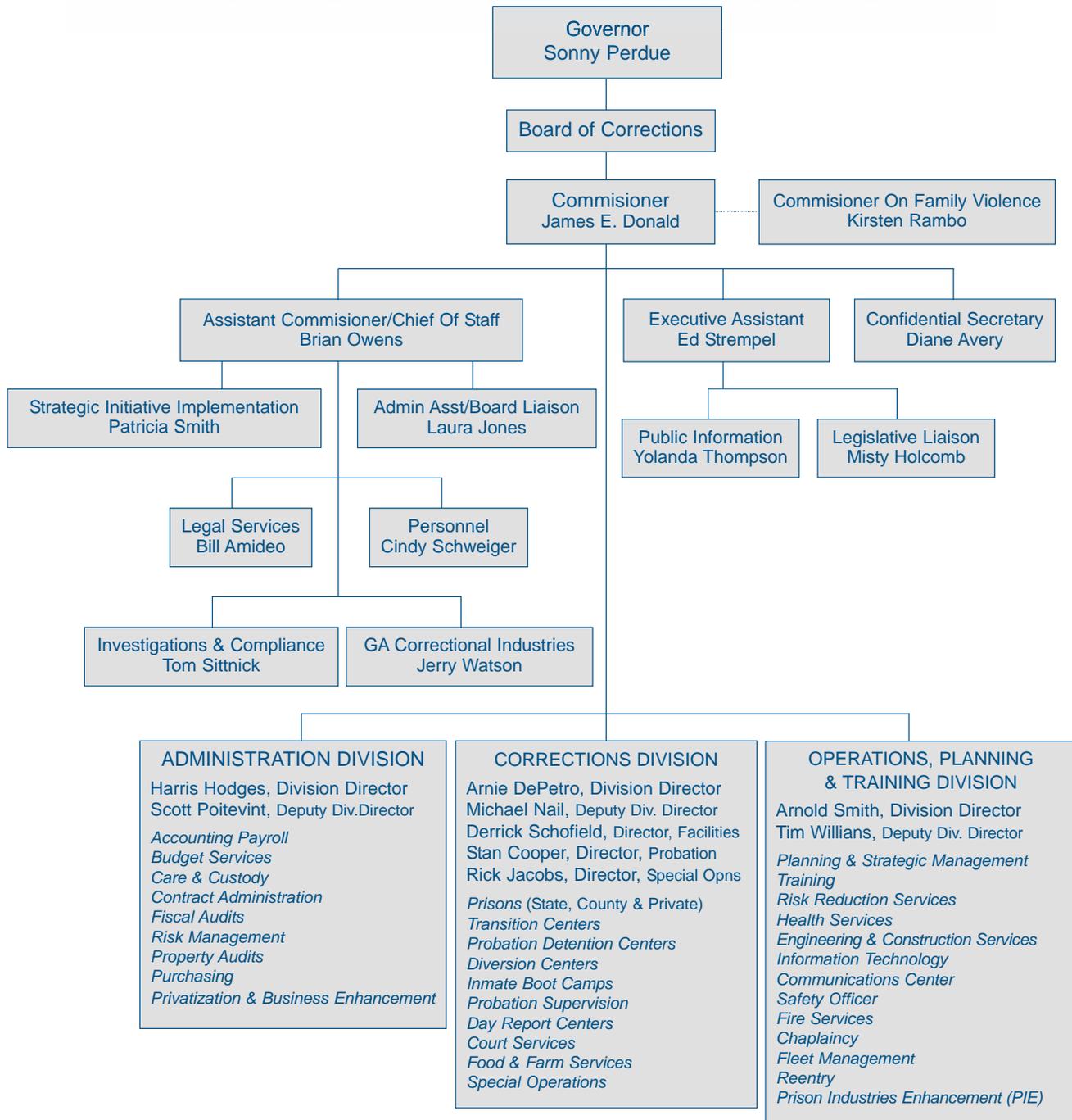
GCI is a self-sustained operation supported by revenue generated from the manufacture and sale of its products and services. Over 1,800 inmates work each day in its prison plants, which include optics, carpentry, chemicals, metal fabrication, screen printing, upholstery, and garment production.

“ The kind of commitment I find among the best performers across virtually every field is a single-minded passion for what they do, an unwavering desire for excellence in the way they think and the way they work. ” [Good to Great: Why Some Companies Make the Leap...and others Don't](#), Jim Collins

THE AGENCY

THE AGENCY

ORGANIZATIONAL CHART



ORGANIZATIONAL CHART

ORGANIZATIONAL CHART

COMMISSIONER'S OFFICE



Brian Owens – Assistant Commissioner

The Assistant Commissioner serves as the Commissioner's appointed deputy, functioning as second in command of the department. The Assistant Commissioner assumes responsibility for the overall administration and operation of the agency in the Commissioner's absence or as directed by the Commissioner.



Ed Stempel – Executive Assistant

The Executive Assistant provides direct support to the Commissioner and is responsible for overseeing diverse Corrections initiatives across agency divisions, state and federal research projects and plays a lead role in collaborative efforts with community partners.



Patricia Smith – Director, Strategic Initiative Implementation

The Director of Strategic Initiatives Implementation serves as a single point of contact to monitor and oversee the synchronization and implementation of the Department's strategic initiatives. These initiatives include GDC training, headquarters relocation, outsourcing initiatives, Medical and IT Transformation. The Director of Strategic Initiatives Implementation coordinates and identifies the Top 10 Areas of Special Interest Initiatives.



Diane Avery – Confidential Secretary

The Confidential Secretary is the secretary and personal assistant to the Commissioner, handling departmental matters of a confidential, sensitive and policy-making nature.



Laura Jones – Board Liaison

The Board Liaison provides administrative support and coordination for the 18 members of the Board of Corrections. The liaison also performs a variety of clerical, office management and advanced secretarial duties in support of management staff.

COMMISSIONER'S OFFICE

THE AGENCY

EXECUTIVE OPERATIONS



Cathy Lee – Secretary 2

The secretary for the Executive Office performs a variety of clerical, office management and advanced secretarial duties in support of management staff.



Misty Holcomb – Liaison

The Legislative Liaison is the primary point of contact for members of the General Assembly and is responsible for handling constituent requests, problem resolution, and coordination of legislative visits to GDC Facilities. Additional duties include research and development of potential legislation, monitoring legislation introduced by others and informing the members of the General Assembly of special events or major changes within the department.



Yolanda Thompson – Director

The Office of Public Affairs is the agency's point of contact with the public and media for inquiries about the agency. The office oversees media relations, press conferences, community partnership initiatives, community forums, prison tours, multi-media presentations and the Choose Freedom campaign. The office responds to the public's requests for information via email and maintains the GDC website.



William "Bill" Amideo – Director

The Legal Office provides a variety of services in representing the legal interests of the Department. The attorneys working within the Legal Office advise the Commissioner, executive staff, and other employees of their legal rights and responsibilities in the development and implementation of agency policies and procedure. The Legal Office also represents the Department's interests in administrative appeals relating to employee discipline and oversees the Department's procurement and contracting functions. The Legal Office works closely with the Attorney General's Office in representing the Department before state and federal courts. The Legal Office is also responsible for responding to all requests for information that are received pursuant to the Open Records Act.

“You must maintain unwavering faith that you can and will prevail in the end, regardless of the difficulties, **AND** *at the same time*, have the discipline to confront the most brutal facts of your current reality, whatever they might be.”

Good to Great... Jim Collins *Good is the Enemy of Great* page 13

EXECUTIVE OPERATIONS

THE AGENCY

Central Personnel Administration, the primary human resources office in the department, is responsible for all human resource functions within the department. From recruitment to retirement, Central Personnel helps every employee with any personnel-related issue.

Central Personnel provides assistance to management in interpretation and application of human resources law, policies, and procedures. We do this not just for compliance, but because it makes good business sense.



Cindy Schweiger
Director

PERSONNEL

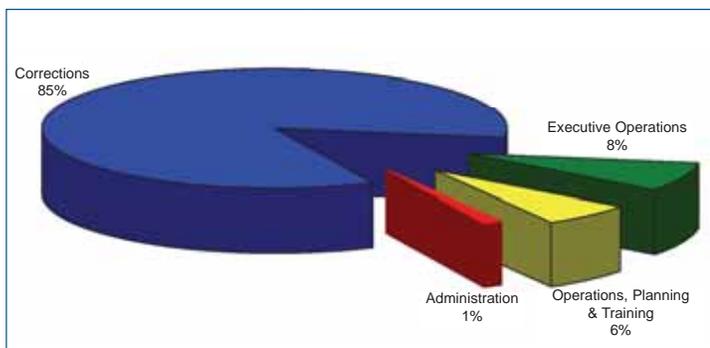
“ The moment you feel the need to tightly manage someone, you’ve made a hiring mistake. The best people don’t need to be managed. Guided, taught, led - yes. But not tightly managed. ”

Good to Great... Jim Collins Practical Discipline #2 page 56

Where Do Our Employees Work?

As of June 30, 2007, the department employed 14,006 full-time employees. Of these, 13,388 (95% of the work force) work in the Corrections Division, where they are responsible for direct offender supervision.

The 14,006 full-time employees of the Georgia Department of Corrections are its most valuable resource. Central Personnel Administration provides support to these individuals by developing, coordinating, monitoring, evaluating, and administering personnel functions, department-wide. It provides oversight, consultation, technical assistance, and policy direction for correctional facilities, probation offices, and the various departmental units located across the state, which are charged with carrying out personnel functions at the local level. Major personnel functions include:



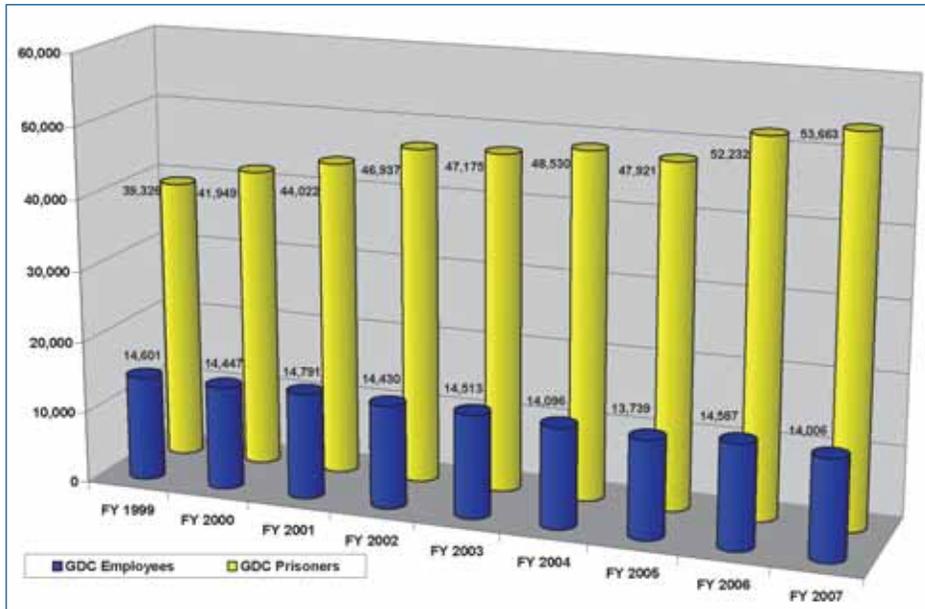
- Applicant Recruitment
- Applicant Testing/Screening
- Benefits
- Critical Incident Debriefings
- EEO/Diversity
- Employee Support Services
- Employee and Applicant Drug Testing
- Employee Recognition
- Fair Labor Standards Act Administration
- Family and Medical Leave Act Administration
- Grievances
- Human Resources Policy Development

- Job Evaluation/Compensation
- Performance Management Program
- Personnel Data Management
- Records Management
- Reprimand Reviews
- Return-to-Work Program
- Salary Guidelines Development
- Selection and Promotion Guidelines
- Transactions
- Workplace Harassment
- Workforce Planning

**Staff Growth vs. Prisoner Population Increase –
Staff numbers shrink relative to prisoner population**

Fiscal restraints introduced in FY2002 are still present FY2007. Staffing numbers are lower today than they were in 1999, even though the prisoner population has increased by 14,337 prisoners, or 36%. These trends can be seen in the chart and table below.

	GDC Employees	GDC Prisoners
FY 1999	14601	39326
FY 2000	14447	41949
FY 2001	14791	44022
FY 2002	14430	46937
FY 2003	14513	47175
FY 2004	14096	48530
FY 2005	13739	47921
FY 2006	14587	52232
FY 2007	14006	53663



Support of the Troops

The department currently has nearly 500 employees who are members of the National Guard and Reserves. Of these, GDC averaged 90 employees monthly serving active duty. We are extremely proud of these employees and annually award a selected employee in honor of Officer Bobby Franklin and Sergeant Philip Dodson who made the ultimate sacrifice in defending our country.

GDC was honored this year by receiving the GA "Pro Patria" Employer Award as one of the largest employers of Reserve and National Guard Service men and women. GDC was one of two employers, statewide, to receive this prestigious honor.

Pay Initiatives

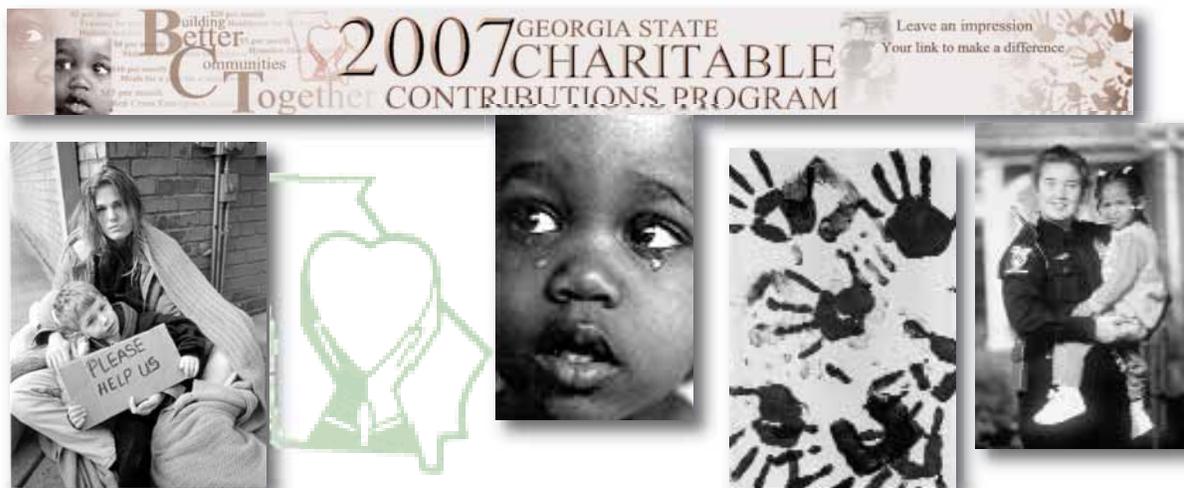
In FY2007, the department introduced several new pay initiatives and refined several older ones. Each was instrumental in helping the department recruit and retain employees in critical jobs. On January 1, 2007 employees received variable pay increases that were based on their position within the pay structure. The focus was on moving employees more towards market pay. For recruitment, the department recognized the value of military experience by granting a higher starting pay rate of up to 10% based on the number of years of military experience an applicant had. Entry salary for Probation Officer was raised to \$30,027.36 to make it equivalent to salaries offered by other agencies. Staff who works in security jobs in metro Atlanta or at Georgia State Prison is eligible for a 10% salary supplement. The agency also addressed its need for those who speak fluent Spanish. A 10% supplement for bilingual skills is now offered. To recognize skills attained during the first year of employment, the department granted 10% increases to Correctional Officers at the end of 12 months, instead of eighteen months. Current employees who are promoted now receive a 10% salary increase, as do Probation Officers who supervise sex offenders. To retain experienced staff, a leadership salary supplements was created for Superintendents in preparation for further career growth. Employees who pursued postgraduate degrees were given a bonus equivalent to 5% of their salary. Recognition of support staff was also a priority, when the department granted Meritorious salary increases to selected non-security staff.

Personnel Records

During this year the SCRIBE Personnel Document Imaging (PDI) system was implemented, replacing an antiquated Keyfile personnel file system. While Keyfile allowed the scanning of paper to computerized form the SCRIBE Personnel Document Imaging system (PDI) allows for further categorization of personnel documents into subsections. The implementation of this system creates a GDC cost saving as there is no contract maintenance and software upgrades issues. The imaging system runs on an internal internet based network and there is no storage of masses of paper files.

Serving the less fortunate Charitable Contributions Program

Georgia's 2007 Charitable Contributions Program selected our very own Commissioner Donald as the General Campaign Chair for the Statewide program. Setting aside personal trials and tribulations employees donated a record-setting \$2.6m. GDC contributions totaled \$77,000 which was also record-setting for our agency and a 9% increase.



THE AGENCY

Recruitment

7055 Correctional Officer applicants tested during FY2007. Thirty-six (36) college technical school, military and Department of Labors Job/Career Fairs were attended across the Southeast. Significant enhancements were made to the agencies recruitment promotional materials such as new brochures, posters, bumper stickers, a “wrapped” vehicle to serve as a moving billboard, and a television commercial were produced.

The design and pilot phase of the new website GDCJobs.com came to life during this Fiscal Year. The website was unveiled at the Personnel Conference in September 2006 and volunteer facilities were solicited to serve as a pilot site. The automated user-friendly website was to go live during FY 2008.

Retention

In an effort to focus on employees, volunteers, partner agencies, corporate partners and faith-based organizations and recognize their contributions and accomplishments, quarterly and annual awards ceremonies were hosted. These events combined with Public Employee Recognition Week, scheduled Team-building activities, the agency Health and Wellness program, etc. combined to ensure attention to our most valuable resource —our employees and community supporters.

Perhaps one of the most important awards delivered this year was the Customer Service Spirit Award. It is given quarterly to individuals who demonstrate the qualities promoted by Governor Perdue’s Customer Service Program.

Health & Wellness

The department continues a robust health and wellness program supporting the Governor’s “Healthier Georgia” initiative. Each facility has its own coordinator who has set up a local program and serves as a conduit for health information. The health and wellness program provides opportunities for all employees to increase their personal health and wellness awareness thereby enabling them to make healthy lifestyle choices. These opportunities include:

- ⌘ All Correctional Officer Cadets and Probation Officer Cadets are instructed at BCOT and BPOT regarding the importance of health, wellness and physical fitness.
- ⌘ Health Fairs were conducted at 47 sites in the field including Central Office. Full, comprehensive blood work was made available to all interested employees.
- ⌘ Monthly Health“E” newsletters were created and distributed to all GDC employees providing information relating to physical, mental, and occupational wellness.
- ⌘ Lunch and Learn sessions were conducted and included topics such as diabetes education, nutrition, breast cancer awareness and proper footwear for exercise.
- ⌘ Multiple fitness events were held including; bi-annual fitness walk, fitness extravaganza and participation as part of the state agency team at the Kaiser Permanente Run/Walk Corporate Challenge.
- ⌘ Other fitness activities include weight loss competition and challenges, line dancing, walking tracks, aerobics and Tai Chi classes, using fitness equipment and walking groups.

Compliance & Audits

In order to maintain compliance and ensure accuracy, Personnel has continued to participate in the Agency's Comprehensive Audit Function. These facility audits ensure that our personnel representatives in the field have the appropriate knowledge and understanding to administer the FLSA according to state and federal regulations. Since the implementation of the process in March 2006, Personnel has completed 31 FLSA audits at 27 of our state prisons. The unit also audits Central Office units and other field sites. Personnel have also continued a program of training new managers and responding to on-demand requests for training as required.

Employee Support

In keeping with the goal of Employee Support unit, all employees retained the ability to access the services of the unit. We understand the need for timely response to problems that can occur, sometimes suddenly, in the correctional workplace and always put forth extensive and dedicated effort to assist in any way possible. During FY2007, this unit processed numerous adverse action appeals, grievances, letters of reprimands, and EEO complaints. Thanks to the volunteers within the Department of Corrections, we were able to add approximately 14 new Reprimand Reviewers to assist the unit in reviewing reprimands. EAP/CID (Employee Assistance Program/Critical Incident Debriefing) training was conducted throughout the year. These two assistance programs are especially successful and used extensively by employees.

Headquarters Relocation

As the department plans for the FY2009 relocation of headquarters from downtown Atlanta to Forsyth in central Georgia, Personnel plays a vital role. Staff has been designated to collect information on opportunities available to employees who choose to move. They provide assistance to employees so they can make an informed decision on whether to relocate. For those who cannot relocate, information on other jobs in state government is available. To ensure a smooth transition to our new location, staff is busy recruiting individuals who are able to work in Forsyth when relocation occurs.



Overtime for Heroes

While the agency continued to manage its overtime resources, human resources ensured prompt and accurate payments of earned overtime to our employees who served their fellow Georgians during the aftermath of the Americus tornado disaster and the Ware County fires. These employees gave of themselves and made heroic efforts during these difficult times.

GDC supported Homeland Security in protecting the citizens of Georgia. GDC staff and inmates provided major assistance supporting the Georgia Emergency Management Agency and local governments in their disaster recovery operations. On March 1, 2007 immediately after the tornados struck across Georgia four GDC Fire Crews, 8 staff and 26 inmate fire fighters, were deployed among the first responders in Sumter, Crawford, Lee, and Mitchell Counties. GDC Fire Crews are key first responder assets in many of Georgia's rural counties. Additionally Sumter County Correctional Institute responded with over 100 inmates and staff to begin debris clean up in Americus-Sumter County and the Americus Probation Office Staff begin providing security at the Red Cross triage facility, 1st Baptist Church.

The main effort of GDC support to the Americus-Sumter County community lasted from March 4 through March 20 with over 200 GDC staff and 250 state inmates volunteering to help with safety, security, debris removal and reconstruction efforts in the affected area. The average daily onsite presence by the GDC was approximately 100 staff members and 200 inmates. Estimated cost avoidance to local governments for labor, equipment, and logistics provided by GDC was over \$700,000.

On April 16, 2007, as the result of a fallen power line, the largest wildfire in the history of the State of Georgia began on the Sweat Family Farm in Ware County. That same evening, a request was made to send all available Department of Corrections fire resources to Ware County to assist with the protection of structures and with suppression of the fire. Eventually the fire and other fires in the Southeastern part of Georgia would consume over 400,000 acres. Corrections staff and inmate crews worked directly with local law enforcement and personnel from the Georgia Emergency Management Agency, the Georgia Forestry Commission and the National Forestry Commission.



THE AGENCY



Tom Sittnick
Director

With the ever growing inmate population and the inherent risks associated with that environment, the Office of Investigations and Compliance was reorganized. The Office of Investigations and Compliance is responsible for gathering information, examining operations, enforcing departmental standards and laws through audits and investigations.

The Office consists of five units: Internal Investigations Unit, Inmate Affairs/Ombudsman Unit, Intelligence Unit, Compliance Unit, and the Fugitive Unit. Acting as the Commissioner's eyes and ears and the Department's Standard Bearer, it has gained national recognition as a premier investigative, intelligence, and audit body.

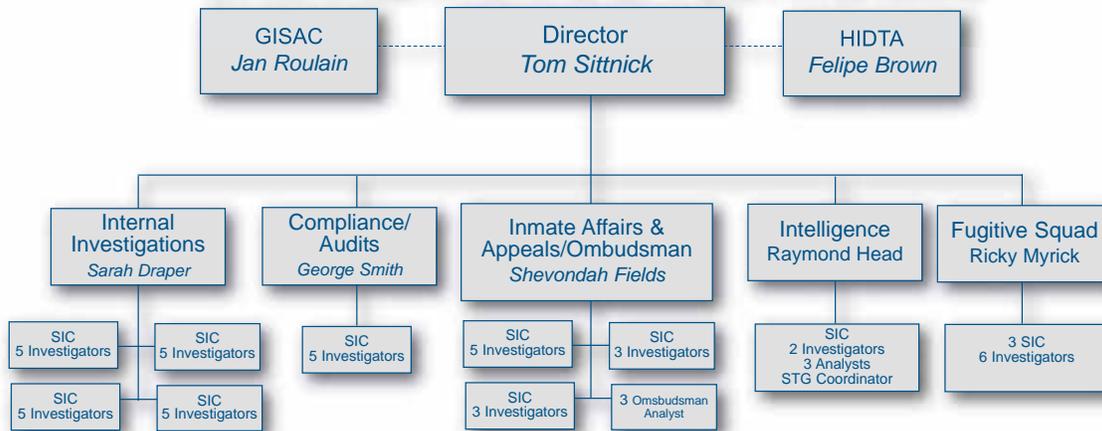
INVESTIGATIONS & COMPLIANCE

“The only way to remain great is to keep on applying the fundamental principles that made you great.”

Good to Great... Jim Collins What is your denominator page 100

We now have the ability to efficiently and effectively, coordinate, collaborate, assimilate, and disseminate information, findings, and intelligence to the leadership and staff of the Department of Corrections, as well external local, state, and federal entities and agencies.

Office of Investigations and Compliance ORGANIZATIONAL EFFECTIVENESS



Being the Best

We accomplish this by recruiting the best, most qualified for the job, promoting quality education and training, optimizing information technology and integrating it into all of our systems and processes and applying state of the art equipment focused on comprehensive, multi-agency intra/inter network focused collaboration, communication, and cooperation. The results are unbiased and uncompromising and reflect the highest professional standard.

The Internal Investigations Unit is responsible for enforcing departmental standards and laws. They conduct timely and comprehensive criminal and administrative investigations, collaborating as necessary with appropriate law enforcement agencies, providing results to senior leadership, and when appropriate, sharing data and information with the Intelligence Unit for tracking trends and indicators within the facilities.

The Intelligence Unit is responsible for collecting, analyzing information and disseminating relevant intelligence directed and proactively reducing threats in our institutions. They identify individuals and group criminal and subversive activity by investigation and research, and quickly disseminate it to the appropriate action agents within the facilities and to senior leadership.

The Compliance Unit is responsible for evaluating the operations of facilities and field offices utilizing departmental standards and ensuring safe, secure, and efficient operation. They conduct annual comprehensive audits of all Category I facilities, security audits of all Category II and III facilities, and re-inspecting significant non-compliant functional areas within ninety days of initial inspection. This unit examines community supervision standards in all forty-nine Judicial Circuits and re-examine significant non-compliant functional areas within ninety days of initial inspection. Finally, they maintain and provide information and analysis of completed inspections intra-departmental and gather new data surrounding critical incidents as directed by Executive Operations Division.

The Inmate Affairs and Ombudsman Unit is responsible for promoting fairness, accountability and integrity by investigating public and offender grievances, appeals, and inquiries regarding unfair practices and non-compliance of policy. This unit investigates allegations of violations of GDC policies and procedures, monitoring problems in the correctional system in a fair and consistent manner and addressing offender and general public concerns in an unbiased, impartial, and courteous manner.

The Fugitive Unit is responsible for ensuring public safety by conducting thorough criminal investigations that result in the safe apprehension of escapees and other violent offenders. They accomplish that task by rapid execution and collaboration with the U.S. Marshall's and state and local law enforcement agencies. The result is speedy apprehension of escapees and violent offenders.



DEPENDABLE LEADERSHIP



SOLID TEAMWORK

THE AGENCY

OPERATIONS, PLANNING AND TRAINING



“Focusing solely on what you can potentially do better than any other organization is the only path to greatness.”

Good to Great... Jim Collins *The Hedgehog Concept* page 100

OPERATIONS, PLANING AND TRAINING

Since its creation by Commissioner Donald in March 2004, the Operations, Planning and Training Division has continued to oversee and synchronize the implementation of both the Department's Strategic and Transformation Campaign Plans, while providing direct support and professional services throughout the Department. Comprised of 15 sections to accomplish its mission, the Division oversees the following operations:

- Planning and Strategic Management
- Engineering and Construction Services
- Training
- Health Services
- Office of Information Technology
- Fire Services
- Safety
- Communications Center
- Fleet Management
- Re-entry Services
 - Risk Reduction Services
 - Chaplaincy
 - Faith & Character Based Programs
 - Prison Industries Enhancement (PIE)
 - Corporate Advisory Board



Arnold Smith
Director

OPERATIONS, PLANNING & TRAINING

PLANNING AND STRATEGIC MANAGEMENT

The function of the Planning and Strategic Management (PSM) Section is to plan, coordinate, and evaluate implementation of programs and projects within the Department of Corrections related to Strategic Management. The section provides the Department's managers with reliable information to help guide and assist agency-wide, policy related decision-making. The PSM section also fulfills a vital role in the development and coordination of the Department's Strategic Plan, as well as the continual update and implementation of the GDC Transformation Campaign Plan.

During Fiscal Year 2007, PSM:

- *Provided important impact and fiscal analysis, as well as overall coordination, of proposed legislative bills during the '07 Legislative Session;*
- *Coordinated the review and refinement of the Department's Strategic Plan for the FY2007/2008 performance based budgeting cycle, directing the update and additional development of goals, objectives, and performance measures throughout the Department;*
- *Led the development of the divisional Customer Service Plan in support of the Department's Agency Customer Service effort.*
- *Provided vital projections, information and data regarding offender population growth for use in developing future bedspace requirements, as well as answering other ad hoc questions involving offender demographics, fiscal impacts, statistical analysis, etc.;*

OPERATIONS, PLANNING AND TRAINING

OPERATIONS, PLANNING AND TRAINING

- Assisted in the planning and implementation of several strategic planning and senior management leadership off-site sessions; These sessions were designed to further senior leadership development and training
- Added Josh Barnette to the section as the Statistic Unit Supervisor; Josh formerly served as a PO II in the Morrow Probation Office.
- Coordinated and participated in two 'Georgia On the Move' meetings, in Savannah and Augusta and;
- Prepared and/or coordinated responses to surveys and queries received from various government agencies, academic and private sector organizations nation wide.

TRAINING

Professional training and developmental opportunities are provided to all agency personnel and employees of affiliated organizations. In full support of the Department's mission, we are constantly seeking and implementing better ways to improve employee performance through training. This enables Corrections personnel to be better prepared to accomplish the departmental mission of protecting the public, victims of crime and agency staff.

The following statistics represent some of our programs and the number of employees served in FY'07.

The four *Field Academies* conducted 2,363 classes for 37,335 students. The *Employee Development Unit (EDU)* conducted 353 classes for 8,364 students. The *Probation Training Unit* conducted 305 classes for 6,072 students, including 127 new Probation officers. The *Georgia Corrections Academy* conducted 20 BCOT classes and graduated 1,827 new Correctional Officers. The *Special Operations Training Unit* conducted 86 training programs for 2,480 students, including several students from other law enforcement agencies. The *Instructional Systems Unit* conducted 345 classes for 2,327 students. The *Management Development Unit* conducted 110 classes for 2,517 students from Agency and college-level courses. The *POST Certification Unit* completed 2,542 POST Applications for Certification, 1,940 Certifications completed, 779 criminal background checks, and 58,852 C-12's.



A total of \$ 15,660.00 was processed for the charges to private vendors as required by law. GDC along with Department of Juvenile Justice (DJJ) and hosted the International Association of Correctional Training Personnel (IATCP) Conference October 29 - November 1, 2006 in Buckhead.

Interagency Cooperation

The Training Section coordinated two interagency training programs to include:

- Transitional Aftercare for Probation and Parole
- The National Institute of Corrections Multi Disciplinary Approach to Managing Security Systems

Training Accomplishments

The following initiatives were either completed or initiated in FY2007 by the Training Section:

- Re-structured In-service Training for Facility Operations – In-service typically consists of many topics that are either required by law or SOP and have nothing to do with job specific tasks. These topics were removed and implemented via shift briefings. Job specific skills such as inmate transfers and weapon retention were then placed in the available time slots, resulting in a much improved and

received in-service.

- Hispanic Culture – This subject was broadened and implemented in Basic and in-service modules throughout the agency.
- National Incident Management System – This required course by FEMA, was delivered to all response teams (Special Operations) and other designated staff to gain national compliance.
- The four Field Academies were designated as “stand-alone” academies by POST.
- The four Field Academy Managers were designated as “Academy Directors” by POST.
- The Probation Training Unit was merged with the North Georgia Corrections Academy (NGCA). The Manager of that unit assumed the duties of the NGCA Director, resulting in a cost avoidance of over \$50,000 in salary per year by not hiring a new Academy Director. This position remains vacant.
- The four Field Academies were realigned under the Georgia Corrections Academy (GCA) as Academy Operations, with the Director of the GCA having direct supervision of all Academies.
- Expanded Basic Correctional Officer Training from four weeks to five weeks, with week one conducted in the Field Academies. Week one consists of all required firearms training, resulting in fewer overall failures and eliminating unused seats at the GCA.



- Merged the Instructional Systems unit into the NGCA location thereby closing the lease of space in Gainesville Ga. This resulted in a cost avoidance of \$51,000 per year.
- Fulltime Education Coordinator was hired into an existing vacancy, allowing fulltime commitment to furthering educational partnerships and staff education. A major achievement in the area was the partnership garnered between Albany State University and Albany Technical College to allow GDC staff to transfer credit between the two schools. Similar programs are currently being pursued with other schools.

The following courses were developed during FY2007 for FY2008 implementation:

- Chief Probation Officer Pre-Command Course – As part of GDC's succession planning, patterned after the Wardens Pre-Command Course, this leadership course is designed to develop and ready senior Probation Officers for advancement to Chief Probation Officer.
- Administrative Professionals Course – This course is designed to fill the gap at the clerk/secretarial level, delivering advanced training for staff in these job categories. Emphasis is placed on advanced computer skills, customer service and advanced clerical skills.
- Sergeants Academy – Designed to transition Correctional Officers into leadership/supervisory roles. Also part of succession training, this course teaches the basic skills required of our line supervisors and further prepares them for roles of greater responsibilities.
- Physical Fitness Evaluation – All Basic Mandate classes are required to participate in Physical Fitness Assessments designed to determine their level of fitness and develop a plan to improve individual performance.

The Training Sections continues to “Get Out in Front” by constantly evaluating and upgrading training programs to meet the changing trends in Corrections. Our “One Team” approach works in concert with Governor’s vision of a **“Best Managed, Better Educated” Georgia!**

HEALTH SERVICES

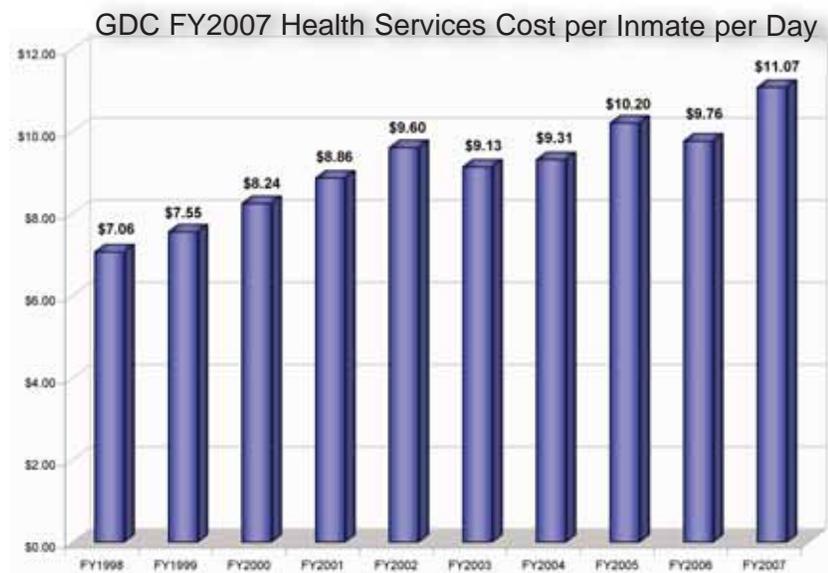
The mission of the Office of Health Services is to provide the required constitutional level of care to the incarcerated population in the most effective, cost efficient manner possible while protecting the public health interests of the citizens of the State of Georgia. During FY07 the Department remained vigilant in delivering care as economically as possible considering the increasing age of the incarcerated population and number of chronically ill patients.

In FY07 the Department spent a total of \$194,037,696 on inmate health care, including physical, dental, and mental health care. This translated into a **cost per inmate per day of \$11.07** or an **8.7% increase** over FY06. The increase was due to the aging of the inmate population, the increasing growth in the number of chronically ill, the increasing number of mentally ill and unavoidable high cost major illnesses. The cost per day is illustrated in the chart below.

Mortality rates cannot be the only indicator of the quality of health care, but it does serve as one of the indicators of inmate health care delivery. In FY07 the Department experienced 9 more deaths than in FY06 but the mortality rate per 100,000 increased by 1 to 205. This number is still well below the average of 216 deaths per 100,000 over the past 10 years.

The mental health case-load continues to grow statewide. At the end of FY07 there were over 8200 inmates with serious mental illness in the incarcerated population. The percentage of inmates diagnosed with mental illness is still approximately 15% of the total population.

The Office of Health Services has initiated efficiencies and cost avoidance techniques during the past year while maintaining the overall effectiveness of health care.



Some of the innovations are:

1. The opening of a 22 bed secure forensic medical unit at the Atlanta Medical Center;
2. The provision of all ophthalmology services at Augusta State Medical Prison;
3. The leasing of a mobile surgical unit placed inside Georgia State Prison;
4. A pharmacy reclamation project which, with other pharmacy initiatives, avoided \$2 million in costs for the year;
5. Creation of regional hubs of medical care in conjunction with the Corrections Division.

Other cost avoiding initiatives are planned for FY2008 as we continue to provide the appropriate level of health care to our incarcerated population.

RISK REDUCTION SERVICES

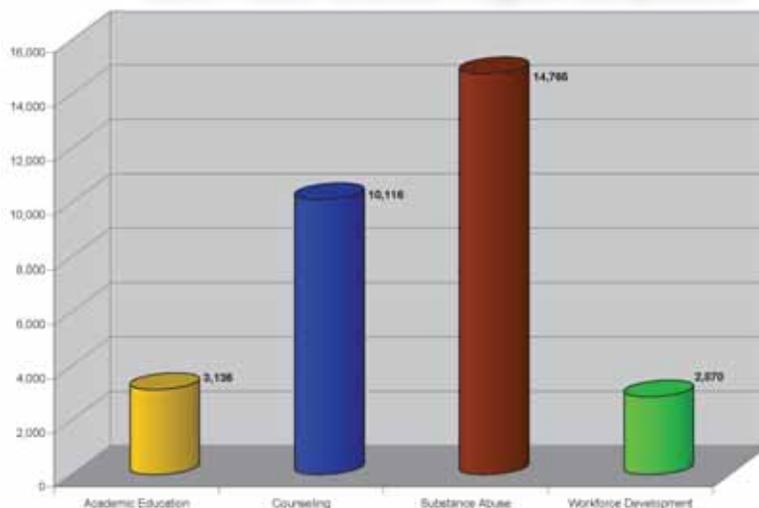
Risk Reduction Services is a section under the Reentry Services unit that strives to reduce recidivism by providing research-based programs. Our mission is to increase public safety through the reduction of recidivism.

The goal of the Risk Reduction Services unit is to provide to offenders constitutionally mandated / legally required programs and programs that focus on changing criminal thinking and reducing criminal behavior. This is achieved through the implementation of evidenced-based programs that target crime-producing behavior.



The primary targets of effective offender interventions are criminal thinking, substance abuse, education, and employment. An assessment process identifies offender risk and need which is then utilized for program referral and placement.

GDC FY2007 Offender Program Completions



Academic and vocational advancement opportunities are available for offenders identified in need. This year, Academic Education, offered at all facilities/centers, expanded to include enrollment priority based upon sentence length, assessment of all eligible inmates for education placement and increased classroom enrollment capacity. Vocational programs, not only offer viable training for inmates, but also provide valuable services to the community. Over 660 additional training slots were added this year, expanding vocational programs to Pre-Release Centers to prepare offenders for employment and reentry into the community.

OPERATIONS, PLANNING AND TRAINING

Cognitive programs, designed to address criminal attitudes, beliefs, and thinking, continue to expand to numerous sites throughout the system. The Motivation for Change (M4C) and Family Violence courses, offered in all facilities, meet the legislative mandate for offenders requiring substance abuse and domestic violence risk reduction programs.

Expansion of a Certified Addiction Counselor program for GDC staff continues to result in a win-win situation for GDC. The staff achieves recognizable certification and enhances their knowledge bringing increased professional services to offenders.

Finally, within our facilities, Day Reporting Centers, and some probation offices, offenders have access to numerous counseling interventions and other substance abuse programs.

Current Risk Reduction Services' initiatives include:

- Continued expansion of the Georgia Program Assessment Inventory; measuring program quality;
- Expansion of COMPAS, a validated risk and need assessment, to field probation sites;
- Expansion of Career Centers; training inmate clerks and staff;
- Expansion of Male Probation Residential Substance Abuse Treatment beds;
- Creation of the new Boot Camp Plus, a Boot Camp environment enhanced by a Residential Substance Abuse Treatment program;
- Addition of a Veterinary Assistant Program caring for abused and neglected horses impounded by the Department of Agriculture;
- Implementation of post-secondary academic education.

FLEET MANAGEMENT/RISK MANAGEMENT

The office of Fleet Management provides the overall coordination and direction of motor vehicle management throughout the Georgia Department of Corrections. Fleet management is comprised of two facilities; the main office is located in Atlanta, Ga. and the other facility in Milledgeville, Ga.



Fleet Management is responsible for the procurement, repair, preventive maintenance, vehicle accountability, and disposal of the Department of Corrections vehicles. Currently, there are 1,971 vehicles assigned to the Georgia Department of Corrections. The fleet of vehicles consists of buses, trucks, vans, and sedans located throughout the state.

Inmates perform all vehicle repairs at both fleet facilities; therefore, we have no labor costs. During FY07, the two facilities processed more than 4851 work orders. The cost saving to the Department of Corrections was more than \$1.5 million dollars, with the utilization of inmate labor. The current market labor rate at the three major car dealerships average between \$85-\$100 per hour.

During FY07, the vehicles that belong to GDC were driven 21,088,560 miles, with a fuel cost of \$2,430,274.61.

Risk Management is also a function of this office. The Atlanta office processes vehicle accidents and claims.

OFFICE OF INFORMATION TECHNOLOGY

The Office of Information Technology (O.I.T.) is responsible for providing the information backbone used by the Georgia Department of Corrections to manage its business and safeguard the public. O.I.T. uses the most effective technology available to create an integrated information system that minimizes the effort of data collection and provides quick, accurate, and secure information to the Georgia Department of Corrections, other law enforcement agencies, the courts, and the people of Georgia.

The goals of the Office of Information technology are to:

- Change the way we work, ensuring that GDC is as effective, efficient, and secure in the discharge of its duties as possible.
- Complete an end-to-end enterprise wide web-based corrections system, including administrative, operational, executive, and offender management functions.
- Provide the right tools to the right workers at the right place in the most cost-effective way.
- Manage by information, at all levels of the organization.
- Learn from, and leverage, the work of others where possible.
- Partner with others to meet the Governor's goals of creating a safe, educated, growing, healthy, and best managed Georgia.



O.I.T. continues to expand the agency's end-to-end enterprise corrections system, SCRIBE, that use thin-client web architecture across the agency GDC network to collect, process, and store business information. The applications are developed in a manner that provides quick responsiveness, ease of use, intuitive business processing, and allows for extraction of any stored data for informational and statistical reporting. At the end of FY2007, there were 39 modules in use, with several additional modules nearing completion of development and scheduled to roll out in early FY2008. SCRIBE modules to completely replace the agency's legacy mainframe system will be completed by June of 2009. This development and business process reengineering will significantly leverage the agency effectiveness and efficiency, particularly regarding the agency's headquarters relocation to Forsyth, Georgia.

The agency public website (www.dcor.state.ga.us) was created in 1995. Its most recent iteration reflects the Governor's common branding schema for Georgia state government. The site allows the citizens of the State of Georgia to view information concerning the agency's annual reports, its mission, operations, and physical plant information. Through it, citizens and businesses can access media campaigns, an extensive video library, procurement information, the state procurement site, and the Georgia Correctional Industries Website. The public can query and view information concerning GDC facilities and the offender's under GDC supervision. It contains GDC's most wanted fugitive list and the GBI sex offender registry. The GDC public website has received local and national news coverage and commendations for the quality of the site.

During FY2007, OIT accomplishments included the following:

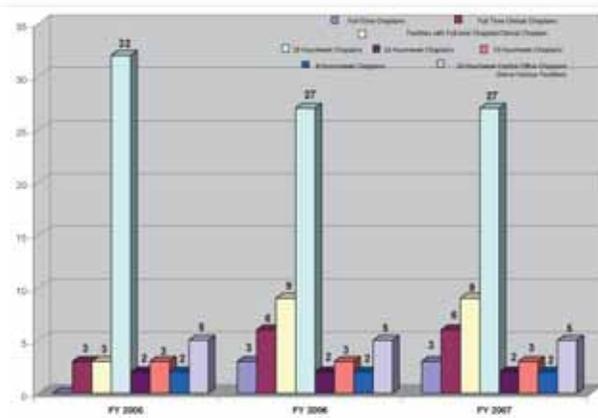
- GDC, in association with the Governor's Reentry Impact Project, adopted the use of the COMPAS offender assessment tool. This was the first integration of a third party system into the SCRIBE environment. The COMPAS/ SCRIBE interface currently contains functionality related to Offender Risk/Needs Assessments, Drug Screening Assessments, and Sexual Predator/Victim Assessments. GDC recently received national recognition for this ground breaking approach to managing the data associated with Offender Re-entry.

- Completed conversion from a legacy probation accounting system (PAS), used in over 100 probation offices to manage court order probationer fines, fees, and restitution, to SCRIBE's centralized accounting application (JOTF). This was a major milestone in the Agency's strategic plan of moving away from stand alone systems to a centralized accounting practice.
- Completed a project to implement clustering for enterprise servers to provide more robust and reliable servers, and centralized the server backups for local prison and center server to the Towers, to allow for more reliable backups and reduction in the time to provide replacement servers for the field.
- Completed updating all agency 800 MHz radios in accordance with the requirements of the FCC public safety re-banding initiative.

CHAPLAINCY SERVICES FY2007

There have been some positive additions to Chaplaincy this year. A grant from the Cousins Foundation allowed us to place the first Reentry Chaplain at Metro State Prison.

Two Central Office part time Chaplain positions were approved to be filled. One part time Chaplain will serve as the Director of the New Orleans Baptist Theological Seminary's Leavell College extension at Phillips State Prison; the other part time Chaplain will serve as a subject matter expert. The part time Chaplain positions at Baldwin S.P., Calhoun S.P, and Pulaski S.P. were converted to full time in July 2007.



Nine part time Chaplains' positions were converted to full time. The full time Chaplain positions were identified at institutions based upon their Security Level, Inmate Population, and Mission (Diagnostic, Faith & Character Based Dorm, In-House Transitional Center, Geriatrics, Youth and Mental Health Living Units). These full time Chaplain positions will increase the number of prisons with full time Chaplains or Clinical Chaplains to eighteen. This results in increased program delivery. As a result Chaplains are more readily available to meet crisis needs of the inmate population and staff as well as being present on a more routine basis.

Chaplaincy Services continue to address the religious requests of inmates by working with Legal Services and Security in providing First Amendment protection to inmates.

Chaplaincy Services also provided two training events this year for Chaplains: "Good to Great – Best Practices" and "Reentry Chaplaincy: Ministry for Offenders' Successful Reintegration Into Community".

VOLUNTEER SERVICES

In FY2007 there were 34 specialized training events for volunteers, including specialized training events for Alcoholics Anonymous, Narcotics Anonymous and Hispanic Volunteers. There are now over 10,000 Certified Correctional Associates (Volunteers) supporting the religious services and activities in all the state prisons including the Faith & Character Based Dorms, the In-House Transitional Centers, Transitional Centers, Probation Detention Centers, Day Reporting Centers, Pre-Release Centers, and County Prisons.

Volunteer Services is seeking volunteers to become Mentors for inmates. Volunteers involved in the Aftercare/Mentoring of inmates follow the "Meet and Greet" paradigm in which they meet and begin mentoring the offenders inside the prison and then greet the ex-offender as he/she leaves prison, bridging the

gap between prison and community reintegration, assisting the ex-offender into a law-abiding, productive life.

Chaplaincy Services, along with Risk Reduction Services, has been realigned under Re-entry Services with the mutual goal of reducing recidivism through delivery of proven Faith and Character Based life-skills programs and community involvement in the successful habilitation of ex-offenders.

RE-ENTRY INITIATIVES

Re-entry Services is a section within the Georgia Department of Corrections charged with the primary purpose to promote public safety through collaborative partnerships that reflect a seamless system that assist returning offenders to be law-abiding, productive community citizens.

Re-entry Services is a core commitment of the Georgia Department of Corrections Transformation Campaign Plan and supports the core goal to make a safer, healthier, better educated, and best managed Georgia. Re-entry is a process of transition that should begin at the offender's earliest point of entry into the prison or at pre-sentence guided by offender assessment and evidence-based interventions. Re-entry provides effective opportunities for offenders to achieve positive change and to be a more pro-social contributor to society.

The sections within Re-entry Services are Risk Reduction Services, Chaplaincy, Faith and Character-Based Programs, Community Reentry, Prison Industry Enhancement (PIE), and Volunteer Services.

The mission of Re-entry is to establish effective methods that permeate all levels of affected agencies and organizations to reduce recidivism through collaborative partnerships that support offender transition to the community.

Goals of Re-entry:

- Build individual capacity of the offender to be a productive member of his/her family and community,
- Link offenders to program services necessary for successful transition and reentry into the community,
- Increase the community and correctional capacity to address the offenders' needs and identify community resources to match assessed needs, to enhance public safety by reducing recidivism among the formerly incarcerated population,
- Promote public safety through collaborative partnerships that support offender transition to the community.



Some of the accomplishments in the Reentry Services section include a wide range of new and continued initiatives and programs, which are shown in the following highlights.

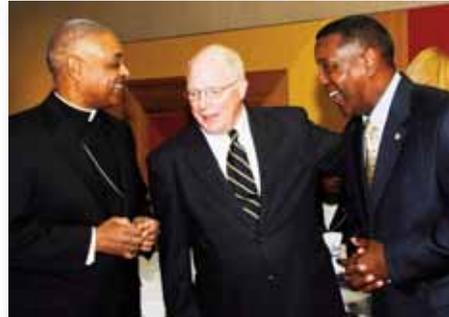
Re-entry initiatives include:

- National Governor's Association- Reentry Policy Academy (NGA)
- Serious and Violent Offender Reentry Initiative (SVORI)
- NIC Transition from Prison to Community Initiative (TPCI)
- Georgia Reentry Impact Project (GRIP)
- In-House Transitional Dorms (ITC)
- Faith and Character Based Initiatives
- New Orleans Baptist Theological Seminary (NOBTS)
- Corporate Advisory Board

- Corporate Take 5
- Reentry Partnership Housing (RPH)
- Prison Industry Enhancement (PIE) / War Against Recidivism (WAR)
- Reentry Skill Build Handbook
- Grace Village
- Pre-Release Centers
- Community Reentry

FAITH AND CHARACTER-BASED INITIATIVES

The Faith and Character-Based program continues to enhance public safety through community partnerships that supports the offender's successful transition from custody to community. The Faith and Character-Based Dormitory Initiative meets the needs of our offenders, their families, and their communities, by involving stakeholders in the process of changing attitudes, values, and beliefs. The following accomplishments are evidence of these efforts:



Faith and Character Based Dormitory Program has expanded from six pilot sites to four additional sites at: Johnson, Lee, Phillips, and Scott State Prisons. The F&CB dormitory has become a nationally recognized model with overwhelming reviews from the U.S. Department of Justice.

The dormitory has reduced disciplinary reports by 95%, with 460 successful graduates. Of these graduates 46 have been released on parole, probation, or maxed out, with 0 graduates returning for new felony charges.

The Faith and Community Collaborative has allowed us to partner with the DOL and support the institutions Career Center at all of the F&CB Dormitories and ITC's.

Utilizing Community Support (Volunteers) the F&CB initiative has housed 19 max out offenders, 3 medical max outs, and 3 max out sex offenders.

REENTRY PARTNERSHIP HOUSING PROGRAM

The Residential Housing Program (RPH) has continued to grow and serve the Department and the State of Georgia as intended. During the year we have worked to promote the program and find additional resources to place offenders.

We have hosted meetings with our providers to ensure we maintained open lines of communications, and assisted them in spreading the word to seek additional providers.

We continue to partner with DOL to not only assist with housing, but employment, and other social service providers.

We continue to work with the GRIP Transitional Planning Sub-Committee.

Within the Department we have traveled to a host of prisons, centers, and probation offices spreading the word of our services and gathering feedback on what we can do better. We also provided Reentry Skills Building Training with our Reentry Team to DOC staff throughout the state; thus far 1,500 employees have received training.

Year to date we have placed 316 offenders in RPH, which translates into \$5,205,119.00 cost avoidance for the Department. We average 15-20 placements per month. Currently 188 ex-offenders placed in RPH are employed and there have been 67 successful parole completions. We currently have 28 approved housing providers and are receiving new applications on a weekly basis.

PRISON INDUSTRY ENHANCEMENT (PIE) CERTIFICATION PROGRAM

In the 2005 session of the General Assembly the "Working Against Recidivism Act" was passed and signed into law by Governor Perdue. The passing of this bill allows the Georgia Department of Corrections (GDC) to apply and participate in the Prison Industries Enhancement certification program (PIE). PIE is a national program created by Congress in 1979 to encourage state and local governments to establish employment opportunities for prisoners that are comparable to private sector work opportunities.

The PIE program allows private sector industry to establish joint ventures with state and local correctional agencies to produce goods using prison labor. Private sector industries who utilize offender labor pay wages and Workman's Compensation. The PIE program certifies and exempts state and local departments of corrections from normal restrictions on the sale of prisoner-made goods in interstate commerce. The U.S. Department of Justice's Bureau of Justice Assistance administers the PIE Certification Program through its Corrections Branch. Each certified program must be determined to meet certain statutory and guideline requirements.

PIE programs bring private sector industry to the grounds of a prison, and offenders are paid by the private sector industry for their labor. PIE provides compensation to victims, offsets the cost of incarceration, and provides savings to offenders for their transition back into the community. Prison based industries would allow the state to garner a portion of the earned wages to make offenders contribute to the costs of their own incarceration, lessen the burden of taxpayers and reduce the escalating cost of crime. The PIE program has two primary objectives:

- To generate products and services which enable offenders to make a contribution to society, help offset the cost of their incarceration, compensate crime victims, and provide support to their families.
- To provide a means of reducing offender idleness, increasing job skills, and improving the prospects for successful offender transition to the community upon release.

ENGINEERING AND CONSTRUCTION SERVICES

In the effort to provide safe and secure facilities by the design, construction and maintenance of the essential physical infrastructure, Engineering and Construction Services (ECS) develops, designs, and constructs new facilities and manages the maintenance of existing facilities. Also, using inmate labor under staff supervision, ECS builds, remodels, and restores facilities for other governmental entities on a limited basis. ECS enhances GDC's Core Goal of Public Safety by providing safe and secure and well-maintained infrastructures and systems.



Although the Engineering and Construction Services Section consists of four (4) operational units (Architectural & Engineering, Inmate Construction, Capital Asset and Technical Support) and one (1) administrative unit (Business Support), Engineering and Construction Services acts as a team. Many projects are designed by the Architectural and Engineering Unit and constructed by the Construction Services Unit. Each unit supports the others. For example, the Business Support Unit is critical to all units. They process invoices, purchase items for construction and ensure the smooth functioning of the Engineering and Construction Services Unit.

Ultimately, Engineering and Construction Services is a customer service organization, which is a part of the Operation, Planning and Training Division. Our Customers consist of State Prisons, Diversion Centers, Probation Detention Centers, Transitional Centers, Pre-Release Centers, Food and Farm and Community service projects. The foundation of our service is to providing safe and secure facilities by the design, construction and maintenance of the essential physical infrastructure of the Departments facilities. This goal is accomplished with the use of staff, hiring of architects, engineers, consultants, construction companies and using inmate labor under staff supervision. Our role is to assure projects are being delivered on budget, perform as intended, and are delivered on time.

Among the many projects and achievements of Engineering and Constructions Services in 2007, some of the most notable are:

1. Prepared contracts and constructed multiple bed space projects, warehouses, State Prison fire stations, along with many other departmental projects amounting to approximately 3.6 million dollars with a savings to the department of approximately 2.3 million.
2. Performed maintenance & repairs at multiple facilities statewide. Also instituted preventative maintenance procedures statewide for consistency and cost savings.
3. Began replacing sensor cables at prisons and completed detection electronics at older PDS institutions, resulting in the replacement of failed security systems at Smith SP & Coastal SP. Projects ongoing at other institutions.
4. Instituted safety training including operation of heavy equipment & tool control.
5. Continued concern effort to address erosion control associated with construction projects and established conservation practices including water, electric, natural gas, etc.
6. Began monthly staff call for all GEMA staff to keep employees informed, air grievances, and establish continuity in the work place.
7. Responded to requests from cities, counties, and other governmental entities with varies construction projects.
8. Participated in all facets of the HQ relocation, which is underway.

COMMUNICATIONS CENTER

The Communications Center is a 24-hour multi-operational call center that receives and assesses routine and critical information reported by correctional institutions and facilities concerning incidents, activities, situations, etc. Upon receiving a call the information is assessed and disseminated to executive and emergency personnel based on established guidelines. Personnel assigned provide support services for the Georgia Board of Pardons and Paroles as well as other federal and state criminal justice agencies. The Communications Center also assists in the execution of investigative tasks via the Georgia and National Crime Information Center using the Criminal Justice Information System Network.

During Fiscal Year 2007, the Communications Center:

1. Processed 81 escape/absconder warrants in the National Crime Information Center Database within hours of their flight from custody.
2. Provided investigative support to U.S. Marshal's Southeast Regional Task Force that resulted in removal and return of 73 escaped felons back to state custody.
3. Provided after-hours administrative and GCIC support to the Pardons and Paroles Board by entering 2,264 holds on parolees after-hours. Cost analysis reflected a savings of over \$85,629.60* in salaries for the Parole Board.
4. Completed over 298 criminal history record checks using the Criminal Justice Information System Database. Cost analysis reflected a savings of \$8,940.00** in fees which is the average cost of a criminal history record check by law enforcement agencies.
5. Successfully upgraded 11 positions to Correctional Officer positions.
6. Contributed to successful 2007 legislation granting the GDC Commissioner authority to sign and execute felony warrants for GDC inmates that escape from custody.

* Average salary for 3 Parole Officer with each salary estimated at \$28,543.20 for after-hour support

** Average cost for criminal history record checks is estimated at \$30.00 per inquiry



FIRE SERVICES

Georgia Department of Corrections Fire Services exists to provide a professional level of fire safety and life safety in the state prison system, and to manage a model inmate firefighter program to provide fire protection for all staff and inmates in Georgia Department of Corrections' Facilities. There are nearly 150 state inmates involved in the fire services program. They are required to successfully complete 240 hours of training before becoming certified as firefighters. They receive 40 hours of training each month in fire-related subjects. Prior to responding to an emergency call, each inmate must satisfactorily complete 60 hours of basic firefighter training in subjects specified by the Georgia Fire Academy. Corrections also operates and maintains inmate rake teams, which are specially trained to suppress forest fires in the north Georgia mountains and in other regions across the state.

GDC Fire Services strives to find better ways of protecting the lives and property of our fellow staff, inmates, and citizens in communities surrounding our facilities (through education, prevention, training, and suppression) from the ravages of fire and other disastrous incidents.

Fire Services Significant Facts for 2007:

State Prison Fire Stations: 18
County Prison Fire Stations: 4
Wild Fire Rake Crews: 7
Total Incident Call Responses: 4,013
Fire Emergency Responses: 3519
Institutional Fires: 125
Facility Fire Inspector Classes: 2 with 52 students
Training Hours: 440
Buildings Inspected: 914
Construction Permits Issued: 2
Certificates of Occupancy Issued: 9



Significant Achievements by GDC Fire Services in 2007

1. Six (6) fire stations have been added to our list of stations that house inmates; providing increased protection to the surrounding communities by decreasing response times.
2. Firefighter staffing has significantly increased due to efforts to consistently inform all parties involved.
3. Put Lee Arrendale State Prison all-female fire station into full operation.
4. After testing institutional mattresses to find a mattress that meets National Fire Protection Association standards, have replaced Neoprene Core Mattresses that cost \$92.00, to treated Cotton Core mattresses that cost \$42.00. In the past fiscal year, the State of Georgia purchased 7,799 mattresses at a savings of \$50 per mattress, a savings of \$389,950.00.
5. Transitioned 9,000 institutional portable fire extinguishers that must be hydrostatically tested every six (6) years by an outside vendor to having them tested at six (6) of our fire stations. Outside vendors charged \$20.00 each for testing. GDC Fire Services is able to test each extinguisher for \$1.00, for an annual cost avoidance of \$28,500.
6. Fire Chiefs are now assisting the Corrections Academy by providing instructors for the Fire Safety section of Basic Correctional Officer Training.
7. We acquired two (2) previously used apparatus, fire trucks, from local communities, had them repaired and put in service to replace antiquated equipment.
8. By expedient turnaround of 1-3 weeks of building plans review we have saved Engineering and Construction Services hundreds of man-hours from a previous system of 2–3 months turnaround by State Fire Marshal's Office.
9. ***GDC's Fire Services provided major assistance in the protection of life and property during the largest wildfire in Georgia's history.*** A total of 25 GDC Firefighter and Rake Crews, rotating in shifts of 5-7 crews per week, served in this mission from 17 April to 5 June 2007. Over 70 GDC staff and 119 inmates worked at least one week in support of the fire suppression effort. This was an extraordinary mission because our inmate firefighter crews volunteered to serve in firefighter operations. Homeland Security assignments such as this one gave all of the inmates an opportunity to give back to the citizens of Georgia in a very meaningful way. Corrections staff and the inmate crews worked directly with local law enforcement and personnel from the Georgia Emergency Management Agency, the Georgia Forestry Commission and the National Forestry Commission.

CORRECTIONS DIVISION



// In a good-to-great transformation, people are not your most important asset. The *right* people are. //

Good to Great... Jim Collins First who...then what. page 51



Arnie DePetro
Director

Regular Probation Supervision

Probationers must report to a probation officer, maintain employment, submit to drug and alcohol screens, and comply with all court-ordered requirements.

Intensive Probation Supervision

When more structure is needed than regular probation supervision provides, a judge can order intensive probation supervision where the probationer is closely monitored by a team of officers.

Specialized Probation Supervision

Offenders who have committed sexual crimes, crimes against children, or crimes of family violence may be subject to specialized, highly-monitored probation supervision.

Community Service

As a condition of a sentence, probationers may be required to provide unpaid service to their community in addition to or in lieu of fines and fees.

Day Reporting Center

To deal with the most severe cases of alcohol and substance abuse among the probation population, DRCs are available in some circuits to provide intensive treatment. Offenders attend classes and counseling sessions, and are tested for drugs and alcohol frequently. Probation follows release.

State Prison

State prisons house violent or repeat offenders or nonviolent inmates who have exhausted all other forms of punishment.



CORRECTIONS DIVISION

County Prison

Some low-security, long-term state prisoners are incarcerated at county work camps. They provide unpaid, yet highly skilled, work to the counties in which they are housed.

Pre-Release Center

The mission is to address the re-entry needs of offenders in order to reduce their risk to re-offend thereby increasing public safety. These facilities provide a secure environment in which to target the re-entry needs of inmates within two years or less to serve.

Inmate Boot Camp

An option to which the Board of Pardons and Paroles refers offenders and which combines discipline, hard work and drug-education programs for non-violent offenders. Successful participants are released to parole supervision.

Transitional Center

Both the Georgia Board of Pardons and Paroles and the Georgia Department of Corrections refer offenders to the transitional center. The goal is to provide an opportunity for offenders to gradually re-integrate into the community. Offenders work while at the center, and are able to start a savings account that will assist in the transition back into society. The center deducts room, board, family support, restitution, and fees from the offenders' paycheck.

Detention Center

A probation detention center is a minimum security facility for confining offenders. The offenders perform unpaid community work, receive treatment and are eventually released to probation supervision.

Probation Boot Camp

Boot camps are a residential option which combines discipline, hard work and drug-education programs for non-violent offenders. Successful participants are released to probation supervision.

Diversions Center

A judge may order probationers to stay at a diversion center where they work a paying job in the community and/or participate in treatment options. The center deducts room, board, family support, restitution, and fees from the offenders' paycheck.



The Corrections Division is responsible for the direct supervision of all offenders sentenced to the Georgia Department of Corrections in the following facilities:

- 37 state prisons
- 3 private prisons by contract
- 24 county prisons by contract
- 12 transitional centers
- 1 inmate boot camp
- 1 probation boot camp
- 49 *Probation Circuit Offices*
- 7 *Pre-Release Centers*
- 5 Day Reporting Centers

Overall, the Corrections Division is responsible for over 53,000 inmates and 142,000 probationers.

SPECIAL OPERATIONS

The Special Operations Section of the Corrections Division oversees internal processes that support the Division's primary task of supervising offenders.



GDC Tactical Squads: There are currently 23 Tactical Squads based at facilities across the state. Each squad has 12 Correctional Officers who receive extensive training on riot and crowd control, firearms, chemical munitions, and other less than lethal munitions. This staff is also responsible for hostage rescue. Both Tactical Squads and regionally assigned Hostage Negotiators have received training for dealing with hostage situations.

Canine Units: The Canine Units are based at 12 separate facilities across the state to provide the most effective coverage to meet the needs of GDC and our law enforcement partners across the state. There are currently 29 canine handlers and 47 bloodhounds trained specifically for inmate tracking. There are also four dogs of different breeds trained specifically for explosive detection and 28 dogs of different breeds trained specifically for narcotics detection. There is also one dog trained specifically for cadaver detection. These handlers and their dogs continue to provide direct support to the Corrections Division and to local, state, and federal agencies who request assistance. All narcotics detection canines and all explosives detection canines are certified by nationally recognized canine training organizations.

Correctional Emergency Response Teams (CERT): There are currently 29 CERT Teams based at facilities across the state. Each team has a team leader and five correctional officers. Each team receives extensive training on managing non-compliant offenders in day-to-day facility operations. CERT staff also receives advanced training in cell extractions, chemical munitions and less lethal escorts and transports, inmate searches, interview and interrogation techniques, and security threat groups.

Inter-Agency Liaison: The Georgia Department of Corrections is a part of the state's overall law enforcement and criminal justice system. The role of the Inter-Agency Liaison is to maintain and strengthen those ties by serving on inter-agency task forces and representing the agency in state and national level policy meetings.

An example of GDC's inter-agency commitments is providing staff and other related support to assist disaster relief in Mississippi and Louisiana during the aftermath of Hurricane Katrina.



FACILITIES OPERATIONS

Facilities Operations is responsible for the safe and secure operations of Georgia's residential facilities. Residential facilities are reserved for those offenders who have been determined to be a high risk to public safety and cannot remain in the community. There is a wide range of residential facilities. There are community-based centers from which low-risk offenders are allowed to leave each day to work in the community, but there are also maximum-security prisons in which high-risk inmates are confined to cells most of each day. Residential facilities are expensive, ranging in price from just below \$34 to almost \$59 per day per offender, but they are essential to protect the citizens of Georgia.

Pre-Release Centers

Seven (7) Pre-Release Centers (PRCs) are located across the state, totaling 1,314 beds. The mission is to address the re-entry needs of offenders in order to reduce their risk to re-offend thereby increasing public safety. These facilities provide a secure environment in which to target the re-entry needs of offenders within two years or less to serve. The goals of the PRC are to emphasize work and provide the inmate with work experience. By providing additional work opportunities prior to release, the offender's work ethic will be enhanced. In addition, two key elements are assisting the inmate in locating suitable housing and meaningful work upon release. In some cases, the expectation is to further facilitate rehabilitation by transitioning the offender to work release programs. Providing evidence based programs that target crime-producing behavior is an essential element of the PRC. These programs focus on changing criminal thinking and reducing criminal behavior. Risk factors such as *criminal thinking*, *substance abuse*, *low education levels*, and *lack of employment skills* represent needs, that when addressed, are associated with reductions in recidivism. Assessments are used to identify offenders in need of risk-reduction interventions.

Probation Boot Camps

There is one Probation Boot Camp in Georgia and it is the West Georgia Probation Boot Camp in Bremen. The facility can house up to 192 male felons. Probationers may be sentenced directly to the boot camp by the courts or as a result of a revocation action. A candidate for the probation boot camp must be at least 17 and no older than 30 at the time of sentencing; has no previous period of incarceration in an adult penal institution; has no known contagious or communicable disease; has no known physical limitation that would exclude strenuous labor and physical activity; and has no known mental disorder or retardation that

would prevent participation in a program that requires intensive interaction and strenuous physical activity. The camps are highly structured with a military regimen. Offenders work during the day in the facility or in the local community doing public service work. Risk reduction programming, particularly in the area of substance abuse, is provided in the evening hours.

Inmate Boot Camps:

There is one Inmate Boot Camp in Georgia that is co-located within Burruss Correctional Training Center in Forsyth. There are 380 Inmate Boot Camp beds, all reserved for male felons. The State Board of Pardons and Paroles chooses inmates for the boot camps from those who have been sentenced to prison. Inmates who successfully complete the three-to-four month program are released on parole regardless of their original sentence length.

A candidate for the boot camp must be at least 17 and no older than 30 at the time of sentencing; has no previous period of incarceration in an adult penal institution; has no known contagious or communicable disease; has no known physical limitation that would exclude strenuous labor and physical activity; and has no known mental disorder or retardation that would prevent participation in a program that requires intensive interaction and strenuous physical activity. The camps are highly structured with a military regimen. Offenders work during the day in the facility or in the local community doing public service work. Rehabilitative programming, particularly in the area of substance abuse, is provided in the evening hours.

DIVERSION CENTERS

Probationers may be sentenced directly to a diversion center or may be sent there as part of a revocation or sentence modification. The centers are residential, but probationers hold paying jobs in the local community. All paychecks are sent directly to the centers, which deduct room and board, restitution, fines, fees, and other court ordered monies before depositing the remainder in an account for the probationer. If the probationer has a family, support for the family is also withdrawn from this account. The probationer may make small withdrawals from the account for transportation to and from work, maintenance items, or small incidentals. The centers are community-based, and efforts are made to help the offender to develop or maintain pro-social ties with both family and community.

There are 10 diversion centers around the state, four of which have units for female probationers. The total capacity of diversion centers is 828 with 106 beds designated for females.

Diversion Centers Population

At the end of FY07, there were 765 probationers in the centers.

Crime Type	Center Population End of FY07
Violent	95
Property	328
Drugs	270
HTV/DUI	12
Sex Offenses	7
Other	53
TOTAL	765

Cost and Contributions

The cost for diversion centers is \$17,713 per year. However, the cost is offset by the room and board collections that are returned to the State of Georgia. This offset lowers the actual cost to the state to \$11,063 per year per offender. The minimum length of stay in a diversion center is approximately three months. The average length of stay in a prison is almost three and a half years. The cost of a year in a prison per inmate, approximately \$18,852, is sufficient to confine only one offender. The cost of a year in a diversion center is sufficient to confine almost four offenders. Offenders in prison pay no taxes and pay no family support, while residents of the diversion centers do both.

TRANSITIONAL CENTERS

After a long term in prison, selected inmates are slowly reintegrated back into society with a job and enhanced prospects for stability. Research has shown that offenders who have the opportunity to re-enter the community after a stay in a transitional center are up to a third more likely to succeed in maintaining a crime-free life.

At the end of FY2007, there were 2,605 transitional center beds available statewide with 224 of them designated for women. This marked an increase of over 670 beds from the FY2006 total. Either the State Board of Pardons and Paroles or the prison staff must refer an inmate for the program. The decision about which inmates are sent to a transitional center is based on criminal history, behavior while incarcerated, and a number of other factors.

One function of the transitional centers is to provide "work release" opportunities, allowing inmates to obtain and maintain a paying job in the community while requiring them to conform to the structure of the center. The inmates live in the center, participate in a number of programs, and complete assignments to contribute to the upkeep of the center.

Wages earned by work release inmates are sent directly to the center. Employers are required to deduct taxes as appropriate. A portion of the wages is applied to room and board and another portion to any outstanding fines, fees, or restitution. If the inmates have minor children, they are required to provide family support for them. They may have a small allowance for transportation and incidentals, but all other funds are placed in an account until they are released from the center. Most inmates stay in a work release program for approximately six months and are then released on parole or, if the entirety of their sentences has been fulfilled, to the community.

The transitional centers also provide housing for low risk "maintenance" workers. These inmates are not participants in the work release programs although they may have access to the programs in the centers. The maintenance inmates are assigned full time to maintain the facility or other state facilities in the area. For example, approximately half of the inmates assigned to the Atlanta Transitional Center are maintenance workers who provide details to the Governor's Mansion, the State Capitol Complex, and the State Highway Patrol Headquarters. These inmates are not paid any wages. They may stay at the facility for longer periods of time. Many transitional centers are in renovated buildings.

There are 12 transitional centers, including one for women. The average cost per day is \$39.36 with a cost to tax payers of \$34.42 per day. However, the contributions of the work release inmates to the local tax base, to their families' support, and to their room and board offset the total cost to the state.

PROBATION DETENTION CENTERS

A probation detention center (PDC) is a minimum-security facility for confining probationers. Offenders may be sent directly to the center as a sentencing option or if they prove unable to fulfill their probation obligations in the community, they may be sent to the detention center as a result of a revocation proceeding.

PDCs provide a sanctioning option for probationers who require more security or supervision than that provided by regular community supervision or a diversion center but may not qualify for a boot camp. The centers are highly structured with regimented schedules that include supervised, unpaid work in surrounding communities and programming geared toward making them more successful in the community. There are 20 PDCs currently in operation with a total of 3,754 beds. Three centers house women - over 580 beds.



There are two facilities that specialize in providing probationers with severe substance abuse problems, the Bainbridge Probation Substance Abuse Treatment Center (BPSATC) the Arrendale Probation RSAT (APR). The BPSATC began accepting male offenders in late FY2002. This is a residential center for 192 male probationers who have demonstrated chronic substance abuse problems. The program has advanced cognitive-behavioral substance abuse treatment with a complete mental health component. The center was originally designed for use by only selected South Georgia circuits, but the mission has been expanded so the center can serve probationers who have not been successful at other intensive programs. APR began accepting female offenders in late FY2006, and serves all 49 Probation Circuits. This program has space for 198 female offenders, all of whom have demonstrated chronic substance abuse problems, and offers advanced cognitive-behavioral substance abuse treatment with a complete mental health component like the BPSATC.

COUNTY PRISONS

Some low -security, long-term state prisoners are incarcerated at county work camps. They provide unpaid, yet highly skilled work to the counties in which they are housed. Georgia has entered into interagency agreements with 24 counties in Georgia to lease over 5,260 beds in county prisons to house state inmates. The county prisons have assisted GDC in managing the jail backlog by providing additional bed space while GDC's inmates provide a major source of general and skilled labor to the local communities. GDC inmates assist in the maintenance of roads and parks; work at local landfills; serve on local fire crews; assist with small construction projects for government agencies, and assist local government agencies as needed.

PRIVATE PRISONS

GDC currently has contracts with private prison companies to house 4,960 inmates.

In 1997, through a bid process, GDC entered into contracts with Cornell Companies, Inc. to build and operate D. Ray James prison in Folkston, and with the Corrections Corporation of America (CCA) to build and operate private prisons in Alamo, Wheeler Correctional Facility and in Nicholls, Coffee Correctional Facility.

All three facilities opened in the fall of 1998 and have been a part of the corrections continuum in Georgia since that time.

Georgia's three private prisons are accredited by the American Correctional Association (ACA) and by the Medical Association of Georgia (MAG) as required by contract. GDC has a full-time Private Prison Monitor

overseeing the facilities' operations to ensure that all contract conditions are met and that the facility operates with a continuous focus on sanitation, safety and security. Just as in GDC facilities, inmates work on fulltime details and are afforded the opportunity to participate in a wide variety of educational classes and counseling programs.

STATE PRISONS

State prisons house violent or repeat offenders or nonviolent inmates who have exhausted all other forms of punishment. Judges may sentence offenders directly to prison or offenders may be sent to prison as a result of revocation proceedings.

Inmates in state prisons have access to classes and other services that allow them to reduce their risk to the community. See Risk Reduction Services for more information.

Offenders who are able-bodied are also assigned to work details. These may be connected to the ongoing operation of the facility, such as cooking, cleaning, laundry, or making general repairs around the facility or to more specialized details. Among these specialized details are:

- **Food and Farm Operations:** Nearly 5,000 inmates work on prison farms or in preserving, preparing, and serving foods. (See materials on Food and Farm)
- **Inmate Construction:** Inmate crews serve the construction needs of Corrections, other state agencies and communities. Carefully supervised, skilled inmates are temporarily housed in nearby facilities while completing approved renovation or remodeling jobs around the state.
- **Fire Services:** Specially selected minimum security inmates may be chosen to work in the prison fire stations responding to prison and rural fire emergencies.
- **Community Work Details:** Under supervision, low security inmates build, refurbish, and maintain prison and civic buildings, perform roadwork, clean public buildings and schools, and work at recycling centers and landfills.
- **Georgia Correctional Industries:** Up to 1,800 inmates are selected to receive on-the-job training which includes metal fabrication, optics, printing, license plates, footwear, woodworking, screen printing, upholstery, garment and chemical production.

There are 37 state prisons, three of which are designated for women. There are over 38,000 beds in state prisons (not including county or private prisons), with over 3,350 for women.

Georgia inmates are assigned to a security level after a review of factors such as inmate's sentence, nature of the crime, criminal history, history of violence, medical, and treatment risks and needs. The classification levels are:

Maximum Security

Dangerous inmates who pose a high escape risk, or have other serious problems, are assigned to this category and are housed in prisons with high levels of security.

Close Security

These inmates are escape risks, have assault histories, and may have detainers for other serious crimes on file. These inmates never leave the prison and require supervision at all times by a correctional officer.

Medium Security

Medium security inmates have no major adjustment problems and many may work outside the prison fence, but must be under constant supervision.

Minimum Security

These inmates tend to abide by prison regulations, present a minimal risk of escape, and have been judged to be a minimal threat to the community. Offenders in this security level may work outside the fence under supervision.

Trustee Security

An inmate assigned to this level has proven to be trustworthy, is cooperative, and has no current alcohol/drug problems.

Costs for various criminal justice sanctions vary greatly, depending mainly upon whether the offender is housed in a facility or lives at home, the degree of hardened construction of the facility (security level), and upon the ratio of offenders to staff, among other factors.

FY2007 Capital Outlay (construction) Costs

Minimum security prison - \$28,936

One dormitory (double bunks)

Medium security prison - \$61,341

Four general population cellblocks (double bunks)

One special management unit (single bunks)

One dormitory (double bunks)

Close security prison - \$80,046

Three close units (double bunks)

One dormitory (double bunks)

One max security unit (single bunks)

Maximum security prison - \$110,512

Two maximum security cellblocks (single bunks)



(The following Start-Up / Operating Costs are based on FY06 information. Costs for FY07 have not been compiled and released as of this time)

Start-Up cost per bed for a new or expanding facility - \$3,500

<u>Operating Costs (per offender)</u>	<u>Per Day</u>	<u>Per Year</u>
Long-term facilities		
State prisons (Close security and higher) ²	\$50.91	\$18,582
State prisons (Medium security and lower)	\$38.40	\$14,016
Average operating costs, all state prisons	\$46.14	\$16,841
Probation detention centers³	\$42.37	\$15,465
Probation diversion centers (work release)³	\$48.53	\$17,713
Minus resident payments for room & board	-\$18.22	-\$6,650
Net cost to taxpayers	\$30.31	\$11,063
Transition centers (half-way houses)^{3,4}	\$39.36	\$14,366
Minus resident payments for room & board	-\$4.94	-\$1,803
Net cost to taxpayers	\$34.42	\$12,563
Pre-release centers	\$32.62	\$11,906
Parole center (Whitworth)	\$36.04	\$13,155
Probation boot camp (West Georgia)	\$45.89	\$16,750
Probation substance abuse treatment center (Bainbridge)	\$59.13	\$21,582
<i>{Below operation cost averages based on Non-Residential programs}</i>		
Day reporting centers⁵	\$9.18	\$3,351
Community supervision on probation		
Regular probation supervision	\$1.30	\$475
Intensive probation supervision	\$3.40	\$1,241

1. Capital outlay costs here are for illustrative purposes only. Every prison is unique. Costs might vary up or down depending on many factors, including the prison's capacity, the types of programs and services it offers, and the kinds of inmates it is designed to house.

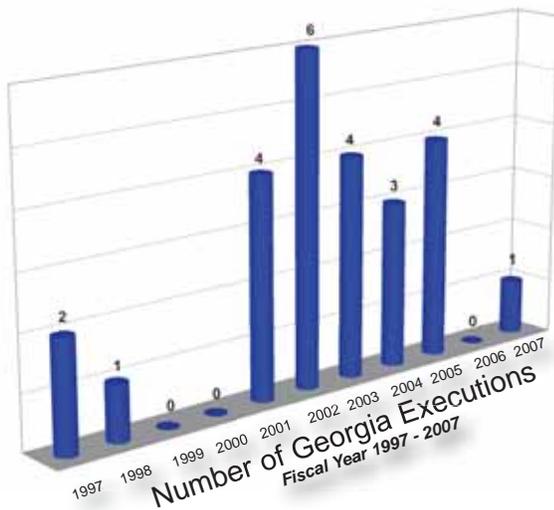
2. Operating costs for "Close security and higher" includes maximum and close security prisons, women's prisons, and diagnostic centers.

3. Short-term facilities, including detention centers, diversion centers, and transition centers, turn over their populations two or three times a year. Therefore, the cost for an individual offender will only be a fraction of the "per year" cost. In addition, diversion and transition center residents contribute part of their salaries to their own upkeep, further reducing costs to taxpayers.

4. Only centers open for the entirety of the fiscal year were used to determine the Cost Per Day and Cost Per Year figures for Transitional Centers.

5. Day Reporting Centers, midway between probation & confinement, give intensive daylong treatment & training to severe alcohol & substance-abuse probationers at high risk of revocation.

DEATH PENALTY RESPONSIBILITY



The Georgia Department of Corrections has the responsibility for carrying out sentences of death. A law, passed in FY2000, changed the legal method of execution in Georgia from electrocution to lethal injection, effective for crimes committed on or after May 1, 2000.

Anyone who commits a capital crime and receives a death sentence will be executed by lethal injection. In Georgia, over 40 men have been executed since the U.S. Supreme Court upheld Georgia's death penalty in 1976. During FY2007, one inmate was executed. At the end of FY2007, there were a total of 102 inmates under the sentence of death. 101 are male, incarcerated at the Georgia Diagnostic and Classification Prison in Jackson, and one is female, incarcerated at Metro State Prison in Atlanta.

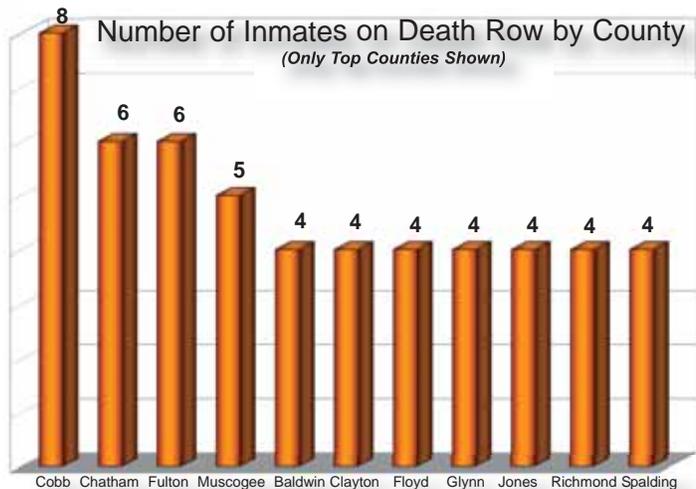
OFFENDER ADMINISTRATION

Computation Unit

This unit computes the maximum release date for new sentences, probation revocations, additional sentences, boot camp sentences, and parole revocations. It processes all amended, corrected, and modified court orders affecting the maximum release date and commutations by the state Board of Pardons and Paroles. It processes the return of inmates to county of conviction as a result of Reversals by Court of Appeals, Supreme Court of Georgia Decisions and Writ of Habeas Corpus/Mandamus actions. The unit also prepares affidavits for the Georgia Attorney General's Office.

Admissions Unit

Nearly 20,000 offenders enter the prison system each year. This unit reviews all incoming court certified sentence documents for validity and examines each supporting document for legal requirements. If there are problems, court documents are returned to the Clerks of Court for clarification, correction, or additional information. Each new inmate is assigned a number that will be used to identify the inmate and the type of sentence to be served (i.e. felony, misdemeanor, boot camp, etc.). This unit also initiates the assignment order to diagnostic centers for pickup from county jails on new entries and processes the return of inmates on parole revocations.



Releases And Agreement

More than 18,000 inmates leave the prison system each year. This unit processes releases submitted by the State Board of Pardons and Paroles and discharges based on the offender having served the maximum extent of his sentence (sometimes referred to as "maxing out"). As applicable, the unit generates the \$25.00 discharge check provided to inmates at the end of their sentences. The unit processes court orders to release inmates to the U.S. Marshal Service or other federal agencies within the state. The unit also handles intra- and inter-state detainers (including those from federal agencies such as the Immigration and Naturalization Services), conditional transfers and discharges to other states, and court production orders. This unit makes travel arrangements for inmates to attend Habeas Corpus hearings, immigration hearings, or regular court appearances.

Jail Subsidy

Offenders who have been sentenced to state custody are usually held in county jails until GDC can make arrangements to move them into a diagnostic center. The state has a period of 15 days to pick up the inmate after the sentencing materials are received. After this time, GDC pays \$22 per day for each inmate who is still housed at county jails. This unit processes the requests for payment and arranges for the payments to be made to the county.

Jail Coordination Unit

This unit is responsible for the pick-up of state sentenced inmates from county jails. All inmates must enter a Diagnostic prison for physical and mental health evaluations. About 400 inmates are transferred to the prison system weekly. These inmates are transferred to four male and one female diagnostic center. The jail coordination unit also works with the jails when problems arise concerning difficult inmates and those with medical problems.

Inmate Information Services

This unit is responsible for disseminating, verifying and certifying the incarceration history information of all inmates. This includes scanning about 600 new sentences each week to generate offender files. Documents must be scanned, indexed and maintained according to applicable retention schedules. This unit also provides general details according to law and policy to citizens, law enforcement personnel and attorneys, the court circuits and other state agencies. The staff also manages all medical records of inmates according to HIPPA and the Open Records Request Act. The volume of incoming requests for medical files ranges from 125-175 requests per month.

Inmate Classification

This unit reviews the information and recommendations in individual diagnostic packages of all incoming inmates. Based on this and the analysis of institutional and system needs, the unit makes assignments of inmates to institutions, including all state prisons, county prisons, inmate boot camps, transitional centers and private prisons. In addition, the staff responds to requests for changes in inmate security levels, institution program placement, inmate reassignment, and special needs' placement. The unit processes all paperwork related to escapes, recaptures, and extraditions as well as executive agreements between Georgia and other states. The placement and security decisions made by Inmate Classification directly affect the safety and security of both institutions and the communities where the inmates may work.

INMATES BY COUNTY OF CONVICTION

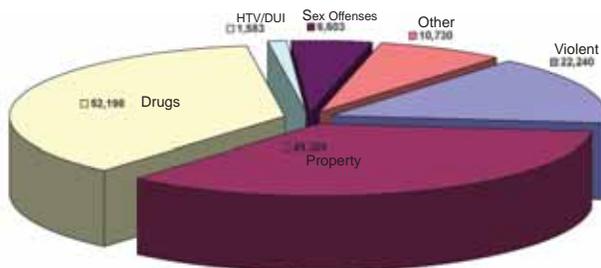
County	Men	Women	TOTAL	County	Men	Women	TOTAL	County	Men	Women	TOTAL
Appling	91	5	96	Fannin	102	6	108	Oglethorpe	48	3	51
Atkinson	38	2	40	Fayette	262	29	291	Paulding	211	14	225
Bacon	57	1	58	Floyd	785	90	875	Peach	89	1	90
Baker	14	0	14	Forsyth	260	25	285	Pickens	81	6	87
Baldwin	337	23	360	Franklin	135	9	144	Pierce	56	0	56
Banks	80	10	90	Fulton	4,147	147	4,294	Pike	41	3	44
Barrow	251	14	265	Gilmer	108	15	123	Polk	134	8	142
Bartow	538	61	599	Glascocock	3	1	4	Pulaski	72	11	83
Ben Hill	245	18	263	Glynn	445	15	460	Putnam	127	5	132
Berrien	83	12	95	Gordon	281	30	311	Quitman	13	0	13
Bibb	997	54	1,051	Grady	218	12	230	Rabun	65	6	71
Bleckley	94	11	105	Greene	108	7	115	Randolph	43	1	44
Brantley	49	4	53	Gwinnett	1,586	141	1,727	Richmond	1,808	104	1,912
Brooks	71	0	71	Habersham	119	9	128	Rockdale	407	31	438
Bryan	95	8	103	Hall	749	61	810	Schley	24	0	24
Bulloch	465	24	489	Hancock	34	2	36	Screven	135	8	143
Burke	198	9	207	Haralson	82	5	87	Seminole	65	7	72
Butts	150	7	157	Harris	105	3	108	Spalding	579	47	626
Calhoun	41	4	45	Hart	108	3	111	Stephens	172	22	194
Camden	142	9	151	Heard	58	6	64	Stewart	35	2	37
Candler	82	3	85	Henry	506	50	556	Sumter	235	15	250
Carroll	526	53	579	Houston	575	45	620	Talbot	38	3	41
Catoosa	259	24	283	Irwin	61	2	63	Taliaferro	14	2	16
Charlton	56	3	59	Jackson	195	16	211	Tattnall	158	6	164
Chatham	2,291	122	2,413	Jasper	60	3	63	Taylor	75	4	79
Chattahoochee	18	0	18	Jeff Davis	79	3	82	Telfair	131	12	143
Chattooga	229	26	255	Jefferson	99	3	102	Terrell	78	2	80
Cherokee	525	51	576	Jenkins	69	6	75	Thomas	297	21	318
Clarke	456	28	484	Johnson	56	2	58	Tift	322	13	335
Clay	24	2	26	Jones	138	9	147	Toombs	251	20	271
Clayton	1,559	121	1,680	Lamar	78	7	85	Towns	29	5	34
Clinch	46	4	50	Lanier	41	4	45	Treutlen	70	2	72
Cobb	2,535	243	2,778	Laurens	290	23	313	Troup	675	60	735
Coffee	213	20	233	Lee	78	3	81	Turner	70	4	74
Colquitt	300	16	316	Liberty	245	13	258	Twiggs	44	5	49
Columbia	294	21	315	Lincoln	44	0	44	Union	56	2	58
Cook	135	10	145	Long	86	3	89	Upson	236	22	258
Coweta	514	40	554	Lowndes	593	29	622	Walker	370	44	414
Crawford	20	4	24	Lumpkin	84	6	90	Walton	298	17	315
Crisp	275	20	295	Macon	71	3	74	Ware	335	20	355
Dade	143	13	156	Madison	143	9	152	Warren	41	3	44
Dawson	86	8	94	Marion	49	2	51	Washington	113	6	119
Decatur	287	22	309	McDuffie	191	11	202	Wayne	150	15	165
DeKalb	2,942	148	3,090	McIntosh	66	3	69	Webster	12	1	13
Dodge	164	9	173	Meriwether	197	12	209	Wheeler	28	1	29
Dooly	97	4	101	Miller	33	1	34	White	74	9	83
Dougherty	951	65	1,016	Mitchell	180	18	198	Whitfield	697	80	777
Douglas	1,086	109	1,195	Monroe	177	16	193	Wilcox	60	3	63
Early	74	0	74	Montgomery	43	1	44	Wilkes	75	5	80
Echols	11	0	11	Morgan	85	7	92	Wilkinson	61	2	63
Effingham	153	15	168	Murray	239	18	257	Worth	141	6	147
Elbert	158	11	169	Muscogee	1,743	117	1,860	Not Reported	2,578	217	2,795
Emanuel	146	9	155	Newton	522	41	563				
Evans	81	3	84	Oconee	55	4	59	TOTAL	49,655	3,515	53,170

PROBATION OPERATIONS

PROBATION STATE VIEW

Probation is the most frequently used sentencing option in Georgia. During FY07, more than twice as many offenders were admitted to state probation (46,325) as were admitted to prison (19,916).

Probation supervises 64% of all offenders under state correctional supervision. Prisons and other residential facilities supervise 25% and Parole supervises 11% of the state correctional population. Probation officers are still assigned in each of the 49 judicial circuits in the State of Georgia. Each circuit has at least one and sometimes several probation offices. There are over one hundred full and part time offices. The cost of probation supervision varies based on the type of supervision being provided. Standard probation supervision costs \$1.30 per probationer per day. Intensive or Specialized Probation Supervision costs \$3.40 per day.



Active Probationers by Crime Type

COURT SERVICES

The Statewide Probation Act of 1956 created probation as a statutory alternative to incarceration. Originally, this Act was interpreted to require one officer in every judicial circuit to assist the judge. Now probation is recognized as a critical component of the correctional system. They are present in the courtroom and prepare some of the legal documents required as a part of the sentencing and revocation processes. Judges of Superior Courts depend on probation officers to provide information and, in many cases, make recommendations in the disposition of criminal actions. Officers also supervise probationers according to the court-ordered conditions and the risk posed to public safety, providing accurate documentation and feedback to the court as necessary.

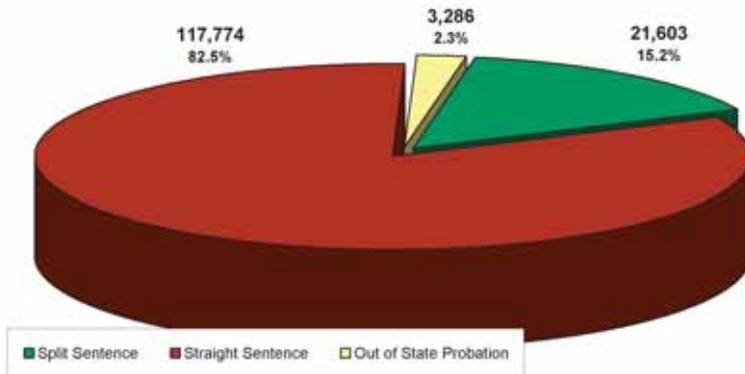
Crime Type	Population End of FY07
Violent	22,240 (15.6%)
Property	49,309 (34.6%)
Drugs	52,198 (36.6%)
HTV/DUI	1,583 (1.1%)
Sex Offenses	6,603 (4.6%)
Other	10,730 (7.5%)

FIELD OPERATIONS

Fiscal year 2007 began with 137,748 probationers under field supervision. By the end of the fiscal year, the population was 142,663, an increase of 3.5% over FY2006 figures. At the same time, the number of misdemeanants under supervision continued to fall, and by the end of the fiscal year, represented less than 1% (814) of the probation population.

The most common crime type was drug-related crimes, sales and possession, (37%), but property crimes were a close second (35%). There were 28,843 offenders on probation for violent or sexual crimes.

Probationers under state supervision are assessed to determine their level of risk for re-offending. They are supervised according to results of the assessment. This allows more time and effort to be devoted to those offenders who pose the most risk to the community.



Active Probationers by Case Type

As a condition of their probation, offenders must agree to allow probation officers to visit them in their homes and workplaces. Officers may also require probationers to come to the probation office to report. Depending on the specific conditions in the court order, probationers may be required to submit to alcohol or drug testing.

The average caseload in Georgia is approximately 210 probationers per officer. The adjacent chart shows the distribution of the street probation population, by case type, at the end of FY2007. 117,774 (82.5%) were given straight probation by the sentencing judge; 21,603 (15.2%) were given split sentence with probation to follow their term of prison incarceration; and 3,286 (2.3%) were probationers who are completing their original out of state terms of probation in Georgia.

DAY REPORTING CENTERS

Day Reporting Centers comprise a statewide program specifically for offenders with significant needs but who are not such a threat to public safety requiring supervision in a community corrections or prison setting. Offenders report each day to carry out elements of their sentences and address identified needs such as cognitive behavioral problems, academic education deficiencies, and vocational skill deficits affecting their employability and/or substance abuse programming addressing problems of addiction or abuse. Currently, there are five Day Reporting Centers in operation statewide, each serving approximately 100 offenders at any given time. These Centers are located in Rome, Griffin, Tifton, Clayton, and Macon Georgia. As part of the Day Reporting Center program, offenders are required to perform community service to the local communities to fulfill the offender's "symbolic restitution" to the community. The operating costs per offender are \$9.18 per day.

INTENSIVE PROBATION SUPERVISION

Intensive Probation Supervision (IPS) may be used as a direct sentencing option or may be used as a sanction as a result of a revocation or sentence modification hearing. IPS is available in all of the circuits. The program emphasizes high levels of surveillance and intervention for the purpose of influencing the offender's thought pattern and behavior. Critical elements of IPS supervision include mandated employment and curfew. Officers may make contact with the probationer at any time, twenty-four hours a day. House arrest may also be ordered for IPS offenders. This condition allows the offender to leave his or her home only for essential activities (e.g., work, medical attention). At the end of the fiscal year, there were 3,110 probationers on IPS.



SPECIALIZED PROBATION SUPERVISION

Specialized Probation Supervision (SPS) is a statewide program specifically for offenders who commit sexual crimes. Each circuit has at least one officer specially trained to supervise an SPS caseload. SPS is highly restrictive and structured. Travel and computer access are often curtailed, and offenders are required to keep the assigned probation officer aware of their whereabouts and activities. Probationers assigned to SPS are typically required to attend treatment by a certified provider. Sanctions are enforced if the probationer fails to attend and actively participate in treatment. It is the goal of Probation to protect the community from further victimization by sex offenders by maintaining specialized standards of supervision, providing support to victims and ensuring the offenders receive the most effective treatment possible. At the end of the FY07 there were 6,603 probationers on SPS.

Working with an offender population presents special challenges for some treatment providers and not all providers are able to meet this challenge. For example, many sex offenders are court-ordered to obtain treatment but some of the local providers did not meet the high standards set by GDC for providing a treatment regimen that properly addressed the criminal justice aspects of the deviant behavior.

Accordingly, Probation Field Operations now maintains a list of treatment providers who have the appropriate credentials and have agreed to abide by conditions set forth by the state regarding the treatment of sex offenders.

Probation officers collect DNA samples from probationers convicted of certain sex crimes using a buccal swab technique. This procedure is performed by rubbing a sterile cotton swab against the inside of the probationer's cheek. The swab is then sent in a sealed container to the crime lab at the Georgia Bureau of Investigation after documenting the testing electronically. The lab adds the sample results to its existing database of DNA to assist in identifying repeat offenders and, in some cases, eliminating suspects.

Since 1996, sex offenders have been required to register on the Sex Offender Registry maintained by the Georgia Bureau of Investigation. In July 1999, Probation received the technology to send the information and a digital photograph of the offender directly from the field offices into the database. Citizens may access the database through the GBI website or links from the GDC public website.

Global Positioning Monitors also play a part in enhancing the safety of the community. The purpose of the monitors is to establish the distance between probationers' residences and places where potential victims congregate. If the officers know that the offender lives close to potential victims, the officers will have the opportunity to intervene before the probationer can re-offend. In some cases, probationers are required to relocate their residences to avoid victim groups.

COMMUNITY SERVICE

As part of the offender's "symbolic restitution" to the community, the probation sentence may include a requirement that the offender perform a specified number of hours of unpaid labor for local government or nonprofit agencies. This community service requirement sometimes takes the form of unskilled labor such as picking up trash along roads or working on the landscaping of public buildings. Other more skilled activities have included mechanical work on government vehicles, extensive landscaping, remodeling public buildings, electrical wiring, plumbing and painting. Community Service crews also often assist in cleanup after disasters such as tornados. Many communities continue to rely on the community service workforce to collect refuse, maintain local facilities, operate recycling centers, and perform minor construction and renovation at parks or other public areas.

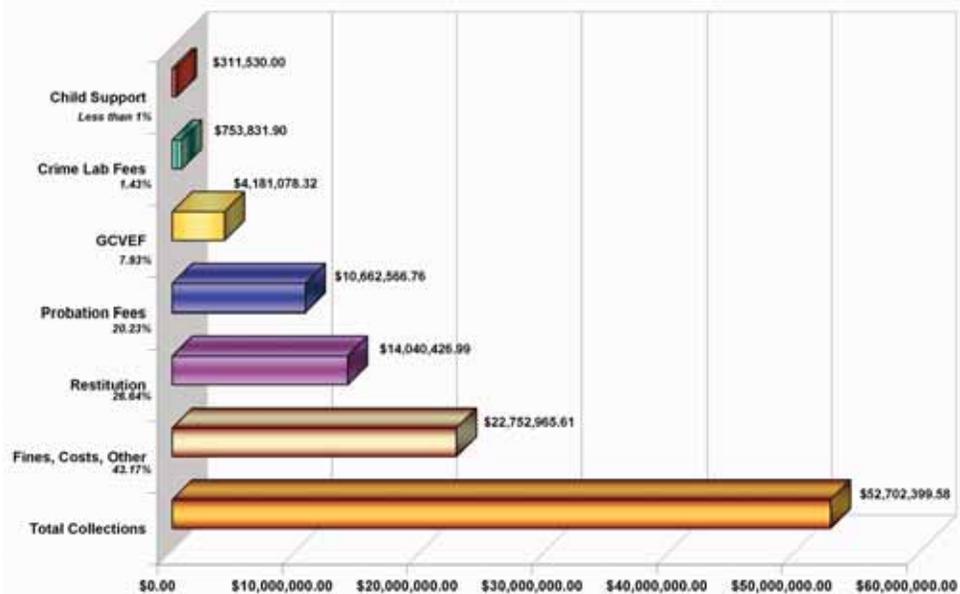
During FY2007, probationers worked over 891,235.64 hours of skilled and unskilled community service. Although there is an increasing amount of skilled labor involved in the tasks performed by probationers doing community service work, calculation of the value of community service hours is based on the minimum wage of \$5.15 per hour. At this rate, the work was worth over \$4.5 million.

Along with monitoring the activities of the probationers, probation officers have a responsibility to collect court ordered fees, fines, and restitution from them. In accordance with OCGA 42-8-34, probation officers collect \$23 or \$29 in fees from each actively supervised probationer each month.

Three or nine dollars of this is for the Georgia Crime Victims Emergency Fund. (Probationers convicted of crimes committed after May 13, 2002 are required to pay \$9 per month for the Crime Victims Fund.) One-time fees (\$50 for felonies and \$25 for misdemeanors) are collected to support the Georgia Bureau of Investigation Crime Lab. Each court may add other fees and fines. The court may require restitution be paid to the victim. In this case, the offender usually pays at the probation office and the funds are then sent to the victim.

Including the value of community service, probation staffs were instrumental in collecting over \$57 million for the State of Georgia and the victims of crime.

During FY2007, there were 48,369 releases from probation, with the majority being released having fulfilled the court orders of probation. A total of 2,923 of the 142,663 offenders on probation committed new crimes while under supervision. These offenders were sent to prison.



FOOD & FARM SERVICES

Food and Farm Services feeds 42,000 inmates per day at a cost of \$1.48 per day per offender. The unit also negotiates and oversees contracts with other state agencies to feed 5,300 inmates. Food and Farm Services uses a 28-day master menu serving 3,000 calories per day. A statewide-computerized inventory system is used for cost control and warehouse shipping.

Across the state, the section oversees 14,196 acres. Overall 45 percent of the food consumed by the inmate population is produced on GDC farms. This includes all of the milk, eggs, beef and pork as well as 100 percent of the canned vegetables that can be grown in the Southeastern United States.

SITE	ACREAGE	PRODUCE
Rogers SP Farm	9,600	Canned vegetables, milk, beef, pork, & eggs
Montgomery SP Farm	43	Eggs
Wayne SP Farm	132	Fresh fruits & vegetables, as well as feed
Dooly SP Farm	125	Fresh fruits & vegetable, as well as feed
Joe Kennedy Farm	2,600	Beef & commodities for livestock feed
Middle Georgia Regional Farm <i>(consists of farms at Milledgeville, Johnson)</i>	1,100	Beef & commodities for livestock feed
Lee Arrendale SP Farm	596	Beef & commodities for livestock feed

The section oversees the operations of a canning plant, slaughter plants, meat processing plants, milk processing plants, and fresh vegetable processing facilities, as well as warehousing operations. Food and Farm Services is also responsible for managing the Department's Timber resources.

The Food and Farm Operation trains inmates in food production, processing, warehousing and preparation. Nearly 5,000 inmates are assigned to the operation: 448 in Farm Services, 75 in the Food Distribution Unit, and 4,383 in Food Service Operations.

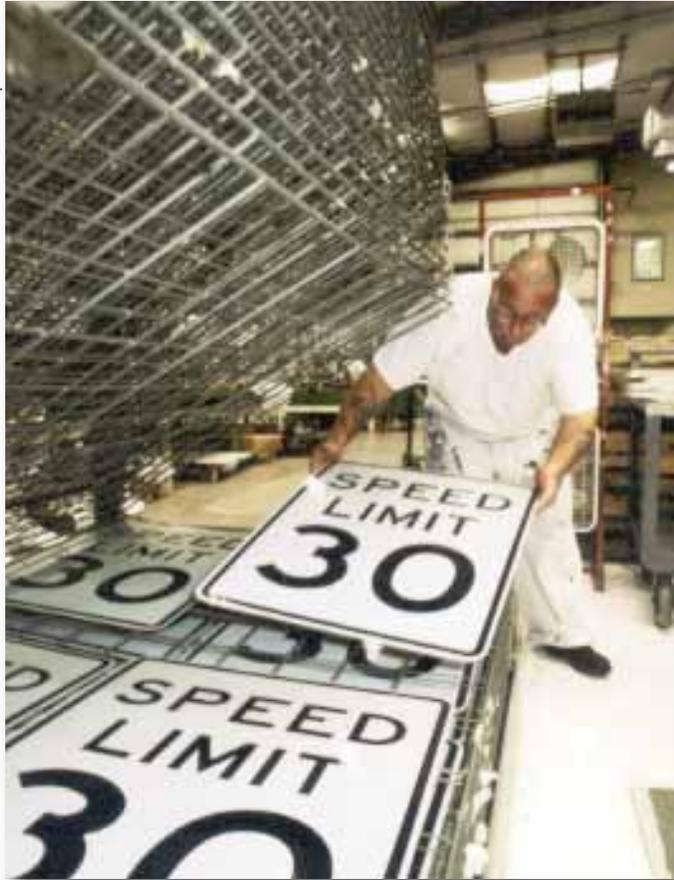


GEORGIA CORRECTIONAL INDUSTRIES

Georgia Correctional Industries (GCI) helps to ensure that time spent in prison is productive time. It does this by operating factories at 15 state prisons, providing meaningful work and valuable job training for up to 1,400 adult inmates in the state prison system. Inmates working in these factories develop marketable job skills and a positive work ethic needed for employment when they return to their community. Typically, there are over 400 GCI inmates enrolled in OJT Certificate Programs through local technical colleges. At the same time, the high-quality goods produced by these inmates are available to government agencies at a very competitive price.

GCI was created in 1960 by the Georgia Legislature as a public corporation. It is self-supporting but owned by the state. It receives no appropriation of funds from the state but relies solely on revenue generated through the sale of its products. It operates factories throughout the state, manufacturing a diverse line of products, including:

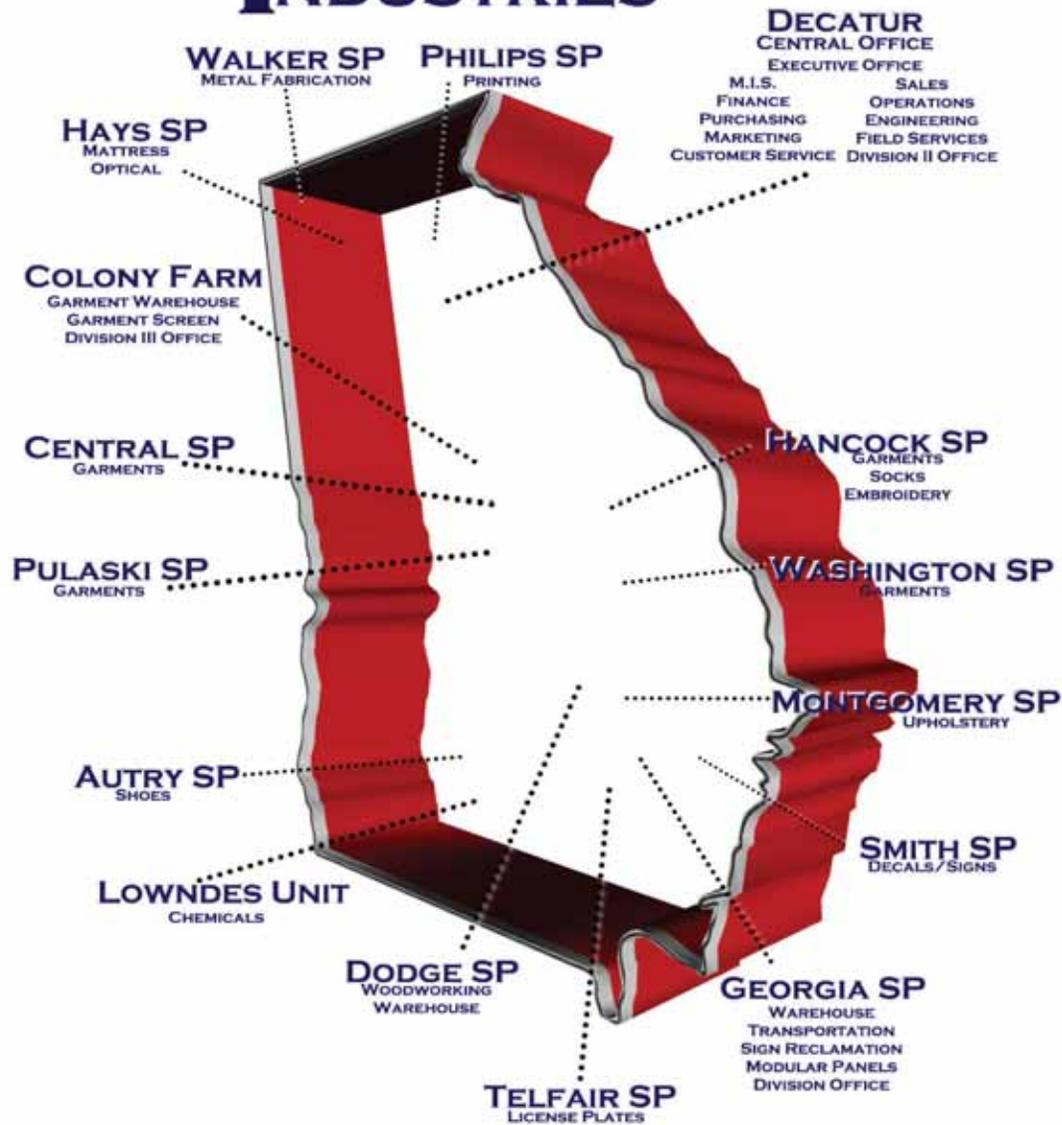
- Office Furniture
- Modular Systems Furniture
- File Cabinets
- Institutional Security Furnishings
- Janitorial and Cleaning Chemicals
- Institutional Garments and Textiles
- Knitted Raw Material Goods for Garments
- Printing Service
- Signs and Decals
- License Plates
- Shoes and Hosiery
- Mattresses and Bedding
- Custom Embroidery Service
- Prescription Eyewear
- Dispensing System Chemicals for Kitchen and Laundry



While inmates are not paid a wage for their labor, they clearly can benefit from the training they receive through GCI. In fact, GCI's operations benefit everyone involved: the inmates, the Department of Corrections, the taxpayers and the employees. GCI's sales of over \$25 million in FY2007 and over 1400 inmates working in its factories attest to its continued accomplishment of its mission.

CORRECTIONS DIVISION

GEORGIA CORRECTIONAL INDUSTRIES



GCI Plant Locations

CORRECTIONS DIVISION

ADMINISTRATION DIVISION



// ...not one of the good-to-great companies
focused obsessively on growth. //

Good to Great... Jim Collins *The Hedgehog Concept* page 111

ADMINISTRATION DIVISION

The Administration Division has two main functions in supporting the Department of Corrections:

a. Financial management involves the development, allocation and management of resources to support the operations and strategic directions of the Department. It also ensures the proper execution of agency financial transactions including purchasing, accounting and payroll. The FY2007 Annual Operating Budget for the Department is \$1,122,305,272 with an annual payroll of \$593.7 million for over 15,000 budgeted employees.

ADMINISTRATION DIVISION

b. Asset management involves ensuring that the Department is accountable for the acquisition and use of assets, and that those assets are maintained and audited according to state and federal requirements.

The Department's inventory of property items exceeds \$100 million in value and its infrastructure is valued at approximately \$2.4 billion.



Harris Hodges
Director

FINANCIAL SERVICES:

Financial Services is responsible for ensuring the integrity of the financial management system and all financial transactions made by the Department. Staff is responsible for the timely and accurate recording of revenues and expenditures. This is accomplished by three main functional areas:

- Payroll
- Accounts Payable
- Accounts Receivable

Payroll is responsible for the accurate recording of expenses associated with the Department's salaries and related deductions such as taxes, garnishments and employee benefits.

Accounts Payable is responsible for the accurate recording of expenses associated with the Department's operations other than salaries. Accounts Receivable is responsible for the accurate recording of the Department's revenue, receivables and deposits. All of the aforementioned areas are responsible for assisting the field units as needed. Also, each area is responsible for the distribution or receipt of cash associated with its related transactions.

BUDGET SERVICES:

The Budget Services Section of the Administration Division is responsible for the Agency's \$1,122,305,272 budget, which includes grants, state, federal and other funds. This section serves as the central coordinating entity for the development, allocation and management of the Department's resources. Guidance is provided to all Divisions as well as to each field and central office location to support their operations and to help them achieve their goals. Additionally, the budget team serves as liaison with the Governor's Office of Planning and Budget, the House Budget Office and the Senate Budget Office to ensure the Department's needs are funded and that the Department is in compliance with state law, policies and procedures.

BUSINESS PROCESSES:

The Business Processes Section has statewide responsibility for reviewing and monitoring the business practices and standards of the Department. This section reviews field activity on a recurring basis, which includes accounting, budget and procurement processes; motor vehicle (fleet) and property inventory; as well as numerous agency specific activities. The section's mission is accomplished utilizing field business managers who are responsible for providing technical assistance, staff training and compliance monitoring.

The Business Processes Section is also responsible for the Department's records management program, which encompasses the development and implementation of a system for retaining and destroying GDC records in conformity with the Georgia Records Act. This unit also serves as the Department's liaison with the state's Risk Management Services group in the Department of Administrative Services (DOAS), processing property loss insurance claims.

BUSINESS MANAGEMENT:

The Business Management Section provides a variety of specialized business support services to the Department. It provides business transaction and budget management support to the Corrections Division, including both facility and probation operations. This Section manages the Institutional Telephone Service (inmate collect call phone system). Contract compliance by the vendor, called party complaints, and revenue generation is monitored. This section also oversees the bidding, award and administration of contracts for certain privately provided services such as inventory supply for the inmate commissaries.

Planning for an additional mission for the Business Management Section also began in FY07. The Budget Consolidation Initiative was conceived to consolidate all GDC budget and business operations from the OPT and Corrections Divisions into the Administration Division in order to gain efficiencies in staffing, processes, and accountability. Planning began in February 2007 with the goal of full implementation by the middle of FY2008.

CARE AND CUSTODY:

The Care and Custody Program is a statewide program responsible for the purchasing, inventory management and distribution of commodities for inmates housed in correctional facilities and uniform and equipment for staff. Through this program, clothing and equipment are purchased and issued to select agency personnel and inmates are provided clothing, bedding and personal care items. The inventory and distribution system is coordinated through central office staff, two warehouse operations and field advisors, who are responsible for providing technical assistance, trouble shooting and monitoring compliance with program standards in the field.

FISCAL AUDITS:

The Fiscal Audit Section is responsible for auditing the collections of court-ordered fines, fees and restitution at collecting probation offices statewide. Inmate and commissary accounts in state prisons, and resident and vending accounts at diversion, transitional and detention centers are also audited. Additionally, the auditors complete commissary inventories and verify that pricing and general operations are in accordance with standard operating procedures. Sales in the prison commissaries exceeded \$29,000,000 in FY2007. The section also installs new accounting software and trains field staff on the use of the applications.

PURCHASING:

The Purchasing Section has delegated authority from the DOAS to acquire materials, supplies, equipment and services for the Department of Corrections. The Purchasing staff is responsible for creating internal procedures to ensure that the Department is compliant with all state purchasing policies, rules and regulations. This Section administers the purchasing card program, aids in the development of bid documents and requests for proposals. Staff participates in outreach efforts to the small and minority vendor community by participating in the Governor's Small and Minority Regional Expositions held in locations around the state and in the annual Small and Minority Business Conference. The GDC Purchasing Section manages the mailroom and mail distribution for the Department.

FY2007 EXPENDITURES

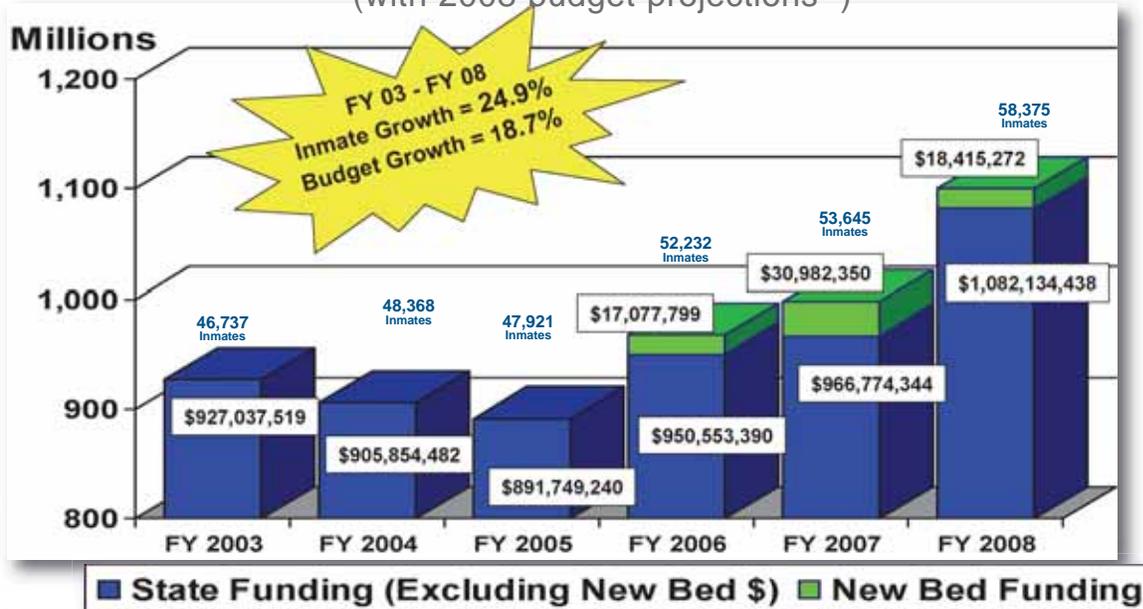
SUB-CLASS	EXPENSES
Personal Services	593,783,904
Regular Operating	69,289,263
Motor Vehicle Purchases	1,233,905
Equipment	3,206,497
Computer Charges	4,137,362
Real Estate Rentals	8,492,459
Telecommunications	9,376,029
Capital Outlay	33,152,095
Contracts	88,579,165
Utilities	35,805,690
Health Services Purchases	180,229,026
Court Costs	1,308,472
County Subsidy	37,526,555
County Subsidy for Jails	4,798,492
Central Repair Fund	384,240
Central State Hospital Meal Payments	4,338,920
Central State Hospital Utility Payments	1,741,296
Meal Payments – Public Safety	829,907
Inmate Release Funds	1,620,304
Contracts – UGA Extension Service	413,931
<u>Minor Construction Fund</u>	<u>496,067</u>
FY2007 EXPENDITURE TOTAL	1,080,743,578
State Fund Expenditures	997,422,186
Federal	16,681,900
Other	66,639,492
 Total Federal & Other	 83,321,392
 State Treasury Collections	
Probation & Crime Fees	11,016,423
TC room & board	3,497,756
<u>Misc</u>	<u>12,429</u>
Total	14,526,608
Georgia Crime Victims Emergency Fund	4,129,343

The Georgia Department of Corrections' FY2007 expenditures totaled \$1,080,743,578. Almost \$83.3 million of that amount was in non-state funds that came from federal funds (such as child nutrition, bond funds, substance abuse and violent offender incarceration); room and board fees from diversion center residents; receipts from county, city, Georgia Correctional Industries and Department of Transportation work details; monies from central project telephone funds; and other miscellaneous fund sources. Additional non-state funds that we collect that are not included in the budget (but are remitted directly to the State Treasury) are \$11,016,423 in probation and crime fees from probationers; \$3,497,756 in room and board fees from transitional center residents; and \$12,429 in other miscellaneous monies. Also not included is \$4,129,343 in victims' fees that we collected from probationers and submitted directly to the Office of Planning and Budget for the Georgia Crime Victims' Emergency Fund.

As we move forward from “**Good to Great,**” we look for ways to improve our fiscal efficiency. The following charts depict an overview of the department's operational budget history and health care costs for FY2007:

GDC 6-YEAR BUDGET HISTORY

(with 2008 budget projections*)

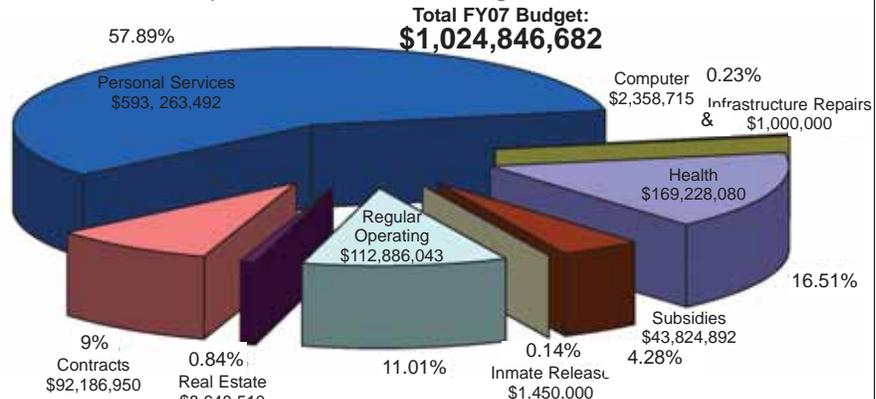


	FY2003	FY 2004	FY 2005	FY 2006	FY2007	FY2008*
Budget (State Funded)	\$927,037,519	\$905,854,482	\$891,749,240	\$967,631,189	\$997,756,694	\$1,100,549,710
Authorized Positions	16,038	15,512	15,271	15,185	15,542	15,702
Inmate Population	46,737	48,368	47,921	52,232	53,645	58,375
Filled Positions	14,513	14,096	13,739	14,207	13,929	14,124

6-Year Operational Budget History: While the inmate population grew from 46,737 in FY2003 to 53,645 (a 15% increase in FY2007), the GDC budget increased 8%. During the same period, the number of authorized positions in the department decreased by 496 from 16,038 to 15,542. Efficiencies in staffing allowed the department to supervise more inmates with less staff.

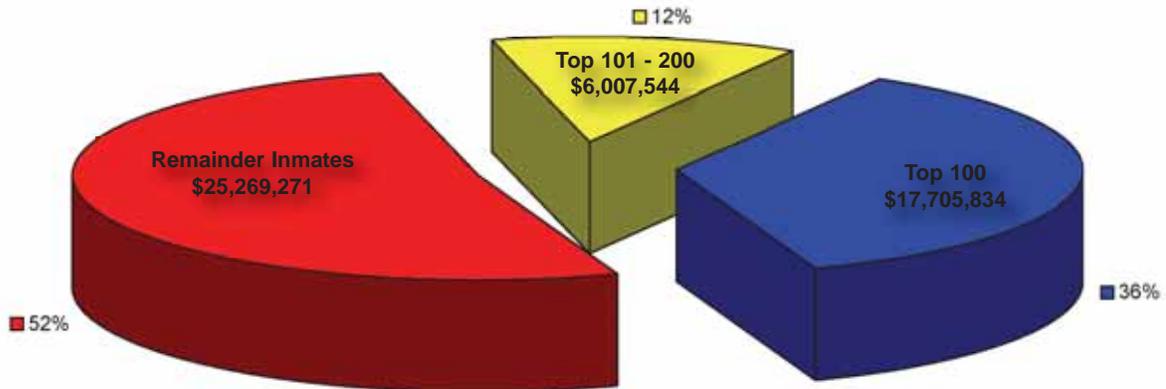
FY07 Budget Breakdown, illustrated in this chart, depicts how the FY2007 budget of \$1 billion is broken

down into major categories within the department. *The largest portion of the budget, 57.89% is for Personal Services which includes salaries and benefits for 15,500 departmental employees. The next largest category at 16.51% is to provide constitutionally mandated healthcare for the inmate population, followed by Regular Operating Expenses at 11.01%, which are the operating costs for all GDC facilities, probation offices and central office. Other categories include Contracts and Subsidies which are fees paid to private prisons, county correctional institutions and county jails for housing state inmates. Real Estate is for private property leased by GDC for probation offices and other facilities. The Computer category is for the department's information technology system. Inmate Release is for \$25 and a bus ticket home given to each inmate as they are released from custody. And finally, Infrastructure Repairs are for minor repairs to buildings and facilities.*



ADMINISTRATION DIVISION

INMATE HEALTH CARE COSTS



FY2007 INMATE CLAIMS EXPENSE

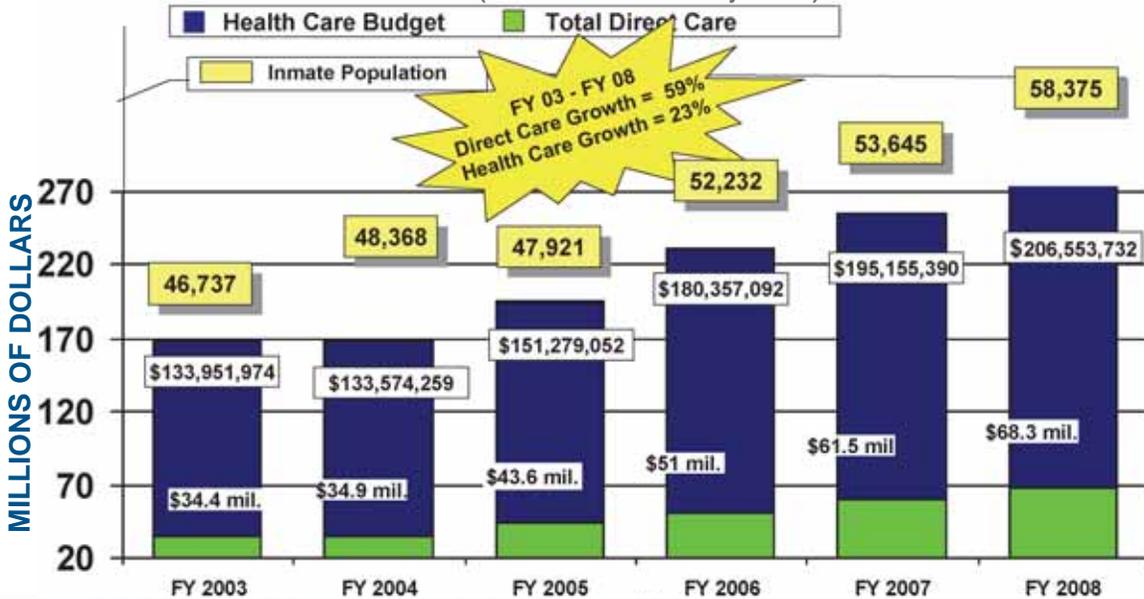
(80% of Direct Care Costs)

Direct care claims totaled \$48,982,649 in FY2007 and 48% of that total was spent on treatment for the Top 200 sickest inmates out of an inmate population of over 53,000. The Top 100 sickest inmates accounted for 36% of the total amount spent on all inmates.

GDC Inmate Healthcare Costs - 6 Year Budget History shows the growth in inmate population between FY2003 and FY2007 and the corresponding increase in cost for providing constitutionally mandated healthcare to inmates. Direct care is the fastest growing portion of the healthcare budget and is healthcare provided to the sickest inmates by medical providers outside of the prison system. While the total healthcare budget increased by 46% during this time period, the cost for direct care grew by 79%.

6-YEAR INMATE HEALTHCARE COSTS BUDGET HISTORY

(Includes 2008 Cost Projections)



ADMINISTRATION DIVISION

DIRECTORY

STATE PRISONS

Lee Arrendale SP
P.O. Box 709
Alto, GA 30510
(706) 776-4700

Augusta SMP
3001 Gordon Hwy.
Grovetown, GA
30813
(706) 855-4700

Autry SP
P.O. Box 648
Pelham, GA 31779
(229) 294-2940

Baldwin SP
P.O. Box 218
Hardwick, GA
31034
(478) 445-5218

Bostick SP
P.O. Box 1700
Hardwick, GA
31034
(478) 445-4623

Burruss CTC
P.O. Box 5849
Forsyth, GA 31029
(478) 994-7511

Calhoun SP
P.O. Box 249
Morgan, GA 39866
(229) 849-5000

Central SP
4600 Fulton Mill
Rd.
Macon, GA 31208
(478) 471-2906

Coastal SP
P.O. Box 7150
Garden City,
GA 31418
(912) 965-6330

Dodge SP
P.O. Box 276
Chester, GA 31012
(478) 358-7200

Dooly SP
P.O. Box 750
Unadilla, GA 31091

Georgia Diagnostic
&
Classification SP
P.O. Box 3877
Jackson, GA
30233
(770) 504-2000

Georgia SP
300 1st Ave., S.
Reidsville, GA
30453
(912) 557-7301

Hancock SP
P.O. Box 339
Sparta, GA 31087
(706) 444-1000

Hays SP
P.O. Box 668
Trion, GA 30753
(706) 857-0400

Homerville SP
P.O. Box 337
Homerville, GA
31634
(912) 487-3052

Johnson SP
P.O. Box 344
Wrightsville, GA
31096
(478) 864-4100

Lee SP
153 Pinewood Dr.
Leesburg, GA
31763
(229) 759-6453

Macon SP
P.O. Box 426
Oglethorpe, GA
31068
(478) 472-3400

Men's SP
P.O. Box 396
Hardwick, GA
31034
(478) 445-4702

Metro SP
1301 Constitution
Rd.
Atlanta, GA 30316
(404) 624-2200

Milan SP
P.O. Box 410
Milan, GA 31060
(229) 362-4900

Montgomery SP
P.O. Box 256
Mt. Vernon, GA
30445
(912) 583-3600

Phillips SP
2989 W. Rock
Quarry Rd.
Buford, GA 30519
(770) 932-4500

Pulaski SP
P.O. Box 839
Hawkinsville, GA
31036
(478) 783-6000

Rivers SP
P.O. Box 1500
Hardwick, GA
31034
(478) 445-4591

Rogers SP
1978 GA Hwy. 147
Reidsville, GA
30453
(912) 557-7771

Rutledge SP
P.O. Box 8409
Columbus, GA
31908
(706) 568-2340

Scott SP
P.O. Box 417
Hardwick, GA
31034
(478) 445-5375

Smith SP
P.O. Box 726
Glennville, GA
30427
(912) 654-5000

Telfair SP
P.O. Box 549
Helena, GA 31037
(229) 868-7721

Valdosta SP
P.O. Box 310
Valdosta, GA
31603
(229) 333-7900

Walker SP
P.O. Box 98
Rock Springs, GA
30739
(706) 764-3600

Ware SP
3620 North Harris
Rd.
Waycross, GA
31503
(912) 285-6400

Washington SP
P.O. Box 206
13262 Hwy. 24E
Davisboro, GA
31018
(478) 348-5814

Wayne SP
P.O. Box 219
Odum, GA 31555
(912) 586-2244

Wilcox SP
P.O. Box 397
Abbeville, GA
31001
(229) 467-3000

COUNTY PRISONS

Athens/Clarke Co. Prison
2825 County Farm
Rd.
Augusta, GA
30605
(706) 613-3400

Augusta/Richmond
Co. Prison
2314 Tobacco Rd.
Augusta, GA
30906
(706) 798-5572

Bulloch Co. Prison
17301 US 301
North
Statesboro, GA
30458
(912) 764-6217

Carroll Co. Prison
96 Horsley Mill Rd.
Carrollton, GA
30117
(912) 764-6217

Clayton Co. Prison
P.O. Box 309
Lovejoy, GA 30250
(770) 4733-5777

Colquitt Co. Prison
P.O. Box 339
2010 County Farm
Moultrie, GA 31776
(229) 616-7490

Coweta Co. Prison
101 Selt Rd.
Newnan, GA
30263
(770) 254-3723

Decatur Co. Prison
1153 Airport Rd.
Bainbridge, GA
39817
(229) 248-3035

Effingham Co. Prison
P.O. Box 235
Springfield, GA
31329
(912) 754-2108

Floyd Co. Prison
329 Black Bluff Rd.
Rome, GA 30161
(706) 236-2494

Gwinnett Co. Prison
P.O. Box 47
Lawrenceville, GA
30046
(678) 407-6000

Hall Co. Prison
1694 Barber Rd.
Gainesville, GA
30507
(770) 536-3672

Harris CCI
9982 Hwy. 16
Hamilton, GA
31811
(706) 628-4959

Jackson Co. Prison
255 Curtis Spence
Dr.
Jefferson, GA
30549
(706) 387-6450

Jefferson Co. Prison
1159 Clarks Mill
Rd.
Louisville, GA
30434
(478) 625-7230

Mitchell Co. Prison
4838 Hwy. 37 East
Camilla, GA 31730
(229) 336-2045

Muscogee Co. Prison
7175 Sacredote
Ln.
Columbus, GA
31907
(706) 561-3220

Screven Co. Prison
P.O. Box 377
Sylvania, GA
30467
(912) 863-4555

Spalding Co. Prison
295 Justice Blvd.
Griffin, GA 30224
(770) 467-4760

Stewart Co. Prison
P.O. Box 157
Lumpkin, GA
31815
(229) 838-4385

Sumter Co. Prison
P.O. Box 484
Americus, GA
31709
(229) 928-4582

Terrell Co. Prison
3110 Albany Hwy.
Dawson, GA 31742
(229) 995-5381

Thomas Co. Prison
324 County Farm
Rd.
Thomasville, GA
31757
(229) 226-4394

Troup Co. Prison
2508 Hamilton Rd.
LaGrange, GA
30241
(706) 883-1720

PRIVATE PRISONS

Coffee Correctional
Facility
(Corrections
Corp. of America)
P.O. Box 650
Nicholls, GA 31554
(912) 345-5058

D. Ray James
Correctional
Facility
(Cornell
Corporation)
P.O. Box 2000
Folkston, GA
31537
(912) 496-6242

Wheeler
Correctional
Facility
(Corrections Corp.
of America)
1100 North Broad
St.
Alamo, GA 30411
(912) 568-1731

PRISON BOOT CAMPS

Baldwin BC
P.O. Box 218
Hardwick, GA
31034
(478) 445-5218

Burruss BC
P.O. Box 5849
Forsyth, GA 31029
(478) 994-7511

**TRANSITIONAL
CENTERS**

Albany TC
304 N. Washington
Albany, GA 31701
(229) 430-3888

Atlanta TC
332 Ponce de
Leon
Ave., NE
Atlanta, GA 30308
(404) 206-5103

Augusta TC
601 Taylor St.
Augusta, GA
30901
(706) 721-1650

Clayton TC
242 Falcon Dr.
Forest Park, GA
30297
(404) 675-1500

Coastal TC
309 Styles Ave.
Savannah, GA
31415
(912) 651-0900

Columbus TC
3900 Shatulga Rd.
Columbus, GA
31907
(706) 568-2167

Helms TC
1275 Constitution
Rd.
Atlanta, GA 30316
(404) 624-2413

LaGrange TC
P.O. Box 1309
LaGrange, GA
30241
(706) 845-4018

Macon TC
1100 Second St.
Macon, GA 31201
(478) 751-6090

Metro Women's TC
1303 Constitution
Rd.
Atlanta, GA 30316
(404) 624-2380

Savannah Men's
TC
1250 E. Presidents

St.
Savannah, GA
31404
(912) 651-6372

**PROBATION
DETENTION
CENTERS**

Bainbridge PSATC
P.O. Box 1010
Bainbridge, GA
39818
(229) 248-2463

Bacon PDC
P.O. Box 904
Alma, GA 31510
(912) 632-8157

Bleckly PDC
P.O. Box 519
Cochran, GA
31014
(478) 934-3303

Central PDC
P.O. Box 190
Cadwell, GA 31009
(478) 689-4750

Colwell PDC
797 Beasley St.
Blairsville, GA
30512
(706) 745-3610

I.W. Davis PDC
P.O. Box 730
Jefferson, GA
30549
(706) 367-1732

Emanuel PDC
P.O. Box 1430
Twin City, GA
30471
(478) 763-2400

Emanuel PDC
Swainsboro Unit
P.O. Box 218
Swainsboro, GA
30401
(478) 289-2748

Virgil W. McEver,
Jr.
PDC
P.O. Box 1480
Perry, GA 31069
(478) 988-7024

Northwest PDC
1030 W. GIRRARD ST.
CEDARTOWN, GA
30125
(770) 749-2300

Patten PDC
P.O. Box 278
Lakeland, GA
31635
(229) 482-8241

Paulding PDC
1295 N. Industrial
Blvd.
Dallas, GA 30132
(770) 443-7807

Rockdale-Dekalb
PDC
2165 Chambers
Dr.
Conyers, GA
30012
(770) 388-5777

Smith PDC
P.O. Box 726
Glennville, GA
31034
(912) 654-5000

Southeast PDC
P.O. Box 869
Claxton, GA 30417
(912) 739-1911

Southwest PDC
P.O. Box 3188
Moultrie, GA 31776
(229) 891-7180

Terrell Co. PDC
P.O. Box 779
Dawson, GA 39842
(229) 995-6701

Truetlen PDC
P.O. Box 707
Soperton, GA
30457
(912) 529-6760

West Central PDC
P.O. Box 589
Zebulon, GA 30295
(770) 567-0831

Western PDC
P.O. Box 2250
Butler, GA 31006
(478) 862-5851

Whitworth PDC
P.O. Box 769
Hartwell, GA 30643
(706) 856-2601

Women's PDC
P.O. Box 920
Claxton, GA 30417
(912) 739-0716

**PROBATION
BOOT CAMPS**

West GA PBC
P.O. Box 690
Bremen, GA 30110
(770) 537-5143

**DIVERSION
CENTERS**

Albany DC
P.O. Box 50188
Albany, GA 31703
(229) 430-4306

Alcovy DC
P.O. Box 1600
Monroe, GA 30655
(770) 207-4171

Athens DC
P.O. Box 1229
Athens, GA 30603
(706) 542-8628

Augusta DC
P.O. Box 5706
Augusta, GA
30906
(706) 771-4763

Clayton DC
P.O. Box 2283
Forest Park, GA
30298
(404) 363-7680

Gainesville DC
1002 Aviation Blvd.
Gainesville GA
30501
(770) 535-5723

Gateway DC
1100 Sylvan Rd.
Atlanta, GA 30310
(404) 756-4600

Griffin DC
P.O. Box 1086
Griffin, GA 30224
(770) 229-3327

Macon DC
200 Henry St.
Macon, GA 31206
(478) 751-6197

Rome DC
100 Marable Way
Rome, GA 30165
(706) 295-6418

Thomasville DC
P.O. Box 980
Thomasville, GA
1799
(229) 225-4025

Tommy M. Rouse
DC
P.O. Box 759
Waycross, GA
31502
(912) 285-6028

**FIELD
PROBATION
OFFICES**

Acworth PO
P.O. Box 910
Marietta, GA 30061
(770) 975-4161

Adel PO
107 N. Parrish Ave.
Adel, GA 31620
(229) 896-7525

Albany PO
P.O. Box 822
Albany, GA 31709
(229) 430-3068

Americus PO
P.O. Box 226
Americus, GA
31709
(229) 931-2537

Appling PO
P.O. Box 344
Appling, GA 30802
(706) 541-0249

Athens PO
P.O. Box 1146
Athens, GA 30605
(706) 369-6000

Atlanta Mid-Town
PO
353 Parkway Dr.
Atlanta, GA 30312
(404) 463-4333

Atlanta PO
160 Pryor St.
Room JG-54
Atlanta, GA 30303
(404) 656-4600

Atlanta PO
(Court Services)
160 Pryor St.
JG-54
Atlanta, GA 30303

Atlanta PO
(Transfer)
160 Pryor St.
JG-54
Atlanta, GA 30303

Atlanta PO
(Programs/IPS)
3201 Atlanta
Industrial Pkwy.

Atlanta, GA 30331
(404) 505-0133

Atlanta South PO1
1568 Willingham
Dr.
Suite G-102
College Park, GA
30337
(404) 559-6661

Atlanta South PO2
1568 Willingham
Dr.
Suite G-102
College Park, GA
30349
(404) 559-6661

Atlanta SSU
3201 Atlanta
Ind.Pkwy.
Bldg. 100-Suite
107
Atlanta, GA 30331
(404) 505-0133

Atlanta West PO
2001 MLK Jr., Dr.
Suite 412
Atlanta, GA 30310
(404) 756-4432

Augusta PO
901 Greene St.
Augusta, GA
30901
(706) 721-1122

Bainbridge PO
P.O. Box 1044
Bainbridge, GA
39818
(229) 248-2671

Barnesville PO
P.O. Box 2000
Jackson, GA
30233
(770) 358-5167

Baxley PO
69 Tippens St.
Suite 104
Baxley, GA 31513
(912) 366-1064

Blairsville PO
395 Cleveland St.
Suite 3
Blairsville, GA
30512
(706) 781-2360

Blakely PO
P.O. Box 772
Blakely, GA 39823
(229) 723-4277

Blue Ridge PO 900 E. Main St. Suite 9 Blue Ridge, GA 30513 (706) 632-2149	Clarkesville PO P.O. Box 2556 Clarkesville GA 30523 (706) 754-9315	30635 (706) 213-2032 Elijay PO 368 Craig Street Suite 103 East Elijay, GA 30540 (706) 635-5125	Hinesville PO P.O. Box 94 Hinesville, GA 31310 (912) 370-2571	Marietta PO (North) 130 South Park Sq. Marietta, GA 30061 (770) 528-4923	Newnan PO 51-B Perry St. Newnan, GA 30263 (770) 254-7204
Brunswick PO P.O. Box 178 Brunswick, GA 31521 (912) 262-3065	Claxton PO P.O. Box 26 Claxton, GA 30417 (912) 739-9612	Fayetteville PO 135-A Bradford Sq. Fayetteville, GA 30215 (770) 460-2730	Homerville PO 110 Court Sq. Homerville, GA 31313 (912) 370-2571	McDonough PO 45 Keys Ferry St. McDonough, GA 30253 (770) 954-2004	Oglethorpe PO P.O. Box 372 Oglethorpe, GA 31068 (478) 472-3591
Buchanan PO P.O. Box 156 Buchanan, GA 30113 (770) 646-3810	Clayton PO 25 Courthouse Sq. Suite 219 Clay ton, GA 30525 (706) 782-4727	Fitzgerald PO P.O. Box 1168 Fitzgerald, GA 31750 (229) 426-5234	Jackson PO P.O. Box 2000 Jackson, GA 30233 (770) 504-2370	McRae PO P.O. Box 151 McRae, GA 31055 (229) 868-3200	Perry PO Houston Co. Courthouse 201 Perry Parkway Perry , GA 31069 (478) 988-6750
Cairo PO P.O. Box 149 Cairo, GA 39828 (229) 377-5347	Columbus PO P.O. Box 2337 Columbus, GA 31902 (706) 649-7484	Fort Valley PO P.O. Box 754 Fort Valley, GA 31030 (478) 825-3136	Jasper PO 37 Court St. Jasper, GA 30143 (706) 692-4805	Milledgeville PO P.O. Box 1808 Milledgeville, GA 31059 (478) 445-4468	Reidsville PO P.O. Box 636 Reidsville, GA 30456 (912) 557-1166
Calhoun PO P.O. Box 294 Calhoun, GA 30703 (706) 624-1414	Conyers PO P.O. Box 473 Conyers, GA 30012 (770) 388-5011	Gainesville PO 2314 Murphy Blvd. Gainesville, GA 30504 (770) 535-5710	Jesup PO P.O. Box 272 Jesup, GA 31598 (912) 427-5894	Millen PO P.O. Box 486 Millen, GA 30442 (478) 982-2050	Ringgold PO Catoosa Co. Courthouse Room 204 Ringgold, GA 30726 (706) 295-6323
Camilla PO P.O. Box 342 Camilla, GA 31730 (229) 522-3572	Donaldsonville PO P.O. Box 245 Donalsonville, GA 39845 (229) 524-2836	Gray PO P.O. Box 753 Gray, GA 31032 (478) 986-6611	LaFayette PO 109 Main St. LaFayette, GA 30728 (706) 638-5531	Monroe PO P.O. Box 129 Monroe, GA 30655 (770) 267-1347	Rome PO 400 Broad St. Suite 100 Rome, GA 30161 (706) 295-6323
Canton PO 130 E. Main St. Suite G101 Canton, GA 30114 (770) 479-2602	Douglas PO P.O. Box 1051 Douglas, GA 31534 (912) 389-4431	Greensboro PO P.O. Box 282 Greensboro, GA 30642 (706) 453-7131	LaGrange PO 206 Rear Ridley Ave. LaGrange, GA 30240 (706) 845-4125	Monticello PO 126 W. Green St. Suite 30 Monticello, GA 31064 (706) 468-4920	Sandersville PO P.O. Drawer 1015 Sandersville, GA 31082 (478) 553-2450
Carnesville PO P.O. Box 371 Carnesville, GA 30521 (706) 384-4343	Douglasville PO 8723 Hospital Dr. Suite 1 Douglasville, GA 30134 (770) 489-3070	Greenville PO P.O. Box 582 Greenville, GA 30222 (706) 672-4971	Lakeland PO P.O. Box 366 Lakeland, GA 31635 (229) 482-3303	Morgan PO P.O. Box 143 Morgan, GA 39866 (229) 849-3795	Savannah PO P.O. Box 9504 Savannah, GA 31412 (912) 651-2204
Carrollton PO 205 Tanner Street Suite B Carrollton, GA 30117 (770) 836-6704	Dublin PO P.O. Box 2012 Dublin, GA 31040 (478) 275-6637	Griffin PO 1435 N. Expressway Suite 302 Griffin, GA 30223 (770) 229-3132	Lawrenceville PO P.O. Box 1305 Lawrenceville, GA 30046 (770) 339-2222	Morrow PO 1331 Citizens Pkw. Suite 201 Morrow, GA 30260 (770) 960-4100	Soperton PO P.O. Box 262 Soperton, GA 30457 (912) 529-6283
Cartersville PO P.O. Box 771 Cartersville, GA 30120 (770) 387- 3780	Eastman PO P.O. Box 4234 Eastman, GA 31023 (478) 374-6501	Hartwell PO P.O. Box 715 Hartwell, GA 30643 (706) 856-2711	Louisville PO P.O. Box 706 Louisville, GA 30434 (478) 625-3648	Moultrie PO P.O. Box 1214 Moultrie, GA 31776 (229) 891-7270	Springfield PO P.O. Box 820 Springfield, GA 31329 (912) 754-3257
Cedartown PO P.O. Box 1771 Cedartown, GA 30125 (770) 749-2206	Eatonton PO P.O. Box 4223 Eatonton, GA 31024 (706) 484-2970	Hazelhurst PO P.O. Box 1060 Hazelhurst, GA 31539 (912) 375-4441	Lyons PO P.O. Box 658 Lyons, GA 30436 (912) 526-8311	Nashville PO 495 County Farm Rd. Nashville, GA 31639 (229) 686-9329	Statesboro PO P.O. Box 238 Statesboro, GA 30459 (912) 871-1119
	Elberton PO P.O. Box 725 Elberton, GA		Macon PO 200 Third St. Macon, GA 31201 (478) 751-6092		

Swainsboro PO
P.O. Drawer 940
Swainsboro, GA
30401

Sylvania PO
655 Frontage Rd.
East
Sylvania, GA
30467
(912) 564-7382

Watkinsville PO
P.O. Box 92
Watkinsville, GA
30677
(706) 769-3959

Waycross PO
P.O. Box 819
Waycross, GA
31502
(912) 287-6536

Waynesboro PO
P.O. Box 89
Waycross, GA
30830
(706) 437-6849

Winder PO
22 Lee Street
Winder, GA 30680
(770) 307-3065

Woodbine PO
P.O. Box 400
Woodbine, GA
31569
(912) 576-599

DAY REPORTING CENTERS

Clayton DRC
1331 Citizens
Pkwy.
Morrow, GA 30260
(770) 960-2005

Griffin DRC
1435 North
Expressway
Suite 304
Griffin, GA 31201
(770) 229-3345

Macon DRC
543 Second St.
Suite 101
Macon, GA 31201
(478) 751-4191

Rome DRC
1604 North Broad
St.
Rome, GA 30161
(706) 295-6323

Tifton DRC
P. O. Box 1149
Tifton, GA 31794
(229) 391-6937

PRE-RELEASE CENTERS

Appling Pre-
Release CTR
252 W. Park Dr.
Baxley, GA 31515

Pelham Pre-
Release CTR
410 Mize Street
Pelham, GA 31779

Lamar Pre-
Release CTR
700 Gordon RD
P. O. Box 70
Barnesville, GA
30204

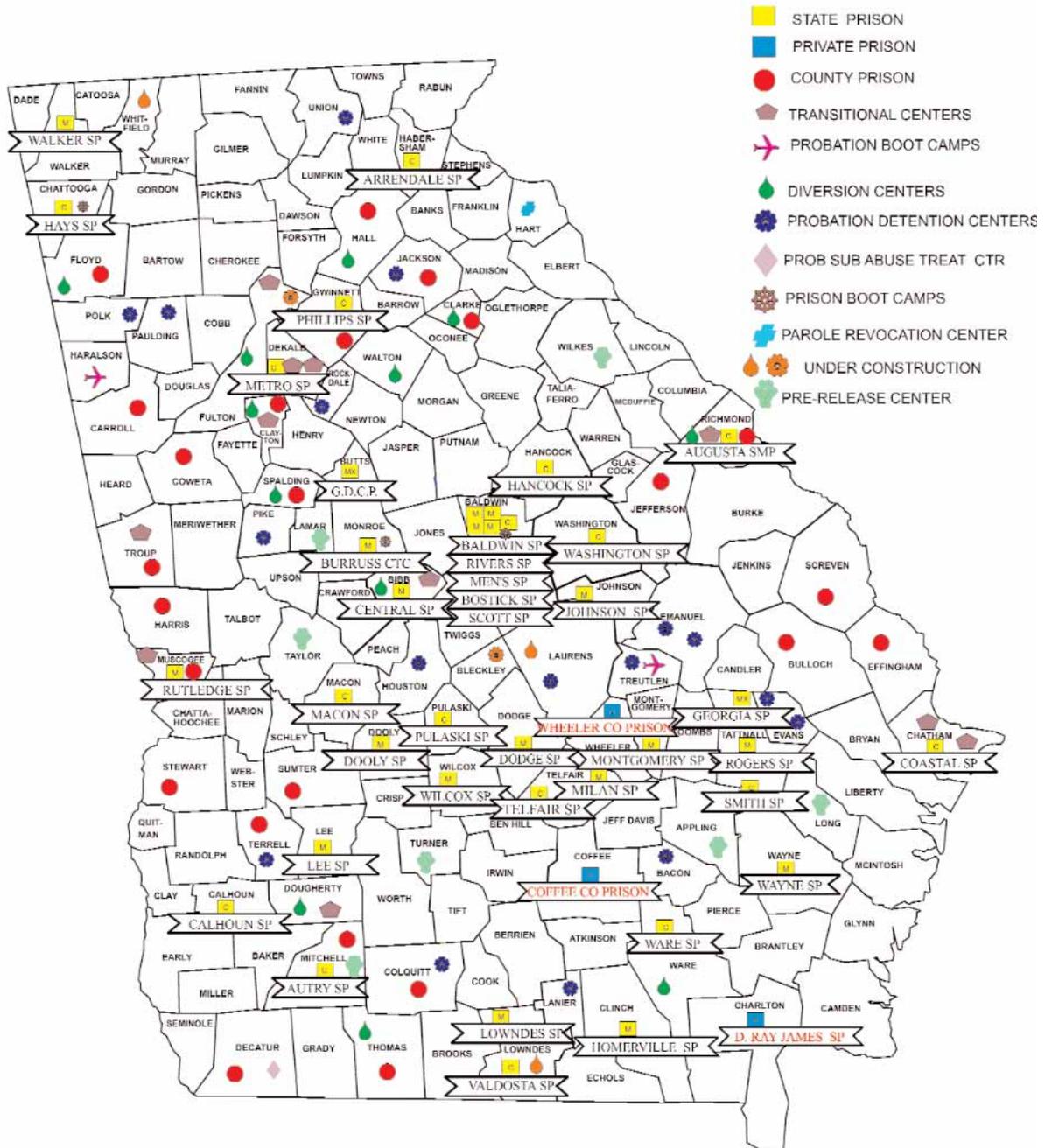
Long Pre- Release
CTR
Rt 3, HWY 84,
POBox 9
Ludowici, GA
31316

Turner Pre-
Release CTR
514 S.Railroad Ave.
Sycamore, GA
31790

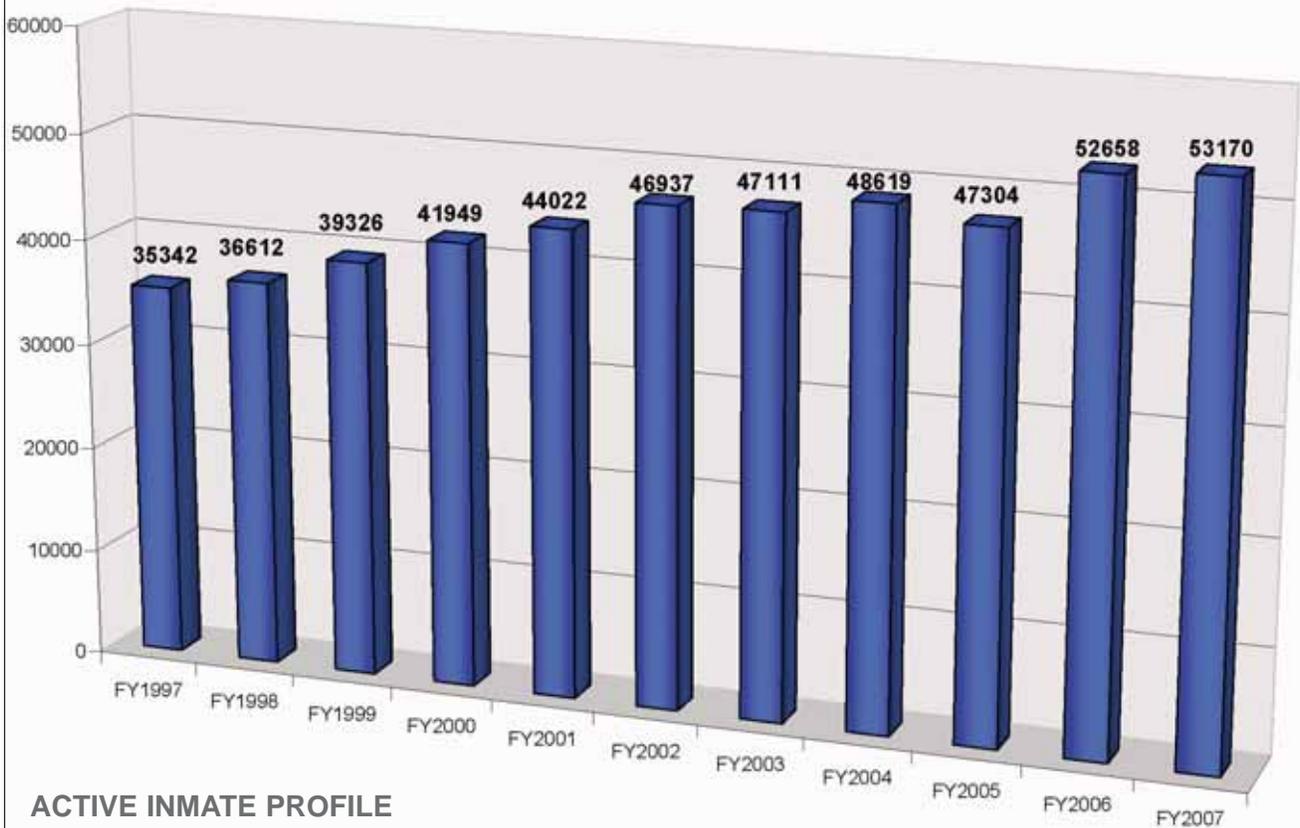
Western Pre-
Release CTR
1019 Belly Blvd.
Butler, GA
31006

Wilkes Pre-
Release CTR
1430 Industrial
Park Rd.
Washington, GA
30673

GEORGIA DEPARTMENT OF CORRECTIONS



ACTIVE INMATE POPULATION



ACTIVE INMATE PROFILE

RACE

Nonwhite	32,902	61.88%
White	20,268	38.12%

GENDER

Male	49,655	93.38%
Female	3,515	6.62%

AVERAGE AGE

36.04

PROBATION TO FOLLOW

21,018 39.53%

EDUCATION LEVEL

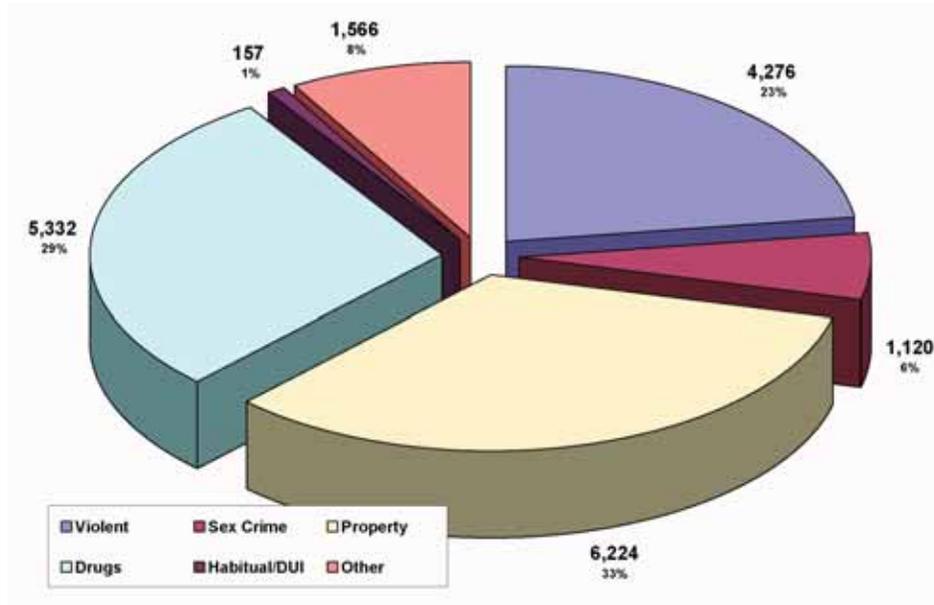
Up to 11th Grade	35,764	67.26%
GED or High School Graduate	9,387	17.65%

NUMBER OF PRIOR GEORGIA INCARCERATIONS

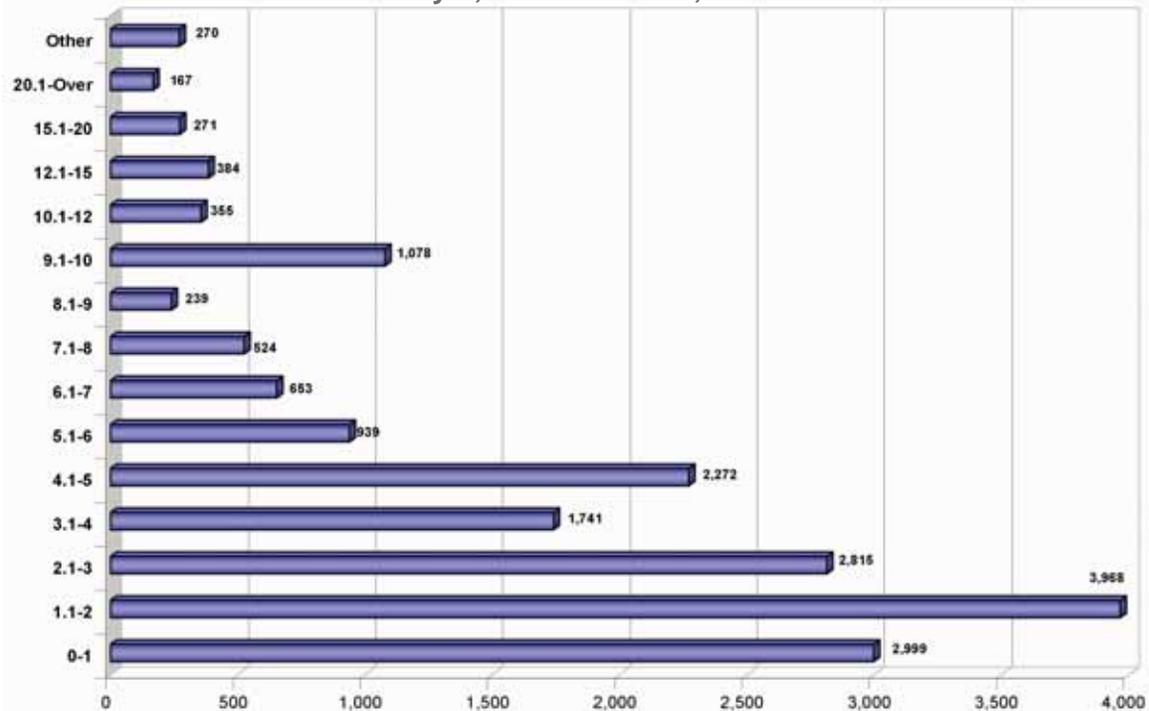
Zero	30,728	57.79%
One	9,469	17.81%
Two	12,973	24.40%

INMATE RELEASES

FY2007 Inmate Releases by Crime Type
July 1, 2006 - June 30, 2007



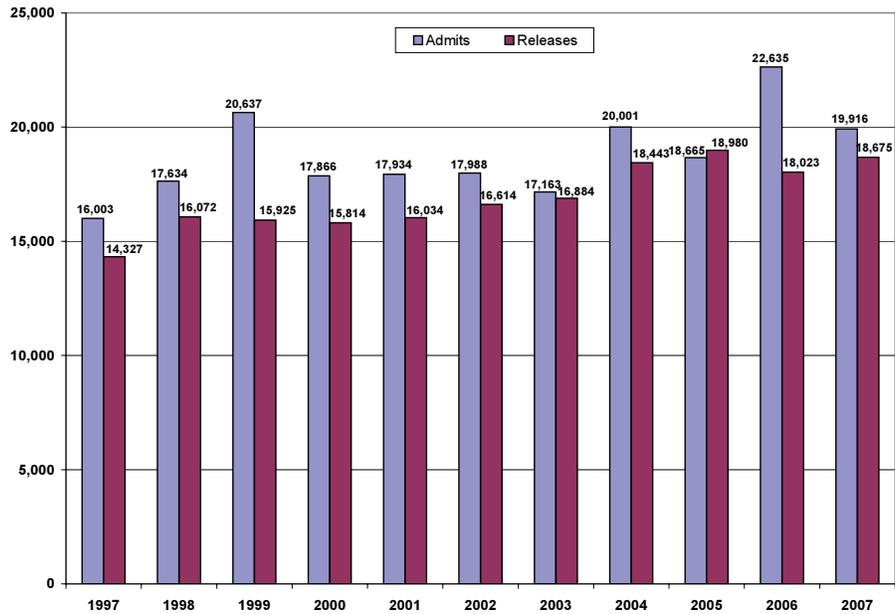
FY2007 Inmate Releases by Prison Sentence in Years
July 1, 2006 - June 30, 2007



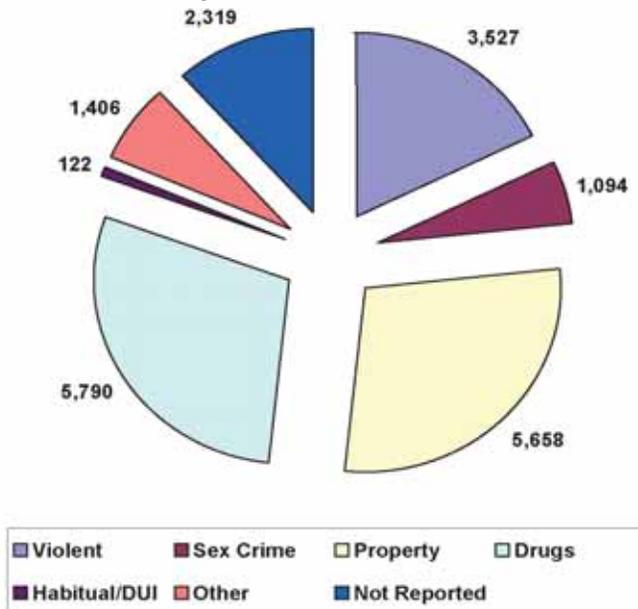
CHARTS, GRAPHS, TABLES & MAPS

INMATE ADMISSIONS/DEPARTURES

Inmate Admissions and Departures
Fiscal Year 1997 - Fiscal Year 2007



FY2007 Prison Admission by Crime Type
July 1, 2006 - June 30, 2007



PROBATIONERS BY COUNTY OF CONVICTION

County	Men	Women	TOTAL	County	Men	Women	TOTAL	County	Men	Women	TOTAL
Appling	202	63	265	Fannin	307	76	383	Oglethorpe	111	20	131
Atkinson	129	30	159	Fayette	595	245	840	Paulding	938	272	1,210
Bacon	68	19	87	Floyd	2,112	748	2,860	Peach	277	64	341
Baker	52	6	58	Forsyth	677	232	909	Pickens	265	85	350
Baldwin	821	239	1,060	Franklin	261	77	338	Pierce	97	31	128
Banks	230	72	302	Fulton	7,693	1,421	9,114	Pike	106	25	131
Barrow	740	242	982	Gilmer	393	128	521	Polk	645	156	801
Bartow	2,023	646	2,669	Glascocok	31	1	32	Pulaski	133	34	167
Ben Hill	320	129	449	Glynn	1,158	348	1,506	Putnam	348	88	436
Berrien	257	69	326	Gordon	869	336	1,205	Quitman	52	19	71
Bibb	2,661	781	3,442	Grady	426	106	532	Rabun	229	73	302
Bleckley	226	69	295	Greene	326	67	393	Randolph	211	62	273
Brantley	124	41	165	Gwinnett	5,953	1,759	7,712	Richmond	2,739	839	3,578
Brooks	208	45	253	Habersham	402	160	562	Rockdale	778	279	1,057
Bryan	186	56	242	Hall	1,879	596	2,475	Schley	103	19	122
Bulloch	726	238	964	Hancock	139	29	168	Screven	271	102	373
Burke	270	54	324	Haralson	448	103	551	Seminole	269	84	353
Butts	401	88	489	Harris	202	53	255	Spalding	805	355	1,160
Calhoun	119	29	150	Hart	177	61	238	Stephens	371	112	483
Camden	377	101	478	Heard	108	24	132	Stewart	125	24	149
Candler	121	29	150	Henry	1,866	644	2,510	Sumter	969	268	1,237
Carroll	1,023	350	1,373	Houston	1,630	519	2,149	Talbot	59	5	64
Catoosa	689	255	944	Inwin	220	27	247	Taliaferro	62	11	73
Charlton	75	31	106	Jackson	900	247	1,147	Tattnall	237	74	311
Chatham	3,118	1,061	4,179	Jasper	182	39	221	Taylor	114	30	144
Chattahoochee	45	16	61	Jeff Davis	205	61	266	Terlfair	188	65	253
Chattooga	454	182	636	Jefferson	158	37	195	Terrell	260	75	335
Cherokee	2,014	746	2,760	Jenkins	145	23	168	Thomas	1,259	336	1,595
Clarke	974	244	1,218	Johnson	92	29	121	Tift	716	161	877
Clay	92	17	109	Jones	443	109	552	Toombs	253	99	352
Clayton	1,740	574	2,314	Lamar	304	63	367	Towns	93	35	128
Clinch	191	43	234	Lanier	164	39	203	Treutlen	128	28	156
Cobb	7,894	2,359	10,253	Laurens	678	188	866	Troup	874	355	1,229
Coffee	404	113	517	Lee	501	103	604	Turner	176	27	203
Colquitt	713	177	890	Liberty	347	116	463	Twiggs	135	40	175
Columbia	636	185	821	Lincoln	108	22	130	Union	164	67	231
Cook	356	80	436	Long	84	16	100	Upson	331	107	438
Coweta	831	321	1,152	Lowndes	2,056	595	2,651	Walker	821	276	1,097
Crawford	109	21	130	Lumpkin	324	122	446	Walton	1,410	348	1,758
Crisp	504	185	689	Macon	278	52	330	Ware	463	143	606
Dade	337	112	449	Madison	238	43	281	Warren	88	10	98
Dawson	336	150	486	Marion	105	28	133	Washington	170	49	219
Decatur	558	165	723	McDuffie	342	88	430	Wayne	455	148	603
DeKalb	4,486	1,211	5,697	McIntosh	153	34	187	Webster	71	7	78
Dodge	253	79	332	Meriwether	275	84	359	Wheeler	68	15	83
Dooly	246	48	294	Miller	184	36	220	White	293	73	366
Dougherty	2,808	695	3,503	Mitchell	458	98	556	Whitfield	1,293	540	1,833
Douglas	2,664	1,031	3,695	Monroe	328	93	421	Wilcox	115	33	148
Early	321	82	403	Montgomery	94	20	114	Wilkes	171	44	215
Echols	39	4	43	Morgan	218	39	257	Wilkinson	157	49	206
Effingham	372	132	504	Murray	428	114	542	Worth	356	57	413
Elbert	273	74	347	Muscogee	2,312	835	3,147				
Emanuel	241	58	299	Newton	1,642	403	2,045	Not Reported	2,432	824	3,256
Evans	112	35	147	Oconee	115	28	143				
								TOTAL	110,117	32,587	142,704

GLOSSARY OF TERMS

Classification - An inmate is classified for a particular security level and transferred to an appropriate prison based on assessment, which factors include crime type, security risk and prison behavior.

Correctional Officer - A Peace Officers Standard and Testing (POST) - certified justice professional who supervises inmates in prisons and probationers sentenced to community based facilities.

Cost Per Day - It costs an average of \$47 per day (or about \$18,000 per year) to incarcerate and feed an inmate. Almost half that cost is attributed to security costs. Inmates on death row have higher security costs and therefore cost the state approximately \$64 per day (or \$23,000 per year).

County Correctional Institution/Work Camp - Operated by the counties, these work camps feed and house over 3,500 state prisoners who perform free labor for the communities. GDC pays the counties a daily rate of \$20 per state inmate.

Diagnostic - Upon entering the system, inmates are screened for physical and mental health, skills, level of security risk, education and other background information.

Inmate - A person sentenced to incarceration. Georgia inmates wear white pants and shirts with "State Prisoner" in black stenciled on the back.

Interstate Compact - An agreement between Georgia and other states to provide supervision for probationers sentenced in one state and residing in another state.

Max Out Date - The date on which an inmate reaches the end of his court-imposed sentence. Also, "Maximum Release Date."

Parole - The release of an offender from confinement under continuing state custody and supervision and under conditions which, if violated, permit re-imprisonment.

Prison - State or county correctional institution which houses convicted offenders sentenced by the state.

Private Prison - Operated by a private prison company (i.e. Cornell Corrections, Inc. or Corrections Corporations of America), the private prison houses state inmates and employs POST certified correctional staff to oversee the inmates.

Probation - A court-imposed sentence either suspending incarceration or following a period of incarceration. Probationers live in the community and are supervised according to the terms of the sentencing court.

Probation Officer - A POST certified law enforcement professional who enforces the orders of the courts while supervising offenders released to the community on probation sentences.

Probationer - A person sentenced to supervision in the community under the direction of a probation officer, or a person sentenced to a term in a community based probation center.

Recidivism - The study of the percentage of criminals who return to prison during a specified period of time. In Georgia, the average return-to-prison rate is 39 percent over a three-year period.

Restitution - Payment made by the offender to the crime victim and to the citizens of Georgia.

Tentative Parole Month - The date chosen by the State Board of Pardons and Paroles to grant release to an inmate dependent on satisfactory prison behavior and other factors, such as new information or protests, which may lead the Parole Board to reconsider its decision.

Under Death Sentence - There are 101 male inmates and 1 female inmate on death row. These inmates are serving a sentence punishable by death by lethal injection.

Visitation - The warden or superintendent of a facility determines inmate visitation policies. No conjugal visits are allowed in Georgia prisons.

FREQUENTLY ASKED QUESTIONS

Q: - How do I find out an inmates identification number, crime, tentative parole month, or place of incarceration?

A: Call Inmate Information Service at (404) 656-4661. Please provide the inmate's name, gender, date of birth and race. Also, it is helpful to have the inmate's social security number.

Q: What are the inmate visitation policies?

A: Visitation is a privilege that is permitted under conditions determined by the warden or superintendent of a facility.

Q: I am a victim. How can I determine the status of my offender?

A: Victims can register with the Victim Services office at (404) 656-7660. Registered victims will be notified of an inmate's change of status, escape, recapture or death.

Q: How can I get an inmate moved closer to me or further away from my community?

A: If you wish to have an inmate considered for transfer, contact the Classification section at (404) 656-4987.

Q: When will an inmate be considered for parole?

A: For parole decisions, call the State Board of Pardons and Paroles at (404) 656-5651. For the PAP Public Information Office contact (404) 651-5897.

Q: - How can a citizen get a tour of a facility?

A: Contact the Office of Public Affairs at (404) 656-9772.

Q: Does the GDC coordinate tours for troubled youth?

A: YES! Contact the Office of Public Affairs at (404) 656-9772 regarding the Commissioner's Choose Freedom or Community Awareness Program.

Q: How much does it cost to house an inmate per day (per year)?

A: It costs an average of \$47 per day (or about \$18,000 per year) to incarcerate and feed an inmate. Almost half of that cost is attributed to security costs. Inmates on death row have higher security costs. \$64 per day (or \$23,000 per year).

Q: What is the recidivism rate?

A: The recidivism rate is the percentage of inmates who return to a Georgia prison within 3 years of their release.

Q: What is the difference between parole and probation?

A: The Board of Pardons and Paroles has the authority to select and release offenders for parole who are then subject to supervision by parole officers. A judge sentences an offender to probation in lieu of a prison sentence. A probation officer supervises the probationer.

Q: How can I apply to become a Correctional Officer or Probation Officer?

A: All applicants can obtain a job application at any GDC facility or at the Georgia Department of Labor. Call the GDC Job Hotline (404)656-4593 (option #4).

Q: What is the pay range for an entry-level position as a Correctional Officer or Probation Officer?

A: Correctional Officer - \$23,613
Probation Officer - \$30,027.

Q: Does Corrections have a website?

A: The web address for the Department of Corrections is www.dcor.state.ga.us.

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