

**BOARD OF CORRECTIONS**

**May 5, 2011**

**Forsyth, Georgia**

**MEMBERS PRESENT:**

Mr. Jim Whitehead Sr., Chairman  
Mr. Wayne Dasher  
Mr. Carl Franklin  
Mr. Bruce Hudson  
Sheriff Carlton Powell  
Mr. Tommy Rouse  
Mr. Kevin Tanner  
Dr. Henrie Treadwell  
Mr. Roger Waldrop  
Ms. Rose Williams

**MEMBERS ABSENT:**

Mr. Bill Acuff  
Mr. John Mayes  
Sheriff Cecil Nobles  
Mr. Ashley Paulk, Jr.  
Chief George Potter  
Mr. Larry Wynn

**CONFERENCE CALL:**

Sherriff Roger Garrison  
Mr. Justin Wiedeman

**ATTORNEY GENERAL'S OFFICE:**

Mr. Joe Drolet, Senior Assistant Attorney General  
Ashley Culberson, Assistant Attorney General

**DEPARTMENT OF CORRECTIONS:**

Commissioner Brian Owens  
Assistant Commissioner Fredrick Head  
Ms. Simone Juhmi-Green, Board Liaison  
Mr. Kenneth Mantle, Executive Assistant  
Mr. Adam Baswell, Director of Training  
Ms. Gwendolyn Hogan, Office of Public Affairs  
Mr. Danny Horne, Chaplain  
Mr. Robert Jones, General Counsel  
Mr. Larry Latimer, Director Engineering & Construction  
John Lawrence, Investigations Unit  
Mr. Keith Nash, Investigations Unit  
Mr. Tom Sittnick, Director of Office of Health Services  
Mr. Arnold Smith, Director of Operations, Planning & Training  
Mr. Tim Ward, Director of Facilities Operations  
Correctional Officer Eric Harrison, Johnson State Prison  
Sergeant Taketa Jester, Georgia Diagnostic and Classification Prison  
Correctional Officer Michael Mahone, Macon State Prison  
Correctional Officer Dunlee Moore, Dodge State Prison  
Registered Nurse Sandy LaCroix, Georgia Diagnostic and Classification Prison  
Licensed Practical Nurse Noel Nelson, Georgia Diagnostic and Classification Prison  
Director of Nursing Mozell Smith, Georgia Diagnostic and Classification Prison  
Registered Nurse Sharon Thompson, Georgia Diagnostic and Classification Prison  
Licensed Practical Nurse Sheila Trotter, Georgia Diagnostic and Classification Prison

**VISITORS:**

Tiffany Andrews, President of Forsyth Monroe Chamber of Commerce  
Kathryn Hamoudah, Southern Center for Human Rights  
Jackie Franklin, Wife of Carl Franklin  
Blake Hudson, Grandson of Bruce Hudson

Vice Chairman Tommy Rouse called to order the May meeting of the Board of Corrections.

Vice Chairman Rouse called on Chaplain Danny Horne for the invocation. Vice Chairman Rouse confirmed all who were connected by conference call.

Vice Chairman Rouse welcomed all visitors and staff and requested everyone to introduce themselves to the Board.

Commissioner Brian Owens read Governor Nathan Deal's Proclamation honoring Correctional Officers and Correctional Nurses Week. Four correctional officers and four correctional nurses stood on behalf of all and were recognized by the Board. These occupations are nationally recognized during the month of May every year.

Vice Chairman Rouse asked for a motion to approve the May Agenda. Mr. Wayne Dasher made the motion to approve, which was seconded by Ms. Rose Williams, and voted approved by the Board.

Vice Chairman Rouse requested approval of the April Minutes. Mr. Wayne Dasher motioned approval of the Minutes, which was seconded by Mr. Roger Waldrop and Mr. Carlton Powell, and voted approved by the Board.

Vice Chairman Rouse then called on Commissioner Brian Owens to present his report.

### **COMMISSIONER'S REPORT**

Commissioner Brian Owens began by recognizing and congratulating Kevin Tanner for receiving the first Jerry Griffin Leadership Award from the Association County Commissioners of Georgia.

Commissioner Owens stated that his report will be familiar. Commissioner Owens also stated that he will use a PowerPoint slide to talk about Upcoming Events, Jail Backlog, and Operational Update. The slide entitled Upcoming Events reflects several events. One big event coming up is the Georgia Department of Corrections Annual Awards which recognizes the hard work that people have done all year. Also, Dr. Jeffrey Metzner, a nationally renowned expert in correctional healthcare, will be at Tift College to audit the Department's physical healthcare program and give us a written report of the condition of the Department's healthcare system in Georgia. Other events include a Golf Tournament in support of the Georgia Probation Association and Pardons and Paroles Association, a Blood Drive in June, the Board of Corrections meeting on July 7th, and the Board of Public Safety meeting on July 14th.

With the next slide, Commissioner Owens discussed the Jail Backlog. The current Jail Backlog of state inmates waiting to come into the system is 3507 and the Probation Backlog of those waiting to come into the system is 734, resulting in a combined total backlog of 4,241. Commissioner Owens pointed to the Sheriffs' numbers, which shows 6,281 state inmates in the county jails. We have three fast track facilities preparing to open in thirty to sixty days, which will provide an additional 768 beds throughout the system. These facilities will help reduce the backlog. We will also have a private prison, funded by the General Assembly that will open in January 2012. The capacity of the private prison will be 1500. Ninety days after the private prison opens, a facility in Jenkins County will provide another 1150 beds. With this additional capacity, we hope to decrease the backlog.

Commissioner Owens then stated that he was turning the presentation over to Ms. Tiffany Andrews, President of Tift/Forsyth Chamber of Commerce, to speak about an upcoming event that the Forsyth community will be sponsoring. Ms. Andrews spoke about the Battle of the Badges competition event that also occurs all over the United States between police and fire personnel. The Forsyth community will be hosting a Softball Tournament for all public safety venues the weekend of September 11th in commemoration of the ten-year anniversary of September 11th. The Softball Tournament will be held on Friday and Saturday. Then on

Sunday, a memorial in memory of the fallen public safety officers of September 11th will be held at the Georgia Public Safety Training Center. It will consist of a motorcycle ride from five locations across the state of Georgia which will culminate at the training center for the ceremony. Ms. Andrews passed out flyers regarding the event and noted the website designated to the events.

For the Operational Update slide, Commissioner Owens announced that Mr. Arnold Smith, Division Director for Operations, Planning and Training, will be giving an overview and Mr. Adam Baswell, Director of Training (statewide), will provide more detail on the training division.

After Commissioner Owens's presentation, Mr. Smith thanked the Commissioner, Chairman, and members of the Board. Mr. Smith began his training overview by explaining how training activities will be refocused and realigned. Throughout the process, we looked at the way we do business. This means that the training we provide to the staff is up to date, in accordance with policies and procedures, and is ensuring that the staff contribute to the safety and security of our workforce and to total mission accomplishment. In doing that, we decided to review all of our program policies and procedures again and to ensure that we are doing what was stated earlier. We decided it was time to look at our organizational structure and look at some of the functions that were being performed. We decided at that time that we would do some realignment. The methodology we would use to accomplish realignment would be what you see depicted on the screen.

There was a need to take some training sections and move them from one location to another. In some cases, there was a need to increase the communication between training staff and those whom we support. Standards have always been there, but we realized there was a need to ensure that, across the board, there was uniformity and adherence to those standards. We have always believed that we have an exceptional training staff, but none of us can become complacent; so, we challenged those that were on the training team to become even better at what they do. We decided that we wanted to increase our credibility, not only in the Department of Corrections' community, but in the law enforcement community as a whole; not that we were not already there, but it is always good to revive one self and ensure we are continually striving for improvement. Finally, we realized and recognized that in order to really do a bang up job the way we really want to we had to involve those people who execute instruction programs or the curriculum that is developed here in central office.

The purpose of doing all of this is to improve the consistency of the quality of training that is being delivered and to standardize this training. To ensure that everywhere training is conducted it is conducted in the same manner and to consolidate and balance the management and supervision of our trainers. We had similar people in similar positions doing the same job, but chains of command were not necessarily the same, so supervision and management then became a function of one's experience and expertise. We wanted to corral that and standardize it. The methodology was to establish a more credible unity of command. For example, a trainer at an institution is in the Operation, Planning, and Training division; but we had to make it clear that even though that may be the case, the person on the ground and in charge of that institution is the warden. So we wanted to make it very clear that the trainer needed to understand the intent of the warden and execute the will of the warden as well. We wanted to create supervision levels for facility instructors. Again, that is the check and balance system that must be present in any delivery of good solid training.

For quality assurance, we wanted to make sure there were consistent mechanisms in place to give us not only quarterly, or annually, but even a daily assurance that the delivery of the training was at the level and the standard it needed to be. We were not performing credit audits so we decided to make that a part of what we do every day. We wanted to ensure that our professional development opportunities remain available for all of our employees and we continue to look at those opportunities. We decided that we need to establish a curriculum unit; development of the curriculum had been the work of dedicated staff but in all honesty it was more an additional duty. In order to really protect the lives of Georgians and also protect the safety and security of our

workforce, we determined that we needed to have a dedicated group of people who would focus primarily on curriculum development.

Mr. Smith continued to explain how the training division came about refocusing and realigning by referring to the PowerPoint slide. Twelve of the twenty seven institutional trainers had been in their position for ten plus years and this means that we can do good staff work but that we need to get out and get integrated into the real world to make sure that their great ideas and concepts are practical. The average number of years that a person is in a training position is around 7.77 years which we believe might be a bit too long. We observed that there was no systemic career growth ladder; three of twenty-seven of the trainers do not meet physical training requirements; there was minimal face to face direct supervision, no audit process, and no redundant capability. Mr. Smith explained that the proposed plan to rotate trainers into positions was to be implemented no later than calendar year 2013.

Mr. Smith concluded his presentation by explaining that he had provided a quick overview of where the Department is going and how we intend to get there. Mr. Adam Baswell followed and discussed how more detailed functions would be implemented.

Mr. Roger Waldrop asked the following questions: Do we have formats that aim at probation within corrections? Formats laid out curriculum-wise that point towards probation? Regarding the measuring results of training in each block, Does it go to their file? Is there going to be a grade?

In response to Mr. Waldrop's question, Mr. Smith stated yes. There will be an organizational chart shown shortly and Commissioner Owens has made it clear that we are not going to do anything in the Department of Corrections that is not clearly measurable. The instructors are graded during and after class sessions by critiques and assessments by senior instructors and senior staff. One of the good things about having moved here to this particular campus is that we all have an opportunity to get out of the office, go and visit, and see how things are going. So, this is an on-going measurable objective.

Mr. Carl Franklin commended Mr. Smith and Commissioner Owens on an outstanding job on their report.

Mr. Adam Baswell stated that he would break down the training session in more detail and talk about some of the units within training and their functions. An organizational chart of the training division was presented to the Board. Mr. Baswell explained the different color coding on the chart.

Mr. Baswell then discussed the four primary roles and functions of the Georgia Corrections Academy. These roles consist of Basic Training, Leadership Development Unit, Advanced/Specialized Training Unit, and Probation Training Unit.

Mr. Baswell also discussed the Basic Correctional Officer Training, explaining the size of the unit and a brief snapshot of what was done last year and what they have accomplished so far this year. There are eight instructors currently and last year we conducted ten different classes and trained 1400 people, which was actually the lowest number that we have done, partially due to the recession and partially because the Department had 15,000 employees and is down to 13,000 now. About four or five years ago, we were up to about 3,300 correctional officers a year. Mr. Baswell also expanded on some new initiatives that that are being looked into for implementation of these units. Mr. Baswell discussed specialized training and programs, probation training statewide, the numbers for the total trained statewide, facilities field training, new initiatives such as eight hour perimeter security training, ten hour control room, and operator certification at each facility.

Dr. Henrie Treadwell asked what the differences were that we are going to see in the future as a result of all of this training? Professionalism etc...

Mr. Baswell answered that the quality of the people delivering the instruction and the content will be better. In addition, the training itself will not just be lectures but hands-on training and live training around the state.

Mr. Smith stated that the tangible benefit of this program is readily available and easy to see. The customer or the inmate will see and deal with a much more professional individual. Their service delivery will be increased exponentially. The environment will be a lot safer for staff and for inmates, and they will see people who are professionally growing. You will have a much more professional and well-rounded person who can do more than one thing. At the end of the day what you will have is a much more productive, multifunctional officer who can do many more things with less and do them more efficiently.

Mr. Franklin stated that he thought the Department was the best run operation in the state and that he wanted to commend everyone in the Department and Commissioner Owens for what they do.

Mr. Tanner stated that he thought the training division was also going in a good, positive direction.

This concluded the training update.

Commissioner Owens read a card that was sent to the Board by Commissioner Derrick D. Schofield of the Tennessee Department of Correction thanking them for their service to the Department while he was the Assistant Commissioner at the Georgia Department of Corrections.

### **CHAIRMAN'S REPORT**

Chairman Jim Whitehead stated that he had to report on two or three things. He thanked everyone for the job well done at the April Board meeting in Glennville and reiterated how much he learned from the workshop.

Chairman Whitehead spoke briefly about the Georgia Wardens' Prison Association scholarship fund and asked the Board members to donate, if they choose, to this fund.

Chairman Whitehead asked for a motion to set the location of the next Board of Corrections meeting. The Jackson Firearms facility was discussed as a possible location. Mr. Kevin Tanner made a motion for the Jackson facility, which was seconded by Ms. Rose Williams. Mr. Roger Waldrop asked for discussion on setting the location for all Board meetings. After discussion, the Board voted and approved the June meeting to be held at the Jackson facility.

Chairman Whitehead then turned the floor over to Mr. Larry Latimer who presented a Bond Resolution to the Board.

Mr. Latimer stated that the Bond Resolutions were to approve and authorize the sale of bonds for general obligations bonds in the amount of 19,750,000 dollars. These are general obligations bonds; this is capital debt. We use this for physical plant improvements and expansions and major repairs throughout the system. We have two fiscal years involved in this bond sale. We have 12,750,000 dollars out of the 2010 session for FY2011. These were approved by Governor Sonny Perdue and by the legislature and now are coming back to the Board for final approval. Also, out of the FY 2011 and 2012 session; we have 7,000,000 dollars that we are asking you to approve. Mr. Latimer gave the Board a spreadsheet of the figures to review for a more thorough breakdown. The bond sales request summary purposes are for major repairs statewide, security and life improvements, minor construction and renovation, facility major repairs and equipment, facility improvements and renovations, facility security, and life enhancements.

The Board had some discussion regarding the sale of the bonds. Mr. Tanner made a motion to approve the sale of the bond, which was seconded by Mr. Wayne Dasher, and voted approved by the Board.

There being no further business, the meeting was then adjourned.

---

Jim Whitehead Sr., Chairman

---

John Mays, Secretary

---

Simone Juhmi-Green, Board Liaison