



Georgia Department of Corrections



Annual Report FY08

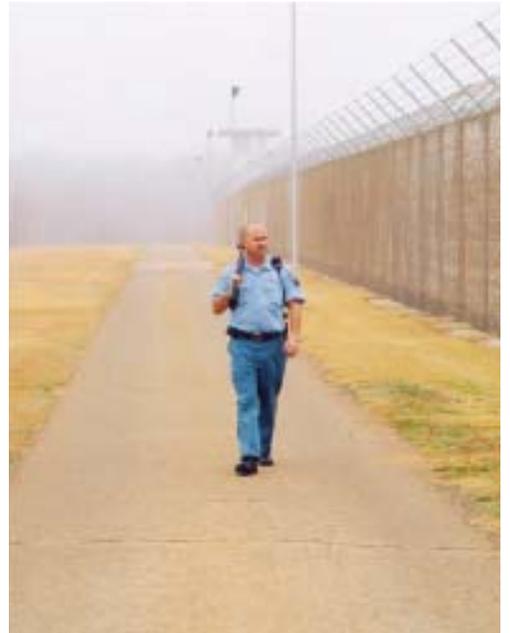
Wayne Dasher
Board of Corrections

Sonny Perdue
Governor

James E. Donald
Commissioner

Contents

Letter from the Commissioner.....	1
Our Mission & Vision.....	2
Board of Corrections.....	3
Our Agency.....	4
Strategic Vision & Goals.....	5
Strategic Vision Timeline.....	8
Milestones & Achievements.....	9
Budget Breakdown.....	15
Offender Demographics.....	17
Contact Us.....	18





Letter from the Commissioner

As the fifth largest prison system in the nation, the Georgia Department of Corrections (GDC) is responsible for 60,000 adults, and the supervision of another 150,000 adults on felony probation. We continue to look for better, more efficient ways to address the challenges in the growth of the prison population.

We recognize the need to be just as smart on crime as we are tough on crime. We must continue to direct our focus on public safety, to address those violent and repeat offenders (those who we are afraid of) and to correct the behavior of non-compliant probationers (those who we are mad at) thereby reducing recidivism. This annual report demonstrates the challenges we faced during this fiscal year and highlights the accomplishments of our 15,000 dedicated state employees who work to achieve our mission of public safety.

During FY 2008, the elimination of the Diversion Center programs allowed us to divest ourselves of smaller, older, inefficient and expensive facilities. The savings from the closures of the Probation Diversion Centers allowed us the opportunity to reinvest in the expansion of two alternative sentencing options: Day Reporting Centers and substance abuse treatment centers. These new diversion programs are in place to assist judges and law enforcement in dealing with the unprecedented growth in methamphetamine addiction throughout the state.

Fiscal Year 2008 was one of turning challenges into opportunities. With a decline in state revenues, state agencies were faced with making significant budget cuts. The state forecasted a budget shortfall and state agencies were asked to implement a 6 percent budget cut in order to attain a balanced budget. GDC staff worked diligently to implement measures to reduce expenditures and to minimize the impacts without compromising our mission of public safety.

The principle economic downturn in revenues led the Department to make adjustments of \$66 million. Strategically, we viewed these budget reductions as an opportunity to "right-size" the agency. We continue to operate more efficiently through the economy of scale. We are divesting ourselves of smaller, inefficient facilities replacing them with far less expensive housing units to existing facilities. The opening of the new "state-of-the-art" Fast Track facilities designed to house 256 inmates with half the manpower requirement and the implementation of 1400 triple bunk beds allowed us the flexibility to decrease the number of correctional facilities from 129 facilities to 98. The state prison system will add a total of approximately 4,000 beds in FY 2009, more than enough to absorb the closing of state facilities.

While we have realized some significant accomplishments this past year, we have even more to look forward to implementing in the coming year. We will continue to build on the momentum that we have created as we strive to be the best stewards of the public's resources. We remain excited about and committed to our mission of public safety.

James E. Donald

Mission Statement:

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 Statement

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 restoration to offenders
- Ensuring the rights of victims
- Partnering with public, private, and faith-based organizations
- Sustaining core values of Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage
- Ensuring the well being of employees and their families.



Board of Corrections



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

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

FIRST DISTRICT
Tommy M. Rouse

SECOND DISTRICT
R. Carlton Powell

THIRD DISTRICT
Bruce Hudson

FOURTH DISTRICT
Carl L. Franklin

FIFTH DISTRICT
Vacant

SIXTH DISTRICT
Roger Garrison

SEVENTH DISTRICT
Larry Wynn

EIGHTH DISTRICT
William S. Acuff

NINTH DISTRICT
Kristopher B. Nordholz

TENTH DISTRICT
Robert E. Jones

ELEVENTH DISTRICT
John Mayes

TWELFTH DISTRICT
Wayne Dasher, *Chairman*

THIRTEENTH DISTRICT
Avery T. (Tom) Salter

MEMBERS AT LARGE
Cecil Nobles
Ludowici, Georgia

William C. Masee, Jr.
Milledgeville, Georgia

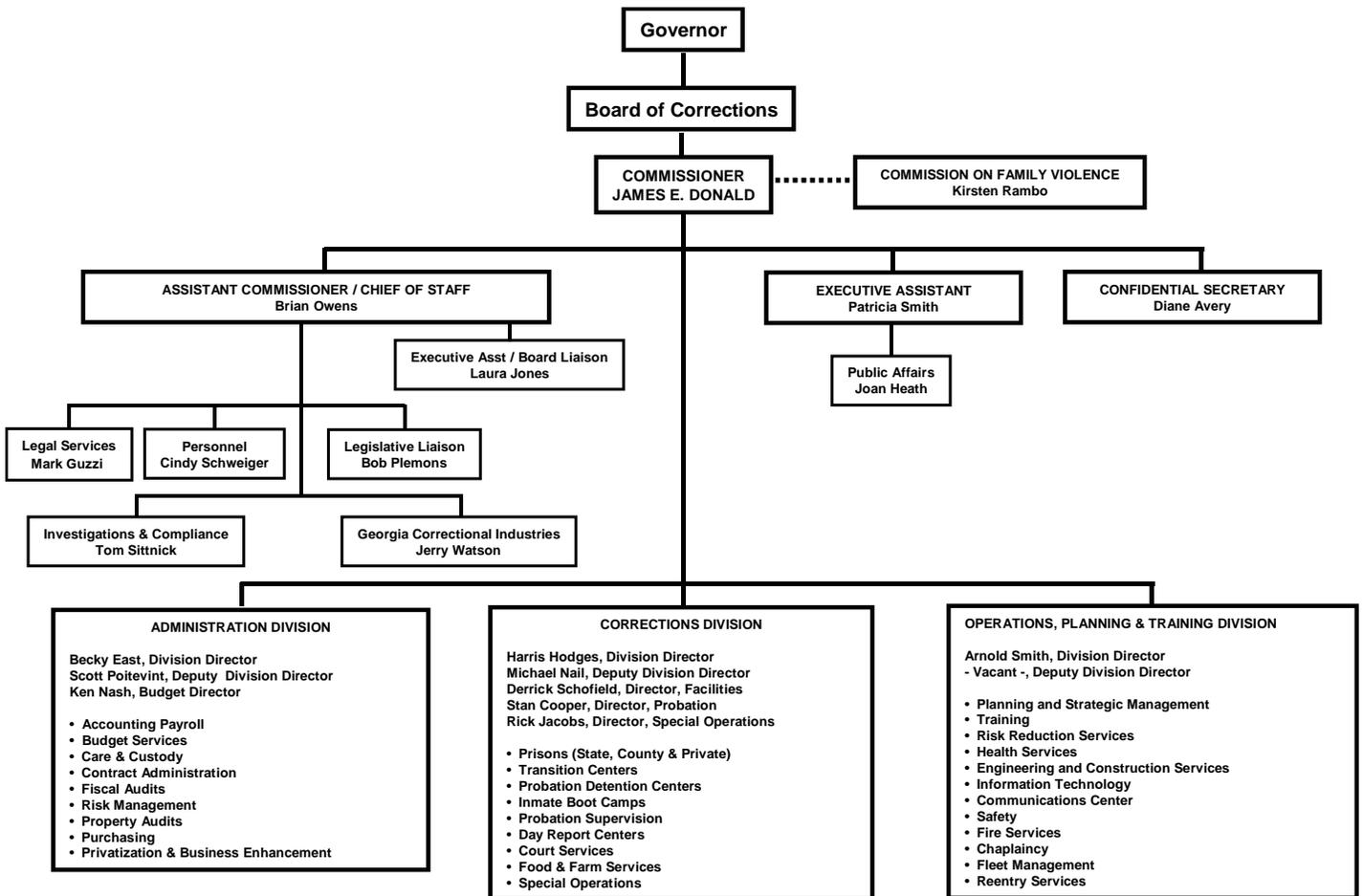
Jim Whitehead, Sr.
Augusta, Georgia

Roger Waldrop
Rockmart, Georgia

Vacant

Our Agency

Senior Leadership Staff



Strategic Vision & Goals

Fiscal year 2008 marks the fifth year of the Georgia Department of Corrections' Transformation Campaign Plan 2004-2024. Our goal is to have the best managed correctional system in the nation. We continue to support the Governor's vision of a growing, educated, healthy and safe Georgia.

This publication of the strategic plan is intended to keep the public aware of the Department's long-term vision. The strategic plan serves as our guide to providing essential services necessary in protecting and serving the public. We have made significant progress in the last five years and are continuing this year with executing our strategy to achieve positive results. Our theme this year is "Good to Great, Year of Execution."

We have developed a number of strategies to help us achieve our goal. In 2005, the Department commissioned Ross-er International to conduct a Facility Masterplan Study to look at the condition of its existing facilities and to identify the requirements of future facilities to meet the growth of the inmate population. Our investment in the Masterplan study is paying dividends and is providing the way ahead. Additionally, we believe that by implementing Franklin Covey's Four Disciplines of Execution: 1) focus on the wildly important; 2) act on lead measures; 3) keep a compelling scorecard 4) create a cadence of accountability, this will give us our best chance of successfully executing our plan. We have also developed two Wildly Important Goals (WIGs), optimize bed space management and optimize staffing, which focus directly on our most critical objectives.

The Department has also employed several strategies to meet the challenges presented by the growing inmate population and the costs associated with that growth. We have identified and aligned facilities by placing smaller satellite facilities under larger host facilities to optimize operational functions and staff utilization at all facilities. In addition, we have re-missioned facilities by changing the facility mission based on population capacity and the type of facility. A reclassification study was also implemented. This study showed us that the Department had a surplus of close security beds and its need were clearly for medium security prison beds. Reclassification has allowed the Department to reconfigure restrictive bed space units to meet the growing requirement for medium security prison beds. Because of these efforts, we have recently seen a slight stabilization in growth and have been able to eliminate over 118 positions.

These strategies have allowed us to ride the storm of budget reductions of \$66 million. In order to meet the mandated budget reductions, the Diversion Center Program was eliminated. We have been able to divest ourselves of smaller, older, inefficient and expensive facilities replacing them with far less expensive housing units to existing facilities. For example, the opening of the new "state-of-the-art" Fast Track facilities will increase bed capacity by 1800 with reduced staffing requirements and enhanced security. These facilities were designed as a method of addressing the growth in prison population and optimizing the current prison infrastructure. We will also triple bunk some of our medium and minimum security prison beds. The state prison system will add 1,400 triple-bunk beds to various prisons across the state.

In closing, the Department continues to seek out opportunities to identify and apply best practices in protecting and serving the public. We feel that our strategic plan will provide the citizens of the state of Georgia with objectives and potential projects identified to meet our goals. We are excited about the implementation of the strategic plan and look forward to the next five years.

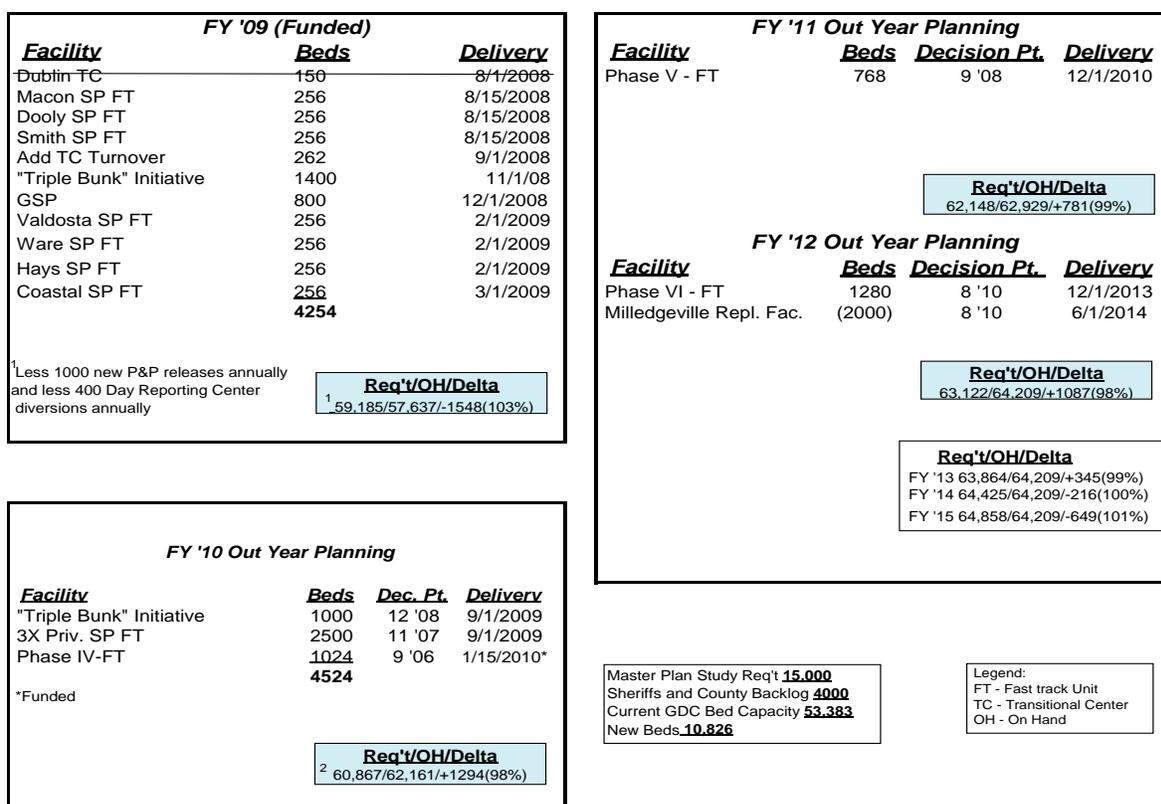
The Department of Corrections continues to look towards the future and the many challenges it faces in dealing with the growing number of incarcerated and community supervised offenders. Of immediate concern is the current state revenue shortfall, which has required all state agencies to implement dramatic budgetary reduction measures. For Corrections, this requires a reduction of \$66 million in FY09. GDC is working hard to implement measures and develop new strategies and initiatives to accomplish the mission in the most efficient and effective means possible, while reducing expenditures and further minimizing the impact of budget reductions through the coming fiscal year and beyond.

The Strategic Vision focuses on the Department's core functions and supports the State priorities of a safer, healthier, growing, better educated and best managed Georgia. To help the Department meet its immediate needs, while simultaneously reducing the overall budget, the following initiatives are being addressed:

GDC Bed Space Plan

The Department remains committed to opening 4,254 new beds in FY09 (Figure 1). These beds are needed to keep pace with the state's growing inmate population and to minimize County/Sheriffs' jail backlogs.

(Figure 1)



A major component of the bed space plan is the opening of the new "State-of-the-Art" Fast Track facilities. Designed to house 256 inmates, they are larger and more efficient than typical prisons. A total of seven new Fast Tracks are scheduled to open in FY09 and will be attached to existing state prisons. Fast Track beds will increase bed capacity for Georgia prisons by 1,800 before the end of the Fiscal Year. Additionally, the Department will triple bunk some of its medium and minimum security prisons, adding 1,400 triple-bunk beds to various prisons across the state. Triple bunking will also increase probation bed capacity at various detention centers and by opening the Dooly State Prison Fast Track unit as a probation facility.

Finally, a new initiative at Georgia State Prison will produce an additional 1,800 beds as the Department begins to double bunk medium and minimum security inmates at the facility.

Expanding Sentencing Options for Judiciary and Law Enforcement

The Department is accelerating the fielding of new sentencing alternatives in the aftermath of the closure of all Diversion Centers due to the state mandated budget reductions. The opening of new Day Reporting Centers, Community Impact, Boot Camp-Plus, and the new Probation Substance Abuse Treatment programs are earmarked for FY09 and FY10. These new diversion programs will assist judges and law enforcement in dealing with the unprecedented growth in methamphetamine addiction throughout the state.

Day Reporting Centers (DRCs) offer "non-resident" drug and mental health treatment, as well as effective restitution programs designed to offer judges viable, more cost-effective options for low-level drug and property crime offenders. Although program participants do not stay at the facility overnight, Center Surveillance Officers check in frequently with employers to ensure program participants are at work and that fines, fees and child support are collected. These centers are offered as an alternative to divert non-violent offenders from the prison system and serve to relieve overcrowding.

There are six DRCs effectively operating throughout the state. Additional Centers are scheduled to open in FY09 in Gainesville, Augusta, Columbus, Atlanta and Northwest Georgia.

Research has determined that DRCs are far more effective than Diversion Centers in combating recidivism while costing less to operate. Study shows that DRCs have less than a 10% recidivism rate for those completing the program verses 26% recidivism rate for those completing the Diversion Centers. The average cost per day per offender is also significantly less for DRCs (\$10/day) as opposed to Diversion Centers (\$55/day).

The Department will also work with communities to develop several new Community Impact Programs across the state, modeled after the existing Savannah Impact Program. In conjunction with the Day Reporting Centers, this program is designed to assist with the offender's return to society by providing drug treatment and counseling. It also leverages collaboration with other law enforcement agencies in the community to "shadow" ex-felons through the reentry phase. This program will soon be offered in Day Reporting locations in Columbus, Augusta, Atlanta, DeKalb and Cobb counties, and Northwest Georgia.

The Probation Boot Camp Program, formerly housed at the West Georgia facility, has been realigned and transferred to the Burruss Correctional Training Center in Forsyth, Georgia. This new 160-bed program, now called "Boot Camp-Plus," targets young substance abusers, and is longer in duration than its predecessor and provides drug and alcohol treatment for participants. The Department believes boot camps can be effective if they are long enough in duration, and most importantly, are coupled with intensive addiction treatment and quality supervision once the offender returns home.

Lastly, a new 200-bed Probation Substance Abuse Treatment Center (PSATC) in Northwest Georgia opened at Walker State Prison in the fall of 2008. This opening will eliminate the current 6 to 9 month backlog judge's currently face in assigning probationers to residential drug treatment programs.

The Georgia Department of Corrections understands that correctional strategies, just as other fields like medicine and technology, must evolve. Over the next year, the Department will continue to implement the initiatives outlined above and in the GDC Strategic Vision (Figure 2), and identify new opportunities and "best practices" with which to transform and "right size" the organization, while ensuring public safety and continued good stewardship of State resources.

GDC Strategic Vision

Transforming the Correctional System

(Figure 2)

Strategic Planning

"The Challenges"

PRISON

- 20K in
- 60K+ inmates and raising
- 4,000+ backlog in County Jails

ADULT OFFENDERS

- 150K + Probationers
- 9,600 Sex Offenders
- 8,700 MH Level 2 or above

BUDGET

Over \$1 Billion Annually

CORE ORGANIZATIONAL PRINCIPLES:

Values Based: Stewards of the Public Trust

Embrace Change: Change, Transformation is Inevitable

Business Acumen: Better Business Practice

A Learning Organization: People are the Centerpiece

MISSION / VISION

Mission – Public Safety

Vision – Become the best prison system in the nation

Focus – Support State priorities of a safer, healthier, growing, better educated, best managed GA



Milestones & Achievements

In March 2008, *Governing Magazine* published the results of the Pew Institute Government Performance Project "Grading the States," in which Georgia ranked among the top 8 best managed states in the nation. The Pew Institute's evaluation focused on four fundamental areas of government management: People, Infrastructure, Information and Money. Using these same categories, the following pages highlight GDC's Milestones & Achievements in FY 2008.

People

- Trained over 7,000 employees on "The Art of Exceptional Customer Service."
- Implemented COMPAS assessment and case planning through Probation Operations for all offenders assessing at a maximum or high level of supervision.
- Received the Department's first award for "Organizational Achievement" from the Georgia School of Excellence in Addiction Treatment.
- Created the Pre-Command Leadership Course to develop a curriculum that serves as a pre-requisite for agency Wardens, Probation Chiefs, and facility Managers.
- Continued to support the Prison Rape Elimination Act (PREA) through the establishment of a zero tolerance policy, and implementation of aggressive training, assessment and awareness programs throughout the Agency.
- Established the Sergeant's Academy to deliver professional leadership training to produce more efficient and effective Correctional Sergeants.
- Formed a collaborative partnership with the State's Technical College System to provide offenders with valuable vocational and specialized skills training in preparation for reentry into the community.
- Increased educational initiative payments to employees by 50% over the previous year. A total of 113 employees received payments for degree completion, while 253 employees submitted plans for continuing education programs.
- Partnered with the State Personnel Administration in the Job Redesign Initiative, resulting in the standardization of general job titles and job descriptions throughout all State Agencies.
- Honored select employees, community partners and corporate sponsors for exceptional performance and support of the Department during the 4th Annual GDC Awards Ceremony.
- Implemented a mandatory Physical Fitness Assessment for all initial entry Corrections and Probation cadets and Sergeant's Academy students.
- Conducted 47 health fairs attended by over 3,500 employees. These health fairs provided on-site tests and assessments, as well as information on wellness factors and potential health risks.
- Established, in collaboration with the New Orleans Baptist Theological Seminary (NOBTS), a fully accredited theological college degree program for inmates at Phillips State Prison.

Infrastructure (1)

- Began operations in new “state-of-the-art” Fast Track facilities at several prisons, increasing facility bed capacity by 256 beds, and cutting manpower requirements by 50% in each Fast Track unit. *(photos below)*
- Re-aligned Food & Farm operations under Georgia Correctional Industries (GCI), following “best practices” of other states. Food & Farm operates 23,000 acres and provides agricultural products to feed 46% of the state’s inmate population.
- Completed a National Institute of Corrections (NIC) in-depth analysis of the existing prison security classification, resulting in the implementation of a new Security Classification System, enhancing overall bed utilization within the prison system.

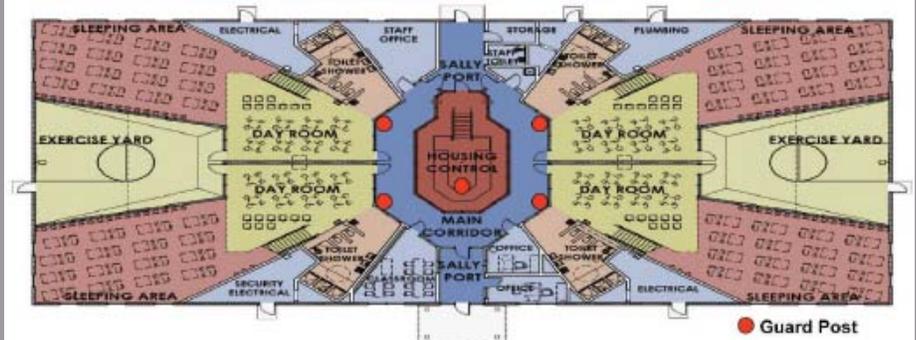
- Eliminated the Diversion Center Program and re-aligned the facilities to co-locate select Probation Office and Day Reporting Center (DRC) operation into a more cost-effective facility. This initiative enhances Probation Operations and expands Probation Options Management through establishment of new DRCs in Augusta, Columbus, Gainesville, Atlanta and Waycross. *(See Facilities Closed or Re-Aligned, pg. 13).*
- Re-missioned select facilities in order to maximize available program resources and bed space.

The Department continues to optimize efficiencies and manage its \$2.3 billion infrastructure. Noteworthy was the divestiture of non-enduring facilities facilitated by the opening of 1,800 new “State-of-the-Art” Fast Track beds. Also noteworthy, the milestones achieved toward the movement of headquarters to the Tift campus complex.



Macon State Prison's Fast Track Ribbon Cutting Ceremony

New “State-of-the-Art” Fast Track Units



Infrastructure (2)

The Department of Corrections is moving forward with new construction and renovation efforts on the historic Tift College campus in Forsyth, while the staff continues planning for a smooth and seamless transition from downtown Atlanta and the Georgia Public Safety Training Center (GPSTC), to its new home in central Georgia.

In FY09, site construction and infrastructure improvement for the entire campus complex will continue, while renovation of the dormitory and classroom space will continue and is scheduled to be complete in December 2009. With this phase of the relocation construction/renovation completed, the Department will move its Training Academy operations to the Tift Campus, thus freeing up more than 2,000 much needed training spaces at GPSTC for county and municipal law enforcement training annually. We anticipate that the headquarters will relocate in early 2011.

The relocation reduces costs and increases efficiency and productivity through consolidation and streamlining of staff, elimination of leased space, decreased travel time & cost, eliminates redundant staff functions, and leverages available inmate labor to maintain the campus complex.



Benefits of GDC Central Office to Tift College

“The Business Case”

Action	Operation Efficiency (Source of Impact)	Impact (Savings / Cost Avoidance / Benefit)		
		Immediate	5 Yrs	10 Yrs
Financial Benefits				
Relocate Central Office and Training Facilities to Tift College Campus	<ul style="list-style-type: none"> ❑ Reduced Lease Costs for GDC and other State Agencies 	<ul style="list-style-type: none"> ➢ Leased space cost avoidance of \$1.3M ➢ Backfill lease savings to other State Agencies of \$480K 	\$6.5M	\$13.0M
	<ul style="list-style-type: none"> ❑ Reduced Central Office Staff by 10 – 15% 	<ul style="list-style-type: none"> ➢ Streamlines staff to less than current 468 positions ➢ Estimated personnel cost savings of \$3.0M 	\$15M	\$30M
	<ul style="list-style-type: none"> ❑ Eliminate GDC training presence at GPSTC 	<ul style="list-style-type: none"> ➢ Creates a cost deferment for GPSTC of \$3.0M 	\$15M	\$30M
	<ul style="list-style-type: none"> ❑ Promotes growth through a stable workforce 	<ul style="list-style-type: none"> ➢ Relocates 350 to 400 recession proof, white collar jobs with a payroll of an estimated \$24M 	\$120M	\$240M
Operational Benefits				
Centralizing Operations in Middle Georgia	<ul style="list-style-type: none"> ❑ Consolidation of staff -- currently located in 5 separate locations throughout the Metro Atlanta area 	<ul style="list-style-type: none"> ➢ Eliminates redundancy / increases operational efficiency & productivity ➢ Enhances well-being & Quality of Life ➢ Increases recruitment & retention 		
	<ul style="list-style-type: none"> ❑ 15 – 25% savings in personnel travel 	<ul style="list-style-type: none"> ➢ Decreased travel costs and travel time 		
Move training facilities for Corrections & Probation Officers	<ul style="list-style-type: none"> ❑ Eliminate GDC training presence at GPSTC 	<ul style="list-style-type: none"> ➢ Frees space for training County and Municipal Law Enforcement Officers 		
	<ul style="list-style-type: none"> ❑ Consolidate all training at GDC Academy 	<ul style="list-style-type: none"> ➢ Utilizes existing 200 beds and classroom space at Tift Campus 		
Create “One Stop” services for enhanced customer service	<ul style="list-style-type: none"> ❑ Potentially 10 to 18 Staff Offices could relocate to the 42-Acre Tift College Campus 	<ul style="list-style-type: none"> ➢ Reduces or eliminates leased office space ➢ Provides greater public access to state agencies and services ➢ Improves overall customer service to the public 		
Enhance the economy of the surrounding community	<ul style="list-style-type: none"> ❑ Addition of a major State Agency in Forsyth 	<ul style="list-style-type: none"> ➢ Increased tax & business revenues 		
	<ul style="list-style-type: none"> ❑ Increased population base 	<ul style="list-style-type: none"> ➢ Greater business, new development, and job opportunities 		
Leverage Inmate Labor	<ul style="list-style-type: none"> ❑ Uses inmate labor to maintain facilities and Campus grounds 	<ul style="list-style-type: none"> ➢ Cost avoidance of inmate labor ➢ Develops “Work Ethic” in inmates / helps reduce recidivism ➢ Creates work opportunities for an additional 200 inmates 		
Government Security	<ul style="list-style-type: none"> ❑ Alternate location for critical State Government 	<ul style="list-style-type: none"> ➢ Supports Homeland Security / Continuity of Government functions 		

Headquarters Relocation Progress

1. Completed site and Academy Design
2. Completed site work, utilities and paving (base coat)
3. Began and completed asbestos remediation
4. Finished lead-based paint remediation in building we have under construction
5. Started new construction of the Central Energy Plant
6. Began renovations of Rutland Student Center (approx 50%)
7. Started renovations of Hubbard, Monroe and Sewell Dormitories (approx 40%)
8. Completed demolition of Roberts, Vinzant and Hardin
9. Began demolition of Fine Arts
10. Moved Wardlow in prep for salvaging for Historic Preservation
11. Mobilized inmate construction forces - active crews equal approx 100 inmate workers on site
12. Completed scope negotiations and defined Guaranteed Maximum Costs with our Construction Manager at Risk, Gilbane

Facilities Closed or Re-aligned

(over past 5 years)

At the completion of the current round of closings, GDC has closed and/or realigned the missions of **31 facilities** in the last 5 years with an estimated annual savings of **\$50 million**. In addition, re-missioning to Probation Offices (PO) saved expensive leases (\$1.1 million).

Diversion Centers (DC):

- ✓ Cobb DC – vacated lease
- ✓ Dalton DC – remission Police Acad.
- ✓ Helms DC – remission TC
- ✓ Clayton DC – remission TC
- ✓ Columbus DC – remission TC
- ✓ Athens DC – remission DRC/PO
- ✓ Rome DC – remission DRC/PO
- ✓ Albany DC* - vac. dilapidated bldg.
- ✓ Alcovy DC* - vacant
- ✓ Gateway DC* - remission DRC/PO
- ✓ Augusta DC* - remission DRC/PO
- ✓ Thomasville DC* - remission DRC/PO
- ✓ Griffin DC* - remission DRC/PO
- ✓ Gainesville DC – remission DRC/PO
- ✓ Macon DC – remission TC
- ✓ Rouse DC – remission DRC/PO
- ✓ Dublin DC - vacant

Probation Detention Centers (PDC):

- ✓ Laramore PDC – remission DJJ
- ✓ Emanuel PDC – remission TC
- ✓ Terrell PDC – remission “Reg. Jail” (pending)
- ✓ I.W. Davis PDC – remission Jackson County CI
- ✓ West Ga BC – rem. “Haralson County Jail” (pending)
- ✓ Rockdale-DeKalb* - remission DJJ (pending)
- ✓ Pelham PRC – vacated “County Jail”

Transitional Ctr (TC):

- ✓ Savannah TC - vacated dilapidated/razed

County Institution (CI):

- ✓ Gwinnett County CI - remission County Jail
- ✓ Stewart County CI - vacated dilapidated bldg.

State Prisons (SP):

- ✓ Rivers SP – vacated “non-enduring”
- ✓ Wayne SP – vacated “non-enduring”
- ✓ Homerville SP – vacated “non-enduring”
- ✓ Milan SP – vacated “non-enduring” (pending)

Information

GDC combines its final migration to web-based SCRIBE IT protocols. Key events were the collaboration with the Governor's Georgia Technology Authority (GTA) in its historic outsourcing of state's IT management.

- Continued deployment of SCRIBE, the Departmental web-based data & reporting application, developed and designed to replace the legacy *Offender Tracking Information System* (OTIS) main-frame supported system.
- Awarded Business Intelligence (BI) contract to private vendor for development of a database driven (COGNOS), Executive Management "Dashboarding" tool.
- Completed the migration of key data systems to the GTA North Atlanta Data Center, ensuring data and business continuity through secure, reliable and redundant back-up systems.
- Appointed a "Corporate Take 5" sub-committee, charged with recruiting and encouraging employers throughout Georgia who have typically never hired convicted felons to hire 5 or more former offenders.
- Established nine Faith Based Advisory Zones leveraging community faith based capabilities to assist and support inmates reentering the local community.
- Launched a new employment website, www.GDCJobs.com, to improve the job announcement, application and testing process for potential employees.
- Conducted multi-agency "Georgia On the Move" engagements in Augusta and Columbus. "Georgia On the Move" is a two and a half day event designed to build "teamwork" between State Agencies and the community in promoting a "safer Georgia."
- Developed a new application within SCRIBE to allow Offender Administration to locally prepare and issue \$25 release checks to departing inmates, rather than through Central Office, thus improving the inmate release process.
- Implemented the SCRIBE Georgia Information System (GIS) Validation Module, designed to provide an automated validation of an offender's reported address with the U.S. Postal Service's "deliverable address" database.
- Hosted two "Family Day" events in Milledgeville, designed as a forum to provide information and provide a platform for family & friends of offenders to discuss their issues and concerns with senior corrections leadership.
- Piloted an on-line electronic Training Management & Roster Data System, designed to streamline the operations and management of the Corrections Training Academy and subordinate regional academies.
- Contracted with **STOP LLC**, provider of global positioning satellite tracking systems and services to corrections and law enforcement agencies, to conduct real-time monitoring, tracking and accountability of community supervised sex offenders.
- Optimized use of commercial web-based systems like GOTOMYPC and GOTOMEETING to increase efficiency, workforce productivity, and cut travel costs.
- Implemented a variety of Customer Service initiatives designed to improve the Department's overall accessibility and responsiveness to other government agencies and the general public.
- Continued to implement the "Make the Right Choice, Choose Freedom" campaign. This initiative targets "at risk" youth within the high crime areas of the state and engages them through a motivational program led by law enforcement officers and rehabilitated inmates who stress the need to "make the right choices" in life.
- Conducted an intensive Grievance and Delinquency Report training program to select staff at various specialized facilities throughout the state in order to more efficiently conduct the documentation and investigation process in handling grievances, and to bring satisfactory closure to issues in a more timely manner.

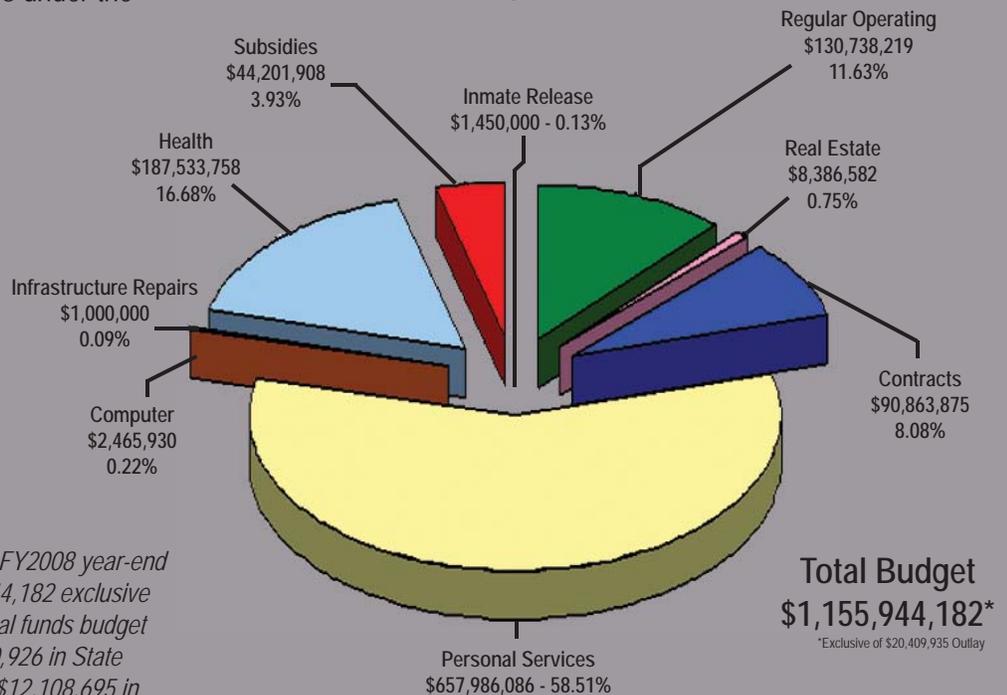
Our Budget

Money

- Entered into the Department's first contract with a private company, Bone Safety Signs, under the Prison Industry Enhancement (PIE) program. This contract will allow Bone Safety Signs to operate a production plant at a state prison facility using inmate labor who in turn are earning a salary. Inmate salaries are used to pay restitution fees, family & child support payments, and establishing savings accounts for use to assist them re-enter the community upon release.
- Decreased dependence on expensive leased commercial space for offices and other operational requirements by the creation of "multifunctional facilities" using existing re-missioned and re-aligned facilities.
- Partnered with Western Union to provide probationers in the Atlanta Judicial Circuit a new, more efficient method for paying fines, fees and restitution. If successful, this pilot program will be expanded to include other money transfer companies and will be implemented statewide for all offenders under the Department's jurisdiction.
- Developed a Consolidated Banking Process designed to significantly decrease the number of active accounts maintained by the Department, while streamlining the banking process for offenders statewide. Full deployment of the new banking process will take place in FY 2009.

- Awarded ARAMARK Correctional Services (ACS), a leader in professional, award-winning food service operations, the contract for food service support to all of the Department's facilities.
- Monitored rising costs of food commodities, such as milk and milk products, in order to effectively manage and reduce the Department's overall food service budget.
- Analyzed the Department's food distribution system, adjusted routes and reduced the overall transportation mileage, resulting in the offset of over \$37,000 in fuel cost during the summer months.
- Implemented an automotive "Live Works" program at Fleet Management, allowing state employees to have automotive repairs done, at cost for parts, by inmates enrolled in automotive vocational programs. This program yielded valuable hands-on training opportunities to participating inmates, while saving employees an estimated \$300,000 in labor costs.

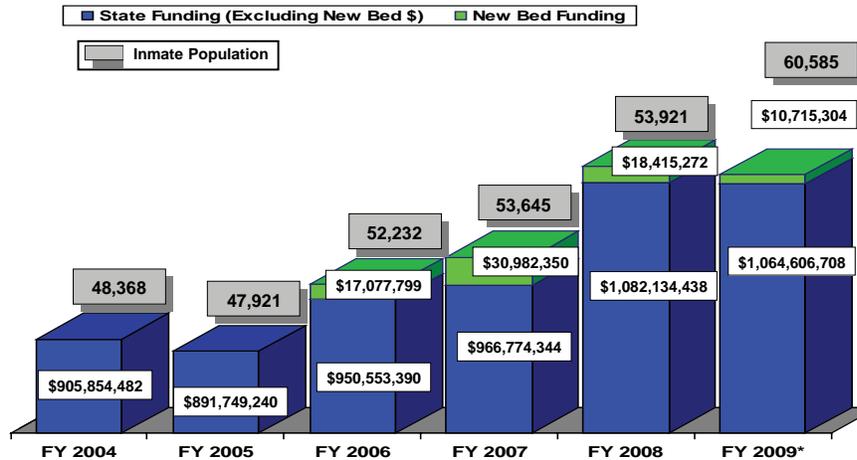
FY 08 Budget Breakdown



The budget breakdown chart reflects the FY2008 year-end total funds operating budget of \$1,155,944,182 exclusive of \$20,409,935 in Capital Outlay. The total funds budget of \$1,176,354,117 consists of \$1,100,270,926 in State Funds, \$63,974,496 in Other Funds and \$12,108,695 in Federal Funds.

Our Budget

6-Year "Operational" Budget History

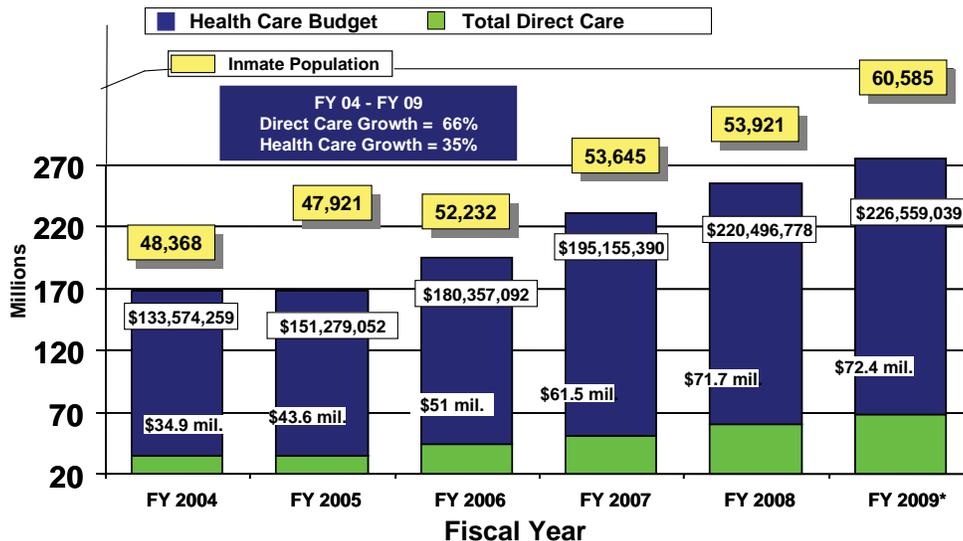


	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009*
Budget (State Funded)	\$905,854,482	\$891,749,240	\$967,631,189	\$997,756,694	\$1,100,549,710	\$1,075,322,012
Authorized Positions	15,512	15,271	15,185	15,542	15,702	14,908
Inmate Population	48,368	47,921	52,232	53,645	53,921	60,585
Filled Positions	14,096	13,739	14,207	13,929	14,124	13,680

6-Year Operational Budget History shows the relationship between the actual growth of the state funded operating budget to include the additional funding provided for new bed construction, state inmate population, and staffing levels through FY 2008.

The FY 2009 budget and personnel figures are based on amended funding figures and the projected prison population growth.

Inmate Healthcare Cost Containment Measures (6-Year Budget History)



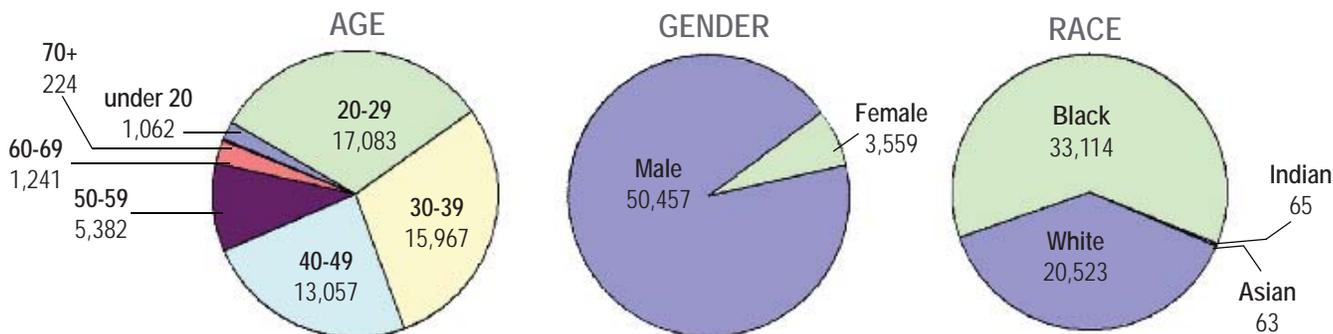
	FY2004	FY 2005	FY 2006	FY 2007	FY2008	FY2009*
Budget (State Funded)	\$133,574,259	\$151,279,052	\$180,357,092	\$195,155,390	\$220,496,778	\$226,559,039
Total Direct Care	\$34,978,401	\$43,651,702	\$51,093,926	\$61,543,451	\$71,749,300	\$72,484,673

*Projected

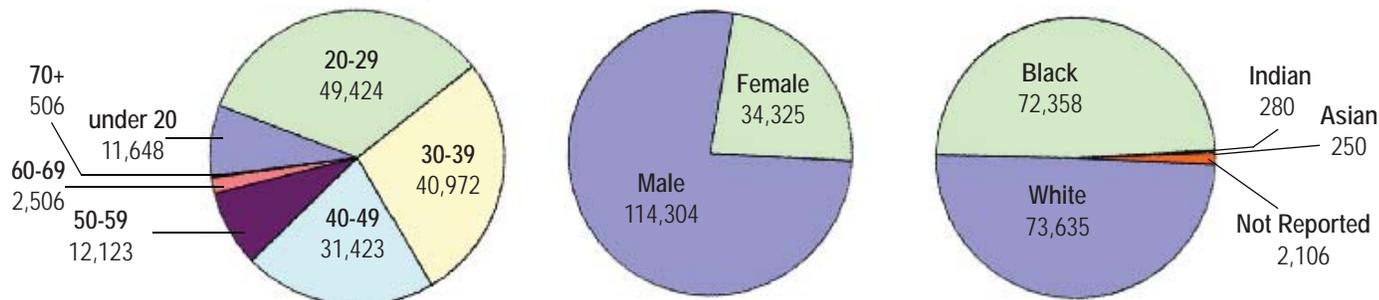
GDC Inmate Healthcare Costs - During the FY2004-2008 5-year time period, the GDC inmate healthcare budget increased by 65.1% while the cost of direct care grew by 105.1%. The \$71.7M direct care expenditures in FY2008 included over \$55M of service claims by medical providers external to GDC. Additionally, the top 200 most costly inmates accounted for 46% of the \$71.7M direct care claims expenditures.

Offender Demographics June 30, 2008 Snapshot

PRISON POPULATION: 54,016



PROBATION POPULATION: 148,629



Major Offense Types

Violent	Sexual	Property	Drug	Habit/DUI	Others
includes murder; assault and battery, kidnapping; robbery; hijacking, stalking, cruelty to children, elderly and animals	includes rape; sodomy, sexual assault; child molestation	includes arson, burglary, theft, fraud, possession of contraband	includes possession, sale, distribution, manufacture, trafficking	includes reckless driving, hit and run with injury	includes possession of a weapon and unknown crime

Incarcerated Offenders:	23,298	7,731	10,795	9,376	167	2,649
Active Probationers:	23,408	6,756	51,378	54,250	1,448	11,389

Seven Deadly Sins

(Average Sentence Length in Year for Incarcerated Offenders)

Major Offense:	Murder	Rape	Armed Robbery	Kidnapping	Aggravated Sodomy	Aggravated Sexual Battery	Aggravated Child Molestation
Count:	5117	1864	5058	1566	233	168	1394
Sentence Length:	Life	22.6	15.8	20.9	20.0	17.2	20.9

Life Sentences are calculated as 25 years.

For more information on the offenders, see the offender statistical profile reports on www.dcor.state.ga.us under reports.

C ontact Us

The FY 2008 Annual Report was created by the Public Affairs Office. If you have any additional questions regarding the annual report or general questions, please visit our website at www.dcor.state.ga.us or contact the appropriate division below.

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