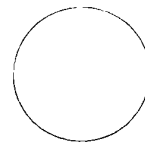


Corrections

1994 ANNUAL REPORT



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GEORGIA DEPARTMENT OF CORRECTIONS

U.S. Department of Justice
National Institute of Justice

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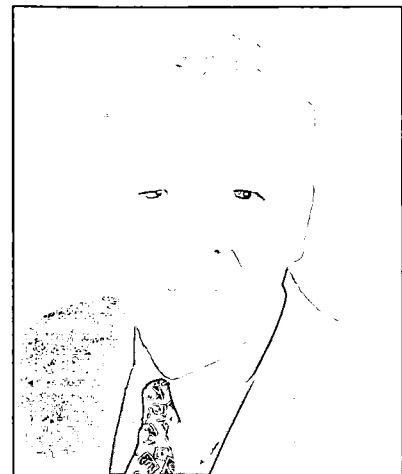
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Governor Zell B. Miller
and Members of the Georgia General Assembly
State Capitol
Atlanta, GA 30334



Dear Governor Miller and General Assembly Members:

With pride in our people and our work, I present to you the Annual Report of Operations in the Georgia Department of Corrections for Fiscal Year 1994.

This is a time of growth for our industry nationwide, and sometimes a time of pain and difficulty. The past fiscal year has seen us successfully, non-violently contain several inmate disturbances in our prisons, with no loss of life and minimal injury. It's also been a time in which we've found that recent growth in the number of facilities in our system is just keeping pace with the growth in our incoming inmate population and the general growth in violent crime nationwide.

There are positives in the prison business, and especially in the Georgia Department of Corrections. In Fiscal Year 1994, \$22 million was returned to our communities through work done by probationers and inmates. Six new fire stations opened in that time, bringing to 18 the total number of inmate fire stations helping local communities that cannot afford to maintain full-time paid fire crews. Seven new facilities have opened in Georgia, including a women's prison, a pre-transitional center, and five men's prisons.

And we at GDC are strengthening our focus on reducing future victimization by showing offenders in our custody how to change their behavior—and why; our Awareness program is broadening a counseling effort that brings inmates face-to-face with victims who've suffered from crimes like those they committed.

In Georgia, someone who commits a violent crime is likely to spend a long time behind bars, and we strongly support every effort to make our communities the safest they can be.

All of us at the Georgia Department of Corrections believe in preserving public safety, both through keeping offenders behind bars and through working to change their behavior when and if they re-enter the community.

Sincerely,

A handwritten signature in dark ink, appearing to read "Allen Ault", written over a horizontal line.

Allen L. Ault, Ed.D
Commissioner

NCJRS

SEP 22 1995

ACQUISITIONS

Contents

2 /	Overview of the Fiscal Year
4 /	State Board of Corrections
5 /	Executive Operations Division
5 /	Victim Awareness Program
8 /	Special Services
8 /	Litigation Support
8 /	Inmate Sexual Abuse
8 /	Special Investigations
9 /	Metro Fugitive Squad
9 /	Middle Georgia Fugitive Squad
9 /	Governor's Strike Force Against Drugs and Violent Crime
10 /	Organized Crime Drug Enforcement Task Forces
10 /	United States Alcohol, Tobacco and Firearms Agency
10 /	Institutional Operations Division, Special Operations
11 /	Georgia Emergency Management Agency (GEMA)
11 /	1996 Olympics Security
11 /	Planning and Operations
11 /	Commissioner's Office
11 /	EDP Coordination
12 /	Inmate Construction
13 /	Internal Investigations
13 /	Legal Services
14 /	Office of Quality Improvement
16 /	Office of Strategic Management
20 /	Institution Operations
20 /	State and County Institutions
20 /	Inmate Boot Camp
21 /	Inmate Administration
22 /	Operational Investigations and Appeals
22 /	Transitional Services
23 /	Women's Services
29 /	Programmatic Cost Per Inmate
30 /	Community Corrections

30 / Victims' Initiatives
30 / Service to Communities
31 / Immigration and Naturalization Service Agreement
31 / Cognitive Restructuring
31 / Alcohol Chemical Treatment Series
32 / Automation
32 / Officer Safety
32 / Sentencing Alternatives
34 / Diversion Centers
34 / Detention Centers
35 / Probation Boot Camps
41 / Business & Support Services
41 / Food and Farm Services
45 / Health Services
46 / Health Services Expenditures
49 / Engineering & Maintenance
50 / Asset Management Section
51 / Management Information Systems
53 / Offender Services
53 / Education Services
53 / Chaplaincy
54 / Library Services
54 / Counseling Services
60 / Offender Management System
65 / Georgia Correctional Industries
66 / Human Resources Division
66 / Employee Support Section
67 / Training and Employee Development

Overview of the Fiscal Year

The start of this fiscal year was tumultuous for disturbances at GDC Correctional Institutions caused millions of dollars in damages and necessitated the movement of numerous prisoners. But the repairs were quickly accomplished, there were no major injuries and no escapes in the uproar, and each disturbance was quickly, efficiently quelled by highly-trained TACT teams at the institutions.

Crime and punishment continued to top the public's agenda, as well as the politicians'; in campaign after campaign, issues affecting or concerning Corrections came up, and errors often had to be corrected in public perception. 80 percent of Georgia's inmates work, and none of them is paid for that labor. Our prisons are humane, and safe, but not comfortable for offenders.

Much of the work done by offenders is accomplished through the department's Community Corrections Division. In Fiscal Year 1994, \$22 million was returned to communities through work done by probationers—road crews, courthouse landscapers and cleaners, inmate construction crews.

Inmate Construction completed projects totaling over \$14 million, saving the state approximately \$12 million. One bootcamp project, bid to the private sector, would have cost \$2.4 million; Inmate Construction crews completed the project as planned for \$1.3 million. Crews have begun or completed projects in 62 Georgia counties since January 1994.

Six new fire stations were opened in Fiscal Year 1994, bringing the total number of stations serving local communities--at considerable savings to them--to 18.

Five new prisons were opened in FY94: Calhoun, Dooly, Macon, Smith and Wilcox Correctional Institutions.

And the department is strengthening its focus on changing offender behavior by changing awareness; the Commissioner's Awareness Program instituted a pilot program at Valdosta CI that brings crime victims and their stories to inmates in an effort to increase offender awareness of the impact of their crimes. In Community Corrections, the Cognitive Restructuring Program targets thinking skill deficits in probationers, helping improve their problem solving abilities, acceptance of responsibility, and empathy with victims.

State Board of Corrections

The Board of Corrections is composed of 16 members, one from each congressional district in the state and five additional members from the state at large. The governor appoints all members, subject to the consent of the senate, to staggered five-year terms.

The board, which establishes policies governing the operations of the agency, normally meets the first Thursday of each month. Members of the Board of Corrections also serve as the board for Georgia Correctional Industries. These meetings are normally scheduled quarterly. Board members at year's end included:

J.M. "Bob" Plemons, Chairman, Ringgold
Robert R. Brown Jr., Vice-Chairman, Lithonia
Jim Wetherington, Secretary, Columbus
Asa T. Boynton, Athens
Dewey Brown, Avondale Estates
G. Robert Carter, Valdosta
Curtis Colwell, Blairsville
Jim Cowart, Norcross
Bruce Hudson, Douglasville
Charles D. Hudson, Past Chairman, LaGrange
Conway Hunter Jr. M.D., Sea Island
Edgar Roberts, Valdosta
Mary Alice Shipp, Sylvester
Charles B. Webster, Augusta
Ray Wilkes, Macon

Executive Operations Division

Victim Awareness Program

More than 35 million Americans are touched by crime each year. Victims are fast becoming a majority in America. Our personal safety, public health, and our children's futures are at risk because of the growing epidemic of violence in America.

Last fall, in order to help the citizens of Georgia better understand the positive efforts underway at the Georgia Department of Corrections, the Commissioner's Awareness Program was established within the Executive Operations Division.

Our vision at GDC is to become a primary partner in a collaborative effort among all criminal justice entities, human service providers, educators and the community in effectively and efficiently preventing and reducing crime in the state of Georgia. In order to reach this vision, we must tell our story.



The Victim Awareness Program allows victims to confront inmates with the consequences of their crimes.

The Georgia Department of Corrections has become a primary partner with victims' advocacy groups throughout the state to help link the chain in providing information and services to crime victims, under the supervision of the GDC Community Corrections or Operations Divisions. Listening is only part of the process; responding is the most important. What do victims want and need?

❖ **Safety and security** – Since safety and security are often destroyed by criminal acts, it is imperative that quality referrals be made for information and resources that address victims' questions and needs.

❖ **Ventilation and validation** – We provide information such as tentative release dates, max-out dates, etc., so the victim can predict and plan for the future. Crime victims seldom understand the options that are related to offender supervision.

❖ **Information and education** – Many victims do not understand the criminal justice system, particularly corrections. Information is provided regarding different agencies within the system, including the roles and responsibilities of each agency and key players within the criminal justice and correctional systems.

The victim often feels invisible to the criminal justice system. Since the inception of the Commissioner's Victim Services Section, over 1,500 victims of crime have been assisted with information or referrals.

Assistance has been provided to victims referred by the governor's office and the Board of Pardons and Paroles. Most calls or office contacts concern threats made to victims or victims' families. Calming victims' fears is a major focus of the program.

Other questions answered include: how to stop harassing phone calls and unwanted written communication; information on an inmate's location, tentative parole review month, maximum release date, security status or transfer; and escape risks and security levels at institu-

tions where a given inmate may be housed. The program also endeavors to assuage community fears about security and safety of facilities located nearby.

GDC is also trying to prevent crime among our youth by showing them the discipline experienced by offenders sentenced to the Governor's Comprehensive Boot Camp Program. More than 6,000 students have gone through the Boot Camp Awareness program. Boot camp inmates and officers show the students what life is like in a boot camp . . . and feedback from those students shows the program is getting their attention.



Special Services

Listed below are those activities assigned to the Special Services unit of the Executive Operations Division. Personnel, support services, equipment and other resources are provided for and coordinated through the special services coordinator. Personnel assigned to the multi-agency units listed are routinely supervised by staff assigned to operate these units.

Litigation Support

This unit operates to help provide information to all GDC staff, legal counsel and others involved in the resolution of the Cason v. Seckinger litigation. This case includes all inmates incarcerated in the Middle Georgia Correctional Complex and all female inmates and female probationers incarcerated throughout GDC's jurisdiction.

Presently the unit includes staff, computer hardware and software capable of imaging, storing and managing the computerized files of all female inmates and female probationers whose files have been requested by legal counsel during discovery in this case. To date the system includes more than 500,000 stored documents that may be accessed from the special services coordinator's office and the state attorney general's office. Plans are developed and implementation is underway to provide additional remote access to other personnel in Offender Services, Institutional Operations Women's Services, Medical Services, Legal Services, and Metro C.I. Others may be added as necessary.

Inmate Sexual Abuse Special Investigations

This unit is responsible for investigating allegations of sexual abuse involving female inmates and female probationers incarcerated within GDC's jurisdiction. It is also responsible for all investigation records and for assisting with the prosecution of individuals involved, as appropriate.

The special services coordinator is responsible for providing all necessary resources for unit operation, liaison with the commissioner and other staff, and other assistance as required.

Metro Fugitive Squad

This is a multi-agency unit of personnel that was formed in 1979. It was originated to "remove as many violent career criminals and escapees as possible off the streets of metropolitan Atlanta and assist prosecutors in placing these felons back into the federal and state penal systems where they belong." The squad is supervised by GBI personnel and directed by a Control Board consisting of heads of participating agencies or their designees. The special services coordinator is the commissioner's designee on this board. Currently there are about 30 individuals assigned to this unit from federal, state and local agencies, including two employees of the Georgia Department of Corrections.

Middle Georgia Fugitive Squad

This is a multi-agency unit formed in 1994, patterned after the Metro Fugitive Squad, and located in the Macon area. Currently the squad has about a dozen members including one GDC employee. The squad is supervised by GBI personnel and directed by a Control Board consisting of heads of participating agencies or their designees. The special services coordinator is the commissioner's designee on this board.

Governor's Strike Force Against Drugs and Violent Crime

This is a multi-agency unit established by Executive Order of the governor, dated November 2, 1993, "for the purpose of assisting local law enforcement agencies in combating illegal drug activities and the associated violent crime." The unit is supervised by GBI personnel and directed by a Control Board of agency heads or their designees and others set by the Executive Order. The special services coordinator is the commissioner's designee on this board. There are currently about 30 individuals assigned to the unit including four GDC employees.

Organized Crime Drug Enforcement Task Forces

These task forces are multi-agency units operated within the jurisdiction and under the supervision of the United States Department of Justice, Drug Enforcement Agency (DEA). These units are organized to combat the manufacture, distribution and sale of illegal drugs. The unit is located in metropolitan Atlanta and includes two GDC employees. One of these employees is assigned as an investigative and arresting agent and the other is assigned as an intervention specialist involved in community school and civic organization education activities.

United States Alcohol, Tobacco and Firearms Agency

The Georgia Department of Corrections has one employee assigned as a special operations information specialist to the Atlanta office of the ATF. The purpose of this assignment is to provide all pertinent information concerning GDC inmates of interest in ATF investigations to ATF agents throughout the state. One of the more notable forms of information provided comes from a report known as Triggerlock. "Triggerlock is an identification process of Georgia offenders who are being released from prison and who will qualify for federal prosecution should they ever be arrested again for crimes involving drugs (trafficking) or firearms." Information is also provided on other individual inmates from the Offender Tracking Information System (OTIS) and their central office or institutional records.

Institutional Operations Division, Special Operations

The special services coordinator assists in coordinating the deployment of GDC tactical squads to activities outside this agency. Activities outside the agency that tactical squads may become involved in could include local jail contraband searches or disturbance containment, public disturbances such as the riots in Atlanta following the Rodney King trial, community activities such as holi-

day festivities, or school or civic organization education demonstrations. These "callouts" are in response to local or state officials' requests and are authorized by the commissioner.

Georgia Emergency Management Agency (GEMA)

The special services coordinator is responsible for coordinating all activities of the Georgia Department of Corrections in response to GEMA's activation of the Georgia Emergency Operations Plan. This plan is the state's reaction to natural or other disasters that require a response to the needs of safety, security and life necessities local governments are unable to provide for. GDC is a "secondary" agency that is assigned several tasks to support other "primary" agencies' efforts. GEMA also administers a federal surplus property distribution program. All GDC requests for property from this program must be authorized by the special services coordinator.

1996 Olympics Security Planning and Operations

GDC has two employees assigned directly to the Olympics planning effort. The special services coordinator is responsible for assisting these employees in their planning and resource development efforts and will assist as liaison in future implementation of those plans and operations.

Commissioner's Office EDP Coordination

The special services coordinator is responsible for assisting staff assigned to the Commissioner's Office in obtaining required computer hardware, software and service as requested; in the development of GDC computer operations as a member of the Middle Georgia Corrections Complex Operations Enhancement Prototype Project (MOE); and as otherwise assigned.

Inmate Construction

In late 1993 Commissioner's Special Projects and Mobile Construction merged to create the Inmate Construction unit. The unit is comprised of a highly skilled and motivated work force that manages its financial, engineering, security and construction efforts.

The continuing mission of this group is to utilize the resources of the department in the most cost-effective manner to better serve the construction project needs of the department, the state and the community. These projects assigned by the commissioner range from stand-alone boot camps and programs buildings, to county jails and cottages at state parks.

Since January 1994, Inmate Construction has completed or is preparing to start a construction effort in 62 of Georgia's counties. Typically, there are 30-35 active projects under construction at any given time with another 50-60 approved projects awaiting scheduling. Inmate Construction has performed a work activity for most of the other state agencies and many cities and counties.

The inmate work force consists of 450-500 inmates of which approximately 80 percent are skilled in at least one craft. An on-the-job training program is offered to train unskilled inmates and cross train skilled inmates. This program is very successful and popular with the inmates because it helps them find gainful employment after they are paroled or released.

In the past year, Inmate Construction has completed projects totaling over \$14 million in material costs with a projected savings of approximately \$12 million. A stand-alone boot camp was let for bid to the private sector and the low bid was \$2.4 million. This same project, with no changes, was built by Inmate Construction for \$1.3 million, resulting in a \$1.1 million savings.

Inmate Construction has become so popular that requests for assistance are increasing at a rapid pace.

Internal Investigations

The Internal Investigations section conducted 884 investigations in Fiscal Year 1994. The unit also reviewed 1,954 use-of-force reports and 2,087 incident reports.

The Extradition unit, which is responsible for returning recaptured escapees to the department, picked up 20 recaptured escapees and traveled 18,788 miles during FY94.

Legal Services

The Legal Services section serves as inhouse counsel to the Georgia Department of Corrections. The section has three units—Legal Operation, Employee Actions and Appeals, and Commissioner's Designee for Adverse Action.

Legal Operations serves as legal liaison between GDC and the Attorney General's Office. Legal Operations forwards to the Law Department all lawsuits, petitions, writs and other legal documents served on the commissioner or agency personnel. Legal Operations researches and organizes agency information for use in defensive pleading and/or motions; drafts answers to interrogatories; and reviews the impact of proposed legislation on the operation of the agency. During FY94, Legal Operations processed and forwarded to the Attorney General's Office 1,052 lawsuits. Legal Operations also has the responsibility of conducting Vitek (due process) hearings at Georgia State Prison and the Middle Georgia Correctional Complex. During fiscal year 1994, this unit conducted 22 Vitek hearings and responded to approximately 950 inmate grievances that were appealed to the commissioner.

Employee Actions and Appeals is responsible for drafting charges and recommending disciplinary action to be taken against agency employees who violate agency rules, regulations, standard operating procedures, State Merit

System rules or the laws of the state. GDC attorneys investigate allegations of wrongdoing and determine if there is sufficient evidence to support adverse action. They also assist the Attorney General's Office and local district attorneys. During FY94 this section handled 384 proposed adverse actions. Of the 384 proposed adverse actions, 212 were appealed to the commissioner's designee and approximately 106 were appealed to the State Personnel Board.

The commissioner's designee for adverse action conducts semi-formal hearings which allow employees an opportunity to present their versions of the facts and circumstances surrounding the adverse action. In FY94 the commissioner's designee handled 216 hearings.

Office of Quality Improvement

The Office of Quality Improvement, as part of Executive Operations, manages most of the auditing functions within the department. It includes the Fiscal Audit/Standard Operating Procedure/Accreditation Section, Facility Inspections Section which provides operational audits for Institutional Operations, Center Operation Assessments which conducts audits of Community Corrections facilities, and the Fire Services Section which provides technical assistance and support to the fire stations located at various correctional institutions. Individuals within these sections audit various operations of the department to determine compliance with applicable laws, regulations and operating procedures. Recommendations are made to management to improve their operations based on audit findings.

Another section within this office is the Quality Improvement Section. Its role is to develop, coordinate and monitor the incorporation of continuous quality improvement (CQI) practices throughout the department. Continuous quality improvement is a structured system for creating

departmentwide participation in planning and implementing continuous improvement processes. These processes should meet or exceed the expectations of the citizens of the state and potentially improve the productivity and quality of our work while maintaining or reducing costs.

Some of the improvements and accomplishments of the previous year are:

Compliance Section – Accomplishments

Developed and distributed a survey to over 500 GDC staff to solicit feedback on the auditing processes. The results were used to improve selected audit areas.

Performed operational audits based on the Cason v. Seckinger consent decree at the institutions covered by the decree.

Developed a key control manual to provide field staff detailed operational guidelines for establishing and maintaining key control systems.

Opened and equipped six new institutional fire stations, bringing the total number of stations to 18.

Identified a problem that Community Corrections business office staff were having with the Probation Accounting System (PAS) accounts computer software and coordinated a solution of developing a detailed PAS users manual for field staff.

Developed turnaround time for processing and disseminating new and revised SOPs from 35 days to 15 days.

Coordinated the formal ACA accreditation process at ACMI which passed their formal audit with a score of 99.3.

Office of Strategic Management

The Office of Strategic Management (OSM) is comprised of seven district work units: Strategic Planning, Operational Planning, Evaluations, Statistics, Research, Grants Management Services, and Management Analysis Services. While each of these work units has its unique area of primary responsibility, the scope of most projects conducted by the OSM requires a team approach utilizing the specialized skills of people assigned to several different work units. This cross-functional team approach enables the department to conduct major agency-wide projects while maintaining the staffing level of OSM with 7.4 percent less than FY90 levels. During this same period of time, the overall agency staffing levels grew by more than 40 percent as the agency was required to manage rapidly increasing numbers of offenders. As a sub-unit of the Executive Operations Division, the OSM provides the department's executive-level managers with reliable and usable information to guide agency-wide policy related decision-making. Additionally, the OSM is responsible for supporting other agency managers, staff, and external entities by providing information specific to their needs.

Strategic Planning

The Strategic Planning unit is responsible for the coordination, tracking and monitoring of the department's Strategic Plan (required by the Budget Accountability and Planning Act of 1993); provides assistance with legislative and policy analysis (e.g., prepares GDC fiscal impact analysis for the governor's office and/or legislators); and analyzes information on relevant topics, prepares written recommendations and/or written reports (e.g., reports responding to an agency-wide issue or an issue raised by an external source – bedspace capacity, utilization and population reports).

Operational Planning

The Operational Planning unit is responsible for coordinating the development of the department's Annual Operation Plan; coordinating the development of all cross-

divisional projects (e.g., Boot Camp Implementation Plan); plans for implementing new legislation (e.g., the Performance Incentive Credit Implementation Plan and Juvenile Transfer Plan – Eastman YDF); and prepares and assists in the preparation of information for the commissioner's speeches and briefings, as well as other types of information requested by legislators, Office of Budget and Planning, Legislative Budget Office and other state and federal agencies.

Evaluation

The Evaluation unit is responsible for evaluating selected (usually high profile), statewide correctional programs and operations (e.g., boot camp evaluation); participating in nationwide correctional evaluation projects (e.g., Multi-state Boot Camp Evaluation Project and Prison-Setting Therapeutic Communities Evaluation); conducting other major longitudinal research projects; and providing consultation to operational units in their development of performance measures. An additional service of this unit is to provide on-site computer support and assistance to all users of the Executive Operations Division's local area network.

Statistics

The Statistics unit is responsible for identifying and maintaining agency level policy data designed to inform executive-level managers relative to the decision-making process. The data provided is interpretive, has context within the agency as a whole, identifies trends, may be groundbreaking (What if) or exploratory, or verify information "everybody knows." Additionally, the unit provides data to state and mandated national-level data collections entities (e.g., National Prison Reporting Project — National Institute of Justice/U.S. Census Bureau, U.S. Immigration and Naturalization Service, U.S. Social Security Administration).

Research

The Research unit is responsible for ensuring the Offender Tracking Information System (OTIS), the agency's primary automated offender information system, maintains a data

structure which makes it possible to answer policy making questions as well as fulfilling the data needs of the many operational entities within the department; it develops software programs designed to answer various types of policy related questions and conducts data analysis concerning the impact of various proposed policy alternatives. The unit also provides quality control of selected offender information.

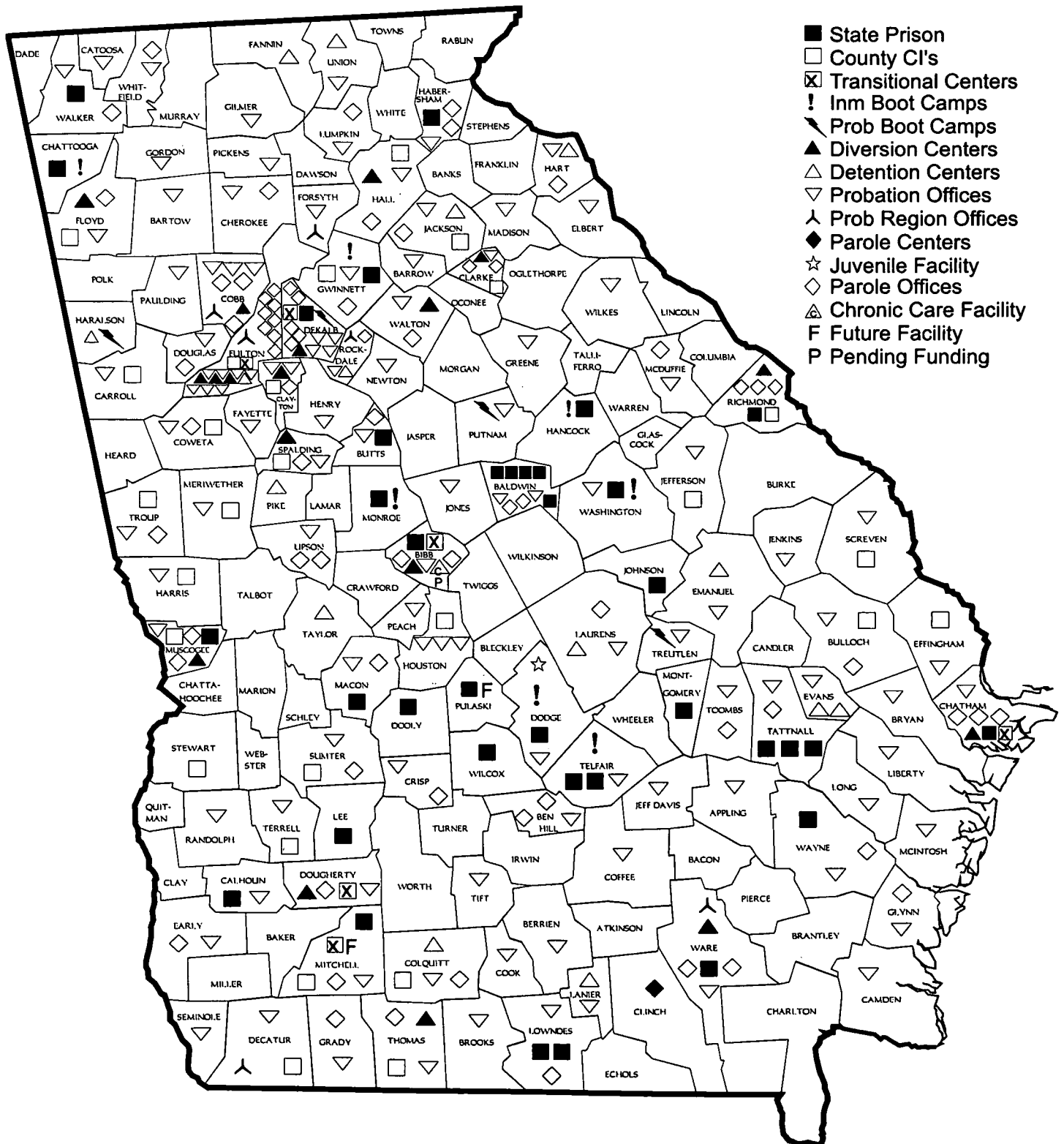
Grants Management Services

The Grants Management Services unit is responsible for managing the department's response concerning all grants available to the agency. The unit identifies outside funding sources; coordinates the development and submission of grant applications; monitors grant-funded programs to ensure compliance with grant reporting and fiscal practices; develops grant amendment submissions; and manages other special funding projects which are unique, onetime, ad hoc reimbursements (e.g., FEMA reimbursement for departmental services provided during tornado cleanup and/or flood disasters).

Management Analysis Services

The Management Analysis Services unit serves as a management consultant to the Executive Management Team. Its primary focus is to analyze current management policies and practices to identify more cost efficient or effective methods and procedures. It designs methodologies which will provide managers with performance-related information (e.g., in 1994 the unit completed a project to collect and automate information from every institution which would allow the deputy commissioner of Offender Services to better manage her counseling resources, Project TEAM). In the future this unit will become much more visible as it evolves into the role of tracking progress and reporting needed adjustments to the Management Team relative to the agency's long-term strategic directions and operational outcomes identified in our Performance Management System. (GDC's response to outcome-based budgeting and decision-making associated with the Budget Accountability and Planning Act of 1993.)

GEORGIA CORRECTIONS SYSTEM



Institution Operations

The Institution Operations Division operates all state correctional institutions and transitional centers. The division's basic mission is to promote public safety by assuming and maintaining custody of inmates until they are released from the system.

The division's operations are guided by the principle that correctional facilities should be operated in a humane, secure, orderly, sanitary and disciplined manner. Therefore, appropriate provision is made for the health and safety of both inmate population and staff.

The work ethic is recognized as a basic element of inmate management. Productive use of inmate time is essential not only to the maintenance of physical and mental health, but to the orderly operation of the correctional system as well.

Rehabilitative programs are available so that inmates can be trained to perform productive work, taught to live in a disciplined environment and can receive treatment for serious emotional or physical disabilities.

State and County Institutions

In Fiscal Year 1994, the division operated 39 state prisons and five transitional centers. Custody of inmates was also provided by 26 county correctional institutions. Managing these facilities is the responsibility of five regional offices located throughout the state. In FY94, the average daily prison population was 27,984, an 11 percent increase over FY93.

Inmate Boot Camp

In FY94 the Institution Operations Division refined the operation of Governor Zell Miller's boot camp program. Al Burruss Correctional Training Center and Dodge Correctional Institution, along with four boot camp units sharing the resources of four state prisons, function as division's inmate boot camps. These are in addition to the Community Corrections probation boot camps located throughout the state.

The Admissions unit at the Bostick Correctional Institution diagnostic component processes entry into the inmate boot camps, and the division's field operations oversee the inmate boot camp function. During FY94, 1,708 inmates passed through inmate boot camps.

Inmate Administration

The Inmate Administration section of the Institution Operations Division is responsible for receiving offenders into the system, monitoring their movement and security within the system and processing their release. The section has six units: Classification and Diagnostics, Records, Admissions, Releases and Agreements, Computation and Quality Control.

The **Classification and Diagnostics** unit is responsible for inmate classification, assignments, security reclassification and the extradition of escapees. Over the past few years, there was a significant decrease in the total number of escapes by inmates assigned to state and county correctional institutions and transitional centers. All diagnostic summaries are now produced electronically. The diagnostic institutions transmit the package via computer. This has greatly enhanced the efficiency of the process.

In the **Quality Control** unit, computerized inmate records are maintained and audited and statistical information is supplied for various reports used in inmate population management.

The **Computations** unit calculates an inmate's maximum release date, figures jail time credit and recomputes release dates due to amended sentences.

Employees in the **Records** unit establish and maintain a current file of all active inmates as well as those under parole supervision. Inmate files in parole status are prepped and microfilmed for storage, due to space limitations. Approximately 83,278 files were handled in FY94.

The **Releases and Agreements** unit processes the release of inmates from the system, by parole and other means, court production orders and detainer agreements. In addition, the unit calculates and processes county jail subsidies and handles and schedules transportation for inmates being released to other authorities for court purposes, both in and out of state.

The **Admissions** unit receives and processes inmate sentences from Georgia's 159 counties. In addition, in April 1991, the unit added an inmate boot camp sub-unit which is responsible for screening and assignment of new inmates whose sentences and background would qualify them as candidates to the inmate boot camp program. In FY94, Admissions processed 21,190 sentences.

Operational Investigations and Appeals

The Operational Investigations and Appeals section receives all complaints, grievances, claims for lost property, disciplinary appeals and correspondence generated by the inmate population. There were 4,937 grievances, claims and disciplinary appeals processed in FY94. The unit also investigates and assists in the resolution of inmate problems and assures the availability of formal channels of communications and conflict resolution.

Transitional Services

Transitional centers are pre-release facilities in communities where both male and female inmates may serve the last few months of their sentence. The goal of transitional services is to help offenders make the transition from prison back into the community. Participants in the program must be recommended by their institution or referred by the Board of Pardons and Paroles.

In transitional centers, the development of the individual's self-discipline and responsibility are stressed. Residents are assisted in securing and maintaining employment in the community. They assume the cost of room and board

at the center, in addition to paying taxes and saving money for their releases. A total of 724 inmates completed transitional center programs in FY94. They paid a total of \$750,561 in room and board fees.

Women's Services

During this reporting period, Women's Services has continued to work toward the resolution of Cason v. Seckinger, a class-action lawsuit critical of prison conditions. To ensure GDC women's institutions are the best in the country, the staff has continued to refine policy, participate in outstanding training, evaluate and develop programming and improve mental health, medical and food service.

In January 1993, the governor announced his decision to relocate the women's prison from Milledgeville to Atlanta. The transition and move of females from Georgia Women's Correctional Institution at Hardwick to Metro Correctional Institution is expected to be complete by the spring of 1995.

During FY94, the average female inmate population was 1,698.

The Women's Advisory Council, established by the Board of Corrections in February 1994, continues to work closely with departmental staff and the Governor's Commission on Women and is actively developing recommendations in the areas of programs, personnel practices, and utilization of volunteers.

PROFILE OF ACTIVE INMATES EXCLUDING JAIL AS OF JUNE 30, 1994

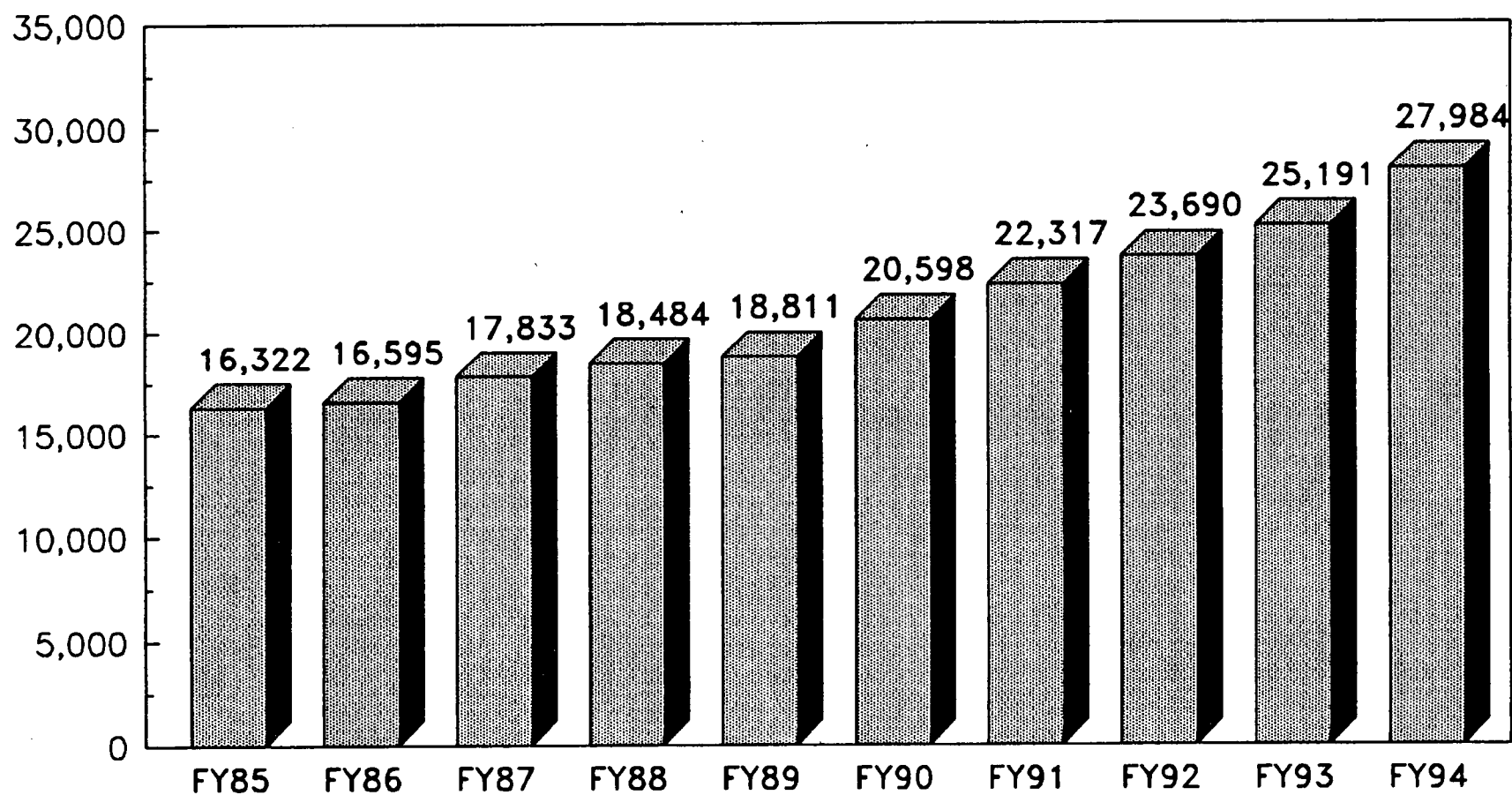
Variables	Number (Percent)	Variables	Number (Percent)
Total in population:	30,221	Diagnostic Behavior ¹ :	
Sex:		Escape Tendencies	959 (2%)
Male	28,375 (94%)	Assaultive	5,185 (11%)
Female	1,846 (6%)	Alcohol Problems	11,990 (25%)
		Drug Problems	16,424 (36%)
		None	3,363 (7%)
		Not Reported	335
Race:		Physical Profile:	
Non-white	20,546 (68%)	No Limitation	16,529 (55%)
White	9,675 (32%)	Defect/No major limitation	11,381 (39%)
		Defect/major limitation	1,378 (5%)
		Very major defect	61 (0%)
		Not Reported	872
Age Groups:		Family Behavior Pattern (Self-Report):	
00-21	3,001 (10%)	Criminality	7,398 (25%)
22-39	21,155 (70%)	Alcoholism	4,214 (14%)
40-54	5,174 (17%)	Father Absent	11,759 (40%)
55-99	891 (3%)		
Average Age:	32.68	Marital Status (Self-Report):	
		Single	14,893 (50%)
		Married	4,093 (14%)
		Separated	1,930 (7%)
		Divorced	3,542 (12%)
		Widowed	424 (1%)
		Common Law	4,866 (16%)
		Not Reported	666
Culture Fair IQ Scores:		Number of Children: (Self-Report):	
#/% Below 70 IQ	1,730 (6%)	None	3,517 (16%)
#/% Above 70 IQ	26,813 (94%)	One	7,184 (33%)
Not Reported	1,678	Two	5,194 (24%)
Average CFIQ Score	98.59	Three or more	5,707 (27%)
		Not Reported	8,619
WRAT Reading Score:		Admission Type:	
Less than 6th grade	12,369 (43%)	From Court	18,175 (60%)
6th thru 11th grade	10,707 (38%)	Parole Revocation	7,268 (24%)
12th grade	4,222 (15%)	Probation Revo- cation	4,776 (16%)
More than 12th grade	1,222 (4%)		
Not Reported	1,711		
Average Reading Score	7.27		
Education Level (Self-Report):		Probation to Follow Prison:	
Less than 7th grade	994 (3%)	Probation to Follow	7,381 (24%)
7th thru 11th grade	17,882 (60%)	No Probation to Follow	22,840 (76%)
12th grade	7,402 (25%)		
More than 12th grade	3,236 (11%)		
Not Reported	707		

¹ Since there can be up to five behavior codes per inmate, the total reported line will exceed 100%. In short, this variable counts the number of behavior problems, not the number of inmates.

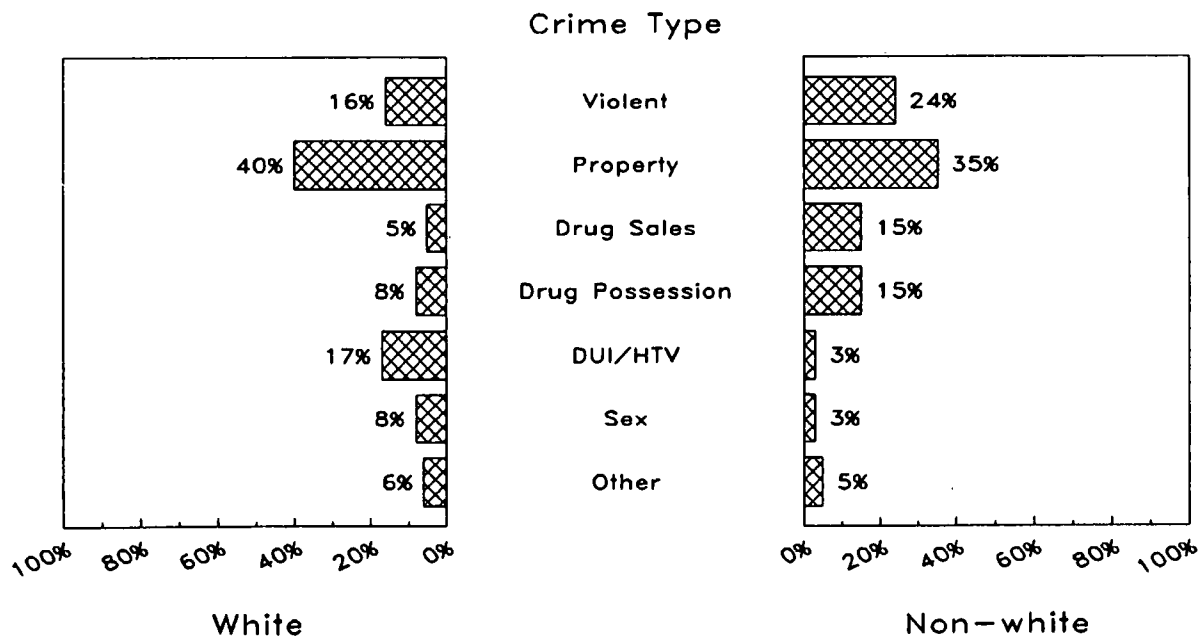
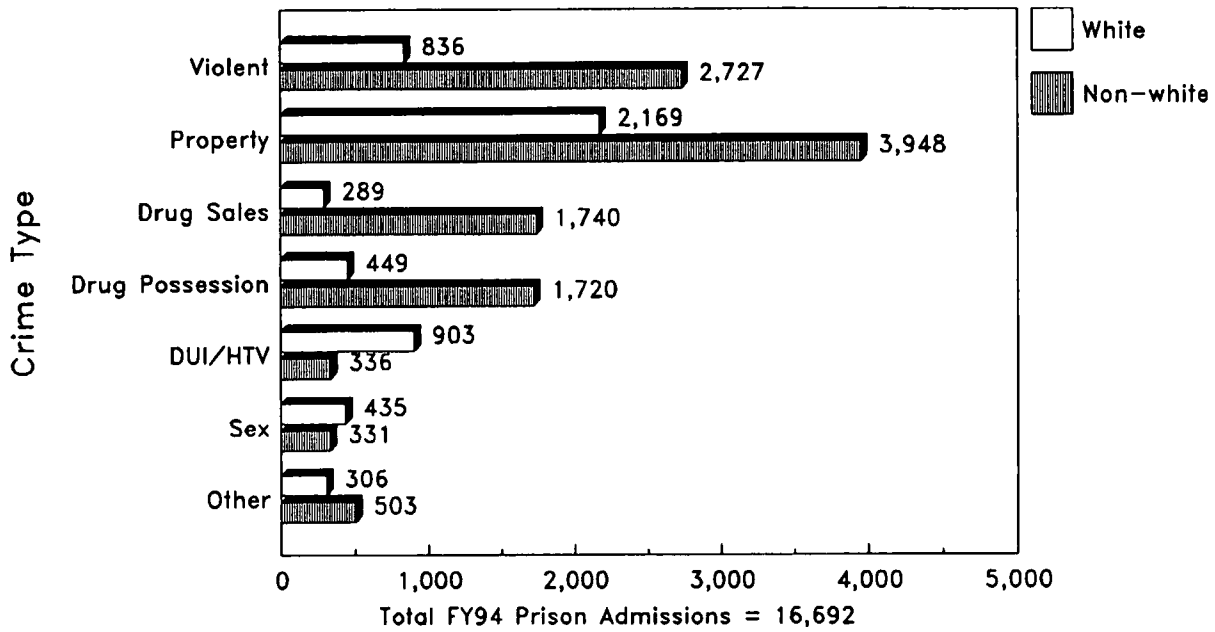
**PROFILE OF ACTIVE INMATES EXCLUDING JAIL
AS OF JUNE 30, 1994**

Variables	Number (Percent)	Variables	Number (Percent)
Employment Status at Apprehension:		Most Serious Crime Type:	
Employed full-time	9,602 (33%)	Violent personal	12,448 (41%)
Employed part-time	2,045 (7%)	Non-violent personal	20 (0%)
Unemployed <6 months	5,207 (18%)	Property	7,551 (25%)
Unemployed >6 months	9,515 (33%)	Drug Sales	2,872 (10%)
Never Worked	1,303 (5%)	Drug possession	2,220 (7%)
Student	119 (0%)	Alcohol	1 (0%)
Incapable	871 (3%)	HTV/DUI	1,092 (4%)
Not Reported	1,459	Sex Offense	3,159 (10%)
		Other	857 (3%)
Sentence Length:		Disciplinaries:	
0-1.0 years	800 (3%)	Zero	15,291 (51%)
1.1-2 years	1,720 (6%)	One	4,225 (14%)
2.1-3 years	1,822 (6%)	Two	2,217 (7%)
3.1-4 years	1,431 (5%)	Three to Five	3,417 (12%)
4.1-5 years	3,003 (10%)	More than five	5,067 (17%)
5.1-6 years	1,894 (6%)		
6.1-7 years	1,104 (4%)	Average	3.48
7.1-8 years	1,115 (4%)		
8.1-9 years	1,336 (4%)		
9.1-10 years	491 (2%)		
10.1-12 years	3,678 (12%)		
12.1-15 years	1,589 (5%)		
15.1-20 years	2,453 (8%)		
20.1 or more	3,576 (12%)		
Life	3,989 (13%)		
Death	111 (0%)		
Youthful Offender	5 (0%)		
Average sentence length:		Prior GA Incarcerations:	
Excl. life, death, YO	10.14	Zero	14,521 (48%)
Incl. life and YO	11.57	One	6,720 (22%)
YO=3 yrs; life=21 yrs		Two	3,922 (13%)
		Three	2,448 (8%)
		Four	1,298 (4%)
		Five or more	1,212 (4%)
Number of Sentences:		Institution By Group:	
One	9,143 (30%)	Community Facilities	795 (3%)
Two	7,143 (25%)	County Camps	3,756 (12%)
Three	4,898 (16%)	State Prisons	25,637 (85%)
Four	3,099 (10%)	Other	33 (0%)
Five	1,963 (6%)		
More than five	3,702 (12%)		
Average Number of Sentences	3.00		

AVERAGE DAILY PRISON POPULATION FISCAL YEAR 85 - FISCAL YEAR 94



FISCAL YEAR 94 ADMISSIONS TO PRISON BY TYPE OF CRIME AND RACE



COST PER STATE PRISON INMATE PER DAY

July 1993 - June 1994

	Average Count	Inmate Days	Total Annual Costs (\$)	Cost/Day (\$)
Arrendale CI	1,190	434,350	21,030	57.62
Augusta CMI (Medical Support Location)	665	242,725	43,563	119.35
Autry CI	860	313,900	14,105	38.64
Burruss CTC (Training Center)	375	136,875	20,178	55.28
Calhoun CI*	107	39,055	25,006	68.51
Central CI	721	263,165	15,552	42.61
Coastal CI	914	333,610	14,978	41.04
Dodge CI	763	278,495	12,826	35.14
Dooly CI*	211	77,015	16,142	44.23
Eastman Youth Facility	56	20,440	56,563	154.97
Ga. Diagnostic & Class. Ctr.	1,712	624,880	13,514	37.02
Georgia State Prison	1,179	430,335	25,285	69.27
Hancock CI	818	298,570	15,291	41.89
Hays CI	940	343,100	18,175	49.80
Johnson CI	870	317,550	12,938	35.45
Lee CI	444	162,060	17,138	46.95
Lowndes CI	333	121,545	13,433	36.80
Macon CI*	330	120,450	18,963	51.95
Metro CI-Women**	319	116,435	30,951	84.80
MCGI-Baldwin CI**	803	293,095	17,921	49.10
MGCI-Bostick CI	521	190,165	15,173	41.57
MGCI-Men's CI	636	232,140	14,596	39.99
MGCI-Rivers CI	919	335,435	15,099	41.37
MGCI-Scott CI	998	364,270	15,662	42.91
Milan Women's Center	186	67,890	19,206	52.62
Montgomery CI	343	125,195	17,217	47.17
Phillips CI	914	333,610	20,135	55.16
Rogers CI (food and farm support location)	1,044	381,060	16,554	45.35
Rutledge CI	579	211,335	15,491	42.44
Smith CI (for Tattnall)*	331	120,815	20,168	55.25
Telfair CI	900	328,500	14,453	39.60
Valdosta CI	764	278,860	20,402	55.90
Walker CI	339	123,735	12,964	35.52
Ware CI	1,048	382,520	16,578	45.42
Washington CI**	683	249,295	16,298	44.65
Wayne CI	181	66,065	16,481	45.15
Wilcox CI*	240	87,600	14,948	40.95
Total Count & Average Costs	24,236	8,846,140	17,726	48.56

* Institutions in start-up-phases

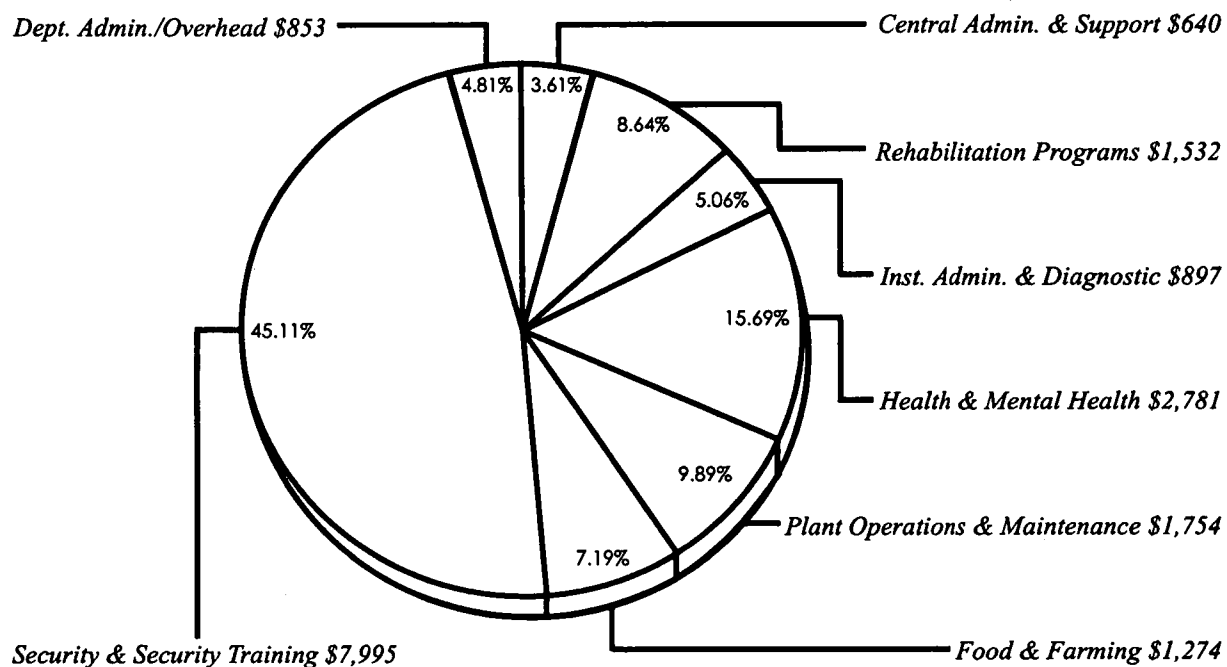
** Institutions where male and female populations were relocated

Add \$3.10 per day for Capital Outlay construction costs.

PROGRAMMATIC COSTS PER INMATE

July 1, 1993 - June 30, 1994

Total: \$17,726



	<i>FY - 94 Daily Costs</i>	<i>FY - 93 Daily Costs</i>	<i>FY - 94 Annual Costs</i>	<i>FY - 93 Annual Costs</i>
Security & Security Training	\$21.91	\$22.29	\$7,995	\$8,135
Food & Farm	3.49	3.58	1,274	1,307
Plant Operations & Maintenance	4.80	4.71	1,754	1,720
Health & Mental Health	7.62	7.36	2,781	2,688
Inst. Admin. & Diagnostics	2.46	2.39	897	871
Rehabilitation Programs	4.20	4.20	1,532	1,533
Central Admin. & Support	1.75	1.72	640	628
Dept. Admin./Overhead	<u>2.33</u>	<u>2.39</u>	<u>853</u>	<u>871</u>
Total Excluding Capital Outlay	48.56	48.64	17,726	17,753
Estimated Capital Outlay Costs	<u>3.10</u>	<u>3.10</u>	<u>1,132</u>	<u>1,132</u>
Total Including Capital Outlay	\$51.66	\$51.74	\$18,885	\$18,885

Community Corrections

During FY94 the Community Corrections Division initiated a number of projects in line with the Mission, Vision and Beliefs of the Department of Corrections. Each project seeks to enhance offender accountability, ensure public and staff safety, and expand the level of services provided to the community and offender. A discussion of the major initiatives is recapped on the following pages.

Victims' Initiatives

In 1994 the division began a project to enhance and expand services to victims. The division collaborated with the State Board of Pardons and Paroles and the Department of Human Resources to develop a joint child protection agreement. The purpose of the agreement is to protect child victims and prevent further victimization of children by establishing closer cooperation between the respective agencies and by establishing coordinated and consistent supervision standards for offenders convicted of crimes against children. The division also developed and implemented standard operating procedures to ensure prompt action when an offender violates an order restricting or prohibiting contact with a victim or when an offender fails to comply with a restitution order. Policies were also implemented to facilitate more timely disbursement of restitution to victims. This project will continue in 1995 with plans to seek federal funding to pilot a victim's advocacy network in field probation offices.

Service to Communities

Offenders under Community Corrections supervision provided \$22 million of uncompensated public services to the communities of Georgia during FY94. Community service is ordered as a sentence condition in basic probation, a program component in Intensive Probation Supervision and diversion centers, and a part of the work mission of detention center and probation boot camps. In addition, community service is mandatory for offend-

ers sentenced for DUI. Community service allows offenders to repay communities for the wrong that was done and promotes increased community involvement in the criminal justice system.

Immigration and Naturalization Service Agreement

The Community Corrections Division has established a formal agreement with the United States Immigration and Naturalization Services (INS). The agreement enhances communication and facilitates information sharing between the agencies. This cooperative effort has resulted in the identification of foreign-born offenders who are in the United States illegally or who have been convicted of certain types of offenses and facilitates their removal from the United States upon completion of INS deportation proceedings.

Cognitive Restructuring

A new initiative of the Community Corrections Division during FY94 has been the development of a cognitive restructuring program for probationers. This program is designed to target the thinking-skill deficits found in most offenders. The skills taught include problem solving, acceptance of responsibility for actions, critical reasoning, values and social empathy. Developing these skills modifies faulty thinking and gives offenders skills to avoid future problems and to work on the resolution of current problems. The program is being piloted in selected probation facilities and circuits.

Alcohol Chemical Treatment Series

In an effort to expand the availability of substance abuse services for probationers, the division established a partnership with Christian Prisoner Fellowship (CPF) to provide the A.C.T.S. program to probationers. A.C.T.S. classes are taught by CPF volunteers who receive joint

training from CPF, the Community Corrections Division and Volunteer Services. A.C.T.S. is currently being piloted in 11 locations throughout the state.

Automation

FY94 saw the dawn of automation for many probation offices. In collaboration with the Management Information Systems section, Community Corrections was able to provide network links to bring all 46 circuits on-line. The project allows almost 40 percent of the 132 offices to access the Offender Tracking Information System (OTIS) and the Georgia Crime Information Center (GCIC). The ability to access offender records from their own offices results in more efficient and effective operations.

Officer Safety

It is the responsibility of an employer to provide a safe working environment for employees. Probation officers regularly enter hostile and potentially unstable situations in the performance of their duties. During FY94 "Use of Force" policy and training was developed to assist officers anticipating and dealing with contemporary situations. Pepper spray was authorized as a less-than-lethal force option and ballistics vests were provided to intensive probations supervision staff.

Sentencing Alternatives

Public fear of crime and demand for appropriate punishment are understandable and legitimate concerns. Prisons must continue to isolate the most violent, predatory and repetitive offenders from a fearful society. There are, however, a wide range of intermediate sanctions which can serve to hold the offender accountable to the community. Community-based sanctions are a less costly alternative to incarceration and allow the sentence to be tailored to the offense and the offender. The Community Corrections Division offers a continuum of sentencing alternatives that is respected internationally as a model of correctional programs.

Basic Probation Supervision is the foundation for all Community Corrections Division activity. All probationers come from and/or return to basic probation supervision. In FY94 a new system of classifying offenders was initiated. It is a results-oriented system of supervision which focuses the offender and officer on successful completion of the sentence conditions. During FY94 this new classification process assessed 35 percent of the probationers at high and 65 percent of the probationers at standard supervision levels. The high level indicates that offender risk, sentence conditions, and presenting needs require more frequent officer/offender interaction for successful sentence completion. Offenders with substance abuse problems may receive drug testing and in 21 locations, contract substance abuse counselors provide on-site counseling services.

Community Services' legislative definition is "uncompensated work by an offender with an agency for the benefit of the community pursuant to a court order as a condition of probation." It is a popular concept requiring the offender to symbolically repay the community for the offense that was committed. During FY94 probationers on basic supervision, intensive probation supervision (IPS), in diversion centers, detention centers, and probation boot camps performed over \$22 million worth of unpaid work in local communities. Community service is conducted in all 46 judicial circuits as a program element in IPS and diversion centers. Work details are the method of providing labor for detention centers and probation boot camps.

Intensive Probation Supervision (IPS) is a structured supervision program which emphasizes intensive levels of intervention, surveillance, and enforcement. A team of probation officers and surveillance officers, supervising a reduced caseload, provides the capability of high levels of monitoring for selected offenders in the community. FY94 saw refinements to the IPS program which focus offender management activities on the program components that have been found to work for IPS populations nationally over the 10 years of its existence. IPS is available in 43 judicial circuits.

Diversion Centers

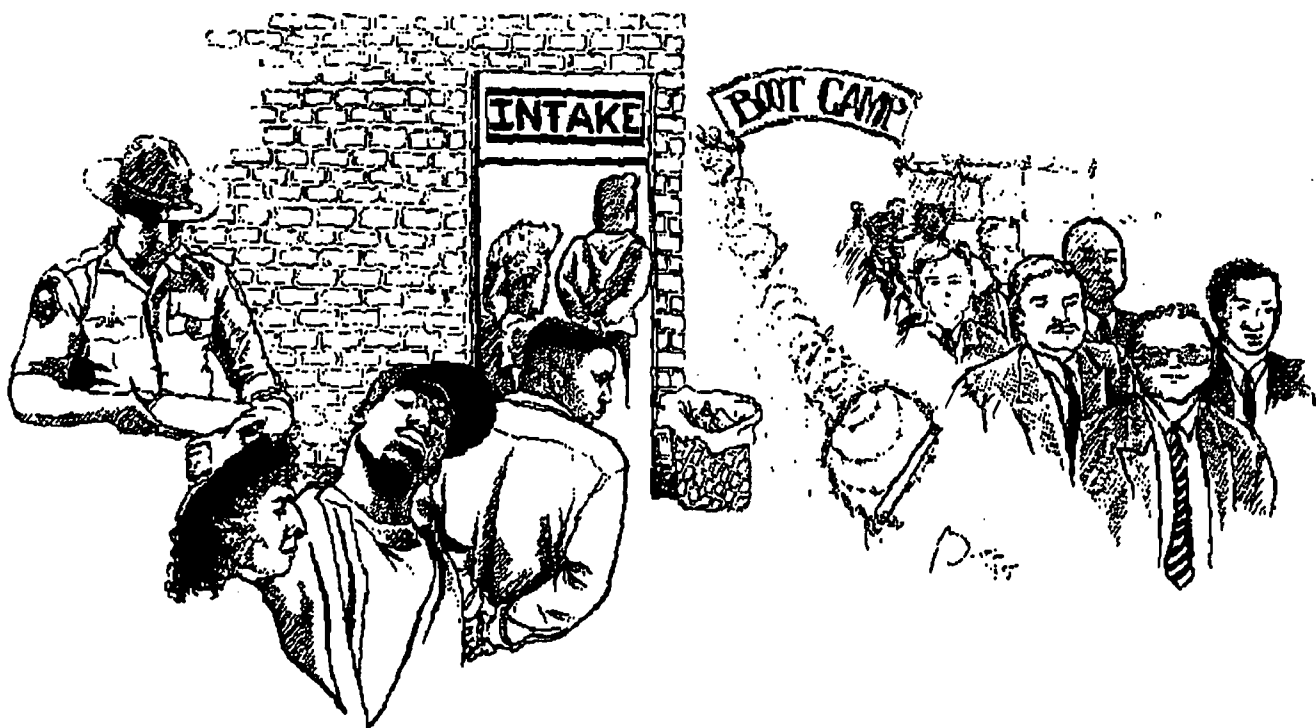
Georgia's 18 diversion centers provide a structured residential program to probationers who would have otherwise been sentenced to prison. While restricting the offender's freedom, diversion centers also provide rehabilitative programming and emphasize the importance of work by requiring residents to maintain gainful employment. During their four to six month stay at the center, residents pay room and board to the state, pay restitution to victims, continue to support their dependents and pay court-ordered obligations. During FY94, diversion center residents paid \$2,455,151 in room and board, \$673,061 in family support, and \$1,781,494 in restitution and court-ordered obligations. Each diversion center resident must complete 50 hours of community services and must participate in counseling, substance abuse, educational and life skills programs. There are both male and female programs in operation.

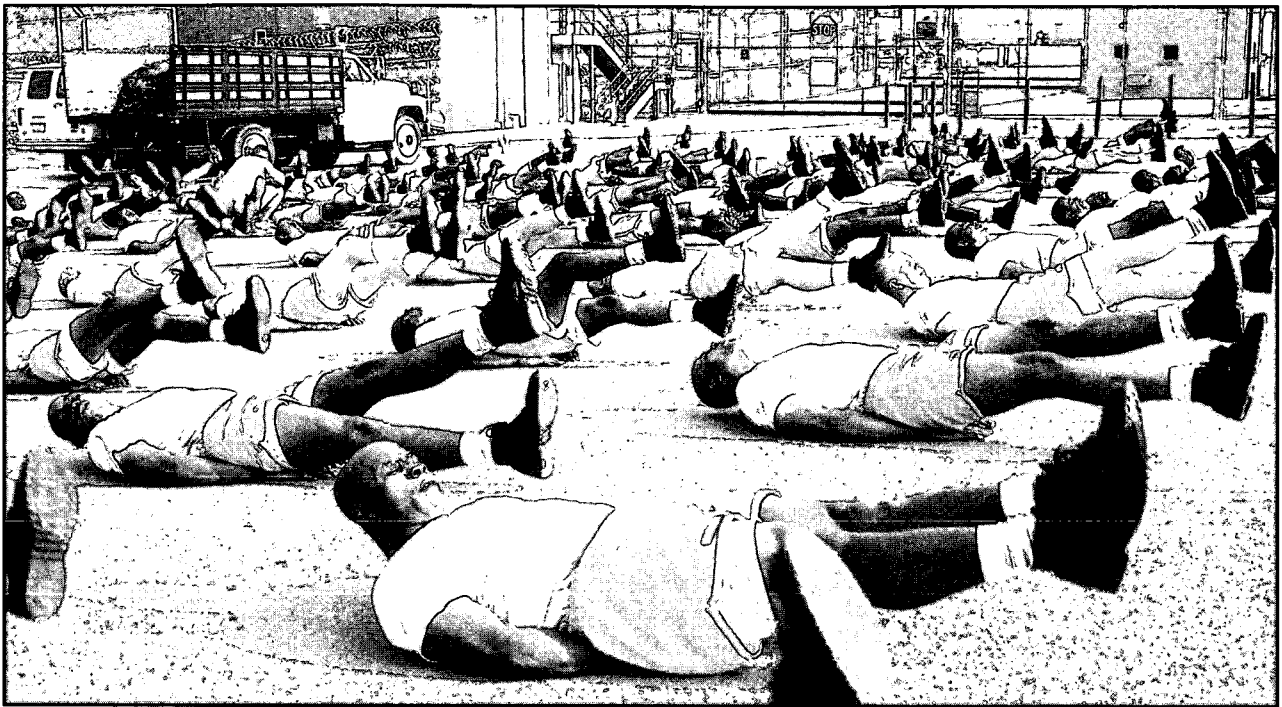
Detention Centers

Detention centers provide the courts with a sentencing alternative that emphasizes a structured short-term period of confinement in a minimum security facility. A great percentage of those admitted are offenders who have committed a technical violation of an existing probation sentence. The program emphasizes daily work details in the community, military structure and rehabilitative programming in the evening hours. Detention center detainees completed over two million hours of free work details for the state during FY94. The evening program emphasizes substance abuse programming and education. In contrast to the probation boot camp program, there are no age limitations and admission restrictions regarding physical/mental health issues are less stringent. The military protocol is less intense than that found in probation boot camps. Community Corrections operates 14 detention centers with the addition in FY94 of two new detention centers in South Georgia. Both male and female programs are in operation.

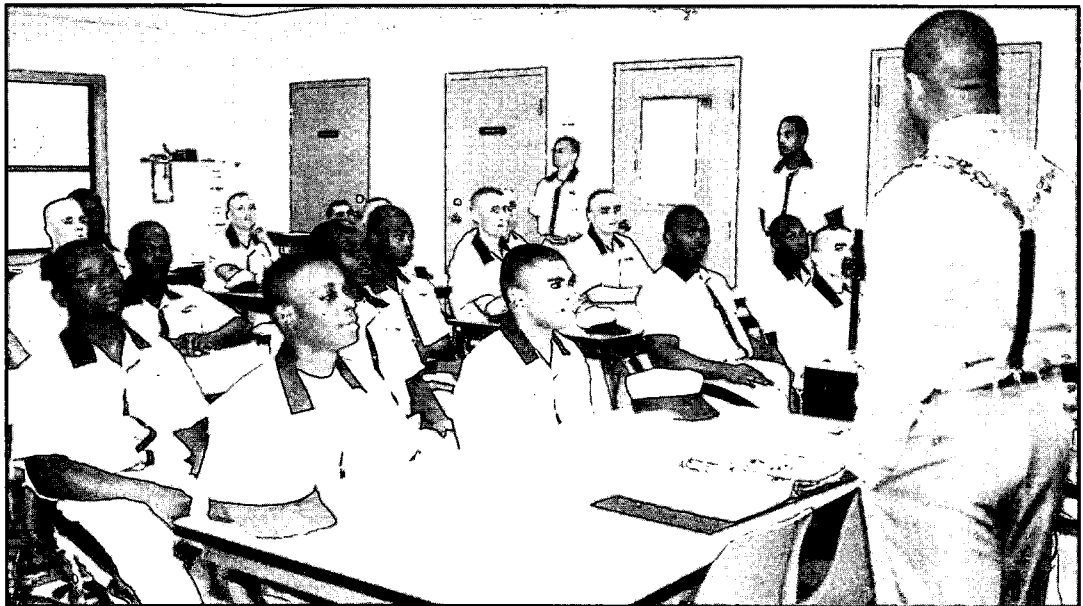
Probation Boot Camps

Probation boot camps provide a structured environment for male offenders 17-30 years old who have been convicted of a felony and have no mental or physical limitations that would prevent participation in a strenuous program. Participants are sentenced to boot camp programs as a condition of their probation and serve 90-120 days. The program is patterned after military basic training and emphasizes intensive physical training and hard work. During non-work hours, substance abuse programming, education and life skills development are emphasized. Boot camp participants completed 441,000 hours of free labor for Georgia communities during FY94. Following successful boot camp completion, the probationer continues on probation supervision for the remainder of his sentence.



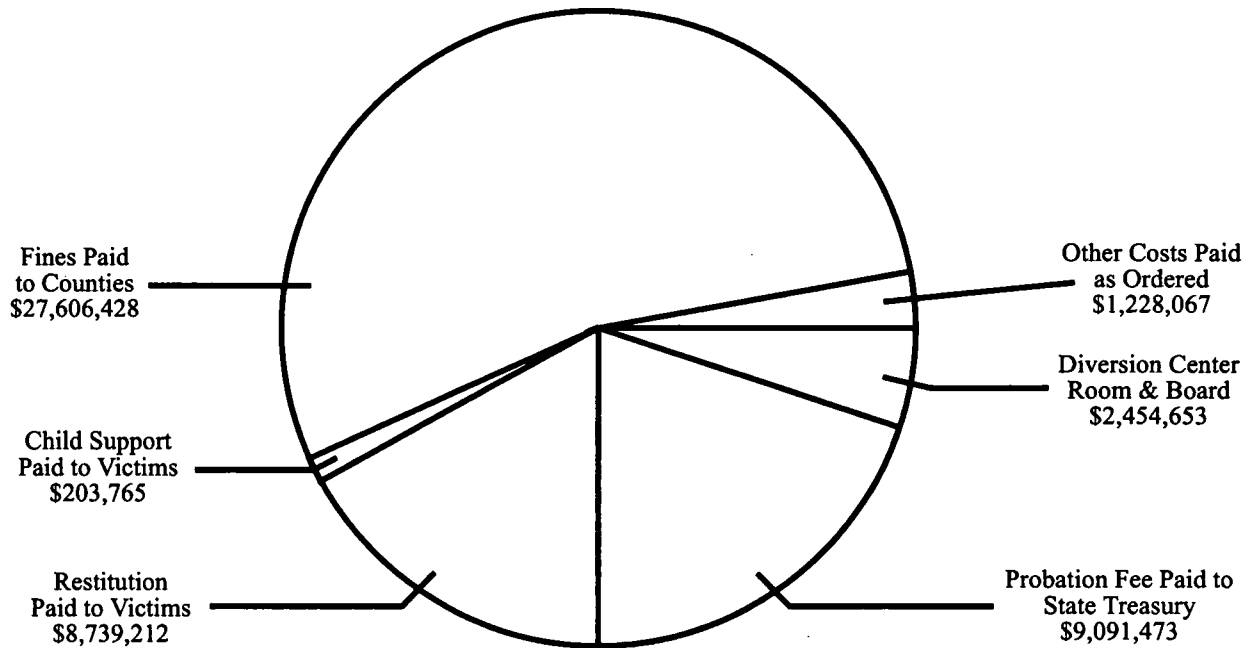


Boot camps are patterned after military basic training and emphasize intensive physical training and hard work.



Substance abuse programs, education and life skills development are taught to boot campers during non-work hours.

COLLECTIONS



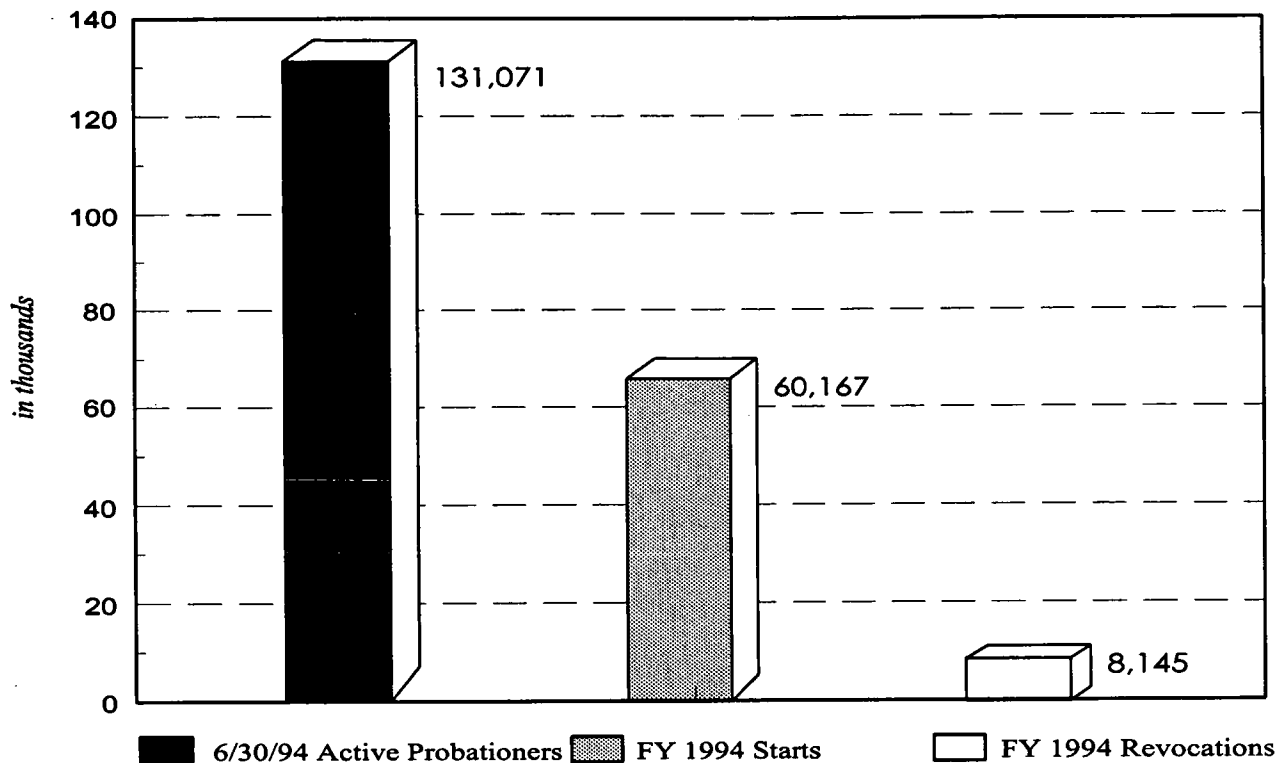
Total collected from probationers: \$49,323,598

COST PER PROBATIONER

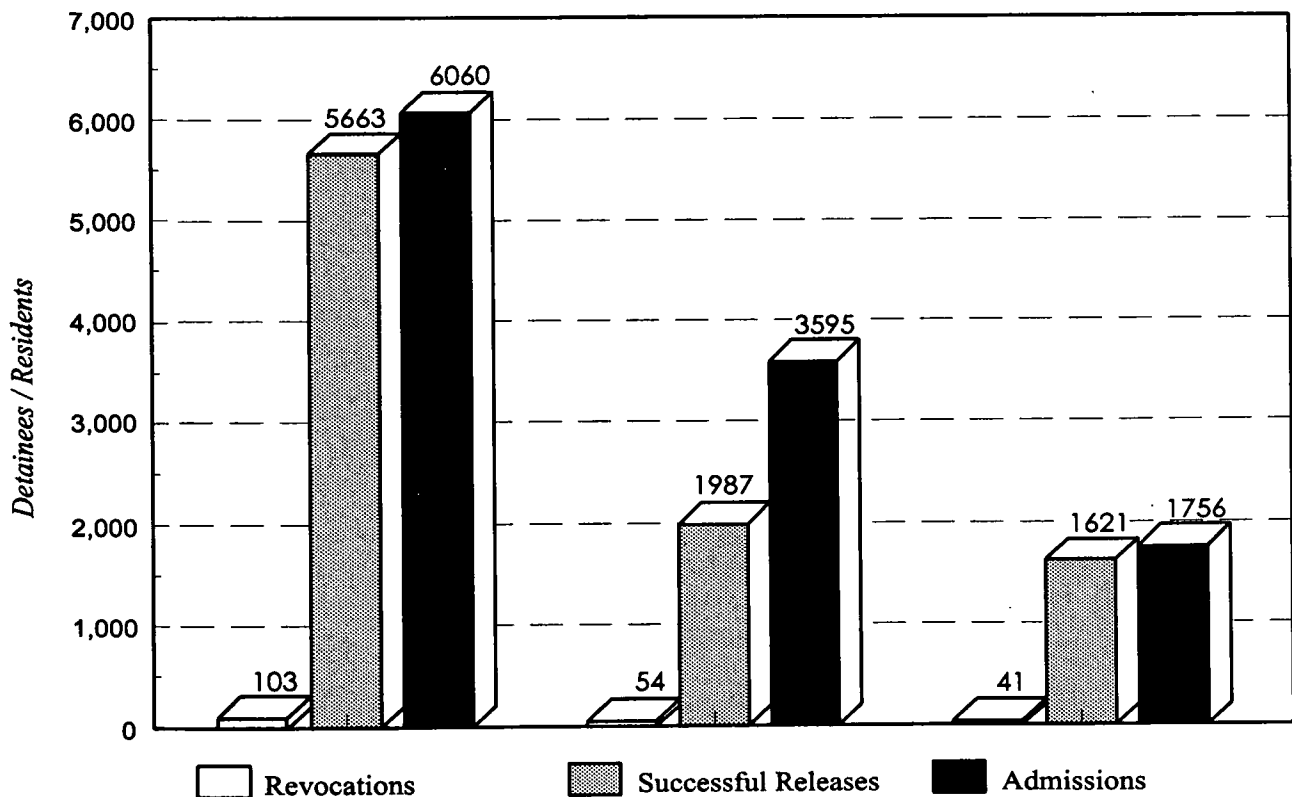
PROGRAM	ANNUAL COST	DAILY COST
Basic Probation	\$426	\$1.17
Intensive Probation Supervision	\$1,171	\$3.21
Diversion Centers	*\$11,929	*\$32.68
Detention Centers	\$15,128	\$41.45
Probation Boot Camps	\$15,128	\$41.45

** Excludes room & board paid by probationers - State Funds Only*

FIELD OPERATIONS SUMMARY

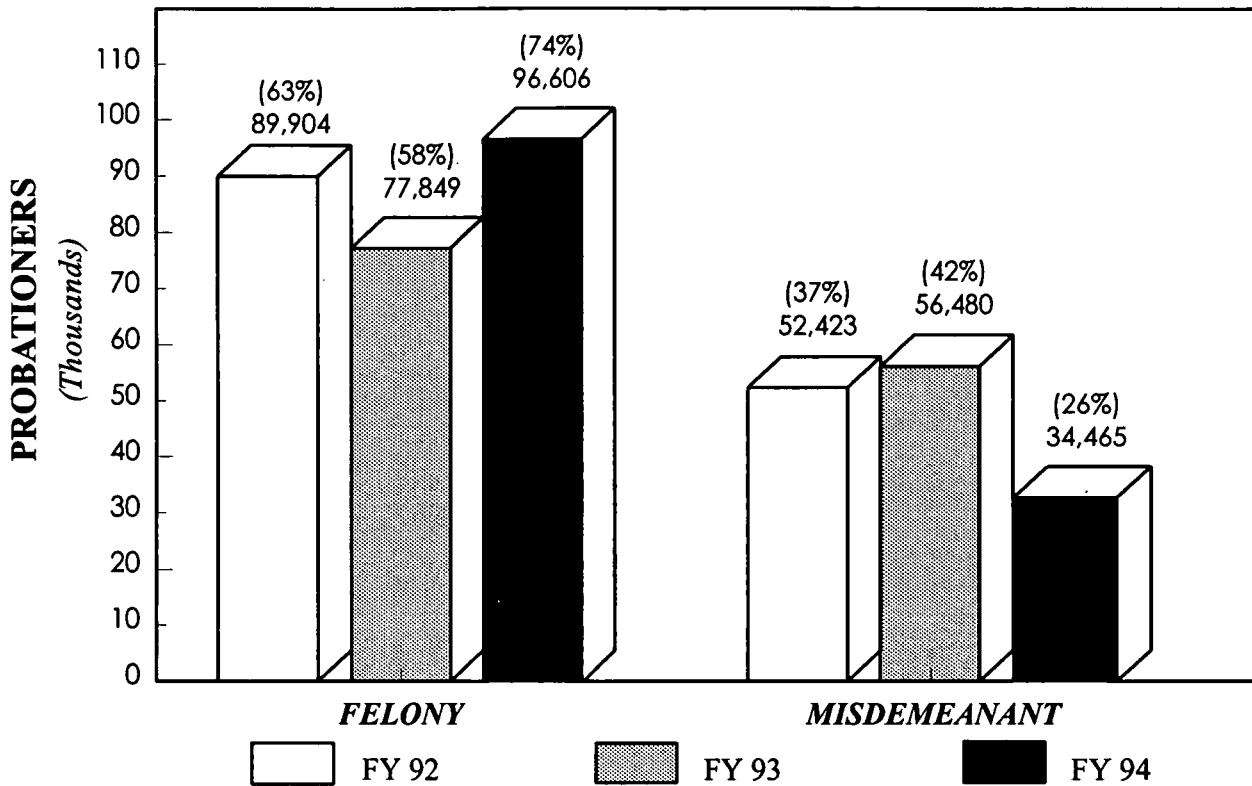


CENTER OPERATIONS SUMMARY



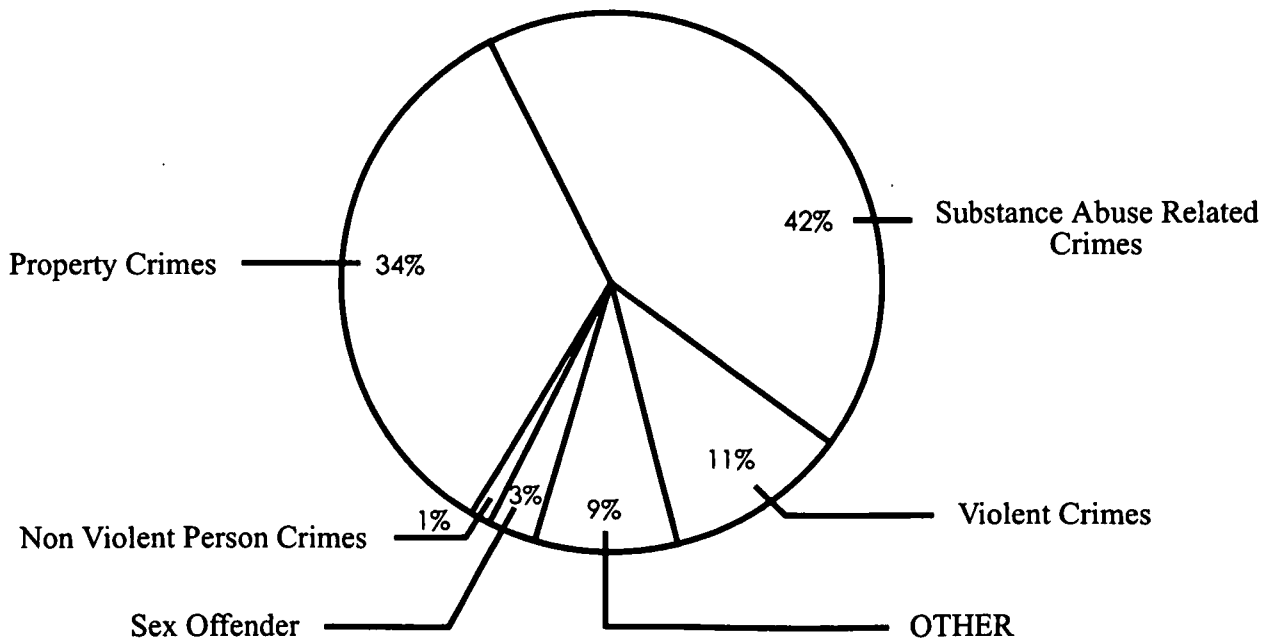
TRENDS IN CASELOAD BY TYPE

Active Probationers June 1992, 1993, and 1994



MOST SERIOUS CRIME TYPE

Active Probationers June 30, 1994



PROFILE OF ACTIVE PROBATIONERS

as of June 30, 1994

TOTAL ACTIVE POPULATION: 131,071					
Sex:	#	%	Race:	#	%
Male	106,295	81%	Nonwhite	66,999	51%
Female	24,776	19%	White	64,072	49%
AGE GROUPS:	#	Male %	#	Female %	
00-21	14,419	14%	2,401	10%	
22-39	68,543	64%	17,691	71%	
40+	22,569	21%	4,587	19%	
UNKNOWN	764	1%	97	0%	
CASETYPE:	#	%	SENTENCE LENGTH:	#	%
Felon	96,606	(74%)	0-1 years	25,351	19%
Misdemeanant	34,465	(26%)	1-2 years	12,680	10%
			2-3 years	9,804	7%
			3-4 years	12,499	10%
			4-5 years	17,942	14%
			5-6 years	24,678	19%
			6-7 years	3,919	3%
			7-8 years	3,493	3%
			8-9 years	2,773	2%
			9-10 years	1,324	1%
			10-12 years	10,385	8%
			12-15 years	1,356	1%
			15-20 years	2,224	2%
			over 20	1,985	2%
			indefinite	658	1%
CRIMETYPE:	#	%			
Violent Personal	14,245	11%			
Non-Violent Personal	996	1%			
Property	44,370	34%			
Drug Sales	7,161	5%			
Drug Possession	26,280	20%			
Alcohol	346	1%			
HTV/DUI	22,154	17%			
Sex Offenses	3,311	3%			
Other	12,208	9%			

*4x more males than females are on probation

*Average age of probationers is 32

*Non-white and white probationers are almost equally represented

*42% of the probation population was sentenced for substance abuse related offenses

*14,245 offenders are on probation for violent offenses

*3311 offenders are on probation for sex offenses

*20% of the probation population are serving as Felony First Offenders under the law (no prior conviction)

*56% of probationers report high school diploma or GED

*The average sentence length was 4.6 years

Business & Support Services

Food and Farm Services

Today's Food and Farm Services operates as a major enterprise providing coordinated procurement, production, distribution, preparation and service of food to all state correctional facilities through a well-planned master menu. The menu is based on the Recommended Dietary Allowances (RDAs) and provides a calorie range of approximately 2,300-4,000 calories per day. A registered dietitian on staff in the central office oversees, updates and maintains the master menu.

The mission of Food and Farm Services is to provide a nutritionally sound diet to offenders at the lowest possible cost to Georgia's taxpayers and simultaneously to train offenders in on-the-job food production and processing vocational programs, thereby allowing them to offset their feeding costs.

Currently, Food and Farm Services employs over 650 people across the state. On average, approximately 2,500 offenders participate each day in Food and Farm vocational program tasks ranging from caring for livestock and crops, processing meats, fruits and vegetables, warehousing and inventorying supplies, to preparing and serving meals.

The total number of meals served in FY94 was 28,541,577. This figure includes nearly 12,000 contracted meals per day for inmates at the Middle Georgia Correctional Complex in Milledgeville and the Al Burruss Correctional Training Center in Forsyth.*

The department's farm program operates 10 farms, with about 5,000 acres under cultivation, and another 5,000 acres in pastureland. The farms and their products are found in this section.

*During FY 1994 Food and Farm changed the accountability procedures for counting the number of meals served. This change gives Food and Farm the ability to clearly reflect food cost. This explains the small increase in meals served for the year when it should have been much larger considering the large population growth experienced by the department.

Farm Production

Arrendale CI – beef, pork, abattoir and meat plant

Hays CI – beef

Indian Ford Farm – beef

Middle Georgia Correctional Complex – beef

Montgomery CI – poultry, eggs

Rogers CI – beef, pork, milk, vegetables, row crops, canned vegetables from the cannery and processed meats from the abattoir and meat plant

Walker CI – beef

Washington CI (in development) – beef

Wayne CI – blueberries, pears, persimmons, vegetables, strawberries

Ware CI – fresh vegetables, watermelons

The section operates a 1,200-head cattle feedlot at Indian Ford Farm in Lyons.

The dairy at Rogers Correctional Institution produced and processed 751,968 gallons of milk in FY94—an increase of over 15 percent over the year before.

The department operates a large cannery at Rogers CI in Reidsville. The cannery has been renovated recently to better meet the tremendous demands of a growing offender population. In FY94, the cannery packed 69,353 cases of vegetables and 3,904 cases of dried products.

Food and Farm Services also operates three meat-processing plants located in Alto at Arrendale CI, Reidsville and Milledgeville. The Alto and Reidsville plants contain slaughter houses. During FY94 these three facilities processed almost 3.9 million dressed pounds of beef and pork. Montgomery CI produced over 1.5 million dozen eggs.

The Food Distribution Unit (FDU) in Milledgeville is the department's centralized and multifunctional facility that receives, warehouses, and ships food and kitchen supply items to Georgia's state correctional facilities. In addition to its warehouses and business office operations, this unit operates a meat-processing plant and maintains its own vehicle fleet.

To grasp the magnitude of this unit's mission, its workload must be considered. The FDU stores a daily average of \$2.25 million in inventories. Products from the farms' cannery and meat plants, as well as purchased items and USDA commodities, are warehoused, inventoried and distributed to kitchens statewide using a fleet of 11 tractor trucks and 20 trailers.

FDU must keep 75 feeding facilities stocked with food and kitchen supplies. To meet these statewide needs in FY94, a staff averaging 10 drivers traveled nearly 585,000 miles ensuring that facilities had adequate inventories to meet their menu requirements. FDU also stores commodities for some county work camps.

Under the inspection and certification of the Georgia Department of Agriculture, FDU's 24,000 square foot meat-processing plant provides meats for Georgia's correctional system. Its mission is to receive, process, warehouse and ship beef and pork. The meat plant also provides valuable on-the-job training for inmates assigned to the meat cutting and processing details. Four meat plant staff, along with over 75 inmates, annually receive and process about 2,000 cows and 11,350 hogs.

FDU's mission extends beyond fulfilling the needs of the state correctional facilities; it provides a service to several county facilities, too. By serving as a centralized location for USDA commodity distribution, FDU receives, warehouses and fills orders for USDA commodities for the Georgia Department of Education. It supplies seven overview sites that provide emergency food assistance to the needy. FDU warehouses USDA commodities for 70 summer camp programs for children, such as the Boy Scouts and Girl Scouts.

Centralized purchasing of products not produced on the correctional farms rounds out the remainder of menu needs. By enforcing a master menu at all feeding facilities, the central office food service director can predict the quantities of food to buy far in advance of need. Mak-

ing large bulk buys of food and kitchen supplies means significant monetary savings to the system as quantity discounts are taken.



Food and Farm's success as an efficient and effective operation is measured ultimately on the inmate's plate. In FY94, the average meal cost for supplies and materials was \$.68 per inmate per meal.

Health Services

The Health Services Section's mission is the delivery of medical and dental health care to inmates and residents in the GDC system in a manner that meets constitutional and contemporary medical and dental standards in the community.

Primary health care activities at each institution include physical assessment, sick call, medication, emergency first aid, lab and x-ray, medical records, chronic care clinics, dental care, infirmary care and health education.

Inmates also have access to such secondary and tertiary level community services as special consultation, emergency and routine hospitalization, and major medical center hospitalization.

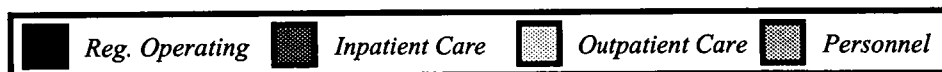
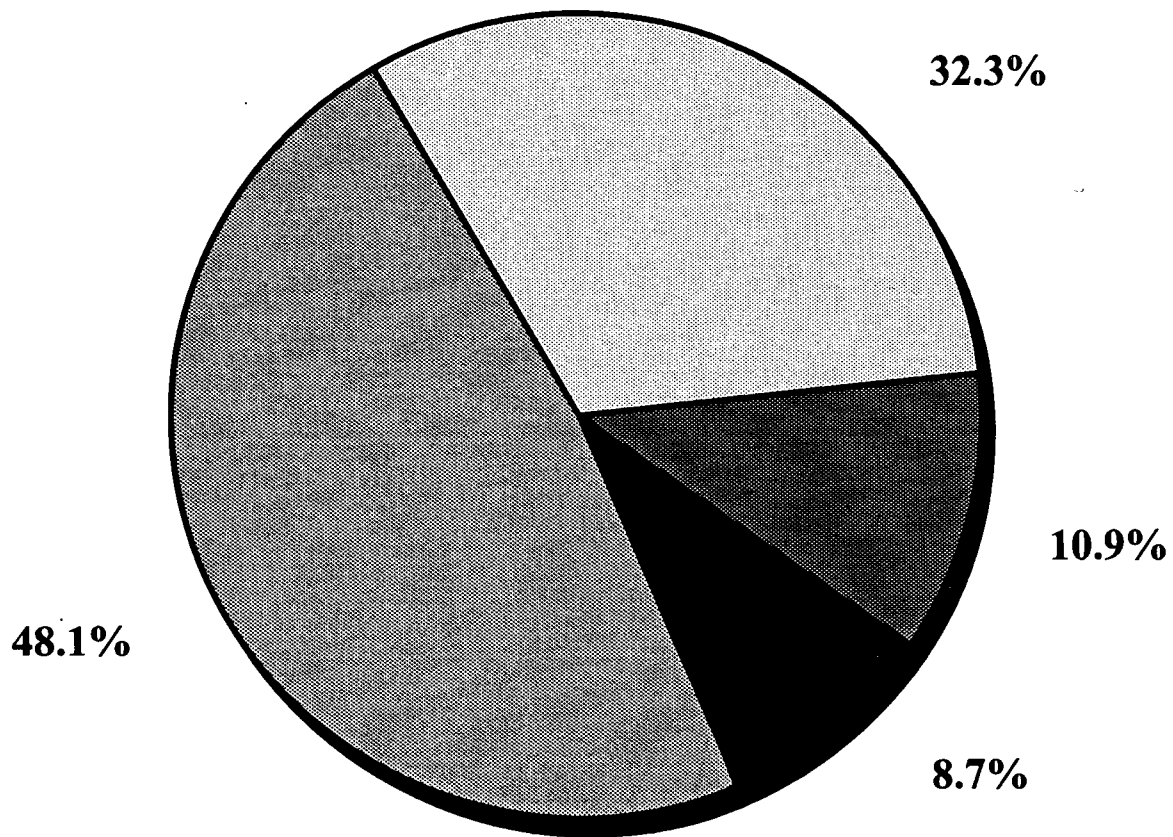
The Augusta Correctional Medical Institution (ACMI) is crucial in the delivery of health care services throughout the system. It provides care for the sickest inmates such as those who have unstable diabetes, those who have renal disease, and those sick with AIDS. The institution's surgical unit provides primary and secondary surgical services to inmates from facilities throughout the system. In FY94, ACMI performed 538 outpatient surgeries that otherwise would have had to be performed in the community. Inpatient and outpatient surgery cases requiring more specialized attention do go to various community hospitals.

The increase in the number of inmates and the continuing rise in the number of "ill" inmates in FY 1994 was evident in the increase of expenditures for health services.

Expenditures rose to \$71,611,325. Personnel decreased as a percentage of overall costs as the population grew. Inpatient costs for the second year did not experience significant increases in cost or admissions. As the pie chart included in this section shows, more cases have

HEALTH SERVICES EXPENDITURES

FY 1994 - \$71,611,325



been moved into the less expensive outpatient care. Early intervention and more care for the terminally ill within the system have significantly reduced inpatient costs.

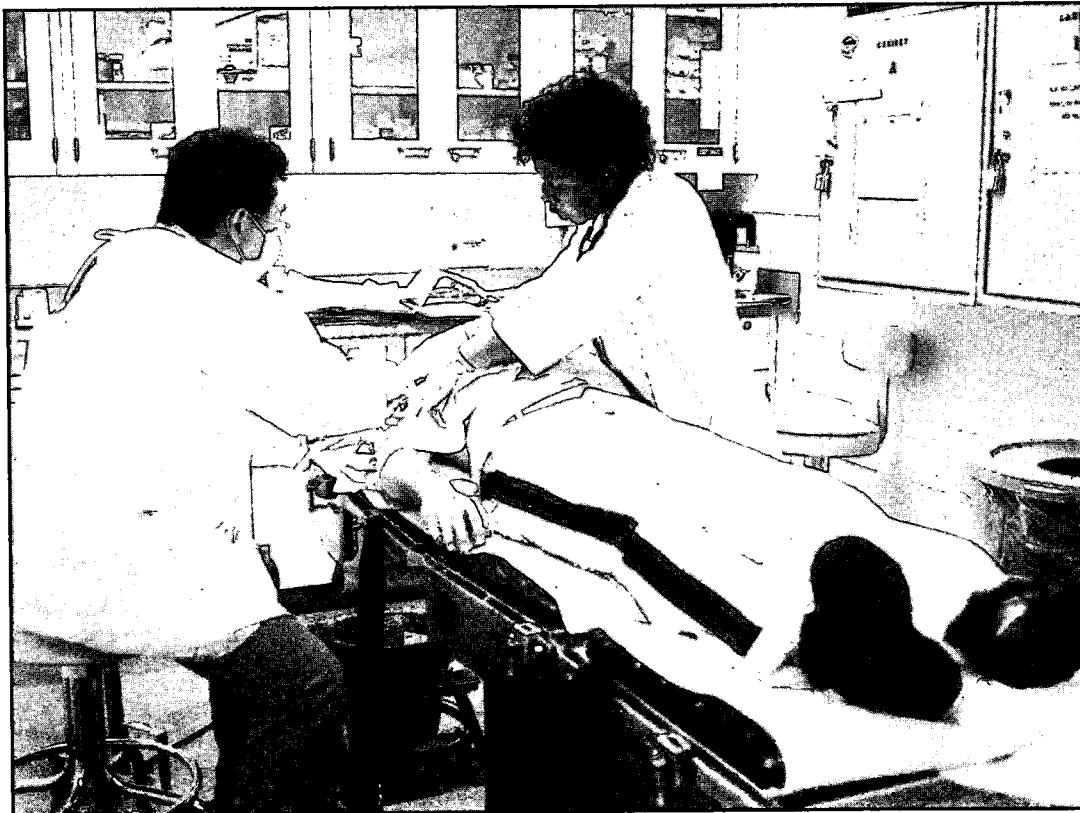
Services were provided within the system by 1,098 staff persons of which 373 were state employees, 583 were staffing contract employees, 23 were institutional contract employees, and an additional 119 were part-time consultants. Sick call, walk-in visits, and segregation visits were the primary outpatient services provided by staff. In addition, medications were administered, x-rays were taken, lab tests were performed and inmates were treated in institutional infirmaries.

Circulatory diseases, digestive diseases and illnesses, and respiratory illnesses have continued to be the most expensive causes of community hospital inpatient and outpatient surgery care. Respiratory problems, such as asthma and chronic obstructive pulmonary disease, have been rising into the top five most expensive and common causes of hospitalization. Genitourinary and injury related diseases and illnesses moved into the top five, primarily because of a change in how the diagnoses are grouped. Including both hospital inpatient and outpatient surgery costs in FY94, circulatory diseases cost the department \$980,479; digestive illnesses cost \$668,958; respiratory diseases cost \$435,584, genitourinary diseases cost \$635,824, and injuries cost \$540,789. Cancer was sixth at a cost of \$303,752. AIDS hospitalization costs have experienced a very significant decrease over the past two years. However, the disease is still very costly for services within the system, especially in terms of lives lost. Thirty-five inmates died from AIDS in FY94. Approximately three percent, or 825 inmates and residents (prisons, transitional centers, inmate boot camps and county institutions) in FY94, were HIV positive on an average day.

A related disease with which the department is currently challenged is tuberculosis (TB). Inmates who are HIV positive (i.e., have antibodies to the AIDS virus present in their bloodstream) are particularly prone to developing TB as their white counts decline. If those who de-

velop the disease are not quickly treated and moved into respiratory isolation rooms, the disease could spread among staff and inmates. Major efforts have been and are being made to educate institutional staff and inmates about TB and to offer annual testing for both. Health Services staff also have been trained in identification of TB and in treatment of the disease. Inmates with the active disease were and are sent to ACMI where there is a staff specially trained to treat this illness.

Efforts are continuing to prevent illness. Prevention is much less costly to the inmate personally and to the system financially. When illness or injury occurs, efforts are continuing to identify it early in order to reduce its impact, to provide the care needed to treat the inmate, to reduce the number of deaths among inmates, and to reduce costs.



Efforts are made to identify illnesses or diseases early in order to provide the care needed to treat the inmate, to reduce the number of deaths among inmates, and to reduce costs.

Engineering & Maintenance

The Engineering & Maintenance Section is responsible for providing technical and administrative support for the department's 39 correctional institutions, five transitional centers, 18 diversion centers, 12 detention centers, six boot camps, and numerous Food and Farm and Correctional Industries facilities, with a total value in excess of \$1 billion. In addition, the section has primary responsibility for the design, construction and maintenance of the department's electronic perimeter security system currently operational at 23 institutions. It provides property site selection and acquisition for all real property transactions for the department (working with the State Properties Commission and State Law Department); provides engineering management to all the department's construction projects provided by outside contractors; and serves as an engineering consultant on all technical issues related to facilities. It is the functional budget coordinator for the department's total operations and management budget, and functions as the central control point to identify and correct environmental deficiencies related to air quality, wastewater treatment, solid waste disposal, underground storage tanks, farm environment and composting.

In spite of the critical staffing conditions brought on in part by the spinoff of the Inmate Construction function, the section made a major contribution to the success of the department in various areas.

During FY 1994 the section accepted Pulaski CI and Macon Diversion Center on behalf of GDC. It continued to provide engineering support and management to the major renovation at Arrendale CI and conversion of Metro CI, and it engineered and supervised the major repairs to Hancock CI and minor repairs to Macon CI that resulted from inmate disturbances. The section managed the construction of Industries' buildings at Hancock CI and Washington CI and a gym at Milan CI, overhauled the fire safety systems at eight facilities, planned and supervised major roof renovations at Men's CI, Bostick CI and GDCC. It

planned and initiated construction of electronic perimeter security systems at Hays, Phillips, Lowndes and Ware Correctional Institutions.

A number of energy-saving measures were initiated during 1994, including testing and evaluation of an ozone washing system at Burruss CTC and the conversion of boilers to propane fuel at Hays CI, Phillips CI and Wilcox CI.

Asset Management Section

The Asset Management Section, a relatively small section within the Business and Support Services Division, provides essential services and support that touch all of the Department of Corrections.

The Vehicle Management Unit maintains the database for all GDC vehicles (over 1,900 units as of 1-1-95). The unit handles purchasing, distribution and coordination of major repair work for all agency vehicles. All fuel purchases, tags and vehicle registrations are processed by the unit. Additionally, the unit conducts commercial driver's license training for both inmate and staff drivers, and provides assistance in the efficient use and maintenance of agency vehicles.

The Property Audits Unit coordinates all matters relating to equipment items purchased by GDC that require inventory documentation (over 46,800 items, acquisition costs over \$80 million as of 1-1-95). The unit, in addition to conducting site inspections throughout the agency, enters all necessary items into the statewide computer system and assists all GDC sections with property issues. The Risk Management Unit serves as the GDC liaison to the Department of Administrative Services in all matters related to the state's self-insurance fund. The unit conducts the annual property register survey and All Risk Certificate inventory that establishes the agency's risk exposure (FY95 replacement value assessed at over \$1.1 billion resulting in a premium of \$347,000). Additional

duties performed by this unit include the payment of State Merit System quarterly assessments (FY95 exceeded \$2 million), and the negotiation and settlement of insurance claims on damaged GDC vehicles and property.

Management Information Systems

The Management Information Systems (MIS) section is the agency's computer systems development and computer support group. The MIS mission is to ensure that the Georgia Department of Corrections achieves maximum benefit from the effective application of information and information technologies to directly support the agency's mission in management of offenders, development of offender rehabilitation programs and management of Corrections' business functions in collaboration with the community and other agencies. This mission is carried out by providing systems development services, systems support, equipment purchasing and installation, problem tracking and resolution, computer training, and various additional support as required to meet the section's mission.

Accomplishments in FY94

DMS--Food Service System--Completed implementation of the food system at 64 feeding facilities and the three food distribution units (FDUs). This system now manages the shipment of raw materials, individual location inventories, plans menus and orders food for over 105,000 meals per day. The 409 Order Processing Component for the FDUs was redesigned and implemented during the year.

Offender Tracking Information Systems (OTIS)-(A) The inmate boot camp parole board enhancement project was developed and implemented. This component improves the information flow between staffs of Corrections and the Pardons and Paroles Board. (B) The inmate transfer request project was developed, all institutions were trained to use the system and the system was imple-

mented. (C) A module to record and track mobile construction crews was developed and implemented. (D) Over 400 individual service requests for enhancements or improvements to OTIS were analyzed and completed during the year.

Probation Accounting System—Developed enhancements and an upgrade to Paradox 4.5 for the Probation Accounting System. This system was successfully piloted at one probation office.

Continued to support the statewide rollout of the **Offender Management System (OMS)**. Began a project to produce user documentation for the software component of OMS.

Operation Support System—Two components of the Operation Support System were delivered to Baldwin CI for evaluation and refinement.

End-user Support—The MIS support staff resolved over 10,000 help calls from computer users at over two hundred locations within the department during FY94.

A project to install data communications at each of the probation offices of the 46 district circuits was begun in late 1994.

Offender Services

Education Services

Approximately 26 percent of the inmate population participates in education programs.

Approximate monthly enrollments June 30, 1994

Literacy/Remedial Reading	1159
Adult Basic Education	1392
GED	1083
Special Education	282
Vocational	1685
College	1280
Total	6881

Chaplaincy

Chaplaincy Services provide care, counseling, motivation and encouragement to both the inmates and staff. The office also fulfills the First Amendment Religious Rights of the inmates by providing the religious experience and a host of clinical services. Chaplains actively participate in the Employee Assistance and Critical Incident Debriefing Programs.

Monthly Average

Category	Inmate Contacts
Personal Adjustment	2,710
Religious Development	2,605
Crisis Management	917
Worship	
Catholic	1,579
Muslim	4,980
Protestant	17,811
Other	1,634

Library Services

Libraries facilitate learning between people with information needs and the agencies with the resources to address those needs. Library Services is a valuable contributor to the Correctional Management Team by "supporting" the planning and decision making process of administration, education/vocational education programs, volunteer services, counseling/classification, health care providers, line staff, special populations, prison industries, and recreation through methods of researching audio-visual material, periodicals, newspapers and legal research.

Services	Monthly Average
Circulated Material	3,000
Library Users	1,500

Counseling Services

The Counseling Services section has programmatic responsibility for 600 counselors statewide. These counselors function in community based facilities as well as institutions such as: detention, diversion and transitional centers; boot camps; and correctional institutions. They are responsible for bringing together most services and offender needs.

Counselors develop plans which delineate the offenders' social, psychological, educational and other needs as well as maintain documentation on each offender. Counselors are responsible for providing individual counseling to offenders regarding issues that led the offender to their current involvement with the criminal justice system as well as issues in adjusting to being a part of that system.

Counselors also provide group counseling. These groups help the offender communicate more effectively, to develop a value system compatible with the laws of society, to understand relationships and to develop "lifeskills" that

will prepare them for release. Counselors also conduct intensive groups for substance abusers and sex offenders.

Services Provided

The following information is a sampling of some of the various types of services provided to offenders. The information comes from TEAM Counseling (Counseling Services' statistical retrieval system) and covers state institutions from the period of September, 1993 through June, 1994 (TEAM Counseling did not start until September, 1993).

Type of Service Provided	Average Hours/Month	Average Number Offenders Served Per Month
Crisis Intervention	956	1,582*
Individual Counseling	16,890	50,930*
Group Counseling	4,150	16,039*
Case Management	16,650	N/A
Disciplinary Committee	1,387	N/A

*reflects multiple contacts per month

Group Counseling

(reflects multiple contacts per month)

Type of Group	Avg. Groups/ Month	Avg. Total Hrs./Month	Avg. Total Offender/ Month
Counseling/ Therapy (1)	139	1,074	3,234
Health (2)	19	108	478
Instruction/ Education (3)	179	1,339	5,041

(1) Groups such as Sex Offenders, Child Development, Parenting, Incest Survivors, Anger Control, Lifers, etc.

(2) Groups such as HIV/AIDS, Health Awareness, etc.

(3) Groups such as Life Skills, Motivation, Job Readiness, Pre-Release, etc

Substance Abuse Services - FY94

(Measured by # Offenders, not # Contacts)
(period of June '93 through '94)

Therapeutic Communities	544 Participants
State Institutions	(294 Graduates)
Homerville Parole Ctr.	299 Participants
	(244 Graduates)
TOTAL	843
Relapse Prevention State Inst.	501
DeKalb Div. Ctr.	64
TOTAL	565
Substance Abuse Ed. State Inst.	5523
Probation Det. Ctrs.	5478
Inmate Boot Camps	2423
Probation Boot Camps	1060
TOTAL	14484
Pre-Release/Aftercare	3485
Comm. Corr. SA Counseling	350

Recreation

Recreation programs contribute to both the physical and mental health of offenders. Recreational activities positively occupy what might otherwise be idle time, contributing to safe and secure institutional operations.

Category	Inmate Population Participation Per Quarter
Non-Athletic Activities (Music, Drama, Art, etc.)	Approximately 30%
Competitive Sports (Basketball, Flag Football, Softball, etc.)	Approximately 40%
Supervised Activities (All types of individual or team activities during recreation periods)	Approximately 65%
Therapeutic Programs (Challenge activities, ropes course participation, pet therapy programs, leisure education classes, etc.)	Approximately 25%

Volunteer Services

The reality of limited resources despite prison population growth calls for volunteers to supplement field and facility staff in Offender Service delivery. They provide programs essential to rehabilitation as well as services required by constitutional mandates and legislative action, including:

- ◆ Access to education through literacy tutors in order to achieve the 5th grade reading level before consideration for parole.
- ◆ Relapse prevention through 12-Step support groups (ie: AA, NA, etc.) and church-based drug education classes.
- ◆ Transitional mentoring which provides necessary discipline and structure throughout the offenders' transitional period.

- ♦ Juvenile offender advocates/mentors while incarcerated and when returning home.
- ♦ Victim-impact program group leaders.
- ♦ BASICS World of Work's pre-to-post release employability classes and counseling.
- ♦ Worship and religious education groups from a variety of faiths.

In 1994 the state register of certified volunteers included 2,440 persons who worked as nonsalaried staff in programs that reduce idleness, change negative behavior, and assist in the post-release transition from incarceration to the community. Another 2,000 non-certified volunteers gave additional help on an occasional basis.

The AfterCARE Network program now includes nearly 300 volunteer mentors who work under the direction of parole and probation officers, supplementing their supervision of offenders with post-release support.

Volunteer service hours reported during 1994 average 8573 per month, the full time equivalent of nearly 60 salaried employees.

Employability and Transitional Services

The unit responsible for employability and transitional services helps ensure an effective connection between pre-release preparation and post-incarceration self-sufficiency.

Employability is based on multiple capabilities: having basic academic skills, being trained in vocational skills in demand in the market place, being able to learn and adapt, and having good communication and social skills, among others. Employability also depends upon a supported transition to free world living, where a network of resources is engaged to address immediate needs of shelter, transportation, child-care, abstinence, etc.

This unit develops approaches to best sequence and orchestrate both GDC and community resources to prepare offenders for employer's needs and successfully reintegrate offenders into the general community.

A key effort in this development is the T.I.E.S. demonstration project. Combining training industry, education and support services, T.I.E.S. is showing how close coordination of existing resources, supplemented by modest new ones for vocational assessment and job development/placement, can substantially increase the effective reintegration of offenders as contributing, law-abiding citizens.

Employability and transitional services stimulate the re-examination of traditional means of services delivery and focus these services on a key outcome - turning offenders into productive taxpayers. As a majority of those incarcerated are unemployed at the time of arrest, employment is an obvious key to reducing recommitments.

Mental Health/Mental Retardation

Mental Health/Mental Retardation Services (MH/MR) provides mental health care and mental retardation services to offenders who have a diagnosable and treatable mental disorder. MH/MR services are provided from an interdisciplinary approach combining the efforts of medical, offender services and security staffs to treat and manage the mentally disordered inmate.

There are 14 institutions that have a mental health supportive living unit (SLU). These 14 institutions have a total of 1,350 SLU beds providing the living environment needed by the mentally disordered offenders who cannot function in the general population. An average of 1,200 receive mental health services while living in the general population.

New MH/MR units opened at Autry CI and Washington CI during 1994, and MH/MR services were expanded at Phillips CI and Valdosta CI.

The addition and expansion of several MH/MR Units is under consideration to handle the ever-growing number of mental health/mentally retarded inmates the agency is receiving.

Offender Management System

The Offender Management System (OMS) is a total institutional management system developed by the Georgia Department of Corrections Offender Services Implementation and is unique in the field of corrections. When fully implemented, it impacts every area of the day-to-day operation, providing for:

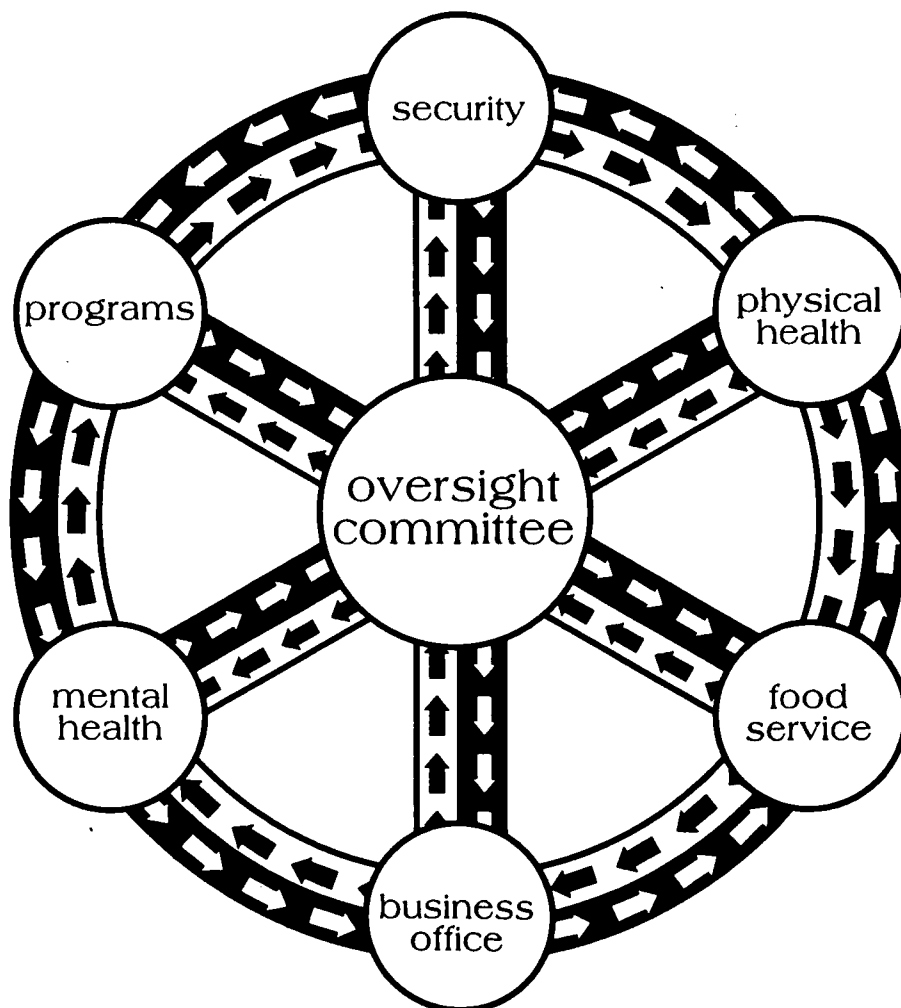
- ◆ The more efficient and effective use of all resources (e.g., staff, time, space, offenders, etc.).
- ◆ Enhanced safety and security by reducing inmate idleness by as much as 80 percent.
- ◆ The capability of effectively scheduling all inmate activity.
- ◆ Improved staff accountability and productivity.
- ◆ Increased inmate accountability.
- ◆ The capability logistically to access the entire offender population with program services without disrupting daily operations.

The key component of OMS at each facility is the Oversight Committee whose members are appointed by the warden and who represent every institutional department. Meeting regularly and frequently, they facilitate the implementation and ongoing operation of OMS, make decision about all resulting issues, and report regularly to the warden through the chairman. Additionally, the functioning of the Oversight Committee improves lines of communi-

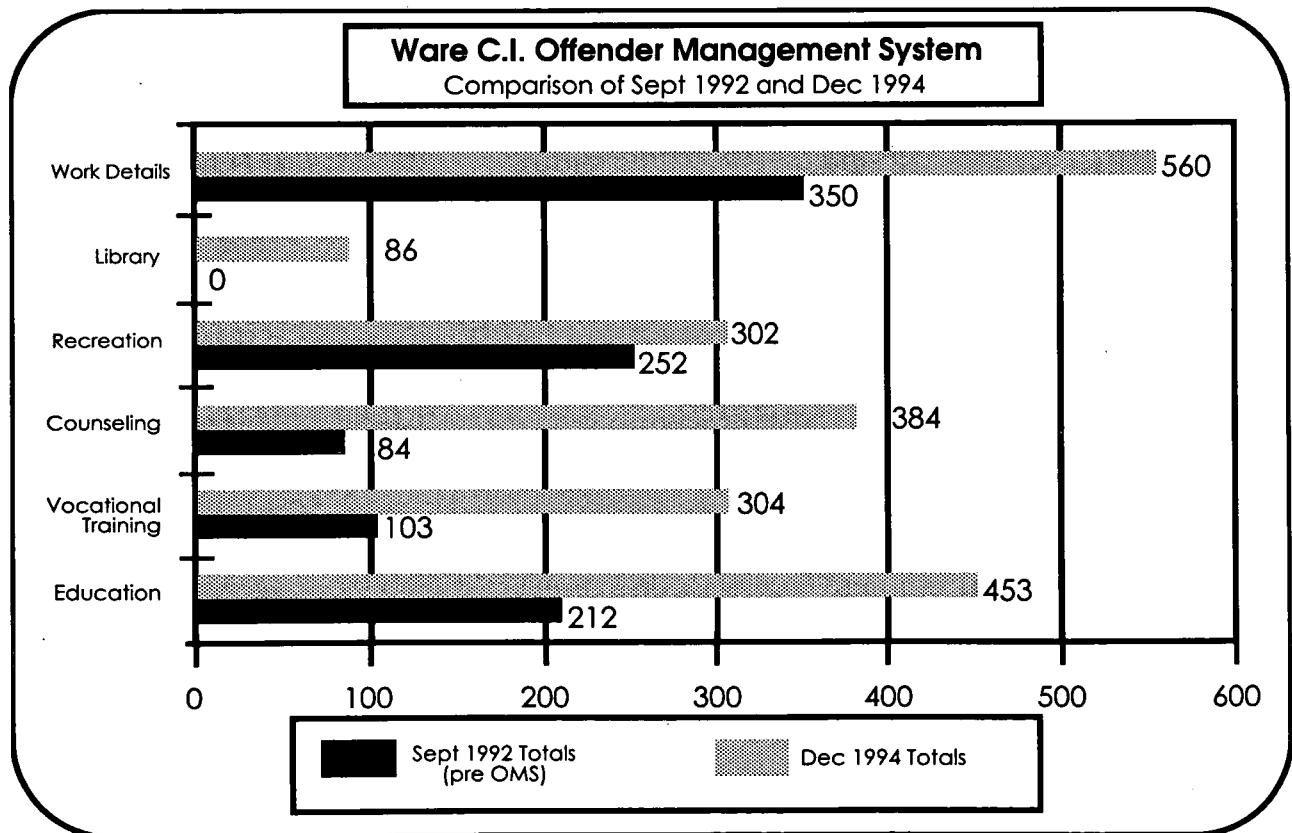
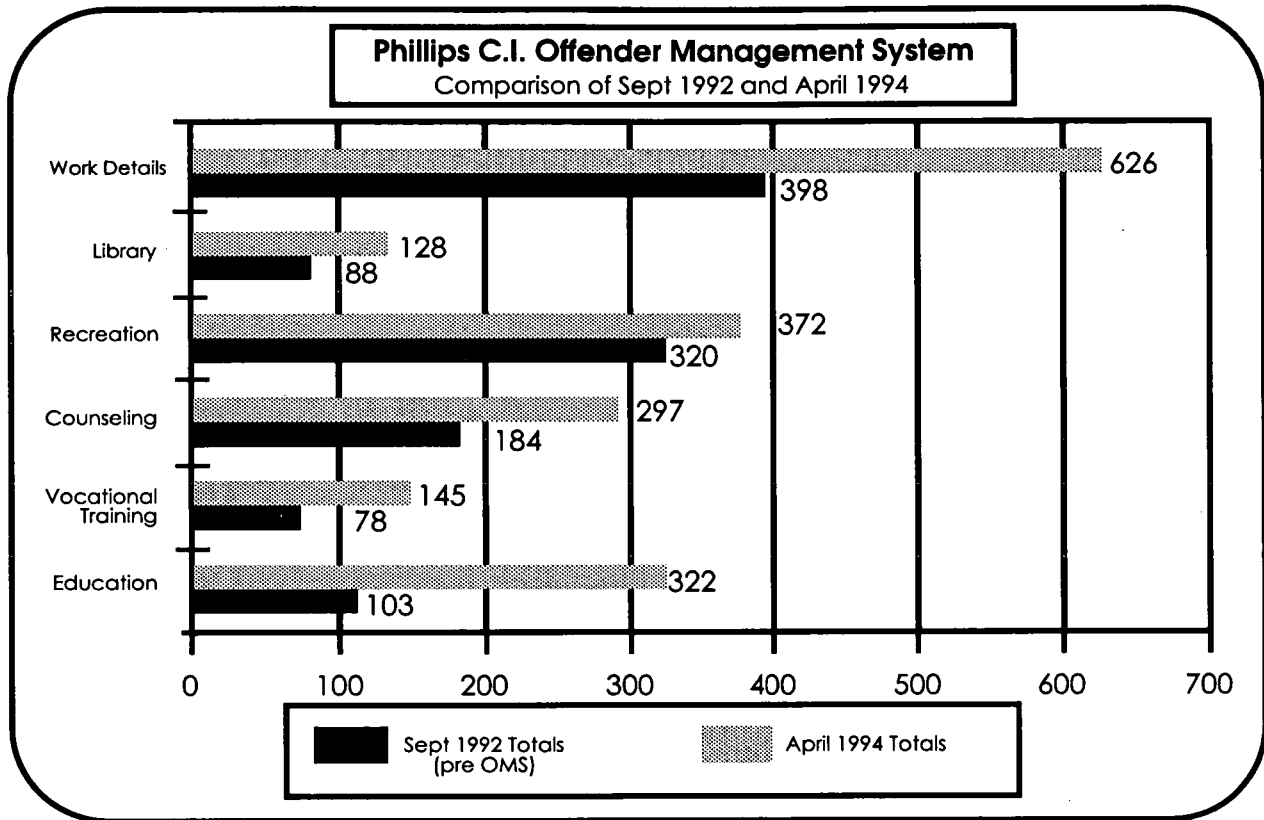
cation and enables each member to better understand the roles of the other institutional departments and the facility as a whole.

An integral part of OMS is the Management Software Component (MSC) which was developed with the assistance and support of Management Information System (MIS). It is a highly adaptable integrated software application that assists in the provision of information and scheduling necessary to operation of the system.

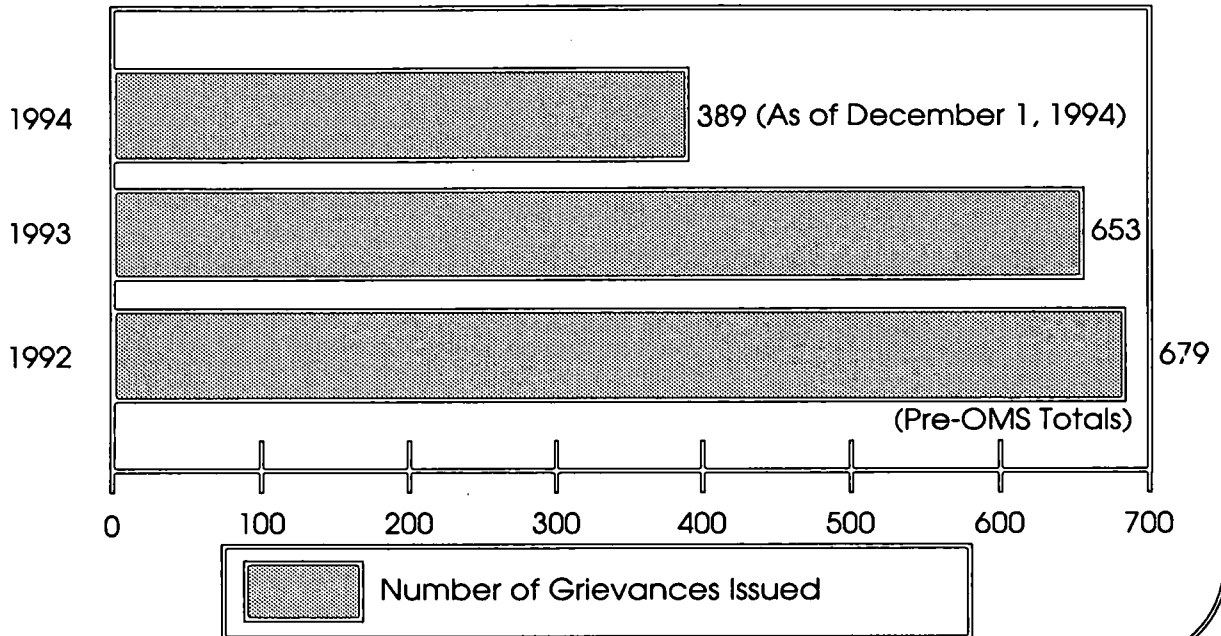
The development of the Offender Management System began some three and a half years ago followed by its introduction at pilot sites about six months later. Responding to the needs of GDC facilities, OMS has continued to evolve and is currently in various stages of implementation at 40 prisons and community corrections facilities.



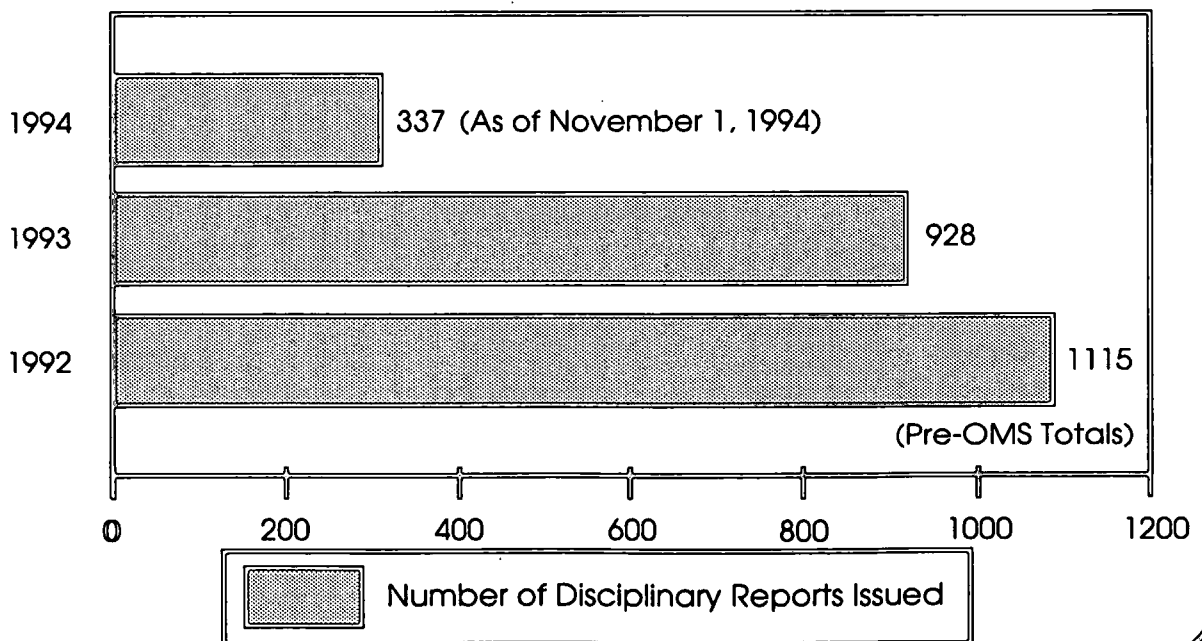
OMS - Making a Difference



Grievance Totals for Ware C.I. 1992 through 1994



Ware C.I. Disciplinary Report Totals 1992 through 1994



Offender Services Implementation

Scope of Responsibility

- ♦ Statewide implementation, oversight and monitoring of offender services (ie. academic education, vocational education, on-the-job training, counseling, substance abuse, mental health, mental retardation, chaplaincy, libraries and volunteers)
- ♦ Statewide implementation, oversight and monitoring of the Offender Management System (OMS), a comprehensive institutional management system which provides for the more efficient and effective use of all resources (staff, time, space, offenders, etc.)
- ♦ Statewide implementation, oversight and monitoring of the department's Distance Learning sites in the Georgia Statewide Academic and Medical System (GSAMS) Management and programmatic consultation to regional directors, facility managers and programs staff

Recent Projects/Products/Services

- ♦ Converted existing central office positions to field-based positions to provide more direct services. One regional Offender Services supervisor is assigned to each Institution Operations region, one to county institutions, one to Community Corrections and one to Women's Services.
- ♦ Introduced OMS to additional correctional facilities. OMS is currently in various stages of implementation at 40 prisons and community corrections facilities.
- ♦ Significant reduction in inmate idleness and attendant problems
- ♦ Marked increase in inmate participation in rehabilitative programs
- ♦ More inmates involved in work

Who Benefits Most from Service

- ♦ Georgia citizens: new management capabilities to more effectively protect the public, provide better stewardship of public funds and help reduce recidivism
- ♦ Management: provision of accurate current program, security and administrative information and up-to-date job and activity qualitative assessments, significant reduction in inmate idleness and attendant problems, greater accountability and productivity from inmates and staff
- ♦ Staff: more structured, organized approach coupled with more flexibility to be innovative
- ♦ Offenders: held more accountable, mandatory participation in programs to develop skills, improve education level and promote behavioral change, more opportunities to work, improved access to programs

Georgia Correctional Industries

As a component of the state's prison system, Georgia Correctional Industries (GCI) is a public corporation, wholly owned by the state, which manufactures products for sale to tax supported entities. As a programmatic component of the Georgia Department of Corrections, GCI believes that excellence can only be achieved through successfully linking training, industry and education. GCI maintains its operation and planned growth patterns from revenues derived from the sale of products. Currently, 19 manufacturing operations located at 13 correctional facilities generated \$26.9 million in sales. GCI experienced a 33 percent growth rate for FY94. Currently, there are 1,473 inmates assigned to GCI operations which represents a 36 percent increase over 1993. GCI is experiencing rapid growth with plans to open operations at five additional state institutions within the next 18 months.

The heart of GCI's manufacturing effort is the extensive on-the-job training program. There are over 300 inmates participating in 52 different OJT programs in the areas of metal fabrication, garments, printing, optics, woodworking, screen printing, upholstery and chemical makeup. The programs vary from 400 to 1500 in number of hours for completion. The training programs are supported by local vocational technical schools which include DeKalb Tech, Walker Tech, Macon Tech, Valdosta Tech, Heart of Georgia Tech and Swainsboro Tech. Inmate graduates receive certifications of completion from the vocational school.

GCI will continue to develop working relationships and work with other state agencies such as the Department of Transportation, Department of Administrative Services, Georgia Building Authority, Department of Public Safety, Department of Revenue, Department of Corrections and all others to take advantage of opportunities that will enable GCI to provide additional work and training opportunities for Georgia inmates while providing savings to the taxpayer.



Good employee relations is a top priority in the Department of Corrections. Employees are given challenging work, training to help them do their jobs more effectively, and a good working environment.

Human Resources Division

Employee Support Section

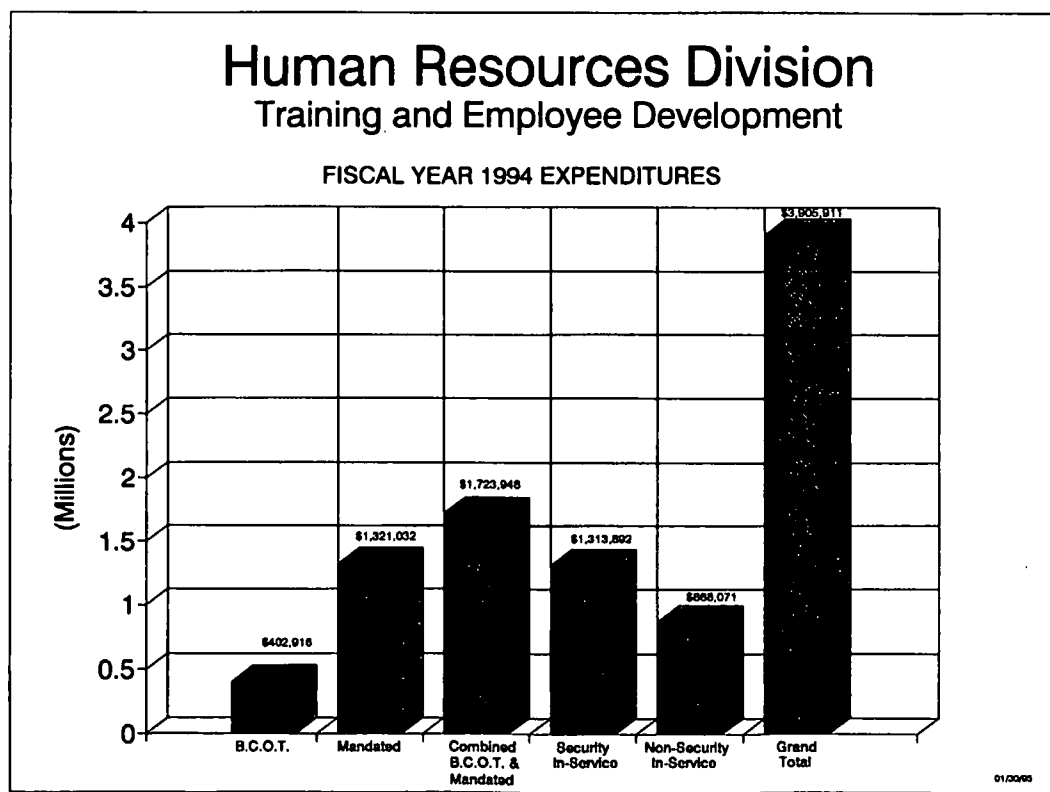
The Employee Support Office is charged with the responsibility to provide support services to departmental employees and their families statewide, and to act as an internal consultant to managers, supervisors and employees in areas of employee relations management. The support services provided are designed to be employee centered with the intent of preventing or mitigating the impact of personal problems on staff, productivity, services and product quality. These services are primarily divided into four major components—Employee Assistance, CID (critical incident debriefing/trauma recovery), mediation/conflict resolution (formal and informal) and credit counseling.

Local and field/facility coordinators are appointed by the local appointing authority and perform employee support functions in additions to the duties in their official job descriptions.

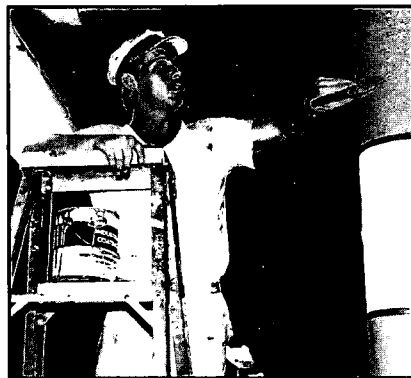
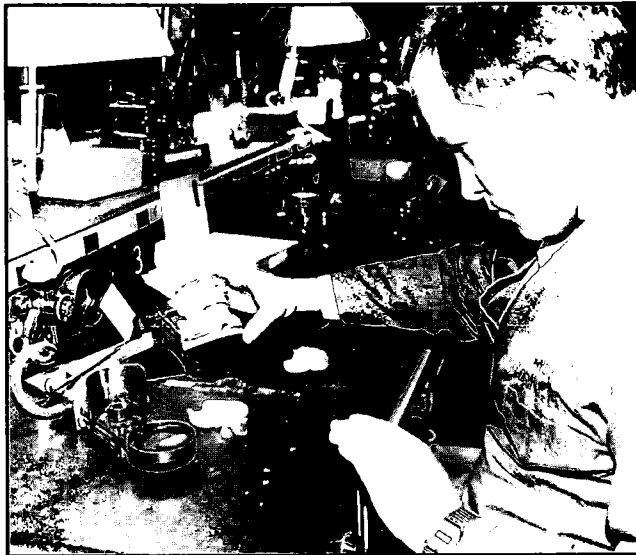
Training and Employee Development

The mission of the Training & Employee Development section is to provide training, developmental opportunities, and related administrative services to all GDC employees. We strive to do this in a professional, effective, and cost efficient manner. During fiscal year 1994 the Training Section delivered job relevant training to over 70,000 students with an operating budget of \$3,905,911. The breakdown of training delivered by the section is as follows:

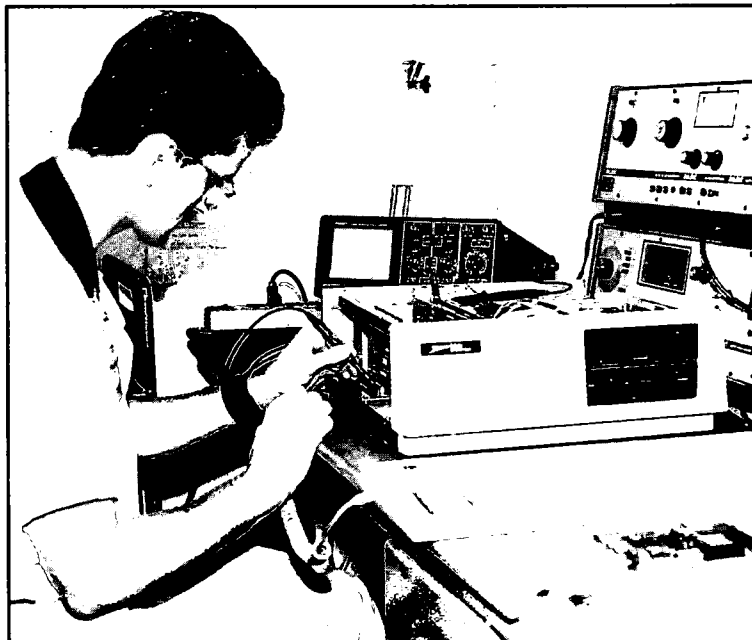
PROGRAM CATEGORY	NUMBER OF STUDENTS	COST PER STUDENT
Mandated	12,393	\$139.10
Security Inservice	48,503	27.09
Non-Security Inservice	10,175	85.31
TOTALS	71,071	\$ 54.96



Busy Hands – Busy Minds . . .



These offenders are learning skills that may provide them with lucrative opportunities for employment when they are released. They are also developing a work ethic and life skills that might prevent them from victimizing again. Employability is the culmination of effective offender management, treatment, and program opportunities, helping to fulfill this agency's mission of public safety.



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Cost /Qty
5626.⁰⁰/1000

