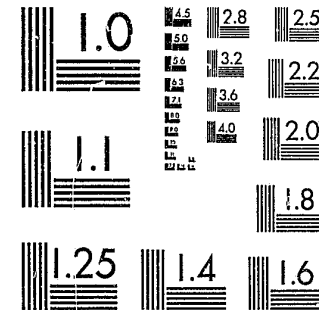


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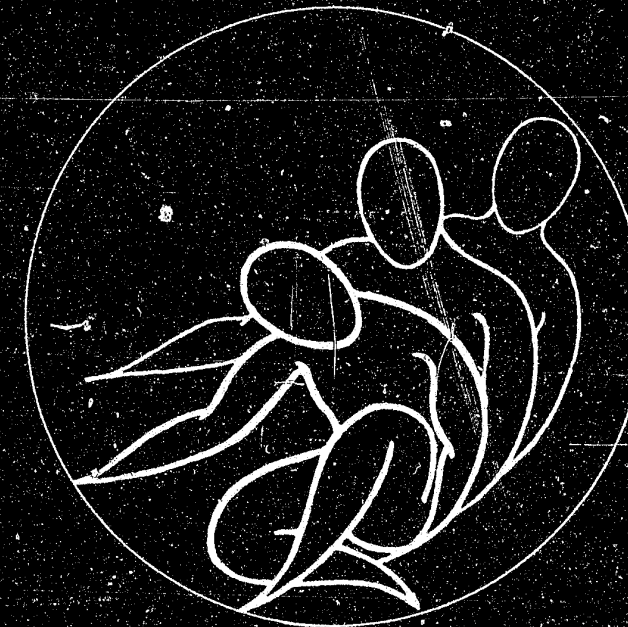
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Washington, D. C. 20531

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6/18/81

Serving Georgia in
Probation and Corrections

DEPARTMENT OF OFFENDER REHABILITATION



1978 ANNUAL REPORT

622584

LOOKING BACK AT LAST YEAR...

MACON CORRECTIONAL INSTITUTION
OPENED; FIRST COEDUCATIONAL PROGRAM IN
MEAT CUTTING AND HEATING AND AIR
CONDITIONING IMPLEMENTED; RENOVATION OF
WASHINGTON BUILDING FOR AGED AND INFIRM
BEGUN; 1.6 MILLION DOLLARS PLANNING AND
LAND ACQUISITION MONEY FOR FOUR NEW
CORRECTIONAL INSTITUTIONS ALLOCATED;
RESTITUTION/ADJUSTMENT CENTER OPENED IN
THOMASVILLE; GEORGIA EARNED RELEASE AND
CORRECTIONAL CENTER RENOVATED; PLAN FOR
POPULATION REDUCTION AT GEORGIA STATE
PRISON DEVELOPED; 8 MILLION FEDERAL
DOLLARS FOR IMPROVING AND EXPANDING LEE
CORRECTIONAL INSTITUTION AND GEORGIA
INDUSTRIAL INSTITUTE ALLOCATED; ADDITIONAL
STAFF AT GEORGIA STATE PRISON APPROVED;
VOCATIONAL REHABILITATION PROGRAMS
EXPANDED

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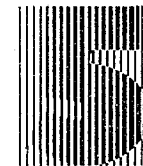
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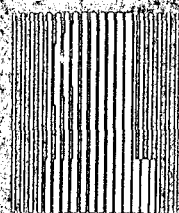
SERVING GEORGIA IN CORRECTIONS AND PROBATION

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STATE BOARD OF OFFENDER
REHABILITATION

Board of Offender Rehabilitation

The Board of Offender Rehabilitation was established under the 1972 Reorganization Act. The Board, made up of nine members establishes the policies governing the area of Probation and Corrections.



Jack T. Rutledge, Chairman
Columbus, Georgia



Reverend E. C. Tillman, Vice Chairman
Brunswick, Georgia



Charles Hill, Secretary
Blairsville, Georgia

BOARD MEMBERS



Miss Selina Burch
Atlanta, Georgia



Norman Cavender
Claxton, Georgia



John W. Cox
Atlanta, Georgia



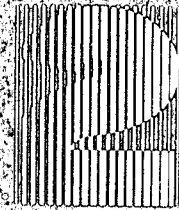
Ms. Lynthia Miller
Augusta, Georgia



Joe C. Underwood
Mt. Vernon, Georgia



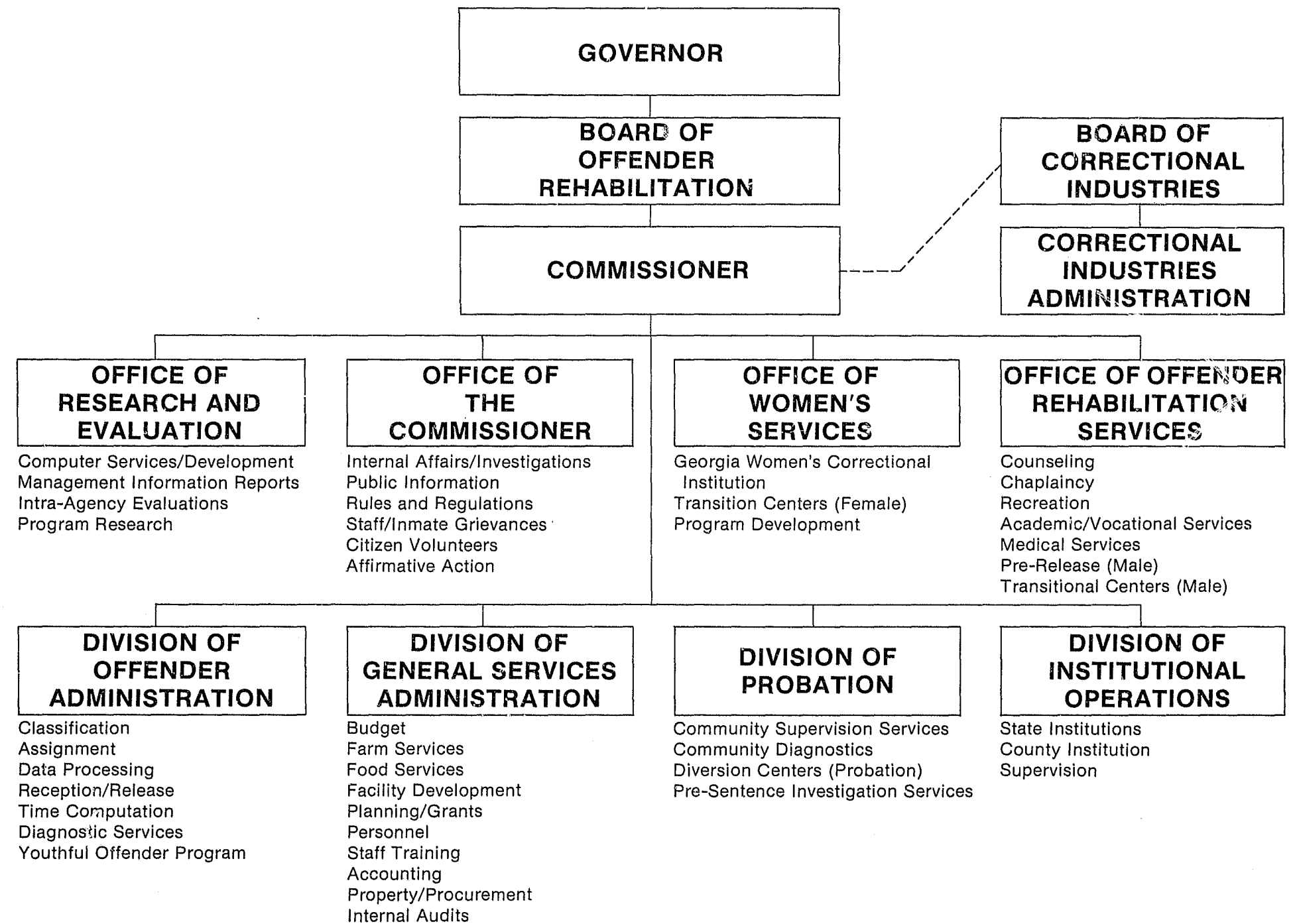
Edwin S. Varner, Jr.
Warner Robins, Georgia



ADMINISTRATION



David C. Evans
Commissioner
Department of
Offender Rehabilitation



ORGANIZATION

The Department of Offender Rehabilitation has a two-fold purpose:

- * To provide maximum protection to the community, staff and inmates;
- * To provide resources to offenders which would enable them to become self-sufficient and law-abiding citizens.

DOR's central offices are located at 800 Peachtree Street, N.E., Atlanta, Georgia 30308. Employed by the State Board of Offender Rehabilitation, the Commissioner of DOR initiates the missions and goals of the Department.

The work of the Department of Offender Rehabilitation is carried out by five major divisions: Correctional Facilities, Offender Rehabilitation Services, Probation Services, Offender Administration and General Services Administration. These divisions are directed by deputy commissioners and are headquartered in Atlanta with the exception of the Correctional Facilities Division which is located at P.O. Box 2033, Court Square Station, Dublin, Georgia 31021.

DOR employs 3,248 people - 188 central office personnel and 3,060 field personnel. The field personnel consists of 1,707 security staff, 317 probation supervisors, 356 institutional and community correctional counselors, 101 vocational and academic instructors, 81 health personnel, 118 food services employees, 28 recreational and physical education instructors, 121 farm maintenance employees, 20 wardens/superintendents and 17 community center directors, and 194 institutional administrative personnel.

The Georgia Correctional Industries Administration was created by an Act of the 1960 General Assembly. Although closely aligned with DOR, the Administration functions as a self-sustaining public corporation. The operations of the administration are governed by a seven-member Correctional Industries Board which is composed of business, labor, and governmental leaders. The Commissioner of Offender Rehabilitation serves as a member of this board and the department provides certain administrative support to the administration.

The State Board of Pardons and Paroles, located at 800 Peachtree Street, N.E., Atlanta, Georgia 30308, is made up of five members who are appointed by the governor to serve on a full time basis for staggered terms of seven years. Although the State Board of Pardons and Paroles is a separate agency, DOR provides administrative support in the area of

personnel and fiscal affairs. To insure close communication, DOR and members of the Board meet on a monthly basis. Effective July 1, 1977, supervision of parolees was returned to the State Board of Pardons and Paroles from the Department of Offender Rehabilitation (HB 808).

DOR operates 18 state prisons housing approximately 9,300 inmates and 17 community centers, housing some 375 pre-release inmates and approximately 300 probationers. In addition, there are 37 county correctional institutions that house approximately 2,600 inmates. Effective July 1, 1975, DOR paid county correctional institutions \$3.00 per day/ per inmate for housing state inmates. Prior to the effective date, county facilities did not receive state funds. Over \$2 million are paid annually to county correctional institutions for housing state inmates.

The recidivism (return to Georgia prisons) rate for Georgia is computed to be about 18.6%. The revocation rate for probationers is 9.5%. The cost of confinement per inmate each year is \$3,796.00 while probation supervision costs approximately \$175.00 per year/per offender.

ADMINISTRATIVE OFFICE OF THE COMMISSIONER

The office of the Commissioner is made up of five units: Public Information Office, Internal Affairs Office, Volunteer Services, Research and Evaluation Services Office, and Women's Services/Affirmative Action Office.

PUBLIC INFORMATION OFFICE

This office was established in 1969 for the purpose of creating a better informed and more understanding public as well as reporting information on the operations of the department to staff members. This office acts as liaison with the media.

During FY 78 the Public Information Office issued 260 verbal and 96 written news releases, responded to over 700 news media inquiries, fulfilled approximately 150 staff/inmate speaking engagements, arranged numerous radio and television talk shows, sponsored the Employee of the Year Awards Program, planned the groundbreaking ceremony for the new Savannah Community Correctional Center; the Public Information replied to approximately 2,000 requests for information. In addition, the Public Information Office publishes brochures and the Annual Report.

INTERNAL AFFAIRS

This Division is responsible for the detection of violations of Georgia Laws occurring within the prison system, violations of the Departmental Rules and Regulations and for trend analysis of problem areas within the State penal system. The Internal Affairs Division is comprised of an authorized staff of eight persons, who fulfill responsibilities in areas of Investigations, Coordination of Fugitive Apprehension and Data Analysis.

During the fiscal year '78, 120 investigations were assigned and completed which included such incidents as homicides, group disturbances and disruptions, aggravated assaults, sexual offenses, thefts of state property and employee malfeasance.

Over two hundred requests for data from various federal, state and local law enforcement agencies were received and completed by the Data Analysis Section during the fiscal year.

Forty-five arrests of fugitives were accomplished during fiscal year '78 as a result of efforts by the Division to coordinate with federal, state and local law enforcement agencies.

During the fiscal year, staff members have attended various seminars and training sessions in an effort to improve the efficiency of the Division and to maintain a professional level of expertise.

WOMEN'S SERVICES

This office was created in 1973 for the purpose of improving and upgrading programs for female offenders by striving to expand the economic and social roles of women offenders; eliminating employment barriers; providing complete health programs and medical facilities for women in correctional institutions; and emphasizing the utilization of community resources in the rehabilitation of female offenders.

Presently there are three facilities for females: an institution in Milledgeville and two transitional centers in Atlanta, Columbia House and New Horizons Treatment Center. These transitional programs attempt to facilitate a woman's return to her community and family by providing counseling, educational programs and eventually employment opportunities. New Horizons, opened in September 1978, will attempt to provide a comprehensive program to meet the needs of those women with drug/alcohol problems and emotional difficulties.

With growing numbers of female offenders coming into the system, this division is challenged to design and develop creative programs and approaches to meet the various needs of female offenders. The department is presently developing its first female diversion center.

OFFICE OF RESEARCH AND EVALUATION

In addition to evaluating institutional, community-based, and central support services, Research and Evaluation administers a program of basic research projects. The Office, created in 1977, is responsible for the development and release of statistics concerning clients and services, and coordinates the development of information systems used in administering and monitoring the agency's operations.

The principal study completed FY78 was released in the report, *Transitional Aid for Ex-Offenders: An Experimental Study in Georgia*. Other major program evaluations included the *First Annual Evaluation of the Earned Time System* and preliminary texts for a *Third Annual Evaluation of Community Diversion Centers, Issues in Implementing the Sole Sanction Restitution Program in Georgia*, and *A Preliminary County Counseling Program Evaluation*.

Pilot efforts at operational evaluation of DOR services and facilities were begun in FY78. Evaluations of the Georgia Women's Correctional Institution and the Atlanta Restitution Shelter provided an initial trial of on-site methodologies that will be expanded in FY79.

New automated computer routines were designed that will report return-to-prison rates and probation revocation rates. This development will allow for economical, automated research where painstaking and often inaccurate pencil-and-paper analyses were previously required. Continued progress was also made in the projection of future client caseloads, the automated description of current client operations and other statistical analysis techniques.

Several hundred reports were run providing data on various aspects of client characteristics, patterns of time served in correctional programs, sentence lengths, geographic distribution, probation revocations and other needed information. Such reports were provided for use in evaluation, planning and decision-making by all divisions of the Department and other agencies of government such as the Office of Planning and Budget, the Department of Human Resource and Labor, and the Legislature.

GENERAL SERVICES ADMINISTRATION

The General Services Administration (GSA) has the responsibility for units of DOR to insure their completion and compliance with state laws and regulations.

GSA is made up of six major sections: Personnel, Planning, Facilities Engineering, Grants Development and Administration, Office of Management and Budget, and Staff Development.

PERSONNEL OFFICE

The Personnel Office of Offender Rehabilitation supports the third largest State department with approximately 3600 employees.

Vital services available through the Personnel Office to DOR employees include:

- **The Offender Rehabilitation Vacancy Announcements.** Distribution is made weekly throughout the Department to insure that all departmental staff are made aware of vacancies and have an equal opportunity to apply if they desire. Selected out-of-state job announcements are made via this same media.
- **Credit Union.** The Personnel Office received 377 applications for the State Employees Credit Union. The Credit Union enables employees to deposit savings through payroll deduction, and enables those eligible to borrow from the SECU. The Personnel Director, in addition to functioning as the departmental loan officer, serves on the SECU Board of Directors.
- **The Employees Suggestion Program.** The Employee Suggestion Program Committee, composed of two members appointed by the Commissioner and chaired by the Assistant Personnel Director, meets monthly to review suggestions received and make recommendations for adoption and award or non-adoption. In FY 78, the committee processed 52 suggestions.
- **U.S. Savings Bond Campaign.** U.S. Savings Bonds may now be purchased through payroll deduction. The Department conducted its first campaign in December, 1977, and enrolled 13% of its employees in this Payroll Savings Plan.
- **Affirmative Action Program.** The Personnel Office with the assistance of the Department Affirmative Action Team, updated the 1976 Affirmative Action Plan. Statistics reflect an

increase of 592 employees of which 255 were black and 189 were female. The number of black employees was increased more than 100%.

- **Classification Survey Update.** The Legislature approved the Classification Study during the FY 78 session and appropriate funding with some modification, to be implemented on July 1, 1978. The initial study proposed to downgrade 67% of DOR positions. The number of positions recommended to be downgraded has been reduced from in excess of 2,000 to approximately 100. The Personnel Office will continue negotiations to further reduce this number.
- **Training Workshops.** The annual Personnel Workshop was held in Macon in late summer. In 1979, the Personnel Office plans to conduct two workshops, one in North Georgia, and one in South Georgia.
- **Facility Staff Planning.** The Personnel Office participated in the organization of six new facilities, providing its expertise in determining manpower requirements for the new facilities.
- **Alto Education Center.** During the latter part of 1978, administrative control for the Alto Education Center was transferred from DOE to DOR, bringing an additional 52 academic and vocational positions into the Department.
- **Certification Process.** Capability to computerize the certification process was developed in FY 78 to be implemented in FY 79. The process will speed up certification for promotions, demotions, reappointments, and transfers.

OFFICE OF MANAGEMENT & BUDGET

Accounting, Budget Development and Analysis, Audits, Procurement and Property Control, Office Services, Food Services and Farm Operations are the responsibilities of this section.

Performance Budgeting was continued in FY 78. Cost Center Monitors were assigned to monitor the activities and functions of each cost center per each organizational unit.

The Accounting Office maintains accountability for all D.O.O.R. expenditures which encompassed a FY 78 budget of approximately \$50 million in state funds and \$5 million in federal monies. There were a total of 71,795 documents entered into the system resulting in a total of 37,560 checks issued. In addition, the

auditing office performed a total of 260 internal audits of all accounting records to insure fiscal responsibility.

The Procurement/Property Control Office coordinates departmental inventory system and coordinates the purchasing functions, which involved 22,027 transactions with a dollar value of \$8 million during the fiscal year. Also the inventory and purchase of all motor vehicles is controlled by this office.

The Office of Services Unit provides for the continual flow of services in areas of printing, maintenance and repair of equipment for central office, mail distribution, telecommunications and records management.

The Food Services Unit moved the Central Food Processing and Distribution Center from Georgia Diagnostic and Classification Center to a newly renovated larger facility at Milledgeville. This facility will also house a new meat cutting and processing plant. Also a new slaughter/meat cutting and processing plant has been completed at Georgia Industrial Institution at Alto. Plants now in operation, all meats produced by the department will be processed into portion control and table ready servings, quick frozen, and issued to all units. This will result in an overall annual savings of \$50,000.

Renovation has been done at the cannery plant at Georgia State Prison and new equipment has been installed. This has enabled more total cases of products to be canned than in previous years.

Milk and eggs produced in sufficient quantities by the farms are being delivered weekly to all institutions by the Food Distribution Unit.

Farm Services had its best year ever in FY 78. Approximately 65% of the total food consumed by correctional institutions in FY 78 came from farm operations. Value of farm production exceeded \$3,154,000 based on assigned values, which are below market price. Total expenditures, including salaries, regular operating, equipment purchases and all other related farm expenses for farm operations in FY 78 were \$2,441,082.

Listed below are production figures and their assigned values for FY 78.

PRODUCTION AND VALUE

Commodity	Number Units Produced	Assigned Value Per Unit	Total Value
*Beef dressed lbs.	1,257,378	.75	\$ 948,033.50
*Pork dressed lbs.	1,189,371	.80	951,496.80
Poultry dressed lbs.	46,098	.40	18,439.20
Eggs dozen	632,617	.60	379,570.20
Milk gallon	268,422	1.30	348,948.60
Vegetables lbs.	2,756,495	.17	468,604.15
Grits & Meal lbs.	148,350	.15	22,252.50
Syrup gallon	9,364	1.40	13,109.60
Melons/peanuts lbs.	136,356	.03	4,090.68
			\$ 3,154,545.23

*Dressed Carcass

FACILITIES DEVELOPMENT AND
ENGINEERING SECTION

The Facilities Development and Engineering section is responsible for the Design, Construction and Maintenance Management of all new and existing Departmental facilities. Additionally, this section manages all leased property and real property matters. Significant accomplishments in each of these areas during the past year are as follows:

1. Engineering and Construction - This past fiscal year, the activity of Planning, Design, or Construction of new facilities increased significantly to meet demands of the Department. a recapitulation of projects administered during this period and their respective construction value is shown below:

1.	12 Federally Funded E.D.A. Projects at Ga. Industrial Institute	\$ 6,500,000
2.	1 Federally Funded E.D.A. Project at Lee C.I. (Inmate Support Building)	1,500,000
3.	6 Prototype Housing Units at Lee C.I.*	2,500,000
4.	Sewage Treatment Plant at Lee C.I.	280,000
5.	Vocational Building at Walker C.I.*	50,000
6.	Cannery and Abattoir at G.S.P.*	1,800,000
7.	Kitchen Floor Renovation at G.S.P.	100,000
8.	Phase I Bathroom Renovation at G.S.P.	300,000
9.	Farm Project - Swine Facility at G.I.I.*	80,000
10.	EPA Funded Sewage Treatment Plant Design for G.S.P., G.I.I., Lowndes, Wayne G.T.D.C.	1,100,000
11.	Savannah Community Correctional Center	12,000,000
12.	Metro Community Correctional Center	12,000,000
13.	West Ga. Additional Housing Units	1,500,000
14.	West Central Ga. Institution Atlanta Men's Center Atlanta Women's Center Augusta Center and Medical Units	50,000,000
15.	GSP Heating Renovation	200,000
16.	Colony Farm Heating Renovation*	25,000
17.	West Ga. Fence Addition*	31,000
18.	GERCC Road Paving Project	84,500
19.	Central Food Warehouse	73,500

*Inmate Construction Program

These projects are accomplished by General Construction Contract or by the Inmate Construction Program. Design and engineering is accomplished by professional architects and engineers or by the departmental engineering section.

2. Maintenance Management - This section provides Maintenance Management Administration state wide for both correctional institutions and community centers. Principally, this section lends support through management assistance, preventative maintenance and training, and specialized emergency support. A major accomplishment during the past year was overall system improvement through management of the \$562,000 Central Repair Fund which included: standardization of maintenance agreements; systems wide roof replacement; energy conservation activities, and staff housing repair. Major energy repairs were funded through the Central Repair Fund and implementation (of this system) provided more efficient use of maintenance funds.

3. Real Property and Contracts - During this past year, 55 leases for state facilities worth \$800,000 were negotiated.

This section also completed contracts for a "halfway" house" at North West Regional Hospital; water and sewage services with several municipalities; and several maintenance contracts.

In addition, \$202,000 worth of land options and purchases were negotiated during this same period of time.

GRANT ADMINISTRATION

Grant Administration - This office provides for the coordination for all federal funds awarded to DOR. Funds awarded to the Department in the last fiscal year have included:

- Omnibus Crime Control and Safe Streets Act - Law Enforcement Assistant Administration (LEEA), administered in Georgia through the Georgia State Crime Commission
- Elementary and Secondary Education (ESEA), administered through the Georgia Department of Education
Title I - Special Education Needs of children in state institutions for neglected or delinquent children.
- Comprehensive Employment and Training Act (CETA), administered by the Georgia Department

of Labor:
Title I - Comprehensive Manpower Services
Title II - Public Service Employment
Title III - Emergency Jobs

- Enviromental Protection Agency, administered through the Georgia Department of Natural Resources.
- National Institute of Drug Abuse (NIDA), administered through the Georgia Department of Human Resources.

During FY 1978, DOR administered 42 active grant awards, including 24 current awards, and 18 awards continued from previous fiscal years.

Current year's awards totalled: \$9,947,115
Carry forward funds totalled: 1,353,176
Total Federal support to DOR: \$11,300,291

PLANNING

Routine planning activities during FY'79 focused primarily on the master-planning process and on refinement of the agency's performance budgeting system. Staff continued to work with Departmental managers and program directors in determining the "state-of-the-art" in corrections across the country in programs, in facilities, and in nationally promulgated standards. The total effort combined to inform priority-setting decisions throughout the agency. In an attempt to streamline the budgetary process that communicates those priorities to legislators, the section coordinated a policy analysis workshop sponsored by the Correctional Economic Center. The workshop brought together a core group of mid-level managers who contributed their observations to a problem analysis paper generated by the section.

As the agency moved into the annual budgetary cycle, one of the areas identified as a major priority was the spectrum of services provided to clients through probation and diversion centers. Having identified national standards for probation supervision, planning staff analyzed these Division staffing patterns across all judicial circuits. The analysis supported a need for additional supervisors in a Department-wide effort to comply with the correctional standards.

A vital step in the budgetary process was the updating of the Facilities Masterplan. This Facilities Requirements and Capital Outlay Expenditure Plan culminated in a major Departmental presentation which identified budget requests for facilities for FY79-82.

Several long-term special projects absorbed the majority of remaining time during the year. Perhaps the most extensive of these was the facilities requirement analysis of Georgia State Prison. Staff worked with the State Office of Planning and Budget in developing a scheme of immediate and long-term responses to relieve the prison's overcrowded living conditions. The group both identified needed programmatic and facility changes and secured funds to allow more comprehensive changes to the physical plant over the following year.

In this same area of facilities involvement, the section assisted in coordinating administrative requirements for opening Washington C.C.C. in Milledgeville, Georgia. The carefully time-lined project touched on all phases of program scheduling, staff hiring and training, and equipment procurement. An operational manual was also developed to provide direction for the new facility managers and staff. As a final activity in the area of facilities planning, one of the nation's first community corrections centers, West Georgia C.C.C., received a multi-disciplinary examination from a team of some 15 different program staff. The assessment design focused on the relationship between facility characteristics and programmatic flexibility, and provided for extensive interviews with inmates and staff.

The major special project in the community-based area was the Shock Incarceration Study, an exhaustive analysis of the legal basis for shock incarceration. The study surveyed comparable programs in other states and outlined recommendations for implementation in Georgia.

STAFF DEVELOPMENT

The primary function of this section continues to be the provision of a comprehensive and multi-faceted training program for all Department of Offender Rehabilitation employees. Much of the training takes place at the State Development Center, which provides classroom and dormitory facilities on the University of Georgia campus in Athens, Georgia. This Center serviced a total of 1, 546 trainees in FY 78. Many other programs and workshops, including an extensive county training program, are conducted on-site at the field or district level. In-Service Training participants totaled 1,357 in FY 78. A firearms training program was conducted for 25 employees of the Pardons and Parole Board. Also, a university work/study program was coordinated for 46 employees.

The Career Development Program of work/study Rehabilitation Counseling was coordinated through two of our state universities, Georgia State and University of Georgia. The counseling work/study program afforded 46 of DOR's staff an opportunity to develop and expand their counseling skills in programs established for correctional counselors. Also, in Career Development, DOR had 108 employees involved in Management in State Government Training.

To complement the activities of the Public Information Office, one of the training vans was remodeled and established as a Community Relations Van. The director of audio/visuals developed the displays and slide presentations which gave the citizenry of Georgia an opportunity to obtain a clearer perspective of the Georgia Department of Offender Rehabilitation. Additionally, a new media was developed in the form of slide presentations in the areas of Farm and Food Services; Probation Restitution Program; Earned Time System; and Institutional Slide Program.

In 1978, the Georgia General Assembly exempted DOR from the Georgia Police Officers Standard and Training Act. DOR proceeded to develop training standards for correctional officers requiring a minimum of 120 hours of training for certification. These proposed minimum training standards were then presented to the Board of Offender Rehabilitation which subsequently adopted them.

FISCAL YEAR 1978 TRAINING PROGRAMS				
PROGRAM	No. of Programs	No. of Participants	Avg. Hrs./SESSION	TOTAL HOURS
Basic Security Training	16	594	134	79,596
In-Service Training	41	1357	18	24,426
Career Development Programs	26	389	29	11,281
Central Office Orientation Training	4	23	15	345
Non-Security Basic Training	6	112	80	8,960
Earned Time System	11	218	5	1,090
TOTALS	109	2693	281	125,698

OFFENDER ADMINISTRATION

The Offender Administration Division is now responsible for Inmate Administration, the Youthful Offender Program, Diagnostic coordination and the Earned Time Program. Activities and functions within these areas follow.

The Inmate Administration Section is responsible for receiving offenders into the correctional system, transferring offenders within the system, and returning them to the community. These functions are handled through the Classification and Assignment Unit, the Reception, Release and Compact Unit, the Data Collection and Processing Unit, and the Records Unit.

The Classification and Assignment Unit processed 10,077 inmate movements and handled the administration of 401 escapes and 355 recaptures during FY 78. This unit processed the four inmate special leaves during the year and all security changes and processed disciplinary reports, now averaging 800 per month.

The Reception, Release, and Compact Unit processed 7,148 new admissions and 412 violaters during the year. There were 6,625 inmates processed for release and 2,143 detainer actions with an additional quantity of court production orders, motions for new trial, good time forfeitures and restorations. This unit also devoted much time into the process of converting nearly 6,000 "good time" cases to "earned time" cases.

The Data Collection and Processing Unit continued to refine its capability to handle the Earned Time System and to absorb the conversion of the old "good time" cases to "earned time" cases. It coded, keypunched and processed the conversion of these 6,000 cases in addition to processing into the Data Collection System all inmate movements and program changes. It processed new admissions in the Probation System totalling 22,690 and changes in the Probation System totalling 53,923. There were also 197,000 cards keypunched to assist other areas of the Department.

The Records Unit makes proper disposition of the commitment papers received from the courts, and, for each new inmate, initiates, maintains and controls the official departmental record during active service of the sentence. During this year the Records Unit opened files and closed files on the same 7,148 new admissions and the same 6,6245 discharges which were processed by the Reception, Release and Compact Unit.

YOUTHFUL OFFENDER PROGRAM

The Youthful Offender Program provides for the care and custody of selected offenders who are at least 17 but less than 25 years of age. The program is designed to provide the younger offender, who is not a "professional criminal," a variety of experiences structured to correct his academic, vocational, and inter-personal deficiencies. FY 78 saw an increase in the number of persons serving as Youthful Offenders; year end figures indicate that there were 805 persons incarcerated. The majority of these, 659, were in the Georgia Earned Release Correctional Center. Some 45 were in Transitional Centers, with the remainder in the Diagnostic Center at Jackson. During the year, 540 Youthful Offenders were granted conditional release, and 126 were released by expiration of their sentences.

DIAGNOSTIC COORDINATION

A major function in this area is coordination of the Diagnostic Program and Procedures at the Georgia Diagnostic and Classification Center, the Georgia's Women's Correctional Institution, the Georgia Earned Release Correctional Center, and the Georgia Industrial Institute. During the year, these institutions were regularly visited and assisted in coordinating the processing of new inmates and implementing the Earned Time Procedures into the Diagnostic Programs.

In conjunction with staff of the Community Based Services Division, a Community Diagnostic Program was developed into a final plan and a pilot effort in ten judicial circuits was approved for funding by the Governor and the Legislature.

An extensive in-service training program was conducted for diagnostic personnel by the Psychology Department of the University of Georgia. Formal classroom training as well as practical excercises were provided, and certification by the University was awarded to those successfully completing the program.

Working with a grant obtained through the Youthful Employment Training Act, extensive vocational and psychological evaluations were provided for female offenders age 21 and under.

EARNED TIME SYSTEM

The essential concept of the Earned Time System is individual responsibility for rehabilitation. Earning time is based on work performance and participation in programs of the institution. Earned Time operates on the basic premise that the only kind of rehabilitation that works is self-rehabilitation.

FY 78 saw major changes in the Earned Time System to include the conversion of all remaining "good time" sentences (approximately 6,000) to the Earned Time System as directed by House Bill 1501/Georgia Act 1020 passed in the 1978 General Assembly. This conversion necessitated extensive revisions of the computer system, staff involvement from many sections, and coordinated planning on many levels. Additionally, programmatic revisions were made with the Earned Time System necessitating a revised Policy and Procedures Manual as well as new and revised departmental rules and regulations involving the Earned Time System. Correctional staff from several mid-western, southern, and other states as well as Canada have visited Georgia this past year to study our procedures and several have implemented their own "Earned Time System" as a result of their visit. Earned Time is currently operational in all state and county facilities and continues to be refined each year.

OFFENDER REHABILITATION SERVICES

The Office of Offender Rehabilitation Services is responsible for the development and monitoring of rehabilitation. In this staff role to the operational components of the agency, it provides technical assistance in the operation and management of health services, counseling programs, education and vocational training programs, recreation, and religious programs. Through technical assistance and monitoring of programs, management is provided the information to assure an accountable and systemwide approach based upon accepted performance standards.

The Office of Offender Rehabilitation Services is also responsible for the development of pre-release programs and the management of transitional community centers for those individuals who are within the last months of incarceration or those referred to the centers by the Board of Pardons and Parole (See Section 3, Field Services - Transition Program).

The following provides further information concerning the Office of Offender Rehabilitation Services's programs and services.

EDUCATIONAL SERVICES

Educational Services available to inmates and residents of community facilities of the Department of Offender Rehabilitation during FY 78 consisted of a wide variety of academic, library and vocational/on-job-training programs.

Academic programs included those designed for literacy development through General Educational

Development test preparation. College level instruction was available at 14 state correctional insititutions. Approximately 1900 academic slots were available on a monthly basis, excluding college slots which varied quarterly. Approximately 600 state inmates were reported by the G.E.D. testing office of the the State Department of Education to have received State high school diplomas during the year. Many of the county correctional institutions and community residential facilities offered academic instructional programs sponsored by local county boards of education. Federal funding provided through Title I ESEA supported remedial math, reading, and language instruction at six state correctional institutions as well as a part-time Title I program coordinator. A total of 620 individual student slots were provided. Combined Title I ESEA funding awarded to the Department of Offender Rehabilitation and Alto Education and Evaluation Center at Georgia Industrial Insitute totaled \$312,677.

Library services for inmates and community facility residents ranged from relatively small leisure reading areas to extensive library resource centers such as those at Georgia Industrial Institute, Georgia Earned Release Correctional Center, Georgia State Prison, Georgia Diagnostic and Classification Center, and the newly-opened Macon Community Correctional Center. Library Grants awarded through the State Library Services division of the State Department of Education totaled \$23,566 at Georgia Earned Release Correctional Center and Georgia Industrial Institute.

Vocational training experienced a considerable degree of expansion, program standardization and inclusion of certified on-job-training during FY 78. A total of 68 formal vocational trades were available at 12 state correctional institutions. Certified on-job-training programs were developed in support of institutional services and in cooperation with Georgia Correctional Industries. The total combined full and part-time formal training slots provided by vocational/on-job-training programs was approximately 1400 during the year at state correctional institutions. An additional 75 slots were provided at 5 county correctional institutions. Federal CETA funds awarded to the Department through the State Department of Labor totaled approximately \$765,000. Additional support outside state funds appropriated to the Department of Offender Rehabilitation were provided by Georgia Correctional Industries.

During this period of time, funds provided through LEAA supported the implementation of individualized vocational instructional/training programs at most of the 12 state correctional institutions which offered

vocational training. These programs were developed by the University of Georgia and are identical to those currently utilized at Area Vocational/Technical Schools; subsequently several of these and on-job-training programs were certified by Area Vocational/Technical Schools, a first for the Department of Offender Rehabilitation.

Educational Services has developed a relationship with the Georgia Correctional Industries which will result in Correctional Industry supervisors becoming skilled in training offenders to become effective and efficient employees. Education Services has also secured certification through local area vocational technical schools for the industry supervisors and their on-job-training programs. The Area Vocational Technical schools certify the inmates who successfully complete training sequences developed cooperatively by correctional industries are working together to provide vocational training for the long-term offender. Heretofore, it has not been considered very wise to develop vocational skills for offenders who are likely to lose these skills due to the time between certification and parole or release. Education Services has developed a sound on-job-training structure within correctional industries which will expand vital training programs for offenders at a fraction of the cost of planning and operating formal vocational classrooms training program.

Educational Services has made a concerted effort to provide the women offenders at Georgia Women's Correctional Institution with the opportunity to attend non-stereotype vocational training programs at Georgia Earned Release Center. Vocational training slots were made available to the women offenders in all 11 of the vocational training programs at the Youthful Offender Institution. Women offenders have been enrolled in several of the vocational training programs and are now working towards completing their vocational skills. It is anticipated that 40 slots will be available for the women offenders at the vocational complex in non-stereotype training skills within the next year.

Staff developement activities for employees within Academic and Vocational Cost Centers included in-service workshops and regional training for Title I ESEA staff, staff, G.E.D. workshops, and supervisory training.

Demographic data* pertinent to educational planning and program development are as follows:

Average grade level upon entry into the system	5.6
Inmates reported to be within economic range of \$3,000 or less per year at time of arrest	81%
Inmates with test scores indicating functional illiteracy (Below 6.9 grade level)	71%
Inmates lacking sufficient skills to support gainful employment	73%
Inmates who reported noncompletion of high school prior to incarceration	88%
Inmates reported to have extended formal education beyond high school	4%

*Figures represent 8,299 inmates on whom statistics were available as of March 1, 1978.

CHAPLAINCY SERVICES

Incarcerates in Georgia Correctional Institutions are ranked by denominations in the following order: Baptist, Methodist, Holiness, Catholic, Church of God, Islam, Presbyterian and Episcopalian. Approximately 3,339 did not report any religious preference.

Twenty-six chaplains, thirteen clinically trained chaplains and thirteen part-time chaplains represent all faiths at the institution. Chaplains are well trained as pastoral and mental health workers. The Chaplaincy Program does not, however, duplicate a counselor's work but offers worship, religious education and pastoral counseling. The program is reaching 38.8% of the population in worship, 50.8% in pastoral counseling, and 56.6% in religious education each quarter.

The Islam faith is being interpreted and supervised by Mohammad's Mosque No. 15 and by the Savannah Mosque. Islam programs are being conducted at Georgia State Prison, Georgia Industrial Institute, West Georgia CCC, Chatham, Walker, and Georgia Training and Development Center.

The Chaplaincy Department organized many programs during FY 78. Among these are the following:

—The Bill Glass Crusade conducted a seminar at Georgia Industrial Institute. Many professional athletes and businessmen gave three days of their time to visit with individuals and share their faith.

—The American Rehabilitation Ministry donated a portable baptistry unit which several institutions have utilized.

—The Student Summer Missions Program is going into its fourth year. These students assist the chaplain and treatment staff during the summer on a full-time volunteer basis.

—Several church choirs and religious drama groups toured the institutions and presented programs that were well received.

COUNSELING SERVICES

The role of counselors within the total correctional system assumes the function of meeting the individual counseling needs of offenders, while maintaining necessary requirements for offender management and supervision. Counselors functioning primarily in correctional institutions and community treatment centers attempt to enable offenders to effectively cope with the limitations, tensions, and frustrations of daily living as well as to assume individual responsibility for acquiring personal, social, career and community skills through available services in preparation for release back into the community.

Through Offender Rehabilitation Services Division, Counseling Services plans, organizes, and coordinates statewide, departmental counseling services and programs. During FY 78, efforts were directed toward standardization and uniformity of counseling services. Additional improvements were provided to the counselor case management system implemented in FY 78 and to a new system for offenders to earn release. The intended result is to reduce excessive case records requirements while allowing counselors to provide more opportunities for direct counseling services to individual offenders.

Additionally, the following were some of the significant accomplishments:

1. The 136 counselors located in 18 state correctional institutions conducted individual and group counseling sessions and coordinated various offender personal development programs and activities in conjunction with community agencies and citizen groups. Counselors reported the following average monthly individual and group counseling services:

	Average No. of Offender Participants	Average Counseling Contact Hours
Individual Adjustment Counseling	14,979	5,602
Voc./Educational Guidance	676	332
Drug/Alcohol Counseling	584	312
Family Assistance	248	145
Group Counseling	995	551
Personal Development Programs	2,187	440

2. Some 62 counselors provided counseling services in 15 community transitional, diversion and residential treatment centers. Since intensive counseling is often necessary to offender adjustment in the community, these counselors provided counseling services weekly to each offender resident. Counselors reported the following average monthly individual and group counseling services:

	Average No. of Offender Participants	Average Counseling Contact Hours
Individual/Adjustment Counseling	1,797	2,110
Drug/Alcohol Counseling	64	82
Job Development	337	454
Family Counseling	86	139
Personal Development Programs	1,032	542
Group Counseling	300	583
Out-Patient Service	70	41

3. Through continuation of LEAA grant funding, the Department contracted with local units of government to maintain 12 full-time counselors to provide counseling and case management services for 27 county correctional institutions. Plans were completed to expand this program through grant funding beginning early in FY 78 counselors in county institutions reported the following average monthly individual and group counseling services:

	Average No. Of Offender Participants	Average Counseling Contact Hours
Individual Adjustment Counseling	1,871	673
Voc./Educational Guidance	154	77
Drug/Alcohol Counseling	149	75
Family Assistance	49	28
Group Counseling	121	61
Personal Development Programs	1,236	312

4. New extensive Rules and Regulations concerning the requirement for establishment and maintenance of counseling services, programs and activities in all state correctional institutions and facilities were adopted by the State Board of Offender Rehabilitation. It is anticipated that this action will facilitate the standardization and uniformity necessary to attain more effective statewide, departmental counseling services and programs for offenders.

5. Initial development of departmental program standards for institution counseling services was completed. These standards were developed to assist with more efficient monitoring and management of counseling services and programs in correctional institutions as well as to provide a tool for the planning of counseling program needs in terms of personnel, facilities, resources and services.

6. Development of program standards, practices and procedures for counseling services and activities in Community Transitional Centers was completed. Through these efforts, hopefully, a standard core program of individual/group counseling, life skills and job development will be offered to offender residents in each center. Implementation is expected by the middle of FY 79.

7. Through a systematic assessment of workload needs in conjunction with performance budgeting during Fiscal Years 1977-1978 some necessary balancing of counselor personnel resources and services was accomplished statewide enabling the reduction of average counselor caseload sizes. As a result, initial indications for services provided during Fiscal Year 1978 marked increased individual counseling contacts with offenders.

8. Some 30 counselors from state and county correctional institutions participated in a one week, intensive training session to enable them to conduct Guides For Better Living programs with offenders in their respective institutions. The program emphasizes positive attitude and responsible living. With the completion of this training, counselors in 16 of 18 state correctional institutions report conducting one or more Guides programs on a regular basis.

9. Through a series of program conferences and on-site consultations in conjunction with the University of Georgia, Home Economics Department, counselors from community transitional centers and state correctional institutions offering special programs for offenders preparing for release from prison participated in the development of lesson plans, instructional guides and resources to complement a consumer guidance curriculum utilized in their respective programs to assist offenders in developing knowledge and skills in such areas as buying, insurance, credit, money, management, taxes, housing and transportation.

10. Statewide conferences for counseling supervisors from correctional institutions and community residential centers were conducted in the fall and spring at the Staff Development Center in Athens, Georgia. The purpose of such conferences is to address key counselor supervision issues such as program implementation, performance budgeting, supervisory techniques and new counseling approaches. As a result of the positive reception and need for these staff experiences, conferences will be scheduled quarterly beginning in Fiscal Year 1979.

RECREATION

The correctional recreation program is very crucial to the total success of the Department's rehabilitation program. The recreational experience eases tension and heightens morale of the participants. The socializing influence inherent in this program enables the participating inmates to gain a better rapport among themselves as well as staff supervisors. The most significant aspect of the recreation program is the obvious positive effects it has on those inmates participating.

During the past year the following programs were conducted:

1. Intramural programs continued at all state correctional institutions, some county correctional institutions and community based treatment centers.

2. State Tournaments were conducted at the conclusion of each athletic season.

3. Summer Olympics were conducted in the spring, and Winter Olympics were held in December.
4. A Literary Contest, implemented two years ago, was conducted in January, with the Humanities Department of Mercer University serving as judges in this event.
5. A Music Festival was held in October, allowing 30 minutes per institution. Each group was critiqued by professional musicians and awards were given.
6. Inmate arts and crafts were exhibited upon invitations at fairs and festivals throughout the state.
7. Staff activities were developed for all departmental personnel.
8. A coach's clinic was conducted to aid institutional recreation directors in their respective coaching skills in newly implemented activities.

The Macon Community Correctional Center was completed and opened during FY78 and includes an activities building for pool, table games, weights and music. The outside recreation facilities include a hardsurface multipurpose area, a combination soccer and football field and a softball field.

HEALTH SERVICES

The Department of Offender Rehabilitation is responsible for providing health and medical services to all offenders incarcerated by the State. Quality medical care requires access to the full range of health services -- primary care or outpatient services, secondary care or inpatient services, and tertiary care or major surgical care. Most medical needs of inmates are treated in clinics or infirmaries of local institutions or at local physician's offices.

Inmates requiring non-emergency inpatient care are referred to the medical staff of Georgia State Prison who, in turn, refer to the security unit of Eugene Talmadge Memorial Hospital. Efforts of the Health Sevices section during FY78 have been to develop and coordinate quality medical care as economically as possible.

The major objective of the Health Services section during FY78 was to bring correctional health practices up to standards established by professional accrediting bodies. This objective involved the completing of departmental standards for institutions and community facilities, refinement of the quarterly evaluation procedures and the development of specific

programs to improve correctional health care. The following are significant projects begun and/or implemented during the year.

Institutional health screenings were conducted at sixteen (16) facilities during FY78. This communicable disease testing resulted in the development and implementation of a system-wide T.B. preventive treatment program. 10,800 inmates were tested for T.B. and those indicated were put on a preventive treatment program. This represented a dramatic increase in diagnosis and treatment over previous efforts in Georgia and in other state systems.

During FY78, the Department initiated an intensive planning effort to identify the need for additional medical capabilities within the state system. As a result, the architectural program was completed for a medical unit to be located in Augusta and to be operated in conjunction with a 300 man correctional facility. The medical unit will provide referral services for all state institutions, including the women's prison and youthful offender complex in Milledgeville. Bed space will consist of 95 acute and 40 chronic beds with an extensive outpatient clinic service.

Eugene Talmadge Memorial Hospital will continue to provide all inpatient services and selected outpatient services but will operate in close cooperation with the new medical unit. Construction should begin in early FY80, to be completed in FY82.

Also during this past fiscal year, efforts to respond to the mental health needs of offenders were expressed in the programming of the Atlanta Metro Correctional Institution. The mission of this institution will include the provision of intensive outpatient psychiatric treatment for inmates returning to the system from psychiatric hospitalization and also to function as an alternative to inpatient care. Providing this alternative should reduce the cost of treatment significantly.

Finally, in FY78 twelve (12) new medical positions were received in the departmental budget package. These positions, all of which were filled, contributed significantly to the overall improvement of inmate health care.

GEORGIA CORRECTIONAL INDUSTRIES

Georgia Correctional Industries Administration functions as an integral part of the Department of Offender Rehabilitation although it exists legally as a separate entity. Operating industrial facilities at state correctional institutions, it provides jobs and employment opportunities for the pre-release training of offenders under the custody of the Department of Offender Rehabilitation. Each industry within an institution is modeled similarly to a private enterprise to allow inmate employees the opportunity to develop good work habits and saleable job skills.

Coordination and management of the industries located at the various correctional institutions is provided by a central office in Stone Mountain. At each industry, appropriate plant managers, foremen and other supervisory personnel are appointed who work under the supervision of the respective warden and the central office.

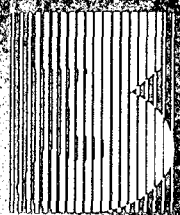
All products manufactured by Correctional Industries are marketed only to governmental agencies at the state, county, and municipal levels. During FY78, sales of non-license plate products and the number of inmates employed in non-plate production training programs reached record high levels for the third straight year. A new program of on-the-job training, certified through local area vocational technical schools, was initiated for each industrial facility.

INDUSTRIAL OPERATIONS AND EMPLOYMENT

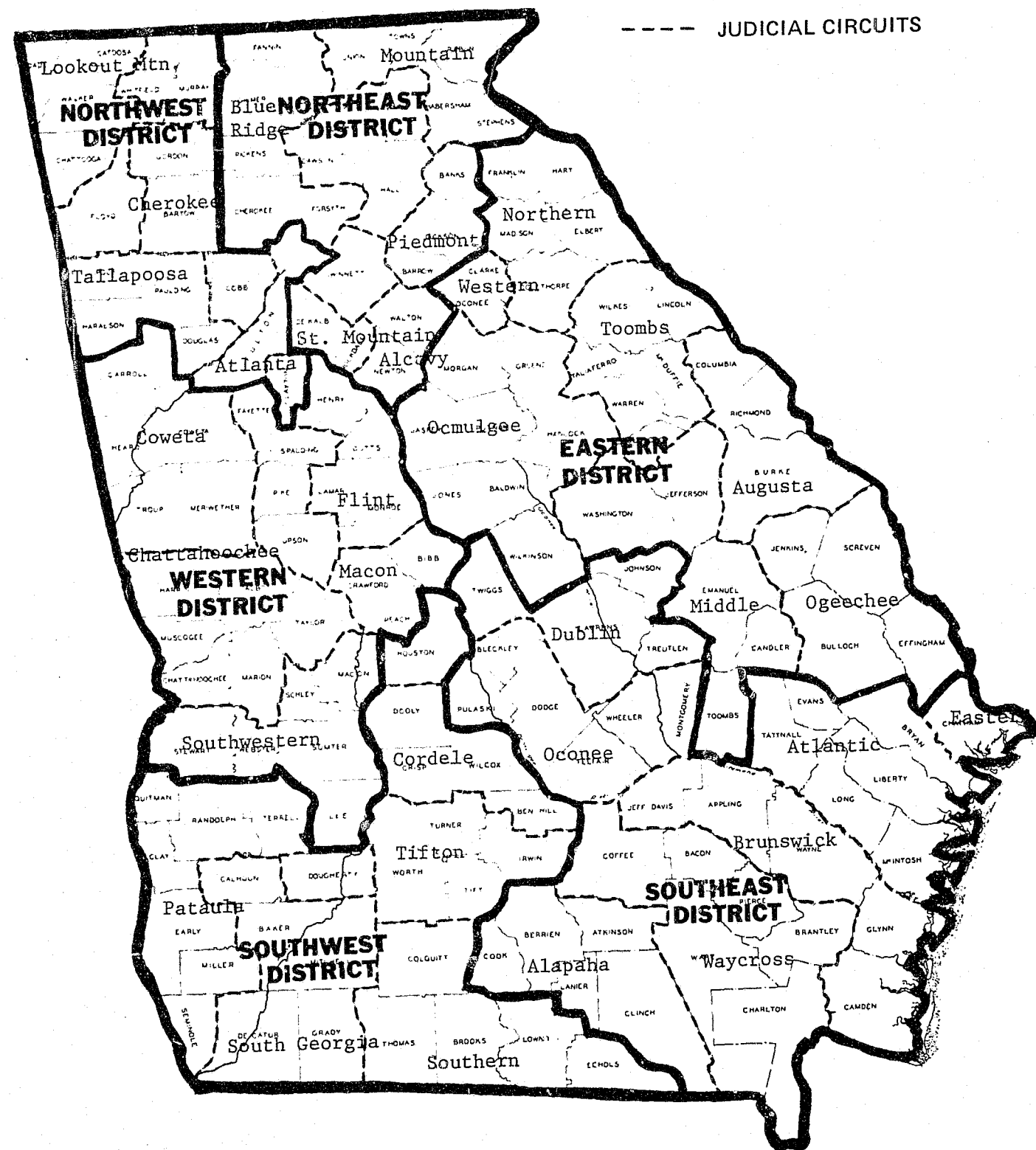
Inmate Operation	Location	Employment
License Plate Plant	Georgia State Prison	90
Textile Products Plant	Georgia State Prison	125
Concrete Products	Georgia State Prison	20
Metal Products Plant	Georgia State Prison	75
Mattress Factory	Georgia State Prison	20
Upholstery Shop	Georgia State Prison	40
Chemical Plant	Lowndes Corr. Inst.	30
Print Shop	Stone Mtn. Corr. Inst.	20
Tire Recapping Plant	Lee Corr. Inst.	20
Wood Products Plant	Wayne Corr. Inst.	35
Screen/Sign Shop	Montgomery Corr. Inst.	75
TOTAL		550

SALES COMPARISON
FY 72-78

Year	License Plates	Non-Plate Products	Total Sales & Revenues
FY72	\$ 367,689	\$ 867,366	\$1,235,055
FY73	\$ 375,866	\$1,324,653	\$1,700,519
FY74	\$ 983,097	\$1,585,107	\$2,568,204
FY75	\$2,128,359	\$1,501,510	\$3,629,869
FY76	\$ 263,726	\$2,248,317	\$2,512,043
FY77	\$ 720,312	\$2,778,150	\$3,498,462
FY78	\$ 891,957	\$3,263,809	\$4,155,766



FIELD SERVICES



PROBATION SERVICES

Probation involves legal treatment and societal processes of selecting appropriate offenders to receive rehabilitative services while remaining within the community setting.

FIELD SUPERVISION

The mission of probation field supervision is to provide an effective delivery system for the appropriate sentencing and classification of offenders.

There was an average total of 34,034 offenders on probation during FY78 — 18,065 misdemeanants and 15,969 felons. Over \$10.3 million was collected during the year from probationers — \$6.1 million for child support, \$1.1 million in restitution, and \$3.1 million in fines and court costs.

DIVERSION PROGRAM

Ten diversion centers have been operative since 1974 with the primary mission being the payment of court fines and restitution to victims. The diversion centers operated under a two year discretionary grant (#74 ED-99-004) funded by the Law Enforcement Assistance Administration (LEAA).

Among the many activities at each center, the following are the general missions of a diversion center: (1) to provide a sentencing alternative between probation and imprisonment; (2) to continue ties through employment involvement in the educational programs, and other community resources; (3) to apply practical assistance in crisis intervention; (4) to provide the offender with an opportunity to redirect his personal behavior; and (5) to insure that the offender understands the full scope of his responsibilities and requirements while assigned to the center and that failure to adjust could subject him to imprisonment.

The total population of the diversion program consists of probationers. Virtually all offenders have been convicted of property type crimes, with the major offenses being burglary, theft, and forgery.

DIVERSION CENTERS

Albany Diversion Center
418 Society Avenue
Albany, Ga. 31702
Director: Hal Kent
Capacity: 28

Athens Diversion Center
P.O. Box 1229
Athens, Ga. 30601
Director: Edward L. Ellis
Capacity: 32

Atlanta Diversion Center
1566 Bankhead Highway
Atlanta, Ga. 30318
Director: Larry Warren
Capacity: 28

Augusta Diversion Center
1220 12th Street
Augusta, Ga. 30901
Director: Don Chandler
Capacity: 46

Cobb Diversion Center
831 N. 4 Lane Highway
U.S. 41
Marietta, Ga. 30060
Director: Vince Fallin
Capacity: 38

Gainesville Diversion Center
1195 Broad Street, S.W.
Gainesville, Ga. 30501
Director: Marion Cruce
Capacity: 35

Gateway Diversion Center
15 Peachtree Place, N.E.
Atlanta, Ga. 30309
Director: Dennis Clark
Capacity: 40

Macon Diversion Center
1232 Jeffersonville Road
Macon, Ga. 31201
Director: Betty Hibbs
Capacity: 28

Rome Diversion Center
N.W. Georgia Regional Hospital
Building #206, Redmon Road
Rome, Ga. 30161
Director: Jim Deal
Capacity: 32

Thomasville Diversion Center
P.O. Box 980
611 North Boulevard
Thomasville, Ga. 31792
Director: Larry Anderson
Capacity: 32

CUMULATIVE EARNING AND
DISBURSEMENT STATISTICS

Diversiion/Restitution
July 1, 1977 — June 30, 1978

Gross Earnings	\$1,176,356.35
Taxes and Other Deductions	191,468.59
Net Earnings	984,887.76
Maintenance	276,197.21
(Room and Board)	
Personal Expenses	269,151.67
(Clothing, Food, Medical, Transportation)	
Mandatory Savings	65,507.85
Financial Assistance to Family	83,034.40
Restitution and Fines	172,861.30
Compulsory Public Service	4,780.45

PROBATION SERVICES

FY78

AVERAGE NUMBER ON PROBATION	25,729
AVERAGE NUMBER OF A & B CASES	8,055
AVERAGE NUMBER OF SUSPENDED CASES	149
AVERAGE TOTAL CASELOAD	34,034
AVERAGE NUMBER OF MISDEMEANANTS	18,065
AVERAGE NUMBER OF FELONS	15,969
AVERAGE NUMBER OF REVOCATIONS	187
AVERAGE NUMBER OF ABSCONDEES	313
TOTAL NUMBER OF LONG & SHORT FORM PRE-SENTENCE INVESTIGATIONS	7,147
TOTAL NUMBER OF COURT TIME HOURS	38,321
TOTAL FINES & COURT COSTS COLLECTED	\$3,180,680
TOTAL RESTITUION COLLECTED	1,084,547
TOTAL CHILD SUPPORT COLLECTED	6,114,169
TOTAL MONEY COLLECTED	\$10,379,396

by average, this means for any given month for FY78

TRANSITION PROGRAMS

Georgia's Department of Offender Rehabilitation reaffirmed its commitment to community based corrections in December, 1977, with the expansion of specific rehabilitation programs to offenders serving the remainder of their sentences in the community.

Community transitional services enables selected offenders to experience a program of counseling, life skills training, recreation, and employment within a structured and supervised environment. Approximately 120 days prior to institutional release, offenders not constituting an unusual risk become eligible for community placement and subsequent participation in a wide range of monitored experiences and activities.

The offender, now identified as a resident, undergoes community orientation and is assessed in light of specific program needs that he/she must address

during a term of center residency. These needs, which may vary in number and type by resident, are translated into a series of attainable goals and are documented in an individualized performance plan. The plan, which is mutually agreed upon by both the resident and the counselor, becomes the means by which the resident's release potential is measured. The greater the resident's success in goal attainment, the greater the chances for participation in less supervised activities.

Generally, residents of transitional centers participate in programs that teach specific coping and/or adjustment skills. The in-house phase lasts approximately three weeks and is required for all incoming residents prior to becoming eligible for employment. As the resident's program involvement "moves out" into the community, the time spent in specific center activities is substantially reduced. This is particularly true of all in-center programs with the exception of individual and group counseling services which are available during the resident's entire course of residency.

The theme of "moving out" is central to a program of community transitional services. It suggests that it is neither possible nor appropriate to provide every kind of care and to control every aspect of life for a resident. Therefore, the emphasis is placed on the utilization of generic resources in the community. Opportunities are expanded for residents to engage in recreational activities within a free world context, utilize medical services as financially responsible citizens, avail themselves of educational opportunities, and express their religion rights in the traditional settings for these activities. Each aspect of this service is integrative and is predicated on the concept of "moving out".

A final thrust of the program addresses the need to teach the resident financial responsibility. Resident money management is emphasized by a procedural requirement that residents assume the cost of room and board after securing a job and thereby offset the cost of keep and confinement. Similarly, a resident is required to assume support for dependents, pay taxes on earnings, pay for medical treatment, and maintain a savings account. As a result of this program thrust, residents become responsible for not only their personal behavior but also for financial planning which may contribute to attaining financial and material necessities and a lifestyle acceptable to responsible citizenship within the community.

CUMULATIVE EARNINGS AND
DISBURSEMENT STATISTICS

FY78

Transitional Centers

Gross Earnings	\$553,830.26
Taxes	78,804.75
Net Earnings	463,133.55
Room and Board	125,408.40
Average Hourly Wage	3.25

Transitional Center Capacities

Andromeda	66
Atlanta Advancement Center	90
Macon Transitional Center	72
Savannah Transitional Center	55
Warm Springs Educational Center	20

Transitional Centers

Andromeda
Mr. Ross Gearinger, Superintendent
Mr. Bob Metgar, Business Manager
310 Ponce de Leon Avenue
Atlanta, Georgia 30308
(404)894-4273 or GIST 222-4273

Atlanta Advancement Center
Ms. Louise Bill, Superintendent
Ms. Carolyn Holloway, Business Manager
310 Ponce de Leon Avenue
Atlanta, Georgia 30308
(404)894-4277 or GIST 222-4277

Macon Transitional Center
Mr. Thomas C. Jones, Superintendent
Mr. Robert McMichael, Business Manager
4739 Houston Road
Macon, Georgia 31206
(912)744-6090 or GIST 321-6090

Savannah Transitional Center
Mr. Richard L. Abbott, Superintendent
Ms. Carole Baxter, Business Manager
439 East Broad Street
Savannah, Georgia 31401
(912)944-2268 or GIST 361-2268

Warm Springs Educational Center
Ms. Barbara Tweed, Superintendent
Ms. Carolyn Hester, Business Manager
c/o Georgia Warm Springs Hospital
Warm Springs, Georgia 31830
(404)655-3311 or GIST 257-3311



INSTITUTIONS

CORRECTIONAL FACILITIES

The Correctional Facilities Division is composed of four geographic locations (see boundary map) with District Directors heading up the field offices. The division's administrative office is located at P.O. Box 2033, Court Square Station, Dublin, Georgia 31021.

The division has the overall responsibilities for the custody and treatment of 11,949 state inmates assigned to the 18 state and 37 county correctional institutions.

Through district offices, evaluations are made of correctional facilities housing state inmates. The evaluation reports which consists of comprehensive operational and programmatic surveys, are distributed to the Commissioner, Members of the Board of Offender Rehabilitation, and Members of the House and Senate Penal Affairs Committees. The Department of Human Resources inspects health and sanitation purposes and the Department of Agriculture inspects farm animals at the institutions.

FACILITIES

DOR operates 18 state correctional institutions with a total replacement value of \$200 million. The institutional population ranges from as few as 120 up to as many as 2850 inmates. The living area at more of the correctional facilities consists of dormitories, housing from 50 up to 100 inmates per dorm. Altogether, there are 1,866 individual cells in the state system - Georgia Diagnostic and Classification Center, Jackson - 839 cells; Georgia Industrial Institute, Alto - 252 cells; and Georgia State Prison, Reidsville - 805 cells.

Construction of the Macon Community Correctional Institution was completed in FY78, and houses 600 inmates. Also during FY78, two additional housing units were completed at West Georgia Community Correctional Center, Columbus, which increased the population to 600 inmates. Construction of the Metro Community Correctional Center and the Savannah Community Correctional Center were initiated in FY78.

Governor George Busbee earmarked \$8 million of the state's Federal Local Public Works funding for renovation/construction of facilities at Georgia Industrial Institute, Alto, and Lee Correctional Institution, Leesburg.

Diagnostic and Classification - With the exception of most misdemeanants and inmates under death sentences, the Georgia Diagnostic and Classification Center (GD & CC) is the principle intake and processing unit for all male offenders, including offenders sentenced under the Youthful Offender Act. (Inmates under death sentences are taken to Georgia State Prison. Most misdemeanants are assigned from the jail to a state or county correctional institution). The Georgia Women's Correctional Institution provides diagnostic services for female offenders.

Once an offender is received at the Georgia Diagnostic and Classification Center, he is fingerprinted, photographed, supplied with inmate clothing, and given standard hygienical care. After his process, he is then assigned to a cell according to his age, crime, and previous record.

A physical examination is then given to the inmate by the medical staff, which includes examination by a staff dentist. Any medical disorders are treated immediately or referred to an adequate treatment center in the state.

The next step in processing is an orientation program designed to explain the rules and regulations of the State Board of Offender Rehabilitation as well as the policies and procedures of that particular institution.

Following orientation, each offender meets with the diagnostic counselor for the purpose of obtaining a complete social history in order to identify any possible extreme behavioral problems such as suicidal ideations or mental disorders. Referrals can be made to the suicidal prevention team or to institutional physicians who may then refer the inmate for psychiatric evaluation.

Sociological testing is the next step. It consists of four separate testing instruments used to evaluate the inmate's present academic standing and personality factors. The testing instruments used in this evaluation are the Culture Fair IQ Test, Wide Range Achievement Test, 16 Personality Factor Tests and the Clinical Analysis Questionnaire. These test results will indicate vocational and educational needs, counseling needs, security requirements, and performance level within specified job areas. Also, the results indicate critical problems such as suicide potential, escape risk, and emotional problems.

With the exception of those inmates to be assigned to Georgia Industrial Institute, the Department of Labor then administers the General Aptitude Test Battery to determine an individual's educational and vocational potential. Upon completion of the testing program,

each offender is interviewed by a counselor from the Department of Labor to further define and evaluate his performance potential in the available vocational and educational programs offered at the various correctional institutions. The evaluations and recommendations of the labor counselor are made a part of the diagnostic summary which is placed in each offender's permanent record. (The Department of Labor provides testing at G.I.I.).

Other information is then gathered from outside sources to help the correctional counselor during the final interview - the FBI report, felony records, and family background material are essential tools in assisting the counselor in making recommendations for the inmate during his incarceration. Before finalizing his report, the correctional counselor holds personal interviews with the inmate for the purpose of detecting behavioral problems and discussing and evaluating educational goals. Upon completion of these interviews, the correctional counselor submits a report which includes a brief criminal history, a social history, drug or alcohol problem, behavioral problem and the interviewer's impression of the inmate.

Once the entire portfolio of information on the inmate is compiled, he is ready to be classified by a committee composed of the diagnostic counseling department and the labor counseling department. Each case is then sent to the assignment officer who assigns the inmate to the correctional institution that best meets his needs.

**A listing of facilities improvements in state and county correctional institutions during FY77 is available through the Public Information Office.*

FUNCTIONS

Custody and Security - The department employs some 1423 security staff whose responsibilities include the prevention of escapes, damages to property, and injuries. Training plays an important role in helping the correctional officer to be effective in his job. During the past year, the Staff Development Office provided basic security training through the utilization of the mobile training unit to 30 county correctional institutions, involving 688 county correctional officers. In addition, 1,651 state correctional officers received in-service and advanced training in riot and disturbance control techniques.

Perimeter lighting and closed circuit televisions assist corrections officials in maintaining security. At present, there are five state institutions that are equipped with closed circuit television - Walker C. I., Georgia Industrial Institute, Georgia Diagnostic and

Classification Center, Montgomery Correctional Institution, and Georgia State Prison. This equipment was also installed at the Houston County Correctional Institution, Perry, Georgia.

Generally, the state correctional institutions are classified as medium security. Three facilities have sections or cell blocks that are termed as maximum security - Georgia State Prison, Georgia Diagnostic and Classification Center, and Georgia Industrial Institute. There is one institution which houses offenders under the Youthful Offender Act: Georgia Earned Release Center (GERC), Hardwick. This institution houses offenders who are 17 through 24 years of age and are serving indeterminate sentences of up to six years. GERC houses some 800 youthful offenders. Georgia Industrial Institute handles young offenders who are for the most part under 19 years of age. Colony Farm, Hardwick, is designed for aged and infirm offenders. (The Washington Building is currently under renovation and upon completion, inmates assigned to Colony Farm will be transferred over to the Washington Building.) Female offenders sentenced to the custody of the Department of Offender Rehabilitation are assigned to the Georgia Women's Correctional Institution, Hardwick.

REHABILITATION*

To enable offenders to better themselves and to prepare for return to society, the state correctional institutions provide varied types of rehabilitation programs with work being a very important ingredient. The basic rehabilitation programs are as follows:

VOCATIONAL TRAINING: Entry level skill is provided to many inmates in order to help them develop a means of livelihood other than crime. Vocational training courses include masonry, drafting, automobile mechanics, tire recapping, building trades, woodwork, heating and air conditioning, welding, printing, landscaping, plumbing, auto body and fender repair, electronics, radio and television repair, service station management, food service, building maintenance, barbering, cosmetology, heavy equipment operation, medical technology, upholstery, and business education.

EDUCATIONAL PROGRAMS: The average inmate functions at the fifth grade level. Inmates are encouraged to upgrade their educational level through literacy remedial classes, basic education classes, GED preparation, college preparation, college courses, consumer education, and educational release. Georgia Industrial Institute, Alto, operates an accredited academic high school. College programs are offered at

*See Offender Rehabilitation Services

Georgia State Prison, Montgomery Correctional Institution, Georgia Rehabilitation Center for Women, Georgia Industrial Institute, Chatham Correctional Institution, Wayne Correctional Institution, Ware Correctional Institution, Georgia Diagnostic and Classification Center, Stone Mountain Correctional Institution and Lee Correctional Institution.

COUNSELING: Professional counselors provide individual and group counseling services to inmates in areas such as family problems, assignments, and personal problems. Counselors also provide a vital information link between the inmate and the opportunities open to him through institutional programs. Some of the specific programs operated by the counseling staff are Alcoholics Anonymous, drug therapy, Barons of Goodwill, Guides to Better Living, Autogenesis, Transactional Analysis, and "Operation Get Smart."

RELIGIOUS SERVICES: Institutional Chaplains provide religious services representing all faiths to inmates. Also, Chaplains provide religious counseling and guidance to inmates, family members, and employees.

RECREATION: Recreational activities provide good physical exercise as well as help to relieve tensions and frustrations. All institutions provide various forms of recreation, which include sports, table games, arts and crafts, movies, and cultural events.

FARM AND DAIRY OPERATION: Some 1,700 inmates work in the area of farming and dairy processing. Georgia State Prison involves 1,300

inmates in its comprehensive cross section of poultry, dairy, general farming, lumber production, cattle, and hog farming. Other institutions with some type of farm operation are Georgia Diagnostic and Classification Center, Colony Farm, Lee Correctional Institution, Ware Correctional Institution, Georgia Industrial Institute, Wayne Correctional Institution, Montgomery Correctional Institution and Walker Correctional Institution. During FY 78, the food produced through the Farm and Dairy Program was valued at \$3.1 million.

CORRECTIONAL INDUSTRIES: There are 525 inmates assigned to jobs established through Correctional Industries and work in such areas as wood products, tire recapping, screen shop, printing, chemical plant, mattress upholstery, metal products, concrete plant, garment factory, tag plant, and warehouse.

INMATE CONSTRUCTION PROGRAM

Approximately 250 inmates work in the Inmate Construction Program. During FY 78, several major renovations and construction programs were completed. At Lee Correctional Institution, inmates started a major construction project of six proto-type housing units. At Georgia State Prison, inmates constructed an \$1.8 million cannery and abattoir. At Georgia Industrial Institute, the swine facility was completed by inmate labor. Other inmate construction projects include a vocational building at Walker Correctional Institution, kitchen floor renovation at Georgia State Prison, and fence addition to the West Georgia Community Correctional Center.

STATE CORRECTIONAL INSTITUTIONS

Chatham Correctional Institution
P.O. Box 7150, Garden City
Garden City, Georgia 31408
Superintendent: Ralph Kemp

Colony Farm Correctional Institution
P.O. Box 86
Hardwick, Georgia 31034
Superintendent: Clay McElroy

Ga. Diagnostic & Classification Center
Hwy. 36 West, P.O. Box 3877
Jackson, Georgia 30233
Superintendent: Walter Zant

Ga. Earned Release Correctional Center
(Kemper, Holly and Ingram Buildings)
P.O. Box 417
Hardwick, Georgia 30134
Superintendent: Robert O. Francis

Georgia Industrial Institute
Hwy. U.S. 23, P.O. Box 194
Alto, Georgia 30510
Superintendent: David E. England

Georgia State Prison
Star Route
Reidsville, Georgia 30453
Superintendent: Joseph Hopper

Ga. Training & Development Center
Rock Quarry Road
Buford, Georgia 30518
Superintendent: Paul DeFrancis

Ga. Women's Correctional Institution
P.O. Box 218
Hardwick, Georgia 31034
Superintendent: Leland Q. Linahan

Lee Correctional Institution
P.O. Box 238
Leesburg, Georgia 31763
Superintendent: R.S. Boney

Lowndes Correctional Institution
P.O. Box 239
Valdosta, Georgia 31601
Superintendent: John L. Weldon

Macon Correctional Center
P.O. Box 5022
Macon, Georgia 31201
Superintendent: Marvin Jernigan

Montgomery Correctional Institution
Hwy. 107 South
Mount Vernon, Georgia 30445
Superintendent: Charles Balkcom

Putnam Correctional Institution
Forest Street
Eatonton, Georgia 31024
Superintendent: Charles D. Cooper

Stone Mountain Correctional Institution
5550 Venable Street
Stone Mountain, Georgia 30083
Superintendent: Eli Jones

Walker Correctional Institution
P.O. Box 98
Rock Springs, Georgia
Superintendent: Gerald Willis

Ware Correctional Institution
Harris Road
Waycross, Georgia 31501
Superintendent: Phillip Seay

Wayne Correctional Institution
Route 1, Box 264
Odum, Georgia 31555
Superintendent: Calvin E. Green

West Georgia Community Correction Center
P.O. Box 7548
Columbus, Georgia 31908
Superintendent: Bruce Brown

COUNTY CORRECTIONAL INSTITUTIONS

Bulloch County Correctional Institution
P.O. Box 1085
Statesboro, Georgia 30458
Warden: Ralph G. Hendrix

Calhoun County Correctional Institution
P.O. Box 93
Morgan, Georgia 31766
Warden: W. R. Royals

Carroll County Correctional Institution
Box 338
Carrollton, Georgia 30117
Warden: J. Aubrey Allen

Clarke County Correctional Institution
Lexington Road
Athens, Georgia 30601
Warden: Charles E. Greenway

Colquitt County Correctional Institution
P.O. Box 339
Moultrie, Georgia 31768
Warden: LeLand Dampier

Columbus Correctional Institution
Route 2, Box 500
Columbus, Georgia 31907
Warden: Robert E. Reed

Coweta County Correctional Institution
Carrollton Highway
Newnan, Georgia 30263
Warden: Wendell Whitlock

Decatur County Correctional Institution
P.O. Box 1218
Bainbridge, Georgia 31717
Warden: Wayne Holt

Effingham County Correctional Institution
Springfield, Georgia 31329
Warden: Louis Davis, Jr.

Floyd County Correctional Institution
Rt. #3, Black's Bluff Road
Rome, Georgia 30161
Warden: J. W. Scott

Fulton County Correctional Institution
Warden: E. S. Garmon

Alpharetta Camp
410 S. Main Street
Alpharetta, Georgia 30201
Deputy Warden: Walter C. Austin

Bellwood Camp
1101 Jefferson Street, N.W.
Atlanta, Georgia 30318
Warden: E. S. Garmon

Stonewall Camp
Tell Road
Stonewall, Georgia 30282
Deputy Warden: H. L. Lloyd

County Jail
Chief Jailer: Nick Eason

Gilmer County Correctional Institution
Ellijay, Georgia 30540
Warden: H. T. James, Jr.

Grady County Correctional Institution
Box 90
Cairo, Georgia 31728
Warden: Kenneth Griffin

Gwinnett County Correctional Institution
P.O. Box 47
Lawrenceville, Georgia 30245
Warden: Fred A. Banks

Hall County Correctional Institution
Route 3, Box 110 A
Gainesville, Georgia 30501
Warden: Otto Dillon

Harris County Correctional Institution
Route 2
Hamilton, Georgia 31811
Warden: Therrell C. Crawford

Hart County Correctional Institution
Box 348
Hartwell, Georgia 30643
Warden: John S. Teasley

Houston County Correctional Institution
Kings Chapel Road
Perry, Georgia 30169
Warden: Allen Stone

Jackson County Correctional Institution
Route 3
Jefferson, Georgia 30549
Warden: Larry Freeman

Jasper County Correctional Institution
Route 1, Box 2
Monticello, Georgia 31964
Warden: John E. Voyles

Jefferson County Correctional Institution
Route 1, Box 9
Louisville, Georgia 30434
Warden: George Smith

Macon County Correctional Institution
Route 2, Box 20
Oglethorpe, Georgia 31068
Warden: Frank Matthews

Meriwether County Correctional Institution
Route 3, Box 3
Greenville, Georgia 30222
Warden: Fred W. Smith

Mitchell County Correctional Institution
P.O. Box 91
Camilla, Georgia 31730
Warden: Joel T. Faircloth

Morgan County Correctional Institution
P.O. Box 88
Madison, Georgia 30650
Warden: John Beckham

Pike County Correctional Institution
P.O. Box 187
Zebulon, Georgia 30295
Warden: James W. Walter

Randolph County Correctional Institution
Box 38
Cuthbert, Georgia 31740
Warden: C. B. Hadley, Acting

Richmond County Correctional Institution
P.O. Box 5259
Augusta, Georgia 30906
Warden: James A. Price

Screven County Correctional Institution
Box 159
Sylvania, Georgia 30467
Warden: A. M. Youmans

Spalding County Correctional Institution
Route 9, Box 1515
Griffin, Georgia 30223
Warden: Bobby Ray York

Stewart County Correctional Institution
P.O. Box 157
Lumpkin, Georgia 31815
Warden: Ronald Pitts, Acting

Sumter County Correctional Institution
P.O. Box 484
Americus, Georgia 31709
Warden: John Heath, Acting

Terrell County Correctional Institution
Route 5, Box 38
Dawson, Georgia 31742
Warden: James B. Kilgore

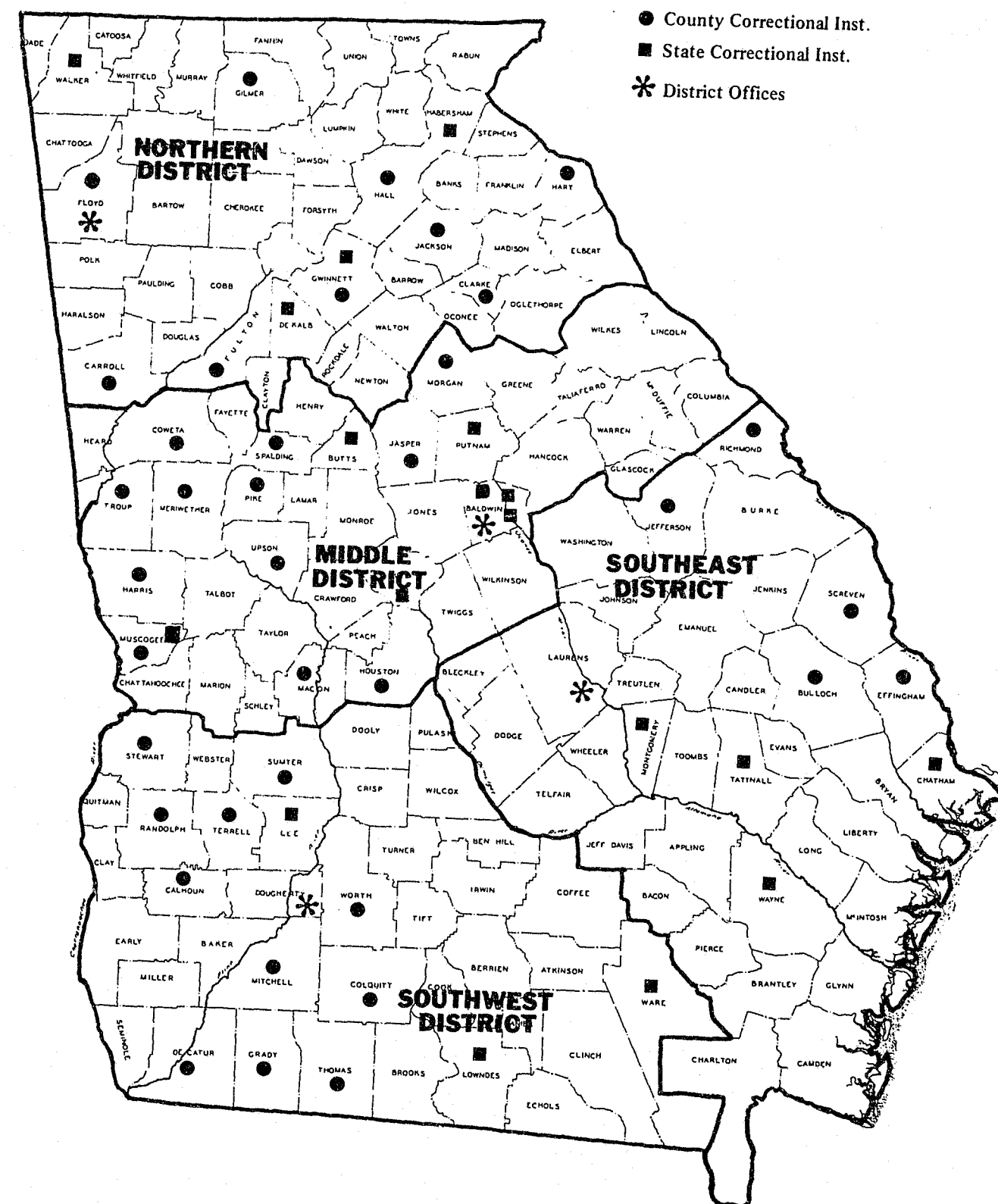
Thomas County Correctional Institution
Route 1, Box 5
Thomasville, Georgia 31792
Warden: Henry W. Fielding

Troup County Correctional Institution
Route 1, Hamilton Road
LaGrange, Georgia 30240
Warden: Billy Joe Ledford

Upton County Correctional Institution
Route 1, Box 597
Thomaston, Georgia 30286
Warden: W. R. Cochran

Worth County Correctional Institution
Route 4, Box 27
Sylvester, Georgia 31791
Warden: Lanell Harper

STATE-COUNTY CORRECTIONAL INSTITUTION



1978
EMPLOYEE OF THE YEAR AWARDS

A five-member committee comprised of Georgia's First Lady Mary Beth Busbee; Senator Joseph E. Kennedy, Chairman of the Senate Committee on Offender Rehabilitation; Representative Forest Hays, Chairman of the House Penal Affairs Committee; Mrs. Bettye Hutchings, State Crime Commission; and Mr. John Jefferies, Institute of Government, Corrections Division, University of Georgia, made the final selections from nominations for the 1978 Employee of the Year Award and selected:

ROBERT O. FRANCIS
GEORGIA EARNED RELEASE
CORRECTIONAL CENTER (GERCC)
WARDEN OF THE YEAR

In citing Robert Francis for the award, Department of Offender Rehabilitation officials noted the excellence he has demonstrated in directing the operation of the Kemper, Holly, and Ingram complex at GERCC while at the same time carrying on a massive construction project at the Washington Building. Francis was also commended on his assistance in the implementation of the co-educational-vocational training at GERCC.

Francis was appointed to the post at GERCC in October, 1975. He previously served as Assistant Deputy Commissioner of the DOR Community Facilities Division. Francis joined DOR in February, 1972, as Departmental Budget Officer. Francis served in the U.S. Army as crew chief and paratrooper.



CORRECTIONAL OFFICER OF THE YEAR
LEE I. WOODS
GEORGIA STATE PRISON

In recognizing Woods for the award, Department of Offender Rehabilitation officials took special notice of the extraordinary leadership qualities Woods has displayed since his employment. His enthusiasm and concern has been especially effective in uplifting the morale of his co-workers at GSP.

Lt. Woods assumed his present post as assistant shift supervisor in the control officer at GSP in May, 1978. Prior to that time, Lt. Woods acted as officer in charge on the west side of the institution. Woods has also held the positions of mail clerk, classification officer, and correctional officer in DOR. He served in the U.S. Army from 1940 through 1961, where he attained the rank of Headquarters Commandant.



ADMINISTRATIVE EMPLOYEE OF THE YEAR
ELLOUISE F. DUNN
ACCOUNTANT IV
GENERAL SERVICES ADMINISTRATION

In recognizing Ellouise Dunn for this award, DOR officials noted her continuous dedication and high level performance in the area of management within DOR's Accounting section.

Ms. Dunn joined DOR in February, 1947, as a secretary in the accounting office. Over the span of 31 years with DOR, Ms. Dunn elevated through the ranks within the field of Accounting. In 1972, she was appointed to her present post.



COMMUNITY CENTER DIRECTOR OF THE YEAR
VINCE FALLIN
COBB RESTITUTION AND DIVERSION CENTER

Fallin was responsible for building the Cobb Center from an abandoned motel into the efficient operation it has become. Mr. Fallin created one of Georgia's first restitution and diversion centers. He has established a full spectrum of treatment programs at the Cobb Center. He has been particularly effective in attracting community involvement in support for the center.

Fallin was appointed to his present position in October, 1975. Prior to that time, he served as Probation and Parole Supervisor, Administrative Assistant to the Deputy Commissioner of Region III, and inmate classification analyst. Fallin served in the U.S. Air Force for four years and held the position of air traffic controller.



**PROBATION/PAROLE SUPERVISOR OF THE YEAR
BETTY E. HIBBS
PROBATION SUPERVISOR, MACON JUDICIAL CIRCUIT**

In 1977, Mrs. Hibbs assumed the tremendous responsibility of Acting Manager of the Ft. Valley Probation office. She soon developed a very successful para-professional program. In addition, Mrs. Hibbs is in the process of expanding the already existing symbolic restitution program.

Mrs. Hibbs joined DOR first as an intern at the Macon Restitution Center in January, 1975. She later served as Probation/Parole Officer I and Director of the Macon Diversion Center.



**FIELD ADMINISTRATION EMPLOYEE OF THE YEAR
SARA C. JACKSON
PROBATION AIDE, GWINNETT JUDICIAL CIRCUIT**

Sara Jackson is noted for her continuous dedication by working beyond the call of duty. As Chief Secretary since July, 1964, she worked many overtime hours without compensation. In addition, Jackson assumes additional responsibilities in such areas as development of an Office Practices Manual and evaluation of other judicial circuit offices.

In August, 1978, Ms. Jackson was elevated to the post of Probation Aide working with child support cases.



**SUPPORT SERVICES EMPLOYEE OF THE YEAR
HERMAN D. LOCKETT
FOOD SERVICE SUPERVISOR
MACON TRANSITION CENTER**

Herman Lockett was cited by Department of Offender Rehabilitation (DOR) officials for his dedication and diligence in maintaining the highest rating health standards and providing quality food service. He was also cited for working beyond his scope responsibilities by training food service personnel at other community centers.

Lockett joined DOR in his present capacity in 1974. He retired from the U.S. Army after 22 years of service, working in the area of food service operation.



**REHABILITATION SERVICES EMPLOYEE OF THE YEAR
SHIRLEY C. LAWLESS
SENIOR COUNSELOR
ALBANY DIVERSION CENTER**

Ms. Lawless is noted for the dedication and determination she has exhibited in acting as the only counselor at the Albany Diversion Center. She also serves as Assistant Superintendent at the Albany Diversion Center.

Ms. Lawless was appointed to her post in August, 1976. She joined DOR in 1972 as Probation Supervisor in the Dougherty Judicial Circuit.





STATISTICS

NOTE: Detailed 1978 Statistical Report available through the Public Information Office.

PRISON POPULATION FOR FY 78

Excluding Central State Hospital, Offenders Awaiting Pick-up from Local Jail

11,829	11,821	11,872	11,964	12,005	11,758	11,834	11,779	11,836	11,856	11,941	11,949
July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June

ADMISSIONS TO PRISON FY 78

	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Total
A. From Courts	571	430	413	429	390	440	374	348	475	397	555	481	5303
B. Parole Revocations	27	31	36	27	22	39	23	29	31	26	40	28	359
C. Prob. Revocations part	10	35	47	25	36	30	30	10	30	28	34	23	338
D. Prob. Revocations total	106	106	78	80	71	65	74	64	92	63	66	77	942
E. Other	2	4	1	3	0	2	0	2	1	2	1	2	20
Total	716	606	575	564	519	576	501	453	629	516	696	611	6962

DEPARTURES FROM PRISON

	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Total
Sentence Expired	236	244	212	250	231	190	194	224	236	260	291	256	2824
Commuted or Modified Sentence-Parole Board	0	3	0	2	2	0	0	0	6	3	0	3	167
Parole	184	252	170	180	193	348	166	189	215	185	200	252	2534
YO Conditional Release	29	46	30	35	49	52	24	43	52	45	41	51	497
Normal Death	2	0	3	1	4	5	3	1	3	3	1	1	27
Escaped	6	9	4	8	4	2	2	2	15	6	9	9	76
Amended to Prob. by Court	3	4	3	13	8	6	2	5	4	7	7	3	65
Court Order New Trial	2	9	3	1	7	4	9	9	19	15	11	12	101
Non-Custody	1	1	2	4	1	1	1	2	0	0	2	3	18
Paid Fine	0	0	1	0	0	1	0	0	1	2	0	0	5
Special Reprieve	36	32	35	21	18	41	27	36	38	26	24	41	375
Suspended Sentence	0	1	0	0	1	1	0	0	0	0	0	0	3
Cond. Transfer	6	13	6	9	7	5	5	7	8	2	7	10	85
Remitted to Prob. by Parole Board	1	0	1	0	1	2	5	1	0	3	1	0	15
Commuted or Modified Sentence by Court	2	2	4	8	5	17	2	4	8	4	7	6	69
Total	508	616	474	532	531	823	440	523	605	561	601	647	6861

Admission, departure and population figures do not balance precisely, because (a) there are delays in the entry of admissions and departures into the computer, and (b) population figures are manually prepared, inevitably resulting in some minor discrepancies.

SOURCE: Inmate Data Base

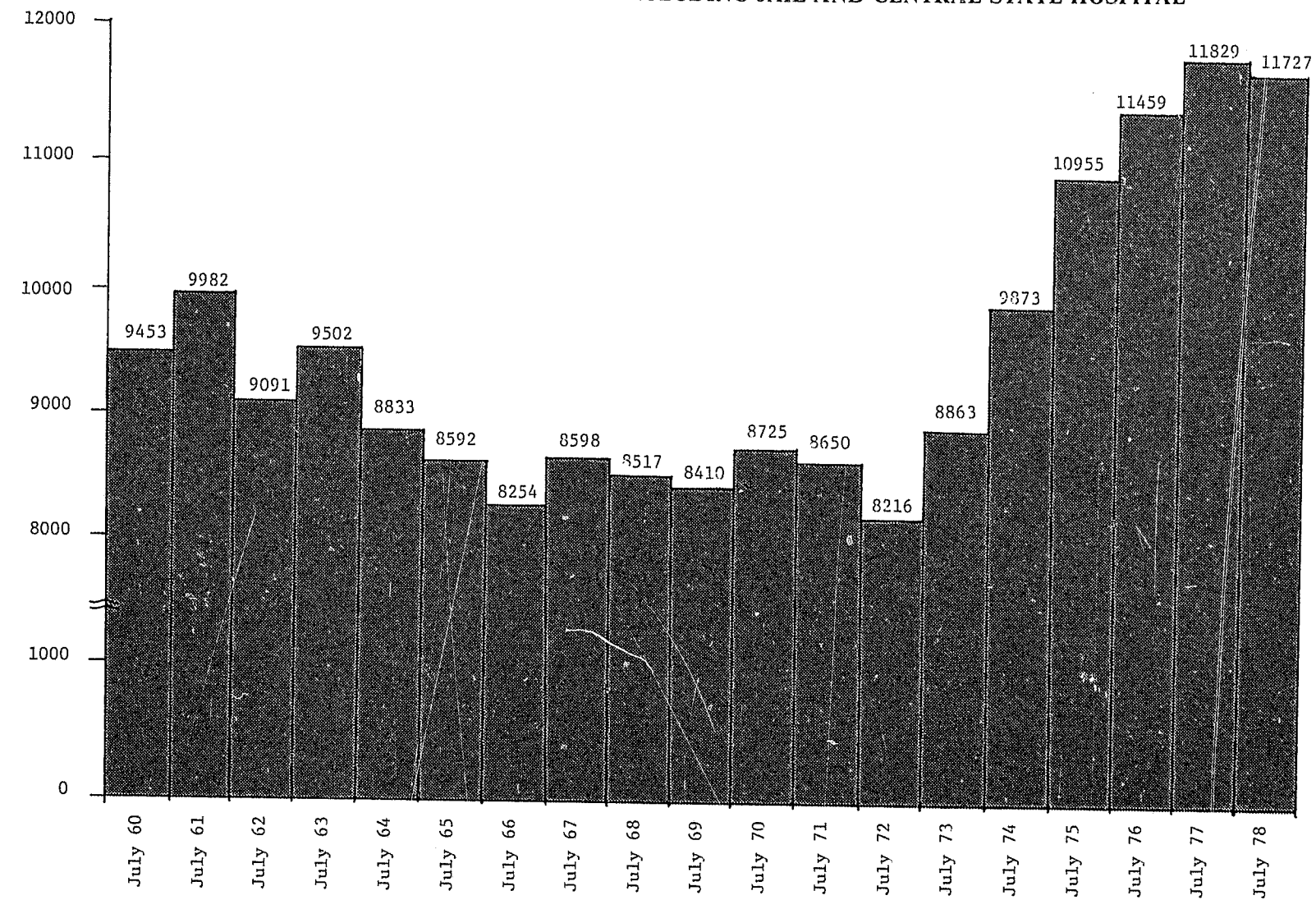
Stat Unit

Office of Research & Eval.

Ga. DOOR

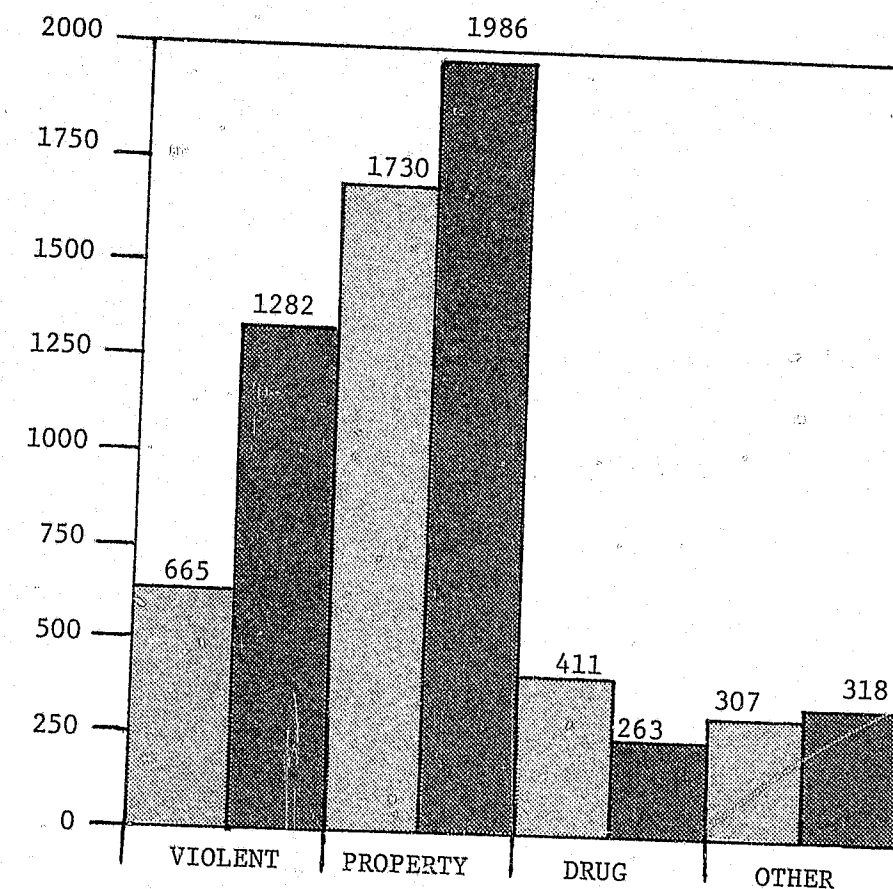
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PRISON POPULATION - 1960 to 1978
FROM MONTHLY HEADCOUNT EXCLUDING JAIL AND CENTRAL STATE HOSPITAL



SOURCE: Offender Adm. Trend Books
Stat Unit
Office of Research & Eval.
Ga. DOOR
9/27/78

NEW ADMISSIONS FY 78 BY CRIME AND RACE

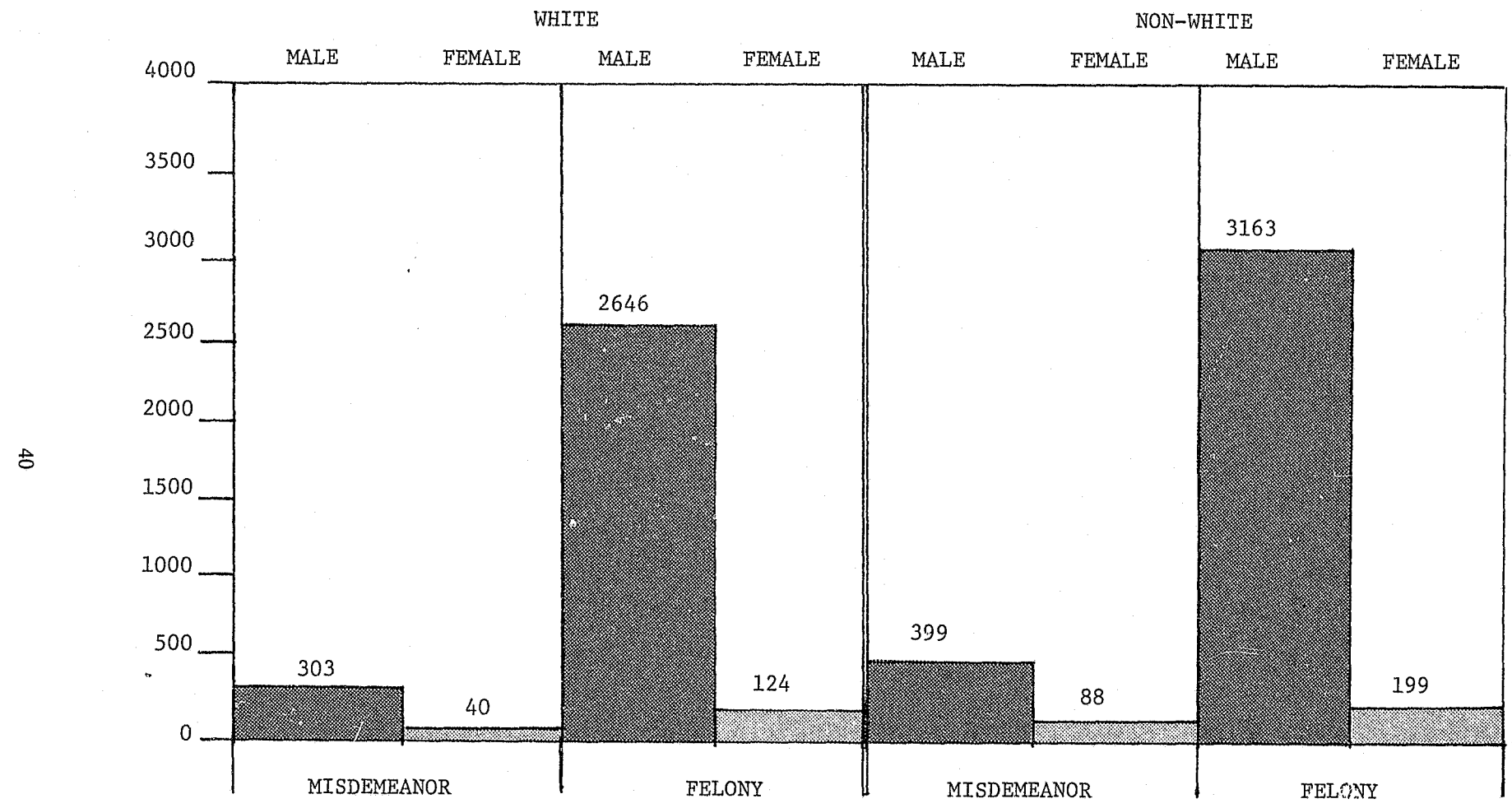


TOTAL ADMISSIONS FY 78: 6962

WHITE
NON-WHITE

SOURCE: Inmate Data Base
Stat Unit
Office of Research & Eval.
Ga. DOOR
9/27/78

FY 78 ADMISSIONS BY RACE/SEX AND SENTENCE



TOTAL ADMISSIONS FY 78: 6962

SOURCE: Inmate Data Base
 Stat Unit
 Office of Research & Eval.
 Ga. DOOR
 9/27/78

PROFILE OF STATE OFFENDER

September 27, 1978

TOTAL POPULATION	12,291	
WHITE:		
Male	4,588	(37%)
Female	208	(2%)
BLACK:		
Male	7,107	(58%)
Female	378	(3%)
INDIAN/SPANISH:		
Male	7	(0%)
Female	3	(0%)
FUNCTIONAL GRADE LEVEL:		
0.1 - 3.9	2,756	(22%)
4.0 - 6.9	3,637	(30%)
7.0 - 8.9	1,534	(12%)
9.0 - 12.9	979	(8%)
13.0 - 20.0	116	(1%)
Not Reported	3,269	(27%)
AVERAGE FUNCTIONAL GRADE LEVEL	5.7	
AVERAGE I.Q. SCORE	96	
MOST FREQUENT GRADE LEVEL		
ACHIEVED IN SCHOOL	9	
MISDEMEANANTS	272	(2%)
FELONS	11,196	(91%)
YOUTHFUL OFFENDERS	825	(7%)
SECURITY STATUS:		
Pre-Release	145	(1%)
Trusty	1,647	(13%)
Minimum	965	(8%)
Medium	4,281	(35%)
Close	3,747	(30%)
Maximum	142	(1%)
Other	1,366	(11%)
MOST FREQUENT CRIMES:		
Misdemeanors:		
Theft by Taking	308	(1%)
C.P.W.L. & Concealed Weapon	290	(1%)
Bad Checks	244	(1%)
D.U.I.	163	(1%)
Simple Battery	161	(1%)
Other Misdemeanors	990	(4%)
Felons:		
Burglary	5,497	(23%)
Armed Robbery	2,707	(11%)
Theft by Taking	1,423	(6%)
Aggravated Assault	1,458	(6%)
Robbery	1,255	(5%)
Murder	1,207	(5%)
Forgery One	1,104	(5%)
Theft - Motor Vehicle	1,097	(4%)
Other Felons	6,593	(27%)

RELIGION:		
Islam (Muslim)	206	(2%)
Catholic	333	(3%)
Baptist	6,864	(56%)
Methodist	629	(5%)
Episcopalian	27	(0%)
Presbyterian	64	(0%)
Church of God	130	(1%)
Holiness	412	(3%)
Jewish	6	(0%)
Other	592	(5%)
Not Reported	3,028	(25%)
LIVING ARRANGEMENTS AT ARREST:		
Alone	1,175	(10%)
With Spouse	3,028	(25%)
Illicit Relationship	592	(5%)
With Person of Same Sex	247	(2%)
No Home	6	(0%)
Inmate of Institution	80	(1%)
Another Family	705	(6%)
Parents	3,990	(32%)
Other	150	(1%)
Not Reported	2,318	(19%)
SOCIOECONOMIC CLASS:		
Welfare	1,342	(11%)
Occasionally Employed	27	(0%)
Minimum Standard of Living	6,691	(54%)
Middle Class	1,632	(13%)
Not Reported/Unknown	2,599	(21%)
ENVIRONMENT TO AGE 16:		
Rural (farm)	1,268	(10%)
Rural (non-farm)	689	(6%)
S.M.S.A.	3,427	(28%)
Urban	2,395	(19%)
Small Town	2,124	(17%)
Not Reported	2,388	(19%)

SOURCES: Demographic Report 7/12/78
Population Report 7/14/78
Stat Unit
Office of Research & Evaluation
Ga. DOOR
9/27/78

CORRECTIONAL INSTITUTIONS				
Number of Inmate Days and Average Daily Cost				
FY 78				
Name of Institution	Daily Average Inmate Count	Inmate Days	*Total Expenditures (Excluding Capital Outlay & A L R)	*Total Cost Per Inmate/Day (Excluding Capital Outlay & A L R)
Chatham C.I.	231	84,315	\$ 751,612	\$ 8.91
Colony Farm C.I.	262	95,630	747,234	7.81
Ga. Diagnostic & Class. Ctr.	1019	371,935	4,179,975	11.24
Georgia Industrial Institute	1201	438,365	4,159,266	9.49
Ga. Women's C.I.	392	143,080	1,710,018	11.95
Georgia State Prison	2892	1,055,580	9,737,658	9.22
Ga. Training & Development Ctr.	229	83,585	1,069,182	12.79
Georgia Earned Release	630	229,950	3,169,056	13.78
Lee C.I.	200	73,000	881,647	12.08
Lowndes C.I.	157	57,305	721,406	12.59
Macon Area C.C.C.	164	59,860	618,561	10.33
Montgomery C.I.	343	125,195	1,088,970	8.70
Putnam C.I.	128	46,720	577,914	12.37
Stone Mountain C.I.	226	82,490	734,354	8.90
Walker C.I.	317	115,705	1,060,718	9.17
Ware C.I.	126	45,990	543,551	11.82
Wayne C.I.	197	71,905	790,140	10.99
West Georgia C.I.	370	135,050	1,940,255	14.37
TOTALS		3,315,660	\$34,481,517	\$10.40

*The above analysis reflects only institutional costs. Indirect cost for administration and support services, capital outlay, and authority lease rentals have been disregarded for purposes of averaging inmate cost per day since they do not vary proportionately with inmate population.

DEPARTMENT OF OFFENDER REHABILITATION
CONSOLIDATED BALANCE SHEET
JUNE 30, 1978

ASSETS	TOTAL	"A" DEPARTMENT OF OFFENDER REHABILITATION	"A" BOARD OF PARDONS AND PAROLES
<u>CURRENT ASSETS</u>			
Cash in Banks			
Budget Funds	\$ 2,019,906.70	\$ 1,982,980.69	\$ 36,926.01
State Revenue Collections Fund	15,080.00	15,080.00	
Private Trust and Agency Funds	<u>234,788.13</u>	<u>232,617.16</u>	<u>2,170.97</u>
	\$ 2,269,774.83	\$ 2,230,677.85	\$ 39,096.98
Accounts Receivable			
Budget Funds (See Divisional Schedule)			
Department of Administrative Services,			
Fiscal Division	\$ 2,561,391.00	\$ 2,536,391.00	\$ 25,000.00
Federal Projects			
Direct Grants - Federal Government	4,127,385.93	4,127,385.93	
Sub Grants	617,279.65	609,365.09	7,914.56
Other	<u>510,248.67</u>	<u>510,248.67</u>	
	\$ 7,816,305.25	\$ 7,783,390.69	\$ 32,914.56
Private Trust and Agency Funds			
Overpayment of Payroll Deductions			
U. S. Income Tax	528.00	528.00	
Georgia Income Tax	122.41	122.41	
Employees' Retirement System	41.12	41.12	
Social Security	140.39	140.39	
Employees' Health Insurance	20.88	20.88	
Group Insurance	<u>9.34</u>	<u>9.34</u>	
	\$ 7,817,167.39	\$ 7,784,252.83	\$ 32,914.56
Total Assets	\$10,086,942.22	\$10,014,930.68	\$ 72,011.54
<u>LIABILITIES, RESERVES, FUND BALANCES AND SURPLUS</u>			
<u>CURRENT LIABILITIES</u>			
Vouchers Payable			
Budget Funds	\$ 8,637,508.54	\$ 8,575,124.05	\$ 62,384.49
<u>RESERVES AND FUND BALANCES</u>			
Budget Funds			
For Federal Projects			
Federal Funds			
Grant Balances	\$ 309,669.55	\$ 309,669.55	
Project Receipts	63,642.14	63,642.14	
Matching Funds			
State	38,527.87	38,527.87	
County	<u>3,575.96</u>	<u>3,575.96</u>	
	\$ 415,415.52	\$ 415,415.52	
State Revenue Collections Fund	15,080.00	15,080.00	
Private Trust and Agency Funds	<u>235,650.27</u>	<u>233,479.30</u>	<u>2,170.97</u>
	\$ 666,145.79	\$ 663,974.82	\$ 2,170.97
<u>SURPLUS</u>			
Surplus From Exhibit "B"			
Budget Funds	\$ 783,287.89	\$ 775,831.81	\$ 7,456.08
Total Liabilities, Reserves, Fund Balances and Surplus	\$10,086,942.22	\$10,014,930.68	\$ 72,011.54

DEPARTMENT OF OFFENDER REHABILITATION
CONSOLIDATED ANALYSIS OF SURPLUS
JUNE 30, 1978

	TOTAL	"A" DEPARTMENT OF OFFENDER REHABILITATION	"B" BOARD OF PARDONS AND PAROLES
<u>SURPLUS JULY 1, 1977</u>			
Per Audit Report			
"A" Department of Corrections	\$ 32,159.10	\$ 32,159.10	
"B" Correctional Institutions	351,662.26	351,662.26	
"C" Department of Offender Rehabilitation	239,521.07	239,521.07	
"D" Board of Pardon and Paroles	<u>32,127.97</u>		\$ 32,127.97
	\$ 655,470.40	\$ 623,342.43	\$ 32,127.97
<u>ADD</u>			
Adjustments to Prior Year's Accounts Payable	24,963.13	24,963.13	
Prior Year's Checks Voided	11,901.48	11,881.74	19.74
Reimbursement of Prior Year's Expenditures	3,047.05	3,047.05	
Restitution of Theft by Taking	6,183.65	6,183.65	
Excess of Funds Available over Expenditures			
Year Ended June 30, 1978			
(From Exhibit "C")	<u>1,353,377.88</u>	<u>1,345,941.54</u>	<u>7,436.34</u>
	\$ 2,054,943.59	\$ 2,015,359.54	\$ 39,584.05
<u>DEDUCT</u>			
1977 Surplus Returned to Department of			
Administrative Services, Fiscal Division	\$ 655,470.40	\$ 623,342.43	\$ 32,127.97
Adjustments to Prior Year's Accounts			
Receivable	130,532.39	130,532.39	
Refunds to U. S. Government on Grants	70,237.39	70,237.39	
Transfers to Reserves (See Divisional			
Schedule)			
For Federal Projects			
Federal Funds			
Grant Balances	309,669.55	309,669.55	
Project Receipts	63,642.14	63,642.14	
Matching Funds			
State	38,527.87	38,527.87	
County	<u>3,575.96</u>	<u>3,575.96</u>	
	\$ 1,271,655.70	\$ 1,239,527.73	\$ 32,127.97
<u>SURPLUS JUNE 30, 1978</u>			
(To Exhibit "A")	\$ 783,287.89	\$ 775,831.81	\$ 7,456.08

DEPARTMENT OF OFFENDER REHABILITATION
BUDGET FUNDS
CONSOLIDATED STATEMENT OF REVENUES AND EXPENDITURES
YEAR ENDED JUNE 30, 1978

FUNDS AVAILABLE	TOTAL	"A" DEPARTMENT OF OFFENDER REHABILITATION	"B" BOARD OF PARDONS AND PAROLES
REVENUES			
APPROPRIATION ALLOTMENTS			
General Appropriations	\$ 59,859,875.00	\$ 57,895,274.00	\$ 1,964,601.00
Supplemental Appropriations	4,627,518.00	4,076,044.00	551,474.00
Governor's Emergency Fund	15,000.00	15,000.00	
Budget Adjustments	.00	(-) 25,000.00	25,000.00
Less: Lapsed Funds	\$ 64,502,393.00	\$ 61,961,318.00	\$ 2,541,075.00
	145,000.00	145,000.00	
Total Appropriation Allotments	\$ 64,357,393.00	\$ 61,816,318.00	\$ 2,541,075.00
FEDERAL FUNDS (See Divisional Schedule)			
Direct			
Sub-Grants	\$ 4,946,829.07	\$ 4,946,829.07	
Contracts with State Agencies	1,612,039.68	1,586,996.54	25,043.14
Contracts with Cities and Counties	60,145.57	60,145.57	
Total Federal Funds	\$ 6,619,014.32	\$ 6,593,971.18	\$ 25,043.14
OTHER REVENUES RETAINED (See Divisional Schedule)			
Total Revenues	\$ 1,168,768.89	\$ 1,168,768.89	
CARRY-OVER FROM PRIOR YEAR	\$ 72,145,176.21	\$ 69,579,058.07	\$ 2,566,118.14
Transfer from Reserves (See Divisional Schedule)			
Federal Funds			
Grant Balances	\$ 1,185,009.20	\$ 1,185,009.20	
Project Receipts	172,330.26	172,330.26	
State Matching Funds on Federal Grants	\$ 1,357,339.46	\$ 1,357,339.46	
	20,826.52	20,826.52	
Total Carry-Over from Prior Year	\$ 1,378,165.98	\$ 1,378,165.98	
Total Funds Available	\$ 73,523,342.19	\$ 70,957,224.05	\$ 2,566,118.14

DEPARTMENT OF OFFENDER REHABILITATION
BUDGET FUNDS
CONSOLIDATED STATEMENT OF REVENUES AND EXPENDITURES
YEAR ENDED JUNE 30, 1978

EXPENDITURES	TOTAL	"A" DEPARTMENT OF OFFENDER REHABILITATION	"B" BOARD OF PARDONS AND PAROLES
PERSONAL SERVICES			
Salaries and Wages	\$ 32,405,871.47	\$ 30,525,846.75	\$ 1,880,024.72
Employer's Contributions for:			
F.I.C.A.	1,885,222.50	1,779,057.21	106,165.29
Retirement	2,602,223.72	2,450,342.03	151,881.69
Health Insurance	1,295,493.49	1,220,292.50	75,200.99
Total Personal Services	\$ 38,188,811.18	\$ 35,975,538.49	\$ 2,213,272.69
REGULAR OPERATING EXPENSES			
Motor Vehicle Expenses	\$ 676,277.08	\$ 676,262.88	\$ 14.20
Supplies and Materials	7,515,263.97	7,487,089.37	28,174.60
Repairs and Maintenance	269,822.19	266,328.24	3,493.95
Communications	610,660.26	556,314.60	54,345.66
Power, Water and Natural Gas	2,269,302.63	2,264,862.74	4,439.89
Rents (Other Than Real Estate)	168,740.21	156,941.67	11,798.54
Insurance and Bonding	83,111.85	82,091.25	1,020.60
Workmen's Compensation and Indemnities	300.00	300.00	
Direct Benefits - Medical Care and Public Assistance	4,131.80	4,131.80	
Tuition and Scholarships	29,518.48	29,518.48	
Assessments by Merit System	194,726.87	187,175.49	7,551.38
Other Operating Expenses (See Divisional Schedules)	60,290.05	59,098.89	1,191.16
Total Regular Operating Expenses	\$ 11,882,145.39	\$ 11,770,115.41	\$ 112,029.98
TRAVEL	\$ 578,251.68	\$ 450,327.02	\$ 127,924.66
MOTOR VEHICLE EQUIPMENT PURCHASES (See Divisional Schedule)	\$ 571,573.67	\$ 571,573.67	
PUBLICATIONS AND PRINTING	\$ 21,641.58	\$ 20,647.24	\$ 994.34
EQUIPMENT PURCHASES	\$ 935,550.89	\$ 909,610.75	\$ 25,940.14
COMPUTER CHARGES	\$ 358,592.73	\$ 358,592.73	
REAL ESTATE RENTALS (See Divisional Schedules)	\$ 756,328.77	\$ 709,018.67	\$ 47,310.10
PER DIEM, FEES AND CONTRACTS			
Per Diem and Fees	\$ 415,399.71	\$ 404,189.82	\$ 11,209.89
Contracts (See Divisional Schedules)	644,346.47	624,346.47	20,000.00
	\$ 1,059,746.18	\$ 1,028,536.29	\$ 31,209.89
CAPITAL OUTLAY			
Other Costs			
Motor Vehicle Expenses	\$ 6,845.72	\$ 6,845.72	
Supplies and Materials	1,267,928.31	1,267,928.31	
Repairs and Maintenance	35,149.00	35,149.00	
Communications	63.45	63.45	
Rents (Other Than Real Estate)	11,043.31	11,043.31	
Insurance and Bonding	150.00	150.00	
Other Expenditures (See Divisional Schedule)	10,550.06	10,550.06	
Publications and Printing	\$ 1,331,729.85	\$ 1,331,729.85	
Equipment Purchases (See Divisional Schedules)	115.58	115.58	
Per Diem, Fees and Contracts	353,351.48	353,351.48	
Per Diem and Fees	907,350.62	907,350.62	
Contracts (See Divisional Schedule)	7,473,926.08	7,473,926.08	
Total Capital Outlay	\$ 10,066,473.61	\$ 10,066,473.61	
AUTHORITY LEASE RENTALS			
Georgia Building Authority (Penal)	\$ 840,000.00	\$ 840,000.00	
OTHER			
COURT COSTS			
Other Expenditures	\$ 276,687.26	\$ 276,687.26	
INMATE RELEASE FUND			
Direct Benefits - Medical Care and Public Assistance	\$ 371,561.04	\$ 371,561.04	
COUNTY SUBSIDY			
Grants to Counties, Cities and Civil Divisions (See Divisional Schedule)	\$ 3,089,338.10	\$ 3,089,338.10	

DEPARTMENT OF OFFENDER REHABILITATION
BUDGET FUNDS
CONSOLIDATED STATEMENT OF REVENUES AND EXPENDITURES
YEAR ENDED JUNE 30, 1978

EXPENDITURES continued	TOTAL	"A" DEPARTMENT OF OFFENDER REHABILITATION	"B" BOARD OF PARDONS AND PAROLES
<u>OTHER</u> continued			
PAYMENTS TO CENTRAL STATE HOSPITAL FOR MEALS Per Diem, Fees and Contracts Contracts (See Divisional Schedule)	\$ 862,238.06	\$ 862,238.06	
PAYMENTS TO CENTRAL STATE HOSPITAL FOR UTILITIES Per Diem, Fees and Contracts Contracts (See Divisional Schedule)	\$ 137,695.19	\$ 137,695.19	
OUTSIDE HEALTH SERVICE PURCHASES Other Costs Supplies and Materials Per Diem, Fees and Contracts Per Diem and Fees	\$ 18,116.07 396,920.34 415,036.41	\$ 18,116.07 396,920.34 415,036.41	
PAYMENTS TO TALMADGE MEMORIAL HOSPITAL Per Diem, Fees and Contracts Contracts (See Divisional Schedule)	\$ 529,997.50	\$ 529,997.50	
CENTRAL REPAIR FUND Other Costs Motor Vehicle Expenses Supplies and Material Repairs and Maintenance Rents (Other Than Real Estate) Other Expenditures Per Diem, Fees and Contracts Per Diem and Fees	\$ 33,924.34 283,224.99 128,937.59 2,650.78 63,959.96 512,697.66 4,400.00 517,097.66	\$ 33,924.34 283,224.99 128,937.59 2,650.78 63,959.96 512,697.66 4,400.00 517,097.66	
OVERTIME Personal Services Salaries and Wages Employer's Contributions for: F.I.C.A. Health Insurance	\$ 22,304.17 13.57 8.98 22,326.72	\$ 22,304.17 13.57 8.98 22,326.72	
PAYMENTS TO CENTRAL STATE HOSPITAL FOR MEDICAL SERVICES Per Diem, Fees and Contracts Contracts (See Divisional Schedule)	\$ 688,870.69	\$ 688,870.69	
Total Other	\$ 6,910,848.63	\$ 6,910,848.63	
Total Expenditures	\$ 72,169,964.31	\$ 69,611,282.51	\$ 2,558,681.80
Excess of Funds Available over Expenditures To Exhibit "B"	1,353,377.88	1,345,941.54	7,436.34
	\$ 73,523,342.19	\$ 70,957,224.05	\$ 2,566,118.14

DEPARTMENT OF OFFENDER REHABILITATION
STATE REVENUE COLLECTIONS FUND
STATEMENT OF CASH RECEIPTS AND DISBURSEMENTS
YEAR ENDED JUNE 30, 1978

CASH RECEIPTS	
STATE REVENUE COLLECTIONS	
Assessment to Inmates on Work Release	\$ 193,168.69
CASH BALANCE JULY 1, 1977	
State Revenue Collections - Unfunded	51,272.34
	\$ 244,441.03
DISBURSEMENTS	
TRANSFERS	
To Department of Administrative Services, Fiscal Division	\$ 229,361.03
CASH BALANCE JUNE 30, 1978	
State Revenue Collections - Unfunded	15,080.00
	\$ 244,441.03

LOOKING AHEAD TO NEXT YEAR . . .

MAJOR MEDICAL/CORRECTIONAL FACILITY FOR AUGUSTA PLANNED. DESIGN FOR MODERN 400 BED DODGE COUNTY CORRECTIONAL FACILITY COMPLETED. PROBATION TRAINING EXTENDED. FEMALE TRANSITIONAL CENTER IN MACON APPROVED. MALE DIVERSION CENTER IN WAYCROSS PLANNED. NEW HORIZONS COMMUNITY TREATMENT CENTER IN ATLANTA FOR WOMEN OPENED. CHAPEL AT GEORGIA WOMEN'S CORRECTIONAL INSTITUTION FURNISHED. SITE FOR HENRY COUNTY CORRECTIONAL INSTITUTION ESTABLISHED. RESTITUTION PAYMENTS INCREASED. GEORGIA STATE PRISON: SINGLE CELLS FOR INMATES INSTALLED. SEGREGATION AND REINTEGRATION SUCCESSFULLY COMPLETED. SECURITY IMPROVED WITH FOUR LIVING UNITS OF 500 INMATES EACH . . .

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