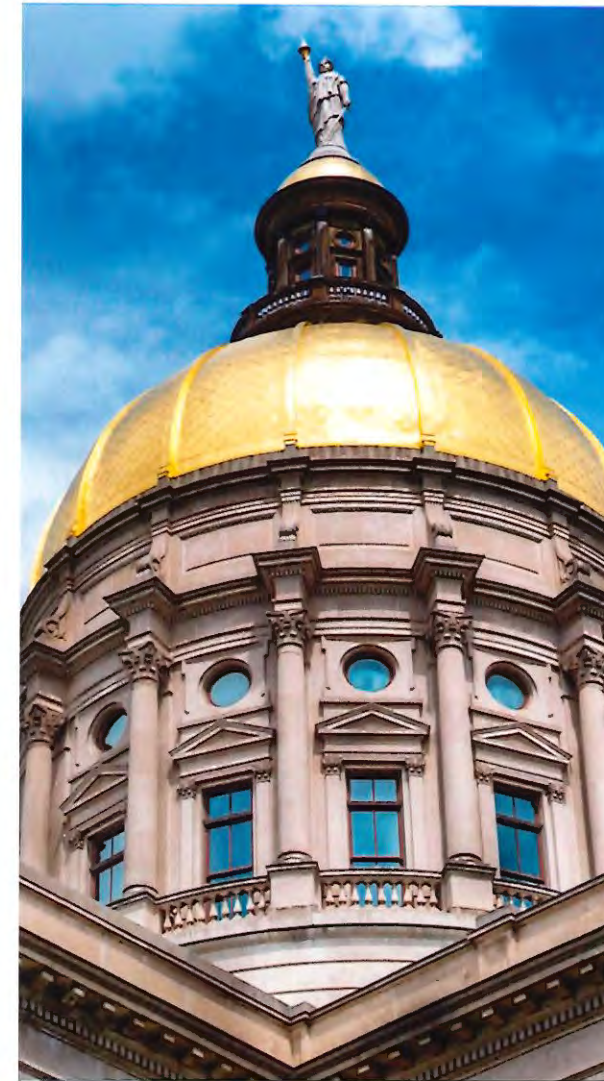


System-Wide Assessment of the Georgia Department of Corrections State of Georgia Executive Branch

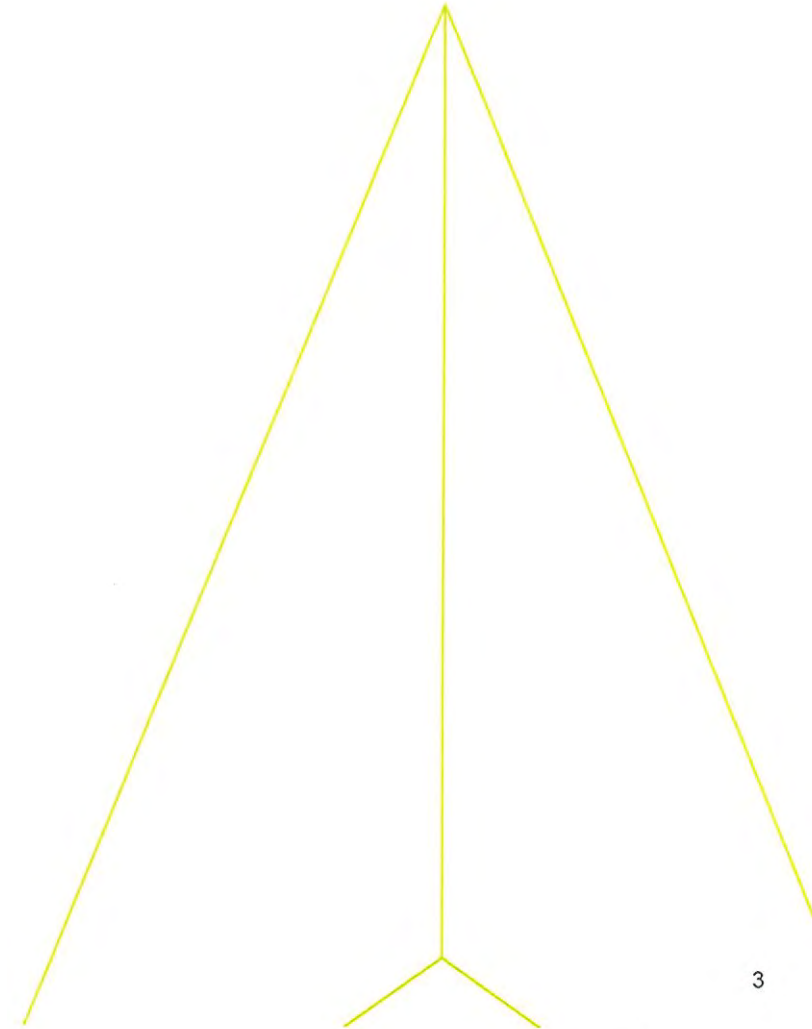
Georgia Department of Corrections
December 13, 2024

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Introduction



Executive Summary

The Georgia Department of Corrections (GDC) faces interconnected systemic challenges that significantly impact its operations and security. Critical issues include emergency-level staff vacancies and aging infrastructure that impact facility operations and security. Lock failures are also contributing to contraband and Security Threat Group (STG) concerns. Although there are ample education and training opportunities, there is a need for updated programming to address offender idleness. These challenges are compounded by external factors such as historical budget constraints and limited opportunity to make major repairs due to bed space capacity.

GDC has implemented several positive measures, including GDC Commissioner Tyrone Oliver's culture initiative, innovative vocational training programs, and dedicated STG tracking. However, the organization requires additional support to address its challenges. Key recommendation areas include developing strategic and capital improvement plans, conducting a staffing analysis, and optimizing recruitment and retention efforts. Additionally, an updated validation of the offender classification system would help determine both physical security requirements and offender programming needs.

GDC's Hierarchy of Needs

Recognizing a hierarchy of needs and sequencing of priorities is vital for achieving desired outcomes in alignment with GDC's emerging vision for the future.

Innovative Practices:

- Expanded programs and services

Workforce:

- Increase recruitment and retention
- Enhance workplace culture

Safety and Security:

- Reduce contraband and serious incidents
- Improve supervision and response to offenders

Infrastructure:

- Fix locks and other security related repairs
- Address aging operational systems (e.g., plumbing)

Background

On June 17, 2024, Governor Brian P. Kemp, in conjunction with the GDC, announced the initiation of an in-depth, system-wide assessment of Georgia's state corrections system to address critical operational challenges while building upon established successes. This assessment examines GDC's current strengths while providing recommendations to overcome challenges that affect safety, operational effectiveness, and outcomes for staff and offenders. Under Commissioner Oliver's leadership, GDC manages approximately 49,000 offenders¹ with a workforce of 6,400 employees, making it the state's largest law enforcement agency.

This assessment, conducted by Team Guidehouse (comprising of Guidehouse, Inc., The Moss Group, and CGL Companies), incorporated a comprehensive methodology to understand GDC's systemic strengths and challenges to create actionable recommendations. The methodology included completing six facility assessments and a training academy assessment, stakeholder listening sessions, benchmarking, interviews with leadership and contracted partners, data analysis, and document reviews. GDC supported this process by providing access to facilities and stakeholders and providing all available requested data in a timely manner.

Team Guidehouse's assessment process, themes, and recommendations were structured around four core categories, which is reflected in the organization of this report.

Innovative Practices

- Promising practices
- Use of technology to support safety and security
- Notable programs
- Creative solutions

Workforce

- Staffing
- Training
- Professional development
- Recruitment and retention
- Compensation
- Leadership
- Culture

Safety and Security

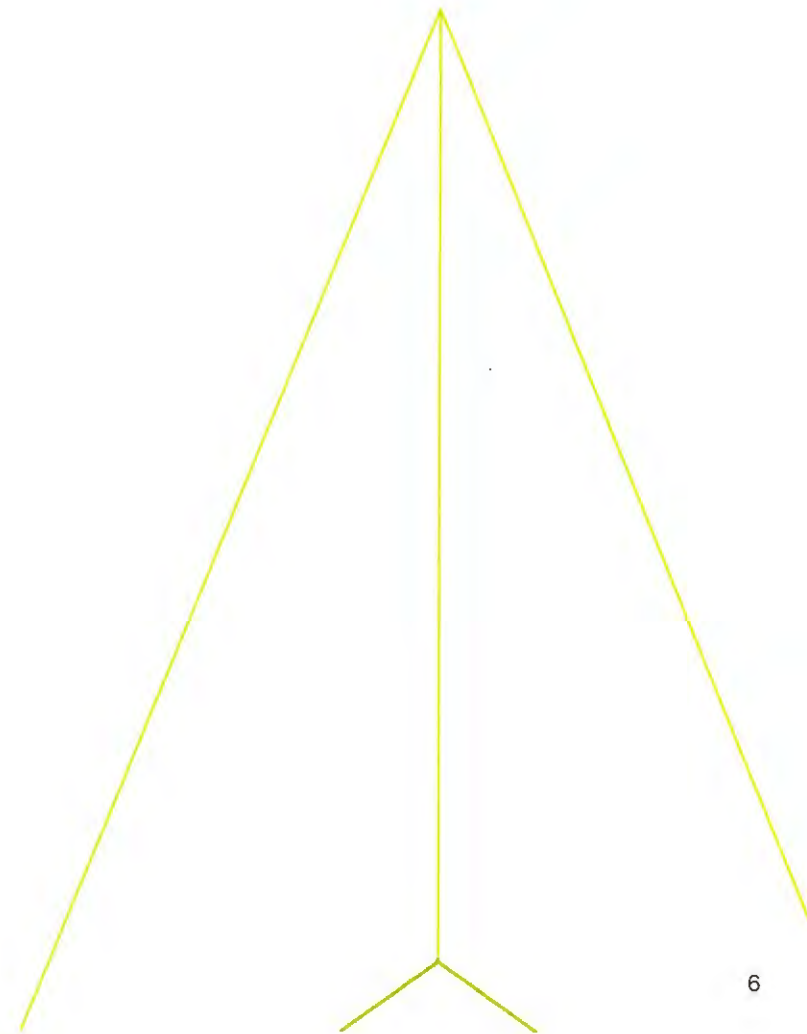
- Operational Practice
- Sexual safety and PREA
- Reporting methods
- Contraband
- Gender-responsive
- Trauma-informed care
- Programs and services

Infrastructure

- Normative environment
- Infrastructure to support safety, security, and operations



Influencing Factors




Overview

Team Guidehouse identified the following influencing factors that impact current conditions at GDC.

To develop practical recommendations, our assessment considered the key external factors influencing GDC's current operations. The department's budgetary support has created both opportunities and limitations. GDC, like other correctional agencies, operates within an environment shaped by factors such as legislative and stakeholder decisions on sentencing and release policies, leadership transitions, and the ongoing impacts of COVID-19. The evolving needs of the offender population present additional challenges. Our recommendations account for these operational realities to ensure they are both actionable and achievable.

The influencing factors identified below have an impact on the strengths and opportunities observed during the assessment process.

Workforce

 Removal of the Office of Research and Planning

 Prior Leadership Tenure

 COVID-19 Pandemic


Safety and Security

 Criminal Justice Reform

 Incarceration Rate

 Population Snapshot

Infrastructure

 Two New Facilities

 Budget Allocations for Capital Planning

Workforce Influencing Factors



Removal of the Office of Research and Planning

The assessment team received reports that, due to budget cuts, an office tasked with research and planning was eliminated over a decade ago. Currently, GDC has a data collection system to provide diagnostic and descriptive dashboards to wardens and other agency leaders. However, GDC does not have capacity for advanced analytics (e.g., predictive prescriptive analytics), strategic planning, and research and evaluation. Some of the presenting issues can be mitigated through a strong research and planning function to support strategies decision-making and budgetary requests.

Prior Leadership Turnover

From 2017 through 2022, GDC had three Commissioners appointed. In addition, many of the agency’s tenured leaders left GDC during this period. The assessment team noted that most of the Wardens interviewed have a tenure of one year or less in their current positions, and some noted that they are planning on retiring soon.

Leadership turnover can create a lack of consistency in addressing issues, negatively impact succession planning, and create a culture where staff “wait-out” leadership initiatives instead of working towards progress or improvements. The current enterprise-wide culture initiative is working to address some of these challenges.

Workforce Influencing Factors

COVID-19 Pandemic is a Factor in Decreased Staffing



The global COVID-19 pandemic impacted all correctional systems, including GDC. GDC's staffing numbers decreased by 2,772 individuals between 2019 and 2023. Currently, GDC has 6,830 staff members.

The number of offenders entering the system decreased during the pandemic due to court limitations on criminal trials. However, those exiting dropped from about 18,000 in 2020 to 13,000 in 2023, resulting in a largely stable offender population level.

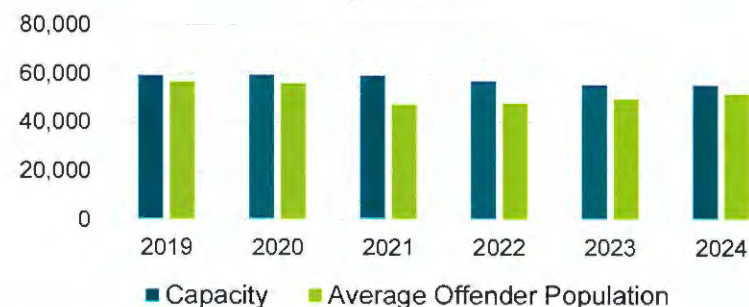
The decrease in staffing while managing a stable number of offenders resulted in remaining staff taking on extra duties, overtime, and heightened security concerns. In many correctional systems, programs and activities were suspended, and reinstating these opportunities has been challenging due to ongoing staffing shortages after the pandemic.

It is important to recognize the cultural impact on an organization that has been operating in "emergency-mode" for an extended period. Staff naturally concentrate on addressing basic needs and maintaining operations, which can make it challenging to transition back to a more proactive operational model. The current Commissioner and leadership team are actively focusing on GDC culture to address this concern.

GDC Staffing
by Fiscal Year¹



GDC Population
by Fiscal Year²



¹ Appendix A. 1.

² Appendix A. 2.

Safety and Security Influencing Factors



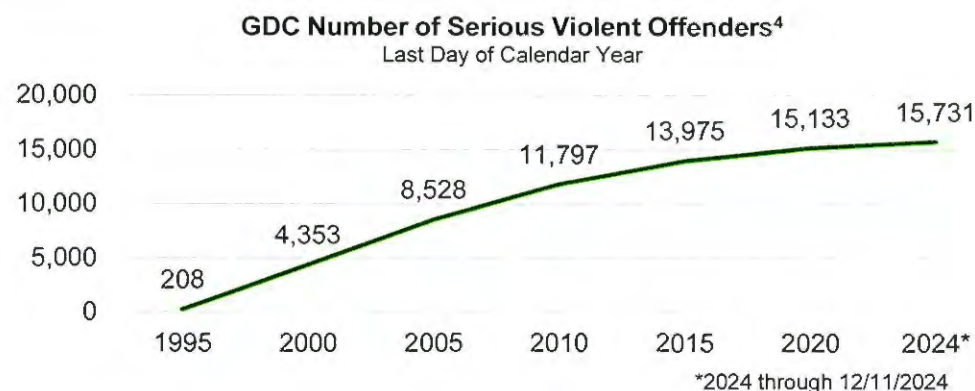
Criminal Justice Reform

For over a decade, the state of Georgia has been prioritizing criminal justice reform through legislation and initiatives such as the creation of the Georgia Council on Criminal Justice Reform. One of the goals of these efforts has been to prioritize prison space within GDC for offenders convicted of the most serious offenses while strengthening evidence-based alternatives for those who commit less serious crimes.¹

The state has implemented measures to determine which offenders are placed in GDC and to regulate the duration of their incarceration. Offenders convicted of a "serious violent felony" as defined by statute are not eligible for earned time, early release, work release, leave, or other sentence-reducing programs administered by GDC.² Additionally, offenders convicted of violent offenses have restrictions on when they may be considered for parole.

These efforts have not changed the mission of GDC to securely house and provide reentry opportunities for offenders placed in their custody. However, given the prevalence of offenders with more significant criminal histories, and that some offenders are serving longer sentences, how these offenders are managed and what opportunities can be provided to the population, create new challenges for the agency.³

Serious Violent Offenses		
Types of Violent Offenses ²		
Murder or Felony Murder Armed Robbery Kidnapping Rape	Aggravated Child Molestation Aggravated Sodomy Aggravated Sexual Battery	
Parole Consideration by Year of Conviction ⁵		
Prior to 1995	After 1995	After 2006
After 7 Years	After 14 Years	After 30 Years



¹ Report of the Georgia Council on Criminal Justice Reform – 2018, p. 19, <https://dcs.georgia.gov/document/publication/2017-2018-criminal-justice-reform-council-report/download> (last accessed December 8, 2024).
² O.C.G.A. § 17-10-6.1.
³ GDC Policy: 107.13, p.1-2.
⁴ Appendix A. 3.
⁵ Appendix A. 4.

Safety and Security Influencing Factors



Incarceration Rate

The Bureau of Justice Statistics provides data on rate of incarceration for each state and nationally. For comparative purposes, the rate is determined by the number of people incarcerated per 100,000 people in the population. Georgia is in the middle range of comparable southern states, and its rate increased from 427 to 435 from 2021 to 2022. These rates are important as GDC adjusts to the rising numbers of individuals entering the system.

The incarceration rates should be considered in light of the incidents of violent crime within a state. The most recent statistics available from the Federal Bureau of Investigation (FBI) from 2019 indicate that Georgia has a lower rate of incidents of violent crime (defined as reported cases of murder, rape, robbery, and aggravated assault) than some other southern states and the national average. However, the number of violent crimes is still significant.

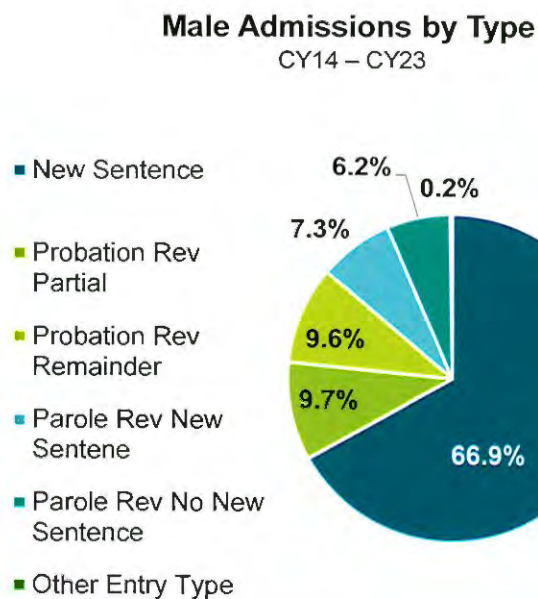
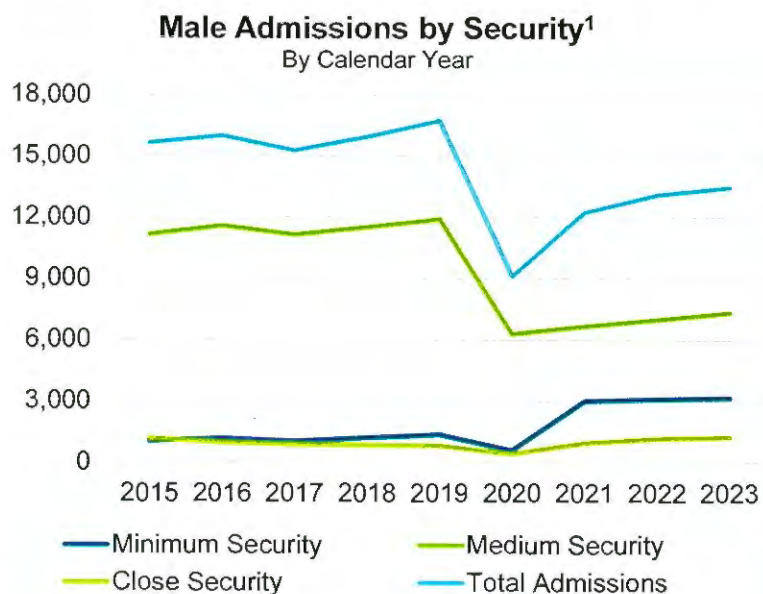
Incarceration Rate ¹		GA	US	AL	AR	FL	LA	MS	NC	SC	TN
Per 100,000 U.S. Residents within each group in 2022	Total	435	355	311	574	377	596	661	268	302	334
	Male	831	666	584	1,068	15	1,154	1,256	508	577	617
	Female	58	49	43	90	48	61	100	38	41	61
Incidents of Violent Crime ²		GA	US	AL	AR	FL	LA	MS	NC	SC	TN
Total Incidents		36,170	1,245,410	25,064	17,643	81,270	25,357	8,272	38,995	26,323	40,647
Per 100,000 people yearend 2019		340	379	510	584	378	549	278	372	511	595

Safety and Security Influencing Factors



Population Snapshot: Male Admissions

GDC admitted 144,374 male offenders between January 1, 2014, and December 31, 2023.¹ Most male admissions are classified as “Medium Security” and come from the 20 – 39 age group, with significant representation from those aged 40 – 49. Total male admissions experienced a sharp decline in 2020, likely influenced by external factors such as the COVID-19 pandemic, before steadily recovering in subsequent years. Regarding admission types, “New Sentence” remains the dominant category across all years, followed by “Probation Revocation Partial” and “Probation Revocation Remainder.” Admissions from parole revocations show consistent but smaller contributions with or without a new sentence.



Male Admissions by Age CY14 – CY23

Age	Population	Percent
1-19	3,743	2.6%
20-29	50,462	32.9%
30-39	46,947	32.3%
40-49	27,262	18.9%
50-59	14,218	10.2%
60-69	4,168	2.7%
70+	563	.4%

¹ Appendix A. 5; 2014 Admissions by Security data was not publicly available.

² Appendix A. 6.

³ Appendix A. 7.



Safety and Security Influencing Factors

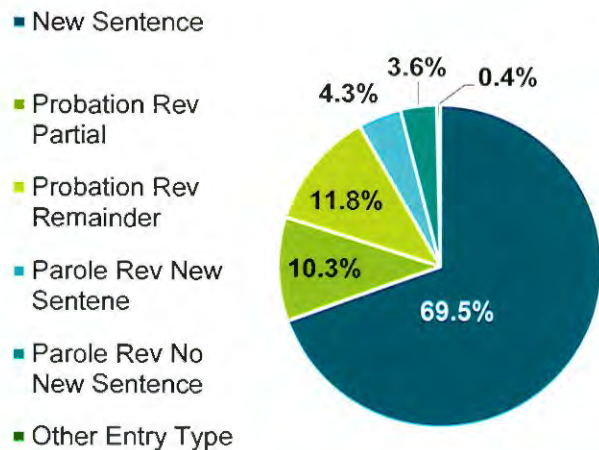
Population Snapshot: Female Admissions

GDC admitted 18,867 female offenders between January 1, 2014, and December 31, 2023.¹ Most female admissions are classified as “Minimum Security” and are 20 – 39 years old. Total female admissions experienced a sharp decline in 2020, likely influenced by external factors such as the COVID-19 pandemic, before steadily recovering in subsequent years. Regarding admission types, “New Sentence” remains the dominant category across all years, followed by “Probation Revocation Partial” and “Probation Revocation Remainder.”

Female Admissions by Security¹
By Calendar Year



Female Admissions by Type²
CY14 - CY23



Female Admissions by Age³
CY14 – CY23

Age	Population	Percent
1-19	196	1.0%
20-29	5,128	27.2%
30-39	7,098	37.6%
40-49	4,265	22.6%
50-59	1,836	9.7%
60-69	315	1.7%
70+	2	0.2%

¹ Appendix A. 8; 2014 Admissions by Security data was not publicly available.

² Appendix A. 9.

³ Appendix A. 10.



Safety and Security Influencing Factors

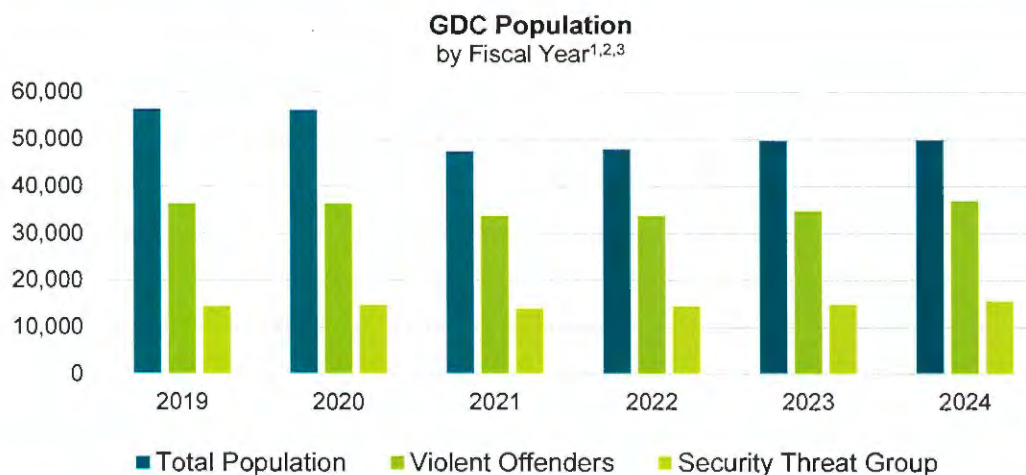
Population Snapshot: STG Information

The data indicates a consistent increase in the STG population within GDC, rising from approximately 7,500 in 2014 to 14,800 by 2023. Concurrently, the proportion of violent offenders among the total offender population remains considerable. This trend underscores the ongoing challenge of managing violence and STG activities, highlighting the necessity for targeted interventions to mitigate their impact on the institution.

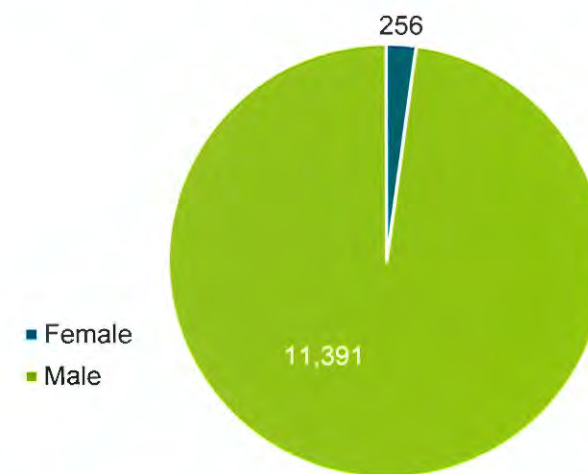
As of 11/01/2024, 33.4% of GDC's total State Prison population (34,901) identified as STG.⁴

GDC STG Population
by Fiscal Year³

2015	2018	2021	2024
9,495	13,212	14,010	15,590



State Prison STG Population by Gender⁴
(as of 11/01/2024)



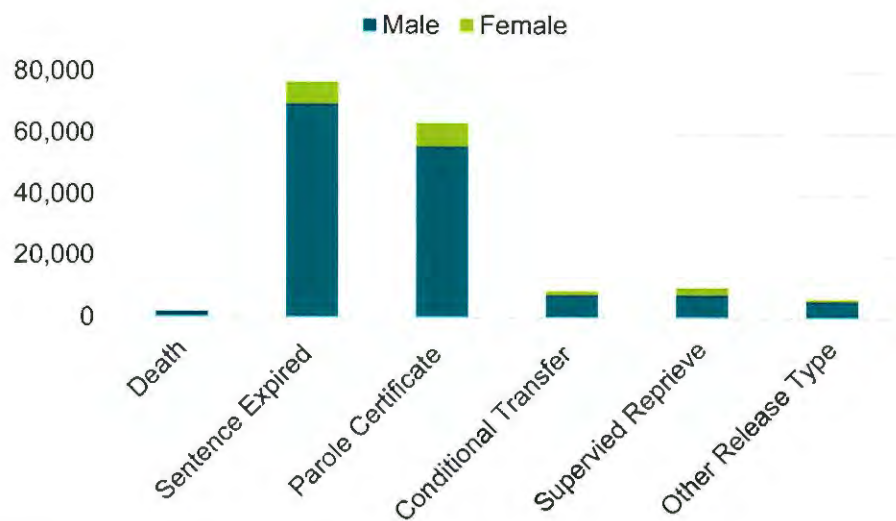
Safety and Security Influencing Factors



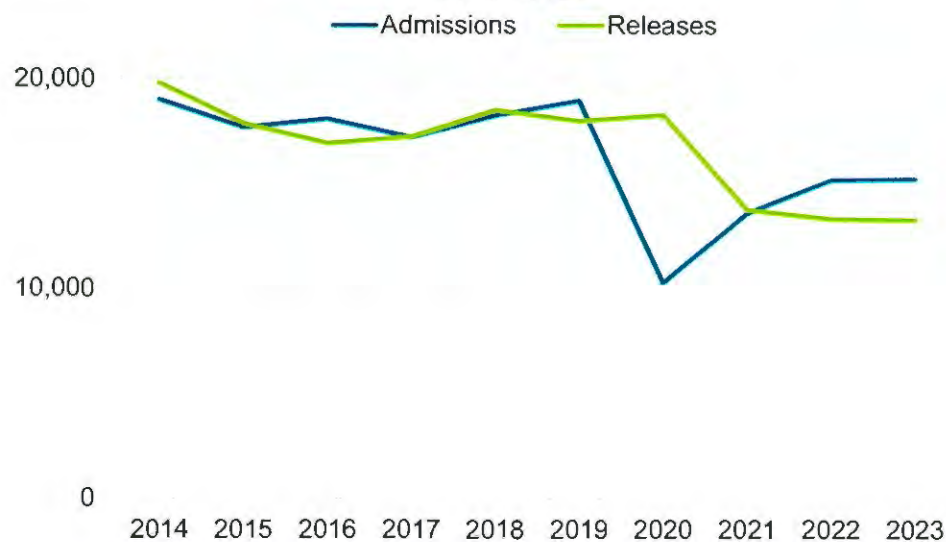
Population Snapshot: Release Data

Since January 1, 2014, to December 31, 2023, GDC released 167,185 offenders; 148,401 (88.7%) were male and 18,784 (11.3%) were female.³ Almost half (45.9%) were released because their sentence expired, with the 37.9% released through a parole certificate. GDC did see a significant drop in admissions in CY20 due to the COVID – 19 Pandemic, however, admissions are steadily increasing, and the number of releases is decreasing.

Male and Female Release Types^{1,2}
CY14 – CY23



Male and Female Admissions and Releases³
CY14 – CY23



¹ Appendix A. 16.

² Appendix A. 17.

³ Appendix A. 15.

Infrastructure Influencing Factors

Two New Facilities

GDC has received budgetary support to address issues concerning bed-space capacity and infrastructure by building and renovating new facilities to the system. In February of 2024, a \$436.7¹ million project was approved to build a new facility near the site of the current prison in Washington, which will have innovative features such as:

- Efficient and effective security design with increased sightlines among other aspects
- Increased programming opportunities for the offender population
- The expansion of bedspace and the ability to single cell 1,500 offenders
- The use of technology for administrative tasks, to allow staff time for additional proactive interactions with offenders
- Increased medical capacity by providing additional infirmary bed space
- Building in area with a local community that can support staffing and volunteer opportunities
- Establishing a positive culture from the beginning, with the goal of having the new facility be a flagship for entire nation

GDC purchased a facility in McRae Georgia in 2022 for \$130 million,¹ with the intention of using it as the classification and diagnostic center for female offenders. The facility has been under renovation, and its activation is imminent. This will allow for the Lee Arrendale facility to be converted to a transitional center to provide additional reentry opportunities for women.

As GDC addresses capacity and infrastructure issues as outlined below, additional projects such as these may be needed to support the agency's mission.



By the Numbers¹

\$436.7M

Dollars for a New Facility in Washington

\$130M

Dollars for a New Women's Facility in McRae

Infrastructure Influencing Factors



Budget Allocations for Capital Planning

Capital improvements and maintenance are other areas impacted by the budget process. Capital improvement budget requests remained relatively flat for years and did not increase with the growing needs of aging facilities. Funding levels decreased to \$8 million in FY18 and \$2.5 million in FY19, which limited GDC's ability to address planned upgrade and infrastructure projects, adding to the existing maintenance requirements. Importantly, a FY24 budget increase allowed GDC to begin addressing some of these issues. Team Guidehouse observed some progress in these areas (e.g., the recent water valve project at Augusta State Medical Prison).

Recent capital investments have yielded significant improvements. The \$13 million Metro Reentry Facility renovation demonstrates how facility design can integrate security requirements with programming needs, benefiting both staff and residents.

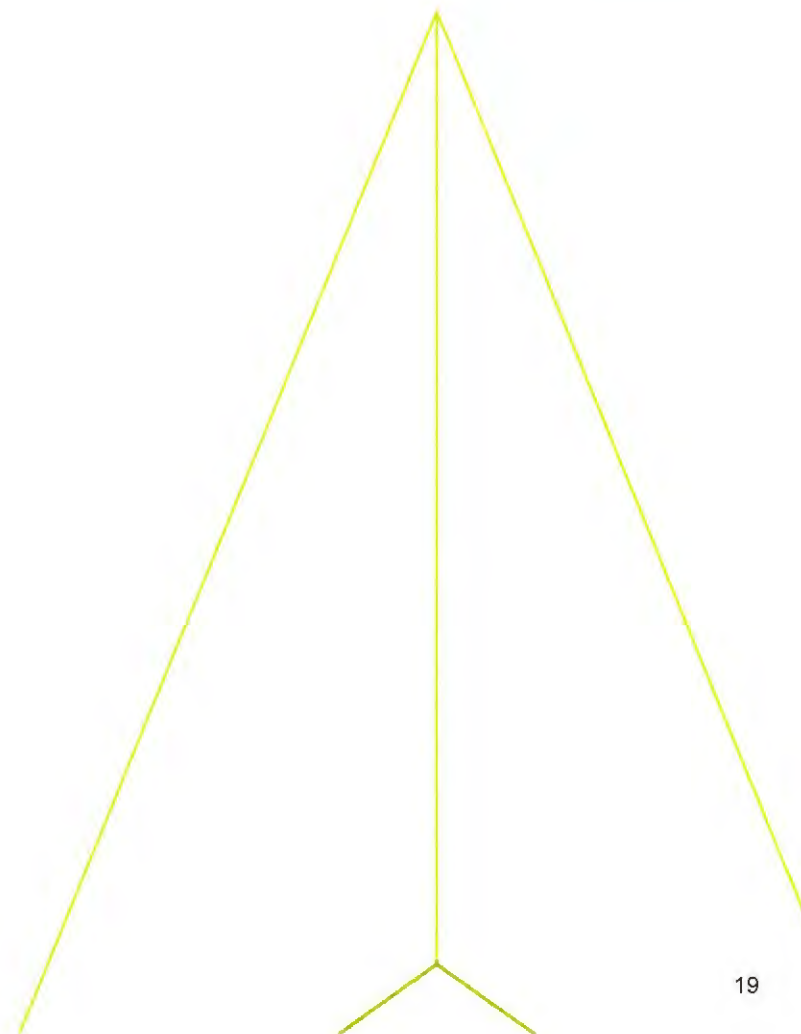


Fiscal Year 2024¹	
Cash Funding for Maintenance, Security, and Renovations	\$135,385,847
Maintenance, Security, and Renovations	\$38,900,800
August Transitional Center Purchase	\$4,600,000
Food and Farm: Equipment Replacement	\$1,729,146
Security and Technology	\$52,349,549
Fleet	\$14,734,088
New Construction: Washington State Prison	\$436,753,665
FY24 Total	\$684,453,005

¹ Appendix A. 20.



Assessment Analysis



Overview and Approach For Facility Assessments

Our systematic themes and recommendations reflect the assessment team's comprehensive analysis and synthesis of all gathered information, including stakeholder interviews, document reviews, and site observation assessment identified themes, challenges, and opportunities across GDC. The following themes and recommendations provides an analysis of GDC's operations across four key areas: **innovation**, **workforce**, **safety** and **security**, and **infrastructure**.

Team Guidehouse employed a three-step approach to prepare, conduct, and document the assessment findings in this report:

Prepare for Onsite Assessment or Interview

- Issued document request and reviewed documentation provided by GDC
- Worked with leadership at each facility to schedule onsite assessment with minimal impact to day-to-day operations
- Facilitated a kickoff meeting with facility leadership and provided talking points for discussing the assessment with staff
- Conducted research about stakeholder organizations and prepared interview guides

Conduct Onsite Assessment or Interview

- Toured the facility and observed daily operations
- Conducted interviews and listening sessions with GDC leadership, staff, volunteers, and offenders that were randomly chosen by the assessment team
- Reviewed onsite documentation
- Provided a preliminary assessment debrief with facility leadership to highlight strengths and key challenges and opportunities identified during the onsite assessment

Analyze and Develop Report

- Analyzed data from interviews, listening sessions and document requests to identify themes
- Reviewed additional data from GDC and other sources as needed
- Clarified information from stakeholders and GDC leadership
- Developed recommendations to address the key challenges / opportunities
- Estimated the level of impact and effort, and identified key considerations and associated benefits for each recommendation

Assessment Themes

Team Guidehouse's assessment process, themes, and recommendations were structured around four core categories, which is reflected in the organization of this report. Please note, recommendations are provided for consideration as a whole and are not presented in a ranked order.



Innovative Practices

- Promising practices
- Use of technology to support safety and security
- Notable programs
- Creative solutions



Workforce

- Staffing
- Training
- Professional development
- Recruitment and retention
- Compensation
- Leadership
- Culture



Safety and Security

- Operational Practice
- Sexual safety and PREA
- Reporting methods
- Contraband
- Gender-responsive
- Trauma-informed care
- Programs and services



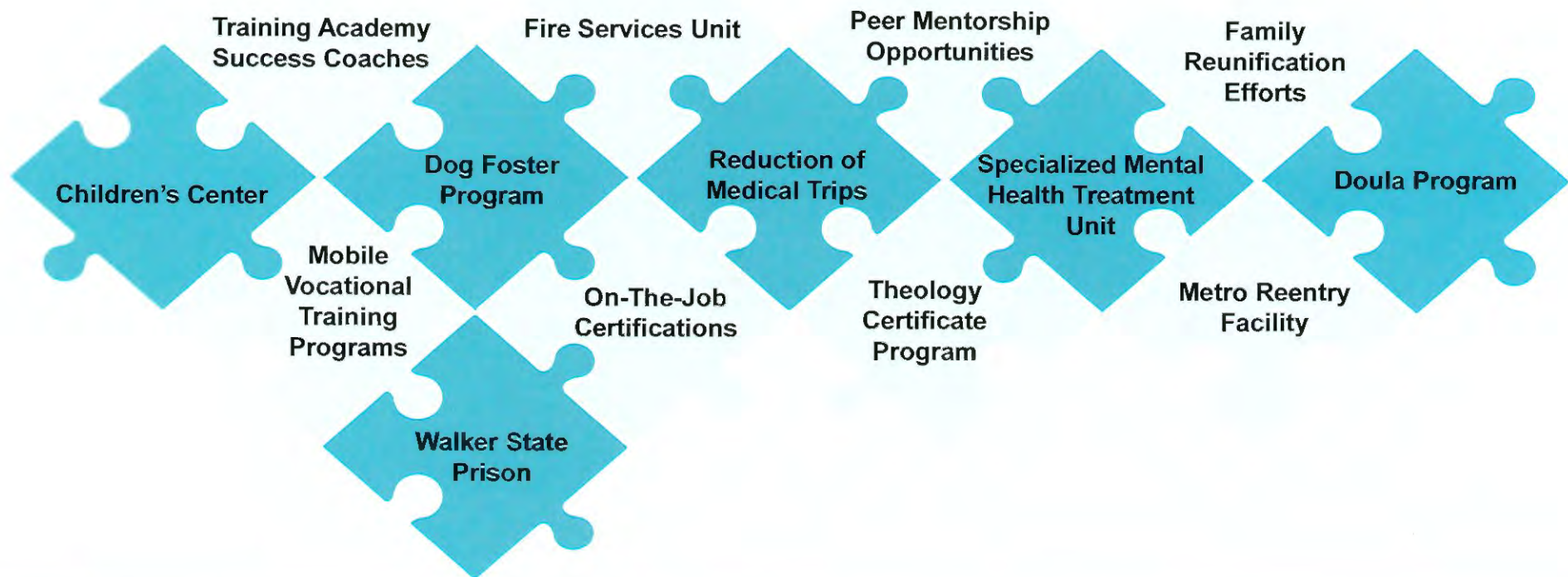
Infrastructure

- Normative environment
- Infrastructure to support safety, security, and operations

Innovative Practices Themes: Summary



GDC has implemented several innovative practices that support programs, advance services for staff and offenders, and that should be replicated across the agency.



Innovative Practices Themes



Training Academy Success Coaches

The introduction of success coaches has improved cadet retention and performance at the Georgia Corrections Academy. These specialized staff members assist cadets with both academic challenges and personal obstacles that may impede Basic Correctional Officer Training (BCOT) completion and career advancement. This initiative has reduced academic failures by 34% and voluntary withdrawals by 44% within a six-month period. Moreover, feedback from staff and cadet focus groups demonstrates overwhelming support for the program and enhanced organizational commitment due to this additional layer of support.

Fire Services Unit

The GDC Fire Services Unit (FSU) has 19 fire stations in state and county prisons; each station can host up to six offenders. The FSU responds to 3,000 calls annually in counties across the state and in some area's services would not otherwise be available. In addition, it was reported that insurance rates decrease for the community due to proximity of a certified firehouse.

This program provides offenders with practical job skills and a sense of purpose and community engagement. At the time of the assessments, 40 offenders had been hired as firefighters in the community upon release.

In addition to serving the local community, they also assist other state agencies in natural disasters and declared emergencies.

Peer Mentorship Opportunities

GDC has developed a program to engage offenders with long-term or life sentences to become mentors to others in the population. The Lifers and Long-Term Offender Program offers interactive programming to assist in guiding personal development along with restoring "Hope, Empowerment and Purpose." GDC is among only a few correctional systems that offer this type of formal engagement for this population. After program completion, offenders may serve as mentors based on their program participation, demonstrated institution adjustment, the length of their sentence, and experience with the Georgia State Board of Pardons and Paroles (Parole Board) processes. The mentors provide a lived-experience perspective to the other offenders, engage in program support, and promote a positive culture within facilities.

Innovative Practices Themes



Family Reunification Efforts

GDC has partnered with non-profit organizations that support families with loved ones who are offenders. These organizations focus on key issues such as helping caretakers with children visits and organizing family days for meaningful experiences between family members and offenders.

Additionally, part of GDC's Evidence-Based Program, are family days for offenders who are actively participating in that program. During listening sessions at Smith State Prison (SSP), offenders spoke highly of family day; even if they did not have family that attended but were able to support the event and see others engaging with their families.

Children's Center

Pulaski State Prison (PSP) has a dedicated visitation area for mothers and children to interact outside of normal GDC visitation protocols. The space is bright, decorated to promote interactions with children, with rocking chairs and outdoor space. The offenders must take the Active Parent Program as a prerequisite and remain discipline free to participate. There are monthly themed activities, and transportation is provided for families from Atlanta to PSP.

Dog Foster Program

Ten facilities partner with local stakeholders to provide an opportunity for offenders to foster dogs and prepare them for adoption in the community. This not only provides a service to the community, it also instills in offenders a sense of responsibility, empathy, behavior control, and normalization. Having the dogs in the facilities enhances the normative environment for all offenders.

Innovative Practices Themes



Reduction of Medical Trips

Augusta State Medical Prison (ASMP) has used several methods to reduce the need for outside medical trips to include mobile MRI/CAT Scan units, the use of telehealth, and the establishment of the dialysis unit. The dialysis unit alone can prevent approximately 176 medical trips per week by providing community-level services inside the facility. The addition of a new surgical unit will continue to enhance GDC's community-level services capacity.

GDC recently relocated the mobile outpatient surgery unit to Coastal State Prison. The facility allows for offenders to receive outpatient surgical care while in the facility which reduces medical trips and additional costs.

Specialized Mental Health Treatment Unit

ASMP has a program for Mental Health (MH)-4 level offenders who have not functioned well in general population units and/or have engaged in self-harm behaviors. The offenders are placed in a dedicated unit for a nine-month period with the opportunity to earn less restrictions and more benefits in a four-tiered program through active participation and demonstrated positive behavior. Counselors and a multi-functional officer provide programming, group activities, and individual interventions in a high security environment. This is a leading best practice.

Doula Program

Each year, 50-100 women give birth while incarcerated in Georgia prisons. To support these mothers, Emory University launched a doula program at the Helms Facility in June 2023. As a part of this initiative, nursing students accompany offender mothers during prenatal visits, delivery, and postpartum care. Since its inception, the program has assisted with 26 deliveries and conducted 12 postpartum visits. Funding for this program comes from a National Institutes of Health (NIH) grant, which also supports similar programs in some other states.

Innovative Practices Themes



Mobile Vocational Training

The mobile programs allow certifications to be earned at various facilities, providing skills and reentry support in an efficient and cost-effective manner. Programs include food truck operations, building and framing, among others.

In FY23, 269 offenders completed training in a mobile classroom through a partnership with Wiregrass Georgia Technical College.

In FY24, the number of offenders that completed mobile classroom training increased to 343.

Programs offered included:

- Electrical training (115 completions)
- Framing (57 completions)
- Food service (171 completions)

On-The-Job Certifications

GDC uses a program which allows for certification for participation in work assignment functions which can assist with reentry efforts by providing on-the-job-training (OJT), allow for time-off of their sentences with Performance Incentive Credit (PIC) points, and provides offenders incentive for participating in these activities. A modification to Georgia law would allow all offenders to receive this certification.

The number of OJT certifications increased from 17,332 in FY23 to 19,292 in FY24.

Life University

GDC has partnered with Life University to provide offenders the opportunity to receive higher education degrees in divinity and theology. The partnership grew out of GDC's Theology Certificate Program created by Dr. Elizabeth Bounds and Chaplain Susan Bishop. Twenty-four current offenders have obtained Associate of Arts and Bachelor's of Arts degrees. Three offenders who have released are currently working on their Master's degrees at Life University. Two other women obtained a Master's of Divinity Degree from Emory Candler School of Theology after their release, and one of these women currently works for the Georgia Department of Community Supervision (GDCCS).

Innovative Practices Themes



Metro Reentry Facility

The mission of Metro Reentry Facility (MRF) is to provide an immersive, community based, four-level program with the purpose of preparing offenders to be released to the community or a transitional center. Offenders at MRF are referred to as Returning Citizens (RCs) contributing to the “reentry culture” of the facility. All staff and RCs expressed support for the program and its goals, evidenced in several ways throughout the facility, to include the availability of programming, a normative environment, and accountability (e.g., transfers for program failure as there is no administrative segregation at MRF). The tone for MRF is set immediately on intake, as a Deputy Warden and Unit Manager engage RCs in a highly impactful and effective manner which balances security requirements and promotion of MRF opportunities. There are ample opportunities for GDC led programs, which are supplemented by offerings from a significant cadre of over 100 volunteers. MRF takes a practical approach to reentry, developing individualized release plans for each resident while ensuring all have confirmed housing before release.

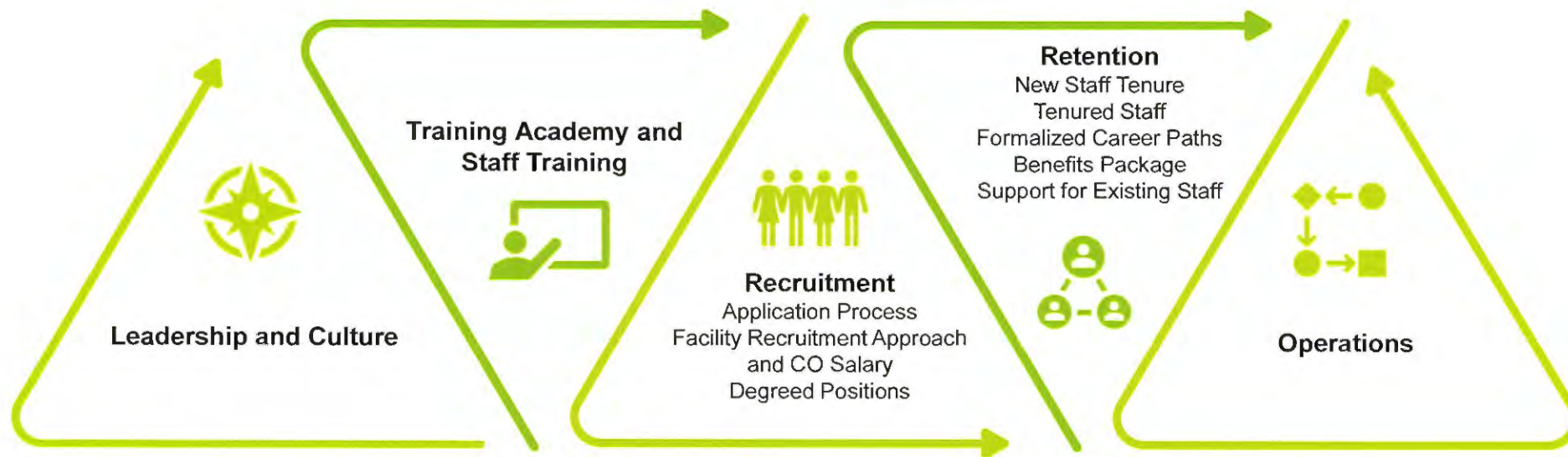
Walker State Prison

The Walker State Prison (WSP) is a unique facility that serves as a Faith and Character Based (FCB) Program for all 414 offenders. The program provides a pro-social, programmatic environment focused on personal transformation for offenders who voluntarily choose to participate. The program emphasizes moral and character development along with spiritual enrichment. The two-year curriculum features core programming that integrates basic counselor and group facilitation components. The application process requires submission through designated facility locations, completion with a Counselor or Chaplain, review by the Classification Committee, and final approval at WSP. This voluntary program represents a structured approach to rehabilitation, combining faith-based elements with character development and behavioral modification techniques.



Workforce Themes: Summary

The assessment team has identified several themes related to Workforce. Each theme is detailed in the following section.



Workforce Themes

Leadership and Culture

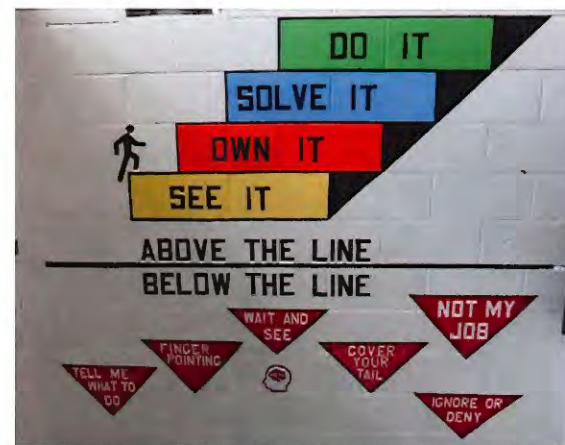


Team Guidehouse engaged staff members at all levels of GDC. Despite challenging circumstances, the assessment team noted the dedication of many staff to the mission of the agency, to each other, and to the offender population and should be commended.

Commissioner Oliver has initiated a program to build on this dedication by focusing on agency culture. Staff at all levels of the agency have engaged in this process, which includes a focus on communication, accountability, and result-driven outcomes. One of the themes of this work, being “Better Together,” was frequently evoked during site visits. Another theme includes staff’s behavior as “above the line or below the line.” All institutions have staff that serve as Culture Champions who support the sustainability of these efforts. The program also includes a peer recognition mechanism which is effective in boosting morale and celebrating successes.

Despite efforts, low staffing numbers result in many staff report working under constant fear and fatigue. Wellness initiatives vary by facility, and GDC’s hierarchical culture often prioritizes structure over problem-solving, creating information silos and a fear of repercussions.

Vacancy rates at certain locations also make strict adherence to policy requirements difficult. Providing some form of official modification to operations can benefit staff by promoting accurate information exchanges and decreasing anxiety of staff over being held accountable for expectations that are not consistent with current conditions.



Georgia Diagnostic and Classification State
Prison Staff Entry

Workforce Themes

Training Academy and Staff Training



The assessment process included a review of BCOT and further details can be found in the Training Academy Assessment Report.

In summary, the BCOT program is well staffed, and the cadre of instructors are dedicated and professional. The training staff has a direct line of communication to the Commissioner's Office, evidencing organizational support for their mission. BCOT has also adopted some innovative practices that make the program more effective. Innovative practices include the use of Chromebooks to reduce printing needs and the use of 3D printers to manufacture training equipment. Further, the addition of regional academies supports recruitment by allowing staff to live at home for the five-week training instead of having to report to the main campus in Forsyth. Finally, as noted in the innovative practices, the use of Success Coaches is a practice that should be expanded in GDC and replicated in other correctional systems.

The training program requires additional formalized support. For example, the materials are provided via PowerPoint without a supporting curriculum guide, which can create issues concerning consistency and fidelity to the content. Alternative practices of presenting the material is more aligned with leading adult learning practices. Additionally, the content of BCOT has not been updated to reflect current working conditions, but rather focuses on policy requirements. Additional information could be developed through a job task analysis that would provide graduates with skills and capacities for actual post responsibilities.

Similarly, the required training content for tenured staff has not been updated for current working conditions. The Learning Management System (LMS) used by GDC is outdated and cumbersome, and the agency is exploring options to modernize the system.

By the Numbers

~1,288

FY24 BCOT Graduates

74.2%

FY24 Graduation Rate

Workforce Themes

Recruitment: Application Process



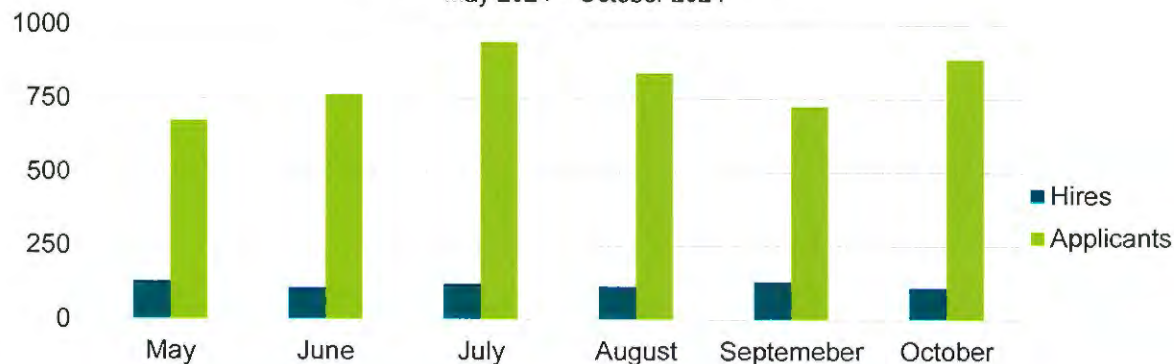
GDC has made progress with recruitment efforts and has hired a firm to increase public awareness of career opportunities within the agency. As a result, the number of individuals applying to GDC has increased in 2024, with a total of 8,482 by the end of September. However, as these efforts have been directed towards broader audiences, the quality of the applications is diminished as many applicants cannot pass hiring requirements. As a result, GDC has been able to hire on average only 118 Correctional Officers (COs) per 800 applications over the last six months.

Other barriers to the application process include fees for POST certification, the length of time in the recruit-to-hire process, and appearance policies which do not permit male officers to have dreadlocks.

Application Status¹
May 2024 – October 2024



Comparison: CO Applicants to CO Hires¹
May 2024 – October 2024



Top Five Reasons For Dissaprovals¹
May 2024 – October 2024

Poor/No Show interview	689
Background Results	498
Social Media Findings	121
Warden/Leadership Disapproval	107
Reference Check Results	54



Workforce Themes

Recruitment: Facility Recruitment Approach and CO Salary

GDC has Recruitment Lieutenants at each facility to oversee recruitment at the local level. These staff members are usually career employees without specialized recruitment experience and rely on methods such as flyers and job fair attendance. The success of these local efforts can vary greatly, with staff at ASMP and Dooly State Prison being examples of effective recruiters that have established successful relationships with community organizations and educational institutions. The Recruitment Lieutenants recently conducted a training with the Carl Vinson Institute of Government of the University of Georgia about expanding GDC’s reach into geographic areas that may enable additional hiring.

These local efforts are hampered by the public reputation of the lack of safety and security in the facilities. Issues concerning safety at some facilities are routinely highlighted in local media and in the community. These issues were noted during the assessments at SSP and Calhoun State Prison (CSP), in particular.

Salary is one of the main drivers of recruitment. COs have received an increase in pay in recent years but still make less than other law enforcement officers (LEOs) from other agencies.

Position ¹		Entry Salary FY23	Entry Salary FY24	Entry Salary FY25	State Agency ²	Entry Salary FY24
Medium Security Minimum Security Transitional Center	CO1	\$38,040	\$40,040	\$44,044	GSP Trooper (Upon Graduation)	\$63,684
	CO2	\$41,844	\$44,044	\$48,448	DPS MCCD - MCO1	\$56,900
	CO3			\$53,293	GSP Cadet (Enrolled in Academy)	\$61,604
Close Security Special Mission	CO1	\$41,844	\$44,040	\$48,448	DNR Game Warden	\$52,236
	CO2	\$46,038	\$48,448	\$53,293	GDCS Community Supervision Officer 1	\$50,080
	CO3			\$58,622	GSP Cadet (Prior to Academy)	\$48,843
					DPS MCCD Cadet	\$44,080
					GDC CO1 (Close-Special Mission)	\$44,040
					GDC CO1 (Medium-Center)	\$40,040

Workforce Themes

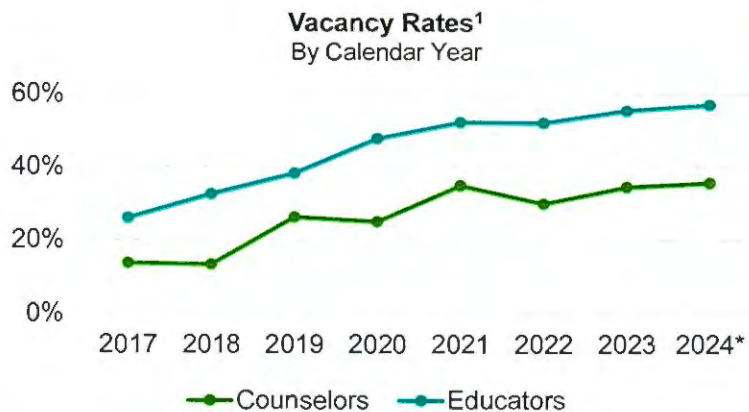
Recruitment: Degreed Positions



Certain degreed positions, such as counselors, teachers, and chaplains, are offered lower initial salary than correctional officers. This has contributed to increasing vacancies in these areas.

Salaries for teachers have been challenging for GDC. Due to a budget decrease in 2019,¹ teacher salaries in GDC were reduced by approximately \$30,000.² This contributed to the vacancy rate for teachers rising from 32% in 2018 to 57% in 2024.³ Additionally, there has been a 50% decrease in GED completions when comparing FY19 to FY23.

Recognizing that education and counseling programs are a significant programming element to support reentry efforts, GDC has made some improvements to address these disparities. For example, GDC self-funded a 10% increase for counselor positions in the last fiscal year. However, salaries for each of these positions remain low as compared to community wages.



*2024 data is through 11/15/2024.

Position		Degree Requirement	Minimum Salary	Medium Salary	Maximum Salary
Education Instructor ³	Instructor 2 ⁶	Associate's	\$38,452	\$50,142	\$61,832
	Instructor 3 ⁷	Bachelor's	\$44,998	\$59,143	\$73,287
Behavior Health Counselor ⁴	L1	Bachelor's	\$33,042	\$42,703	\$52,364
	L2	Master's	\$35,618	\$46,245	\$56,872
	L3	Master's	\$38,452	\$50,142	\$61,832
Chaplains ⁵	Chaplain	Bachelor's	\$35,618	\$46,245	\$56,872
	Clinical	Master's	\$38,452	\$50,142	\$61,832



Workforce Themes

Retention: New Staff Tenure

Attrition rates for GDC, particularly among new staff, are high. From January 2021 through November 2024, 82.7%¹ of COs left employment during their first year. GDC uses an electronic exit survey to determine reasons for leaving employment, which has a low response rate. Exit survey responses indicate the primary reason for leaving employment is for another security-related job. For example, once an employee becomes POST-certified at BCOT, they can use that certification to find better paying employment with another public safety agency.

Anecdotally, the assessment team was informed during site visits that departing staff are also leaving due to poor working conditions. This includes issues such as general concerns for safety and security, the realization of working alone within the facility due to short staffing, the demanding nature of correctional work itself, the impact of shift work, and unprofessional treatment by some tenured staff.

Information provided to new staff at BCOT does not significantly address these issues. This creates a disconnect between employee expectations and actual working conditions when they return from the academy, contributing to attrition rates.

Tenure of Correctional Officers Leaving GDC ¹ January 2021 – October 2024		
Time of Service at GDC When Employee Left	Total	% of Total
Terminated Day of Hire	76	2.9%
Less than 1 Month	362	13.7%
1 – 3 Months	602	22.8%
3 – 6 Months	585	22.2%
6 – 12 Months	555	21.0%
12 – 18 Months	231	8.8%
18 – 24 Months	114	4.3%
2 – 3 Years	91	3.5%
3+ Years	21	0.8%
Total	2,637	100.0%

Workforce Themes



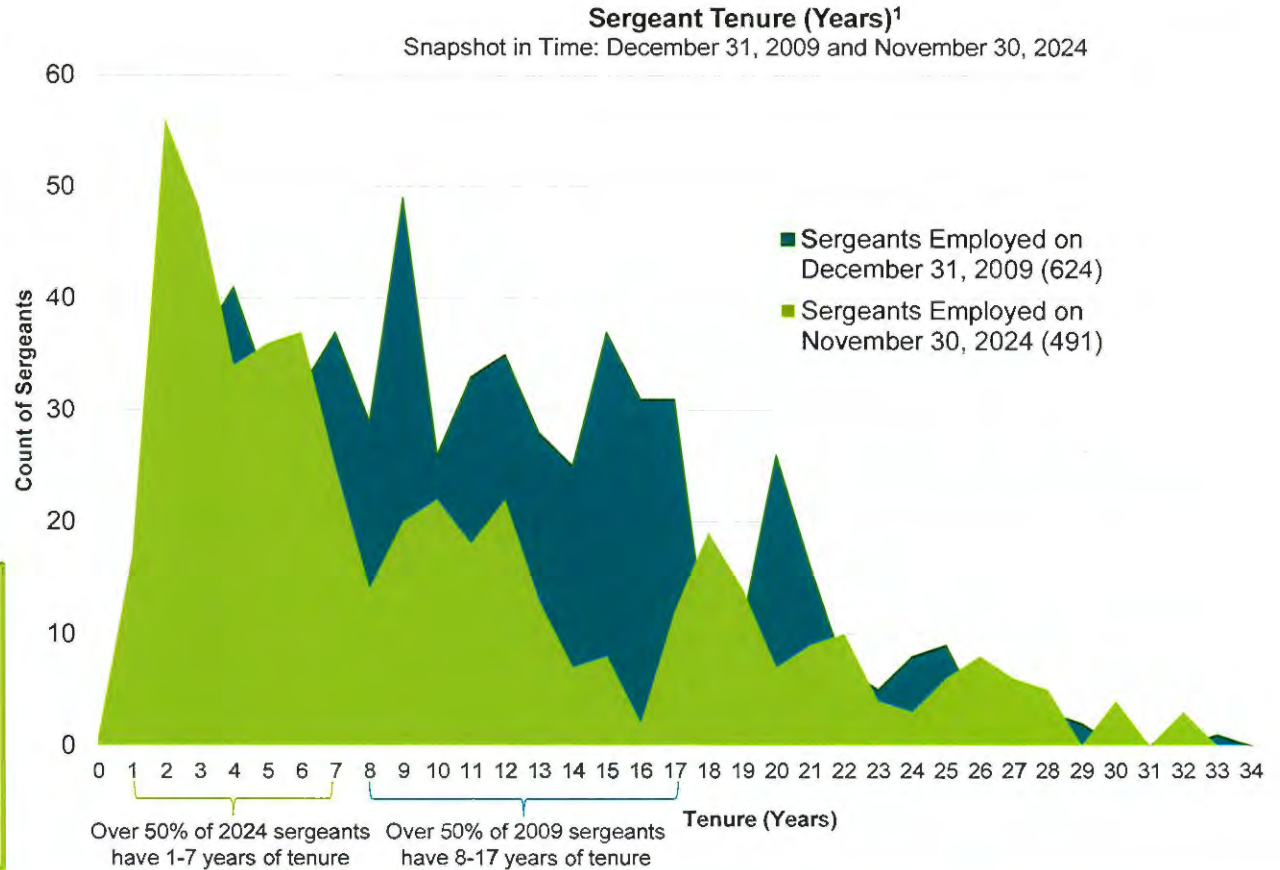
Retention: Tenured Staff

For tenured staff, there is a lack of focus on professional development as the existing performance evaluation system is not fully utilized and is not tied to any training or skill development.

In addition, data shows that incumbents in leadership positions generally have less experience in the agency than their predecessors.

One area where this has presented most significantly is with Sergeants, who serve as front-line supervisors of COs and have management of shift activities. This reduced experience level can impact correctional decision-making, limit the ability to mentor and train officers of similar experience levels, and may indicate lower supervisory and communication expertise.

The graph compares the experience levels of Sergeants at two points in time: 624 Sergeants employed on 12/31/09 (green area) and 491 Sergeants employed on 11/30/24 (blue area). The X axis shows years of experience, while the Y axis shows the count of Sergeants with that experience level in 2009 and 2024. Currently, Sergeants have less years of experience on average compared to 2009. The median tenure in 2009 was 13.5 years compared to 8.5 years today.



Workforce Themes



Retention: Formalized Career Paths

Formal career paths (i.e., programs for staff focused on advancement if certain job-related milestones can be met), could benefit retention by providing a career-focused perspective to employees and setting expectations concerning salary increases and promotions.

There are certain positions within GDC that could be considered for a more formalized career path:

Correctional Technicians	These positions are offered to candidates that may not immediately qualify for correctional officer position but can provide support functions without actively supervising offenders. A pathway to become correctional officers bolsters the workforce and supports recruitment and retention efforts.
Multi-Functional Officers	Correctional Officers can be certified as multi-function officers to bridge the gaps between security and counseling and is incentivized with a 5% pay increase. ASMP and MRF use these positions effectively.
STG Sergeants	These positions validate and monitor STG activity in the facilities. Given the importance of the role and visibility to leadership, the incumbents do not remain in those positions for long periods of time as they are often promoted after a short time working in this position.



Workforce Themes

Retention: Benefits Package

GDC is limited by state-wide provisions in providing certain incentives to retain staff within the agency. For example:

- Retirement benefits under the current system are not viewed as incentivizing career service, as base-line benefit payments are too low to promote retention when compared to previous plans.
- Despite the physical risks of correctional work, medical retirement benefits are generally not available until a staff member has at least 15 years of service, leaving most on-the-job injuries to worker's compensation claims.
- Programs such as retention bonuses and child care are generally not available.

A recent legislative proposal would have increased retirement benefits for other LEOs but excluded GDC staff. Although the bill did not pass, it was cited by many staff members as being detrimental to morale.

Baseline Pension benefits for an Employee Making \$3,500 per Month (\$42,000 per Year) with 35 Years of Service ¹				
Plan	Timeframe	Contributions	Benefit Factor	Example Benefit
Tier 1 Old Plan	Before July 1, 1982	1.50% of compensation: • 1.25% for pension • .25% for Group Term Life Insurance premium	Sliding scale based on service maximum 2.20% for 35 years of service	\$2,695/month \$32,340/year
Tier 2 New Plan	July 1, 1982 and December 31, 2008	1.50% of compensation: • 1.25% for pension • .25% for Group Term Life Insurance premium	2%	\$2,450/month \$29,400/year
Tier 3 Current Plan	January 1, 2009	• 1.25% of salary, all to pension • Not eligible for Group Term Life Insurance • 401(K) contributions available in addition to pension	1%	\$1,225/month \$14,700/year



Workforce Themes

Retention: Support for Existing Staff

GDC has taken measures to support existing staff.

GDC's Support for Staff

- 1 Staff housing is available for individuals at some locations, such as Georgia Classification and Diagnostic State Prison.
- 2 Officers that work in a Special Mission or Close Security facility receive a 5% pay increase.
- 3 Payment of overtime was recently changed from a quarterly to monthly payment.
- 4 Continuing education programs are currently in place, with plans to expand access to them.

Active Continuing Education Programming¹

Program	Partner	Participants	Purpose
Professional Management Program	Columbus State University	Supervisory and mid-level managers	Development of leadership competencies
Command College	Columbus State University	Senior Managers and Command Staff	Training on public safety leadership
Strategic Training and Educational Partnerships for Public Safety	University of West Georgia	All staff; currently 18 in undergraduate programs, 4 in graduate programs	Provide GDC staff with higher education opportunities with affordable tuition

Workforce Themes

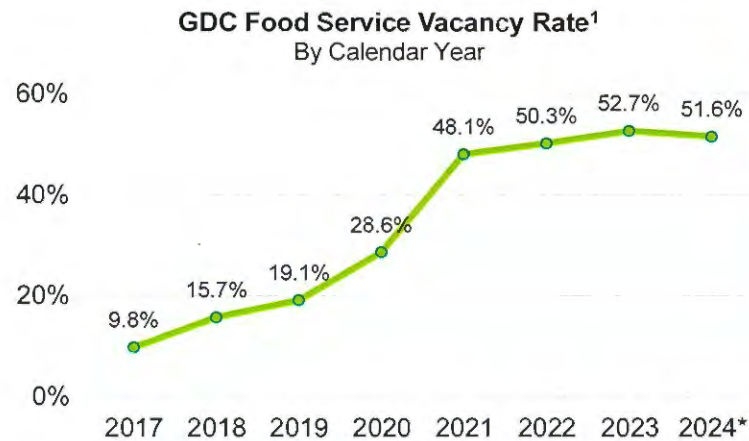
Operations



GDC utilizes external contractors when feasible to support its operations. During the assessment period, a new medical contractor assumed responsibility for health services operations within the agency. This provider was already delivering mental health services. GDC will need to gather additional information regarding rising medical costs to support future budget requests for these services.

The assessment team observed maintenance and food service operations at some locations. The use of contractors in these areas mitigates the impact of low staffing numbers on operations. It was noted that the quality of food service was improved at facilities where contractors were used.

Some staff report not being able to obtain basic equipment such as flashlights, and uniforms, despite GDC having purchasing protocols and centralized warehouses of some of these items. Some staff also expressed that procurement policies limit the ability of facilities to efficiently make purchases or order repairs to necessary equipment, due to administrative hurdles and cost thresholds.



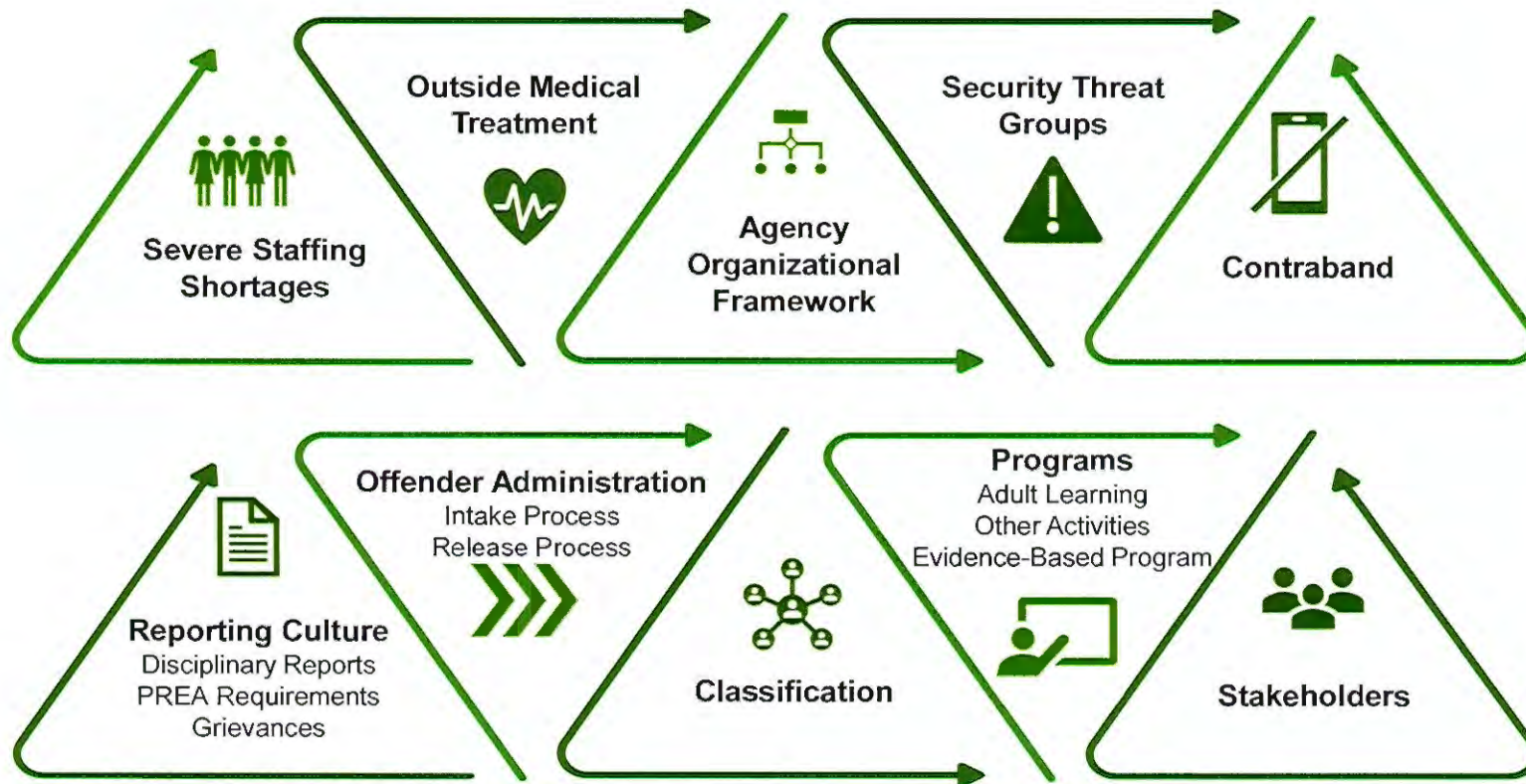
*2024 data is through 11/15/2024.

Position²	Education Requirement	Minimum Salary	Medium Salary	Maximum Salary
Food Service Worker 3	High School Diploma GED	\$24,876	\$30,594	\$36,313
Food Service Specialist 1	High School Diploma GED	\$22,963	\$27,341	\$31,719
Food Service Specialist 2	High School Diploma GED	\$23,920	\$28,797	\$33,674
Food Service Specialist 3	High School Diploma GED	\$24,867	\$30,594	\$40,184

Safety and Security Themes: Summary



The assessment team has identified several themes related to Safety and Security. Each theme is detailed in the following section.





Safety and Security Themes

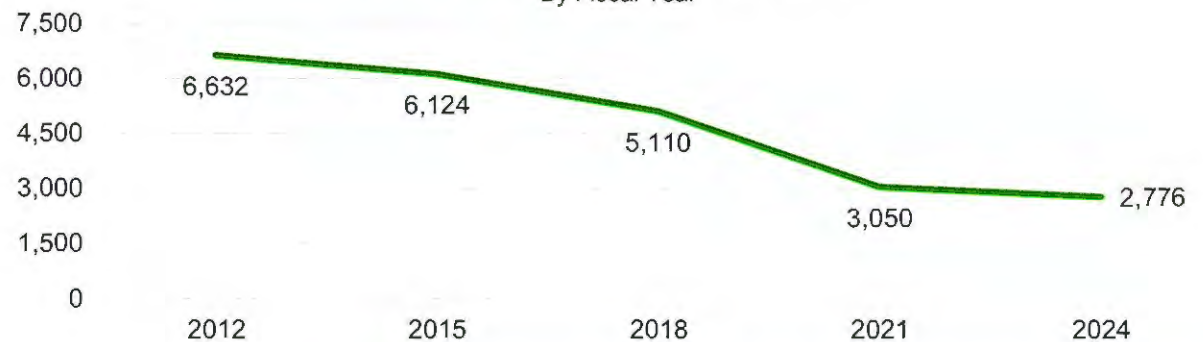
Severe Staffing Shortages

The vacancy rates for correctional officers at 20 GDC state prisons have reached emergency levels. These facilities are currently unable to maintain safe and secure operations, and they cannot comply with established policies.

According to the American Correctional Association, the industry standard is that correctional facilities should maintain an average vacancy rate of 10% or lower over a period of 18 months.

The operational impact of the staffing levels was apparent during the site assessments. For example, additional staff from special operations teams needed to be present during assessments to address safety concerns; offender movement and access to programming was limited in some instances; evening shifts were short staffed, leaving large areas of the institution unsupervised for extended periods of time.

Workforce History: Correctional Officers¹
By Fiscal Year



CO Vacancy Rate by State Prison Mission October 2024²

	Special Mission Prisons	Close Security Prisons	Medium Security Prisons	State Prison Total
70% Vacancy Rate or Higher	1	5	2	8
50 – 69.9% Vacancy Rate	1	3	8	12
30 – 49.9% Vacancy Rate	2		2	4
10 – 29.9% Vacancy Rate		1	5	6
9.9% Vacancy Rate or Lower	1	1	2	4

Safety and Security Themes

Severe Staffing Shortages



The current staffing levels make it impossible to adhere to policies on fundamental correctional techniques such as frequent rounds and counts. As previously mentioned, providing an official mechanism for facilities to adjust operational requirements would facilitate more transparent communication and alleviate staff anxiety.

The current staff to offender ratios provide little opportunity for correctional officers to have proactive interactions with the population and deter staff from holding offenders accountable for misconduct.

It is unquestionable that GDC needs additional staff, particularly at its close security facilities. However, the exact number of staff needed system-wide is not known at this time, as GDC has not conducted a staffing analysis in approximately ten years.

During listening sessions, some offenders articulated their concerns regarding low staffing, citing the impacts to their own safety due to STG influence and other factors. One area of concern is that due to intermittent supervision, there is no consistent way to notify staff if a medical emergency or other incident requiring assistance occurs.

GDC's Approach to Mitigate Staffing Vacancies

- 1 Using discretion to disperse certain populations to appropriate facilities based on offender classification.
- 2 Certain roles and responsibilities at facilities with high vacancy rates are supported by experienced staff from other facilities for duties such as discipline hearings, medical transports, and new cadet training.
- 3 Staff who are POST-certified, but not currently working in a correctional officer position are working overtime to assist in these functions.



Safety and Security Themes

Outside Medical Treatment

GDC currently has 410³ medical beds (e.g., infirmary, acute care, crisis stabilization unit, medical assisted living, respiratory unit) available inside state facilities for approximately 49,000 offenders. This requires GDC to rely heavily on outside medical services for overnight hospital stays in addition to routine medical and hospital day trips.

Current GDC policy requires two correctional officers to escort each offender on an outside medical trip or hospital stay. The assessment team observed the impact of further reducing the number of staff available to work inside facilities, particularly during the evening shifts when medical trips left one or two correctional officers to manage the entire facility during overnight hours.

State Prison Medical Beds ³		
Male	Female	Helms Facility ⁴
331	26	53
Outside Medical Care Trips ²		
Hospital Day Trip (e.g., emergency room)	Routine Medical (e.g., doctors office)	Overnight Hospital Stay (Accumulated Days of Stay)
CY23	CY23	CY23
6,907	9,739	21,161

Some GDC Actions to Mitigate Impact

- 1 Augusta State Medical Prison has brought some medical services inside of the facility reducing the number of medical trips.
- 2 The mobile outpatient surgical unit was relocated to Coastal State Prison.
- 3 Autry State Prison recently opened a Skilled Nurse Unit with 17 beds.¹
- 4 A contract is in process to obtain a partial wing at a long-term care facility.
- 5 At Southern Regional Hospital, GDC has a wing with five acute care beds.
- 6 McRae Women’s facility will add an additional 17 infirmary beds for females.
- 7 A flexible staffing approach allows POST-certified non-security staff to work overtime to monitor hospital stays.



Safety and Security Themes

Agency Organizational Framework

GDC has dedicated staff resources to address STG and contraband issues at both the facility and agency-wide level.

The Office of Professional Standards (OPS) serves as the intelligence and investigation unit for the agency and reports directly to the Commissioner’s Office. OPS divisions work closely with outside law enforcement task forces and prosecutors’ offices.

GDC facilities have local oversight over OPS subject matter areas, as they conduct local investigations, utilize contraband interdiction technology, and have STG Sergeants who monitor and validate gang members.

There is some coordination between OPS and facilities. For example, the STG Sergeants work closely with the STG Unit and use the same data system for all incident documentation and full reports. In addition, OPS provides significant support for facility searches.

Number of Physical Arrests Supported by CID ³		
FY23	FY24	FY25 ²
906	827	90

Office of Professional Standards Divisions and Units ¹	
Criminal Investigations Division (CID)	CID Officers are responsible for investigating and criminal activity impacting GDC, including acts occurring in the facilities and outside activity (e.g., contraband introduction).
The Intelligence Division	This division includes Criminal Intelligence Unit (CIU), the STG Unit, and the Digital Forensics Unit, tasked with gathering and sharing intelligence on general criminal activity, criminal activity specific to STGs, and prosecution support through activities such as cell phone and computer searches.
The Operations Division	This division includes the Fugitive Unit, the Canine Unit, and the Special Response Team.
The Internal Affairs Unit (IAU)	This unit is responsible for conducting administrative investigations into allegations of unlawful and sexual harassment, use of force incidents, worker’s compensation claims, and policy violations.
The Compliance Unit	This consists of five sections: Audits, PREA, Policy Administration, ACA Coordinator, and ADA/LEPSI Coordinator.

Source: Data was provided during interviews with GDC leadership or during the onsite assessments, unless otherwise noted.

¹ Appendix C. 5.

² FY25 data through 07/31/2024.

³ Appendix C. 27.



Safety and Security Themes

Agency Organizational Framework

Internal coordination between OPS with GDC facilities is an area for improvement.

Areas for Additional Internal Coordination

Crime Scenes	CID officers have reported that in some instances crime scenes are not appropriately preserved, and witnesses may have been contacted before they have been able to report to the facilities.
Reporting	There are also issues with priority of reporting incidents through the facility chain of command rather than initially reporting to OPS.
Classification	CIU information is not routinely used for classification and other assessments of offenders.
Staff Investigations	Many administrative staff misconduct cases are handled locally rather than being referred to centralized IAU staff, which can create a perception of partiality as the investigator works with facility staff daily and/or have matters that include higher-ranked supervisors.
Background Checks	Background checks are now being conducted on applicants, employees, volunteers, and only some contractors; however, there is no centralized process or databases to cross reference this information.
Data Systems	OPS does not have direct access to information maintained by telephone or commissary account vendors and must go through other GDC divisions to obtain information from these systems, causing delays of 45 days in some cases.



Safety and Security Themes

Agency Organizational Framework

Spotlight: Role of Interdiction Response Team (IRT)

GDC has three IRT Teams that perform comprehensive facility unit shakedowns for contraband, high risk transport, quell riots and other violent situations, and provide additional security staff to facilities with the highest correctional officer vacancies.

GDC has increased the number of facility-wide searches (i.e., shakedowns) substantially since 2019. The assessment team was able to observe a shakedown and noted the approach is thorough and was supported by appropriate technology.

Additionally, the IRT teams support other state agencies during community events and emergency response.

Spotlight: Role of STG Sergeants

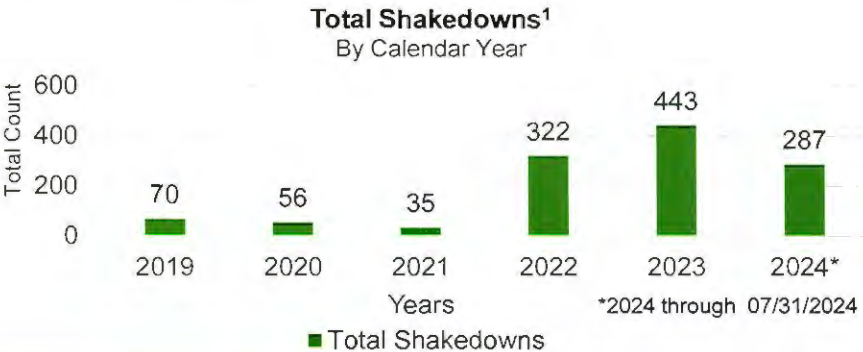
On the front lines of addressing STG influence at the facility level are the STG Sergeants. These positions report to facilities and work with OPS staff and data systems.

All incoming offenders are interviewed by STG Sergeants at reception to initiate STG validation efforts. Photos of tattoos are taken and reviewed for STG association.

STG Sergeants participate in IRT facility shakedowns and utilize any STG related contraband found to assist with STG validation. While not assigned to a specific task force, STG Sergeants do occasionally attend Georgia Gang Investigator’s Association meetings and trainings.

However, as noted above, the STG Sergeants are frequently promoted, so there is high-turn-over in the position with limited backfill for newly vacant roles.

STG Sergeants are also often reassigned on shift to cover a security position or transport an offender, leaving the STG responsibilities to go uncompleted. One area where this impact is seen is the backlog in updating of files concerning validations and supporting documentation that are used in criminal proceedings.



Safety and Security Themes



Security Threat Groups

STGs continue to have a significant impact on GDC operations and contribute to violent incidents and contraband trafficking. According to GDC data, 33.4%¹ of the total state prison population is in a documented STG. In some of the assessment sites, it was noted that STGs are effectively running the facilities.

Contributing to the influence of STGs is the significant staff shortage in many of GDC's facilities. Offenders are unsupervised for significant periods of time, especially during evening shifts. Even if staff observe activity, they are hesitant to hold offenders immediately accountable or write reports that could be used to support subsequent sanctions for fear of retaliation from the STG.

STGs are responsible for incidents of violence and extortion at the facilities. Common circumstances include:

- “Selling” of bedspace to offenders, resulting in some offenders sleeping on floors or in common areas instead of their assigned cells
- Extorting family members to pay for protection of offenders while in custody
- Using violence to collect debts related to the purchase of contraband cell phones and drugs
- Pressuring female offenders to engage in sexual acts recorded on illegal cell phones that are sold to others

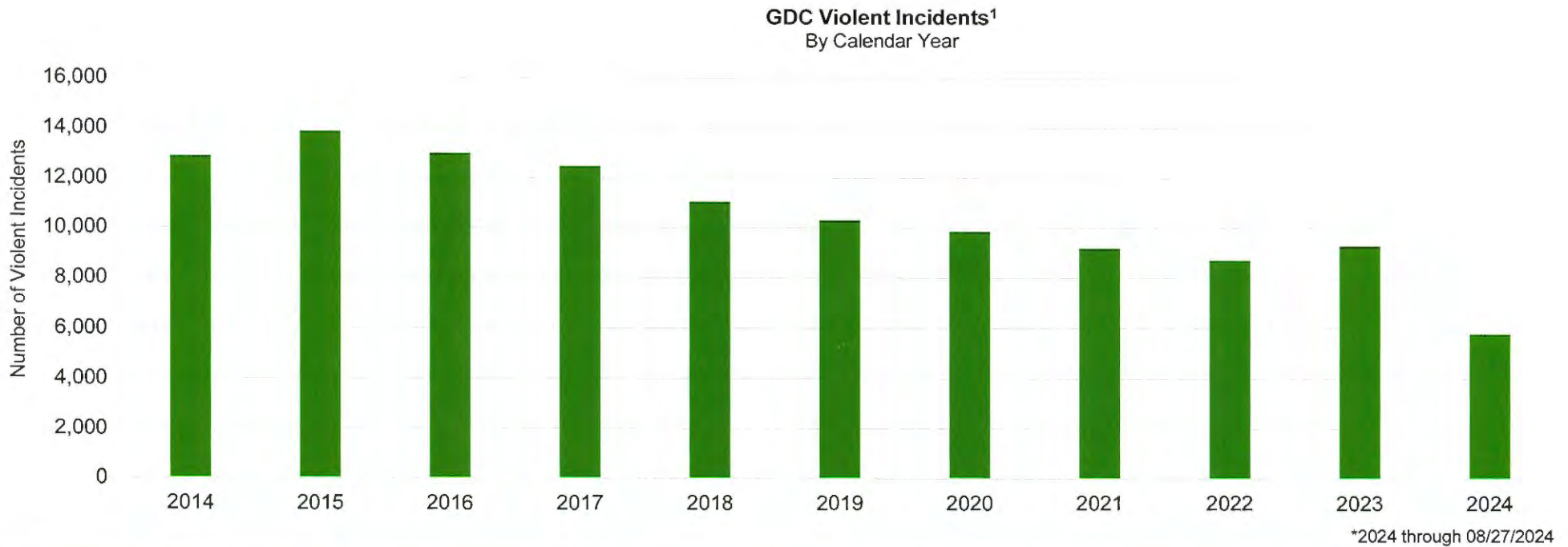
State Prison Security Threat Groups (As of 11/01/2024)		
Male Offenders¹		
Number	Percent of Total Population	
11,931	36%	
Female Offenders¹		
Number	Percent of Total Population	
256	7.9%	
Security Classification and Housing²		
Special Mission Facility Population	Close Security Facility Population	Medium Security Facility Population
26.5%	57.1%	22.3%
Special Mission Facility Population	Close Security Facility Population	Medium Security Facility Population
4,929	10,500	19,472

Safety and Security Themes

Security Threat Groups



While the numbers of violent incidents have decreased some in recent years, the assessment team was informed that the incidents that are occurring are more severe than traditionally have been committed in GDC. In addition, lack of staffing may result in fewer incidents being observed, responded to, or reported.





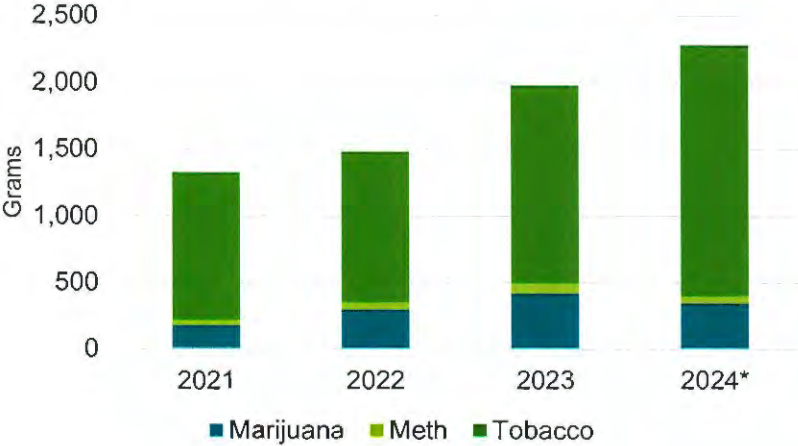
Safety and Security Themes

Contraband

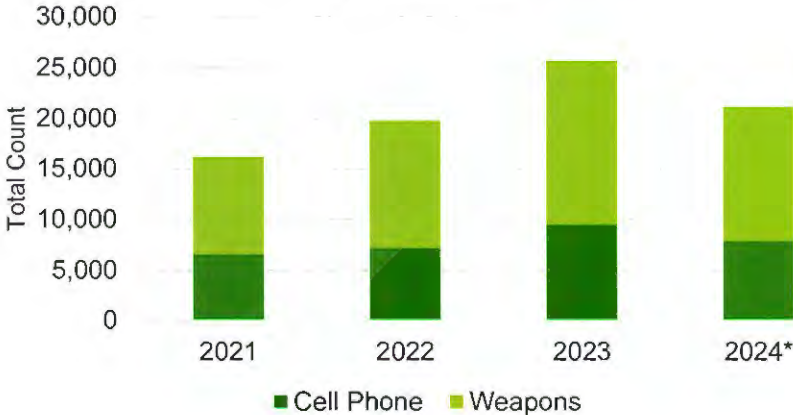
The data below shows contraband according to incident report data from 2021 – 2024. GDC also uses data from OPS forensic processing to report on contraband, which is not included here. Additional drugs seized included cocaine, ecstasy, and heroin; however, the amounts were too small to be represented graphically and are therefore provided in the appendix.¹

Contraband is introduced using several methods, including drone drops, items thrown over perimeter fences, deliveries, facility mail, visitors, and staff members. Of note, the previous Warden of SSP was indicted in a contraband introduction conspiracy.

Drugs Seized in Grams¹
By Calendar Year



Cell Phones and Weapons Seized¹
By Calendar Year



*2024 through 12/10/2024



Safety and Security Themes

Contraband

Many factors contribute the prevalence of contraband, including the following:

Contraband Contributing Factors	
Criminal Enterprise	Contraband trafficking is an extremely lucrative and sophisticated criminal enterprise and is often affiliated with STGs.
Security Staffing Shortages	There are low staffing numbers at many facilities, leaving offenders unsupervised for significant amounts of time, allowing access to and use of contraband items.
Infrastructure	Infrastructure weaknesses, such as lock failures, allow offenders to leave their cells and units, enabling them to access areas like pipe chases and building roofs to obtain contraband.
Drone Technology	The advancement of drone technology allows for drops of contraband items within facilities, as well as tools such as drills and wire cutters to allow for access to secure areas of the facilities. In addition, the evolving nature of drone technology can often result in some drones being undetectable by the software.
Facility Location	The location of some facilities increases public access risk due to their proximity to populated areas, wooded areas that allow perimeter access, and major transportation routes and highways.

Safety and Security Themes

Contraband



GDC's Approach to Mitigate Contraband

- 1 Drone detection software in some locations.
- 2 CID focus on detection and arrest of drone activity.
- 3 Physical improvements such as increased lighting and perimeter nets in some locations.
- 4 Protocols concerning screening of staff, visitors, and contractors, and searches in warehouses and mailrooms.
- 5 Additional technology that allows for cell phone detection inside of facilities.
- 6 Increased resources for searches conducted by IRT and Canine Units.

By the Numbers

<h1>284</h1> <p>FY23 Drone Incidents¹</p>	<h1>68</h1> <p>FY23 Drones Seized¹</p>
<h1>434</h1> <p>FY24 Drone Incidents²</p>	<h1>166</h1> <p>FY24 Drones Seized²</p>

The most effective method of contraband introduction is to address infrastructure issues such as lock failures. Securing offenders, particularly during overnight hours, will help block the supply chain by preventing offenders from picking up and using contraband items, and promote overall security within the facility.

Safety and Security Themes



Reporting Culture: Overview

An integral part of correctional management is to have systems in place that promote offender accountability, provide mechanisms to report threats to safety, and allow facilities to address offender concerns and issues in a systemic manner. Many agencies, including GDC, have well defined processes for these functions in policy statements.

However, examining statistical and anecdotal information can provide insight into whether staff and offenders have faith in these systems, if anyone can access them without fear of retaliation, or if there are barriers to using them.

A positive reporting culture ultimately promotes the personal safety of staff and offenders and enhances the security and facility operations.

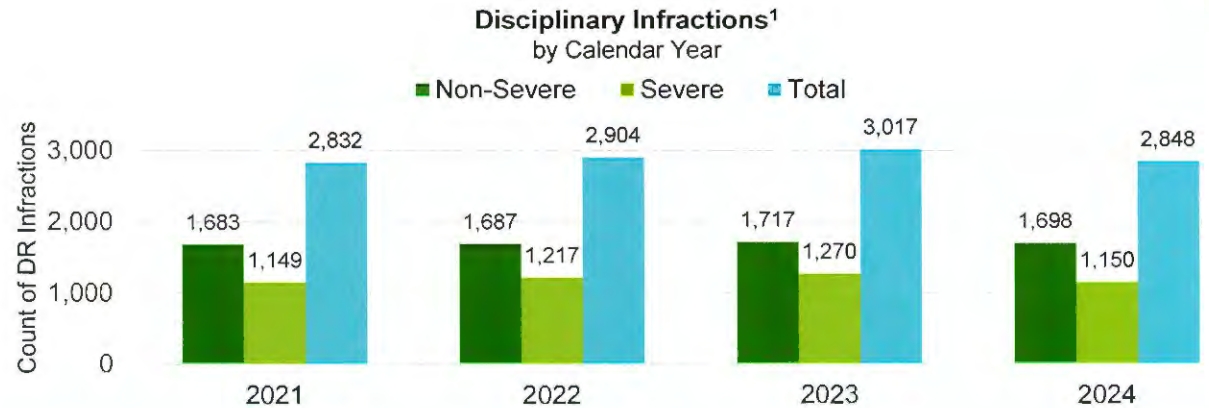
Reporting Mechanisms	
Disciplinary Reports (DRs)	DRs are used by staff to hold offenders accountable for their behavior during incarceration.
Prison Rape Elimination Act (PREA) Reporting	PREA established federal standards relating to the deterrence, detection, response, and tracking of incidents of sexual assault and harassment in correctional settings.
Grievances	Grievances are formal requests from offenders to staff to have issues resolved and can be a precursor to litigation in some cases.

Safety and Security Themes

Reporting Culture: Disciplinary Reports



Disciplinary Reports (DRs) are used by staff to hold offenders accountable for their behavior during incarceration. A reliable DR system is necessary to address criminogenic behaviors during incarceration, to obtain and manage information on offender actions, and to promote security and safety in facilities. DRs should contain statements from staff members observing the behaviors, a charge as described in GDC policy, and any investigation or evidence relating to that charge so that a hearing officer can impose a sanction if appropriate.



GDC Disciplinary Infractions	
Non-Severe	Severe
Involve minor violations of institutional rules that do not significantly threaten the safety, security, or orderly operation of the facility. These infractions are generally addressed through less severe disciplinary measures and typically do not lead to major penalties, such as extended segregation, loss of significant privileges, or transfer to higher-security facilities.	Involve serious rule violations that threaten the safety and security of a facility. These actions endanger staff, other offenders, or the institution itself.

Source: Data was provided during interviews with GDC leadership or during the onsite assessments, unless otherwise noted.
¹Appendix C. 10.

Safety and Security Themes

Reporting Culture: Disciplinary Reports



The data referenced in the previous slide does not reflect the total number of offenders that were issued a DR; for example, one offender may have received multiple DRs over the course of the year. However, these numbers, when looked at in the context of the total population of GDC of approximately 49,000, and the data concerning incidents and contraband cited above, indicate the system is being under-utilized.

The assessment team was informed by some staff and offenders that DRs are not issued to offenders or processed by hearing officers for various reasons.

Reasons DRs Are Not Issued or Processed

Timeframes	DR packets are not processed during the timeframes required by policy, leading to dismissals by the hearing officer. For example, offenders must be served a copy of the DR within 24 hours of the incident or completion of an investigation.
Poorly Written	In many cases the reports and/or supporting investigations are poorly written or otherwise would not support imposing a sanction.
Short Staffing	Activities that could be the subject of a DR are not witnessed or detected due to short staffing.
Time Constraints	Even if observed, some staff are not using the DR system due to time constraints (e.g., offenders must be served a copy of the DR within 24 hours of the incident).
Fear of Retaliation	In some cases, staff are not acting due to fear of retaliation from STGs or acting with little other staff support on the shift.
Restricted Housing Units at Capacity	As restrictive housing units are usually full, moving the offender out of general population in conjunction with the DR is rare, creating the impression that issuing a DR is without consequence.

Safety and Security Themes



Reporting Culture: Prison Rape Elimination Act (PREA) Requirements

GDC has policies and procedures to comply with PREA requirements. Each institution has a Sexual Assault Response Team (SART), usually led by a Deputy Warden, which insures immediate response to all allegations. Staff members are provided with PREA Training as part of BCOT, and on a continuing basis.

Offenders are screened upon arrival at each facility, provided education during admissions and the orientation process, and there are prevalent postings and signs that provide offenders information on reporting avenues.

Part of the PREA regulations is to have each facility audited on a three-year cycle, and GDC meets this requirement. The most significant reported finding from these audits in recent years is that staffing plans have not been adjusted due to vacancy rates.¹

The highlighted data may indicate the procedures put in place by GDC are not being fully utilized.² The highlighted numbers reflects GDC's disposition of the majority of cases, with some others being dismissed as not falling into incidents covered by PREA.

Overall number of reports is low given the total number of the offender population (approximately 1.7%). Further, the low level of supervision due to staff vacancies, offenders leaving cells and units due to lock weaknesses, and other security issues, suggests that the number of incidents may be higher. The low number of sustained cases may be due to barriers in the investigation process.

By the Numbers	
<p>819</p> <p>FY23 Total PREA Allegations</p>	<p>57</p> <p>FY23 Substantiated</p>
<p>330</p> <p>FY23 Did Not Occur</p>	<p>369</p> <p>FY23 Not Sufficient Evidence</p>

Safety and Security Themes

Reporting Culture: PREA Requirements



During assessments, there were issues identified by some staff and offenders which may be barriers for offenders to use PREA reporting protocols, to include:

Barriers to Using PREA Reporting Protocols	
Approach of Some Staff to Allegations	Statements and perceived attitudes by some staff indicate that sexual assault allegations are not taken seriously, or that allegations would not be handled with privacy for victims.
Fear of Retaliation	There is a fear of retaliation from staff or STG's for making allegations.
Investigations on Senior Staff	Facilities have staff members conducting investigations of other staff who work in the same location or who may outrank the investigator.
Involvement of Internal Affairs	IAU is not utilized as a centralized office for staff PREA administrative investigations.
Lack of Coordination	There is a lack of coordination between cases that were initially referred for criminal prosecution and their evaluation under the lesser evidentiary standards that would support administrative discipline or termination.
Lack of Sexual Assault Forensic Examiners (SAFE) and Sexual Assault Forensic Examiners (SANE)	GDC does not have access to an adequate number of nurses, and costs of examinations by outside organizations have been cited as an issue.
Advocate Engagement	Georgia Network for Ending Sexual Abuse does not work very closely with GDC to assist with supplying advocate options or training, and the use of advocates in rural areas of GDC has been very difficult.
Advocate Safety	Some outside advocates are fearful of coming into some facilities due to the increase in violence and lack of staff.

Safety and Security Themes



Reporting Culture: Grievances

Having a well-functioning grievance system has multiple benefits, including resolving issues at the lowest levels, providing facilities with information on operations and functions, and demonstrating appropriate dispute resolution for the offender population.

GDC has established a two-tiered grievance system, allowing for a response from the facility and an appeal to the central office.

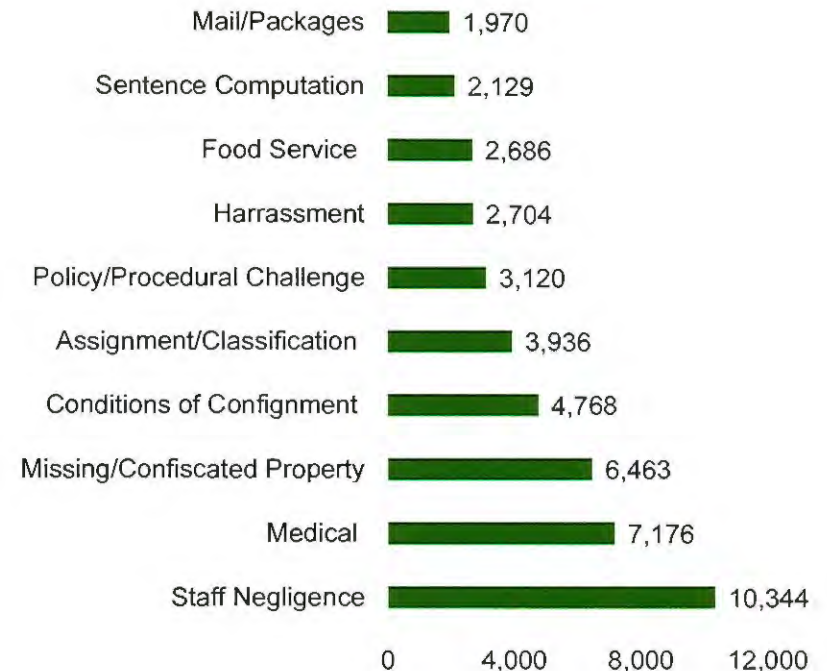
GDC reports that from 2021 to October 2024, there 208,266 grievances received, averaging approximately 52,000 per year.

The data reflects the number of grievances and not how many offenders use the system (i.e., one offender may have filed multiple grievances within the data period). However, the data provided suggests that this system is being used appropriately by the population.

During the assessment listening sessions, some offenders suggested the system is not being used to its fullest extent as the responses do not provide meaningful relief, and there may be some difficulty in some facilities in obtaining forms.

One area for clarification within GDC are grievances that raise PREA issues. If a PREA issue is raised in a grievance by an offender, the grievance should be closed, but matter should be referred to SART for investigation and response in all cases.

GDC Top Issuance of Grievances¹





Safety and Security Themes

Offender Administration: Intake Process

GDCP manages the intake process for all male offenders sentenced to two years or more. Female offenders are currently processed at the Lee Arrendale facility, but this function will be transferred to the McRae facility when it is activated.

Following intake, the Offender Administration Office assigns offenders to appropriate institutions based on their security level, mental health status, and medical needs.

The average intake into GDC is 200 - 250 offenders per week. In FY24, there were 14,841 offenders that have undergone the intake process.¹

The process observed at GDCP is well-organized and provides all necessary services and appropriate information to newly arrived offenders. GDCP often manages this mission with little information from receiving counties concerning STG affiliations, behavior during detention, medical and mental health issues, among other significant information.

GDC's Intake Process ²		
Day One	<ul style="list-style-type: none"> New Arrival Orientation Medical Screening Mental Health Screening 	<ul style="list-style-type: none"> PREA Overview STG Identification Housing/Bed Assignment
Day Two	<ul style="list-style-type: none"> Initial Classification Initial Re-Entry Plan Parole Officer Interview Fasting Bloodwork Orientation Wide Range Achievement Test 5 	<ul style="list-style-type: none"> Test of Adult Basic Education Culture Fair Intelligence Test Kaufmann Brief Intelligence TEST (KBIT) if scoring under 70 on CFIQ Foothills Regional High School Application
Day Three and Four	<ul style="list-style-type: none"> Medical and Mental Health Follow-Up 	
Day Five and Six	<ul style="list-style-type: none"> Medical Physical and Additional Testing Dental Screening DNA Taken 	
Day Seven	<ul style="list-style-type: none"> Final Interview 	
Day Eight	<ul style="list-style-type: none"> Diagnostic Director Review Package to Offender Administration for placement at initial permanent institution 	



Safety and Security Themes

Offender Administration: Intake Process

The average length of stay at GDCP for diagnostic offenders decreased from 39.54 days in FY22 to 22.68 days in FY23 and has maintained 23.27 days to date in FY24. This reduction is due to the efforts of the Office of Offender Administration and its implementation of the Optamo software which assists in offender placement. Assignment to facility is based on:

- Identified Security Level
- Mental Health and Medical Needs
- Bed Space Availability
- Programming Needs
- Separation Needs (e.g., if some testified against another offender, co-defendants, etc.)
- STG Information
- Home location/location of crimes

The current strategy of GDC is to use these processes to set the population of close security facilities at 87 – 89%, in order keep the numbers of close security offenders at these facilities at manageable levels.

There can be delays in placing offenders based on finding bedspace appropriate to their needs. The most needed categories of bedspace are Close Security, ADA Compliant beds, and facilities with the capacity to manage MH-III and MH-IV offenders.





Safety and Security Themes

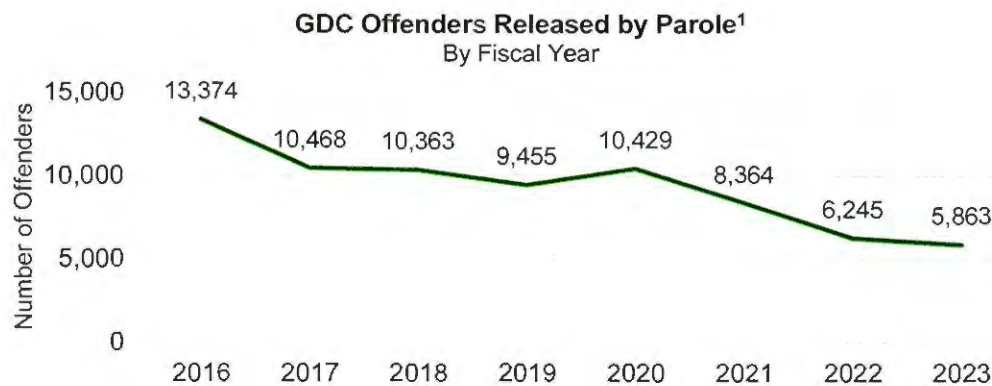
Offender Administration: Release Process

Offenders are released from GDC through the full expiration of their sentences or through decisions from the Parole Board.

The Performance Incentive Credit (PIC) Program allows offenders to reduce their incarceration through satisfactory progress in programs, work assignments and for good behavior. Some offenders are not eligible for PIC points due to their crimes of conviction. For those that are eligible, the Parole Board will decide whether incarceration should be reduced with PIC points.

GDC leadership meets once a month with GDCS and the Parole Board to discuss the number of releases, and victim impacts, among other issues. In many cases, victim objection is the reason for denying parole. In general, fewer offenders are being released by Parole in recent years. From 2019 to 2023, there was a 38% decrease in offenders being released by parole. Additionally, the number of cases being seen by the Parole Board has decreased over this same time period.

During the assessment process, many staff and offenders requested the need for additional transparency from the Parole Board concerning decisions to deny release.



GDC Offenders by Release Type CY14 – CY23		
	Male ²	Female ³
Death	1.3%	0.5%
Sentenced Expired	47%	37.3%
Parole Certificate	37.7%	39.8%
Conditional Transfer	5.2%	5.8%
Supervised Reprieve	5.1%	12.4%
Remaining Types	3.7%	4.3%



Safety and Security Themes

Classification

Classification tools are actuarial instruments that consider several static and dynamic factors to determine an offender's security risk and reentry needs. Typically, an offender's classification will impact decisions concerning the security level of the facility the individual is placed in, the specific housing unit and cell assigned, and program and education requirements, among other placements.

GDC uses the Next Generation Assessment (NGA) that is used both for custody classification/security level and risk-need program placement. In 2013, Applied Research Services, Inc. (ARS) developed the NGA, and it is required to be revalidated every five years. The system is currently due for revalidation.

The NGA is constantly reassessing offenders by actively mining data from other GDC systems such as SCRIBE. The tool has different scales for male and female offenders as predictive modeling is different based on gender.

The NGA rates factors within scales to determine the appropriate security classification and program recommendations.

Gender-Responsive Factors

GDC should ensure research-supported classification factors for female offenders are used, including:

- History of mental illness
- Current depression/anxiety
- Relationship conflict
- Relationship dysfunction
- Unsafe housing
- Parental stress
- Child abuse
- Adult victimization
- Self-efficacy

NGA Scale Factors

Three Risk Scales	Any arrest, felony arrests, and violent arrest after release from prison
Two Classification Scales	Risk of violent DR and contraband DR while incarcerated
Seven Needs Scale	To identify treatment needs and connect to programming (e.g., Criminal Thinking, Education, Employment, Peer and Family, Mental Health, Substance Abuse and Trauma)
One Responsivity Scale	Motivation to change

Safety and Security Themes

Classification



Factors that Impact the Calculation of NGA Scores	
Lack of PREA Reporting Culture	As noted above, a lack of reporting culture leads to incidents of violence or sexual abuse, or harassment not being known or factored into classification.
Unobserved Disciplinary Issues	Inadequate supervision of units may lead to incidents of violence, drug use, and other disciplinary issues to go unobserved and therefore uncouned, and ultimately not being known or factored into classification.
STG Intelligence	Relevant STG data is not used consistently for classification purposes.
Inconsistent Disciplinary Reporting	Inconsistent discipline leads to a lack of safety and disciplinary incidents not being factored into classification.
Automated Process	The automated nature of the tool means that staff have limited insight into the classification process and relevant factors, as they rely on the NGA to provide requirements to them.
Inconsistent Re-Classification	Re-classification is not completed on a consistent basis, and there are limited interactions between some counselors and offenders due to staffing shortages.



Safety and Security Themes

Classification

Classification tools generally have a provision to allow for “overrides” to address certain issues that may conflict with the tool’s application to an offender. Overrides can be used to address program needs, or to make a change in security levels. Research-based guidelines indicate that for a tool to be effective, overrides should occur less than 10% of the time.¹

The NGA falls within this guideline, with an override rate of approximately 7.03% from 2022 to 2024.² However, GDC does not generally use overrides to place an individual of one security level at a facility of another security level (e.g., placing an offender on the low end of the close-security classification at a medium security facility to manage an STG population).

Common reasons for overrides include the need to fill detail assignments, an offender programs need or transfer, or population management.

Security Override Data ² January 2022 – November 2024		
Override Reason	Total Number	Percent of Active Population
Close to Medium	1,345	2.7%
Close to Minimum	1	0.0%
Medium to Close	657	1.3%
Medium to Minimum	721	1.4%
Minimum to Close	51	.1%
Minimum to Medium	742	1.5%
Total	3,517	7.0%

By the Numbers²

7%

**Override Rate
January 2022 –
November 2024**



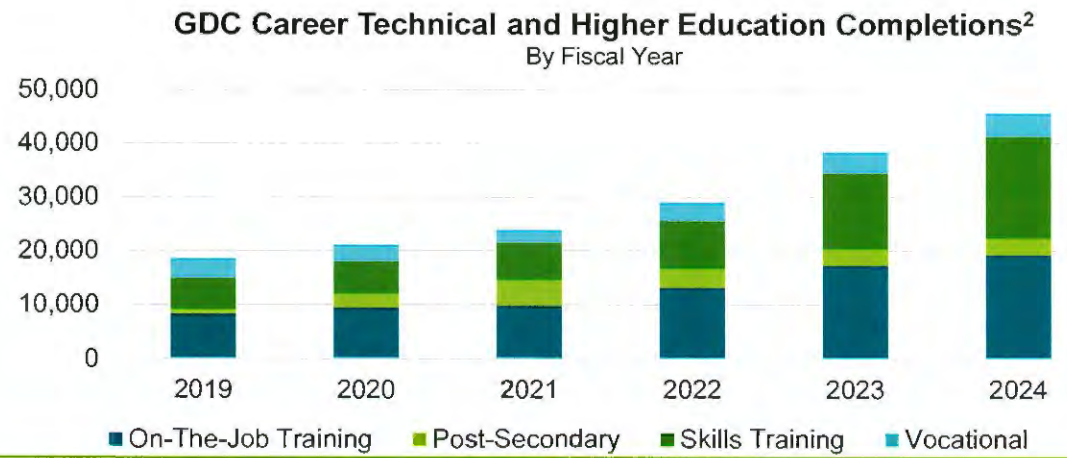
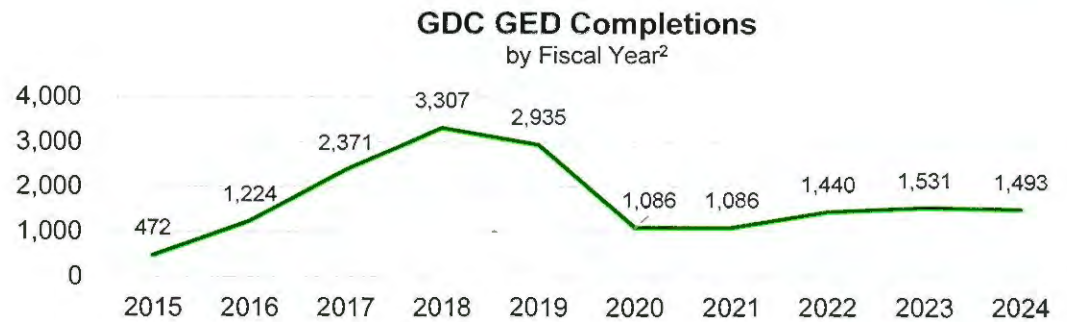
Safety and Security Themes

Programs: Adult Learning

GDC has a variety of adult, career technical, and higher education programs to contribute to reentry efforts, and to promote facility security by reducing offender idleness.

- **GED:** GDC focuses on GED as an important reentry tool and due to education levels indicated during intake.
- **On-The-Job Training:** Opportunities in Food Service, Grounds Maintenance, and Warehouse among others, and in some cases, a certification is provided by a Technical College.
- **Higher Education:** Includes degree programs from Ashland University and other institutions.
- **Skills Training:** Short-term certificate training (e.g., OSHA, ServeSafe, Forklift), career readiness (e.g., Accountability and Self Confidence at Work), and soft skills classes (e.g., Attention Management, Customer Service).
- **Vocational Training:** Courses in Barber Skills/cosmetology, Culinary Arts, Design and Media, Plumbing, and Hospitality, and courses through the GDC mobile units, including Construction Ready, Welding, Technology Skills, and Food Truck Certification, among others.

GDC identifies offenders with disabilities and provides them with additional education services. In FY19, only 24 offenders were identified compared to 145 in FY24 and 178 already in FY25.^{1,2}





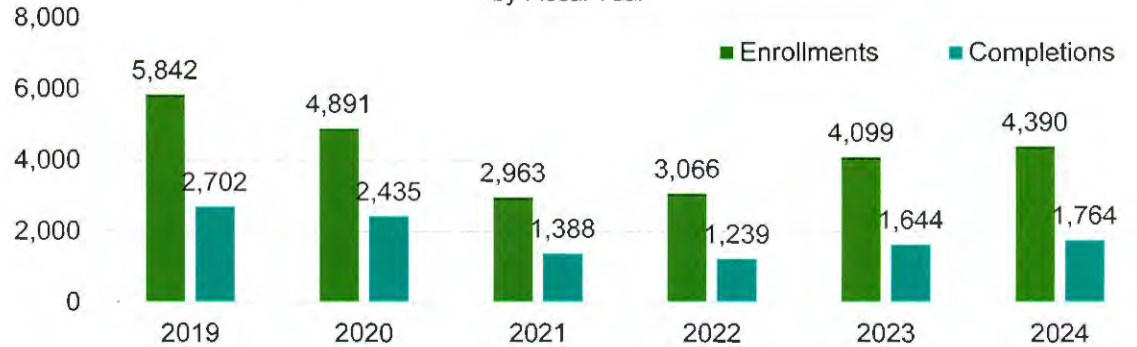
Safety and Security Themes

Programs: Reentry, Faith-Based, and Other Activities

GDC has several categories of programs to contribute to reentry efforts, and to promote facility security by reducing idleness in the facilities. These include:

- **Recreation Programs:** exercise, sports participation, library access, and arts activities.
- **Counselor-Led Programs:** group sessions including criminal thinking, reentry, substance abuse, active parenting; these are generally the classes determined by the NGA based on its needs assessment.
- **Volunteer-Led Programs:** supplement GDC offerings; for example, Common Good, the Georgia Department of Labor, Tyro parenting program, and Alcoholic Anonymous.
- **Faith Based Programs:** led by GDC Chaplains and volunteers to provide religious services and programs; of note are the long-standing choir programs at the PSP and Lee Arrendale facilities which perform in the institution and in the community.
- **Dedicated Units:** include Residential Substance Abuse Treatment (RSAT) Units and FCB program at WSP that provide the opportunity for offenders with similar issues to engage in an immersive environment to providing support to achieve program objectives.

Residential Substance Abuse Treatment Completions
by Fiscal Year¹



Georgia Correctional Industries	
<p>Smith State Prison In August 2024, Smith State Prison's Sign Plant provided hurricane support by creating approximately 300 detour signs overnight to respond to local flooding.</p>	<p>GDC's Correctional Industries Program helps offenders gain valuable job skills, earn wages, and develop professional work ethic while producing goods and services for state agencies to support their successful reentry into society. The program includes:²</p> <ul style="list-style-type: none"> • Manufacturing: 16 Prisons, 1 Office • Farming: 6 Locations • Food Warehouses: 4 Locations

Safety and Security Themes

Programs: Evidence-Based Program



GDC has launched the Evidence-Based Program (EBP) focused on helping offenders take responsibility for their actions, be accountable for their choices, and improve the overall environment within each facility. Every staff member at participating facilities completes detailed training on how to deliver EBP. The program is at six facilities and will be expanded to the McRae Women's Facility.

Offenders are given the opportunity to be placed in the EBP and to participate in 95 different program offerings including: 61 focused on education, one focused on reentry, and 33 focused on risk reduction. In FY24, there were 58,105 program enrollments, and 38,005 completions were contributed to this program. Offenders can enroll in multiple programs in one year.¹

Each facility is allowed to provide incentives to offenders who participate in the EBP, which may include special meals, family day, and extra recreational opportunities.

Phase One: Orientation

- Groundwork to introduce the concept, what is expected of offender and an agreement to a contract to abide by those expectations.

Phase Two: Invention

- The focus is on self-efficacy, change, moving beyond STGs, etc., through peer lead classes; in addition, the offender enters structured courses through education or counselor-led programs.

Phase Three: Conversion

- The focus on pro-social behavior, such as community service projects, and the offender is assessed for mentor possibilities.

Phase Four: Evolution

- The focus is on family issues, parenting, taking a leadership role in the community service project, positive leisure skills, and reentry planning.

Phase Five: Graduation

- The offender receives an offender release plan and providing mentorship to other participants in the program.

Safety and Security Themes

Programs



There are certain barrier to participation in programming, and idleness for some offenders, including:

PIC Points	Certain offenders cannot earn PIC points or receive certifications for work detail participation due to the nature of their convictions; as of November 2024, 24,966 offenders were ineligible for PIC points, which is 50.2% of the population. ¹
Low Staffing Numbers	Low staffing numbers will prevent program access as officers are not available to monitor program areas, or limited movement prevents access to program and recreation areas.
Non-Security Staff Vacancies	Vacancies for counselors, teachers, and vocational training instructors, and barriers to volunteer participation, limits program access.
Class Size Limitations	There are issues concerning class capacity limits in context of overall facility population in some locations.
Limited Offerings for Longer Sentences	The focus of programming resources is focused on releasing offenders; for those with longer sentences that have completed NGA referred classes, options may be limited.
Limited Offerings for English as a Second Language	There are limited offerings for non-English speaking offenders (e.g., classes or materials in Spanish).
Inconsistent Re-Classification	There is inconsistent re-classification, including limited interactions between some counselors and offenders due to staffing shortages.
Access to Tablets	Tablets have been discontinued for offenders due to security concerns and are currently being re-evaluated by GDC; tablets would assist by providing additional programming opportunities, particularly in facilities with limited movement, and for those offenders that would like to participate in higher education programs.

Safety and Security Themes

Stakeholders



Overview

The assessment team conducted a targeted review of stakeholders, which includes further description of the contributions of individuals, faith-based organizations, volunteer organizations, educational institutions, and others, which is available in the assessment reports section.

Organizational Support

There are opportunities for GDC to receive organizational support from stakeholders. For example, the University of Georgia (UGA) can provide research and strategic planning support, training by criminal justice professionals, and collaboration on programs providing pathways for offenders to receive to higher education. UGA's resources include the Criminal Justice Studies Program administered by the Franklin College of Arts and Sciences and the School of Public and International Affairs and programs at the School of Social Work, among others.

Program Support

GDC also has a significant and long-standing cadre of volunteers that support programing and faith-based activities. Some volunteers have over 30 years of experience with GDC and participate in numerous activities that enhance programming for the offender population while offering substantial support to GDC staff. Their commitment to the mission of GDC and the vulnerable communities they serve is commendable.

Safety and Security Themes

Stakeholders



A summary of findings includes:

- Volunteers and organizations have the capacity and dedication to supplement GDC programmatic offerings for offenders, particularly in areas such as Chaplaincy and Education which have high vacancy rates in GDC.
- The level of engagement of these outside individuals and organizations varies by facility, due in part to local culture which offers differing levels of support for their involvement.
- The level of staffing at a facility may impact access of volunteers to the population, and most facilities do not have dedicated staff members to manage and engage volunteers or the community.
- There is limited capacity to engage volunteers at the agency-level, and GDC may benefit from designating additional staff to this area.
- Processing procedures can be onerous on volunteers, including having to complete training at the offices in Forsyth and lengthy wait times for background and application materials to be approved.
- There is no mechanism for tenured volunteers to receive expedited processing, assistance with renewals of volunteer approvals, or additional access inside of the facilities based on their years of service.
- GDC has not engaged with the volunteer community as whole, to provide updates, receive ideas for programs or innovations, or provide recognition of their service.

By the Numbers¹

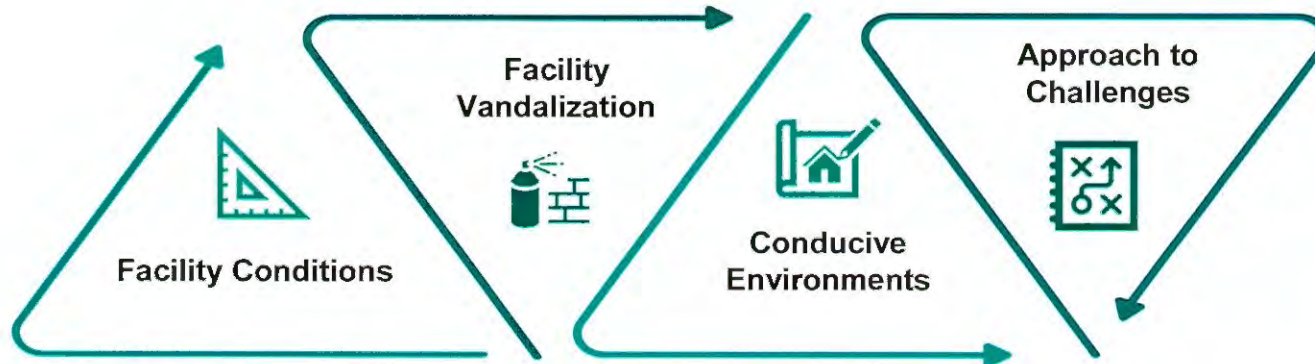
6,147

Active Volunteers

Infrastructure Themes: Summary



The assessment team has identified several themes related to Infrastructure. Each theme is detailed in the following section.





Infrastructure Themes

Facility Conditions

The majority of GDC facilities were constructed more than 30 years ago and have been in constant use since activation. A facility's age, constant use, and damage by offenders severely impacts safety, operations, and sanitation standards.

In January of 2023, Engineering and Construction Services completed an internal evaluation of the maintenance needs at each State Prison. Each category was assigned a score.

Twenty-five of the 26 categories scored between a “fair and poor” score, with 11 of the categories (shaded in blue in the chart below) scored 3.5 or above.¹

Facility Evaluation Scoring Scale
1 – Excellent
2 – Good
3 – Fair
4 – Poor
5 – Extremely Poor
6 – Non-Functioning

35 State Prisons: Average Facility Condition Score ¹			
Perimeter Detection System	3.0	Laundry (not equipment)	3.2
Perimeter Lighting	3.2	Fire Alarms	3.2
CCTV	3.8	Sprinklers	3.0
Lock Control System	3.8	Hood/Ansul System	3.1
Boiler/Heat Loop	3.9	Sanitary Sewer	3.2
Generator/Transfer Switch	3.3	Lift Station/Grinder/Auger	3.4
Electrical Distribution	3.4	Grease Trap	3.1
HVAC/Chiller	3.7	Waste Water Treatment Plant	3.6
Building Envelope	3.5	Water Tower	3.1
Roof	3.8	Sallyport	3.4
Hollow Metal	3.9	Front Bunker	3.8
Glazing	3.8	Storm Water or Drainage Issues	3.2
Kitchen (not equipment)	3.3	Paving	3.8

By the Numbers¹

3.4

out of 6

Average Facility Condition Score for 34 State Prisons



Infrastructure Themes

Facility Conditions and Functional Rating

In 2023, Nelson was commissioned to perform a needs assessment to evaluate the path toward replacement of current aging GDC infrastructure. One component of that work was to identify the Functional Rating; overall facility operation and for the various special functional component areas. The overall facility functional assessment included: Function Zoning/Organization, Spatial Adequacy, Program Delivery, Facility Security/Communications, Facility Image, Quality of Environment and Expansion Capability. In addition, the functional adequacy of 16 specific project component areas were evaluated, including: Vehicle Sallyport and Transport, Intake Assessment and Temporary Holding, Property Issue / Property Storage, Education, Program Spaces, Medical / Mental Health / Behavioral Health Services, Visiting , Public Lobby / Entry Area, Administration, Dining, Kitchen, Central Storage, Laundry, Maintenance, Housing Units and Annex Rating System. Each functional component area was rated as adequate, marginal, or critical upgrade in terms of being responsive to operational needs.¹

GDC Facility Condition² and Nelson Functional Rating²

Condition of GDC's 34 State Prisons²

GDC's Facility Condition Score identifies 29 facilities that need Critical Upgrade.

Nelson Functional Rating identifies 12 facilities that need Critical Upgrade.

	Adequate 80-100%		Marginal 60-79.9%		Critical Upgrade 59.9% and Below	
	Condition Score	Functional Rating	Condition Score	Functional Rating	Condition Score	Functional Rating
Special Mission Facilities	-	2	1	1	7	5
Close Security Facilities	-	4	-	3	7	-
Medium Security Facilities	-	6	4	6	15	7
Total	-	12	5	10	29	12

Infrastructure Themes

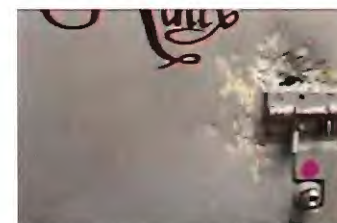
Facility Vandalization

One of the main concerns of the assessment team was the widespread failure of locking systems on cell doors. The inability to secure offenders contributes to STG activity, contraband trafficking, and general safety concerns, especially in context of significant staffing shortages.

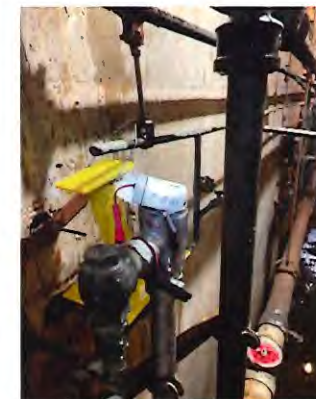
In addition, many facilities are being used to house higher security offenders than they were initially designed for. Issues include easy access to pipe chases, ventilation, and plumbing areas providing opportunities for vandalism, hiding contraband, means to leave cells or units, and accessing restricted areas such as roofs. Hollow-wall construction, wood doors, drop ceilings providing little barrier to leaving cells or entering others. There is little effort to hold offenders accountable for these actions through the DR process or by engaging CID for criminal prosecution for destruction of property when appropriate.

In GDCP, almost all aspects of infrastructure were vandalized by the offender population, due numerous factors such as STG influence, low staffing, and poor culture set by existing living conditions. Window coverings are used for weapons or shields; plumbing is not functional in some areas, and we observed showers that cannot be turned off; electrical systems have been removed so lighting in some requires rounds to be conducted by flashlight; a new fire system has been vandalized to allow cooking and smoking to go undetected; cameras have been damages and blocked.

Other facilities did not have the level of vandalism as did GDCP. However, all had issues due to age and design. A frequent issue concerned an aging plumbing system, which caused failures and back-ups in several locations.



Examples of damage to facility by offenders to electrical panels and steel doors



Offenders have access to pipe chases

Infrastructure Themes

Conducive Environments



The initial designs of some of these units do not meet modern standards, to include large open dormitories, limited sight lines, and a lack of ADA complainant bedspace. For example, facilities such as ASMP and MRF, had older designs that relied on stairways and tiers, which made much of the facilities inaccessible for offenders with disabilities. Additional facilities will also need to be adapted for future use, as with more offenders serving longer sentences, the need for environments conducive to aging and offenders with disabilities will increase.

Due to the need for offender bedspace, triple and double bunking is prevalent, which can contribute to increased tensions and incidents in the offender population. It is a goal of GDC to establish more single cell opportunities, and they are planning on adding single cell capacity at the new facility in Washington county.

As noted above, there are several contributing factors to the infrastructure needs of the agency, including a limited capital budget over the last decade. Another factor is the inability to find qualified, skilled, trades workers to serve on facility maintenance staff. The vacancy rate for maintenance staff is 36%.¹ One factor contributing to this is the salary compared to what is available in the community.

By the Numbers³

1,333

Triple Bunk Cells or Triple Bunks in Open Dorms Across 10 State Prisons



*2024 data is through 11/15/2025.

Position ²	Education Requirement	Minimum Salary	Medium Salary	Maximum Salary
General Trades Tech 1	High School Diploma GED	\$28,571	\$36,023	\$43,745
General Trades Tech 2	High School Diploma GED	\$30,700	\$38,897	\$47,094
General Trades Tech 3	High School Diploma GED	\$33,042	\$42,703	\$52,364

Source: Data was provided during interviews with GDC leadership or during the onsite assessments, unless otherwise noted.

¹Appendix D. 3.

²Appendix D. 4.

³Appendix D. 5.



Infrastructure Themes

Approach to challenges

Despite these challenges, GDC has been making progress addressing the infrastructure needs.

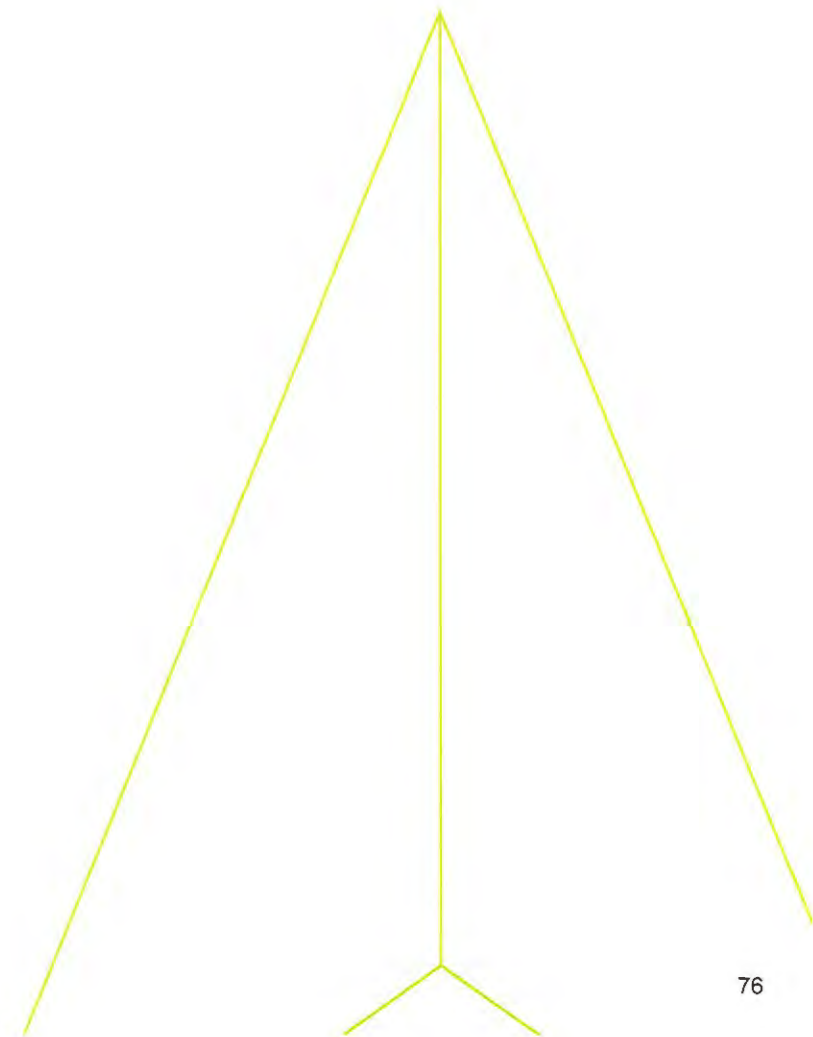
- 1 Prior to this assessment, the agency engaged the Carl Vision Institute of Government at the University of Georgia to engage in initial capital planning.
- 2 Recent budget support has allowed some projects to be completed to improve perimeter lighting, roofs, and plumbing at several locations.
- 3 All sites visited during this assessment made efforts to establish a normative environment, to include paint colors, murals, landscaping etc., to provide environments conducive to programming and promoting community respect.

Smith State Prison





Recommendations





Workforce Recommendations: Summary

Overview

Staffing at GDC is a concern due to high vacancy and attrition rates for security staff, noncompetitive salaries for non-security staff, and the resulting impact short staffing has on the safety, security, and programming in the facilities. Critical to addressing staffing challenges is creating an environment to foster staff success through effective professional development and the employee experience including training, enhanced onboarding, and supervisory development.

Impact and Effort



Workforce



Safety and Security



Infrastructure

High

Estimated Effort

Key Findings

- **Recruitment Challenges:** GDC has made progress with recruitment efforts and has hired a firm to increase advertising and public awareness of career opportunities within the agency. However, as these efforts have been directed towards broader audiences, many individuals that have applied cannot pass application requirements.
- **Retention:** GDC has a high attrition rate, particularly with correctional officers serving a year or less, which impacts staffing overall, and the experience levels for some supervisory positions.
- **Salary Disparity:** Salaries for non-uniformed staff in positions that require degrees are typically less than the entry-level correctional officer positions that do not require a degree.
- **Training:** Basic training and training provided to tenured employees need to be linked to actual job tasks and working conditions, and formal curricula and new delivery methods need to be developed.

Recommendations	Description
1. Create Additional Resources for Staff Wellness	Additional resources should be allocated to staff wellness, including increasing the availability of counseling and areas within the institution for decompression.
2. Increase Cross Division and Facility Communication	Increase interaction between divisions and institutions to promote operational efficiencies and information exchanges to continue to focus on leadership development through team-building efforts.
3. Strategic Planning Process	Initiate a strategic planning process, including establishing an office of research/evaluation and planning, to assist GDC in establishing a forward-thinking culture.
4. Operations Modification Review	Review operational procedures to determine if there are opportunities for adjustments that will create efficiencies in facilities.
5. Conduct a Needs Assessment for Training	An assessment of training needs related to actual job tasks and working conditions should be completed, and the BCOT and curricula should be updated accordingly.
6. Create Formalized Systems for Training	Formalized support, such as developed curricular guides and a learning management system, should be implemented.



Workforce Recommendations: Summary (cont.)

Recommendations	Description
7. Expand Success Coach Model	The Success Coach model should be expanded at BCOT and in facilities to support skill building and retention for new staff.
8. Enhance On-The-Job Training for New Officers	Field Training Officers should assign new staff to posts which will allow skill development and provide support to cadets.
9. Optimize Recruitment and Retention	Establish a system-wide approach that is better able to support facilities in navigating the complex recruiting, human capital management, and retention by level and role. Conduct strategic workforce planning and develop workforce analytics and succession planning to adapt for workforce needs.
10. Increase Salary for Non-Security Positions	Salaries for degreed positions – which have direct impact on programming and reentry efforts – should be increased, if possible. Additionally, salaries for maintenance staff to support infrastructure work should also be increased, if possible.
11. Promote Recruitment in Local Media and the Community	Engage with media and community to help repair community perceptions of the facilities and engage local volunteers to implement additional programming.
12. Develop Career Pathways	Establish formalized career pathways with promotion potential to promote retention of staff.
13. Create a New Performance Evaluation System	A performance evaluation system that provides feedback and professional growth opportunities should be established.
14. Explore Incentive Options for Staff	Expansion of incentives as an investment in existing staff should be considered, including payments for compensatory time, assistance with child and family care, expansion of education programs, bonuses or awards, etc.
15. Expand and Examine Outside Contracting	The facility should consider increasing the use of outside vendors for food service and evaluate existing contracts, such as those for medical and mental health services, to determine factors for rising costs.
16. Review Purchasing Manual and Procurement Training	Review requirements of GDC Purchasing Manual to allow facilities to have additional authorities and educate facility staff on resources and policies.

Safety and Security Recommendations: Summary



Overview

Low staffing and degraded infrastructure impact safety and security, as STG influence and contraband issues remain prevalent. GDC's establishment of additional support to enable a reporting culture, while obtaining additional information from classification systems, will assist in addressing these issues. In addition, while GDC has an ample programming framework, additional programs should be established. Additional engagement with volunteers and stakeholders can assist in these efforts.

Impact and Effort

-  Workforce
-  Safety and Security
-  Infrastructure

High

Estimated Effort

Key Findings

- **Low Staffing:** Vacancies have reached an emergency level at some facilities.
- **Locks:** Offenders are in locations that cannot be secured, leading to high STG and contraband activity.
- **Classification:** The classification tool needs to be revalidated, and it is unclear if behavior during incarceration is entered into the system.
- **Disciplinary Practices:** Due to staffing levels, offender accountability and disciplinary practices are not consistently followed, which can impact custody levels and classification.
- **PREA:** There may be barriers to offenders using protocols concerning sexual assault that should be examined.
- **Programming:** Opportunities should be expanded to address idleness and offender needs.

Recommendation	Description
17. Mobilize Additional Staffing	Utilize additional resources and procedures to mitigate impacts of low staffing in facilities.
18. Focus on Reducing Outside Medical Trips	Continue to build internal capacity and reevaluate correctional officer escort requirements to reduce outside trips and allow more staff to remain on internal posts.
19. Conduct Staffing Analysis	The capacity for GDC to regularly conduct staffing analyses needs to be established to promote safety and efficiency standards.
20. Additional Housing and Release Options	Mechanisms to reduce offender population need to be considered, consistent with public safety, including involvement from Parole Board, private facilities, mobile units, and other states.
21. Increase Perimeter Lighting and Cameras	Evaluate whether additional lighting and cameras would assist in deterring contraband introduction and assist with other security concerns.
22. Coordination of Investigative and Intelligence Functions	The Facilities Division and the Office of Professional Standards each have responsibilities related to investigations, STG management, offender accountability, and staff investigations that can be enhanced through additional coordination.



Safety and Security Recommendations: Summary (cont.)

Recommendations	Description
23. Conduct Regular Cell Assignment Audits	Correctional staff should emphasize policies and practices to ensure cell assignments are being followed to deter STG activity and other security issues.
24. Intake Information from Outside Entities	GDC should assist in promoting intelligence and information sharing with county jails and Sheriff's Offices.
25. Emphasize Offender Accountability	Staff should increase use of the DR system, and GDC should provide training on the process and how to write sustainable reports.
26. Prioritize PREA Training and Response	Provide staff with additional training on sexual assault prevention, detection and response, consider changes in investigation protocols, and expand relationships with outside stakeholders.
27. Classification Study and Revalidation	Revalidate the classification system to ensure it is being responsive to offender programming needs and is used effectively for security concerns and infrastructure planning.
28. Expand Offender Programs	Identify opportunities to increase programming, especially during lockdown periods and for offenders who are mid-way through their sentences, and consider additional delivery methods, including tablets.
29. Replicate Metro Reentry Facility Model	Determine whether the program can be established at other locations to address reentry needs of other parts of the population, including close security individuals and incarcerated females.
30. Provide Additional Support for Volunteers	GDC should provide additional staff members at agency and facility levels dedicated to volunteer support and establish streamlined policies, practices, and data systems to encourage engagement.
31. Host a Stakeholder Symposium	Further engage the stakeholder community by hosting a symposium to receive feedback and provide information on the volunteer opportunities available within the agency.

Infrastructure Recommendations: Summary



Overview

The majority of GDC facilities were constructed more than 30 years ago and have been in constant use since activation. The facilities have significant maintenance and repair needs, as well as lock and control issues, that extend beyond GDC's current capacity to address in a timely manner.

Key Findings

- **Lock and Control:** Extensive security concerns were observed at the facilities visited, including failed cell locks, damaged doors, and accessible areas such as pipe chases and roofs.
- **Mission:** Some facilities are being used for higher security purposes than they were originally designed.
- **Security:** Offenders' constant destruction of facility infrastructure (cameras, electrical systems, HVAC, plumbing, fences, etc.) creates an unsafe living and working environment.
- **Repairs:** Facilities are in immediate need of additional equipment and repairs to critical areas (e.g., Control Centers and Armories); several facilities have failing plumbing and roofs need emergent repair or replacement.
- **Accountability:** In some facilities, the appropriate issuance and accountability of keys and tools was an issue.
- **Facility Design:** Many units do not meet modern standards, including open dormitories, limited sight lines, a lack of ADA-compliant bedspace.

Impact and Effort



Workforce



Safety and Security



Infrastructure

High

Estimated Effort

Recommendations	Description
32. Increase Maintenance Services	Increase number of staff to provide both regular and preventative maintenance, through either hiring more staff or outside contractors.
33. Offender Accountability for Property Destruction	Establish accountability to reduce intentional damage occurring by offenders by charging them for the damage both criminally and financially, and other traditional forms of correctional sanctions (e.g., commissary restrictions, visiting restrictions, loss of privileges).
34. Develop a Capital Repair Priority and Implementation Plan	A Capital Repair Priority and Implementation Plan is needed to assist GDC with technical support and planning to prioritize the infrastructure enhancement process throughout GDC.
35. Develop a Capital Planning and Visioning Plan	GDC needs a strategic facility plan to assist with evaluating, upgrading, and improving its infrastructure and to address its immediate and future needs, including increasing the use of single cells.

Systemic Recommendations: Impact vs. Effort Criteria

The table below defines the **variables** used to assess the **impact** and **level of effort** for each recommendation.

	Criterion	Criterion Definition	Score Definition		
			Low	Medium	High
Impact	Workforce	Level of impact on staffing and workforce	Does not impact productivity, engagement or morale	Potential for minor shifts in productivity, engagement, or morale	Significant changes to productivity, engagement or morale
	Safety and Security	Level of impact on the risks and vulnerabilities associated with safety and security	Does not address safety or security risk or vulnerabilities	Addresses one specific risk or vulnerability	Greatly reduce multiple risks and vulnerabilities
	Facility Infrastructure	Level of impact to the facility infrastructure	No changes to facility structure	Moderate improvements to the facility's overall functionality or capacity	Major improvements to the facility's overall functionality or capacity
Effort	Cost	Estimated cost required to implement the recommendation	No additional investment necessary	Expanded current resources	Additional investment necessary
	Organizational Commitment	Level of organizational commitment required to implement the recommendation	At the facility level	Involves Central Office	Involves Legislature or external to GDC support
	Time	Amount of time required to implement the recommendation	Less than six months	Six months to one year	More than one year

1. Create Additional Resources for Staff Wellness

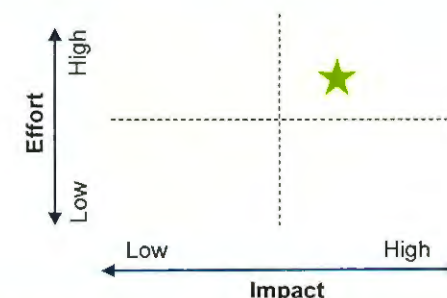
Recommendation Overview

- GDC has programs and areas in some facilities which offer support for staff wellness
- The availability of counseling and mental health support should be expanded and promoted, particularly after a serious incident
- Physical spaces within the facilities (e.g., staff rooms, gyms) should be created to allow for decompression

Rationale and Benefits

- Providing support to staff in this manner mitigates the impact of their public service on their personal health
- Investing in programs and resources that enhance staff wellbeing and morale supports a positive facility culture
- Retention will increase by addressing issues of fatigue and "burn-out"

Impact vs. Effort



Key Considerations

- Budget for any physical improvements to facilities
- Location of appropriate areas in some facilities given design and space demands
- Budget for mental health services for staff and promotion of these services

Next Steps

- Convene internal subject matter experts (including chaplains), human resources, and mental health professionals to further define a staff wellness program
- Survey facilities to determine if there are areas which can be modified for staff decompression

Implementation Details

Est. Duration	On-going
Est. Cost	TBD
Key Performance Indicators	Establishment of program; retention rate increase
Sponsor / Owner	Administrative and Finance Division
Relevant Guiding Theme	

2. Increase Cross Division and Facility Communication

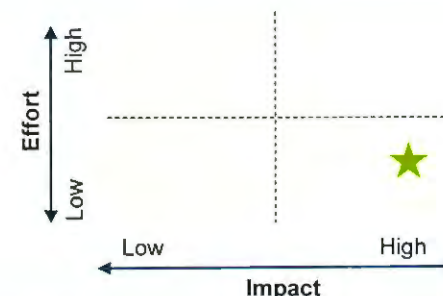
Recommendation Overview

- Provide additional opportunities for divisions to interact with facility staff and each other
- Communications can be enhanced through briefings or other mechanisms, engaging in team-building efforts, and providing additional cross-training, etc.

Rationale and Benefits

- Breaking down information silos will result in more informed and efficient decision-making
- Facility staff will feel better supported by the divisions and be more aware of agency-wide priorities and issues
- Culture work based on "Better Together" philosophy is further supported
- Provides opportunities for leadership development and supervisory pipelines to be established

Impact vs. Effort



Key Considerations

- Re-directing staff time to be more inclusive
- Determining if there are procedures in place that serve as barriers to communication

Next Steps

- Have each division providing briefing session and/or training for counterparts in facility
- Consider formal leadership retreat and team-building exercises
- Use Action Planning process of this assessment to determine additional steps and ways of supporting this recommendation

Implementation Details

Est. Duration	On-going
Est. Cost	TBD
Key Performance Indicators	Consistent with Culture Work goals
Sponsor / Owner	Commissioner's Office
Relevant Guiding Theme	

3. Implement a Strategic Planning Process

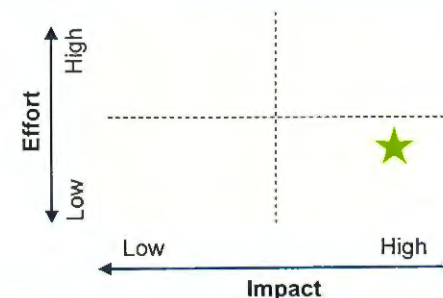
Recommendation Overview

- Initiate strategic planning process, including establishing an office of research/evaluation and planning

Rationale and Benefits

- Strategic planning will guide the agency in the short-term and long-term by setting common goals and milestones
- The process will assist in moving agency culture toward being proactive and forward thinking
- Establishing an office to manage the process will help with sustainability
- Using a strategic planning process is an indicator of organizational health

Impact vs. Effort



Key Considerations

- Leadership time and dedication to the process
- Budget and logistical considerations of establishing a new office / position(s)

Next Steps

- Identify a facilitator for initial session with leadership to explain the benefits and processes of strategic planning
- Consider whether dedicated staff members should be hired from inside or outside of the agency
- Work with Human Resources on hiring staff and establishing new office

Implementation Details

Est. Duration	On-going
Est. Cost	TBD
Key Performance Indicators	Creating a strategic plan
Sponsor / Owner	Commissioner's Office
Relevant Guiding Theme	  

4. Operations Modification Review

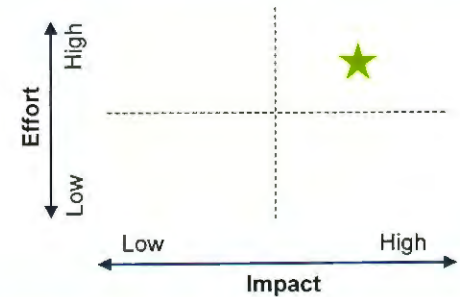
Recommendation Overview

- Review operational procedures to determine if there are opportunities for adjustments that will create efficiencies in facilities
- The level of staff vacancies can be a criteria for the review
- Areas for the review can include controlled movement, programming locations, administrative timeframes, documentation for policy waivers, among other adjustments.

Rationale and Benefits

- Facilities will be able to make approved changes to operations based on the number of staff available
- Lines of communication will be opened, and more accurate information will be conveyed concerning facility operations
- Staff anxiety concerning being held responsible for policy compliance despite limited resources will be reduced

Impact vs. Effort



Key Considerations

- Staff time in conducting and implementing a review

Next Steps

- Survey other states concerning measures taken in response to similar circumstances
- Convene meeting with Regional Directors and Office of General Counsel to develop review
- Consult with Office of Communications concerning distribution of plan across agencies

Implementation Details

Est. Duration	6 months
Est. Cost	TBD
Key Performance Indicators	Creating a Modified Operations Plan
Sponsor / Owner	Facilities Division
Relevant Guiding Theme	 

5. Conduct a Needs Assessment for Training

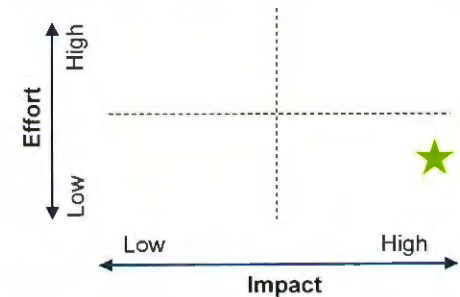
Recommendation Overview

- Training practices should be revised to ensure curriculum development starts with a thorough training needs assessment and job task analysis
- The process should include balanced collaboration of curriculum developers, trainers, and subject matter experts in creating lesson plans

Rationale and Benefits

- A job task analysis will ensure the training needs of the agency are met and that training is aligned to actual job responsibilities and working conditions
- Knowledge and skill acquisition is improved with scenario-based training to equip staff for real-world issues that are faced on the job
- By setting realistic expectations at the onset for their positions, retention may improve for newly-hired officers
- More relevant and engaging material will be presented to tenured staff

Impact vs. Effort



Key Considerations

- Investment of time and expense to provide additional training in instructional design, adult learning principles for subject matter experts, trainers, and curriculum development staff

Next Steps

- Identify sources of training to further equip subject matter experts, trainers, and curriculum developers
- Conduct training needs assessments and job and task analyses for BCOT, annual training for existing staff, and other key programs
- Re-evaluate staff training on appropriate interaction with offenders, holding offenders accountable, and refresh on correctional practices and crime scene preservation, and STG issues
- Address training needs for front-line supervisory development and training focused on reinforcing policy and operational practice, how to give appropriate performance feedback, intergenerational differences, and professional communication

Implementation Details

Est. Duration	12 months
Est. Cost	~\$300,000
Key Performance Indicators	Does each course meet Instructional Systems Design (ISD) guidelines
Sponsor / Owner	Office of Professional Development and Learning
Relevant Guiding Theme	

6. Create Formalized Systems for Training

Recommendation Overview

- Develop consistency of training through use of lesson plans and program fidelity monitoring across sites
- Develop objective measures of learning for all courses
- Document legal review in curriculum
- Use an updated Learning Management System (LMS) to track training needs and participation

Key Considerations

- Investment of time and expense to provide additional training in instructional design, adult learning principles for subject matter experts, trainers, and curriculum development staff

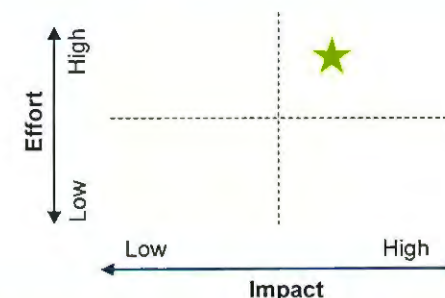
Rationale and Benefits

- Creating additional formalized curriculum and trainer guides will ensure consistency of delivery
- Linking the training content to objective outcomes will provide the agency with performance metrics and ensure the knowledge and skills of staff are meeting agency needs.
- Formalized curriculum will also assist with legal review and enable updates to content as needed
- Data management will assist with efficient record keeping and training requirements and development cadence for staff

Next Steps

- Provide oversight of existing course revision and new curriculum development to ensure a balance of input from subject matter experts, trainers, and curriculum designers
- Develop and execute a monitoring plan to ensure program fidelity across academies
- Work with the Office of General Counsel to ensure curriculum review is completed
- Research and obtain appropriate LMS software

Impact vs. Effort



Implementation Details

Est. Duration	12 months
Est. Cost	TBD
Key Performance Indicators	Formal curriculum and LMS established
Sponsor / Owner	Office of Professional Development and Learning
Relevant Guiding Theme	 

7. Expand the Success Coaching Model

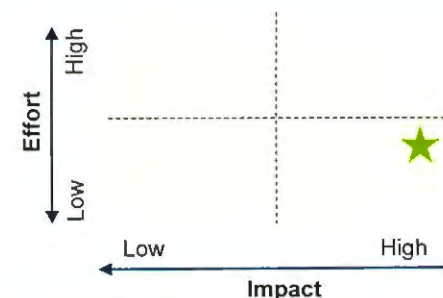
Recommendation Overview

- Expand the Success Coaching unit to provide same services locally within each facility and ensure the ratio of coach to cadet allows for the best interaction and support needed

Rationale and Benefits

- Increased support for cadets will improve morale and graduation rates
- The Success Coaching Model exemplifies valuing staff; the cadets feel appreciated and valued through this service

Impact vs. Effort



Key Considerations

- Costs for additional coaches and supplies
- Determine organizational structure

Next Steps

- Determine staffing ratio and gaps at regional academies
- Determine budget location to support the program
- Hire for regional coaches

Implementation Details

Est. Duration	18 – 24 months
Est. Cost	TBD
Key Performance Indicators	Failure rates; voluntary withdraw rates
Sponsor / Owner	Office of Professional Development and Learning
Relevant Guiding Theme	

8. Enhance On-The-Job Training for New Officers

Recommendation Overview

- Increase Office of Professional Development and Learning (OPDL) involvement in structuring the “observation” time a new cadet spends at their facility prior to starting BCOT; this will ensure cadets see and experience specific aspects of operations that will later be discussed within BCOT, thus providing a frame of reference
- Ensure OPDL is directly involved in creating a structured on-the-job training (OJT) program that follows BCOT; core competencies, as based on a job task analysis, will guide the standardized curriculum
- Field Training Officers along with regional OPDL Training staff, can develop site-specific modules to address specific institutional OJT elements to support their missions/facets of operations

Key Considerations

- Impact on agency training culture – what is “owned” by OPDL versus by facility Wardens and their staff

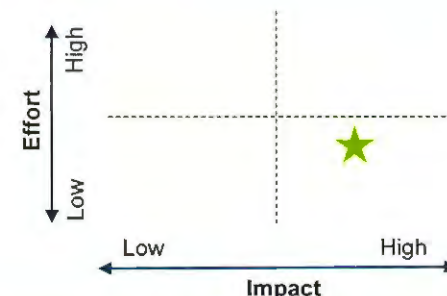
Rationale and Benefits

- Having a close connection between BCOT and the following OJT program will improve the continuity and consistency of skill development as well as officer retention
- Establishing a skill development linkage between the academy (BCOT) and the facility (preservice training and OJT) will better integrate the training provided at each location and the value it adds to an officer’s formation
- A stronger bridge is needed between the foundation of training provided in BCOT and follow-up specialized skill training in OJT for new officers

Next Steps

- As part of the BCOT Job and Task Analysis and Training Needs Assessment, consider the range of learning appropriate to each environment (academy and facility)
- Develop a structure for facility OJT lesson plans that builds on the academy in functional ways needed by each facility
- Involve facility trainers as subject matter experts in the development of content for OJT

Impact vs. Effort



Implementation Details

Est. Duration	12 months
Est. Cost	TBD
Key Performance Indicators	Increased retention of new cadets
Sponsor / Owner	Office of Professional Development and Learning
Relevant Guiding Theme	

9. Optimize Recruitment and Retention

Recommendation Overview

- Establish a system-wide approach that is better able to support facilities in navigating the complex recruiting, human capital management, and retention challenges they face

Key Considerations

- Special considerations might need to be made for critical or hard to fill positions
- Existing succession plans or processes to identify future staffing needs
- Training provided to hiring managers on the recruitment process

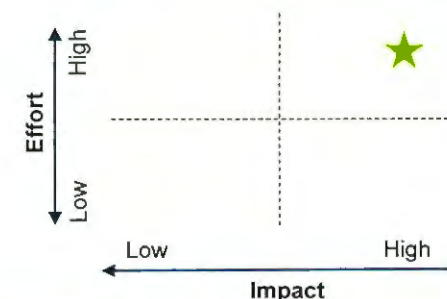
Rationale and Benefits

- A more targeted approach, focused on individuals that have an interest in the mission of the agency, and the capacity to meet job requirements
- A streamlined recruit to hire process will allow facilities to onboard staff faster
- Dedicated resources will provide facilities with the much-needed support for recruitment efforts and create consistency across GDC
- A better understanding of why staff stays or leaves will allow for a more informed retention strategy

Next Steps

- Establish a centralized recruitment unit, that can focus on supporting the facilities across GDC with recruitment efforts
- Review current recruit to hire process to identify areas for increased efficiency and streamlining
- Review and update current recruitment and retention policies and procedures
- Identify where and why prospective applicants leave the recruitment process
- Gain insight on resignation decisions by fleshing out the offboarding and exit interview process
- Identify factors in retention of longer-tenured employees
- Conduct Position Risk Assessment and identify critical positions

Impact vs. Effort



Implementation Details

Est. Duration	18 months
Est. Cost	TBD
Key Performance Indicators	Attrition rates; hiring rates
Sponsor / Owner	GDC Human Resources
Relevant Guiding Theme	

10. Increase Salary for Non-Security Positions

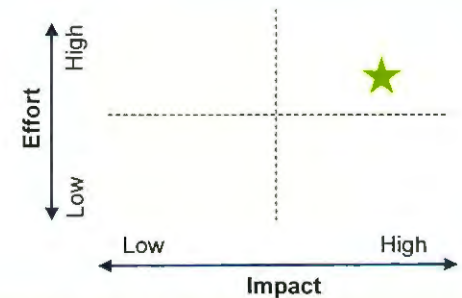
Recommendation Overview

- Salaries for degreed positions, which have direct impact on programming and reentry efforts should be increased
- Additionally, salaries for maintenance staff to support infrastructure work should also be increased

Rationale and Benefits

- Increase in salaries for Education, Counseling, and Chaplaincy would make GDC more competitive as an employer given community pay levels for these positions
- Similarly, skilled trade workers earn more in the community than through GDC employment
- An increase in pay would increase recruitment and retention in these areas, all which have high vacancy rates

Impact vs. Effort



Key Considerations

- Budget impact of higher rates of pay
- Impact on other state agencies with similar positions

Next Steps

- Administrative and Finance Division should evaluate cost impacts of raising salaries
- GDC should work through appropriations process to obtain support for higher salaries

Implementation Details

Est. Duration	12 months
Est. Cost	TBD
Key Performance Indicators	Increased salaries; recruitment rates
Sponsor / Owner	Commissioner's Office
Relevant Guiding Theme	

11. Promote Recruitment in Local Media and Communities

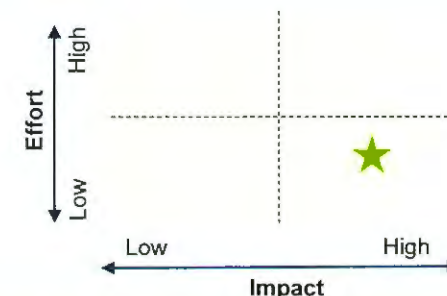
Recommendation Overview

- Engage with media and community to help repair community perception of the facilities at the local level
- Engage local volunteers to implement additional programing

Rationale and Benefits

- Increasing transparency and engagement with the surrounding community will assist with the facility's reputation in the local community
- As potential applicants live in the surrounding community, this may assist with improving perceptions that are a current barrier to recruitment
- Bolstering the facility's reputation may also increase morale of staff who live in the community
- Engaging with community members as volunteers promotes and transparency, while also providing services

Impact vs. Effort




Key Considerations

- Information about institution operations could be used negatively in the media
- The facility does have staffing and security challenges, and continues to have incidents, which may deter engagement
- Central office can be utilized to help develop communication and public relations strategies

Next Steps

- Further engagement with GDC Press Office for stories that highlight innovative practices (e.g., the firehouse program)
- Explore additional outlets for media engagement (e.g., church bulletins, volunteer newsletters, strategic partnerships, social media)
- Establish a community relations board through chamber of commerce or other local organization within six months
- Contact Gideon for possibility of expansion of volunteer services beyond Tier, especially during lock-down periods
- Explore partnerships with local workforce development board, local business leaders and other local organizations to expand available programming and job readiness skills

Implementation Details

Est. Duration	On-going
Est. Cost	On-going; primarily staff effort
Key Performance Indicators	Articles, board meeting, services
Sponsor / Owner	Communications Director
Relevant Guiding Theme	

13. Create a New Performance Evaluation System

Recommendation Overview

- A performance evaluation system that provides feedback and professional growth opportunities should be established

Key Considerations

- Budgetary considerations and investment of staff time to develop, promote, and utilize a new performance system
- Any state-wide rules and regulations concerning public employees

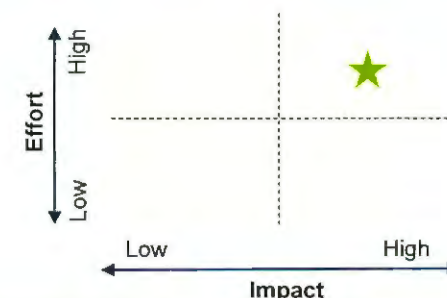
Rationale and Benefits

- Providing staff members with adequate and timely feedback on performance creates efficient operations, which in a correctional environment contributes to safety and reentry outcomes
- GDC will be better able to hold staff accountable for performance using clear standards
- Linking performance criteria to professional development goals provides staff with a longer-term career perspective, which will assist in retention efforts
- Staff engagement will also support on-going GDC culture efforts

Next Steps

- Survey other correctional organizations and other workplaces for performance and professional development system best practices
- Convene a workgroup with representatives from all divisions to develop plan criteria
- Link performance criteria to OPDL initiatives
- Develop promotion and training plan on how to use the system

Impact vs. Effort



Implementation Details

Est. Duration	On-going
Est. Cost	TBD
Key Performance Indicators	System established; retention rates
Sponsor / Owner	Office of Professional Development and Learning
Relevant Guiding Theme	 

14. Explore Incentive Options for Staff

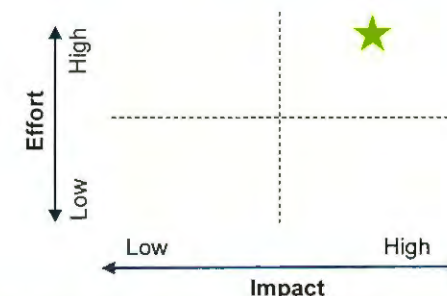
Recommendation Overview

- Expansion of incentives as an investment in existing staff should be considered, to include payments for compensatory time, assistance with child and family care, expansion of education programs, bonuses or awards, etc.

Rationale and Benefits

- Additional mechanisms can mitigate the impacts of lower salaries, lower retirement benefits, and the impact of shift work
- Staff morale and culture will be bolstered, and recruitment and retention rates should increase

Impact vs. Effort



Key Considerations

- Budget considerations for additional expenses
- Staff time to develop incentive packages and oversee the programs
- State-wide rules and regulations concerning incentive payments for employees

Next Steps

- Survey GDC staff to determine what kind of incentives would be most beneficial
- Survey other states to determine which retention have been effective
- Convene a workgroup consisting of Administrative and Finance Division, the Facilities Division, OPDL, and Inmate Services Division to develop offerings, criteria and implementation plans

Implementation Details

Est. Duration	12 months
Est. Cost	TBD
Key Performance Indicators	Incentive package provided
Sponsor / Owner	Administrative and Finance Division
Relevant Guiding Theme	 

15. Expand and Examine Outside Contracting

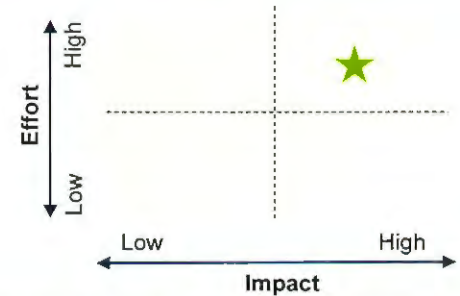
Recommendation Overview

- Consider increasing the use of an outside vendor for food service
- Evaluate existing contracts, such as medical and mental health services, to determine factors for rising costs

Rationale and Benefits

- Obtaining additional resources for food service can address some quality issues, assist with vacancy rates in this area, and mitigate infrastructure challenges
- Additional examination of costs for medical and mental health services will assist in supporting budgetary requests, and in planning for future needs

Impact vs. Effort



Key Considerations

- Budget concerns with additional contracts.
- Displacement of current food service staff

Next Steps

- Procurement Staff should issue a request for information to determine contracting options
- The Health Services Division should further explore factors relating to increasing contracts, to include medical cost and population trends, and staffing ratios for coverage

Implementation Details

Est. Duration	On-going
Est. Cost	TBD
Key Performance Indicators	Contract obtained
Sponsor / Owner	Administrative and Finance Division
Relevant Guiding Theme	

16. Review Purchasing Manual and Procurement Training

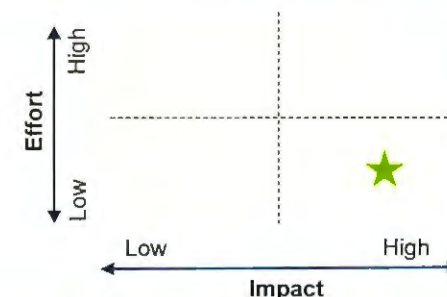
Recommendation Overview

- Review requirements of GDC Purchasing Manual to allow facilities to have additional authorities
- Educate facility staff on resources and policies

Rationale and Benefits

- Allowing facilities to have some additional purchasing authority can expedite local repairs and address operational needs in a more efficient manner
- Although purchasing and warehouse procedures are available on GDC's intranet site, staff would benefit from additional training and explanation of these procedures
- Obtaining equipment and uniforms for staff would be more efficiently handled

Impact vs. Effort



Key Considerations

- Staff time needed to review policies and provide training
- State-wide procurement and contracting rules

Next Steps

- Review procurement policies for more efficient operations, and whether raising purchasing cost limits for facilities is possible
- Develop informational sessions/training on procedures to receive equipment
- Include all Deputy Wardens at the facility level in the training sessions

Implementation Details

Est. Duration	6 months
Est. Cost	TBD
Key Performance Indicators	Updated policy and training provided
Sponsor / Owner	Administrative and Finance Division
Relevant Guiding Theme	

17. Mobilize Additional Staffing

Recommendation Overview

- Develop a unit coverage plan, particularly in night shift to increase surveillance
- Continue to utilize facility and special teams to supplement facility staffing levels
- Explore using other outside resources, to include retirees, part-time employees, other POST-certified staff, to supplement workforce
- Explore existing state resources to supplement staff

Key Considerations

- Individuals must be POST-certified to work in security roles
- Assess fiscal rules and budgetary considerations for contract services

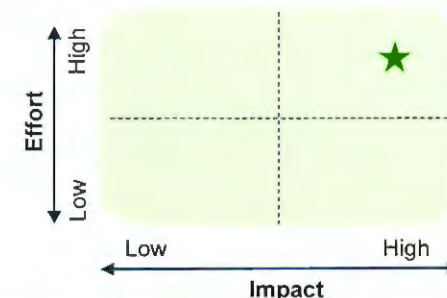
Rationale and Benefits

- Staffing levels are at a critical level and do not support the facility's ability to maintain adequate safety and security
- The staffing levels are such that non-traditional sources of support should be considered and engaged

Next Steps

- Consult with Procurement concerning contracting services
- Develop a long-term staffing plan using existing staffing levels for coverage
- Evaluate availability of special teams to assist facility on a regular basis
- Explore the availability of other state resources to support staffing
- Continue to use POST-certified staff, to include those not currently in uniformed positions, to work overtime to mitigate shortage
- Allow POST-certified staff from nearby GDC facilities to work overtime in other institutions

Impact vs. Effort



Implementation Details

Est. Duration	On-going
Est. Cost	TBD; on-going until staffing increases
Key Performance Indicators	Number of posts filled per shift
Sponsor / Owner	Commissioner's Office
Relevant Guiding Theme	 

18. Focus on Reducing Outside Medical Trips

Recommendation Overview

- Evaluate policy requirements for security staffing of two officers per offender in all cases
- Expand partnerships with outside hospitals for dedicated units which have less staffing requirement
- Continue to bring community level medical care into the facilities
- Consider contract services, use of retirees, or other outside resources for medical trips

Key Considerations

- Security concerns related to lowering staffing requirements in the community
- Budgetary impacts of dedicated units, increased internal medical costs, and contract services

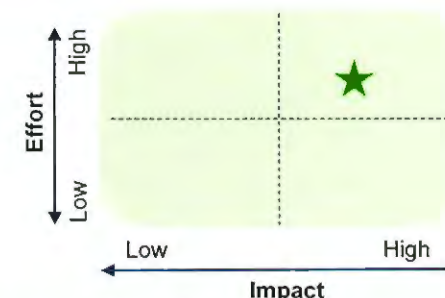
Rationale and Benefits

- Removing officers from facility posts for duties in the community is having significant impacts on internal operations and security
- These impacts are exacerbated at facilities with already low staffing

Next Steps

- Create a task-force to work on mitigating the impact of medical trips
- The Health Services Division should continue to work to increase the number of infirmary beds, complete the activation of the surgery unit at ASMP, and establish relationships with institutions that can support dedicate units
- The Facility Division should examine policy requirements and document decision made in this regard
- The Administrative and Finance division should issue request for information on contracting services

Impact vs. Effort



Implementation Details

Est. Duration	On-going
Est. Cost	TBD
Key Performance Indicators	Additional staff on facility posts
Sponsor / Owner	Commissioner's Office
Relevant Guiding Theme	

19. Conduct a Staffing Analysis

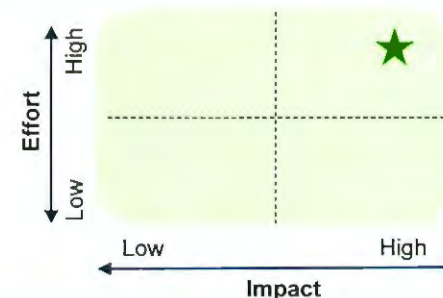
Recommendation Overview

- The capacity for GDC to regularly conduct staffing analyses needs to be established to promote safety and efficiency standards

Rationale and Benefits

- A staffing analysis will provide GDC more accurate information on the number of individuals needed to safely and effectively operate facilities
- This information will assist with establishing staffing goals and providing support for resource requests
- As infrastructure is a significant factor in the analysis, each facility will be provided data unique to its needs
- Staffing analysis will also assist with PREA audit compliance

Impact vs. Effort



Key Considerations

- Budget considerations of conducting analysis and establishing routine processes for sustainability
- Data availability for analyzing workforce issues (e.g., exit surveys)
- Offender population forecast for the next decade and implications on GDC's operations and workforce

Next Steps

- Engage in training on staffing analysis protocols
- Conduct site visits to pilot protocols and obtain feedback
- Scale out capacity agency-wide
- Assign dedicated staff to monitor the process for substantiality

Implementation Details

Est. Duration	18 months
Est. Cost	TBD
Key Performance Indicators	Staffing Analysis Protocols Established
Sponsor / Owner	Administrative and Finance Division
Relevant Guiding Theme	

20. Additional Housing and Release Options

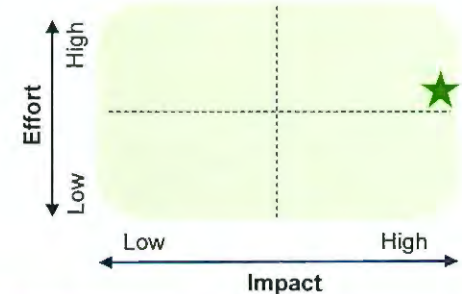
Recommendation Overview

- Mechanisms, consistent with public safety, need to be considered to reduce offender population; Parole Board, private facilities, mobile units and other states need to be considered

Rationale and Benefits

- Offender population numbers are rising, while staffing numbers remain low; therefore, adjustments consistent with public safety will assist GDC in facility operations
- The use of mobile units, private facilities, and other states will also provide GDC additional capacity to make repairs in its facilities
- Additional coordination with the Parole Board can assist in these efforts, and work towards providing the offenders and stakeholders on parole priorities and considerations

Impact vs. Effort



Key Considerations

- Public perception concerning safety and undermining sentencing considerations
- Budgetary impact of obtaining addition housing options outside of GDC facilities

Next Steps

- Evaluate options for additional housing to include private facilities, mobile units, and other states
- Continue cooperative relationship with the Parole Board concerning release issues

Implementation Details

Est. Duration	On-going
Est. Cost	TBD
Key Performance Indicators	Reduction of population in GDC prison facilities
Sponsor / Owner	Commissioner's Office
Relevant Guiding Theme	

12. Develop Career Pathways

Recommendation Overview

- Formal career paths should be established for Correctional Technical Officers to become POST-certified
- Additional Multi-Functional Officers should be established
- STG Sergeant turn-over can be leveraged into formal promotion pathway
- Avenues for POST-certified staff to move into other positions without losing pay

Key Considerations

- Budget considerations for salary increases
- Staff time to develop and monitor pathway programs
- Any state personnel regulations concerning promotion programs

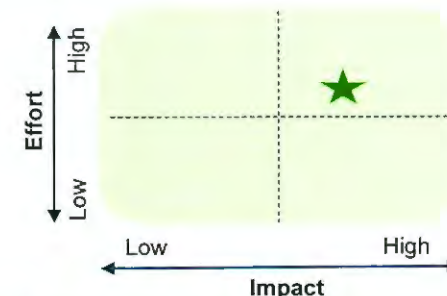
Rationale and Benefits

- Providing formalized career pathways will assist in individual professional development
- The agency will have a cadre of individuals that will be prepared to take on new roles and responsibilities
- Issues of retention and salary compression will be mitigated by having set pathway opportunities for staff

Next Steps

- A workgroup consisting of Facilities Division, Administrative and Finance Division, the Office of Professional Standards, and the OPDL staff should develop pathway program plans
- Plans should consider admission criteria, length of program, benchmarks, and communication plan, among other issues

Impact vs. Effort



Implementation Details

Est. Duration	On-going
Est. Cost	TBD
Key Performance Indicators	Pathway program established; retention rates
Sponsor / Owner	Administrative and Finance Division
Relevant Guiding Theme	 

21. Increase Perimeter Lighting and Cameras

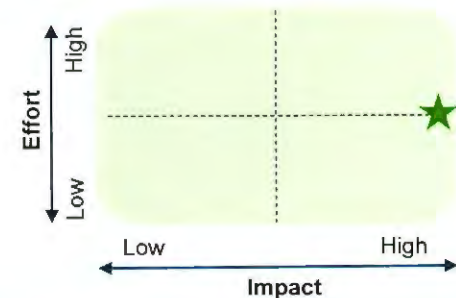
Recommendation Overview

- Conduct assessment to better understand the need for LED lighting and its impact to the surrounding community, security of the institution, and timeline for installation
- This assessment could be conducted by an internal or regional review to document that they have reviewed and considered these factors prior to installation
- Evaluate the need for additional camera coverage on facility perimeters

Rationale and Benefits

- LED lighting is much brighter, highlighting specific areas of concern in a correctional facility, enhancing visibility
- Bright LED lighting can deter contraband activity
- LED lights are more durable longer lasting than traditional lighting and have better energy efficiency
- Additional perimeter cameras would also serve as a deterrent, provide opportunities for interdiction, and provide evidence that can support prosecutions

Impact vs. Effort





Key Considerations

- The impact of lighting on the surrounding community
- The plan for installation and allowing outside vendors in, coordinating equipment, and installation timeline
- Budgetary concerns of purchasing and installation

Next Steps

- Determine facility need and identify location for installation
- Determine cost and impact to neighbors of the facility
- Engage in the procurement process
- Develop installation timeline
- Work with DOC Central Office to establish priority amongst all other highly-needed facility infrastructure improvements

Implementation Details

Est. Duration	TBD
Est. Cost	TBD
Key Performance Indicators	Enhanced visibility; Reduction in energy use; and Reduction in contraband introduction
Sponsor / Owner	Facility Division
Relevant Guiding Theme	 

22. Coordination of Investigation and Intelligence Functions

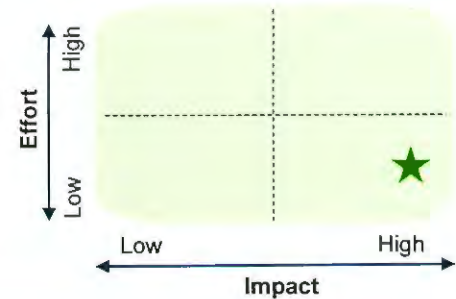
Recommendation Overview

- The Facilities Division and the Office of Professional Standards each have responsibilities related to investigations, STG management, offender accountability, and staff investigations that can be enhanced through additional coordination
- Reporting protocols, sharing of information at agency and facility levels, database management are areas for consideration

Rationale and Benefits

- Additional coordination between divisions will assist in effective incident responses, intelligence gathering, and information sharing, further promoting security and STG management
- Additional coordination and communication between units within OPS on a quarterly basis to discuss cases, trends and investigative strategies

Impact vs. Effort



Key Considerations

- Staff time and resources dedicated to further collaboration

Next Steps

- Establish joint cross-training for the divisions to become better aware of roles and responsibilities
- Establish clear reporting protocols for incidents
- Provide staff information on crime scene preservation and witness interview protocols
- Consider having some staff administrative investigations be conducted by centralized investigators from outside the facility
- Establish clear and centralized background check protocol for applicants, employees, contractors, and volunteers
- Establish local STG committees to share intelligence and assist in gang management
- Establish a quarterly "all investigator" meeting, virtually or in person to share case information, trends and strategies

Implementation Details

Est. Duration	On-going
Est. Cost	TBD
Key Performance Indicators	Completion of Next Step items
Sponsor / Owner	Facilities Division and Office of Professional Standards
Relevant Guiding Theme	 

23. Conduct Regular Cell Assignment Audits

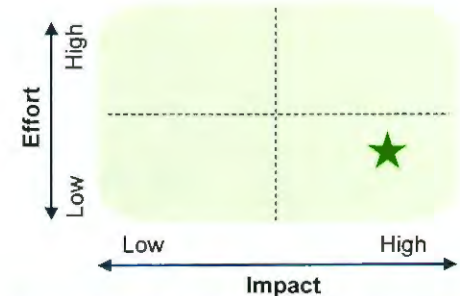
Recommendation Overview

- Ensure offenders are assigned to a cell and are placed by staff into that cell
- Count procedures with photo identifications to ensure offenders are in the proper cell
- Complete DRs as appropriate
- Daily audits should be completed by the Unit Manager/Designee
- Increase involvement of leadership in monitoring this issue

Rationale and Benefits

- Beds are assigned for the safety and security of the facility, housing unit, staff, and offenders
- Allowing offenders to dictate their housing increases the opportunity for sexual assault and sex trafficking of vulnerable offenders
- STG influence increases without enforcement of cell assignments, and accurate counts are compromised as offenders are not in the correct cell
- In the event of an emergency, offenders cannot be readily located due to being in a cell other than their assigned cell

Impact vs. Effort



Key Considerations

- Staffing levels may be an obstacle to counts and audits

Next Steps

- Provide centralized guidance and training to prioritize this issue

Implementation Details

Est. Duration	6 months
Est. Cost	TBD
Key Performance Indicators	Bed assignment audits
Sponsor / Owner	Facility Division
Relevant Guiding Theme	

24. Intake Information from Outside Entities

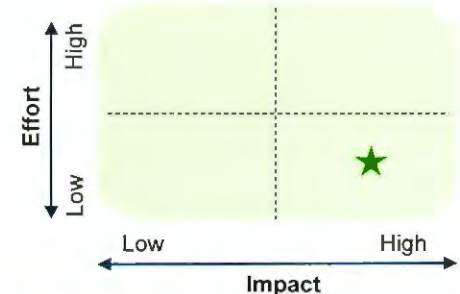
Recommendation Overview

- GDC should assist in promoting intelligence and information sharing with county jails, Sheriff's Offices, and federal prisons

Rationale and Benefits

- Effective facility management relies on comprehensive data about each offender, including criminal history, current offense details, institutional behavior, gang affiliations, and other relevant factors
- County jails that hold offenders prior to coming to GDCP do not uniformly provide information that could assist in offender management and security concerns
- Medical and mental health needs could also be more efficiently and effectively addressed with additional information

Impact vs. Effort



Key Considerations

- Coordination with county facilities given short staffing in those agencies as well

Next Steps

- Consider establishing a standardized form requesting information from counties
- Consider appointing a staff member dedicated to coordination with counties, which could assist with intelligence sharing, transport coordination, and overall pipeline into GDCP

Implementation Details

Est. Duration	On-going
Est. Cost	Primarily staff time
Key Performance Indicators	Number of standardized forms received in a year
Sponsor / Owner	Facility Division
Relevant Guiding Theme	 

25. Emphasize Offender Accountability

Recommendation Overview

- Ensure disciplinary information is entered into classification tools and used by staff to make appropriate placements and programming decisions
- Provide security staff training on appropriate interaction with offenders, holding offenders accountable, and refresh on correctional practices
- Provide on-going training on the required timeframes for DRs and how to substantively write a report

Rationale and Benefits

- Training for security staff would address operational needs in the facility, and promote confidence, and diminish fears of working in this environment
- Disciplinary report processing impacted by staff shortages and staff error can result in dismissed charges, impacting offender accountability and staff authority, and the security of the facilities overall
- Having updated information on offender actions officially documented is vital to programming and security decisions

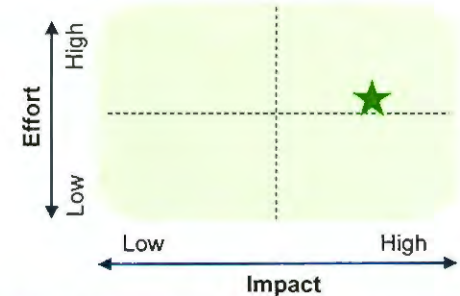
Key Considerations

- Developing and/or obtaining appropriate training content
- Staff time for developing and participating in training

Next Steps

- Consult with OPDL on content of training sessions.
- Consider possible new delivery methods (e.g., micro-learning sessions)
- Develop training and communication plan

Impact vs. Effort



Implementation Details

Est. Duration	On-going
Est. Cost	TBD; on-going costs
Key Performance Indicators	Number of staff trained; provided counseling/ resources
Sponsor / Owner	Facility Division
Relevant Guiding Theme	 

26. Prioritize PREA Training and Response

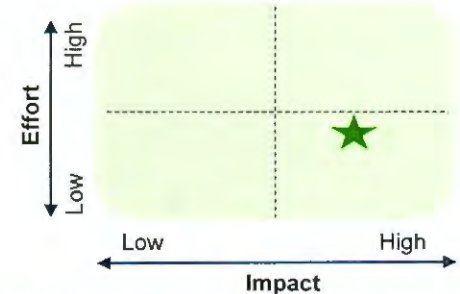
Recommendation Overview

- Consider establishing positions that can investigate both criminal and administrative allegations, and coordinate with outside SANE or SAFE professionals
- Increase interactions with outside advocates and eliminate barriers such a costs of exams
- Provide staff training on causes and impacts of sexual assault

Rationale and Benefits

- Additional coordination and centralization of PREA investigations will allow for expertise in response to these matters, increasing detection and response
- Outside advocates will provide additional support and services to victims
- Staff training can impact cultural barriers that impact whether established reporting mechanisms are used by the population
- The reduction of sexual assault is a human rights issue and increases the safety and security of offenders and staff

Impact vs. Effort



Key Considerations

- Budget impacts of establishing new positions
- Staff time for development and participation in training
- Public perceptions of safety and culture in GDC that may be barriers for advocates

Next Steps

- Evaluation by Facilities Division and Office of Professional Standards concerning updated investigation protocols
- Continuation of efforts by the agency PREA Coordinator to engage outside advocates
- Coordination with the Office of Professional Standards and the OPDL on additional PREA training

Implementation Details

Est. Duration	12 months
Est. Cost	TBD
Key Performance Indicators	PREA data and reporting
Sponsor / Owner	Office of Professional Standards
Relevant Guiding Theme	 

27. Classification Study and Revalidation

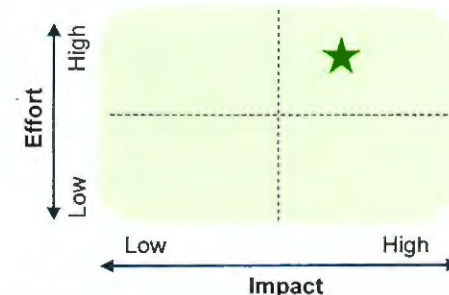
Recommendation Overview

- Revalidate the classification system to ensure it is being responsive to offender programming needs and used effectively for security concerns
- Provide refresher training on the importance of documenting behavior into the appropriate systems so it can be used in classification
- Provide additional guidance to counselors on the need for personal interactions to supplement tool guidance

Rationale and Benefits

- A classification study and reassessment is needed to determine the appropriate security and program needs of the offenders, thereby driving agency decisions on resources, staffing, infrastructure, etc.
- The tool is effective only if the appropriate inputs are made into relevant systems
- The tool is a useful starting point, to be used by staff for additional interactions with the offender concerning reentry and other issues

Impact vs. Effort



Key Considerations

- Budget considerations for revalidation, and subsequent reassessments of offenders
- Staff time to develop and participate in training
- Staff shortages that prevent data entry into systems

Next Steps

- Develop and implement classification interim plan based on review of policy, data, and practice
- Provide policy updates to reflect contemporary and evidence-based classification practices
- Review classification data for accuracy, support triage
- Identify programming to align with risk/needs assessments to supplement/replace existing programs
- Consider gender-responsive considerations
- Provide training and implementation support to facilities
- Pair classification work with bed space utilization study to provide additional data points for decision-making

Implementation Details

Est. Duration	24 months
Est. Cost	~\$750,000
Key Performance Indicators	Classification
Sponsor / Owner	Facilities Division and Inmate Services Division
Relevant Guiding Theme	  

28. Expand Offender Programs

Recommendation Overview

- Identify opportunities to increase programming, especially during lockdown periods, to include tablets
- Create units with additional incentives for program participation and appropriate behavior
- Engage with volunteers for additional program opportunities
- Develop additional programs for mid-sentence offenders

Key Considerations

- Budgetary concerns of purchasing tablets, and additional program development
- Low staffing numbers may be a barrier to program execution

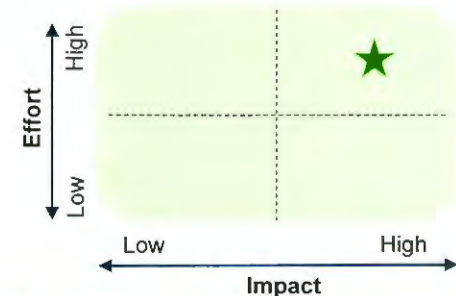
Rationale and Benefits

- Programming is beneficial to offenders that are releasing, decreases idleness which can lead to security concerns, and mitigates impact on mental health of individuals
- Creating units that focus on additional benefits for program participation and good behavior can increase out of cell time for offenders, creates a learning community within the facility, and may reduce need for staff supervision

Next Steps

- Engage in the procurement process for tablets that have enhanced security tools and tough computer encasement
- While tablets are being procured state-wide, consider alternatives like workbooks, on-unit groups, controlled movement to program areas, etc., to increase engagement of the population
- Contact local organizations to explore additional program offering that may be possible
- Explore whether other GDC programs that use behavior and program incentives can be established

Impact vs. Effort



Implementation Details

Est. Duration	On-going
Est. Cost	TBD – primarily staff time
Key Performance Indicators	Increase program participation and completion rates
Sponsor / Owner	Inmate Services Division
Relevant Guiding Theme	

29. Replicate the Metro Reentry Facility Model

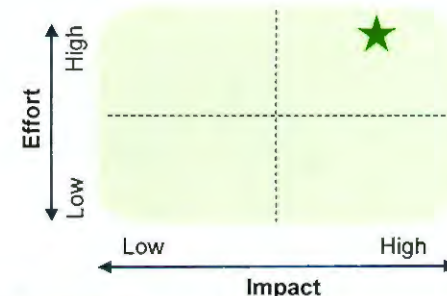
Recommendation Overview

- Examine whether the program can be replicated for each region, and/or if reentry units can be established at certain facilities
- Determine whether modifications can be made to the program at other locations to address reentry needs of other parts of the population, including releasing close security individuals and incarcerated females

Rationale and Benefits

- MRF is a model program for GDC, however, the program capacity limits the number of offenders that can participate
- The target population at MRF does not include opportunities for offenders of other security levels or for women
- Because this program focuses on serving offenders being released in the Atlanta area, program participation is prevented for offenders returning to other parts of Georgia

Impact vs. Effort




Key Considerations

- Budget availability
- Available facilities and/or units
- Staff support to promote reentry culture

Next Steps

- As GDC evaluates facilities for future use, consider whether MRF program could be implemented in those spaces (e.g., a program for women at the Lee Arendale facility)
- If facilities are unavailable, consider whether a residential program could be established with the appropriate staff support in specific units in other parts of the state, and establish pilot programs
- Create a dedicated volunteer coordinator position at other facilities

Implementation Details

Est. Duration	On-going
Est. Cost	TBD
Key Performance Indicators	Increased number of program completions
Sponsor / Owner	GDC
Relevant Guiding Theme	 

30. Provide Additional Support for Volunteers

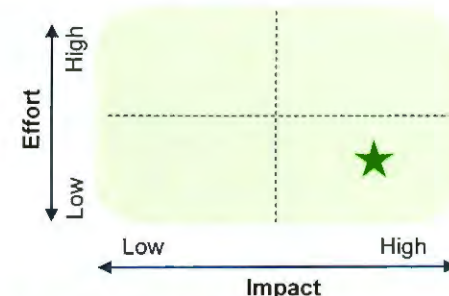
Recommendation Overview

- GDC should establish additional positions at the agency and the local level for the management of volunteer services
- More efficient procedures for on-boarding and tracking to include applications, training, and background checks, need to be established
- Tenured volunteers should be provided increased access to facilities and expedited processing

Rationale and Benefits

- Staff dedicated to managing the volunteers will increase engagement at each facility and reduces burden on current staff
- Additional coordination will help address chaplain and teacher shortages
- There will be a reduction in effort by GDC needed to coordinate services across multiple facilities
- Improved processing and tracking provides efficient management and communication with volunteers to support a positive experience

Impact vs. Effort



Key Considerations

- Budgetary concerns of establishing new positions

Next Steps

- Coordinate with Administrative and Finance Division concerning new positions
- Review procedures for opportunities to streamline and increase efficiencies
- Develop criteria and protocols applicable to tenured volunteers
- Consult with Administrative and Finance Division concerning the procurement of new tracking and management software

Implementation Details

Est. Duration	12 months
Est. Cost	TBD
Key Performance Indicators	Increased volunteer activities
Sponsor / Owner	Inmate Services Division
Relevant Guiding Theme	 

31. Host a Stakeholder Symposium

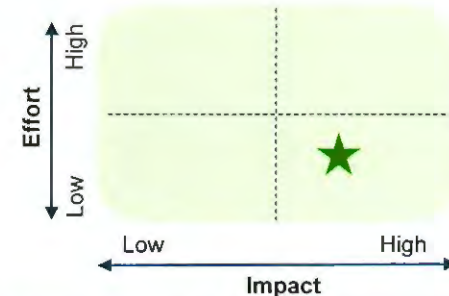
Recommendation Overview

- Further engage the stakeholder community by hosting a symposium to receive feedback and provide information on the volunteer opportunities available within the agency
- Engage with stakeholders, such as the university system to provide GDC with organizational support

Rationale and Benefits

- Builds a supportive network among volunteers, communities, and stakeholders
- Facilitates sharing of promising practices and celebrating successes and impact
- Creates opportunities for mentorship between experienced and new volunteers
- Creates positive experiences between community and GDC
- Promotes transparency and a hope-based system
- Enhances systemic understanding of resources for staff and volunteers/stakeholders

Impact vs. Effort





Key Considerations

- Budgetary concerns and staff time needed to develop and organize the meeting

Next Steps

- Ensure state-wide access by selecting a centrally located symposium location and providing a virtual attendance option
- Design symposium content driven by volunteers and correctional staff, aligning it with GDC's emerging vision for the future
- Sustain symposium momentum by engaging volunteers throughout the year
- Strengthen the volunteer pipeline and create training efficiencies

Implementation Details

Est. Duration	On-going
Est. Cost	TBD
Key Performance Indicators	Attendance; event survey; number of new volunteers
Sponsor / Owner	Inmate Services Division
Relevant Guiding Theme	 

32. Increase Maintenance Services

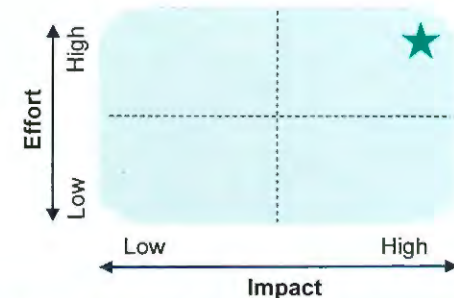
Recommendation Overview

- Increase number of staff to provide both regular and preventative maintenance, through either hiring more staff or outside contractors

Rationale and Benefits

- Increased maintenance staffing levels will allow for in-house repairs and security hardening to take place at a more rapid pace

Impact vs. Effort



Key Considerations

- Cost of additional maintenance staff should be considered against the benefit of having in-house maintenance staff to rapidly make repairs rather than relying on outside contractor services or not addressing the issues in general

Next Steps

- Facility leadership should work with Central Office to increase maintenance staffing headcount and work to fill positions
- Facility maintenance staff should continue to harden inner perimeter fence to reduce contraband and accessible weapons materials

Implementation Details

Est. Duration	TBD
Est. Cost	TBD
Key Performance Indicators	Additional maintenance staff, timely repairs, and new flooring in kitchen
Sponsor / Owner	Facility
Relevant Guiding Theme	

33. Offender Accountability for Property Destruction

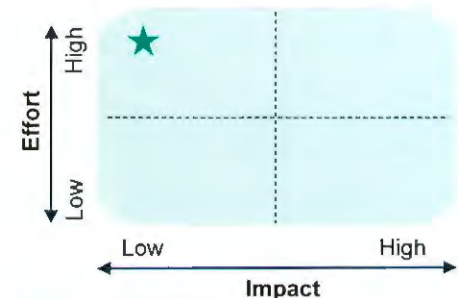
Recommendation Overview

- Establish accountability to reduce intentional damage occurring by offenders by charging them for the damage both criminally and financially, and other traditional forms of correctional sanctions (e.g., commissary restrictions, visiting restrictions, loss of privileges)

Rationale and Benefits

- Provides for a safer and more secure environment for both staff and offenders
- Reduces cost of repairs to infrastructure and equipment
- Enhances safety and security
- Incentivizes behavior of GDC offenders
- Safer living and working environments will reduce critical incidents involving offenders and staff assaults
- Improved working conditions may lead to increased recruiting opportunities to improve GDC workforce

Impact vs. Effort



Key Considerations

- Safety and security
- Public safety
- Low staffing levels
- Available bed space to properly house offenders who break rules and damage facility
- Available resources for investment in proactive approaches to destruction of facility and equipment
- Consider positive reinforcement, rewards, and efforts to recognize good behavior

Next Steps

- Reeducate staff on the process and importance of accurate and timely reporting of an offender's destructive behavior and issuance of disciplinary sanctions
- Review policies, procedures, and post orders associated with offender accountability
- Work with Criminal Investigations Division and prosecutor offices to determine viability of criminal cases for these actions
- Pilot potential solutions to check viability and effectiveness of internal GDC sanctions
- Incentivize behavior and housing options

Implementation Details

Est. Duration	On-going
Est. Cost	TBD
Key Performance Indicators	Prosecutions, disciplinary reports, reduced damage
Sponsor / Owner	Facility
Relevant Guiding Theme	 

34. Develop a Capital Repair Priority and Implementation Plan

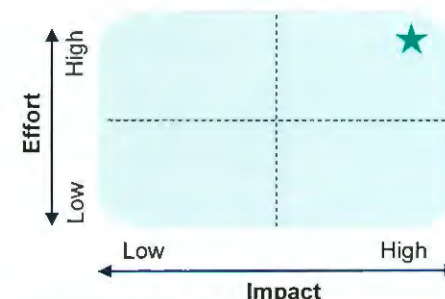
Recommendation Overview

- Additional maintenance resources are needed to rapidly address the immediate need of repair and/or replacement of lock and control systems
- A Capital Repair Priority and Implementation Plan is needed to assist GDC with technical support and planning to prioritize the infrastructure enhancement process throughout the Agency

Rationale and Benefits

- An Infrastructure Improvement Strategy will assist GDC on focusing on making a significant impact on the conditions of confinement for the living conditions of the offenders and the safety of the working environment of GDC staff
- Capital repair implementation planning will assist GDC in prioritizing workloads, project management, staffing resources, time management, reassignment of offenders to additional housing opportunities (private or purchased modular units)

Impact vs. Effort




Key Considerations

- Maintenance staff levels throughout GDC
- Maintenance recruitment, retention, and salary compared to public trades positions for skilled workers
- Prioritize needs
- Available bedspace to accommodate maintenance work within a housing unit or facility
- Security escorts for additional maintenance workers
- Infrastructure Implementation Advisor opportunities
- Contractual maintenance opportunities

Next Steps

- Develop a repair priority amongst GDC facilities
- Request necessary funding for implementing a plan
- Enhance existing maintenance staffing in GDC facilities with skilled maintenance personnel to address critical equipment and infrastructure needs throughout – i.e., plumbing, HVAC, lock and control systems, and other critical equipment
- Introduce "Tiger Teams" for immediate impact to vital infrastructure and lock and control systems to enhance security and safety
- Increase maintenance staffing throughout GDC
- Consideration for Infrastructure Implementation Advisor

Implementation Details

Est. Duration	TBD
Est. Cost	TBD
Key Performance Indicators	Improved infrastructure, living, and working environments for GDC
Sponsor / Owner	GDC
Relevant Guiding Theme	

35. Develop a Capital Planning and Visioning Plan

Recommendation Overview

- GDC needs a strategic facility plan to assist with evaluating, upgrading, and improving GDC's infrastructure and address their immediate and future needs
- Planning will help GDC address bedspace needs, plan for removing triple bunking, and move towards increasing single bed celling

Rationale and Benefits

- Diminished funding towards capital improvement for GDC has resulted in an infrastructure in need of critical repair and maintenance
- Current facility designs of open dormitories and triple bunked cells are not meant to house the level of offenders currently withing GDC's population
- GDC will receive a capital improvement plan that prioritizes planned projects, develops a phased schedule for their implementation, and outlines and provides solutions to the project implications that result during the renovation/replacement process
- Strategic planning will allow GDC to request adequate funding for future needs and address those needs in the most cost-effective manner

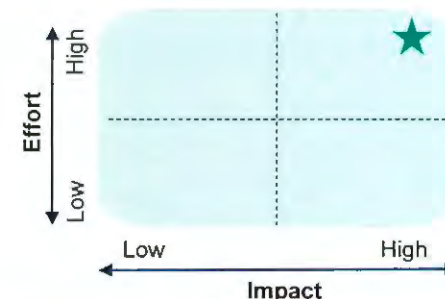
Key Considerations

- Current planned agency projects
- Existing deferred maintenance
- Criticality of each project
- Each project's role in assisting GDC in meeting its mission
- Capital funding
- Immediate needs for bedspace to address overcrowding
- Cost of modular housing options vs. private vendor housing options
- Utilization and target online for new facilities

Next Steps

- Request necessary funding for 10-year Strategic Planning
- Consider need for additional bedspace with GDC or through utilization of private or modular housing options
- Offender relocation costs withing GDC and/or private housing
- Engage with county facilities to better manage influx of offenders into GDC and manage available bedspace

Impact vs. Effort

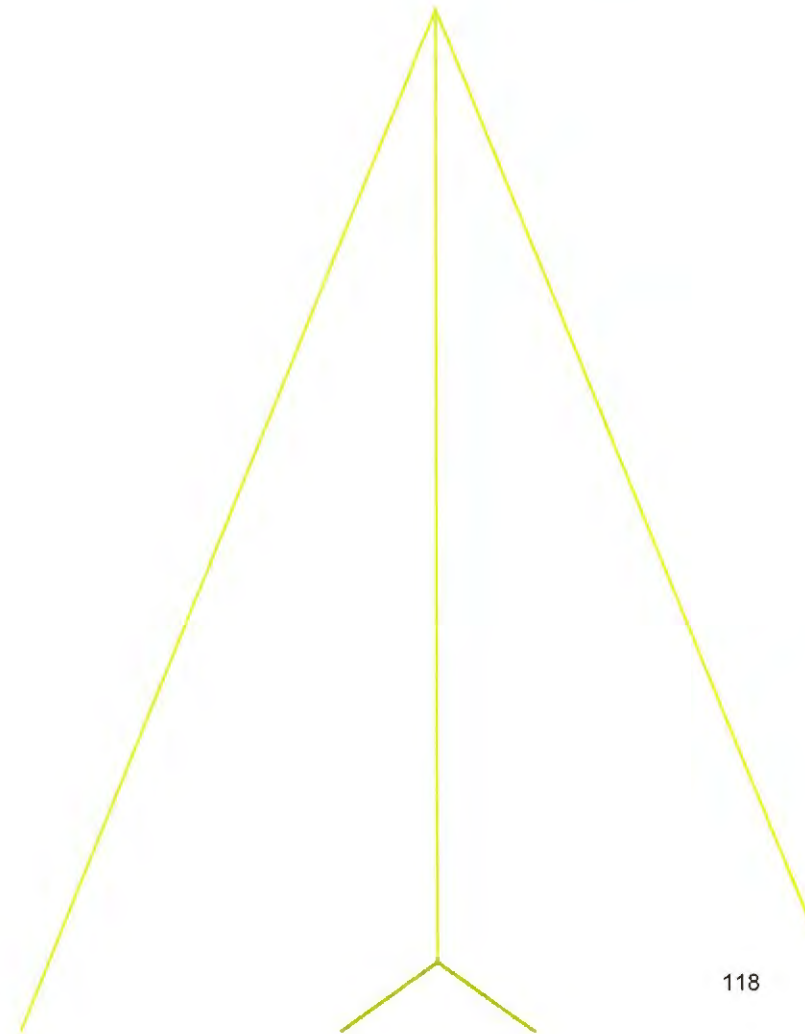


Implementation Details

Est. Duration	18 months
Est. Cost	~\$3.3 million
Key Performance Indicators	Finalized 10-year Strategic Plan for GDC
Sponsor / Owner	GDC
Relevant Guiding Theme	



Next Steps

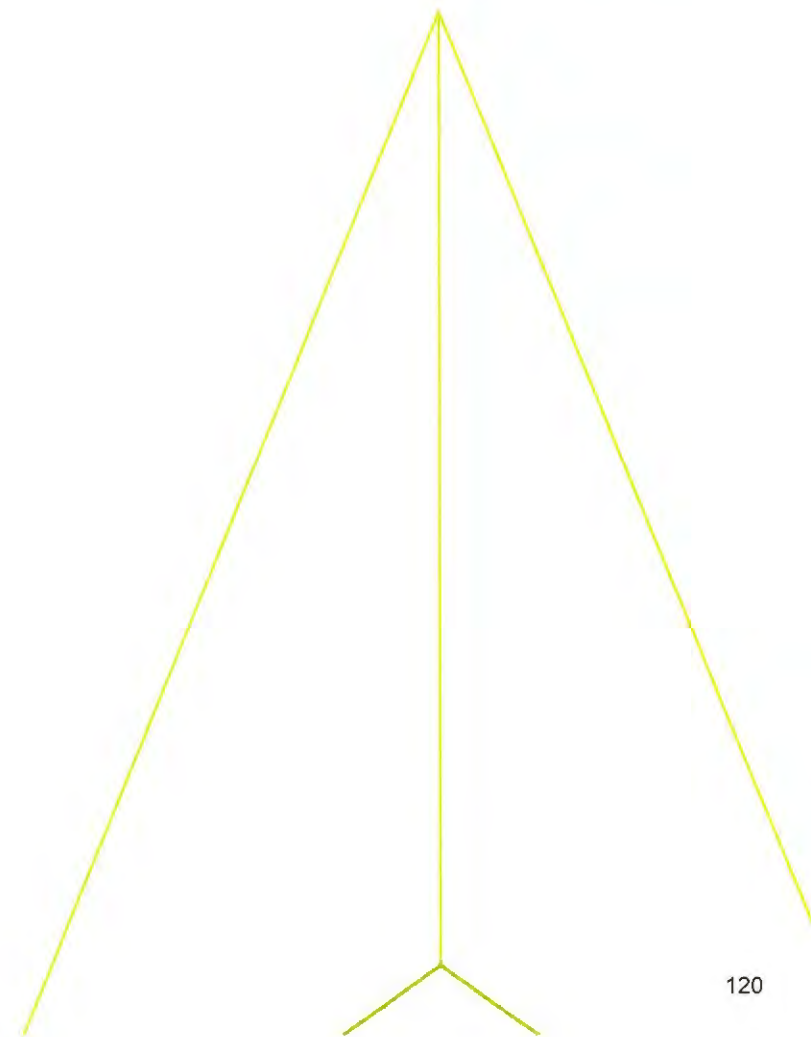


Next Steps

	January 2025	February 2025	March / April 2025	May 2025	June 2025
Action Planning	<ul style="list-style-type: none"> Review recommendations with facility leadership Facilitate action planning sessions with each facility 	<ul style="list-style-type: none"> Refine individual facility action plans 	<ul style="list-style-type: none"> Develop long-term roadmap to guide resourcing and strategic decision-making 	<ul style="list-style-type: none"> Provide roadmap for GDC 	
Tracking Tool	<ul style="list-style-type: none"> Define Requirements for dashboard and process for data collection Obtain approval for dashboard design Design dashboard mockups and test 	<ul style="list-style-type: none"> Identify POC for stakeholder groups Schedule training Develop training materials Facilitate training session Provide monthly report 	<ul style="list-style-type: none"> Provide monthly report 	<ul style="list-style-type: none"> Provide monthly report 	<ul style="list-style-type: none"> Provide monthly report
Implementation & TA Support	<ul style="list-style-type: none"> Work with GDC leadership to prepare for budget discussions 	<ul style="list-style-type: none"> Provide as needed support 	<ul style="list-style-type: none"> Provide as needed support 	<ul style="list-style-type: none"> Provide as needed support 	<ul style="list-style-type: none"> Provide as needed support
Communication & Project Management	<ul style="list-style-type: none"> Provide weekly status support 	<ul style="list-style-type: none"> Provide weekly status support 	<ul style="list-style-type: none"> Provide weekly status support 	<ul style="list-style-type: none"> Provide weekly status support Support internal and external release of report 	<ul style="list-style-type: none"> Provide weekly status support



Assessment Reports



Training Academy Assessment

Snapshot: Training Academy of the Georgia Department of Corrections Influencing Factors

Team Guidehouse identified the following key influencing factors during the onsite assessment of the Training Academy of the Georgia Department of Corrections (GDC), managed by the Office of Professional Development and Leadership (OPDL), that are interconnected and collectively impact safety and security, workforce, and infrastructure.

Leadership

The Director of OPDL is a direct report to the Commissioner. The training leadership team is committed to effective training.

Innovations

The Training Academy has initiated best practices and novel approaches to include providing success coaches to cadets, the use of Chromebooks, and 3D printers to produce training equipment.

Infrastructure

The main training academy location has been recently remodeled and offers excellent space for training with multi-use classrooms. GDC also uses regional training centers which do not have the same level of infrastructure.



Instructional Design

There are not any formal lesson plans for training curriculum, which impacts consistency in delivery. Content has not been updated to account for current working conditions or correctional practices, and delivery is not consistent with adult learning theory.

Staffing Shortages

Staffing shortages across GDC impact the ability to provide on-the-job training. Cadets are generally not afforded the opportunity for any structured on-the-job training by a qualified staff.

Training Academy Overview

The Basic Correctional Officer Training (BCOT) Program prepares new Correctional Officers by teaching essential security practices for correctional facilities and meeting all requirements set by the Georgia Department of Corrections (GDC) and Georgia POST Council. In 2023 OPDL introduced Regional Academies featuring smaller classes for more personalized attention and better student-trainer interaction. The OPDL also launched the Success Coach Program to build problem-solving skills and resilience, reducing academic failures by 34% and voluntary withdrawals by 44%. The Field Training Unit provides ongoing in-service training to GDC employees at or near their facilities, ensuring continuous professional development.

FY 2024 Graduations ~1,288	FY 2024 Graduation Rate 74.2%
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Office of Professional Development and Leadership

Director: Adam Baswell
Deputy Director: Mike Riley
BCOT Manager: Phillip Lockett

Staffing Overview

	BCOT	Field Training
Trainers	36	45
Success Coaches	3	0

Training Academy Information			
Location	City	Opened	Maximum Class Size
State Offices South at Tift College (SOSTC)	Forsyth	12/16/2009	240
Middle Georgia Corrections Academy	Milledgeville	08/14/2023	50
Northeast Georgia Corrections Academy	Alto	08/21/2023	50
Southeast Georgia Correction Academy	Reidsville	08/14/2023	45
Southwest Georgia Corrections Academy	Leesburg ¹	08/24/2024	20 ²
			Total

FY 2024			
Maximum Capacity	Accepted	Started	Graduated
2,160	1,234	1,205	902
350	104	104	99
350	151	143	110
315	247	240	177
N/A	N/A	N/A	N/A
3,175	1,736	1,692	1,288



Source: Data was provided by Training Academy Leadership during onsite assessment unless otherwise noted.

¹ The Leesburg facility is a temporary location.

² The permanent facility will accommodate a maximum of 50 cadets.

Snapshot: Current BCOT Schedule

BCOT is a designed five-week program that cadets, who must be 21 years or older, must begin within 60 days of hiring.

	WEEK ONE	WEEK TWO	WEEK THREE	WEEK FOUR	WEEK FIVE
COURSES	Health & Wellness, Offender Supervision and Accountability Practical, Introduction to Criminal Justice, Introduction to Corrections, Legal Issues, Disciplinary Procedures, Report Writing, Grievance Procedures, Ethics, Library, Offender Supervision, Drug User ID, Cultural Awareness, Critical Materials, Criminal Thinking, and Mental Health	Offender Supervision and Accountability Practice, Use of Deadly Force/Basic Firearms Course, Firearms Familiarization/Drills, Firearms Drills, Subdued Light Fire Exchange, Firearms Qualifications and Remedial Drills, and De-escalation Practical	Offender Supervision and Accountability Practical, Defensive Tactics, OC Spray, Restraints, Handcuffing, Waist chains/Leg irons Knife Defense, Weapons Retention, Escape from 1 & 2- Hand Collar Grab, and Baton Strikes	Offender Supervision and Accountability Practical, Perimeter Security, Contraband, Contraband Pat Down and Search Practical, Vehicle Search, Cell Search Human Resources, Health Care, Emergency Response, NIMS, and Security Threat Group	Correctional Peace Officers Foundation, Fire Safety, Police Benevolent Association, and CPR
TESTS	<ul style="list-style-type: none"> Multi-Subject Test 1 	<ul style="list-style-type: none"> Multi-Subject Test 1 Retest Firearms Written Test 	<ul style="list-style-type: none"> Firearms Retest Defensive Tactics Practical Exam 	<ul style="list-style-type: none"> Defensive Tactics Re-Test Multi-Subject Test 2 	<ul style="list-style-type: none"> Fire Safety Practical Exam & Written Test, CPR Practical Exam & Written Test Multi-Subject 2 Retest



Training Academy

Through interviews, listening sessions, and onsite observations the team identified the following strengths and challenges:

Strengths

- **Success Coaches:** This academy-initiated program is dedicated solely to supporting new GDC employees and fostering their success; this program serves as an exemplary model and can be readily replicated
- **Dormitory Accommodations:** State Offices South at Tift College (SOSTC) has excellent dormitory accommodations
- **Food Service:** SCOTC offers an outstanding food service program
- **BCOT Graduations:** An excellent auditorium space is available for use during BCOT graduation ceremonies
- **Mothers Room:** A designated space is available for mothers who need to pump and store breast milk
- **3D Printer:** The academy uses a 3D printer to create a training weapon (firearm) for a fraction of the cost of vendor purchased training weapons
- **Staff Dedication:** The principle of "all hands on deck" is both understood and implemented; training staff members cover facility posts and respond to emergencies, such as the recent hurricane; cadets recognize the need to be available even on their days off to address crises effectively

Challenges

- **Success Coaches Program Funding:** While the staff positions are funded, some of the resources and items needed to implement the program are not covered; coaches frequently pay out of their own pockets and organize fundraisers to purchase essential items like cadet ceremony pins and student incentives (e.g., goody bags used in study activities)
- **Space Priority:** SOSTC tries to support different agency needs (e.g., offering space for Christmas parties) and often these requests take priority; training academy staff are required to adjust the training location based on SOSTC space availability
- **Trainers Office Space:** The designated workspace allocated to central CTA Trainers presents substantial space constraints, with all training personnel confined to one communal room without dedicated workstations; staff members are utilizing tablets reassigned from cadet classrooms
- **Commute vs. Dormitory:** There is a requirement to stay at SOSTC dormitories, even if the student would prefer to commute. This is inconsistent with the regional academies
- **PA System:** Instructors that are soft spoken should use a lavalier microphone and the PA system to be heard and better engage cadets; instructors should repeat student comments to ensure that other cadets can learn from the questions and observations
- **Scenario Based Training:** The current curriculum needs to be updated to include practical application through scenario-based training



Workforce Themes

Through interviews, listening sessions, and onsite observations the team identified the following themes from the Training Academy Assessment:

Themes

Leadership and Organizational Alignment

- **Organizational Structure:** OPDL is responsible for basic, in-service, and specialized training for the agency's security and non-security staff through Georgia Corrections Academy (BCOT), Instructional Operations Unit, Field Training and Care and Custody; OPDL is capably led by Adam Baswell who reports to the Commissioner and has agency-wide influence as a member of the Commissioner's executive leadership team; the level of access and profile serves to elevate the importance of staff training as a highly valued part of GDC's operation
- **Executive Support:** There is communicated and visible executive support for training within GDC; this is demonstrated by funding a well-structured training organization, support for community partnerships, and opening training to other organizations (e.g., local and state law enforcement agencies)
- **Agency Culture Alignment:** Under the direction of the Commissioner, the agency is working to make changes to its culture (e.g., Better Together); there is mixed support for this new direction; those who are typically supportive tend to be in leadership roles where there is noticeable frustration among tenured staff at lower levels of the agency; the OPDL can support the Commissioner in the implementation of culture alignment by anchoring the themes into the content of each course; during observations of courses, the Commissioner's Top 5 (e.g., Recruitment and Retention, Safe and Secure Facilities, Employee Development and Wellness, Innovation, and ACA Accreditation) are shared; however, when reviewing the instructor's presentation notes (considered lesson plans) it had the previous Commissioner's name listed
- **Policy Alignment:** BCOT curriculum supports training cadets to existing policy; however, given the staffing crisis, most staff cannot operationalize the policies at the facility level as written; most cadets and facility staff are in a position where they cannot prevent the violation of policy in their day-to-day operations, which is causing an adjustment of behaviors out of a fear repercussions; currently, there is not instruction given to cadets on how to adjust day-to-day operations when staffing is limited; many trainers are frustrated with this approach and want to develop an emergency plan to address skills and modified practices that match current staffing level
- **Cadet Access to the Commissioner:** Many cadets expressed significant appreciation about meeting the Commissioner at BCOT graduation; the previous graduating class reported their formal graduation was cancelled due to a recent hurricane; as of the time of the assessment (October 17, 2024), the graduation had not been rescheduled and the chance to meet the Commissioner was brought up as a loss for these cadets



Workforce Themes

Through interviews, listening sessions, and onsite observations the team identified the following themes from the Training Academy Assessment:

Themes	
Professional Development	Recruitment/Retention
<ul style="list-style-type: none"> • Executive Training Plan: OPDL has developed a plan for an executive-level scenario-based training, that creates a series of scenarios that increase in difficulty and complexity to evaluate and train critical thinking and emergency management; although not implemented at the time of the assessment, this will be valuable to the development of leaders and emergency responses • College Partnerships: A partnership with the University of West Georgia provides reduced rates for GDC staff to take an online and accredited corrections courses; the first cohort started in August and 170 staff have expressed interest in the program 	<ul style="list-style-type: none"> • Facility Recruitment Approach: Dooly State Prison, a medium-security male facility, has achieved significant staffing improvements through innovative recruitment strategies; while the facility experienced a 63% vacancy rate among its 156 authorized security positions during the pandemic, strategic initiatives have reduced the security staff vacancy rate from 37% to 11.5% over the past year; the Recruitment Lieutenant uses a variety of strategies: <ul style="list-style-type: none"> ○ Online job boards (e.g., Indeed) ○ Attending job fairs (e.g., Goodwill) ○ Handing out business cards in places frequented by the public (e.g., Walmart, grocery stores) ○ Asking new recruits to give business cards to people in their network ○ Following up on prospective applicants at 30-, 60-, and 90-day intervals ○ Providing clear communication to prospective applications by texting where and when she is available to meet prospective applicants to discuss the opportunity in more detail ○ Making herself available at the facility training center or in the community on evenings or weekends <p>The recruiting Lieutenant described a key to her success is the relationship she has with the Warden and the lack of micro-management of her schedule and approach; this has allowed her to experiment with different strategies and adopt creative approaches</p> • Success Coaches: The introduction of successes coaches has improved cadet retention and performance; these specialized staff members assist cadets with both academic challenges and personal obstacles that may impede BCOT completion and career advancement; this initiative has reduced academic failures by 34% and voluntary withdrawals by 44% within a six-month period; moreover, feedback from staff and cadet focus groups demonstrates overwhelming support for the program and enhanced organizational commitment due to this additional layer of support • Regional Academies: The regional academy model allows for cadets to return home in the evenings following training; which helps to eliminate the barrier to employment of staying at SOSTC campus for 5 weeks; the ability to return home at night is appreciated by many cadets



Curriculum and Delivery Themes

Through interviews, listening sessions, and onsite observations the team identified the following themes from the Training Academy Assessment:

Themes

Instructional Design

- **Curriculum Review and Updates:** OPDL leadership conducts annual informal reviews of curriculum to verify compliance with American Correctional Association standards, POST certification requirements, and GDC policies; however, these reviews typically result in superficial modifications as a job task analysis has not been completed in recent years, limited involvement of subject matter experts in content development, and an extensive review process for substantial updates; furthermore, trainers frequently hesitate to propose modifications, as such suggestions often necessitate comprehensive course revisions perceived to exceed their scope
- **Lesson Plans:** Instructors currently rely on the notes section of the PowerPoint to serve as lesson plans; these notes included learning objectives, but they were not anchored in the content, providing limited structure and a lack of instructor fidelity due to a lack of formalized lesson plans
 - To address class size at SOSTC, the larger cohort is split up into smaller courses; this results in varied experiences as instructors are varied in approach; many cadets reported frustration and concern on getting a different experience resulting in the fear of failure on testing
- **Classroom Training:** Instructors are trained in curriculum development and are skilled classroom instructors; the current curriculum is designed to be lectures, however instructors engaged cadets by providing examples and encouraging questions
- **Firearms Training:** Instructors approach cadets to ensure the teaching approach works for that individual cadet during firearms training; various instructors are rotated to ensure the approach is affective for that cadet
- **In-service and Facility Specific Training:** Field Training Officers (FTO) provide the in-service and facility specific training. The involvement of facility leadership is varied by location and the courses offered vary because of this. Some regional academies are intimately involved with the needs of the facilities they represent and work closely with facility leadership to develop courses that address the needs of that facility. This approach is not consistent across regions. In-service training is difficult, at best, given the staffing challenges and is frequently delayed or not completed due to staffing challenges
- **Reference Material:** The current curriculum demonstrates limited source diversity and lacks systematic progression in material complexity throughout course sequences; moreover, essential reference materials, including GDC policies, are not consistently distributed to cadets to support their learning objectives



Curriculum and Delivery Themes

Through interviews, listening sessions, and onsite observations the team identified the following themes from the Training Academy Assessment:

Themes
Training Content
<ul style="list-style-type: none"> • Lack of Integration of Adult Learning: Adult learners respond better when they utilize their own experiences, have highly varied presentation methods, and through repetition. Adults learn best by hands-on participation and multi-sensory engagement <ul style="list-style-type: none"> ○ Lesson Plans: The courses rely on content delivery using PowerPoint slides with presenter notes in lieu of lesson plans; several course slide-decks were text-intensive with little use of images or other elements to add visual interest to the slides; the extensive use of PowerPoint slides without varying content delivery to include discussion and practical exercises periodically can cause boredom, disengagement, or inattention on the part of the cadet <ul style="list-style-type: none"> ▪ The Drug User Identification course requires updated visual materials to reflect actual facility conditions rather than generic street drug imagery; recommended improvements include: incorporating photos of contraband discovered during cell searches and shakedowns, documenting common concealment methods, and utilizing surveillance and body camera footage to demonstrate signs of substance impairment; these institutional materials would provide more relevant training content, though implementation would require legal approval for educational use ○ Classroom Layout: At SCOTS, Cadets were seated in rows at long tables with Chromebooks at each student's location; while conducive to following along with the instructor's presentation of content, the seating configuration using rows rather than clusters of students at a round or rectangular table did not foster small group discussion or interaction exercises ○ Integrated Approach: Varying PowerPoints and lecture with discussion activities and exercises in each session or block of instruction is a more effective approach to learning that fosters integration of learning content and application of ideas; by varying the approach to learning, Cadets can integrate new information with past experiences, gain experience in analyzing and applying information, and learn from others through scenarios and table-top exercises ○ Scenario Training: Scenario training, small group or active learning is not utilized in the course content; many cadets reported a desire and need to be taught the proper skill at live speed and then to have the skills broken down and allowed the opportunity to increase practicing the skills before being tested • Job Preparation: Most existing staff and cadets reported that BCOT training does not prepare cadets for the realities of the job; specifically, communication skills and the adjustments needed when staffing is limited • Legal Review: There was no indication or documentation of any legal review of any of the course • On-the Job Training: Current facility staffing levels often cause the formal documented process for OJT to be bypassed; graduates are being placed on shift, at times by themselves, assigned to cover multiple living units



Curriculum and Delivery Themes

Through interviews, listening sessions, and onsite observations the team identified the following strengths within the facility:

Successes		
Training Evaluation	Gender Responsiveness	Trauma Informed Care
<ul style="list-style-type: none"> • Written Exams: The use of multiple written tests are utilized to test for knowledge • Practical Exams: Practical testing is completed for Defensive Tactics, CPR, and Fire Safety • Competency Evaluation: The current training program lacks competency-based evaluations; implementing such assessments at SOSTC presents significant challenges due to the substantial class sizes, which can reach 240 students, and existing structural constraints 	<ul style="list-style-type: none"> • Curriculum: Gender-responsive training is not integrated into the BCOT core curriculum; this specialized instruction is provided exclusively to staff members following their assignment to women's facilities <ul style="list-style-type: none"> ○ A senior facility leader with 31 years of GDC service did not receive gender-responsive training until her 2023 assignment as warden to a women's facility; this exemplifies the delayed implementation of this essential training component ○ Many cadets reported that in BCOT there is not recognition of female facilities in examples or training ○ Many cadets also reported feeling "brushed off" when asking gender-specific questions 	<ul style="list-style-type: none"> • Curriculum: The curriculum lacks comprehensive trauma-informed care training; while interpersonal communication skills integral to trauma-informed practices are included, their instruction is limited to lecture-based delivery methods



Facility Infrastructure Themes

Through interviews, listening sessions, and onsite observations the team identified the following themes from the Training Academy Assessment:

Themes	
Infrastructure to Support Training	Normative Environments
<ul style="list-style-type: none"> • Class Size: At SOSTC all of observed sessions included a course of approximately 100 cadets while the recommended class sizes range is 15:1 to 30:1; the ability for all cadets to be able to hear all the content presented is greatly dependent on the instructor's ability to engage the entire class; in one class observed the instructor stood in a corner of the room where others were mobile or stood in the middle of the room • Classroom Space: SOSTC class sizes significantly exceed recommended instructor-to-student ratios; while educational standards suggest ratios between 15:1 and 30:1, all observed sessions included approximately 100 cadets per class; content delivery effectiveness varies considerably based on instructor presentation methods; assessment team observed in one class where the instructor stood in a corner of the room while others were mobile or stood in the middle of the room • Regional Training: There are four regional training locations; regional training locations are varied in the availability of appropriate space and updated environments • Tools: BCOT does not have access to training tools outside of the training weapons made by the 3D printer' there is not adequate access to tools that cadets will use daily while on post at the facility (e.g., handcuffs, radios, vests, staff tablets) • Learning Management System (LMS): The current system is owned by the Department of Public Safety and use of the system is contracted to the OPDL; many staff expressed concerns on the 60-day contract cancelation policy, the capability and usability of the system, and the extended amount of time it takes to make simple programming updates 	<ul style="list-style-type: none"> • Failure in a Controlled Environment: OPDL leadership and trainers identify training as an opportunity to fail in a controlled environment; many cadets reported feeling pressure to not fail or make a mistake • Structured Approach: BCOT is a highly structured environment and would be considered a paramilitary environment instead of a normative environment; cadets stand at attention when an instructor walks into a room, they march and are in uniform after the first few days <ul style="list-style-type: none"> ○ Some cadets reported public embarrassment used frequently in instruction and it was reported this was not helpful or motivating • Instructor Assess: At SOSTC during the observed sessions, the classroom layouts allow for open discussion and cadets approach instructors frequently without formality



Strengths/Successes: Innovative Practices

Through interviews, listening sessions, and onsite observations the team identified the following strengths within the facility:

Themes

Promising Practices

- **Success Coach:** Every cadet at BCOT is given the opportunity to work with a success coach; in the initial meeting, they obtain basic information and discuss the cadet's interest in engaging in the program; the program can then be customized based on the needs of each cadet:
 - All cadets are provided with an understanding of what can make a new employee successful at GDC and information on the wide variety of careers available at GDC
 - All cadets are provided with information on the employee assistance program, formal education, ongoing training opportunities, and additional supportive services
 - Some cadets are provided with support in addressing barriers that might impede their ability to complete BCOT or successful employment at GDC (e.g., a cadet that is experiencing homeless at the start of BCOT)
 - Some cadets participate in success coach lead study sessions, basic test prep, and academic support; one approach that many cadets who participate really appreciate is study sessions that involve a fun, gamified way of reviewing content provided within a particular week of study using tools like Kahoot
 - During OC spray contamination, the success coaches provide popsicles to all cadets to help them with decontamination
 - At the firing range, success coaches are present to provide support when cadets are preparing to shoot for qualification
 - Success coaches have implemented weekly pinning ceremonies, conducted each Monday during BCOT, to recognize academic accomplishments, staff meritorious actions, and cadets whose performance exceeds standard expectations as identified by instructors and peers
- OPDL is getting real-time feedback from cadets to improve the program as surveys are provided to cadets as they approach graduation; additional surveys are conducted at the 90-, 180-, and 365-days post-graduation; the results of the survey are provided to staff allowing staff to initiate an immediate response (e.g., program adjustments based on feedback, sharing of needs, successes)



Strengths/Successes: Innovative Practices

Through interviews, listening sessions, and onsite observations the team identified the following strengths within the facility:

Themes		
Use of Technology to Support Safety and Security	Notable Programs	Creative Solutions
<ul style="list-style-type: none"> • Chromebooks: OPDL transition from handing out printed copies of training resources to loading that information onto Chromebooks; a cost savings of about 1.4 million dollars. Chromebook provisions for cadets are limited to PowerPoint course materials; implementing additional digital resources—including study guides, practical training scenarios, self-assessment tools, and GDC policy references—would maximize the educational value of these technological assets • Training Simulators: Cadets currently have access to training simulators, and they are used for firearm training and de-escalation practices 	<ul style="list-style-type: none"> • Partnerships: OPDL has a solid reputation in external training delivery, with approximately 50% of its training services provided to outside organizations; furthermore, POST Council is reported to have strong confidence in OPDL's capabilities; notably, corrections-specific content additions to the Georgia Department of Corrections training curriculum face minimal challenge • Northeast Region Training Academy: One regional academy has implemented innovative adult learning methodologies through practical application exercises; specifically, the program utilizes equipment chits to simulate facility checkout procedures and requires consistent tool-carrying practices, thereby facilitating cadets' familiarization with essential equipment prior to facility deployment 	<ul style="list-style-type: none"> • 3D Printer: The CTA has achieved significant cost efficiency through the strategic implementation of 3D printing technology; training firearms are produced at approximately \$1.80 per unit compared to vendor costs of \$80, while delivering superior training value through enhanced realism, functional sights, and holster compatibility; additionally, the technology enables the production of simulated contraband items for training purposes, maximizing the return on CTA's investment in two 3D printers

Indicates Quick Win

Training Academy Recommendations

Recommendation	Description	Est. Cost	Est. Duration
1. Learning Management System	Obtain a learning management system that is managed by GDC	~ \$50,000 - \$400,000	18 months
2. Formal Curriculum Development Process	Revise training practices to ensure curriculum development starts with a thorough training needs assessment and job task analysis	~ \$30,000	12 months
3. Expand the Success Coach Model	Expand the Success Coaching unit to provide same services locally within each facility and ensure the ratio of coach to cadet allows for the best interaction and support needed	~ \$500,000	18-24 months
4. Establish Consistency Across Training Academies	Provide consistent and equivalent BCOT across multiple training sites	~ \$500,000	12 months
5. Bridging BCOT to Practical Skills Learning	Establish skill linkage between the academy (BCOT) and the facility (preservice training and OJT) will better integrate the training provided at each location	~ \$20,000	12 months

1. Learning Management System

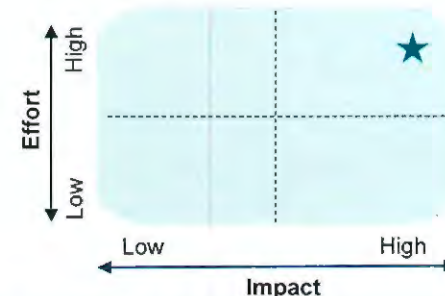
Recommendation Overview

- Obtain a Learning Management System (LMS) that is managed by GDC; GDC currently uses the Georgia Department of Public Safety's LMS
- The system contract has a 60-day cancellation notice, which, if exercised, would imperil GDC's training records
- Simple edits to the current system have required as much as eight months to implement

Rationale and Benefits

- GDC's ownership of its LMS would result in a flexible system that can grow as its user interaction and data storage needs grow
- Changes such as the simple addition of student ID numbers and tracking of new training activities could be implemented in days rather than months
- A 60-day cancellation notice would no longer threaten data storage and retrieval of historical data

Impact vs. Effort



Key Considerations

- Budget for the addition of a LMS
- Timeframe for developing system design specifications, bid process, development and implementation

Next Steps

- Develop parameters for the new LMS, estimate costs, and secure funding through state budget processes
- Develop RFQ specifications for the new LMS
- Contract and award process
- System development
- End-user training and GDC-wide rollout

Implementation Details

Est. Duration	18 months
Est. Cost	~\$50,000 to \$400,000
Key Performance Indicators	Days to implementation; days of downtime once implemented
Sponsor / Owner	Office of Professional Development
Relevant Guiding Theme	

2. Formal Curriculum Development Process

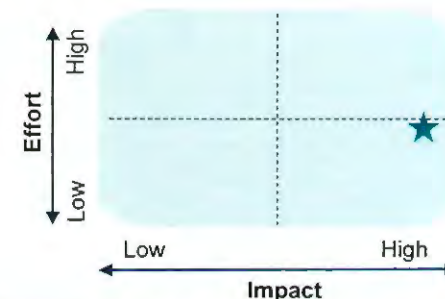
Recommendation Overview

- Revise training practices to ensure curriculum development starts with a thorough training needs assessment and job task analysis; process should include balanced collaboration of curriculum developers, trainers, and subject matter experts in creating lesson plans
- Develop objective measures of learning for all courses and program fidelity measures for courses delivered across multiple sites
- Document their legal review in curriculum

Rationale and Benefits

- Essential elements of Instructional Systems Design (ISD) known to improve learning outcomes and cost-effectiveness include: job and task analysis, needs assessment, curriculum design, lesson plans, outcome measures, and course evaluation
- Knowledge and skill acquisition is improved when curriculum design involves adult learning principles and scenario-based training to equip staff for real-world issues that are faced on the job

Impact vs. Effort





Key Considerations

- Investment of time and expense to provide additional training in instructional design, adult learning principles for subject matter experts, trainers, and curriculum development staff
- Integration of the use of training simulators for increased scenario-based training

Next Steps

- Identify sources of training to further equip SMEs, trainers, and curriculum developers
- Conduct training needs assessments and job and task analyses for BCOT and other key programs
- Provide oversight of existing course revision and new curriculum development to ensure a balance of input from subject matter experts, trainers, and curriculum designers

Implementation Details

Est. Duration	12 months
Est. Cost	~\$30,000
Key Performance Indicators	Does each course meet ISD guidelines
Sponsor / Owner	Office of Professional Development and Learning
Relevant Guiding Theme	 

3. Expand the Success Coaching Model

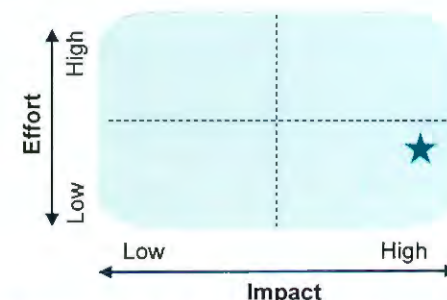
Recommendation Overview

- Expand the Success Coaching unit to provide same services locally within each facility and ensure the ratio of coach to cadet allows for the best interaction and support needed

Rationale and Benefits

- Increased support for cadets will improve morale and graduation rates
- The Success Coaching Model exemplifies valuing staff; the cadets feel appreciated and valued through this service

Impact vs. Effort



Key Considerations

- Costs for additional coaches and supplies
- Determine organizational structure

Next Steps

- Determine staffing ratio and gaps at regional academies
- Determine budget location to support the program
- Hire for regional coaches

Implementation Details

Est. Duration	18 – 24 months
Est. Cost	~\$500,000
Key Performance Indicators	Failure rates; voluntary withdraw rates
Sponsor / Owner	Office of Professional Development and Learning
Relevant Guiding Theme	 

4. Establish Consistency Across Training Academies

Recommendation Overview

- Provide consistent and equivalent BCOT across multiple sites; areas to be standardized include classroom space, availability of Wi-Fi, BCOT laptops (Chromebooks), practical exercise equipment, and access to the Ti Simulator system
- Develop consistency of training through use of lesson plans and program fidelity monitoring across sites
- Establish consistent funding for general maintenance and upkeep at all training locations
- Have a designated area where simulators are located in a space where cadets could use outside of structured class time

Key Considerations

- Cost of finding suitable space, classroom renovations, connectivity, computers, access to Ti Simulator

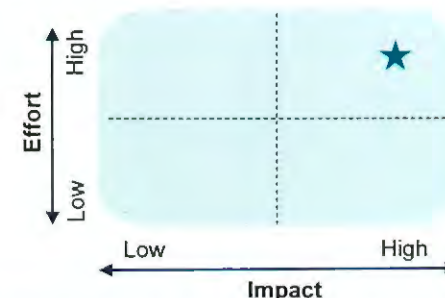
Rationale and Benefits

- Multiple academies help keep pace with onboarding demand for new recruits and reduce attrition of attendees due to the distance from their homes and family responsibilities during the multi-week BCOT
- Consistency of learning environment, equipment availability, and program fidelity is essential to be sure each new cadet is prepared for service in GDC, regardless of the location of their training

Next Steps

- Create a budget and timeline for Satellite Academy budgets and standardization of learning environments
- Procure, repurpose, and/or renovate space
- Procure additional Chromebooks and classroom PCs for online learning and reference material availability
- Develop and execute a monitoring plan to ensure program fidelity across academies

Impact vs. Effort



Implementation Details

Est. Duration	12 months
Est. Cost	~\$500,000
Key Performance Indicators	Measures of program fidelity
Sponsor / Owner	Office of Professional Development and Learning
Relevant Guiding Theme	

5. Bridging BCOT to Practical Skills Learning

Recommendation Overview

- Increase OPDL involvement in structuring the “observation” time a new cadet spends at their facility prior to starting BCOT; this will ensure cadets see and experience specific aspects of operations that will later be discussed within BCOT, thus providing a frame of reference
- Ensure OPDL is directly involved in creating a structured on-the-job training (OJT) program that follows BCOT; core competencies, as based on a job task analysis, will guide the standardized curriculum, and then FTOs, along with regional OPDL Training staff, can develop site-specific modules to address specific institutional OJT elements to support their missions/facets of operations

Key Considerations

- Impact on agency training culture – what is “owned” by OPDL versus by facility Wardens and their staff

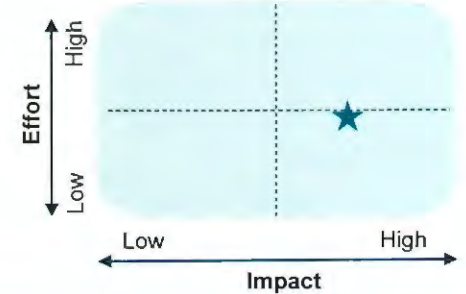
Rationale and Benefits

- Having a close connection between BCOT and the following OJT program will improve the continuity and consistency of skill development as well as officer retention
- Establishing a skill development linkage between the academy (BCOT) and the facility (preservice training and OJT) will better integrate the training provided at each location and the value it adds to an officer’s formation
- A stronger bridge is needed between the foundation of training provided in BCOT and follow-up specialized skill training in OJT for new officers

Next Steps

- As part of the BCOT Job and Task Analysis and Training Needs Assessment, consider the range of learning appropriate to each environment (academy and facility)
- Develop a structure for facility OJT lesson plans that builds on the academy in functional ways needed by each facility
- Involve facility trainers as subject matter experts in the development of content for OJT

Impact vs. Effort



Implementation Details

Est. Duration	12 Months
Est. Cost	~\$20,000
Key Performance Indicators	Increased retention of new cadets
Sponsor / Owner	Office of Professional Development and Learning
Relevant Guiding Theme	

Stakeholder Themes Report

Stakeholder Engagement Overview: Background

On June 17, 2024, Governor Brian P. Kemp, in conjunction with the Georgia Department of Corrections (GDC), announced the initiation of an in-depth, system-wide assessment of the state corrections system. The goal of the project is to identify current strengths, opportunities, and recommendations to further enhance **safety and security, workforce, infrastructure, and innovation** within GDC.

The State has partnered with Guidehouse, Inc., working with The Moss Group and CGL companies (collectively known as Team Guidehouse), to conduct thorough assessments and develop actionable recommendations, action plans, and roadmap with GDC.

The system-wide assessment includes six facility assessments, training academy assessment, and stakeholder listening sessions and mapping to create a multi-dimensional snapshot of the current state in GDC and build on the strengths and successes underway.

This report contains themes and recommendations that emerged from the **stakeholder strategy** including individual interviews and listening sessions from the facility site visits.

Executive Summary

The stakeholder strategy highlights critical strengths of the department and showcases meaningful links between communities, organizations, education, and contracts that help GDC fulfill its mission.

Engagement from outside organizations is vital for a safe and rehabilitative correctional culture. Services, programming, faith-based classes, education, and job skill training are provided through a tapestry of organizations in Georgia.

Positive engagement from stakeholders brings hope, purpose, and meaning to the population. Community connection is a key factor for successful reentry. It also can help promote a positive reputation in the community to foster recruitment, workplace pride for staff, and increased morale.

Effective stakeholder services and engagement promote safety and security by encouraging positive behavior and providing meaningful activities for the population. When offenders are idle, they are more likely to engage in unproductive behavior, leading to disciplinary issues and incidents.¹ Strong stakeholder involvement in facilities can help address workforce shortages by taking on certain responsibilities. For example, a skilled long-term volunteer at a prison housing 1,200 inmates helped deliver death notifications. This support was crucial, as the facility's chaplaincy staff had been reduced from four to just one, highlighting how community engagement can bolster essential services in resource-constrained environments.

To further strengthen stakeholder efforts across the state, Team Guidehouse recommends GDC centralize the organization and tracking of volunteers and engagement, facilitate statewide events, enhance reentry services for women offenders, and strategically expand engagement based on need and identification of available and untapped resources.

GDC can forward its mission by sharing success stories more widely, expanding the volunteer role and responsibilities to help manage needs and communication, and creating forums for robust engagement statewide of current and potential stakeholders that can contribute their time, talents, and resources.

By the Numbers:

5,180

Total Volunteers for FY24²



¹GDC uses "offender" as its operating term for its incarcerated population.

²<https://gdc.georgia.gov/document/inmate-services-impact-report/inmate-services-impact-report-2024/> (last accessed December 4, 2024).

Defining Stakeholders

For this project, stakeholders can be defined as organizations that contribute to GDC's mission serving staff and the population to include non-profits, volunteer services, other state entities, contracts, education, and programmatic services. Our themes are derived from a broad statewide sampling of these stakeholders.¹



**Community
Volunteers, Non-
Profits, Contract
Providers**



**Chaplains/
Religious Services**







**Other State
Government
Entities**



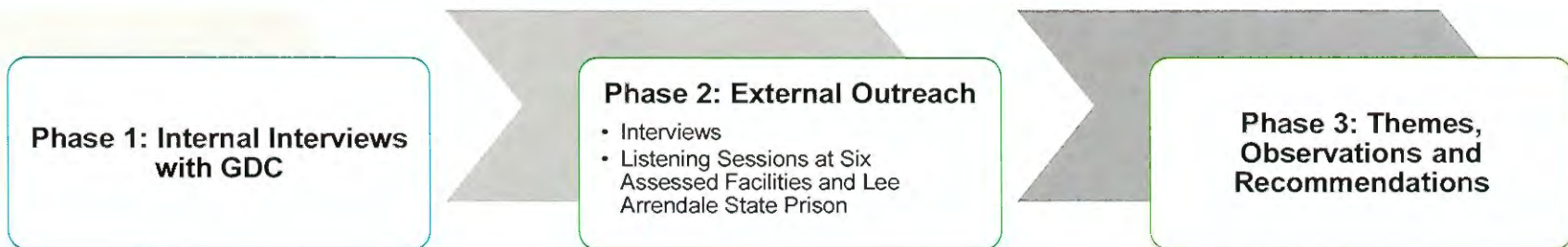
Education

Engagement Strategy

Using the overall GDC project assessment framework, Team Guidehouse conducted seven listening sessions with volunteer groups and over 30 external interviews with stakeholders.

Project Assessment Framework		Purpose	Desired Outcomes
Overview	Workforce 	<ul style="list-style-type: none"> Identify and document contributions and strengths of a representation of external stakeholders Provide opportunities for external stakeholders to share input on their contributions Contribute to recommendations 	<ul style="list-style-type: none"> Expand opportunity for input Gain stakeholder participation and buy-in for assessment outcomes Enhance support for GDC
	Safety & Security 		
	Innovative Practices 		
	Facility Infrastructure 		

Phases



Success Stories

Stakeholders across GDC make substantial contributions, driving meaningful progress for both offenders and staff.

Long-Term Commitment and Dedication

GDC benefits from tenured volunteers and faith-based groups that are committed to providing services and positive engagement to the population.

Some volunteers have over 30 years of experience with GDC, making their impact immeasurable. These committed individuals participate in numerous activities that enhance programming for the offender population while offering substantial support to GDC staff.

Connecting Families with Offenders

Non-profits support families with loved ones who are offenders. Often 100% volunteer-led, these organizations focus on key issues such as helping caretakers with children visits, creating a citizen advisory panel to generate dialogue with GDC, and organizing family days for meaningful experiences between family members and offenders.

**Citizen advisory panel was started in 2015 but was disbanded during COVID-19. There is an opportunity to reinstate the panel to foster dialogue and family engagement.*

Education to Reduce Recidivism

Technical colleges, universities, and other organizations provide education to GDC offenders. Programs are using volunteer instructors from Georgia's higher education institutions reports near-zero dropout rates and lower recidivism among participants. Seminary programs and Life University also contribute to offender education and rehabilitation efforts.

Peer Mentors, Path for Reentry

Metro Reentry Facility (MRF) provides a state model with extensive volunteer resources, including a peer program where lifers support returning citizens. It helps offenders obtain driver's licenses and address outstanding warrants, reducing reentry barriers. A dedicated volunteer coordinator manages services and events, enhancing efficiency. However, this model is currently limited to a single site.

**50% of offenders at MRF have a suspended driver's license due to debt.*

Challenges and Opportunities

During stakeholder listening sessions and interviews, the following challenges were identified.

- **Youthful Offenders:** Volunteers and stakeholders at Lee Arrendale State Prison face inconsistent access to the youthful offender population due to staffing issues; this results in serious isolation for this small group; increased volunteer involvement could support staff efforts in addressing the unique challenges of managing a limited number of youthful offenders
- **Chaplain Capacity:** Chaplains, often assigned to multiple facilities, face capacity issues and reportedly low pay; their role is critical to facility safety culture, and they manage invaluable faith-based volunteers; the understaffing of chaplains, who typically administer volunteer programs, requires review
- **Staffing Impact:** Staffing shortages can limit access for non-faith-based stakeholders, reducing their ability to provide services
- **Lifers:** Lack of program opportunities for lifers, particularly after they complete their educational degrees
- **Communication:** MOUs between organizations and GDC can take a long period of time to be finalized, with reported gaps in communication
- **Pregnant Offenders:** Some mothers reported that there is very little communication and information given about their newborn once they give birth while incarcerated at GDC; further exploration of these concerns may be informed by stakeholders working with the women in this important area
- **Onboarding:** Volunteer onboarding and renewal process is slow and inconvenient; required training is typically only provided in Forsyth and background checks slow the process and discourage volunteers from engaging
- **Technical College MOUs:** Lack of coordination and transparency in technical college MOUs leads to siloed agreements, potentially missing opportunities for streamlined, centralized coordination
- **Sexual Assault Nurse Examiner (SANE) MOU:** Exam access appears limited, and costs are covered by fundraising; the MOU may be outdated and not widely utilized, which could potentially result in a failure to meet PREA standards

Overview of Key Themes and Recommendations

Themes				
Recommendations	<p>A Strong and Engaged Stakeholder Network Supports GDC with Capacity to Expand Support</p> <ol style="list-style-type: none"> 1. Host a statewide stakeholder symposium to foster community engagement, support for GDC, and successful reentry 2. Develop a special designation for long-term volunteers to support staff functions 3. Increase dedicated non-security staff to help coordinate volunteer services at the facility level 	<p>Programs, Education, and Vocation Opportunities Support Facility Culture, Safety, and Reentry</p> <ol style="list-style-type: none"> 4. Expand engagement with Technical College System of Georgia and University System of Georgia for: <ol style="list-style-type: none"> a. Offenders b. Correctional Staff 5. Enhance women's reentry 6. Strengthen communication and engagement with families of incarcerated individuals 	<p>GDC Can Leverage Performance Data Tracking to Improve Services</p> <ol style="list-style-type: none"> 7. Enhance volunteer tracking system to foster engagement and identify gaps in service needs 8. Streamline the volunteer onboarding and renewal process to expedite engagement 	<p>Successes in Facilities Can Be Shared More Widely</p> <ol style="list-style-type: none"> 9. Enhance communication and PR strategies to share successes and contributions of volunteers 10. Replicate and integrate Metro Reentry Facility model and successes in other facilities



Recommendation 1: *Host a statewide stakeholder symposium to foster community engagement, support for GDC, and successful reentry*

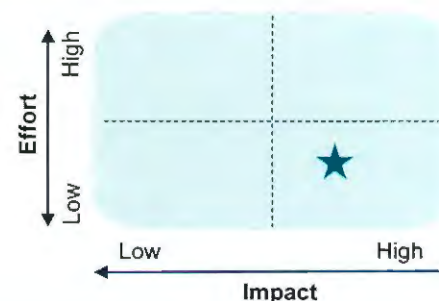
Rationale and Benefits

- Builds a supportive network among volunteers, communities, and stakeholders
- Facilitates sharing of promising practices and celebrating successes and impact
- Creates opportunities for mentorship between experienced and new volunteers
- Creates positive experiences between community and GDC
- Promotes transparency and a hope-based system
- Enhances systemic understanding of resources for staff and volunteers/stakeholders



Key Considerations

- Ensure statewide access by selecting a centrally located symposium location and providing a virtual attendance option
- Design symposium content driven by volunteers and correctional staff, aligning it with GDC's emerging vision for the future
- Sustain symposium momentum by engaging volunteers throughout the year
- Strengthen the volunteer pipeline and create training efficiencies; GDC could offer required volunteer training during symposium and get people fast tracked for certification

Impact vs. Effort



Implementation Details

Est. Duration	Once per year
Est. Cost	Staff time; cost for venue (could be donated)
Key Performance Indicators	Attendance; event survey; number of new volunteers
Sponsor / Owner	Inmate Services Division (for discussion)
Relevant Guiding Theme	 

"I had no know idea there were so many organizations working in GDC. I was able to make connections to try to expand our reach."

- From an interview with a volunteer organization



Recommendation 2: *Develop a special designation for long-term volunteers to support non-security staff functions that allows for greater support to staff*

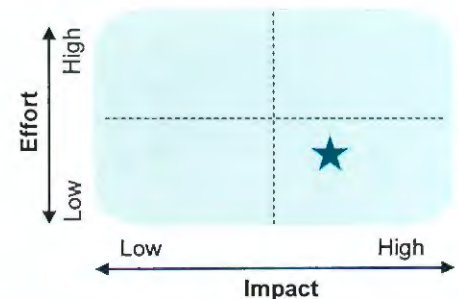
Rationale and Benefits

- Leverages long-term volunteers' dedication, trust, skills, and knowledge to contribute in additional ways, easing staff burden and improving effectiveness with the offender population
- Enhances program opportunities by recognizing and retaining experienced volunteers with valuable institutional knowledge and trusted relationships; allows for easier assignment of support tasks to these volunteers
- Helps reduce staff workload in volunteer coordination and performing non-security functions (e.g., death notices, access to bathroom without staff)
- Supports dignity and empowers volunteers

Key Considerations

- Establish clear criteria for eligibility
- Create protocols for enhanced background check procedures for long-term designation with policies for periodic security reassessment

Impact vs. Effort



Implementation Details

Est. Duration	On-going
Est. Cost	Staff time
Key Performance Indicators	Number of special designated volunteers
Sponsor / Owner	Inmate Services Division <i>(for discussion)</i>
Relevant Guiding Theme	 

"I collaborated with a dedicated long-term volunteer to create a tailored position that enabled her to contribute effectively to administrative tasks within the facility."

- From an interview with a facility Chaplain



Recommendation 3: Increase dedicated non-security staff to help coordinate volunteer services at the facility level

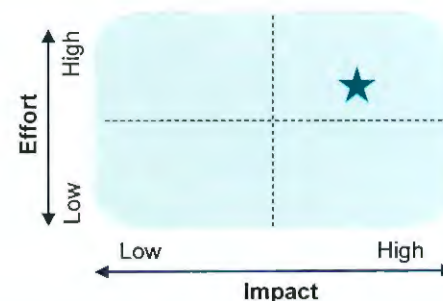
Rationale and Benefits

- Helps increase engagement at each facility and reduces burden on current staff
- Helps address chaplain shortages and reduces their burden to coordinate services across multiple facilities (some chaplains have more than one facility under their responsibility)
- Improves organization and communication with volunteers to support a positive experience
- Enables the opportunity to expand services and offerings

Key Considerations

- Consider creative options when hiring such as part-time positions, engaging with current volunteers to help fill the role, and identifying offenders who could help support services
- Provide volunteers with facility specific guidance
- Track services and ensure population needs are met
- Meet with volunteers periodically to ensure agency values are respected
- Consider reinstating clinical chaplaincy program at Grady Memorial Hospital

Impact vs. Effort



Implementation Details

Est. Duration	On-going
Est. Cost	Staff time
Key Performance Indicators	Number of special designated volunteers
Sponsor / Owner	Inmate Services Division <i>(for discussion)</i>
Relevant Guiding Theme	 

"We could expand our reach and effectiveness if facility staffing could support weekend and evening volunteering since the majority of our volunteers have weekend and evening availability."

- From a faith-based stakeholder interview session

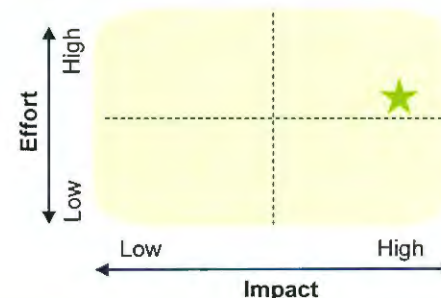


Recommendation 4.a.: *Expand engagement with Technical College System of Georgia and University System of Georgia for offenders*

Rationale and Benefits

- Provides learners with a sense of purpose and achievement
- Creates potential for innovative workforce development programs aligned with state economic needs
- Promotes successful reentry and job readiness



Impact vs. Effort



Key Considerations

- Create opportunities for offenders to leverage their degrees/credentials through peer mentoring or additional responsibilities in the facility
- Track and maintain metrics for measuring program effectiveness and outcomes
- Streamline the MOU process and provide more clarity on the process, key success factors, and needs
- Continue to foster relationship with WorkSource Georgia

Implementation Details

Est. Duration	On-going
Est. Cost	On-going; leverage existing funding streams
Key Performance Indicators	Degrees/credentials awarded
Sponsor / Owner	Inmate Services Division <i>(for discussion)</i>
Relevant Guiding Theme	 

"We are dedicated to the education of justice-impacted individuals and are always looking for ways to provide relevant education and training."

- From a stakeholder interview session



Recommendation 4.b.: *Expand engagement with Technical College System of Georgia and University System of Georgia for correctional staff*

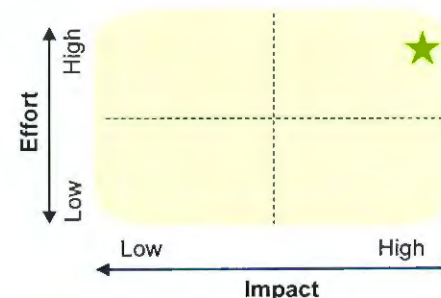
Rationale and Benefits

- Address the current staffing challenges with degree and certificate programs that develop the corrections workforce across Georgia (e.g., counselors, medical and mental health, investigators/analysts, corrections officers, maintenance and engineering)
- Provide opportunities for existing GDC staff to obtain certifications, degrees, and advanced degrees to support retention and continued professional development
- Build on existing GDC staff programming at University of West Georgia

Key Considerations

- Leverage higher education institutions to infuse corrections as a career field in existing courses (e.g., nursing, mental health)
- Leverage existing state programs and infrastructure to provide funding for GDC staff to pursue additional education (e.g., HOPE Scholarship, WorkSource Georgia)
- Develop flexible learning models and education technology that accommodate staff schedules
- Streamline the MOU process and provide more clarity on the process, key success factors, and needs
- Track and maintain metrics for measuring program effectiveness and outcomes for staff

Impact vs. Effort



Implementation Details

Est. Duration	On-going
Est. Cost	On-going; leverage existing funding streams
Key Performance Indicators	Degrees/credentials awarded
Sponsor / Owner	<i>For discussion</i>
Relevant Guiding Theme	 

“We want to help GDC retain their workforce by partnering to build programs and courses that will support officers and staff.”

- From a stakeholder interview session



Recommendation 5: Enhance women's reentry

Rationale and Benefits

- Ensures women offenders have the same opportunity and services as male offenders specific to their needs; engaging in a comprehensive review of the current transitional services for women would likely show existing resources and opportunities should be strengthened
- Addresses the underserved needs of women offenders, who, despite smaller numbers, often face greater challenges upon release as primary caretakers with additional family responsibilities, requiring enhanced services, supports, and job skills training

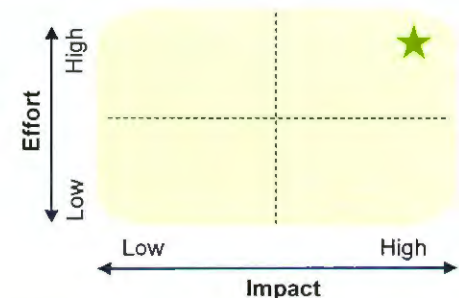
Key Considerations

- Continue to build on GDC's existing commitment to women's services by ensuring adequate female staffing for gender-specific programs and support
- Identify and implement gender-specific reentry programming
- Consider exploring gender-specific reentry needs such as housing, caretaking support, and transportation
- Expand vocational training opportunities for women that match what is offered to the male population
- Review and augment positive practices from Metro Reentry Center to women's reentry services statewide
- Defining strategic mission and planning of women's reentry

"Guiding principles for gender-responsive strategies include providing women with opportunities to improve their socioeconomic condition and establish a system of community supervision and reentry with comprehensive and collaborative services."

- National Institute of Corrections¹

Impact vs. Effort



Implementation Details

Est. Duration	On-going
Est. Cost	Staff time; programming
Key Performance Indicators	Recidivism data; program completion
Sponsor / Owner	Inmate Services Division and Women's Services Director <i>(for discussion)</i>
Relevant Guiding Theme	  



Recommendation 6: Strengthen communication and engagement with families of offenders

Rationale and Benefits

- Provides further connection between offender and community to support rehabilitation and reentry
- Supports transparency within the system
- Improves GDC reputation and fosters understanding of the complexities inherent in incarceration
- Creates a line of communication to hear directly about concerns, opportunities, and new ideas that can strengthen GDC's services

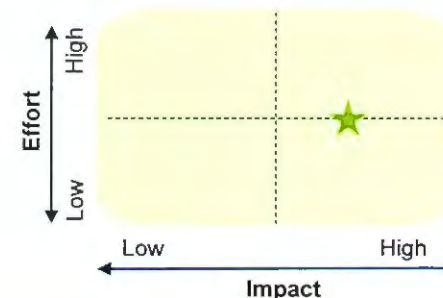
"The families are appreciative of the ability to ask questions and receive answers regarding how to navigate within the system to support their loved ones."

- From a stakeholder interview session



Key Considerations

- Develop a family engagement survey to collect feedback
- Create educational materials for families of incarcerated individuals about available resources, programs, State Board of Pardons and Paroles process, etc.
- Develop a mechanism to communicate with family members and gather input to improve policy and practice (e.g., citizen advisory panel)
- Consider enhanced communications between Georgia Board of Pardons and Paroles and offender families; this may be considered in the final systemic GDC recommendations

Impact vs. Effort



Implementation Details

Est. Duration	On-going
Est. Cost	Staff time
Key Performance Indicators	Survey data; improved family engagement
Sponsor / Owner	Inmate Services Division (for discussion)
Relevant Guiding Theme	 



Recommendation 7: Enhance volunteer tracking system and engagement

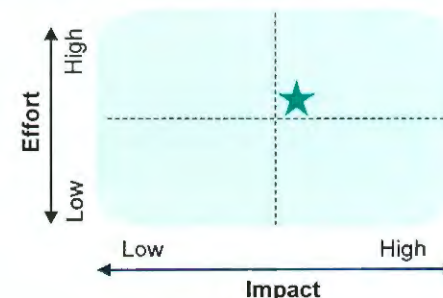
Rationale and Benefits

- Centralizes volunteer records, tracking, and certification statuses, and tracks program outcomes and volunteer contributions more systematically
- Generates real-time reports on volunteer activities; GDC’s website reports 9,200 trained and reported volunteers, and an interview with a GDC staff member indicated about 5,000 volunteers are presently registered, suggesting better data tracking is needed¹
- Supports intentional engagement with stakeholders through listservs, newsletters, and personalized email outreach

Key Considerations

- Ensure user-friendly interfaces for both staff and volunteer users
- Develop a system that can be used locally and in central office to review dashboards on key metrics on volunteer engagement and retention to measure engagement and impact

Impact vs. Effort



Implementation Details

Est. Duration	6 months
Est. Cost	TBD
Key Performance Indicators	Tool completion; facility adoption rates
Sponsor / Owner	Inmate Services Division and Office of Information Technology <i>(for discussion)</i>
Relevant Guiding Theme	 

“Justice-impacted individuals do not know about the transportation services we offer to bring their children for visitation unless another justice impacted individual tells them. We would love learn how to make inroads to serve other facilities.”

- From a stakeholder interview session

¹<https://gdc.georgia.gov/community-support/about-volunteer-services> (last accessed October 21, 2024).



Recommendation 8: Streamline the volunteer onboarding and renewal process to expedite engagement

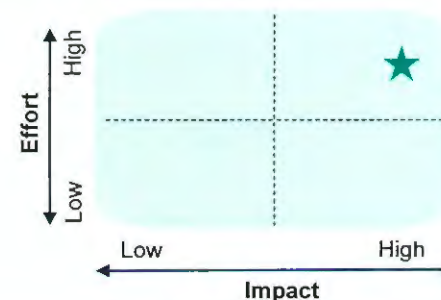
Rationale and Benefits

- Enables faster response to emerging program needs across facilities
- Minimizes volunteer drop-off due to lengthy waiting periods and inconvenient training locations
- Demonstrates value for volunteers' time and commitment
- Reduces burden of staff time
- Reduces burden for volunteers and reflects a customer-centric focus towards those trying to help the system
- Supports staff and the population more readily creating greater fidelity in respecting the contributions of volunteers and stakeholders

Key Considerations

- Maintain or enhance current security standards while improving efficiency
- Create mentorship opportunities connecting new and experienced volunteers
- Develop multiple methods for volunteers to receive training to reduce burden of driving to one location¹
- Review the application and renewal process and workflow to reflect human centered design and clear communication that indicates when applications have been successfully submitted and what to expect

Impact vs. Effort



Implementation Details

Est. Duration	6 months
Est. Cost	Staff time
Key Performance Indicators	Average onboarding time, number of volunteers & renewals
Sponsor / Owner	Inmate Services Division <i>(for discussion)</i>
Relevant Guiding Theme	

“The community is interested in investing in justice-impacted individuals. We had 30-40 participants from a church signup to volunteer, but they lost interest due to the length of time it took to get approved.”

- From an interview with a faith-based organization



Recommendation 9: Enhance communication and public relations strategies to share successes and contributions of volunteers

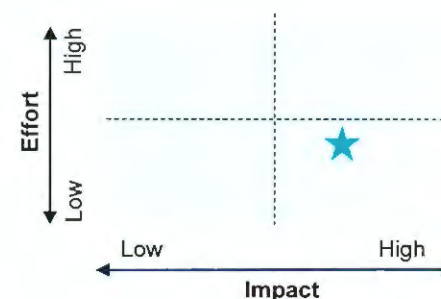
Rationale and Benefits

- Builds community credibility and trust with both internal and external stakeholders
- Demonstrates commitment to evidence-based practices and programs
- Attracts volunteers and community partners by demonstrating successful collaborations
- Reinforces the value of volunteer contributions among correctional staff

Key Considerations

- Define clear goals and target audiences for outreach efforts
- Create a consistent messaging framework emphasizing impact and success
- Optimize GDC's website to highlight volunteer stories and opportunities
- Establish a rapid response protocol for addressing press or incidents

Impact vs. Effort



Implementation Details

Est. Duration	On-going
Est. Cost	Staff time
Key Performance Indicators	Engagement metrics on volunteer stories
Sponsor / Owner	Office of Communications <i>(for discussion)</i>
Relevant Guiding Theme	 

“We’ve built a healthy and trusting relationship between two very different groups of people. Both groups put human dignity first and those doing programs are not at war with the prison system.”

- From an interview with a stakeholder

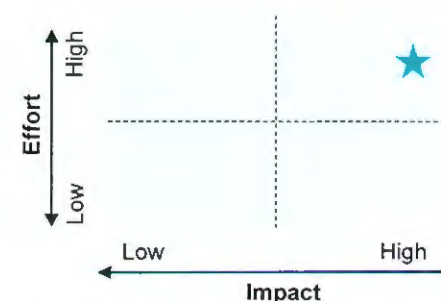


Recommendation 10: *Replicate Metro Reentry Facility model in other facilities*

Rationale and Benefits

- Tailors program elements to fit local job markets and community partnerships
- Creates purpose for “lifers” by serving as peer support to offenders about to reenter the community
- Leverages a dedicated volunteer coordinator position to help oversee and manage services, efficacy, and communication
- Reduces GDC’s recidivism rate, which is currently 27%

Impact vs. Effort



Key Considerations

- Begin with pilot; start with core program elements and gradually expand to full model implementation
- Select pilot facilities based on readiness and need
- Adjust programming to accommodate facility layout and security considerations
- Create a dedicated volunteer coordinator position at each pilot facility to oversee services and programs

Implementation Details

Est. Duration	On-going
Est. Cost	Staff time
Key Performance Indicators	Recidivism data; program participation data
Sponsor / Owner	Inmate Services Division, Facilities Division <i>(for discussion)</i>
Relevant Guiding Theme	

“We have a 90% success rate mentoring and showing other justice-impacted individuals at Metro Reentry that there is a path to a successful life after incarceration.”

-From a listening session with a justice-impacted stakeholder

Innovative Solutions and Recommendations



Many stakeholders provided innovative ideas and recommendations to further support GDC's mission. Some of these recommendations are reflected here for consideration.



Ombudsman: Stand up a multi-disciplinary ombudsman role to include a family representative to collect family concerns, make recommendations to GDC, and promote transparency.



State Board of Pardons and Paroles: Review current protocol, processes and policies with an eye towards defining expectations for release, inclusive of victims' and offender families' input, as well as education and preparation of offenders from reception to the point of release.



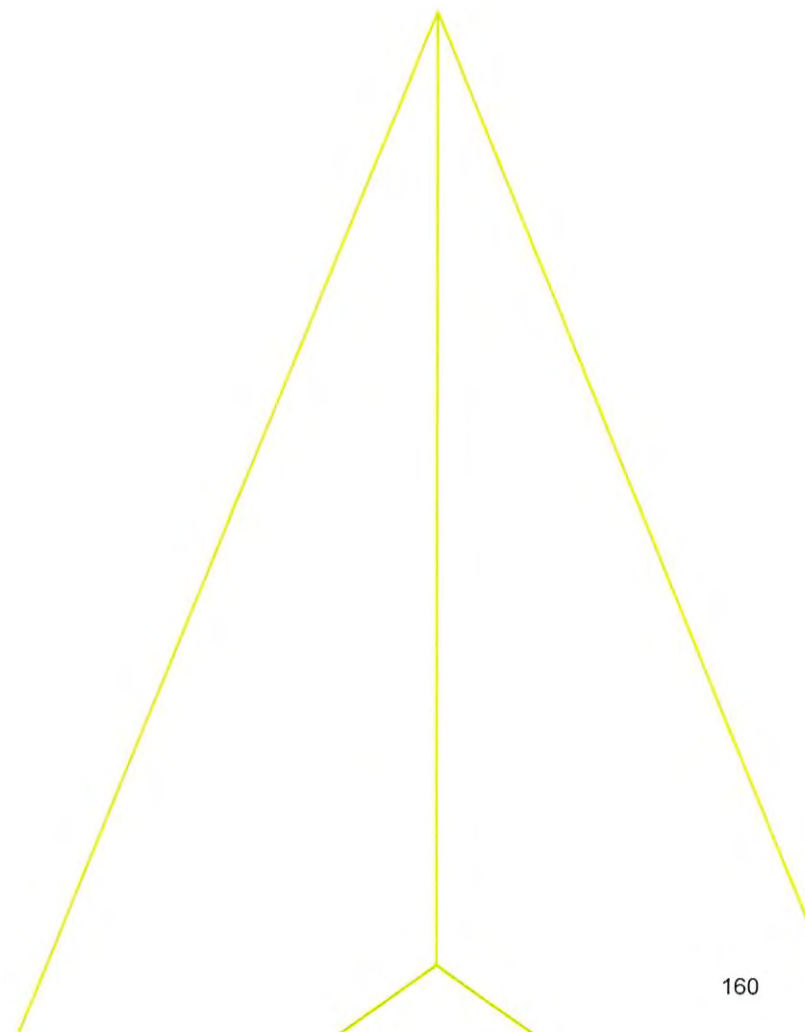
Citizen Advisory Council: Reinstatement of the citizen advisory council that was disbanded due to COVID-19. This council can provide insights to GDC leadership and could comprise of a warden, a crime victim, formerly incarcerated individual, and family members of incarcerated individuals that represent different custody levels.



Cultivating Talent and Creating a Workforce Pipeline: Strengthen partnerships with colleges and universities (e.g., University of Georgia's Franklin College of Arts and Sciences Criminal Justice program, University of West Georgia, Georgia State University) to offer students internships and other on-hands experiences in corrections and to develop professional development pathways for current staff.



Appendix



Acronyms

The following list provides commonly used acronyms in this report.

- **ARS:** Applied Research Services
- **ASMP:** Augusta State Medical Prison
- **BCOT:** Basic Correctional Officer Training
- **CIU:** Criminal Intelligence Unit
- **CO:** Correctional Officer
- **Criminal Investigations Division**
- **CSP:** Calhoun State Prison
- **CY:** Calendar Year
- **DR:** Disciplinary Report
- **EBP:** Evidence Based Program
- **FCB:** Faith and Character Based
- **FSU:** Fire Services Unit
- **FTO:** Field Training Officers
- **FY:** Fiscal Year
- **GDC:** Georgia Department of Corrections
- **GDCP:** Georgia Diagnostic and Classification State Prison
- **GDCS:** Georgia Department of Community Supervision
- **GGIA:** Georgia Gang Investigator Association
- **GISAC:** Georgia Information Sharing and Analysis Center
- **HIDTA:** High-Intensity Drug Trafficking Area
- **IAU:** Internal Affairs Unit
- **IRT:** Interdiction Response Team
- **ISD:** Instructional Systems Design
- **LEO:** Law Enforcement Officer
- **LMS:** Learning Management System
- **MH:** Mental Health
- **MRF:** Metro Reentry Facility
- **NGA:** Next Generation Assessment
- **NIH:** National Institutes of Health
- **OJT:** On-the-Job-Training
- **OPDL:** Office of Professional Development and Leadership
- **OPS:** Office of Professional Standards
- **Parole Board:** Georgia State Board of Pardons and Paroles
- **PIC:** Performance Incentive Credit
- **PR:** Public Relations
- **PREA:** Prison Rape Elimination Act of 2003
- **PSP:** Pulaski State Prison
- **RC:** Returning Citizen
- **RSAT:** Residential Substance Abuse Treatment
- **SAFE:** Sexual Assault Forensic Examiner
- **SANE:** Sexual Assault Nurse Examiner
- **SART:** Sexual Assault Response Team
- **SSP:** Smith State Prison
- **STG:** Security Threat Group
- **WSP:** Walker State Prison

Appendix A

Influencing Factors

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Appendix A. 1: Staffing Numbers

GDC Fiscal Reports: End of Fiscal Year FTE by Type

<https://gdc.georgia.gov/organization/about-gdc/agency-activity/research-and-reports/annual-statistical-reports/fiscal-1>

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024*
COs	6,383	6,124	5,587	5,478	5,110	4,668	4,060	3,050	2,516	2,685	2,776
Other Sworn Staff	1,486	1,466	1,566	1,556	1,594	1,531	1,523	1,452	1,502	1,543	1,670
Non-Security Staff	2,542	2,567	2,614	2,745	2,931	2,970	2,575	2,377	2,151	2,169	2,394
Total	10,411	10,157	9,767	9,779	9,635	9,169	8,158	6,879	6,169	6,397	8,864

Fiscal Year Reports

Each fiscal year report describes the agency, its staff and budget, information about its activities, and important occurrences during the year. Reports prior to FY 2015 include information about probationers.

*2024 Data provided directly from GDC as Fiscal Report is not public as of 12/8/2024

GDC Annual Fiscal Year Reports

- [GDC Annual Fiscal Report 2023 \(PDF, 9.47 MB\)](#)
- [GDC Annual Fiscal Report 2022 \(PDF, 21.26 MB\)](#)
- [GDC Annual Fiscal Report 2021 \(PDF, 15.09 MB\)](#)
- [GDC Annual Fiscal Report 2020 \(PDF, 14.41 MB\)](#)
- [GDC Annual Fiscal Report 2019 \(PDF, 19.64 MB\)](#)
- [GDC Annual Fiscal Report 2018 \(PDF, 12.69 MB\)](#)
- [GDC Annual Fiscal Report 2017 \(PDF, 3.73 MB\)](#)
- [GDC Annual Fiscal Report 2016 \(PDF, 4.27 MB\)](#)
- [GDC Annual Fiscal Report 2014 \(PDF, 11.20 MB\)](#)
- [GDC Annual Fiscal Report 2013 \(PDF, 1.82 MB\)](#)

- GDC Fiscal Report: 2023
- GDC Fiscal Report: 2020
- GDC Fiscal Report: 2018
- GDC Fiscal Report: 2016

Appendix A. 2: Population Data By FY

Profile of Inmate Release: Fiscal Year

<https://gdc.georgia.gov/organization/about-gdc/agency-activity/research-and-reports/annual-statistical-reports/fiscal-1>

		FY 19	FY20	FY 21	FY 22	FY 23	FY 24
		07/01/2018 06/30/2019	07/01/2019 06/30/2020	07/01/2020 06/30/2021	07/01/2021 06/30/2022	07/01/2022 06/30/2023	07/01/2023 06/30/2024
Total	Capacity	59,366	59,632	59,344	57,089	55,478	55,582
	On-Hand	56,683	56,185	47,432	47,963	49,769	51,804
	Utilization	95.48%	94.22%	79.40%	84.01%	89.71%	93.20%
State Prison	Capacity	40,112	40,286	40,095	38,109	36,541	37,045
	On-Hand	38,174	38,173	33,186	32,415	33,471	34,832
	Utilization	95.20%	94.80%	82.80%	85.10%	91.60%	94%
County Prisons	Capacity	4,894	4,975	4,930	4,921	4,837	4,572
	On-Hand	4,699	4,737	3,897	4,260	4,526	4,461
	Utilization	96%	94.80%	79.10%	86.60%	93.60%	97.60%
Transitional Centers	Capacity	2,725	2,740	2,606	2,298	2,291	2,750
	On-Hand	2,542	2,362	1,968	1,980	2,157	2,337
	Utilization	93.30%	86.20%	75.50%	86.20%	94.20%	85%
Private Prison	Capacity	7,975	7,975	8,016	8,073	8,124	8,186
	On-Hand	7,834	7,806	6,734	7,210	7,158	7,472
	Utilization	98.20%	97.90%	84%	89.30%	88.10%	91.30%
Detention Centers	Capacity	1,840	1,836	1,836	1,836	1,836	1,185
	On-Hand	1,678	1,456	655	917	1,036	1,307
	Utilization	91.20%	79.30%	35.70%	49.90%	56.50%	72%
RSAT	Capacity	1,820	1,820	1,851	1,852	1,849	1,844
	On-Hand	1,756	1,651	992	1,181	1,421	1,395
	Utilization	96.50%	90.70%	53.60%	63.80%	76.8	75.60%

Average Daily Population Report by Facility (FY)

This page links to the average daily population report by facility type by fiscal year for FY2000 thru FY2021. Each report obtains information from the SCPIBE Sundown Head Count, which is the official daily count. The report shows the type of GDC facility, the average capacity each facility can hold, and the average number of inmates actually assigned. A percentage of utilization is also provided.

Daily Population Reports (FY) - Archived Reports

- [Daily Population by Facility FY 2024 \(PDF, 41.51 KB\)](#)
- [Daily Population by Facility FY 2022 \(PDF, 54.09 KB\)](#)
- [Daily Population by Facility FY 2023 \(PDF, 54.09 KB\)](#)
- [Daily Population by Facility FY 2021 \(PDF, 59.17 KB\)](#)
- [Daily Population by Facility FY 2020 \(PDF, 59.57 KB\)](#)
- [Daily Population by Facility FY 2019 \(PDF, 59.57 KB\)](#)
- [Daily Population by Facility FY 2018 \(PDF, 61.27 KB\)](#)
- [Daily Population by Facility FY 2017 \(PDF, 54.58 KB\)](#)
- [Daily Population by Facility FY 2016 \(PDF, 59.76 KB\)](#)
- [Daily Population by Facility FY 2015 \(PDF, 30.14 KB\)](#)

Appendix A. 3: Seven Deadly Sins Count

Seven Deadly Sins Act Inmates CY End Counts - 12112024

<https://gdc.georgia.gov/organization/about-gdc/agency-activity/research-and-reports/standing-reports/friday-report>

CY_YEAR	COUNT(DISTINCTM_UNO)	CY_YEAR	COUNT(DISTINCTM_UNO)
CY1995	208	CY2011	12267
CY1996	841	CY2012	12735
CY1997	1658	CY2013	13171
CY1998	2493	CY2014	13532
CY1999	3518	CY2015	13975
CY2000	4353	CY2016	14445
CY2001	5227	CY2017	14906
CY2002	6134	CY2018	15286
CY2003	6978	CY2019	15632
CY2004	7900	CY2020	15133
CY2005	8528	CY2021	15015
CY2006	9292	CY2022	15251
CY2007	10057	CY2023	15552
CY2008	10586	CY2024	15731
CY2009	11338		
CY2010	11797		

Appendix A. 4: State Law and Life Sentences

State Board of Pardons and Paroles: Annual Report Fiscal Year 2017

<https://pap.georgia.gov/office-communications-news-publications-and-events/publications/annual-reports>

20 CLEMENCY AND PAROLE CONSIDERATION (CONT.)

Life Sentence Parole Considerations for inmates who are parole eligible according to state law

Inmates serving a life sentence are considered when they become eligible under Georgia law (see State Law and Life Sentences). Unlike other offenders, the Board's guidelines are not used and a TPM is not the result of the Board's decision. The Board's decision is either to grant or deny parole. If parole is denied to an inmate serving life, the Board, by policy, will reconsider the case again at least once every eight years. The duration between considerations is a decision made by the Board. Inmates serving life who have been denied parole and have a scheduled reconsideration date may receive expedited parole reviews if the Board receives new information that warrants an earlier review. A parole eligible inmate serving a life sentence who receives a "grant" parole decision may be required to complete a Department of Corrections' work release program as a precondition to parole.

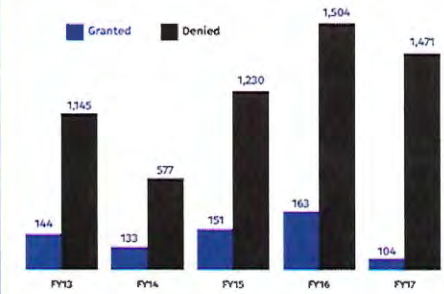
State Law and Life Sentences

Since 1995, there have been two statutory changes pertaining to serious violent felonies that determine the minimum amount of the sentence to be served to become parole eligible for offenders sentenced to life with parole eligibility. If a crime considered to be a "seven deadly sin" was committed prior to 1995, the offender is eligible after seven years. In 1995, offenders committing these crimes became eligible after serving fourteen years. If the crime is committed after July 1, 2006, the offender is eligible for parole after serving thirty years.

Life Sentence Time Served for Serious Violent Felonies – Parole Eligible Offenders

Average Prison Time Served Before Release
In 1973, life-sentenced inmates convicted of serious violent felonies served less than nine years in prison, on average, before being released from prison. By year 2000, the average had risen to more than 15 years. By 2010, the average time served on a life sentence was nearly 20 years and in 2017, a life-sentenced inmate served on average more than 26 years in prison prior to being released.

Parole Decisions for Parole Eligible Inmates Serving Life Sentences



Fiscal Year	Granted	Denied
FY13	164	1,345
FY14	133	577
FY15	151	1,230
FY16	163	1,504
FY17	104	1,471

In FY17, time served prior to parole rose to more than **26 years** for life-sentenced parole eligible offenders.

Appendix A. 5: Offender Admission by Supervision (CY)

Offender Admissions: Last Supervision level (Male)

<https://gdc.georgia.gov/organization/about-gdc/agency-activity/research-and-reports/annual-statistical-reports/calendar-1>

Calendar Year	Minimum	Medium Security	Close Security	Not Reported	Grand Total Admissions
2014*					
2015	1,024	11,119	1,160	2,342	15,645
2016	1,164	11,544	967	2,315	15,990
2017	1,026	11,101	879	2,253	15,259
2018	1,205	11,485	833	2,423	15,946
2019	1,355	11,869	805	2,705	16,734
2020	594	6,272	424	1,823	9,113
2021	3,024	6,655	943	1,604	12,226
2022	3,125	6,980	1,162	1,824	13,091
2023	3,179	7,332	1,242	1,713	13,466
Total	15,696	84,357	8,415	19,002	127,470

*2014 Current last supervision level data is not available

CY15 – CY24 Percentage	
Minimum	12.31%
Medium	66.18%
Close	6.60%
Not Reported	14.91%

Profiles of Inmate Admissions (CY)

Profile of Inmate Admissions - Calendar Year 2023

This page links to Inmate Statistical Profiles of inmates who arrived in the Georgia prison system by calendar year (January 1 through December 31) starting in 2005.

Each profile has about thirty pages of statistics on demographic, criminal, educational, psychological, physical, criminal history, and medical information. Each page shows statistics on both male and female inmates.

Profiles of Inmate Admissions - Archived Reports

- [Profile of Inmate Adm. CY 2023 \(PDF, 301.9K\)](#)
- [Profile of Inmate Adm. CY 2022 \(PDF, 310.1K\)](#)
- [Profile of Inmate Adm. CY 2021 \(PDF, 375.0K\)](#)
- [Profile of Inmate Adm. CY 2020 \(PDF, 309.6K\)](#)
- [Profile of Inmate Adm. CY 2019 \(PDF, 303.3K\)](#)
- [Profile of Inmate Adm. CY 2018 \(PDF, 377.4K\)](#)
- [Profile of Inmate Adm. CY 2017 \(PDF, 377.6K\)](#)
- [Profile of Inmate Adm. CY 2016 \(PDF, 375.4K\)](#)
- [Profile of Inmate Adm. CY 2015 \(PDF, 374.0K\)](#)
- [Profile of Inmate Adm. CY 2014 \(PDF, 361.5K\)](#)

Appendix A. 6: Offenders Admission by Type (CY)

Offender Admission: Type of Admission to Prison (Male)

<https://gdc.georgia.gov/organization/about-gdc/agency-activity/research-and-reports/annual-statistical-reports/calendar-1>

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	10 Year Total	CY14 – 24	Percentage
Population Redistribution*		0	1	0	0	1	0	0	0	0	2	New Sentence	66.91%
Work Release Referral* (Facility)		0	1	0	0	1	0	0	0	0	2	Probation Rev Partial	9.69%
Work Release Referral* (Parole)		0	1	1	2	0	1	0	0	0	5	Probation Rev Remainder	9.59%
New Sentence	12,357	10,818	11,108	9,831	9,799	10,816	5,422	7,618	8,855	9,961	96,585	Parole Rev New Sentence	7.34%
Probation Rev Partial	1,464	1,308	1,365	1,531	1,938	1,717	914	1,219	1,390	1,139	13,667	Parole Rev No New Sentence	6.23%
Probation Rev Remainder	1,172	1,162	1,342	1,672	1,954	1,832	989	1,393	1,328	1,005	13,849	Other Entry Type	0.24%
Parole Rev New Sentence	101	986	1,303	1,450	1,348	1,413	1,149	1,196	905	748	10,599		
Parole Rev No New Sentence	1,781	1,266	834	750	883	890	625	777	593	590	8,968		
Released in Error*	2	3	5	6	3	6	2	3	1	2	33		
Unknown/Not Reported*	0	102	30	18	19	58	11	20	19	21	298		
Total	16,877	15,645	15,990	15,259	15,946	16,734	9,113	12,226	13,091	13,466	144,347		

*included in "Other Entry Type"

Appendix A. 7: Offenders Admission by Age (CY)

Offender Admission: Current Age, Broken Out in 10-Year Age Gaps (Male)

<https://gdc.georgia.gov/organization/about-gdc/agency-activity/research-and-reports/annual-statistical-reports/calendar-1>

Current Age	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	10 Year Total	Percentage
Teens (1-19)	537	465	530	498	468	443	177	207	229	249	3803	2.63%
Twenties (20-29)	6,404	5,824	5,683	5,252	5,299	5,303	2,773	3,579	3,674	3,696	47487	32.90%
Thirties (30-39)	5,115	4,839	4,970	4,879	5,110	5,424	3,145	4,163	4,442	4,460	46547	32.25%
Forties (40-49)	2,961	2,667	2,808	2,671	2,904	3,205	1,824	2,528	2,741	2,926	27235	18.87%
Fifties (50-59)	1,510	1,488	1,592	1,548	1,711	1,763	900	1,267	1,443	1,536	14758	10.22%
Sixties (60-69)	307	324	359	354	396	526	264	423	477	524	3954	2.74%
Seventy + 70 and above	43	38	48	57	58	70	30	59	85	75	563	0.39%
None Reported	0	0	0	0	0	0	0	0	0	0	0	0.00%
Total	537	465	530	498	468	443	177	207	229	249	3803	

Appendix A. 8: Offender Admission by Supervision (CY)

Offender Admissions: Last Supervision Level (Female)

<https://gdc.georgia.gov/organization/about-gdc/agency-activity/research-and-reports/annual-statistical-reports/calendar-1>

Calendar Year	Minimum	Medium Security	Close Security	Not Reported	Grand Total Admissions
2014*					
2015	863	657	15	505	2,040
2016	1,060	586	12	449	2,107
2017	970	604	9	394	1,977
2018	1,099	721	10	499	2,329
2019	1,101	706	8	418	2,233
2020	521	337	0	319	1,177
2021	683	429	11	262	1,385
2022	840	549	18	330	1,737
2023	892	563	9	290	1,754
Total	8,029	5,152	92	3,466	16,739

*2014 Current last supervision level data is not available

CY15-CY24	Percentage
Minimum	47.97%
Medium	30.78%
Close	.55%
Not Reported	20.71%

Profiles of Inmate Admissions (CY)

Profile of Inmate Admissions - Calendar Year 2023

This page links to Inmate Statistical Profiles of inmates who arrived in the Georgia prison system by calendar year (January 1 through December 31), starting in 2005.

Each profile has about ninety pages of statistics on demographic, correctional, educational, psychological, physical, criminology, and medical information. Each page shows statistics on both male and female inmates.

Profiles of Inmate Admissions - Archived Reports

- [Profile of Inmate Adm CY 2023 \(PDF, 301.5K\)](#)
- [Profile of Inmate Adm CY 2022 \(PDF, 289.9K\)](#)
- [Profile of Inmate Adm CY 2021 \(PDF, 275.0K\)](#)
- [Profile of Inmate Adm CY 2020 \(PDF, 309.0K\)](#)
- [Profile of Inmate Adm CY 2019 \(PDF, 303.3K\)](#)
- [Profile of Inmate Adm CY 2018 \(PDF, 277.1K\)](#)
- [Profile of Inmate Adm CY 2017 \(PDF, 277.0K\)](#)
- [Profile of Inmate Adm CY 2016 \(PDF, 275.4K\)](#)
- [Profile of Inmate Adm CY 2015 \(PDF, 276.0K\)](#)
- [Profile of Inmate Adm CY 2014 \(PDF, 267.5K\)](#)

Appendix A. 9: Offenders Admission by Type (CY)

Offender Admission: Type of Admission to Prison (Female)

<https://gdc.georgia.gov/organization/about-gdc/agency-activity/research-and-reports/annual-statistical-reports/calendar-1>

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	10 Year Total	CY14-24	Percentage
Population Redistribution*	0	0	0	0	0	0	0	0	0	0	0	New Sentence	69.52%
Work Release Referral* (Facility)	0	0	0	0	0	0	0	0	0	0	0	Probation Rev Partial	10.34%
Work Release Referral* (Parole)	0	0	0	0	0	0	0	0	0	0	0	Probation Rev Remainder	11.82%
New Sentence	1,644	1,385	1,488	1,307	1,413	1,801	754	827	1,192	1,305	13,116	Parole Rev New Sentence	4.34%
Probation Rev Partial	205	240	206	203	329	115	115	164	225	148	1,950	Parole Rev No New Sentence	3.61%
Probation Rev Remainder	176	226	240	286	414	115	179	218	198	179	2,231	Other Entry Type	0.37%
Parole Rev New Sentence	13	74	87	116	93	120	84	105	63	64	819		
Parole Rev No New Sentence	89	89	70	58	74	76	44	69	57	56	682		
Released in Error*	1	0	0	2	2	2	0	0	0	0	7		
Unknown/Not Reported*	0	26	16	5	4	4	1	2	2	2	62		
Total	2,128	2,040	2,107	1,977	2,329	2,233	1,177	1,385	1,737	1,754	18,867		

*Included in "Other Entry Type" in CY14-24 Percentage Table

Appendix A. 10: Offender Admission by Age (CY)

Offender Admission: Current Age, Broken Out in 10-Year Age Gaps (Female)

<https://gdc.georgia.gov/organization/about-gdc/agency-activity/research-and-reports/annual-statistical-reports/calendar-1>

Current Age	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	10 Year Total	Percentage
Teens (1-19)	20	19	19	20	35	26	11	6	22	18	196	1.04%
Twenties (20-29)	659	600	632	594	642	626	311	299	405	360	5128	27.18%
Thirties (30-39)	742	761	784	738	868	828	450	571	673	683	7098	37.62%
Forties (40-49)	463	431	449	435	526	489	258	337	419	458	4265	22.61%
Fifties (50-59)	222	199	191	163	215	219	126	141	172	188	1836	9.73%
Sixties (60-69)	21	24	27	26	37	42	19	30	44	45	315	1.67%
Seventy + 70 and above	1	6	5	1	6	3	2	1	2	2	29	0.15%
None Reported	0	0	0	0	0	0	0	0	0	0	0	0.00%
Total	2,218	2,040	2,107	1,977	2,329	2,233	1,177	1,385	1,737	1,754	18,867	100.00%

Appendix A. 11: WRAT Data

Row Labels	Avg. Reading	Std. Dev. Reading	Avg. Math	Std. Dev. Math	Avg. Spelling	Std. Dev. Spelling
Asian	9.9	3.8	9.0	3.4	8.9	4.4
F	12.6	0.6	9.9	2.2	12.9	0.1
M	9.7	3.9	9.0	3.4	8.7	4.4
Black	8.6	4.1	6.5	3.1	8.1	3.8
F	9.7	3.4	7.0	3.6	10.4	2.9
M	8.6	4.1	6.5	3.1	7.9	3.8
Hispanic	8.0	4.8	5.9	3.3	5.9	4.3
F	9.7	3.5	7.0	2.9	9.6	4.0
M	8.0	4.8	5.9	3.3	5.8	4.3
Native American	8.8	3.8	7.6	3.0	7.7	3.6
F	12.9	-	7.4	-	12.9	-
M	8.6	3.8	7.6	3.1	7.4	3.5
Native Hawaiian	10.3	3.4	7.5	0.8	10.9	2.3
F	6.4	-	8.0	-	8.3	-
M	12.3	0.9	7.3	1.0	12.2	0.0
White	10.1	4.1	7.5	3.5	8.7	3.9
F	10.9	4.2	7.7	3.5	10.9	2.8
M	10.0	4.0	7.4	3.5	8.4	3.9
Grand Total	9.1	4.2	6.8	3.3	8.2	3.9

Race	Counted Values	Empty Values
Asian	131	34
Black	25,109	4,453
Native American	25	5
Native Hawaiian	3	0
Hispanic	1,849	412
White	15,797	2,031

The dataset provided by GDC on November 8, 2024, contained a total of **49,876 rows**. Out of this dataset, **6,939 rows had missing WRAT score values** for Reading, Math, and Spelling, with the missing values distributed equally across these categories.

Appendix A. 12: Violent Offenders (FY)

GDC Fiscal Reports: Violent Offender Population

<https://gdc.georgia.gov/organization/about-gdc/agency-activity/research-and-reports/annual-statistical-reports/fiscal-1>

Fiscal Year Reports

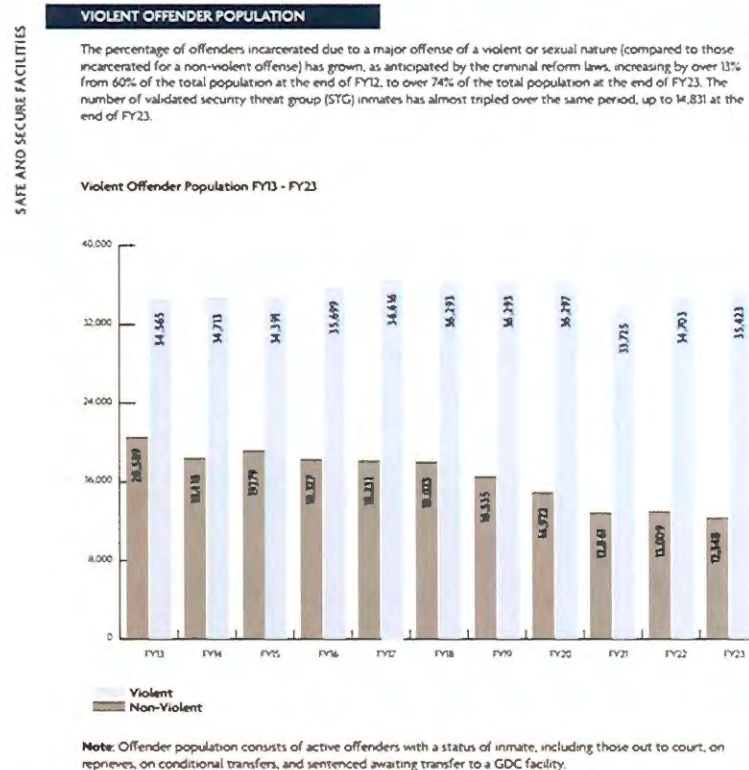
Each fiscal year report describes the agency, its staff and budget, information about its inmates, and important occurrences during the year. Reports prior to FY 2015 include information about probationers.

GDC Annual Fiscal Year Reports

- [GDC Annual Fiscal Report 2023](#) (PDF, 9.47 MB)
- [GDC Annual Fiscal Report 2022](#) (PDF, 21.26 MB)
- [GDC Annual Fiscal Report 2021](#) (PDF, 13.09 MB)
- [GDC Annual Fiscal Report 2020](#) (PDF, 14.41 MB)
- [GDC Annual Fiscal Report 2019](#) (PDF, 19.94 MB)
- [GDC Annual Fiscal Report 2018](#) (PDF, 12.69 MB)
- [GDC Annual Fiscal Report 2017](#) (PDF, 3.73 MB)
- [GDC Annual Fiscal Report 2016](#) (PDF, 4.27 MB)
- [GDC Annual Fiscal Report 2014](#) (PDF, 11.26 MB)
- [GDC Annual Fiscal Report 2013](#) (PDF, 1.62 MB)

2024 Data provided directly from GDC as Fiscal Report is not public as of 12/8/2024

GDC Fiscal Report: 2023



Appendix A. 13: Security Threat Group (FY)

GDC Fiscal Report: Security Threat Group (STG)

<https://gdc.georgia.gov/organization/about-gdc/agency-activity/research-and-reports/annual-statistical-reports/fiscal-1>

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024*
STG Population	7,585	9,495	10,677	12,282	13,212	14,486	14,766	14,010	14,464	14,831	15,590

*2024 Data provided directly from GDC as Fiscal Report is not public as of 12/8/2024

Fiscal Year Reports

Each fiscal year report describes the agency, its staff and budget, information about its inmates, and important occurrences during this year. Reports prior to FY 2016 include information about probationers.

GDC Annual Fiscal Year Reports

- [GDC Annual Fiscal Report 2023 \(PDF, 5.47 MB\)](#)
- [GDC Annual Fiscal Report 2022 \(PDF, 21.26 MB\)](#)
- [GDC Annual Fiscal Report 2021 \(PDF, 13.09 MB\)](#)
- [GDC Annual Fiscal Report 2020 \(PDF, 14.41 MB\)](#)
- [GDC Annual Fiscal Report 2019 \(PDF, 19.84 MB\)](#)
- [GDC Annual Fiscal Report 2018 \(PDF, 12.04 MB\)](#)
- [GDC Annual Fiscal Report 2017 \(PDF, 3.73 MB\)](#)
- [GDC Annual Fiscal Report 2016 \(PDF, 4.27 MB\)](#)
- [GDC Annual Fiscal Report 2014 \(PDF, 9.26 MB\)](#)
- [GDC Annual Fiscal Report 2013 \(PDF, 1.12 MB\)](#)

- GDC Fiscal Report: 2023
- GDC Fiscal Report: 2020
- GDC Fiscal Report: 2018
- GDC Fiscal Report: 2016

Appendix A. 14: Security Threat Group by Gender

Active Inmates by Facility

Received from GDC on 11/06/2024

FACILITY TYPE	OFFENDER LOCATION	Facility Security Level	Gender	STG Percent Population	CURRENT_POPULATION	CLOSE	MEDIUM	MINIMUM	SECURITY_OTHER	STG	NON_STG	PIC_ELIGIBLE_Y	PIC_ELIGIBLE_N
STATE PRISON	EMANUEL WOMENS FACILITY	Medium	Adult Female		410	0	138	272	0	11	399	632	601
STATE PRISON	PULASKI STATE PRISON	Medium	Adult Female		1177	91	782	304	0	113	1064	405	757
STATE PRISON	WHITWORTH WOMEN'S FACILITY	Medium	Adult Female		441	0	148	293	0	20	421	204	107
STATE PRISON	ARRENDALE STATE PRISON	Special Mission	Adult Female Juvenile Female		1233	86	665	481	1	112	1121	343	434
				7.85%	3261					256	3005		
STATE PRISON	BURRUSS CORRECTIONAL TRAINING CTR	Medium	Adult Male		745	8	536	201	0	95	650	427	318
STATE PRISON	DOOLY STATE PRISON	Medium	Adult Male		1698	298	1355	45	0	523	1175	614	1030
STATE PRISON	GA DIAG CLASS PRISON	Close Special Mission	Adult Male		2125	568	1059	498	0	633	1492	575	557
STATE PRISON	WALKER STATE PRISON	Medium	Adult Male		414	0	341	73	0	22	392	1060	541
STATE PRISON	WARE STATE PRISON	Close	Adult Male		1425	971	398	56	0	788	637	664	562
STATE PRISON	WASHINGTON STATE PRISON	Medium	Adult Male		1537	298	1155	84	0	563	974	551	1147
STATE PRISON	WILCOX STATE PRISON	Medium	Adult Male		1829	335	1427	67	0	691	1138	294	116
STATE PRISON	AUGUSTA STATE MED. PRISON	Close	Adult Male		1162	496	609	57	0	309	853	1107	1018
STATE PRISON	AUTRY STATE PRISON	Medium	Adult Male		311	5	259	47	0	79	232	433	730
STATE PRISON	BALDWIN STATE PRISON	Special Mission	Adult Male		777	190	542	45	0	301	476	325	770
STATE PRISON	CALHOUN STATE PRISON	Medium	Adult Male		1644	297	1285	62	0	534	1110	11	7
STATE PRISON	CENTRAL STATE PRISON	Medium	Adult Male		1132	47	1024	61	0	228	904	829	725
STATE PRISON	COASTAL STATE PRISON	Medium	Adult Male		1601	151	1254	196	0	378	1223	520	221
STATE PRISON	DODGE STATE PRISON	Medium	Adult Male		1226	46	1044	136	0	310	916	147	83
STATE PRISON	HANCOCK STATE PRISON	Close	Adult Male		1163	848	253	62	0	668	495	520	1228
STATE PRISON	HAYS STATE PRISON	Close	Adult Male		1095	979	109	7	0	763	332	173	166
STATE PRISON	JOHNSON STATE PRISON	Medium	Adult Male		1554	136	1264	154	0	399	1155	281	127
STATE PRISON	LEE STATE PRISON	Medium	Adult Male		741	20	646	75	0	155	586	327	449
STATE PRISON	LONG UNIT	Medium	Adult Male		230	0	174	56	0	5	225	612	565
STATE PRISON	MACON STATE PRISON	Close	Adult Male		1748	1553	190	5	0	1104	644	965	465
STATE PRISON	METRO REENTRY FACILITY	Medium	Adult Male		339	1	226	112	0	30	309	289	316
STATE PRISON	MONTGOMERY STATE PRISON	Medium	Adult Male		408	1	232	175	0	9	399	420	788
STATE PRISON	PHILLIPS STATE PRISON	Special Mission	Adult Male		776	227	529	19	1	256	520	40	124
STATE PRISON	ROGERS STATE PRISON	Medium	Adult Male		1430	0	926	504	0	38	1392	392	1015
STATE PRISON	RUTLEDGE STATE PRISON	Medium	Adult Male		605	13	557	35	0	147	458	454	674
STATE PRISON	SMITH STATE PRISON	Close	Adult Male		1208	1063	139	6	0	674	534	271	143
STATE PRISON	SPECIAL MANAGEMENT UNIT	Close	Adult Male		164	164	0	0	0	131	33	498	927
STATE PRISON	TELFAIR STATE PRISON	Close	Adult Male		1407	1249	154	4	0	841	566	754	783
STATE PRISON	VALDOSTA STATE PRISON	Close	Adult Male		1128	861	233	34	0	714	414	278	163
STATE PRISON	HELMS FACILITY	Special Mission	Adult Male Adult Female		18	0	9	9	0	3	15	797	1032
				36.00%	31640					11391	20249		

Appendix A. 15: Offender Release Male and Female

Profile of Offender Release during a Calendar Year: Actual Release Type Totals

<https://gdc.georgia.gov/organization/about-gdc/agency-activity/research-and-reports/annual-statistical-reports/calendar-2>

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	10 Year Total
Male	17,637	15,932	15,004	15,326	16,331	15,876	16,169	12,358	11,933	11,835	148,401
Female	2,164	1,956	1,935	1,942	2,196	2,132	2,134	1,425	1,428	1,472	18,784
Total	19,801	17,888	16,939	17,268	18,527	18,008	18,303	13,783	13,361	13,307	167,185

Profiles of Inmate Releases (CY)

Profile of Inmate Releases - Calendar Year 2023

This page links to inmate statistical profiles of inmates who were released from the Georgia prison system by calendar year (January 1 through December 31, starting in 2014).

Each profile has about ninety pages of statistics on demographic, correctional, educational, psychological, physical, criminal history, and personal information. Each page shows statistics on both male and female inmates.

Profiles of Inmate Releases - Archived Annual Reports

- [Profile of Inmate Rel CY 2023 \(PDF 10/16/23\)](#)
- [Profile of Inmate Rel CY 2022 \(PDF 10/20/22\)](#)
- [Profile of Inmate Rel CY 2021 \(PDF 10/26/21\)](#)
- [Profile of Inmate Rel CY 2020 \(PDF 10/26/20\)](#)
- [Profile of Inmate Rel CY 2019 \(PDF 10/27/19\)](#)
- [Profile of Inmate Rel CY 2018 \(PDF 10/30/18\)](#)
- [Profile of Inmate Rel CY 2017 \(PDF 10/31/17\)](#)
- [Profile of Inmate Rel CY 2016 \(PDF 10/31/16\)](#)
- [Profile of Inmate Rel CY 2015 \(PDF 10/30/15\)](#)
- [Profile of Inmate Rel CY 2014 \(PDF 10/31/14\)](#)

Appendix A. 16: Offender Release by Type (Male)

Profile of Offender Release: Actual Release Type (CY)

<https://gdc.georgia.gov/organization/about-gdc/agency-activity/research-and-reports/annual-statistical-reports/calendar-2>

Release Type	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	10 Year Total	CY14-24	
													Percentage
Parole*	0	1	0	0	0	0	0	0	0	0	1	Death Sentence	1.33%
Death	130	145	145	176	189	165	287	246	241	250	1,974	Sentence Expired	46.99%
Amnd/Remit*	6	1	0	1	0	0	0	0	0	0	8	Parole Certificate	37.68%
Sentence Expired	6,918	6,805	6,676	6,543	7,397	7,928	7,638	6,237	6,577	7,015	69,734	Conditional Transfer	5.15%
Conditional Transfer	960	812	673	744	815	722	844	766	664	643	7,643	Supervised Reprieve	5.11%
Os Conditional Transfer*	202	153	143	204	223	180	180	133	119	112	1,649	Other ReleaseTypes	3.74%
Os Immigration And Customs Enforcement Order*	268	222	179	131	88	90	72	33	30	15	1,128		
Os Parole Order*	393	368	239	250	263	276	279	196	226	128	2,618		
Os Supervised Reprieve*	55	21	12	17	15	16	8	2	1	0	147		
Parole Certificate	7,338	6,149	5,950	6,382	6,543	5,851	6,057	4,429	3,844	3,373	55,916		
Supervised Reprieve	1367	1255	987	878	798	648	804	316	231	299	7,583		
Total	17,637	15,932	15,004	15,326	16,331	15,876	16,169	12,358	11,933	11,835	148,401		

*included in "Other Release Types"

Appendix A. 17: Offender Release (Female)

Profile of Offender Release: Actual Release Type (CY)

<https://gdc.georgia.gov/organization/about-gdc/agency-activity/research-and-reports/annual-statistical-reports/calendar-2>

Release Type	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	10 Year Total	CY14-24	
												Percentage	
Parole*	1	0	0	0	0	0	0	0	0	0	1	Death	.5%
Death	6	5	6	14	7	11	5	13	11	7	85	Sentence Expired	46.99%
Amnd/Remit*	1	1	1	0	0	0	0	0	0	1	4	Parole Certificate	37.68%
Sentence Expired	713	715	703	639	776	859	747	525	631	698	7,006	Conditional Transfer	5.15%
Conditional Transfer	132	121	103	117	123	118	119	82	85	94	1,094	Supervised Reprive	5.11%
Os Conditional Transfer*	19	17	22	20	20	24	28	17	15	15	197	Other Release Types	3.74%
Os Immigration And Customs Enforcement Or der*	16	15	8	4	12	6	2	3	4	1	71		
Os Parole Order*	52	55	58	48	46	49	63	36	49	33	489		
Os Supervised Reprive	14	5	5	3	1	5	3	1	0	0	37		
Parole Certificate	912	698	755	829	929	840	895	607	526	487	7,478		
Supervised Reprive	298	324	274	268	282	220	272	141	107	136	2,322		
Total	2,164	1,956	1,935	1,942	2,196	2,132	2,134	1,425	1,428	1,472	18,784		

*included in "Other Release Type"

Appendix A. 18: Incarceration Rate

Imprisonment rates of U.S. residents, based on prisoners under the jurisdiction of state or federal correctional authorities.

<https://bjs.ojp.gov/document/p22st.pdf>

TABLE 7
Imprisonment rates of U.S. residents, based on sentenced prisoners under the jurisdiction of state or federal correctional authorities, by sex, age, and jurisdiction, 2021 and 2022

Jurisdiction	Per 100,000 U.S. residents within each group in 2021				Per 100,000 U.S. residents within each group in 2022			
	All ages				All ages			
	Total	Male	Female	Age 18 or older	Total	Male	Female	Age 18 or older
U.S. total	350	658	47	448	355	666	49	453
Federal ^a	43	81	6	56	44	82	6	56
State	307	577	41	393	311	584	43	397
Alabama	383	738	47	491	390	749	51	500
Alaska ^b	213	383	24	281	205	370	22	270
Arizona	454	827	81	581	446	812	79	567
Arkansas	559	1,036	93	725	574	1,068	90	743
California	259	498	20	332	250	481	19	319
Colorado	271	491	44	343	288	522	47	363
Connecticut ^b	155	301	14	194	170	329	18	213
Delaware ^b	276	553	15	347	272	543	16	341
Florida	365	695	45	453	377	715	48	466
Georgia	427	817	54	556	435	831	58	565
Hawaii ^b	180	325	33	227	174	317	30	219
Idaho ^c	451	771	127	594	460	782	132	603
Illinois ^{d,e}	229	442	21	293	236	454	23	301
Indiana ^d	362	653	75	470	349	635	67	452
Iowa	267	487	44	345	264	480	45	340
Kansas	286	522	48	375	292	534	48	381
Kentucky	412	737	91	520	437	778	100	561
Louisiana	566	1,101	52	736	596	1,154	61	775
Maine	107	201	14	130	107	197	20	130
Maryland	245	485	16	313	252	500	17	322
Massachusetts ^{e,f}	96	189	6	118	94	185	7	116
Michigan	321	614	31	407	323	616	33	408
Minnesota	140	263	16	181	151	281	20	195
Mississippi	576	1,106	76	750	661	1,256	100	859
Missouri ^g	374	691	65	481	381	700	69	489
Montana	387	654	111	489	414	700	119	522
Nebraska	280	519	39	370	284	527	37	374
Nevada ^h	323	590	50	413	322	586	54	411
New Hampshire	153	284	21	187	149	276	22	182
New Jersey ^h	135	264	10	172	137	268	9	174
New Mexico	240	434	48	308	231	419	44	295
New York	153	302	11	193	159	312	12	199
North Carolina	267	506	37	340	268	508	38	341

Continued on next page

TABLE 7 (continued)
Imprisonment rates of U.S. residents, based on sentenced prisoners under the jurisdiction of state or federal correctional authorities, by sex, age, and jurisdiction, 2021 and 2022

Jurisdiction	Per 100,000 U.S. residents within each group in 2021				Per 100,000 U.S. residents within each group in 2022			
	All ages				All ages			
	Total	Male	Female	Age 18 or older	Total	Male	Female	Age 18 or older
North Dakota	214	367	52	280	230	391	60	300
Ohio	383	713	60	490	385	717	61	492
Oklahoma ^h	555	1,006	107	728	563	1,021	108	737
Oregon	311	577	44	388	295	548	43	367
Pennsylvania	286	548	31	359	292	559	32	366
Rhode Island ^b	118	232	8	146	124	245	8	152
South Carolina	297	571	37	377	302	577	41	383
South Dakota ^a	370	627	104	488	370	618	114	486
Tennessee	314	578	59	402	334	617	61	427
Texas	442	817	67	589	452	833	71	601
Utah ^h	176	318	29	243	176	322	26	243
Vermont ^b	134	255	14	163	126	238	15	153
Virginia	350	655	51	446	312	588	42	397
Washington	175	328	20	223	174	325	20	220
West Virginia	328	588	70	410	331	594	69	413
Wisconsin	315	590	38	400	311	582	38	394
Wyoming	366	625	94	472	369	638	87	475

Note: Jurisdiction refers to the legal authority of state or federal correctional officials over a prisoner, regardless of where the prisoner is held. For jurisdiction-level information, see Jurisdiction notes on the BJS website. Imprisonment rate is the number of sentenced prisoners under state or federal jurisdiction per 100,000 U.S. residents or per 100,000 U.S. residents in a given category. Rates are for December 31 of each year and are based on prisoners with a sentence of more than 1 year. Resident population estimates are from the U.S. Census Bureau for January 1 of the following year. As of December 31, 2001, persons sentenced for a felony in the District of Columbia were the responsibility of the Federal Bureau of Prisons.

^aIncludes adult prisoners held in nonsecure community corrections facilities and adults and persons age 17 or younger held in privately operated facilities.

^bPrisons and jails form one integrated system. Data include total jail and prison populations.

^cState does not include persons held in federal or other state prisons in its sentenced jurisdiction count.

^dSentenced jurisdiction counts for 2022 have been updated.

^eIncludes a small number of prisoners sentenced to 1 year or less.

^fImprisonment rates include persons serving a sentence of more than 1 year but less than 2.5 years, the legal delineation between prisons and jails in Massachusetts. These persons were not included in the custody and jurisdiction counts in this table, because they were housed in local jails; however, because the BJS definition of imprisonment rate includes persons sentenced to more than 1 year in a correctional facility, these persons (1,133 in 2021 and 1,133 in 2022) were included in the imprisonment rate calculations.

^gState excludes persons serving time in residential confinement from its sentenced jurisdiction count.

^hIncludes persons who were waiting in county jail to be moved to state prison.

Source: Bureau of Justice Statistics, National Prisoner Statistics, 2021 and 2022; and U.S. Census Bureau, postcensal resident population estimates for January 1 of the following calendar year.

Appendix A. 19: Crime in the United States

Department of Justice, Federal Bureau of Investigations 2019: Crime in the United States

<https://ucr.fbi.gov/crime-in-the-u.s/2019/crime-in-the-u.s.-2019/topic-pages/tables/table-4>

Table 4
Crime in the United States¹
By Region, Geographic Division, and State, 2018-2019

State	Year	Population	Value ²		Miles and square miles ³		Rate per 100,000		Rate per 100,000		Rate per 100,000		Rate per 100,000		Rate per 100,000		Rate per 100,000		Rate per 100,000			
			2018	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019
			Percent change	Percent change	Percent change	Percent change	Percent change	Percent change	Percent change	Percent change	Percent change	Percent change	Percent change	Percent change	Percent change	Percent change	Percent change	Percent change	Percent change	Percent change	Percent change	Percent change
United States Total⁴	2018	326,487,501	328,395,513	1,282,289	3,854	143,74	5.8	143,795	44.9	282,279	86.1	\$19,952	243.2	7,219,864	2,209.5	1,225,913	371.0	5,232,167	1,601.4	751,954	230.2	
	2019	328,395,513	328,395,513	1,282,289	3,854	143,74	5.8	143,795	44.9	282,279	86.1	\$19,952	243.2	7,219,864	2,209.5	1,225,913	371.0	5,232,167	1,601.4	751,954	230.2	
	Percent change			-0.6	-1.8	-0.3	-0.2	-0.2	-0.2	-0.2	-0.2	-1.3	-0.8	-0.1	-0.5	-0.5	-0.9	-2.8	-3.3	-4.9	-4.4	
Florida	2018	21,244,317	21,477,517	81,980	355.9	1,107	5.2	8,435	39.7	16,884	78.5	\$5,551	261.5	486,017	2,287.8	71,911	138.6	172,979	1,753.4	41,168	193.8	
	2019	21,477,517	21,477,517	81,980	355.9	1,107	5.2	8,435	39.7	16,884	78.5	\$5,551	261.5	486,017	2,287.8	71,911	138.6	172,979	1,753.4	41,168	193.8	
	Percent change			-0.9	-1.9	-0.4	-0.3	-0.9	-0.9	-0.9	-0.9	-0.1	-1.2	-0.2	-0.2	-11.9	-12.8	-1.9	-8.9	-5.1	-6.2	
Georgia	2018	10,511,311	10,617,421	35,619	136.9	647	6.2	7,796	26.6	3,899	30.9	21,675	225.2	277,803	2,642.9	46,816	448.4	205,611	1,996.1	25,156	241.2	
	2019	10,617,421	10,617,421	35,619	136.9	647	6.2	7,796	26.6	3,899	30.9	21,675	225.2	277,803	2,642.9	46,816	448.4	205,611	1,996.1	25,156	241.2	
	Percent change			-1.5	-0.5	-1.1	-0.1	-4.4	-6.1	-5.1	-4.0	-3.0	-0.2	-10.1	-15.8	-16.5	-8.1	-9.0	-6.2	-6.2		
North Carolina	2018	10,181,615	10,488,984	36,980	156.2	574	5.5	2,613	25.4	7,571	72.9	26,290	252.4	244,323	2,481.8	57,450	551.4	169,176	1,631.5	16,897	158.9	
	2019	10,488,984	10,488,984	36,980	156.2	574	5.5	2,613	25.4	7,571	72.9	26,290	252.4	244,323	2,481.8	57,450	551.4	169,176	1,631.5	16,897	158.9	
	Percent change			-5.4	-4.4	-10.1	-9.0	-21.3	-22.1	-20.7	-20.7	-5.0	-4.0	-1.6	-0.6	-3.2	-6.2	-1.2	-2.1	-9.5	-4.8	
South Carolina	2018	5,084,156	5,148,714	25,463	993.8	411	8.1	2,894	52.1	3,562	70.7	18,310	170.0	156,130	1,074.8	29,957	589.2	111,427	2,191.7	14,566	284.0	
	2019	5,148,714	5,148,714	25,463	993.8	411	8.1	2,894	52.1	3,562	70.7	18,310	170.0	156,130	1,074.8	29,957	589.2	111,427	2,191.7	14,566	284.0	
	Percent change			-1.4	-2.1	-12.9	-11.5	-7.2	-8.3	-8.3	-9.8	-6.9	-5.5	-3.2	-4.4	-8.1	-9.5	-2.2	-3.4	-0.2	-1.1	
Alabama	2018	4,837,661	4,903,185	22,567	523.1	383	7.8	2,912	41.6	4,047	82.8	19,105	190.9	138,702	2,817.8	29,101	599.4	96,328	1,979.8	13,273	271.6	
	2019	4,903,185	4,903,185	22,566	519.8	383	7.8	2,908	42.2	3,981	80.4	18,679	181.0	131,133	2,674.4	28,079	571.9	92,477	1,886.1	12,577	256.5	
	Percent change			-2.0	-2.1	-6.5	-6.8	-1.8	-1.4	-2.6	-2.9	-2.2	-2.5	-5.5	-5.5	-19.4	-10.7	-6.0	-4.3	-5.2	-5.5	
Northwest	2018	4,461,151	4,467,673	9,719	217.9	290	5.6	1,875	42.0	2,469	55.1	5,125	114.9	89,215	2,000.3	17,462	391.4	61,313	1,374.4	10,460	234.5	
	2019	4,467,673	4,467,673	9,719	217.9	290	5.6	1,875	42.0	2,469	55.1	5,125	114.9	89,215	2,000.3	17,462	391.4	61,313	1,374.4	10,460	234.5	
	Percent change			-0.2	-0.3	-11.6	-11.7	-16.2	-16.3	-12.5	-12.6	-12.1	-12.0	-5.0	-5.1	-11.6	-11.7	-3.6	-3.7	-2.5	-2.7	
Mississippi	2018	2,981,020	2,976,189	7,929	266.0	214	7.2	906	29.0	1,700	57.0	5,419	181.8	71,701	2,405.1	20,355	662.8	46,201	1,589.3	5,165	172.6	
	2019	2,976,189	2,976,189	7,922	277.9	112	11.2	747	25.1	1,700	57.1	5,293	184.6	70,707	2,175.8	19,660	627.0	46,309	1,555.7	5,747	193.1	
	Percent change			-4.1	-4.5	-85.1	-85.4	-25.1	-25.5	0.0	-0.2	-1.4	-1.5	-1.4	-1.2	-8.1	-6.2	-0.2	-0.8	-11.7	-11.9	
Tennessee	2018	6,771,611	6,829,174	42,667	610.4	568	5.5	3,011	44.5	7,222	106.7	11,946	173.8	182,897	2,844.6	33,518	496.1	138,710	2,048.4	20,649	304.9	
	2019	6,829,174	6,829,174	42,667	595.2	498	5.1	2,811	41.2	6,150	90.1	11,186	166.7	181,151	2,652.6	29,369	431.4	132,194	1,934.4	19,180	280.9	
	Percent change			-4.8	-5.6	-2.9	-2.8	-6.6	-7.4	-14.8	-15.6	-2.4	-3.2	-6.1	-6.9	-10.9	-11.7	-4.8	-5.6	-7.1	-7.9	
Arkansas	2018	1,089,753	1,017,804	16,904	561.6	222	7.4	2,341	77.8	1,593	52.9	12,748	423.6	89,177	2,961.0	19,320	688.6	62,150	2,071.6	7,307	242.4	
	2019	1,017,804	1,017,804	16,904	544.6	242	11.7	2,271	72.2	1,557	51.6	13,511	447.8	86,290	2,858.0	18,095	599.6	60,715	2,012.6	7,420	245.9	
	Percent change			-4.4	-4.1	-99.0	-8.7	-10.4	-10.7	-2.1	-2.5	-6.0	-8.7	-1.1	-1.3	-7.1	-7.8	-2.6	-2.9	-1.8	-1.3	
Louisiana	2018	4,659,660	4,645,794	25,114	543.1	531	11.4	2,105	45.2	4,690	98.7	18,076	387.9	152,946	3,203.4	31,291	671.5	110,086	2,362.1	11,639	249.8	
	2019	4,645,794	4,645,794	25,117	549.1	544	11.7	2,271	49.5	4,925	106.6	18,695	402.1	146,993	3,162.0	26,914	579.0	109,359	2,312.4	10,716	230.5	
	Percent change			-0.9	-1.1	-2.1	-2.1	-8.0	-8.2	-12.5	-12.3	-3.4	-3.7	-3.9	-3.7	-18.0	-11.8	-0.6	-0.4	-7.9	-7.7	
	Percent change			-1.0	-1.0	-5.2	-5.2	-8.6	-8.6	-6.6	-6.6	-6.9	-6.9	-9.7	-9.7	-21.8	-21.8	-7.5	-7.5	-1.1	-1.1	

Appendix A. 20: FY2015 – FY2024 Bond and Cash Appropriations

Capital Outlay Funding

Received from GDC on 11/27/2024

FY2015 - FY2024 Bond Funding and FY25 Bond and Cash Appropriations (PBCS)						
Funding Intent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Cash Funding for R&M, Security, Building Renovations etc.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
R&M, Security, Building Renovations etc.	\$ 18,900,000	\$ 28,360,174	\$ 29,460,000	\$ 8,883,933	\$ 2,500,000	\$ 25,125,000
Augusta Transitional Center Purchase						
Equipment replacement for Food & Farm						
Security and Technology						
Passenger Vehicles/Trucks	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,295,000
Capital Outlay Total excluding Major Ren/New Construction	\$ 18,900,000	\$ 28,360,174	\$ 29,460,000	\$ 8,883,933	\$ 2,500,000	\$ 29,420,000
Metro State Prison Renovation	\$ -	\$ -	\$ 13,735,000	\$ 6,302,513	\$ -	\$ 14,500,069
New Construction -Washington SP						
Capital Outlay Total Major Renovation/New Construction	\$ -	\$ -	\$ 13,735,000	\$ 6,302,513	\$ -	\$ 14,500,069
Capital Outlay Grand Total	\$ 18,900,000	\$ 28,360,174	\$ 43,195,000	\$ 15,186,446	\$ 2,500,000	\$ 43,920,069

Funding Intent	FY 21	FY 22	FY 23	FY 24	FY 25
Cash Funding for R&M, Security, Building Renovations etc.	\$ -	\$ -	\$ 42,456,560	\$ 135,385,847	\$ 17,543,440
R&M, Security, Building Renovations etc.	\$ 45,340,000	\$ 45,590,000	\$ -	\$ 38,900,800	\$ -
Augusta Transitional Center Purchase				\$ 4,600,000	
Equipment replacement for Food & Farm				\$ 1,729,146	
Security and Technology				\$ 52,349,459	\$ 10,793,600
Passenger Vehicles/Trucks	\$ 2,430,000	\$ -	\$ -	\$ 14,734,088	\$ 11,650,000
Capital Outlay Total excluding Major Ren/New Construction	\$ 47,770,000	\$ 45,590,000	\$ 42,456,560	\$ 247,699,340	\$ 39,987,040
Metro State Prison Renovation	\$ 620,000	\$ -	\$ -	\$ -	\$ -
New Construction -Washington SP				\$ 436,753,665	
Capital Outlay Total Major Renovation/New Construction	\$ 620,000	\$ -	\$ -	\$ 436,753,665	\$ -
Capital Outlay Grand Total	\$ 48,390,000	\$ 45,590,000	\$ 42,456,560	\$ 684,453,005	\$ 39,987,040

Appendix B

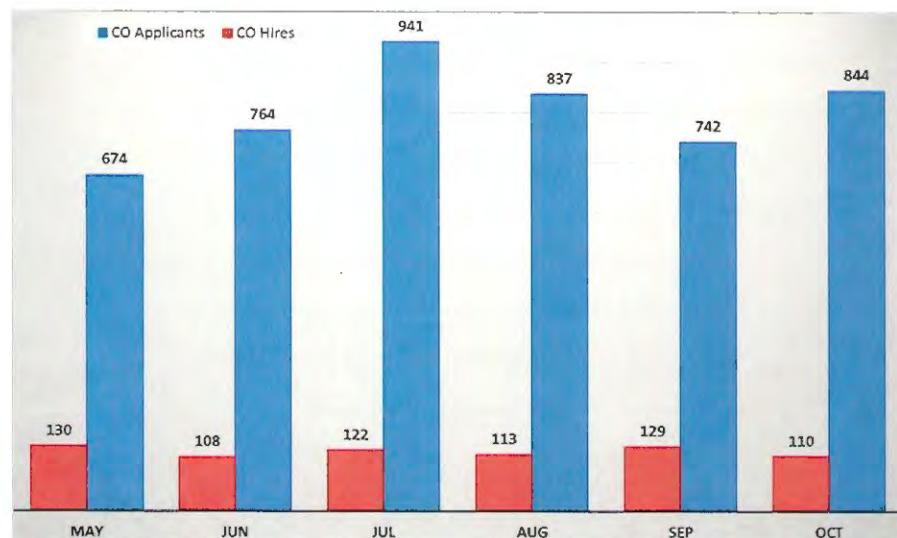
Workforce

- B. 1: Statewide Job Applicants Detail by Month
- B. 2: Correctional Officer Salaries
- B. 3: Salary Comparison (GA Public Safety Agencies)
- B. 4: Agency Highlights
- B. 5: GED Completions
- B. 6: Non-Security Vacancy and Tenure
- B. 7: Education, Instructor Salary
- B. 8: Healthcare, Behavioral Health Counselors Salary
- B. 9: Social Services, Chaplains
- B. 10: New Hire CO Tenure
- B. 11: Sergeant Tenure
- B. 12: Baseline Pension Benefits
- B. 13: Food Farm, Food Service
- B. 14: Summary of Education Initiatives and Partnerships

Appendix B. 1: Statewide Job Applicants Detail by Month

Statewide Job Applicants - October 2024

Received from GDC on 11/27/2024



Applicant Summary by Month							
Status	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Grand Total
Disapproved	335	293	344	253	216	248	1,689
Withdrew Application	103	180	216	187	176	142	1,004
Non-responsive	113	125	204	255	95	185	977
Job Offered	102	143	121	97	78	86	627
Pending	0	0	0	0	173	170	343
Declined Offer	21	23	28	22	14	13	121
Conditional Offer	0	0	28	23	0	0	51
Grand Total	674	764	941	837	742	844	4,812

Disapprovals by Month							
Reason for Disapproval	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Grand Total
Poor/No Show Interview	116	139	121	109	88	116	689
Background Results	113	79	98	73	70	65	498
Social Media Findings	28	23	32	17	12	9	121
Warden/Leadership Disapproved	27	16	16	18	11	19	107
Reference Check Results	9	5	16	9	8	7	54
Missing Documents	15	4	8	5	10	9	51
Other - See Comments		5	25	9	3	8	50
Rehire Disapproved	10	6	11	5	6	6	44
Failed Drug Test	3	3	8	1		3	18
Applicant Under 21	2	2	5	4		3	16
Failed Integrity Test	7	3	1		1		12
POST Issue	2	2	1	1	4	1	11
Failed PT Test		3			1	2	6
Failed Accuplacer Test	3	2					5
Physical Results		1	2	1	1		5
Live Scan Results				1	1		2
Grand Total	335	293	344	253	216	248	1,689

Appendix B. 2: Correctional Officer Salaries

Presented to Senate Study Committee

Received from GDC on 11/26/2024



Correctional Officer Vacancy/Turnover

FY	Annual Vacancy Rate					
	Dept		CO		Other Security	
	Count	Rate	Count	Rate	Count	Rate
FY22	4,649	41.58%	3,323	55.31%	459	22.38%
FY23	4,452	41.35%	3,142	54.47%	477	23.85%
FY24	4,255	39.67%	2,772	50.92%	476	25.24%
Projected FY25	4,049	37.85%	2,603	48.26%	485	24.14%

FY	Annual Turnover Rate		
	Dept	CO	Other Security
FY22	33.72%	47.82%	28.37%
FY23	26.88%	39.93%	13.27%
FY24	22.03%	30.69%	11.61%
Proj. FY25	29.58%	30.35%	8.02%

Tenure	Terminated CO Length of Employment	
	Vol	Invol
Less Than 1 Year	23	2
1-2 Years	22	2
3-5 Years	6	1
6-15 Years	5	0
16-24 Years	2	0
25 Years or More	1	0

Generation	Count
1997-Present (Generation Z)	33
1981-1996 (Millennials)	21
1965-1980 (Generation X)	8
1946-1964 (Baby Boomers)	2
1945 and Before (Veterans)	0

Generation	Count
1997-Present (Generation Z)	54
1981-1996 (Millennials)	40
1965-1980 (Generation X)	16
1946-1964 (Baby Boomers)	0
1945 and Before (Veterans)	0

Position	Correctional Officer Salaries					
	FY23		FY24		FY25	
	Salary	Hourly Rate	Salary	Hourly Rate	Salary	Hourly Rate
Correctional Ofc 1	\$38,040	\$18.29	\$40,040	\$19.25	\$44,044	\$21.18
Correctional Ofc 2	\$41,844	\$20.12	\$44,044	\$21.18	\$48,448	\$23.29
Correctional Ofc 3					\$53,293	\$25.62
CSM Correctional Officer 1	\$41,844	\$20.12	\$44,044	\$21.18	\$48,448	\$23.29
CSM Correctional Officer 2	\$46,028	\$22.13	\$48,448	\$23.29	\$53,293	\$25.62
CSM Correctional Officer 3					\$58,622	\$28.18

Monthly Hiring and Separations

	Hires	CO Hires	Sepns	% Sepns	CO Sepns	% CO Sepns
24-Apr	166	114	110	1.68%	91	2.21%
24-May	189	130	128	1.93%	77	2.80%
24-Jun	163	108	102	1.54%	68	2.10%
24-Jul	159	109	137	2.05%	97	2.40%
24-Aug	163	103	123	1.84%	72	2.56%
24-Sep	198	128	135	3.31%	84	2.94%
24-Oct	160	110	108	2.67%	84	2.23%



Appendix B. 3: Salary Comparison (GA Public Safety Agencies)

Presented to Senate Study Committee

Received from GDC on 11/26/2024



Salary Comparisons

Border State Department of Corrections

State Department of Corrections	Entry Salary
Alabama: Maximum Security	\$56,971
Alabama: Medium Security	\$54,290
South Carolina: Close Security <small>(pays \$7,500 bonus over 2 years)</small>	\$52,681
Florida <small>(pays up to \$6,000 bonus after certification)</small>	\$48,620
South Carolina: Medium Security <small>(pays \$7,500 bonus over 2 years)</small>	\$47,681
Tennessee <small>(pays \$5,000 bonus over 18 months)</small>	\$44,520
Georgia: Close/Special Mission	\$48,448
Georgia: Medium Security	\$44,044
North Carolina <small>(pays \$7,000 bonus after 1 year)</small>	\$37,621

GA Public Safety Agencies

Agency	Entry Salary
GSP Trooper (Upon Graduation)	\$63,684
DPS MCCD - MCO1	\$56,900
GSP Cadet (Enrolled in Academy)	\$61,604
DNR Game Warden	\$52,236
DCS Community Supervision Officer 1	\$50,080
GSP Cadet (Prior to Academy)	\$48,843
DPS MCCD Cadet	\$44,080
GDC CO1 (Close-Special Mission)	\$48,448
GDC CO1 (Medium-Center)	\$44,044

Appendix B. 4: Agency Highlights for FY19

Eliminate One-Time Education/Vocational Funds

GDC Fiscal Report 2019



AGENCY HIGHLIGHTS FOR FISCAL YEAR 19

The Office of Budget Services is responsible for the agency's \$1.2 billion budget to include grants, state, federal and other funds. Budget Services serves as the central coordinating entity for the development, allocation and management of the agency's financial resources. Guidance is provided to all divisions, as well as to each field and central office location to support their operations. Additionally, the Budget team serves as liaison with the Governor's Office of Planning and Budget, the House Budget and Research Office, and the Senate Budget and Evaluation Office to ensure the agency's needs are funded by the Governor and the Legislature and that the agency is in compliance with state law, policies and procedures. GDC's FY 2019 total state expenditures were \$1,182,219,557 or 99.09% of the department's adjusted appropriation.

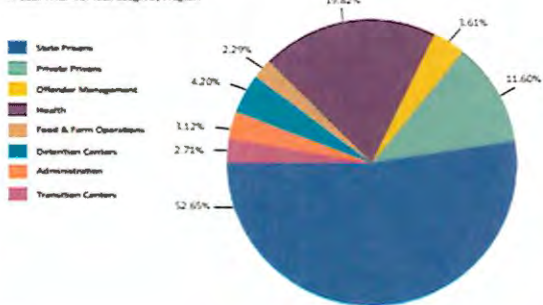
Amended FY 18 Appropriations by Program

Program	Budget
Administration	\$1,542,280
Food and Farm Operations	27,544,888
Health	2,088,482
Offender Management	\$2,141,724
Off Subsidy	1,000
Private Prisons	1,001,768,438
Correctional Centers	\$1,548,000
State Prisons	\$45,452,430
Transit Centers	\$2,400,742
BYC Total Funds	1,200,522,188

Budget Highlights for FY 19

Amendment Operating Expenses for Matrix Health Facility	1,000,000
Addressing Funds for Private Prison Construction/Officer Pay Raise	4,884,000
Leather Outlay Funding	2,430,000
Eliminate One-Time Education/Vocational Funds	\$74,278

FY 2019 Percent of Total Budget by Program



Appendix B. 5: GED Completions

GDC Annual Reports

<https://gdc.georgia.gov/organization/about-gdc/agency-activity/research-and-reports/annual-statistical-reports/fiscal-1>

Program Data by Fiscal Year										
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024**
GEDs Earned *	472	1,224	2,371	3,017	2,935	1,799	1,086	1,440	1,531	1,493

*GDC Annual Reports & Received from GDC on **12/6/2024

Fiscal Year Reports

Each fiscal year report describes the agency, its staff and budget, information about its inmates, and important occurrences during the year. Reports prior to FY 2015 include information about probationers.

GDC Annual Fiscal Year Reports

- [GDC Annual Fiscal Report 2023](#) (PDF, 9.47 MB)
- [GDC Annual Fiscal Report 2022](#) (PDF, 21.26 MB)
- [GDC Annual Fiscal Report 2021](#) (PDF, 13.05 MB)
- [GDC Annual Fiscal Report 2020](#) (PDF, 14.41 MB)
- [GDC Annual Fiscal Report 2019](#) (PDF, 19.64 MB)
- [GDC Annual Fiscal Report 2018](#) (PDF, 12.60 MB)
- [GDC Annual Fiscal Report 2017](#) (PDF, 3.73 MB)
- [GDC Annual Fiscal Report 2016](#) (PDF, 4.27 MB)
- [GDC Annual Fiscal Report 2014](#) (PDF, 11.21 MB)
- [GDC Annual Fiscal Report 2013](#) (PDF, 1.82 MB)

Appendix B. 6: Non-Security Vacancy and Tenure

Non-Security Vacancy and Tenure 2017-2024

Received from GDC on 11/2/2024

A	B	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
Facility Type	Job Type	2024 Employee Data			2023 Employee Data			2022 Employee Data			2021 Employee Data					
		Average Tenure	Vacant Positions	Vacancy Rate	Filled Positions	Average Tenure	Vacant Positions	Vacancy Rate	Filled Positions	Average Tenure	Vacant Positions	Vacancy Rate	Filled Positions	Average Tenure	Vacant Positions	Vacancy Rate
State Prisons	Admin	9.17	165	21.68%	603	9.62	150	19.92%	611	10.08	140	18.64%	583	11.36	141	19.48%
	Counseling	8.16	167	35.61%	303	8.84	159	34.42%	323	8.9	137	29.78%	309	9.4	165	34.81%
	Education	5.96	179	57.01%	144	6.17	179	55.42%	156	5.8	169	52.00%	156	5.87	170	52.15%
	Food Service	7.09	210	51.60%	192	7.71	214	52.71%	201	7.76	203	50.25%	217	7.8	201	48.09%
	Maintenance	7.99	107	36.03%	191	8.53	103	35.03%	210	8.37	78	27.08%	221	8.81	80	26.58%
Facility Type	Job Type	2020 Employee Data			2019 Employee Data			2018 Employee Data			2017 Employee Data					
		Average Tenure	Vacant Positions	Vacancy Rate	Filled Positions	Average Tenure	Vacant Positions	Vacancy Rate	Filled Positions	Average Tenure	Vacant Positions	Vacancy Rate	Filled Positions	Average Tenure	Vacant Positions	Vacancy Rate
State Prisons	Admin	12.04	105	14.73%	672	11.27	221	24.75%	802	10.92	75	8.55%	773	11.03	62	7.43%
	Counseling	9.59	117	24.89%	385	8.67	136	26.10%	469	8.07	72	13.31%	464	8.1	73	13.59%
	Education	5.71	156	47.71%	203	5.28	125	38.11%	220	4.66	106	32.52%	240	4.27	84	25.93%
	Food Service	7.58	116	28.64%	326	6.97	77	19.11%	332	6.98	62	15.74%	360	6.99	39	9.77%
	Maintenance	8.6	49	17.01%	203	8.59	57	21.92%	224	8.38	30	11.81%	206	10.13	35	14.52%

Appendix B. 7: Education, Instructor Salary

Department of Administrative Services: Job Code Catalog (Education)

<https://doas.ga.gov/sites/default/files/2024-08/Education.pdf>

Instructor Salary Information										
GDC Use	Job Category	Job Title	Salary	Grade	Min Salary	Medium Salary	Max Salary	Degree	Job Summary	Entry Qualification
Hourly Academic Instructors	Education	Instructor 2	SWD	I	\$ 38,452	\$ 50,142	\$ 61,832	Associate or	Under general supervision, instructs and supervises students of a state educational, rehabilitation, health care or correctional facility. Develops individual instruction plans, provides instruction, completes reports and tutors students.	Associate degree from an accredited college or university or recognized certification in the area of vocational assignment; or one (1) year of experience required at the lower-level Instructor 1 (EDP020) or position equivalent. Note: Positions may require area specific certifications.
Full-time Academic Instructors	Education	Instructor 3	SWD	K	\$ 44,998	\$ 59,143	\$ 73,287	Bachelor	Under broad supervision, develops curriculum and presents lessons in subject areas to children or adult clients of a state educational, rehabilitation, health care or correctional facility. Adapts teaching and instructional methods or uses specialized techniques to individualize instruction. Develops individual instruction plans, provides instruction, completes reports and tutors students	Bachelor's degree from an accredited college or university and eligibility to obtain at least a Georgia teacher's associate professional fourth-year certificate; or current, appropriate Georgia teacher's fourth-year certificate in the area of assignment; or one (1) year of experience required at the lower level Instructor 2 (EDP021) or position equivalent

Appendix B. 8: Healthcare, Behavioral Health Counselors Salary

Department of Administrative Services: Job Code Catalog (Healthcare)

<https://doas.ga.gov/sites/default/files/2024-08/Healthcare.pdf>

GDC Counselors

GDC Use	Job Category	Job Title	Salary	Grade	Min Salary	Medium Salary	Max Salary	Degree	Job Summary	Entry Qualification
Used for entry level counselors	Healthcare	Behavioral Health Counselor 1	SWD	G	\$33,042	\$42,703	\$52,364	Bachelor	Under supervision, schedules consumers for testing, assembles test materials and administer tests. Develops and implements behavior management and/or skills acquisition plans.	Bachelor's degree in a related field from an accredited college or university OR certification as an addiction counselor from the Georgia Addiction Counselors Association (GACA) or equivalent certification.
Used for entry level counselors	Healthcare	Behavioral Health Counselor 2	SWD	H	\$35,618	\$46,245	\$56,872	Master	Under general supervision, counsel with emphasis on prevention and/or behavior modification. Works with individuals and groups to promote optimum mental health. May help individuals deal with addictions and substance abuse, family, parenting, and marital problems, suicide, stress management, problems with self-esteem, and issues associated with aging and mental and emotional health.	Master's degree in a related field from an accredited college or university OR Bachelor's degree in a related field from an accredited college or university AND Two years of related experience OR One year of experience at the lower level Behavioral Hlth Counselor 1 (HCP100) or position equivalent. Note: Some positions may require certification or licensure.
Can be hired at 1 or 2 level with eligibility to promote into this level; some serve as supervisors	Healthcare	Behavioral Health Counselor 3	SWD	I	\$38,452	\$50,142	\$61,832	Master	Under broad supervision, counsel with emphasis on prevention and/or behavior modification. Work with individuals and groups to promote optimum mental health. May help individuals deal with addictions and substance abuse, family, parenting and marital problems, suicide, stress management, problems with self-esteem and issues associated with aging and mental and emotional health. May serve as team leader.	Master's degree from an accredited college or university AND Two years of related experience OR Bachelor's degree from an accredited college or university in related field AND Four years of related experience OR One year of experience at the lower level Behavioral Hlth Counselor 2 (HCP101) or position equivalent. Note: Some positions may require certification or licensure.
Used for Chief Counselor or counseling manager	Healthcare	Behavioral Health Counselor Spv.	SWD	J	\$41,569	\$54,428	\$67,287	Master	Supervises, guides, and/or instructs the work assignments of subordinate staff. Directs counseling program for a facility. Plans, develops, implements and administers appropriate services and programs for clients. Manages small case load.	Master's degree from an accredited college or university AND Four years of related experience OR Bachelor's degree from an accredited college or university in related field AND Six years of related experience OR Two years of experience at the lower level Behavioral Hlth Counselor 3 (HCP102) or position equivalent. Note: Some positions may require certification or licensure.

Appendix B. 9: Social Services, Chaplains

Department of Administrative Services: Job Code Catalog (Social Services)

<https://doas.ga.gov/sites/default/files/2024-08/Social%20Services.pdf>

Chaplain Salary Information

GDC Use	Job Category	Job Title	Salary	Grade	Min Salary	Medium Salary	Max Salary	Degree	Job Summary	Entry Qualification
Used for hourly and full-time chaplains	Social Services	Chaplain	SWD	H	\$ 35,618	\$ 46,245	\$ 56,872	Bachelor	Under general supervision, provides pastoral and religious counseling services to employees, patients, or inmates of an institution or prison. Incumbents attend to the religious and moral educational needs of those seeking pastoral help, counsel individuals seeking guidance, or serve in any other capacity that will lend emphasis to the needs of those seeking such help. May lead religious services, conduct individual or group sessions as part of treatment plans, and conduct funeral services.	Bachelor's degree from an accredited college, seminary, or university and three (3) years of job-related experience in the ministry
Used for clinical chaplains	Social Services	Clinical Chaplain	SWD	I	\$ 38,452	\$ 50,142	\$ 61,832	Master	Under broad supervision, provides clinical pastoral work and case management services to employees, patients, or inmates and at inpatient rehabilitation programs. Provides the religious guidance and education activities of a state institution and as a member of a psychiatric or rehabilitation team. May lead religious services, conduct individual or group sessions as part of treatment plans, and conduct funeral services	Completion of coursework equivalent to a master's degree in divinity or theology from a recognized college, university, or seminary and completion of four (4) quarters of training in an accredited clinical pastoral education program and ordination as a clergyman in good standing with church or denomination and three (3) years of post ordination pastoral counseling experience.

Appendix B. 10: New Hire CO Tenure

New Hire CO Tenure

Received from GDC on 11/25/2024

CO Hires from Jan 2021 - Nov 2024	Total Terminations	% of Total
Terminated Day of Hire (Not Admin Cleanup)	76	3%
Less than 1 Month	362	14%
1-3 Months	602	23%
3-6 Months	585	22%
6 Months to 12 Months	555	21%
12 Months to 18 Months	231	9%
18-24 Months	114	4%
2-3 Years	91	3%
3+Years	21	1%
Grand Total	2637	100%

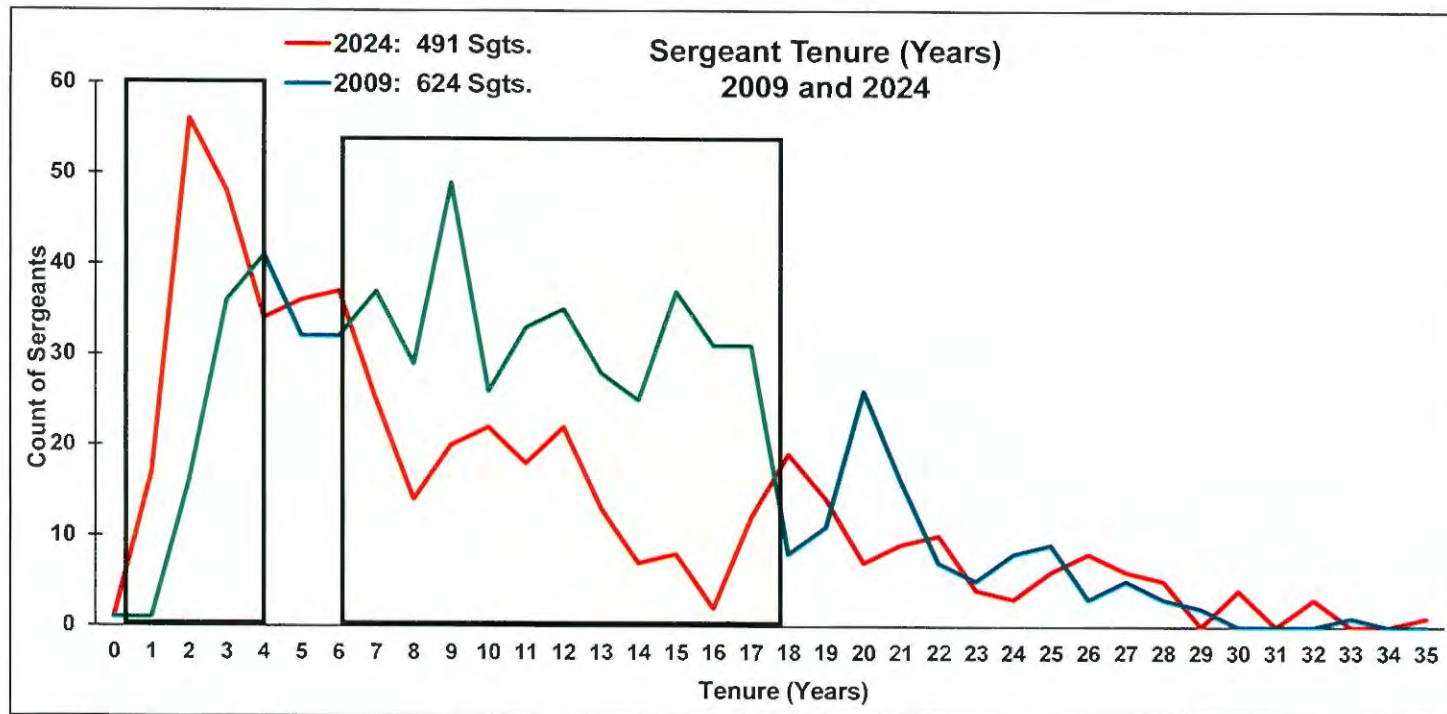
Number: Leave in First Year
2180

Percent: Leave in First Year
0.826697

Appendix B. 11: Sergeant Tenure

Tenure by Job Title – 2009-2024

Received from GDC on 12/3/2024



Tenure (Years)	2024	2009
1	1	1
17	1	1
56	16	16
48	36	36
34	41	41
36	32	32
37	32	32
25	37	37
14	29	29
20	49	49
22	26	26
18	33	33
22	35	35
13	28	28
7	25	25
8	37	37
2	31	31
12	31	31
19	8	8
14	11	11
7	26	26
9	16	16
10	7	7
4	5	5
3	8	8
6	9	9
8	3	3
6	5	5
5	3	3
0	2	2
4	0	0
0	0	0
3	0	0
0	1	1
0	0	0
1	0	0
491	624	

Appendix B.12: Baseline Pension Benefits

<https://www.ers.ga.gov/ers-plans>

Baseline Pension Benefits for an Employee Making \$3,500 per Month (\$42,000 per Year) with 35 Years of Service				
Plan	Timeframe	Contributions	Benefit Factor	Example Benefit
Tier 1 – Old Plan	Before July 1, 1982	1.50% of compensation: 1.25% for pension .25% for Group Term Life Insurance premium	Sliding scale based on service maximum 2.20% for 35 years of service	\$2,695/month \$32,340/year
Tier 2 – New Plan	July 1, 1982 and December 31, 2008	1.50% of compensation: 1.25% for pension .25% for Group Term Life Insurance premium	2%	\$2,450/month \$29,400/year
Tier 3 – Current Plan	January 1, 2009	1.25% of salary, all to pension Not eligible for Group Term Life Insurance 401K contributions available in addition to pension	1%	\$1,225/month \$14,700/year

Appendix B. 13: Food Farm, Food Service

Department of Administrative Services: Job Code Catalog (Food Farm)


<https://doas.ga.gov/sites/default/files/2024-08/Food-Farm.pdf>

Food Service Worker Information										
GDC Use	Job Category	Job Title	Salary	Grade	Min Salary	Medium Salary	Max Salary	Degree	Job Summary	Entry Qualification
Used for entry level food service worker. Hired at this level	Food-Farm	Food Svc Worker 3	SWD	C	\$24,876	\$30,594	\$ 36,313	High School GED	Works in the preparation, cooking, serving and distribution of food to customers, clients and/or employees. Operates and maintains specialized food service equipment, and performs general facility and equipment sanitation maintenance in accordance with federal, state, and department guidelines. Serves as lead worker	High school diploma/GED and one (1) year of experience in the area of assignment; or one (1) year of experience at the lower level Food Svc Worker 2 (FFS011) or position equivalent
Used for entry level food service worker. Can be hired at this level.	Food-Farm	Food Svc Spec 1	SWD	E	\$ 28,571	\$36,023	\$43,475	High School GED	Under direct supervision learns to coordinates activities of an organization or department that serves food and beverages. Learns how to coordinates the preparation of food for institutions, schools, hospitals, lodges, or cafeterias	High school diploma/GED and one (1) year of experience in a food service operation in a capacity that involved formal supervision of workers; or one (1) year of experience at the lower level Food Svc Spv (FFS013) or position equivalent.
Used for food service worker after one year at the previous level.	Food-Farm	Food Svc Spec 2	SWD	G	\$ 33,042	\$ 42,703	\$52,364	High School GED	Under general supervision, coordinates activities of an organization or department that serves food and beverages. Coordinates the preparation of food for institutions, schools, hospitals, lodges, or cafeterias.	High school diploma/GED and two (2) years of experience in a food service operation in a capacity that involved formal supervision of workers; or one (1) year of experience at the lower level Food Svc Spec 1 (FFT010) or position equivalent
Used for food service worker after one year at the previous level.	Food-Farm	Food Svc Spec 3	SWD	I	\$ 38,452	\$ 50,142	\$61,832	High School GED	Under broad supervision, plans, directs, or coordinates activities of an organization or department that serves food and beverages. Coordinates the preparation of food for institutions, schools, hospitals, lodges, or cafeterias. Ensures adequate inventory of food and related supplies. May serve as lead worker.	High school diploma/GED and two (2) years of supervisory experience in a food service operation at the level of a shift supervisor; or one (1) year of experience at the lower level Food Svc Spec 2 (FFT011) or position equivalent


Appendix B.14: Summary of Education Initiatives and Partnerships

Education Initiatives Update

Received from GDC on 12/4/2024



GEORGIA DEPARTMENT OF CORRECTIONS
OFFICE OF PROFESSIONAL DEVELOPMENT
306 PATROL ROAD
UPSHAW 5TH FLOOR
TOLSON, GA 31028
PHONE: 478-897-4866
FAX: 478-897-4938



Brian P. Kemp
Governor

Tyress Oliver
Commissioner

Summary of Educational Initiatives and Partnerships

The Georgia Department of Corrections (GDC) has established robust educational initiatives and partnerships to enhance professional development and academic opportunities for its staff. These initiatives align with the agency's vision to invest in its workforce, foster leadership, and strengthen its operational capacity through advanced training and education. Below is an overview of three key programs:

1. Professional Management Program (PMP)

- **Partnership:** Columbus State University
- **Purpose:** PMP is designed to develop the leadership and managerial competencies of GDC staff, focusing on key areas such as organizational leadership, critical decision-making, and effective communication in the field of criminal justice. The program will require at least 400 hours of classroom study divided into ten (10) modules extending over a period of approximately two (2) years.
- **Target Audience:** Supervisory and mid-level management staff.
- **Features:**
 - Access to higher education resources tailored to correctional management.
 - Opportunities for career advancement within the GDC structure.
 - Curriculum emphasizes practical applications relevant to corrections and public safety.

2. Command College

- **Partnership:** Columbus State University
- **Purpose:** To provide senior leaders in the GDC with advanced training and academic qualifications in public safety leadership. Students who are enrolled in Command College attend twelve (12) intensive cohort sessions of classes over a two-year period, 480 hours of face-to-face classes.
- **Target Audience:** Senior-level management and command staff.
- **Features:**
 - Focus on strategic leadership, ethics, and policy development.
 - Participants earn graduate-level credits that can apply toward advanced degrees.
 - Prepares participants for leadership roles across GDC and broader public safety sectors.

3. University of West Georgia STEPPS Program

- **STEPPS (Strategic Training and Educational Partnership for Public Safety)**
- **Purpose:** To provide GDC staff with access to higher education opportunities, emphasizing both undergraduate and graduate pathways.
- **Current Enrollment:**
 - 22 staff members enrolled: 13 in undergraduate programs, 4 in graduate programs.
 - 3 eligible for PELL grants; non-grant participants face an average tuition of \$2,244 per semester.
 - Staff who complete Basic Correctional Officer Training (BCOT) receive six credit hours applicable toward their degree.
- **Vision for Expansion:**
 - Expand the program to include more staff and educational disciplines.
 - Foster a culture of continuous learning and professional growth.
 - Develop future correctional leaders equipped with both theoretical knowledge and practical skills.
 - Further develop the STEPPS program to allow students who are POST-certified to receive POST credit for criminal justice courses.
 - Create an integrated pathway where academic achievements complement professional certifications, making educational opportunities more accessible and impactful.
- **Recent Developments**
The Office of Professional Development (OPD) conducted an on-site POST Instructor Training program at the University of West Georgia where seven (7) professors successfully attended and graduated from this program. These graduates will be pivotal in future instruction, as they are expected to assist in teaching and delivering criminal justice and public safety courses. Upon successful implementation, GDC aims to offer dual credit opportunities, where POST-certified staff can earn both academic credit and POST credit, further bridging professional training with higher education.

Vision for the Future

GDC's commitment to education and partnerships reflects a long-term strategy to empower its workforce, enhance public safety, and build a pipeline of well-qualified leaders. By leveraging partnerships with Columbus State University and the University of West Georgia, these programs create accessible pathways for academic and professional growth. Looking forward, the GDC aims to:

- Increase participation across all programs.
- Strengthen partnerships with academic institutions.
- Continuously align curricula and training with evolving correctional needs.
- Foster a culture where learning and leadership development are integral to the agency's success.

These initiatives underline GDC's dedication to being a forward-thinking organization that values its employees' growth and the broader mission of public safety.

Appendix C

Safety and Security

- C. 1: Staffing Numbers
- C. 2: Correctional Officer Vacancy by Facility
- C. 3: Outside the Wire Medical Trips
- C. 4: Infirmary Beds
- C. 5: Office of Professional Standards Fact Sheet
- C. 6: Security Threat Group by Gender
- C. 7: Security Threat Group by Facility Classification
- C. 8: Violent Incidents
- C. 9: Contraband
- C. 10: Disciplinary Infractions
- C. 11: PREA Audit; Corrective Actions/Recommendations
- C. 12: PREA Reporting
- C. 13: Grievances
- C. 14: Offender Intake
- C. 15: Diagnostic Process
- C. 16: State Board of Pardons and Paroles
- C. 17: Offender Release by Type (Male)
- C. 18: Offender Release by Type (Female)
- C. 19: Classification
- C. 20: GDC Program Data
- C. 21: GCI Locations
- C. 22: Evidence Based Programming
- C. 23: PIC Points
- C. 24: Volunteer Numbers
- C. 25: Staff on Inmate Abuse
- C. 26: Total Physical Arrests
- C. 27: Total Shakedowns

Appendix C. 1: Staffing Numbers

GDC Fiscal Reports: End of Fiscal Year FTE by Type

<https://gdc.georgia.gov/organization/about-gdc/agency-activity/research-and-reports/annual-statistical-reports/fiscal-1>

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024*
COs	6,383	6,124	5,587	5,478	5,110	4,668	4,060	3,050	2,516	2,685	2,776
Other Sworn Staff	1,486	1,466	1,566	1,556	1,594	1,531	1,523	1,452	1,502	1,543	1,670
Non-Security Staff	2,542	2,567	2,614	2,745	2,931	2,970	2,575	2,377	2,151	2,169	2,394
Total	10,411	10,157	9,767	9,779	9,635	9,169	8,158	6,879	6,169	6,397	8,864

Fiscal Year Reports

Each fiscal year report describes the agency, its staff and budget, information about its inmates, and important occurrences during the year. Reports prior to FY 2015 include information about probationers.

*2024 Data provided directly from GDC as Fiscal Report is not public as of 12/8/2024

GDC Annual Fiscal Year Reports

- [GDC Annual Fiscal Report 2023 \(PDF, 947 MB\)](#)
- [GDC Annual Fiscal Report 2022 \(PDF, 2126 MB\)](#)
- [GDC Annual Fiscal Report 2021 \(PDF, 13 09 MB\)](#)
- [GDC Annual Fiscal Report 2020 \(PDF, 1441 MB\)](#)
- [GDC Annual Fiscal Report 2019 \(PDF, 31 84 MB\)](#)
- [GDC Annual Fiscal Report 2018 \(PDF, 12 68 MB\)](#)
- [GDC Annual Fiscal Report 2017 \(PDF, 3 73 MB\)](#)
- [GDC Annual Fiscal Report 2016 \(PDF, 4 27 MB\)](#)
- [GDC Annual Fiscal Report 2014 \(PDF, 11 28 MB\)](#)
- [GDC Annual Fiscal Report 2013 \(PDF, 112 MB\)](#)

- GDC Fiscal Report: 2023
- GDC Fiscal Report: 2020
- GDC Fiscal Report: 2018
- GDC Fiscal Report: 2016

Department of Corrections Full-Time Employee (FTE) Workforce History							
	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Correctional Officers	7,133	6,794	6,632	6,471	6,383	6,124	5,587
Probation Officers	1,438	1,505	1,484	1,465	1,486	1,466	*
Other Sworn Staff	1,458	1,402	1,363	1,391	1,410	1,422	1,566
Non-Security Staff	2,640	2,509	2,604	2,552	2,542	2,567	2,614
Total FTE Staff	12,669	12,210	12,083	11,879	11,821	11,579	9,767

July 1, 2015, the newly created *Department of Community Supervision* took over operational control of probation and parole community supervision.

Appendix C. 2: Correctional Officer Vacancy by Facility

Data file (Vacancy Turnover _October 2024)
 Received from GDC on 11/21/2024



Correctio

State Prisons			
Facility	# of CO Filled	# of CO Vacancies	Vacancy Rate
Telfair SP	33	120	78.43%
Autry SP	30	102	77.27%
Valdosta SP	52	172	76.79%
Hancock SP	49	135	73.51%
Smith SP	44	115	72.33%
Baldwin SP	54	134	71.28%
Coastal SP	53	125	70.23%
Ware SP	69	161	70.00%
Rogers SP	43	91	67.91%
Pulaski SP	42	87	67.44%
GD&CP	75	151	66.91%
Macon SP	63	125	66.49%
Calhoun SP	41	79	65.83%
Wilcox SP	41	78	65.55%
Hays SP	62	116	65.17%
Washington SP	45	79	63.71%
Mckae WF	59	80	57.55%
Johnson SP	62	74	54.41%
Dodge SP	50	59	54.13%
Phillips SP	90	77	46.11%
Whitworth WF	25	21	45.65%
Central SP	55	46	45.55%
Arrendale SP	53	37	41.11%
Augusta SMP	214	82	27.70%
Burruss CTC	92	33	26.40%
Montgomery SP	37	11	22.92%
Rutledge SP	56	11	16.42%
Dooley SP	100	16	13.79%
Emanuel WF	28	4	12.50%
Long Unit	39	5	11.26%
Metro RF	146	18	10.98%
Lee SP	83	6	6.74%
Helms Unit	17	1	5.56%
Walker SP	58	3	4.92%
SMU	88	1	1.12%

FACILITY_TYPE	OFFENDER_LOCATION	Facility Security Level	Gender	Vacancy Rate	Count
STATE PRISON	TELFAR STATE PRISON	Close	Adult Male	78.43	1
STATE PRISON	VALDOSTA STATE PRISON	Close	Adult Male	76.79	1
STATE PRISON	SMITH STATE PRISON	Close	Adult Male	72.33	1
STATE PRISON	WARE STATE PRISON	Close	Adult Male	70.00	1
STATE PRISON	HANCOCK STATE PRISON	Close	Adult Male	73.51	1
STATE PRISON	MACON STATE PRISON	Close	Adult Male	66.49	1
STATE PRISON	HAYS STATE PRISON	Close	Adult Male	65.17	1
State Prison	MCRae Womens Facility	Close Security	Adult Female	57.55	1
STATE PRISON	AUGUSTA STATE MED. PRISON	Close	Adult Male	27.70	1
STATE PRISON	SPECIAL MANAGEMENT UNIT	Close	Adult Male	1.12	1
STATE PRISON	AUTRY STATE PRISON	Medium	Adult Male	77.27	1
STATE PRISON	COASTAL STATE PRISON	Medium	Adult Male	70.23	1
STATE PRISON	ROGERS STATE PRISON	Medium	Adult Male	67.91	1
STATE PRISON	PULASKI STATE PRISON	Medium	Adult Female	67.44	1
STATE PRISON	WILCOX STATE PRISON	Medium	Adult Male	65.55	1
STATE PRISON	WASHINGTON STATE PRISON	Medium	Adult Male	63.71	1
STATE PRISON	CALHOUN STATE PRISON	Medium	Adult Male	65.83	1
STATE PRISON	JOHNSON STATE PRISON	Medium	Adult Male	54.41	1
STATE PRISON	DODGE STATE PRISON	Medium	Adult Male	54.13	1
STATE PRISON	DOOLY STATE PRISON	Medium	Adult Male	54.13	1
STATE PRISON	CENTRAL STATE PRISON	Medium	Adult Male	45.55	1
STATE PRISON	WHITWORTH WOMEN'S FACILITY	Medium	Adult Female	45.65	1
STATE PRISON	BURRUSS CORRECTIONAL TRAINI	Medium	Adult Male	26.40	1
STATE PRISON	MONTGOMERY STATE PRISON	Medium	Adult Male	22.92	1
STATE PRISON	RUTLEDGE STATE PRISON	Medium	Adult Male	16.42	1
STATE PRISON	EMANUEL WOMENS FACILITY	Medium	Adult Female	12.50	1
STATE PRISON	METRO REENTRY FACILITY	Medium	Adult Male	10.98	1
STATE PRISON	LEE STATE PRISON	Medium	Adult Male	6.74	1
STATE PRISON	WALKER STATE PRISON	Medium	Adult Male	4.92	1
STATE PRISON	BALDWIN STATE PRISON	Special Mission	Adult Male	71.28	1
STATE PRISON	PHILLIPS STATE PRISON	Special Mission	Adult Male	46.11	1
STATE PRISON	ARRENDALE STATE PRISON	Special Mission	Adult Female Juvenile Female	41.11	1
STATE PRISON	HELMs FACILITY	Special Mission	Adult Male Adult Female	5.56	2
STATE PRISON	GA DIAG CLASS PRISON	Special Mission	Adult Male	66.61	1

Appendix C. 3: Outside the Wire Medical Trips

Received from GDC: Hospital Day Trips:12/6/2024, Hospital Stays: 12/11/2024, Medical Transports 12/12/2024

Hospital Day Trip	
CY	TOTAL_DAYS
2023	6.907

Hospital Stays	
CY	TOTAL_DAYS
2023	21,161

Month	Medical Transports
January	878
February	795
March	950
April	718
May	732
June	803
July	837
August	793
September	738
October	983
November	781
December	731
Yearly Total	9,739

Appendix C. 4: Medical Beds

Infirmiry Bed Matrix 2024

Received from GDC on 12/12/2024

Facility	Total # Beds	Useable Beds					Unusable Beds
		Infirmiry	CSU Beds	Acute Care	Assisted Living	Respiratory Beds	Skilled Nursing Beds
Arrendale	18	12	6				
Pulaski	8	6		2			
Female Total:	26						
ASMP	170	51	24	15	57	23	
Baldwin	33	17	7	9			
Coastal	29	17			12		
GDCP	28	22	6				
Hays	16	6	2	8			
Macon	8	8					
Metro RF	13	13					
Phillips	12	7	5				
Valdosta	10	6	4				
Ware	12	12					
Autry							17*
Male Total:	331						
Total # Beds	357	177	54	34	69	23	

Helms Facility	Total # Beds
	53

Total	
Female Medical Beds	26
Male Medical Beds	331
Helms Facility	53
	410

*Not included in total as the beds are there, but the are not currently operational.

Appendix C. 5: Office of Professional Standards Fact Sheet

OPS Units

<https://gdc.georgia.gov/organization/about-gdc/divisions-and-org-chart/executive-operations/office-professional-standards>

OPS Units

- The Criminal Investigations Division encompasses the entire State of Georgia with regional offices in the North Region, Southeast Region, and the Southwest Region.
- The Intelligence Division is comprised of the Criminal Intelligence Unit, the Digital Forensics Unit, and the Security Threat Group Unit.
- The Operations Division includes the Fugitive Unit, the Canine Unit, and the Special Response Team.

For more information on the Office of Professional Standards, please review our [Office of Professional Standards Fact Sheet](#).

OFFICE OF PROFESSIONAL STANDARDS

MISSION
To protect Georgians by operating secure facilities and providing opportunities for offender rehabilitation.

TYRONE OHLER, Commissioner
ASH WATSON, Chief of Staff
MAUREN WATTS, Director

OVERVIEW
OPS is responsible for providing unbiased, uncompromising accountability and results that reflect the highest professional standards. This office encompasses its mission by recruiting the best and most qualified for the job while providing quality education and training. The office optimizes information, technology, and state of the art equipment and integrates it into the department's systems and processes.

OPS consists of four main divisions: Criminal Investigations Division and the Intelligence Division. Each OPS Division is comprised of subunits with varied functions such as those Regional Offices, Control Operations, Fugitive Unit, Internal Affairs Unit, Organized Crime and Gang Unit, Digital Forensics Unit, STG Unit and Compliance Unit.

CRIMINAL INVESTIGATIONS DIVISION
The Criminal Investigations Division (CID) is charged with investigating every criminal allegation with a nexus to the GDC. The Special Agents and Criminal Investigators assigned to CID, perform active arrests and have statewide jurisdiction. GDC Agents are empowered to arrest individuals violating the criminal laws of the State of Georgia and to serve and execute both arrest and search warrants.

The GDC partners with the Georgia Bureau of Investigation in a joint training initiative to enhance all GDC Special Agents receive the highest quality investigative training. All GDC Special Agents are required to complete Level Police Mandator Training, as regulated by the Georgia Peace Officer Standards and Training Council (POT-3).

ORGANIZED CRIME AND GANG UNIT
The Organized Crime and Gang Unit (OCGU) targets high-level criminal organizations that present a threat to the safety and security of the GDC institutional system and the citizens of Georgia. While supporting and investigating relationships with federal partners, GDC Special Agents assigned to Task Force Officers to the Federal Bureau of Investigation (FBI), Safe Streets Task Force, the Drug Enforcement Administration (DEA), Atlanta Task Force and Firearms (ATF), and the High Intensity Drug Trafficking Area (HIDTA), work tirelessly to disrupt and dismantle criminal organizations operating both inside and outside the prison environment.

INTELLIGENCE DIVISION

The Intelligence Division is comprised of two subunit units: the Criminal Intelligence Unit (CIU) and the Digital Forensics Unit (DFU).

CRIMINAL INTELLIGENCE UNIT
The mission of GDC's Criminal Intelligence Unit (CIU) is to identify, analyze, and present critical information by utilizing, social, internet, and disseminating criminal intelligence information. CIU also provides criminal investigator support for all intelligence units, GDC investigation (Georgia Bureau of Investigation (GBC), High Intensity Drug Trafficking Area (HIDTA), and Homeland Security (HS) law enforcement agencies. The CIU also provides technical support for criminal activity.

To contact CIU email: ciugdc@gdc.ga.gov

DIGITAL FORENSICS UNIT
The Digital Forensics Unit (DFU) is responsible for acquiring and analyzing digital evidence, including computers and cell phones (PDA), Special Agents, Analysts, and technicians investigate state of the art technology and specialized training to conduct and support criminal investigations and intelligence operations. The DFU may be contacted at the email address: dfu@gdc.ga.gov

COMPLIANCE UNIT
The Compliance Unit consists of three sections: Audits, PREA, Policy Administration, ACA Coordinator, and ADA/LEPSU and provides support to assist facilities in maintaining operations with department standards, federal and state regulations, and ACA standards to guarantee safe, secure, and efficient operations. Through regular internal and external assessments, the Compliance Unit ensures quality assurance of operations and services.

AUDITS
The Audit Section evaluates the operations of GDC State and Prison Prisons, Transition Center, Probation Detention Centers, Residential Substance Abuse Treatment Centers, Farms, Distribution Centers, Prison programs are assessed annually and County prisons as requested. This unit's primary focus is to ensure each facility is adhering to departmental standards and supporting each facility's efforts toward ACA accreditation. Comprehensive instruments are used to assess all operational areas with participation from every division.

PREA
The Federal Prison Rape Elimination Act (PREA) was signed into law in 2003. The law calls for a "zero tolerance" and developed national standards to prevent incidents of sexual violence in prison. The GDC PREA Unit ensures the GDC is compliant with national PREA Standards at all GDC facilities. The PREA Unit conducts audits, provides case management, oversight support, training, and data collection analysis.

POLICY ADMINISTRATION

The Georgia Department of Corrections operates based on Standard Operating Procedures (SOPs) maintained in a central Policy Management System/ Library called PowerDocs. Policy Administration governs the development and dissemination of GDC policies and provides a representative and uniform process. All GDC employees have access to policies in PowerDocs.

ACCREDITATION SECTION
The accreditation section coordinates statewide efforts for the GDC to earn national accreditation, thus improving the agency's operational effectiveness and efficiency by aligning policy, practice, and procedures to established standards. The national accreditation and standards are consistently revised to reflect best practices in corrections and law enforcement gathered from agencies across the United States. The GDC is currently obtaining national accreditation through the American Correctional Association (ACA) and has recently earned Central Office and Central Training Academy accreditation. ACA establishes standards in the following five major areas: Administration and Management, Physical Plant, Institutional Operations, Institutional Services, and Inmate Program Areas.

ADA/LEPSU COORDINATOR
Americans with Disabilities Act (P) Coordinator (A.D.A.) protects qualified individuals with disabilities from discrimination based on disability in services, programs, and activities provided by State and local government entities. This is to ensure the prohibition on discrimination established by section 504 of the Rehabilitation Act of 1973, as amended, 29 U.S.C. 794, to all activities of state and local governments regardless of whether those entities received federal financial assistance. A.D.A. focuses on making sure inmate housing needs are being met, creating access to programs and services, providing communication solutions, and providing staff training.

INTERNAL AFFAIRS UNIT
The Internal Affairs Unit is responsible for conducting administrative investigations and disciplinary of unethical and unprofessional conduct, use of force incidents, worker's compensation claims, and other policy violations. This unit assists in drafting and updating agency policies, such as the Statewide Correctional Procedure and Official Disciplinary process. Also, it oversees training related to any changes in policy and procedure.

OMBUDSMAN
The Ombudsman Unit serves as the liaison between the inmates and the GDC. The unit provides families, friends, attorneys, and special interest groups a point of contact for concerns about an individual's care and safety or group of inmates. The unit makes appropriate referrals within the scope of each inquiry. The Ombudsman may be contacted by telephone, email, or in person (state visit). The Ombudsman Unit may be reached at (478) 839-6300 or ombudsman@gdc.ga.gov

Appendix C. 6: Security Threat Group by Gender

Active Inmates by Facility

Received from GDC on 11/06/2024

OFFENDER_LOCATION	Facility Security Level	Gender	STG Percent Population	CURRENT_POPULATION	CLOSE	MEDIUM	MINIMUM	SECURITY_OTHER	STG	NON_STG	PIC_ELIGIBLE_Y	PIC_ELIGIBLE_N
EMANUEL WOMENS FACILITY	Medium	Adult Female		410	0	138	272	0	11	399	632	601
PULASKI STATE PRISON	Medium	Adult Female		1177	91	782	304	0	113	1064	405	757
WHITWORTH WOMEN'S FACILITY	Medium	Adult Female		441	0	148	293	0	20	421	204	107
ARRENDALE STATE PRISON	Special Mission	Adult Female Juvenile Female	7.85%	1233	86	665	481	1	112	1121	343	434
BURRUSS CORRECTIONAL TRAINING CTR	Medium	Adult Male		745	8	536	201	0	95	650	427	318
DOOLY STATE PRISON	Medium	Adult Male		1698	298	1355	45	0	523	1175	614	1030
GA DIAG CLASS PRISON	Close Special Mission	Adult Male		2125	568	1059	498	0	633	1492	575	557
WALKER STATE PRISON	Medium	Adult Male		414	0	341	73	0	22	392	1060	541
WARE STATE PRISON	Close	Adult Male		1425	971	398	56	0	788	637	664	562
WASHINGTON STATE PRISON	Medium	Adult Male		1537	298	1155	84	0	563	974	551	1147
WILCOX STATE PRISON	Medium	Adult Male		1829	335	1427	67	0	691	1138	294	116
AUGUSTA STATE MED. PRISON	Close	Adult Male		1162	496	609	57	0	309	853	1107	1018
AUTRY STATE PRISON	Medium	Adult Male		311	5	259	47	0	79	232	433	730
BALDWIN STATE PRISON	Special Mission	Adult Male		777	190	542	45	0	301	476	325	770
CALHOUN STATE PRISON	Medium	Adult Male		1644	297	1285	62	0	534	1110	11	7
CENTRAL STATE PRISON	Medium	Adult Male		1132	47	1024	61	0	228	904	829	725
COASTAL STATE PRISON	Medium	Adult Male		1601	151	1254	196	0	378	1223	520	221
DODGE STATE PRISON	Medium	Adult Male		1226	46	1044	136	0	310	916	147	83
HANCOCK STATE PRISON	Close	Adult Male		1163	848	253	62	0	668	495	520	1228
HAYS STATE PRISON	Close	Adult Male		1095	979	109	7	0	763	332	173	166
JOHNSON STATE PRISON	Medium	Adult Male		1554	136	1264	154	0	399	1155	281	127
LEE STATE PRISON	Medium	Adult Male		741	20	646	75	0	155	586	327	449
LONG UNIT	Medium	Adult Male		230	0	174	56	0	5	225	612	565
MACON STATE PRISON	Close	Adult Male		1748	1553	190	5	0	1104	644	965	465
METRO REENTRY FACILITY	Medium	Adult Male		339	1	226	112	0	30	309	289	316
MONTGOMERY STATE PRISON	Medium	Adult Male		408	1	232	175	0	9	399	420	788
PHILLIPS STATE PRISON	Special Mission	Adult Male		776	227	529	19	1	256	520	40	124
ROGERS STATE PRISON	Medium	Adult Male		1430	0	926	504	0	38	1392	392	1015
RUTLEDGE STATE PRISON	Medium	Adult Male		605	13	557	35	0	147	458	454	674
SMITH STATE PRISON	Close	Adult Male		1208	1063	139	6	0	674	534	271	143
SPECIAL MANAGEMENT UNIT	Close	Adult Male		164	164	0	0	0	131	33	498	927
TELFAIR STATE PRISON	Close	Adult Male		1407	1249	154	4	0	841	566	754	783
VALDOSTA STATE PRISON	Close	Adult Male		1128	861	233	34	0	714	414	278	163
HELMS FACILITY	Special Mission	Adult Male Adult Female	36.00%	18	0	9	9	0	3	15	797	1032
				31640					11391	20249		
			STG Percent	0.333715366								

Appendix C. 7: Security Threat Group by Facility Classification

Source: Active Inmates by Facility

Received from GDC on 11/06/2024

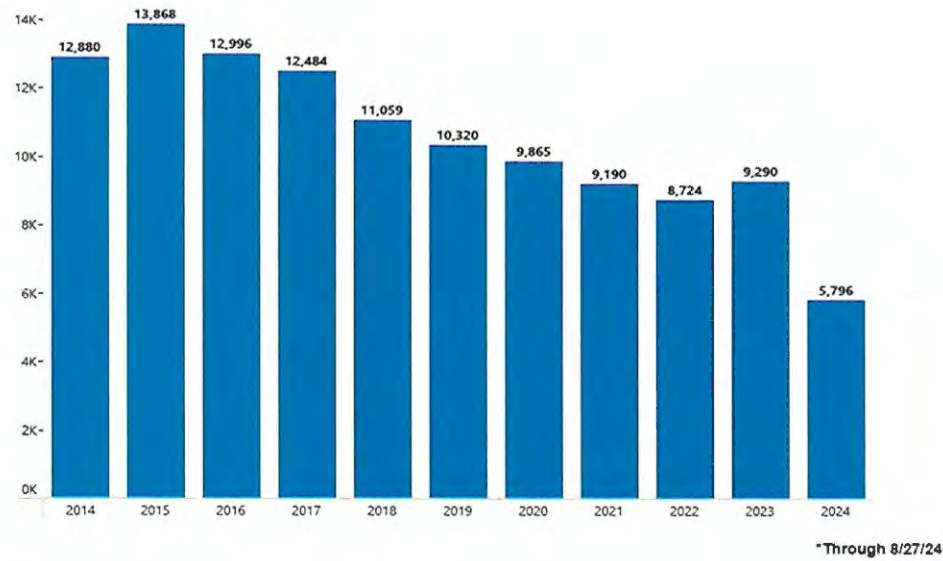
FACILITY_TYPE	OFFENDER_LOCATION	Facility Security Level	Gender	CURRENT_POPULATION	STG			
STATE PRISON	WARE STATE PRISON	Close	Adult Male	1425	788	55%		
STATE PRISON	MACON STATE PRISON	Close	Adult Male	1748	1104	63%		
STATE PRISON	SMITH STATE PRISON	Close	Adult Male	1208	674	56%		
STATE PRISON	SPECIAL MANAGEMENT UNIT	Close	Adult Male	164	131	80%		
STATE PRISON	TELFAIR STATE PRISON	Close	Adult Male	1407	841	60%		
STATE PRISON	VALDOSTA STATE PRISON	Close	Adult Male	1128	714	63%		
STATE PRISON	AUGUSTA STATE MED. PRISON	Close	Adult Male	1162	309	27%		
STATE PRISON	HANCOCK STATE PRISON	Close	Adult Male	1163	668	57%		
STATE PRISON	HAYS STATE PRISON	Close	Adult Male	1095	763	70%		
							10500	5992 57.07%
STATE PRISON	PULASKI STATE PRISON	Medium	Adult Female	1177	113	9.60%		
STATE PRISON	WHITWORTH WOMEN'S FACILITY	Medium	Adult Female	441	20	4.54%		
STATE PRISON	WALKER STATE PRISON	Medium	Adult Male	414	22	5.31%		
STATE PRISON	WASHINGTON STATE PRISON	Medium	Adult Male	1537	563	36.63%		
STATE PRISON	WILCOX STATE PRISON	Medium	Adult Male	1829	691	37.78%		
STATE PRISON	METRO REENTRY FACILITY	Medium	Adult Male	339	30	8.85%		
STATE PRISON	MONTGOMERY STATE PRISON	Medium	Adult Male	408	9	2.21%		
STATE PRISON	ROGERS STATE PRISON	Medium	Adult Male	1430	38	2.66%		
STATE PRISON	RUTLEDGE STATE PRISON	Medium	Adult Male	605	147	24.30%		
STATE PRISON	DOOLY STATE PRISON	Medium	Adult Female	1698	523	30.80%		
STATE PRISON	EMANUEL WOMENS FACILITY	Medium	Adult Female	410	11	2.68%		
STATE PRISON	BURRUSS CORRECTIONAL TRAINING CTR	Medium	Adult Male	745	95	12.75%		
STATE PRISON	AUTRY STATE PRISON	Medium	Adult Male	311	79	25.40%		
STATE PRISON	CALHOUN STATE PRISON	Medium	Adult Male	1644	534	32.48%		
STATE PRISON	CENTRAL STATE PRISON	Medium	Adult Male	1132	228	20.14%		
STATE PRISON	COASTAL STATE PRISON	Medium	Adult Male	1601	378	23.61%		
STATE PRISON	DODGE STATE PRISON	Medium	Adult Male	1226	310	25.29%		
STATE PRISON	JOHNSON STATE PRISON	Medium	Adult Male	1554	399	25.68%		
STATE PRISON	LEE STATE PRISON	Medium	Adult Male	741	155	20.92%		
STATE PRISON	LONG UNIT	Medium	Adult Male	230	5	2.17%		
							19472	4350 22.34%
STATE PRISON	GA DIAG CLASS PRISON	Special Mission	Adult Male	2125	633	29.79%		
STATE PRISON	ARRENDALE STATE PRISON	Special Mission	Adult Female Juvenile Female	1233	112	9.08%		
STATE PRISON	BALDWIN STATE PRISON	Special Mission	Adult Male	777	301	38.74%		
STATE PRISON	PHILLIPS STATE PRISON	Special Mission	Adult Male	776	256	32.99%		
STATE PRISON	HELMS FACILITY	Special Mission	Adult Male Adult Female	18	3	16.67%		
							4929	1305 26.48%
Totals				34901	11647	33.37%		

Appendix C. 8: Violent Incidents by Calendar Year

Senate Committee Presentation 8.28
Received from GDC on 11/26/2024



VIOLENT INCIDENTS BY CY



Appendix C. 9: Contraband

Received from GDC in December 2024

Drugs						
CONTRABAND_TYPE_DESC	CONTRABAND_TYPE_UNIT	2021	2022	2023	2024	Grand Total
COCAINE	WEIGHT (GRAMS)	0.2	1.7	0.7	1.8	4.4
ECSTACY	WEIGHT (GRAMS)	6.9	7.0	11.0	8.1	32.9
HEROIN	WEIGHT (GRAMS)	2.1	0.2	8.9	3.5	14.7
MARIJUANA	WEIGHT (GRAMS)	183.1	299.3	421.6	347.6	1,251.5
METH	WEIGHT (GRAMS)	33.6	50.3	78.2	49.1	211.2
TOBACCO	WEIGHT (GRAMS)	1,110.5	1,132.4	1,485.6	1,886.4	5,614.9
Cell Phones						
CONTRABAND_TYPE_DESC	CONTRABAND_TYPE_UNIT	2021	2022	2023	2024	Grand Total
CELL PHONE	QUANTITY	6,599.0	7,225.0	9,516.0	7,922.0	31,262.0
SIM/SD CARD	QUANTITY	116.0	349.0	383.0	259.0	1,107.0
Alcohol						
CONTRABAND_TYPE_DESC	CONTRABAND_TYPE_UNIT	2021	2022	2023	2024	Grand Total
ALCOHOL	WEIGHT (OUNCES)	14,688.50	39,755.65	20,646.81	16,871.29	91,962.26
Weapons						
CONTRABAND_TYPE_DESC	CONTRABAND_TYPE_UNIT	2021	2022	2023	2024	Grand Total
WEAPON	QUANTITY	9586.0	12573.0	16161.7	13219.0	51539.7
Other						
CONTRABAND_TYPE_DESC	CONTRABAND_TYPE_UNIT	2021	2022	2023	2024	Grand Total
FINANCIAL INFORMATION	QUANTITY	4,827.8	2,260.0	14,097.1	6,749.7	27,934.5
PILLS	QUANTITY	4,824.0	4,779.3	7,046.8	5,143.7	21,793.9
SYRINGE	QUANTITY	566.5	151.0	243.2	165.0	1,125.7
CELL PHONE ACCESSORIES	QUANTITY	1,366.0	2,148.0	3,945.0	2,960.0	10,419.0
CELL PHONE CHARGER	QUANTITY	2,851.0	4,132.0	6,259.0	4,652.0	17,894.0
DRONE	QUANTITY	45.0	37.0	31.0	24.0	137.0

Unit Conversion	
Grams	Lb
453.6	1

In December 2024, GDC provided contraband data spanning 2021 to 2024. To facilitate analysis, the data was organized into specific categories based on the various metrics and values. Measurements in grams were converted to pounds for consistency.

Appendix C. 10 Disciplinary Infractions

Source: Guidehouse Disciplinaries by CY since 2021 as of 10/17/24
 Received from GDC on 10/21/2024

Charge Type	Severity Level Assigned
ABSCONDED	Non-Severe
ABSENT FROM COUNT	Non-Severe
BODY MODIFICATION	Non-Severe
BRIBERY	Non-Severe
CONTACT W/ UNAUTHORIZED PERSON	Non-Severe
COUNTERFEITING	Non-Severe
DISRUPTING COUNT	Non-Severe
EXCESS PROPERTY IN LIVING AREA	Non-Severe
EXPOSURE/EXHIBITION	Non-Severe
FAIL TO FOLLOW INSTRUCTIONS	Non-Severe
FAIL TO PERFORM WORK/ASSIGNMENT	Non-Severe
FEIGNING ILLNESS	Non-Severe
GAMBLING	Non-Severe
INSUBORDINATION	Non-Severe
LEND MONEY/ETC. FOR PROFIT	Non-Severe
LYING	Non-Severe
OBSCENE WORDS/GESTURES	Non-Severe
OBSTRUCT DUTIES OF STAFF	Non-Severe
OBSTRUCTION OF SEARCH	Non-Severe
POSSESSION ALCOHOL/ALCOHOLIC BEVERAGE	Non-Severe
POSSESSION OBSCENE MATERIALS	Non-Severe
POSSESSION OF ANY DISGUISE	Non-Severe
POSSESSION OF CONTRABAND	Non-Severe
POSSESSION OF DRUG DEVICE	Non-Severe
POSSESSION OF HUMAN REPLICA	Non-Severe
POSSESSION OF UNAUTHORIZED DOCUMENT	Non-Severe
POSSESSION OF WRITTEN PETITION	Non-Severe
PROJECT NUISANCE ITEM	Non-Severe
REFUSE SUBSTANCE TEST	Non-Severe
SOLICIT SEXUAL ACTIVITY	Non-Severe
TAMPERING WITH A DRUG TEST SAMPLE	Non-Severe
TRANSFER TRUST ACCOUNT FUNDS	Non-Severe
UNAUTHORIZED ABSENCE	Non-Severe
UNAUTHORIZED HANGING/ATTACHING OF MATERIALS	Non-Severe
UNAUTHORIZED MEETING	Non-Severe
UNAUTHORIZED POSSESSION	Non-Severe
UNAUTHORIZED PRESENCE	Non-Severe
UNAUTHORIZED USE OF TELEPHONE	Non-Severe
UNDER INFLUENCE OF ALCOHOL	Non-Severe
UNDER INFLUENCE OF DRUGS	Non-Severe
UNKEPT APPEARANCE	Non-Severe
UNKEPT CELL	Non-Severe
VERBAL/GESTURE THREATENING	Non-Severe
VIOLATION INSTITUTION MAIL RULES	Non-Severe
VIOLATION INSTITUTION VISITATION RULES	Non-Severe
VIOLATION OF POSTAL LAWS	Non-Severe
VIOLATION STATE LAW	Non-Severe
WEARING HAIR TOO LONG	Non-Severe

Charge Type	Severity Level Assigned
ASSAULT EMPLOYEE	Severe
ASSAULT VISITOR OR CIVILIAN	Severe
ASSAULT WITH SERIOUS INJURY	Severe
ASSUALT (NON-SERIOUS)	Severe
ATTEMPTED ASSAULT	Severe
ATTEMPTED ESCAPE	Severe
CAUSING A FIRE	Severe
CONSPIRACY TO ESCAPE	Severe
DAMAGE/TAMPERING TO LOCK/DOOR/FIRE EQUIPMENT	Severe
DEATH OF INMATE	Severe
DEFACING/DAMAGE PROPERTY	Severe
ESCAPE FROM SECURE FACILITY (INSIDE)	Severe
ESCAPE FROM SECURE FACILITY (OUTSIDE)	Severe
EXTORTION	Severe
FIGHTING	Severe
INJURY TO EMPLOYEE	Severe
INJURY TO ONESELF	Severe
PLAN/PARTICIPATE/CONSPIRE/ENCOURAGE/DISTURBANCE/RIOT	Severe
POSSESSION ANY DRUG/NARCOTIC	Severe
POSSESSION OF AMMUNITION	Severe
POSSESSION OF CELL PHONE	Severe
POSSESSION OF ESCAPE DEVICE	Severe
POSSESSION OF WEAPON	Severe
PROJECT BODY FLUIDS	Severe
PROJECT LETHAL ITEM	Severe
SELLING DRUGS	Severe
SEXUAL ASSAULT	Severe
SEXUAL BEHAVIOR/ACTIVITY	Severe
TAKING A HOSTAGE	Severe
THEFT	Severe
THREAT WITH ITEM/WEAPON	Severe
THREATS THROUGH MAIL	Severe

In October 2024, GDC provided a dataset containing **11,602 rows** of reported disciplinary incidents from January 1, 2021 to 10/17/2024. For analysis, **charge codes were classified as either non-severe or severe** based on the current state of the prisons, as assessed during onsite evaluations. The analysis revealed that non-severe disciplinary incidents were reported approximately three times more frequently than severe incidents.

	2021	2022	2023	2024	Grand Total
Non-Severe	35,207	36,013	41,795	34,486	147,501
Severe	14,407	15,790	16,765	13,803	60,765
Grand Total	49,614	51,803	58,560	48,289	208,266

Appendix C. 11: PREA Audit; Corrective Actions/Recommendations

2023 PREA Annual Report (State Prisons)

<https://gdc.georgia.gov/organization/about-gdc/agency-activity/research-and-reports/prison-rape-elimination-act-prea/prea-0>

	Facility	PREA Standard	Corrective Actions Taken/ Recommendations
State Prisons	Arrendale	115.13	Due to staffing challenges, facility staffing plans needed to be adjusted and more thorough documentation regarding deviations from staffing plan were implemented.
	Helms Facility	115.41	24-hour risk screening and 30-day risk screening assessments were provided for a 90-day period to show improvement in the facilitation of these risk screenings.
	Lee SP	115.13	Due to staffing challenges, facility staffing plans needed to be adjusted and more thorough documentation regarding deviations from staffing plan were implemented
		115.41	24-hour risk screening and 30-day risk screening assessments were provided for a 90-day period to show improvement in the facilitation of these risk screenings.
	Phillips SP/TC	115.13	Due to staffing challenges, facility staffing plans needed to be adjusted and more thorough documentation regarding deviations from staffing plan were implemented
		115.13	Due to staffing challenges, facility staffing plans needed to be adjusted and more thorough documentation regarding deviations from staffing plan were implemented.
	Washington	115.41	24-hour risk screening and 30-day risk screening assessments were provided for a 90-day period to show improvement in the facilitation of these risk screenings.
		115.21	A facility Victim Advocate was trained to mitigate the lack of an MOU with an outside victim advocate
	Wilcox	115.13	Due to staffing challenges, facility staffing plans needed to be adjusted and more thorough documentation regarding deviations from staffing plan were implemented.
		115.81	New mental health referral forms are being used to document such referrals in a more consistent manner
T C		115.41	24-hour risk screening and 30-day risk screening assessments were provided for a 90-day period to show improvement in the facilitation of these risk screenings.
	Clayton	115.13	Due to staffing challenges, facility staffing plans needed to be adjusted and more thorough documentation regarding deviations from staffing plan were implemented
PDC	Bleckly	115.81	New mental health referral forms are being used to document such referrals in a more consistent manner.
		115.41	24-hour risk screening and 30-day risk screening assessments were provided for a 90-day period to show improvement in the facilitation of these risk screenings.
	McEver	115.41	24-hour risk screening and 30-day risk screening assessments were provided for a 90-day period to show improvement in the facilitation of these risk screenings
RSAT	Treutlen	115.81	New mental health referral forms are being used to document such referrals in a more consistent manner
	Appling	115.81	New mental health referral forms are being used to document such referrals in a more consistent
		115.41	Contingency plan developed to conduct risk screening in a timely manner if a counselor is out.

Appendix C. 12: PREA Reporting

GDC PREA Annual Reports

<https://gdc.georgia.gov/organization/about-gdc/agency-activity/research-and-reports/prison-rape-elimination-act-prea/prea-0>

PREA Report Year	PREA Allegations Annually	Substantiated	Unsubstantiated	Unfounded	Not PREA
2023	819	57 7% determined the event most likely occurred	369 45% evidence insufficient to determine whether the event did or did not occur	330 40% resulted in the event most likely did not occur	63 8% did not meet the definition of a PREA allegation
2022	1,056	56 5% determined the event most likely occurred	443 42% evidence insufficient to determine whether the event did or did not occur	459 44% resulted in the even most likely did not occur	98 9% did not meet the definition of a PREA allegation
2021	1,131	39 3% determined the event most likely occurred	558 49% evidence insufficient to determine whether the event did or did not occur	401 36% resulted in the event most likely did not occur	133 12% did not meet the definition of a PREA allegation

PREA Annual Reports

Numbers are inclusive of allegations at: State Prisons, Transitional Centers, Centers, and Contract Facilities.

State Facility Annual Reports

[2023 PREA Annual Report \(PDF, 633.02 KB\)](#)

[2022 PREA Annual Report \(PDF, 630.36 KB\)](#)

[2021 PREA Annual Report \(PDF, 1.48 MB\)](#)

Appendix C. 13: Grievances

Grievances by CY since 2021 as of 10/17/24
 Received from GDC on 10/21/2024

Sum of NBR_COUNT	2021	2022	2023	2024	Grand Total
ACCESS TO COURTS/LEGAL COUNSEL	170	187	147	119	623
AMERICAN DISABILITIES ACT	35	43	21	23	122
ASSIGNMENT/CLASSIFICATION	1018	1071	1036	811	3936
COMMISSARY/STORE	326	295	309	241	1171
CONDITIONS OF CONFINEMENT	1626	1093	1171	878	4768
COUNSELING	177	164	178	139	658
DENTAL	130	130	124	86	470
FINANCIAL	424	285	270	230	1209
FOOD SERVICE	448	620	1064	554	2686
GENERAL LIBRARY	57	58	64	37	216
HARASSMENT	785	653	716	550	2704
LAUNDRY	172	84	204	168	628
MAIL/PACKAGES	548	507	519	396	1970
MEDICAL	1817	1895	1990	1474	7176
MENTAL HEALTH	173	177	144	83	577
MISSING/CONFISCATED PROPERTY	1897	1689	1715	1162	6463
PHYSICAL FORCE (COMPLIANCE)	170	103	61	38	372
PHYSICAL FORCE (NON-COMPLIANCE)	278	234	289	183	984
POLICY/PROCEDURAL CHALLENGE	876	871	713	660	3120
RECREATION/LEISURE TIME	89	98	97	72	356
RELIGION	108	139	130	131	508
SENTENCE COMPUTATION	399	530	617	583	2129
SEXUAL ASSAULT / HARASSMENT	127	91	117	65	400
STAFF NEGLIGENCE	2751	2645	2911	2037	10344
VISITATION	40	32	41	29	142
VOCATION/EDUCATION	22	24	23	23	92
Grand Total	14663	13718	14671	10772	53824

In October 2024, GDC provided a dataset containing 3,594 rows of reported grievances from 2021 to 10,17, 2024. The accompanying image highlights a list of all reported grievance types, along with their annual counts. Conditional formatting applied to the data revealed that the top 10 most reported grievances remained consistent throughout the period, with only minor variations observed in 2021 and 2022

Appendix C. 14: Offender Intake

Senate Study Committee 11.15 FINAL

Received from GDC on 11/26/2024



Offender Intake

- Average intakes into diagnostics: 200-250 per week
- Average completed diagnostics/transferred out of GDCP: 12,000 per year
- On average, process 80-100 referrals weekly

FY24 totals:

- Intakes- 14,841
- Completed diagnostics/transferred out: 14,412

Appendix C. 15: Diagnostic Process

Senate Study Committee 11.15 FINAL

Received from GDC on 11/26/2024



Diagnostics – Day 1

- ▶ New Arrival Orientation
- ▶ Medical Screening
- ▶ Mental Health Screening
- ▶ Prison Rape Elimination Act (PREA) Overview
- ▶ Security Threat Group (STG) Identification
- ▶ Housing/Bed Assignments



Diagnostics – Day 2

- ▶ Initial Classification
- ▶ Initial Re-Entry Plan
- ▶ Parole Officer Interview
- ▶ Fasting Bloodwork
- ▶ Orientation
- ▶ Educational Assessment
 - ▶ Wide Range Achievement Test 5 (WRATS)
 - ▶ Test of Adult Basic Education (TABE)
 - ▶ Culture Fair Intelligence Test (CFIQ)
 - ▶ Kaufmann Brief Intelligence Test (KBIT) if scoring under 70 on CFIQ
 - ▶ Foothills Regional High School (formerly Charter School) Application (Age 18-21)



Diagnostics Days 3-8

- ▶ Days 3 and 4
 - ▶ Medical and Mental Health Follow up
- ▶ Days 5 and 6
 - ▶ Medical Physical and Additional Testing
 - ▶ Dental Screening
 - ▶ DNA Taken
- ▶ Day 7
 - ▶ Final Interview
- ▶ Day 8
 - ▶ Diagnostic Director Review
 - ▶ Package to Offender Administration for placement at initial permanent Institution

Appendix C. 16: State Board of Pardons and Paroles

State Board of Pardons and Paroles: Annual Reports

<https://pap.georgia.gov/office-communications-news-publications-and-events/publications/annual-reports>

Fiscal Year	Clemency Votes	Offender Cases Considered	Parolees Successfully Completed Parole	Offenders released by parole from Georgia Prisons	Change in number of Offenders released by parole from Georgia Prisons
<u>2023</u>	62,969	17,151	70%	5,863	-382
<u>2022</u>	51,243	13,967	73%	6,245	-2,389
<u>2021</u>	59,354	16,255	73%	8,634	-1,795
<u>2020</u>	75,522	20,556	73%	10,429	974
<u>2019</u>	86,054	24,738	70%	9,455	-908
<u>2018</u>	75,040		72%	10,363	-105
<u>2017</u>	71,969		71%	10,468	-2,906
<u>2016</u>	64,695*		72%	13,374	

Compared: 2019 to 2023

Offenders released by parole 37.99% decrease
 Offender cases considered 30.67% decrease



* Changed to Board Member made Decisions

Appendix C. 17: Offender Release by Type (Male)

Profile of Offender Release: Actual Release Type (CY)

<https://gdc.georgia.gov/organization/about-gdc/agency-activity/research-and-reports/annual-statistical-reports/calendar-2>

Release Type	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	10 Year Total	CY14-24	Percentage
Parole*	0	1	0	0	0	0	0	0	0	0	1	Death	1.33%
Death	130	145	145	176	189	165	287	246	241	250	1,974	Sentence Expired	46.99%
Amnd/Remit*	6	1	0	1	0	0	0	0	0	0	8	Parole Certificate	37.68%
Sentence Expired	6,918	6,805	6,676	6,543	7,397	7,928	7,638	6,237	6,577	7,015	69,734	Conditional Transfer	5.15%
Conditional Transfer	960	812	673	744	815	722	844	766	664	643	7,643	Supervised Reprieve	5.11%
Os Conditional Transfer*	202	153	143	204	223	180	180	133	119	112	1,649	Other Release Types	3.74%
Os Immigration And Customs Enforcement Order*	268	222	179	131	88	90	72	33	30	15	1,128		
Os Parole Order*	393	368	239	250	263	276	279	196	226	128	2,618		
Os Supervised Reprieve*	55	21	12	17	15	16	8	2	1	0	147		
Parole Certificate	7,338	6,149	5,950	6,382	6,543	5,851	6,057	4,429	3,844	3,373	55,916		
Supervised Reprieve	1367	1255	987	878	798	648	804	316	231	299	7,583		
Total	17,637	15,932	15,004	15,326	16,331	15,876	16,169	12,358	11,933	11,835	148,401		

*included in "Other Release Type"

Appendix C. 18: Offender Release by Type (Female)

Profile of Offender Release: Actual Release Type (CY)

<https://gdc.georgia.gov/organization/about-gdc/agency-activity/research-and-reports/annual-statistical-reports/calendar-2>

Release Type	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	10 Year Total	CY14-24	Percentage
Parole*	1	0	0	0	0	0	0	0	0	0	1	Death	%
Death	6	5	6	14	7	11	5	13	11	7	85	Sentence Expired	46.99%
Amnd/Remit*	1	1	1	0	0	0	0	0	0	1	4	Parole Certificate	37.68%
Sentence Expired	713	715	703	639	776	859	747	525	631	698	7,006	Conditional Transfer	5.15%
Conditional Transfer	132	121	103	117	123	118	119	82	85	94	1,094	Supervised Reprieve	5.11%
Os Conditional Transfer*	19	17	22	20	20	24	28	17	15	15	197	Other Release Types	3.74%
Os Immigration And Customs Enforcement Order*	16	15	8	4	12	6	2	3	4	1	71		
Os Parole Order*	52	55	58	48	46	49	63	36	49	33	489		
Os Supervised Reprieve*	14	5	5	3	1	5	3	1	0	0	37		
Parole Certificate	912	698	755	829	929	840	895	607	526	487	7,478		
Supervised Reprieve	298	324	274	268	282	220	272	141	107	136	2,322		
Total	2,164	1,956	1,935	1,942	2,196	2,132	2,134	1,425	1,428	1,472	18,784		

*included in "Other Release Type"

Appendix C. 19: Classification Overrides

Classification Overrides – 2022 – November 2024

Received from GDC on 11/25/2024

OFFENDER STATUS	From-To	Total	Percent of Active Population
INMATE	CLOSE-MEDIUM	1345	2.69%
	CLOSE-MINIMUM	1	0.00%
	MEDIUM-CLOSE	657	1.31%
	MEDIUM-MINIMUM	721	1.44%
	MINIMUM-CLOSE	51	0.10%
	MINIMUM-MEDIUM	742	1.48%
INMATE Total		3517	7.03%
PAROLEE	CLOSE-MEDIUM	95	
	CLOSE-MINIMUM	2	
	MEDIUM-CLOSE	9	
	MEDIUM-MINIMUM	185	
	MINIMUM-CLOSE	4	
	MINIMUM-MEDIUM	61	
PAROLEE Total		356	
PROBATIONER	CLOSE-MEDIUM	371	
	CLOSE-MINIMUM	1	
	MEDIUM-CLOSE	115	
	MEDIUM-MINIMUM	420	
	MINIMUM-CLOSE	15	
	MINIMUM-MEDIUM	240	
PROBATIONER Total		1162	
INACTIVE	CLOSE-MEDIUM	101	
	MEDIUM-CLOSE	24	
	MEDIUM-MINIMUM	84	
	MINIMUM-CLOSE	7	
	MINIMUM-MEDIUM	73	
INACTIVE Total		289	
Grand Total		5324	

Appendix C. 20: GDC Program Data

Source: *GDC Impact Reports & Received from GDC on **12/6/2024 and ***12/9/2024

Program Data by Fiscal Year											
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024**	2025***
Career Technical and Higher Education*	2,529	3,336	6,090	9,890	18,659	21,144	23,953	29,091	38,438	45,754	
On-The-Job Training*	1,577	1,653	2,346	3,063	8,356	9,513	9,839	13,153	17,332	19,292	
Post- Secondary*					706	2,464	4,713	3,456	2,894	2,960	
Skills Training*			1,573	4,349	5,908	6,096	7,023	8,997	14,210	19,080	
Vocational*	952	1,683	2,171	2,478	3,689	3,071	2,378	3,485	4,002	4,422	
GEDs Earned *	472	1,224	2,371	3,017	2,935	1,799	1,086	1,440	1,531	1,493	
RSAT Enrolments***					5,824	4,891	2,963	3,066	4,099	4,390	
RSAT Completions***					2,702	2,435	1,388	1,293	4,390	1,764	
Student With Disabilities Identified ***					24	36	70	109	145	148	175 ¹

Mobile Unit Program Data		
	2023	2024
Construction	X	
Food Truck	X	171
Welding	X	
Electrical Training	X	115
Framing	-	57
Total	269	343

¹Through 12/6/2024

Appendix C. 21: GCI Locations

GCI Locations

Received from GDC on 11/29/2024

List of GCI Locations					
Manufacturing		Farm		Food	
Hays State Prison	Optical Plant	Rogers Farm	Dairy, Canning, Crops, Beef	Food Distribution Warehouse	Meat Plant
Walker State Prison	Metal Plant	Joe Kennedy Farm	Crops, Beef, Grist Mill		AEP Kitchen
Phillips State Prison	Print Plant	Montgomery Farm	Egg Laying Facility		Food Warehouses
Washington State Prison	Garment Plant	Middle GA Farm	Beef		Transportation
Hancock State Prison	Garment Plant	Arrendale Farm	Beef	Autry State Prison	Staff Dining
Autry State Prison	Shoe/Garment Plant	Dooly Farm	Crops, Beef	Calhoun State Prison	Staff Dining
Pulaski State Prison	Garment Plant			Central State Prison	Staff Dining
Central State Prison	Garment Plant			Dodge State Prison	Staff Dining
Colony Farm	Garment Distribution			Dooly State Prison	Staff Dining
Valdosta State Prison	Chemical Plant			Georgia Diagnostic & Classification Prison	Staff Dining
Dodge State Prison	Wood Plant			Hancock State Prison	Staff Dining
Telfair State Prison	Tag / Mattress Plant			Johnson State Prison	Staff Dining
Montgomery State Prison	Panels / Upholstery Plant			Lee State Prison	Staff Dining
Smith State Prison	Sign Plant			Macon State Prison	Staff Dining
Georgia State Prison (location only)	Sign Reclaim Plant			McRae State Prison	Staff Dining
Arrendale State Prison	Package Program			Pulaski State Prison	Staff Dining
Decatur Office	Engraving Plant			Rogers State Prison	Staff Dining
				Telfair State Prison	Staff Dining
				Ware State Prison	Staff Dining
				Washington State Prison	Staff Dining
				Wilcox State Prison	Staff Dining

Appendix C. 22: Evidence Based Programming

Evidence Based Programs as of 11_20_24

Received from GDC on 11/21/2024

Program Type	Program Category	Number of Different Program Offerings	Program Type Total
Education	Academic	4	61
	Apprenticeships	3	
	OJT	22	
	Post Secondary	3	
Reentry	Vocational	29	1
	Core Level 4	1	
	Cognitive Instruction	12	
	Counseling	4	
Risk Reduction	Parenting	3	33
	Pre –Release	2	
	Re-entry	1	
	Sex and Violence	3	
	Special Housing	1	
	Substance Abuse	7	
		Total Program Offerings	95

Total Program Enrollments

Evidence Based Programming		
	Enrollments	Completions
FY22	58904	33703
FY23	61284	36622
FY24	58105	38005
FY25	27600	13364
(through 11/20/24)		

Offenders can enroll in multiple programs (offenders will be double counted)

Appendix C. 23: PIC Points

Active Inmates by Facility

Received from GDC on 11/06/2024

FACILITY TYPE	OFFENDER LOCATION	PIC ELIGIBLE Y	PIC ELIGIBLE N
COUNTY CI	BULLOCH COUNTY CI	107	50
COUNTY CI	CARROLL COUNTY CI	154	87
COUNTY CI	CLARKE COUNTY CI	82	84
COUNTY CI	CLAYTON COUNTY CI	159	89
COUNTY CI	COLQUITT COUNTY CI	117	71
COUNTY CI	COWETA COUNTY CI	156	80
COUNTY CI	DECATUR COUNTY CI	86	40
COUNTY CI	EFFINGHAM COUNTY CI	118	71
COUNTY CI	FLOYD COUNTY CI	196	150
COUNTY CI	GWINNETT COUNTY CI	134	84
COUNTY CI	HALL COUNTY CI	78	47
COUNTY CI	HARRIS COUNTY CI	99	58
COUNTY CI	JACKSON COUNTY CI	70	38
COUNTY CI	JEFFERSON COUNTY CI	122	74
COUNTY CI	MITCHELL COUNTY CI	98	41
COUNTY CI	MUSCOGEE COUNTY CI	305	209
COUNTY CI	RICHMOND COUNTY CI	117	104
COUNTY CI	SCREVEN COUNTY CI	88	56
COUNTY CI	SPALDING COUNTY CI	160	65
COUNTY CI	SUMTER COUNTY CI	204	141
COUNTY CI	TERRELL COUNTY CI	86	52
PRIVATE PRISON	COFFEE CORR FACILITY	1362	1087
PRIVATE PRISON	JENKINS CORR FACILITY	659	489
PRIVATE PRISON	RIVERBEND CORR FACILITY	829	657
PRIVATE PRISON	WHEELER CORR FACILITY	1258	1181
PROBATION DETENTION CENTER	BACON DETENTION CENTER	98	26
RSAT - CENTER	BAINBRIDGE SUB ABUS CENTER	0	1
RSAT - CENTER	TURNER	0	2
RSAT - CENTER	WEST CENTRAL CENTER	3	46
County CI, Private Prison, RSAT Total		6,945	5,180

Appendix C. 24: Volunteer Numbers

Volunteer Data from Scribe

Received from GDC on 12/11/2024

	"Active"	"Inactive"	Total
VOLUNTEER (ID Expiration Status)	6148	13853	20001
Blank Date Field	764	5384	6148
Expired	3261	8457	11718
Invalid Future Dates		6	6
Over 1 Year Future Date	53	3	56
Valid Future Date	1862	1	1863
Grace Period (180 days prior)	208	2	210

Appendix C. 25: Staff on Inmate Abuse

GDC PREA Annual Reports

<https://gdc.georgia.gov/organization/about-gdc/agency-activity/research-and-reports/prison-rape-elimination-act-prea/prea-0>

PREA Report Year	Annual Staff on Inmate Abuse	Sexual Activity	Inappropriate Actions/Touching	Voyeurism	Staff-to-Inmate Harassment
2023	8	<ul style="list-style-type: none"> 100% (5 of 5) were forwarded to DA for review 100% (5 of 5) were terminated or resigned from employment 	<ul style="list-style-type: none"> 100% (2 of 2) were forwarded to DA for review 100% (2 of 2) were terminated or resigned from employment 	<ul style="list-style-type: none"> 100% (1/1) was terminated from employment 	<ul style="list-style-type: none"> Two substantiated cases Employee was disciplined in accordance with GDC Disciplinary Procedures
2022	12	<ul style="list-style-type: none"> 100% (11/11) were forwarded to DA for review 100% (11/11) were terminated or resigned employment 	<ul style="list-style-type: none"> 100% (1/1) were forwarded to DA for review 100% (1/1) were terminated or resigned from employment 		<ul style="list-style-type: none"> One substantiated case Employee was disciplined in accordance with GDC Disciplinary Procedures
2021	11	<ul style="list-style-type: none"> 100% (7/7) were forwarded to DA for review 100% (7/7) were terminated 	<ul style="list-style-type: none"> 100% (4/4) were forwarded to DA for review 100% (4/4) were forwarded to DA for review 		<ul style="list-style-type: none"> No substantiated cases

Numbers are inclusive of allegations at: State Prisons, Transitional Centers, Centers, and Contract Facilities.

PREA Annual Reports

State Facility Annual Reports

- [2023 PREA Annual Report \(PDF, 633.02 KB\)](#)
- [2022 PREA Annual Report \(PDF, 630.36 KB\)](#)
- [2021 PREA Annual Report \(PDF, 1.48 MB\)](#)

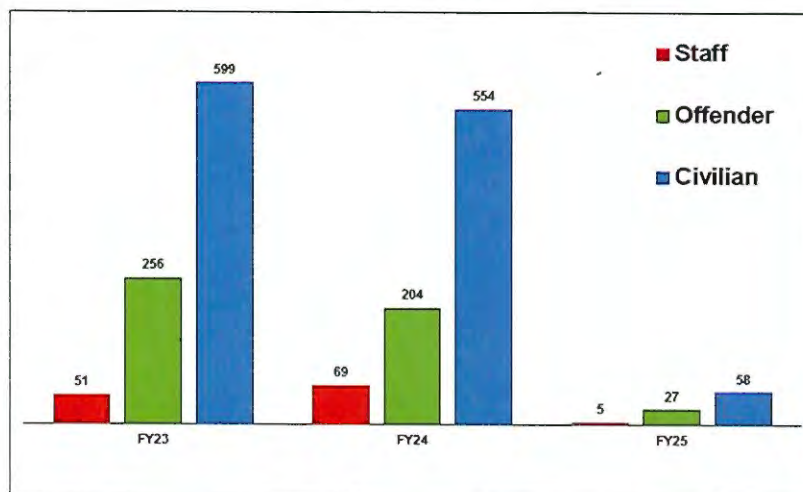
Appendix C. 26: Total Physical Arrests

Senate Committee Presentation 8.28
 Received from GDC on 11/26/2024



CONTRABAND

TOTAL PHYSICAL ARRESTS



FY23	
Staff	51
Offender	256
Civilian	599
Total	906
FY24	
Staff	69
Offender	204
Civilian	554
Total	827
FY25	
Staff	5
Offender	27
Civilian	58
Total	90

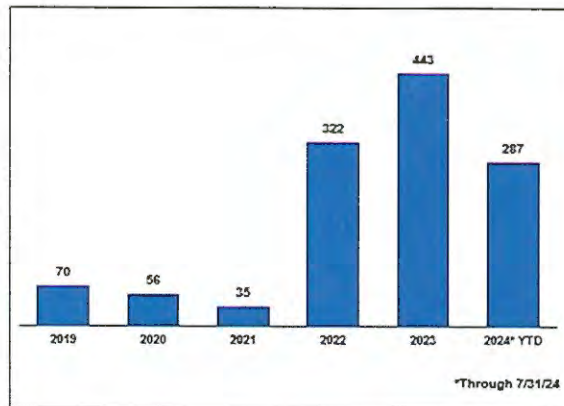
Appendix C. 27: Total Shakedowns

Senate Committee Presentation 8.28
Received from GDC on 11/26/2024



CONTRABAND

Total Shakedowns Year to Date



Appendix D

Infrastructure

D. 1: Facility Conditions Rating

D. 2: Facility Condition and Nelson Functional Rating

D. 3: Maintenance Vacancy Rate

D. 4: Maintenance Staff (Facility Teams)

D. 5: Triple Bunks

Appendix D. 1: Facility Conditions

Source: Facility Ranking 01.24.23

Received from GDC on 11/29/2024

Facility	Facility Age	Perimeter Detection System	Perimeter Lighting	TV	SS	Filter/Heat Loop	Generator/Transfer Switch	Electrical Distribution	VAC/Chiller	Shielding Envelope	Shielding	Flow Metal	Shielding	Chem (not equipment)	Laundry (not equipment)	Fire Alarms	Fire Extinguishers	Mod/Ansul System	Sanitary Sewer	Station/Grinder/Auger	Escape Trap	MTP	Water Tower	Lift Station	Joint Bunker	Storm Water or Drainage Issues	Final Score	
Augusta SMP	40	1	2	3	2	3	4	4	4	3	4	2	4	2	3	2	2	4	4	2	2	2	3	4	4	4	74	
Autry SP	30	4	4	4	3	3	3	4	4	4	4	5	5	4	4	5	3	3	3	3	4	3	3	4	3	4	93	
Baldwin SP	46	1	4	6	5	2	4	4	2	4	4	4	4	4	4	4	3	3	4	3	4	3	4	3	4	4	91	
Burruss CTC	37		3	3	4	3	2	3	2	3	3	4	4	2	2	2	2	2	2	2	2	2	2	2	4	2	62	
Calhoun SP	29	3	4	4	5	3	3	4	4	4	3	5	4	5	3	2	3	3	5	6	5	3	4	5	5	4	99	
Central SP	44	1	4	5	5	4	3	2	2	3	3	3	3	2	3	5	3	3	3	2			3	4	2	4	75	
Coastal SP	4	4	4	1	5	3	4	2	4	4	4	4	3	3	4	4	3	3	4	2			4	4	3	4	84	
Dodge SP	40	4	3	1	5	5	5	5	4	5	5	5	3	4	2	2	3	3	5	4			5	5	5	4	102	
Dooly SP	29	4	4	4	5	4	4	4	4	4	5	5	4	3	2	3	3	3	3	4			3	5	5	3	96	
Emanuel Womens	3		3	4	4	3	4	2	4	3	3	3	3	2	2	2	2	2	2	2	2	2	2	2	2	4	61	
GDCP	53	1	4	3	3	5	4	5	5	5	5	5	5	4	5	3	4	5	5	5	5	5	5	4	4	4	108	
Hancock SP	31	4	4	5	2	4	4	4	4	3	3	3	4	3	3	3	4	3	4	2	3		3	2	2	3	83	
Hays SP	32	4	4	4	3	3	5	4	5	4	5	4	4	5	4	2	2	4	5	5	5		4	5	5	4	101	
Helms Facility	32		4	5	3	3	2	3	4	4	3	3	2	2	2	2	2	2	3	3			4	5	4	3	68	
Johnson SP	3	4	4	1	5	5	4	2	5	3	2	4	4	4	3	2	2	2	2	3	2		2	2	3	3	78	
Lee Arrendale SP	96	5	4	5	4	5	4	4	4	4	4	4	4	2	4	3	4	4	4	4	4		4	4	3	4	99	
Lee SP	44	1	1	1	5	5	4	5	3	4	3	4	3	4	2	2	3	3	4	4	5	3	4	6	3	5	91	
Long SP	2		3	4	3	3	2	2	4	2	3	3	2	2	3	3	2	2	2	2			2			2	3	55
Macon SP	28	4	4	3	1	4	3	4	4	4	5	5	4	4	4	4	3	3	3	4			3	4	3	3	92	
Metro Re-entry	42	2	2	2	2	3	2	2	3	2	3	2	2	2	3	2	2	3	3	3	3		2	2	3	2	54	
Montgomery SP	3		4	5	3	3	2	2	2	2	4	3	3	2	2	4	2	2	1	2			3	3	2	3	59	
Phillips SP	32	1	4	5	5	4	6	4	5	4	4	4	4	4	4	5	4	4	4	4	4		4	5	5	4	104	
Pulaski SP	28	4	4	4	5	6	3	4	4	4	3	4	4	5	4	2	5	4	3	4	5		3	5	4	4	102	
Rogers SP	4	1	5	5	6	5	3	2	3	4	4	4	4	1	2	6	4	1	3	4	1	2	2	3	3	2	4	84
Rutledge SP	46	4	3	5	5	3	3	5	3	3	3	4	4	4	4	3	3	4	3	3	1		5	6	4	3	88	
Smith SP	3	5	4	3	2	5	3	2	5	3	5	4	3	3	2	2	2	2	2	2			3	3	4	4	76	
SMU	85	1	1	1	2	4	2	2	4	2	4	3	4	3	5	4	2	4	2	4		4	3	2	2	2	63	
Telfair SP	3	5	1	4	3	5	1	2	2	3	3	3	3	3	4	4	3	3	2	2	2	2	2	2	2	2	72	
Valdosta SP	36	4	1	5	3	6	3	5	4	4	3	5	5	3	3	2	3	3	3	3	2		5	4	4	5	88	
Walker SP	50	4	5	4	2	2	4	3	3	5	3	4	4	3	3	4	3	4	3	4		3	4	3	4	3	78	
Ware SP	3	1	1	5	4	5	5	2	3	3	4	5	4	4	3	4	3	3	3	3	2		3	3	5	4	82	
Washington SP	31	4	3	4	4	3	3	4	4	4	4	4	4	4	4	3	3	4	3	2		3	3	4	4	4	90	
Whitworth WF	31		3	5	3	4	3	3	4	4	4	3	3	4	4	3	4	4	4	4	3		4	4	4	3	84	
Wilcox SP	28	5	1	4	5	4	3	4	5	4	5	5	4	4	5	3	5	3	5	4		3	5	4	3	4	101	

3.0 3.2 3.8 3.8 3.9 3.3 3.4 3.7 3.5 3.8 3.9 3.8 3.3 3.2 3.2 3.0 3.1 3.2 3.4 3.1 3.6 3.1 3.4 3.8 3.2 3.8 3.4

Appendix D. 2: Facility Condition and Nelson Functional Rating

Prison	Security Level	Condition Score	% of total points (156)	Subtract from 1.	Multiply by -1	AMC	Nelson Function Rating	AMC2
GD&CP	Special Mission	108	0.6923077	-0.3076923	30.8%	C	14.3%	C
Phillips SP	Special Mission	104	0.6666667	-0.3333333	33.3%	C	50.0%	C
Arrendale SP	Special Mission	99	0.6346154	-0.3653846	36.5%	C	64.3%	M
Coastal SP	Special Mission	84	0.5384615	-0.4615385	46.2%	C	42.8%	C
Augusta SMP	Special Mission	74	0.474359	-0.525641	52.6%	C	28.6%	C
Helms Unit	Special Mission	68	0.4358974	-0.5641026	56.4%	C	50.0%	C
SMU	Special Mission	63	0.4038462	-0.5961538	59.6%	C	92.8%	A
Metro RF	Special Mission	54	0.3461538	-0.6538462	65.4%	M	100.0%	A
Dodge SP	Medium	102	0.6538462	-0.3461538	34.6%	C	57.1%	C
Pulaski SP	Medium	102	0.6538462	-0.3461538	34.6%	C	78.5%	M
Wilcox SP	Medium	101	0.6474359	-0.3525641	35.3%	C	42.8%	C
Calhoun SP	Medium	99	0.6346154	-0.3653846	36.5%	C	85.7%	A
Dooly SP	Medium	96	0.6153846	-0.3846154	38.5%	C	78.5%	M
Autry SP	Medium	93	0.5961538	-0.4038462	40.4%	C	71.4%	M
Lee SP	Medium	91	0.5833333	-0.4166667	41.7%	C	85.7%	A
Baldwin SP	Medium	91	0.5833333	-0.4166667	41.7%	C	14.3%	C
Washington SP	Medium	90	0.5769231	-0.4230769	42.3%	C	71.4%	M
Rutledge SP	Medium	88	0.5641026	-0.4358974	43.6%	C	71.4%	M
Rogers SP	Medium	84	0.5384615	-0.4615385	46.2%	C	85.7%	A
Whitworth WF	Medium	84	0.5384615	-0.4615385	46.2%	C	57.1%	C
Walker SP	Medium	78	0.5	-0.5	50.0%	C	42.8%	C
Johnson SP	Medium	78	0.5	-0.5	50.0%	C	35.7%	C
Central SP	Medium	75	0.4807692	-0.5192308	51.9%	C	85.7%	A
Burruss CTC	Medium	62	0.3974359	-0.6025641	60.3%	M	71.4%	M
Montgomery SP	Medium	59	0.3782051	-0.6217949	62.2%	M	100.0%	A
Emanuel WF	Medium	59	0.3782051	-0.6217949	62.2%	M	85.7%	A
Long Unit	Medium	55	0.3525641	-0.6474359	64.7%	M	57.1%	C
Hays SP	Close	101	0.6474359	-0.3525641	35.3%	C	71.4%	M
Macon SP	Close	92	0.5897436	-0.4102564	41.0%	C	85.7%	A
Valdosta SP	Close	88	0.5641026	-0.4358974	43.6%	C	85.7%	A
Hancock SP	Close	83	0.5320513	-0.4679487	46.8%	C	64.3%	M
Ware SP	Close	82	0.525641	-0.474359	47.4%	C	71.4%	M
Smith SP	Close	76	0.4871795	-0.5128205	51.3%	C	85.7%	A
Telfair SP	Close	72	0.4615385	-0.5384615	53.8%	C	92.8%	A

Appendix D. 3: Maintenance Vacancy Rate

Non-Security Vacancy and Tenure 2017-2024

Received from GDC on 11/2/2024

A	B	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
Facility Type	Job Type	2024 Employee Data			2023 Employee Data				2022 Employee Data				2021 Employee Data			
		Average Tenure	Vacant Positions	Vacancy Rate	Filled Positions	Average Tenure	Vacant Positions	Vacancy Rate	Filled Positions	Average Tenure	Vacant Positions	Vacancy Rate	Filled Positions	Average Tenure	Vacant Positions	Vacancy Rate
State Prisons	Admin	9.17	165	21.68%	603	9.62	150	19.92%	611	10.08	140	18.64%	583	11.36	141	19.48%
	Counseling	8.16	167	35.61%	303	8.84	159	34.42%	323	8.9	137	29.78%	309	9.4	165	34.81%
	Education	5.96	179	57.01%	144	6.17	179	55.42%	156	5.8	169	52.00%	156	5.87	170	52.15%
	Food Service	7.09	210	51.60%	192	7.71	214	52.71%	201	7.76	203	50.25%	217	7.8	201	48.09%
	Maintenance	7.99	107	36.03%	191	8.53	103	35.03%	210	8.37	78	27.08%	221	8.81	80	26.58%
Facility Type	Job Type	2020 Employee Data			2019 Employee Data				2018 Employee Data				2017 Employee Data			
		Average Tenure	Vacant Positions	Vacancy Rate	Filled Positions	Average Tenure	Vacant Positions	Vacancy Rate	Filled Positions	Average Tenure	Vacant Positions	Vacancy Rate	Filled Positions	Average Tenure	Vacant Positions	Vacancy Rate
State Prisons	Admin	12.04	105	14.73%	672	11.27	221	24.75%	802	10.92	75	8.55%	773	11.03	62	7.43%
	Counseling	9.59	117	24.89%	385	8.67	136	26.10%	469	8.07	72	13.31%	464	8.1	73	13.59%
	Education	5.71	156	47.71%	203	5.28	125	38.11%	220	4.66	106	32.52%	240	4.27	84	25.93%
	Food Service	7.58	116	28.64%	326	6.97	77	19.11%	332	6.98	62	15.74%	360	6.99	39	9.77%
	Maintenance	8.6	49	17.01%	203	8.59	57	21.92%	224	8.38	30	11.81%	206	10.13	35	14.52%

Appendix D. 4: Maintenance Staff (Facility Teams)

<https://doas.ga.gov/sites/default/files/2024-08/Facilities.pdf>

Maintenance Staff: Facility Teams 12.33										
GDC Use	Job Category	Job Title	Salary	Grade	Min Salary	Medium Salary	Max Salary	Degree	Job Summary	Entry Qualification
Used for facility maintenance technicians. Can be hired at the 1 or 2 level with eligibility to promote through 3 level	Facilities	General Trades Tech 1	SWD	E	\$28,571	\$36,023	\$43,475	High School / GED	Under direct supervision, performs a variety of semiskilled and skilled building trades work in the repair, maintenance or construction of state buildings and related structures. Installs and maintains security, climate control and other facilities systems	High school diploma/GED and one (1) year of experience in building repairs and maintenance or in the specific area of assignment. Note: Some positions may require areaspecific certifications/licenses.
Used for facility maintenance technicians. Can be hired at the 1 or 2 level with eligibility to promote through 3 level	Facilities	General Trades Tech 2	SWD	F	\$30,700	\$38,897	\$47,094	High School / GED	Under general supervision, performs a variety of semiskilled and skilled building trades work in the repair, maintenance or construction of state buildings and related structures. Installs and maintains security, climate control and other facilities systems.	High school diploma/GED and two (2) years of experience in building repairs and maintenance or in the specific area of assignment; or one (1) year of experience at the lower level General Trades Tech 1 (FET030) or position equivalent
Used for facility maintenance technicians. Can be hired at the 1 or 2 level with eligibility to promote through 3 level	Facilities	General Trades Tech 3	SWD	G	\$33,042	\$42,703	\$52,364	High School / GED	Under broad supervision, performs a variety of semiskilled and skilled building trades work in the repair, maintenance or construction of state buildings and related structures. Installs and maintains security, climate control and other facilities systems. Note: Position may require 24 on-call availability.	High school diploma/GED and three (3) years of experience in building repairs and maintenance or in the specific area of assignment; or two (2) years of experience at the lower level General Trades Tech 2 (FET031) or position equivalent. Note: Some positions may require areaspecific certifications/licenses

Appendix D. 5: Triple Bunks

Triple Bunks – Annex

Received from GDC on 11/13/2024

FACILITY	DORM	Total Triple Bunks (Count of Cells)
BLECKLEY	DORM	6
	E	48
	F	48
	G	48
	H	48
CALHOUN STATE PRISON	TOTAL:	192
CENTRAL STATE PRISON	J	116
CLAYTON TC	U2	1
	E	48
	F	48
	G	48
	H	48
	TOTAL:	192
DOOLY STATE PRISON	J	90
GA DIAG CLASS PRISON LONG UNIT	DORM	36
	A	66
	B	66
	F	66
MCRAE WOMEN'S FACILITY	TOTAL:	198
	E2	7
	E3	24
	E5	7
	E6	12
	E7	18
	TOTAL:	68
PULASKI STATE PRISON	TOTAL:	68

FACILITY	DORM	Total Triple Bunks (Count of Cells)
ROGERS STATE PRISON	G	49
TREUTLEN	DORM	6
TREUTLEN DETENTION CENTER	DORM	30
TURNER	DORM	8
VALDOSTA TC	1	50
	F	48
WASHINGTON STATE PRISON	G	48
	H	32
	I	48
	J	24
	TOTAL:	200
	E	48
WILCOX STATE PRISON	F	48
	G	48
	H	48
TOTAL:	192	
Grand Total		1434
State Prisons Total		1333

Appendix E

Facility and Training Academy Assessments

E. 1: Sample Facility Onsite Agenda

E. 2: Training Academy Assessment Process

E. 3: Supporting Document Request

E. 4: Sample Recommendation Roadmap

Appendix E. 1: Sample Facility Onsite Agenda

Below is the proposed agenda for the three-day onsite assessment.

Day 1		Day 2		Day 3	
9:00 -10:00 AM	Meeting with Warden	9:00 - 9:15 AM	Arrival at Facility	9:00 - 9:15 AM	Arrival at Facility
10:00 -11:45 AM	Facility Tour	9:15 -11:45 AM	Line officer and supervisor focus groups	9:15 – 11:45 AM	Finish interviews
11:45 – 12:15 PM	<i>Lunch</i>	11:45 – 12:30 PM	<i>Lunch</i>	11:45 – 12:30 PM	<i>Lunch</i>
12:15 -2:15 PM	Interviews with staff	12:30 - 1:30 PM	Interviews/focus groups with offenders	12:30 -2:00 PM	Debrief with Warden
2:30 – 3: 30 PM	Interview with Leadership Team	1:30 - 2:15 PM	Interview with intake staff	2:00 - 2:15 PM	Assessment Team Departs
3:30 – 3:45 PM	<i>Break</i>	2:15 – 2: 45 PM	Interview with facility maintenance / engineer		
3:45 – 4:45 PM	Focus groups with non-custody staff	2:45 – 3:00 PM	<i>Break</i>		
4:45 – 5:00 PM	Questions and End of Day	3:00 – 4:30 PM	Volunteer staff focus group		
TBD	Focus groups with non-day shift staff	4:30 – 5:00 PM	Questions and End of Day		
		TBD	Volunteer Focus Group		

Appendix E. 2: Training Academy Assessment Process

Our assessment has a remote and onsite process to enable a comprehensive review and inform recommendations.

Assessment		
Remote Review	Onsite: Training Academy	Onsite: Facilities
<p>Document Request and Review Appendix 3: Supporting Document Request</p> <p>Curriculum Request and Review BCOT Training Curriculum</p>	<p>Observe Training Modules</p> <p>Listening Sessions Peer Coaches Field Training Officers Field Training Managers Academy Managers BCOT Instructors Regional BCOT Instructors BCOT Cadets</p> <p>Interviews Office of Professional Development Senior Leadership Curriculum Development Staff</p>	<p>Observe Specialized Training</p> <p>Listening Sessions Warden and Leadership Team Tenured Staff Recent Graduates</p> <p>Interviews Field Training Officer Warden</p> <p>Tour</p>

Appendix E. 3: Supporting Documentation Request

Category	Supporting Documentation Request
MIS	CGL Previous Report
	GGL Facility Evaluations
	DOAA GDC Scoping Summary
Facility Overview	Facility Org Charts
	Security Level, Visitation Days/Hours, Mission, Housing, Work Details, Programs
	Facility schedule—meals, showers, programs, etc.
	Visitation schedule (to include attorney visits) and visitation policies/SOPs
	Population demographics, including at minimum the number of residents in the facility, custody level, and projected length of stay
	Any reports from internal or external quality assurance or oversight from the last three years.
	Facility schematic—depiction of number of housing units, programming space, and facility size.
	Policy related to camera management (e.g., Body Worn Camera, placement, reviewed, storage, updates)
	Current PREA audit report, if applicable.
Procedures related to the resident advisory committee.	
Staffing	Staff demographics, including gender, age, tenure, and position.
	Rank structure and number of staff per rank.
	Any policy or procedures dealing with protocol for handling exigent circumstances that may jeopardize compliance with the mandatory staffing ratio.
	Staffing schedules/ratio at the facility, both waking and sleeping hours.
	Shift rosters for dates of assessment when available
	Policy on cross-gender supervision
	Policy on opposite gender staff in living areas
	Staff discipline policy or procedures
	Policy related to respectful language and treatment of all residents

Category	Supporting Documentation Request
Resident Education and Programming	Resident sexual abuse and harassment education/orientation materials and curriculum, to include educational information given at intake, orientation, or at any other time.
	Records of delivery of PREA-mandated resident education at intake and also within 10 days of intake.
	Resident handbook and/or rule book.
	Current daily resident schedule and calendar of programs offered
	Resident disciplinary policy and SOPs to include any behavior management program in use.
	Policy related to resident access to religious services and access to recreation
Intake and Classification	Policy on intake and intake forms
	Policy on classification and accompanying tools
	Policy and documentation related to housing unit and/or bed placement
	Documentation or guidance related to bed move requests
	Policy on orientation and associated materials, including pamphlets.
Training	Policy on risk need assessment and accompanying tools
	BCOT Training Curriculum
	BCOT Training Curriculum

Appendix F

Stakeholder Themes Report

F. 1: Stakeholder Recommendations Summary

F. 2: Interviewed Organizations

F. 3: Stories of Stakeholder Impact

- Holy Family Episcopal Church
- Peachtree Road United Methodist Church
- Lily Pad
- Emory University Doula Program
- National Incarceration Association
- Forever Family Atlanta
- Life University
- RestoreHer
- Common Good Atlanta
- Ashland University

Appendix F. 1: Stakeholder Recommendations Summary

The following recommendations were identified during interviews and listening sessions with GDC stakeholders.

Recommendation	Description	Est. Cost	Est. Duration
1. Stakeholder Symposium	Host a statewide stakeholder symposium to foster community engagement, support for GDC, and successful reentry	Staff time ¹ ; cost for venue	Once per year
2. Long-Term Volunteer Designation	Develop a special designation for long-term volunteers to support staff functions	Staff time ¹	On-going
3. Non-Security Staff	Increase dedicated non-security staff to help coordinate volunteer services at the facility level	Staff time ¹	On-going
4a. Offender Education Opportunities	Expand engagement with Technical College System of Georgia and University System of Georgia for offenders	On-going; leverage existing funding streams	On-going
4b. Staff Education Opportunities	Expand engagement with Technical College System of Georgia and University System of Georgia for correctional staff	On-going; leverage existing funding streams	On-going
5. Women's Reentry	Enhance women's reentry	Staff time ¹ and programming	On-going
6. Offender Family Communication	Strengthen communication and engagement with families of incarcerated individuals	Staff time ¹	On-going
7. Volunteer Tracking	Enhance volunteer tracking system to foster engagement and identify gaps in service needs	Skilled resource to build tool and support implementation	On-going
8. Volunteer Processing	Streamline the volunteer onboarding and renewal process to expedite engagement	Staff time ¹	6 months
9. Communications	Enhance communication and PR strategies to share successes and contributions of volunteers	Staff time ¹	6 months
10. MRF Model	Replicate and integrate Metro Reentry Facility model and successes in other facilities	Staff time ¹	On-going

¹Further discussion with GDC is needed to determine if existing staff could fill this function or if new staff would be required.

Appendix F. 2: Interviewed Organizations

A representative from the following organizations participated in interviews or listening sessions with the assessment team.

Stakeholder Type	Organizations	
Community Volunteers, Non-Profits, Contracts	<ul style="list-style-type: none"> • Mostly Mutts • Construction Ready • Georgia Justice Project • RestoreHER • Lily Pad • Forever Families 	<ul style="list-style-type: none"> • Common Good Atlanta • National Incarceration Association • Urban League of Greater Atlanta • Offender Alumni Association • City of Refuge • Life University
Religious / Chaplains	<ul style="list-style-type: none"> • Gideon's Ministry • Kairos Prison Ministry • Heartbound Ministries • Peachtree Road United Methodist Church • Prison Fellowship • Holy Family Episcopal Church • St. Luke's Episcopal Church 	<ul style="list-style-type: none"> • Episcopal Diocese of Atlanta • St. James Episcopal Church • The North Georgia Conference of the United Methodist Church • Cathedral of St. Philip • Emory University, Candler School of Theology
Other Government Entities	<ul style="list-style-type: none"> • Mayor's Commission on Reentry • Georgia Department of Education 	<ul style="list-style-type: none"> • Georgia Department of Labor
Education	<ul style="list-style-type: none"> • University of West Georgia • Technical Systems of Georgia • Wiregrass Technical College • Ashland University • Atlanta Technical College • Central Georgia Technical College 	<ul style="list-style-type: none"> • University of Georgia, Franklin College of Arts and Sciences • Emory University, School of Nursing

Appendix F. 3: Stories of Stakeholder Impact

The following stories were captured during listening sessions and 1:1 interviews. The stakeholder provided permission for their information to be identified in the report.

Holy Family Episcopal Church

Before:



After:



At Lee Arrendale State Prison, Terry Nicholson and Jacques Blanc from Holy Family Episcopal Church (Jasper, GA) made and installed temporary doors, stripped worn paint from existing doors, then restored and reinstalled the renovated doors.

This was the first time Terry or Jacques had the honor to serve at GDC and reported that it was a wonderful and life-altering experience.

Appendix F. 3: Stories of Stakeholder Impact (cont.)

The following stories were captured during listening sessions and 1:1 interviews. The stakeholder provided permission for their information to be identified in the report.

Peachtree Road United Methodist Church

Beth Spencer and Alma Scroggins from Peachtree Road United Methodist Church (UMC) regularly volunteer at Lee Arrendale State Prison. Beth, Alma, and about eight other women from Peachtree Road UMC raised \$300,000 in less than a year to build the Bishop Home, a reentry home which will house four women returning from prison.

The group formed partnerships with two other organizations to establish the home. City of Refuge donated the land and manages the property, while Habitat for Humanity handled the building and construction. Currently, the group is working on constructing two additional homes.



Appendix F. 3: Stories of Stakeholder Impact (cont.)

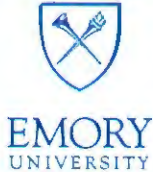
The following stories were captured during listening sessions and 1:1 interviews. The stakeholder provided permission for their information to be identified in the report.

Lily Pad



Lily Pad is a non-profit organization that provides forensic medical evaluation and evidence collection in collaboration with local, state, and national entities. Located in Dougherty County, Lily Pad provides 24/7 service with a 45-minute response time. All their employees are PREA trained, and they cover the costs for the justice-impacted individual examination through fundraising.

Emory University Doula Program



Each year, 50-100 women give birth while incarcerated in Georgia prisons. To support these mothers, Emory University launched a doula program at the Georgia GDC in June 2023. As part of this initiative, nursing students accompany justice-impacted mothers during prenatal visits, delivery, and postpartum care. Since its inception, the program has assisted with 26 deliveries and conducted 12 postpartum visits. Funding for this program comes from a National Institutes of Health (NIH) grant, which also supports similar programs in several other states.

Appendix F. 3: Stories of Stakeholder Impact (cont.)

The following stories were captured during listening sessions and 1:1 interviews. The stakeholder provided permission for their information to be identified in the report.

National Incarceration Association



The non-profit National Incarceration Association (NIA) works to improve communication between incarcerated individuals, their families or support systems, and GDC. NIA supports families by providing answers to their questions, connecting them with resources, and offering guidance on effective communication with GDC. The organization encourages families to view GDC as a partner in caring for their incarcerated loved ones and to motivate these justice-impacted individuals to participate in reentry programs and services.

Forever Family Atlanta



Forever Family Atlanta (FFA) maintains family connections during incarceration to prevent children from becoming justice-involved. FFA provides youth development programs and transportation for facility visitations, currently serving 50 families and impacting over 100 children. One success story involves a former offender who maintained a healthy relationship with her child through FFA's support, later attending the child's high school graduation. This child, now a college senior studying business economics, often returns to support other FFA children.

Appendix F. 3: Stories of Stakeholder Impact (cont.)

The following stories were captured during listening sessions and 1:1 interviews. The stakeholder provided permission for their information to be identified in the report.

Life University



Life University was established from the Theology Certificate Program (2009) created at Metro by Dr. Elizabeth Bounds and Chaplain Susan Bishop. In addition to the over 24 A.A. and B.A. graduates still incarcerated, three of these alumnae released to the Atlanta area are currently working on their Master's degrees at Life University. Two other women enrolled in the Emory Candler School of Theology after their release from prison and graduated with a Master of Divinity Degree. One of which currently works for the Department of Community Supervision.

RestoreHer



Founded by Pamela Winn, RestoreHer, is a policy advocacy reentry organization that aims to improve the lives of justice-impacted women through higher education access and opportunities. RestoreHer demonstrated success in advocacy with the passing of HB345 (bans certain practices that will protect incarcerated pregnant women) and SB105 (terminates probation early if criteria is met). Pamela also serves as co-president with Dr. Elizabeth Bounds (Emory) on the board of directors for the Georgia Coalition for Higher Education in Prison.

Appendix F. 3: Stories of Stakeholder Impact (cont.)

The following stories were captured during listening sessions and 1:1 interviews. The stakeholder provided permission for their information to be identified in the report.

Common Good Atlanta



Common Good Atlanta (CGA) connects justice-impacted individuals and higher education institutions to strengthen communities. CGA has grown from an idea from a PhD candidate to a non-profit that serves 120 students per year. CGA has forged strong relationship with GDC to work together to serve offenders. Preliminary data indicates lower recidivism rate than the GDC average and low dropout rates.

Ashland University



Two of the three 2022 valedictorians at Ashland University were both justice-impacted individuals with one participating from GDC.

A former Metro Reentry Facility resident returned as a successful example of the reentry program. He started a trucking company that trains and hires residents from Metro Reentry Facility.