



# Protecting the Community

Georgia Board of Pardons and Paroles  
Fiscal Year 1998 Annual Report

FY98

# Protecting the Community

1998 Annual Report  
State of Georgia  
Board of Pardons and Paroles

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# Mission Statement

## Georgia Board of Pardons and Paroles

### *Our mission is to:*

Protect the public by thoroughly investigating and processing inmate cases and making responsible, just, and equitable parole decisions while balancing punishment and rehabilitation;

Respond to the needs and concerns of crime victims and their families;

Use agency and community resources as a bridge to help parolees reach self-sufficiency and stable citizenship; and,

Supervise parolees skillfully and return to prison those who demonstrate they will not by choice abide by their release conditions.

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Walter S. Ray  
Chairman

## STATE BOARD OF PARDONS AND PAROLES

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Bobby K. Whitworth  
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Garfield Hammonds, Jr.  
Member

Dr. Betty Ann Cook  
Member

The Honorable Zell Miller, Governor  
Members of the General Assembly  
Citizens of the State of Georgia

With pleasure and pride I present to you the 1998 Board of Pardons and Paroles annual report. For this document we borrowed the slogan that has been the driving force behind the agency's work during Fiscal Year 1998—protecting the community. Whether through its conservative parole decisions, its nationally recognized parole supervision, or its innovative victim and community services, the Georgia Parole Board acts from its commitment to that mission.

Among the FY98 highlights covered in this document is the agency's adoption of the 90 percent policy. That rule requires offenders sentenced to any of 20 violent crimes not covered by two-strikes legislation to serve a minimum of 90 percent of their sentence before *possibly* being paroled. We also report the great strides in services to victims and communities including the unique Restorative Justice Project and—reflecting an important philosophical shift—the change from a victims' assistance to victims' advocacy program. One of the most dramatic advances of FY98 was the transfer of parolee caseload documentation from a manual to a computerized system. That achievement opens the door to multiple benefits, including electronic information-sharing with other law-enforcement agencies, enabling the Parole Board to create even stronger offender monitoring and control.

I invite you to review this report and see how the Georgia Board of Pardons and Parolees fulfills an essential role in the state's criminal justice system and how it goes beyond expectations in all its duties to provide immediate and long-term public safety for Georgia's communities.

Sincerely

Walter S. Ray  
Chairman

# Protecting the community

by parole decisions

Walter S. Ray  
Chairman



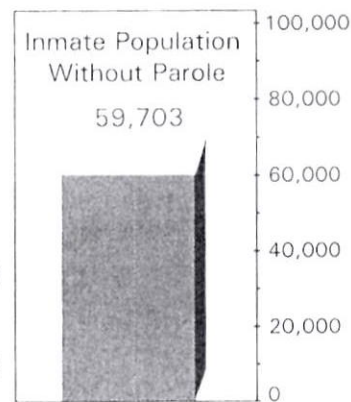
To many, the only parole decision that protects the public is a parole denial. And for violent and predatory criminals, that is the exactly the course the Georgia Parole Board follows. But an effective board must do more than make conservative parole decisions; it must make wise ones. And those wise decisions are not just on individual cases but on practices and long-term policy that affect the integrity of the entire criminal justice system. As the last component in the criminal justice process, parole maintains an overview of sentencing patterns, prison capacity, recidivism rates, and community safety concerns. Also impossible to ignore from the parole vantage point is economics. A responsible criminal justice agency protects the public by its immediate action, and by long-range strategies, *and* in consideration of state fiscal needs. To meet that triad of demands, priorities must be in sharp focus.

## Confining violent offenders is a Board priority

Already considered one of the most conservative paroling authorities in the nation, the Board formalized its parole practice into policy last November by passing the "90-percent rule." That policy requires all violent offenders not covered by the two-strikes law, as well as residential burglars, to serve a minimum of 90 percent of their court-imposed sentence. Board Members voluntarily surrendered most discretion in those cases because they unanimously supported the tough measures and because they recognized that prosecutors, judges, and citizens needed *guarantees* that the offenders who most threaten the community would not be released from prison to make room for incoming inmates. The 90-percent policy affirmed agency intent to act on a value shared by legislators, police, prosecutors, judges, private citizens, and Board Members: to

punish and isolate the most dangerous offenders.

Were it not for the selective release of certain lesser-risk offenders, however, many of those violent offenders would be forced out of prisons to make room for the newly sentenced. Without any selective release Georgia's inmate population would now stand at 60,000 instead of 37,000 and Georgia taxpayers would be attempting to finance tremendous prison construction and operating expenses. At start-up prices ranging from \$26,540 — *per bed*—for medium security to \$52,901 for maximum security plus annual operating costs averaging \$17,000 per bed, those taxpayers would also witness massive declines in funds for education, environment, and other quality-of-life issues. *continued on page 10*



**"Two Strikes":** Georgia's "two-strikes" law requires persons convicted for the first time of any of the "seven deadly sins"—murder, rape, armed robbery, kidnapping, aggravated sodomy, aggravated sexual battery, and aggravated child molestation—to serve all of their prison sentence with no chance of parole. Persons convicted of any of the seven crimes a second time must be sentenced to life without parole.

**Parole's "90% Policy":** Georgia parole policy also requires those convicted of the next tier of 20 violent crimes—child molestation, cruelty to children, enticing a child for indecent purposes, incest, attempted rape, statutory rape, voluntary manslaughter, involuntary manslaughter, feticide, criminal attempt to commit murder, aggravated battery on a police officer, aggravated assault on a police officer, aggravated battery, aggravated assault, aggravated stalking, car hijacking, bus hijacking, robbery, vehicular homicide while DUI, and residential burglary—to serve a minimum of 90% of their sentence before becoming eligible for parole consideration.

## Parole Board Members push for agency excellence

Nothing propels an agency to excellence like dynamic leadership with a unified vision. Members of the Georgia Parole Board—all from public service or law-enforcement backgrounds—unanimously agree: Parole policies and practices *must* create safer Georgia communities.

Georgia is fortunate to have a Constitutional parole panel that provides stability and professionalism. Some states operate with part-time board members or with numerous members scattered around the state. While these parole authorities address the functional needs of their states, the Georgia Parole Board, with its full-time, centrally located panel, addresses both functional and leadership needs. Bringing to the panel their unique backgrounds—from making laws to enforcing them, from researching criminal behavior to running prisons—the Georgia Parole Board Members develop an ideology that informs all their decisions, from individual parole determinations to strategic directions for the agency.

### WALTER S. RAY CHAIRMAN

Chairman Walter S. Ray, of Douglas, appointed to the Board in 1996, was at first reluctant to leave the State Senate where he had represented his friends and neighbors in the 19<sup>th</sup> Georgia Senate District for twelve years. However, after serving in the leadership roles of President Pro Tempore, Majority Leader, and chairman of several committees, he recognized that the Parole Board appointment would enable him to contribute to public safety in a larger role, representing all Georgia citizens. Determined to remain connected to the communities and especially crime victims, he assumed his new position with that as a primary objective. Elected chairman in 1997 and again in 1998, he has led the agency in reestablishing its visibility in the community and, more importantly, its accountability to victims and to all citizens.

### JIM WETHERINGTON VICE CHAIRMAN

Vice Chairman Jim Wetherington, of Columbus, was appointed to the Board in 1995, shortly after he retired as Chief of the Columbus Police Department, his position for the last 14 of his 36 years with that agency. The popular and well-respected public safety leader raised his hometown to the enviable status as “safest city in the Southeast” among numerous other recognitions. His commitment and leadership skills were recognized beyond Columbus as he served as president of the Georgia Association of Chiefs of Police, executive board member of the International Association of Chiefs of Police, and as a member of the Georgia Board of Corrections. Still called “Chief” around the Board, he has occupied his parole position as a vehicle for his public safety ideals. His tough-minded approach to perpetrators of crime, his concern for community safety, and his compassion for crime victims amplify the agency’s movement in all those critical areas.

Senior Board Member Bobby Whitworth, of Hartwell, was appointed to the Parole Board in 1993 to fill an interim term, and then reappointed in 1996 for seven additional years. He is a criminal justice professional who joined the Georgia Department of Corrections in 1973 and rose through the ranks until being named Commissioner in 1989. In that position he oversaw the most aggressive prison-building program in Georgia's history, resulting in the eventual construction of 35,000 prison beds. He is considered one of the most knowledgeable criminal justice professionals in the country—one who can transform ideas into workable policy. The Board depends on his in-depth experience, his broad-based knowledge of parole and corrections, and his strategic planning expertise to lead the agency to design and implement effective, innovative agency policy with the greatest impact on the safety of Georgia citizens.

**BOBBY WHITWORTH**  
**SENIOR BOARD MEMBER**

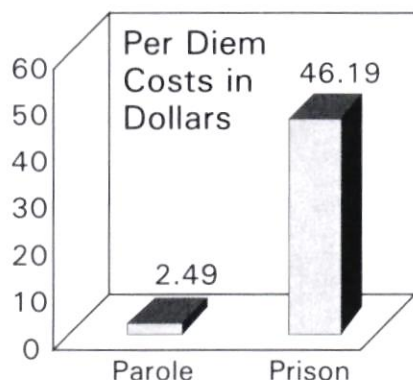
Garfield Hammonds, Jr., of Atlanta, appointed to the Board in 1995, has devoted his career to law enforcement and drug interdiction beginning in 1969 when he joined the DEA as a Special Agent working undercover in Detroit and New York. His courage and commitment advanced him to supervisory positions, including Country Attache in Jamaica. He subsequently became the Special Agent in Charge of the Southeast Region, the position from which he retired so he could remain in the city and state he considered home. Shortly afterward, Governor Miller appointed him to the Parole Board. While a DEA leader, his concern about the rising generation of youth at risk for drug addiction and criminality led him to implement an award-winning prevention program which he later duplicated for the Parole Board. His tough stance on criminals, his expert knowledge of the far-reaching impact of drugs, and his dedication to divert youth from crime add impetus to the agency goals of public safety.

**GARFIELD HAMMONDS, JR.**  
**BOARD MEMBER**

Dr. Betty Ann Cook, of Atlanta, was appointed to the Board in January 1997, 25 years after she began her career as a criminal justice instructor at Morris Brown College. She rose to academic leadership positions at Atlanta University Center and Chicago-based Argonne National Laboratory and the Opinion Research Center. In 1995 Governor Miller appointed her as Deputy Commissioner for the Department of Natural Resources and later that year to Director of the State Office of Highway Safety. Dr. Cook is a nationally recognized researcher and author on topics of strategic planning, institutional effectiveness, criminal justice, and women's issues. She has won numerous awards for community activism, a tradition she continues with the Board by meeting frequently with church, professional, civic, and victims' groups across the state. Her activism merges with her research training to create policy and programs that improve—*demonstrably*—the safety of Georgia's communities.

**DR. BETTY ANN COOK**  
**BOARD MEMBER**

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Just as importantly, selective, timely transfer of certain offenders from prison to structured community-based supervision is critical to public safety. Although 14 percent of Georgia's inmates are serving life sentences, the remainder— even without parole— will return to the community. When that specified release day arrives, in five years or fifteen, it compromises community security. Criminal justice practitioners know from experience and research that most returnees need assistance coupled with monitoring to stabilize housing, employment, and family life so they can become productive community members. Some with addictive disorders or other mental health problems require specialized intervention to remain law-abiding. Seldom will they seek it on their own. The lessons of history and common sense dictate the need for prison-to-community transitional support for returning offenders. Community safety is at stake.

## Board toughens parole supervision requirements

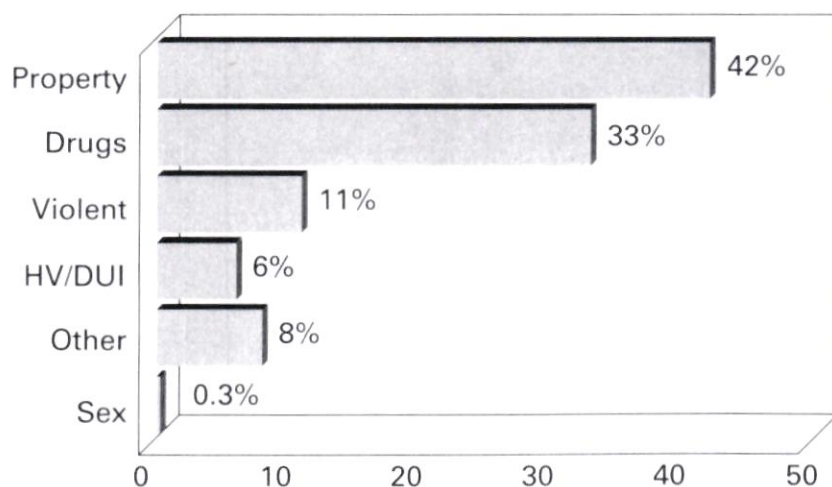
The Georgia Parole Board, while tightening the standards for parole selection, has also tightened the structure for community supervision. The Board quickly revokes parolees who fail to follow those stringent conditions, but they also recognize that thousands of men and women while on parole upgraded educational and vocational skills, found steady jobs, completed counseling, and successfully assimilated into society, no longer threats to their communities.

## Georgia Parole is a leader

Georgia's parole system is widely recognized as one of the most professional and responsive in the nation. The five-member, full-time Board of criminal justice professionals, two of whom spent their entire careers in law enforcement, share citizens' concern for public safety. Independently reviewing police crime reports and photos, victims' statements, and other first-hand crime accounts, they are intimately aware of the impact of violent and predatory crimes on society. Studying background investigations and psychological evaluations of inmates, they know that many offenders, though tragically abandoned by society in their childhoods, cannot be returned to society.

Further, the Board believes that victims and communities are entitled to a voice in decisions that directly impact their security. While the Board has expanded services to

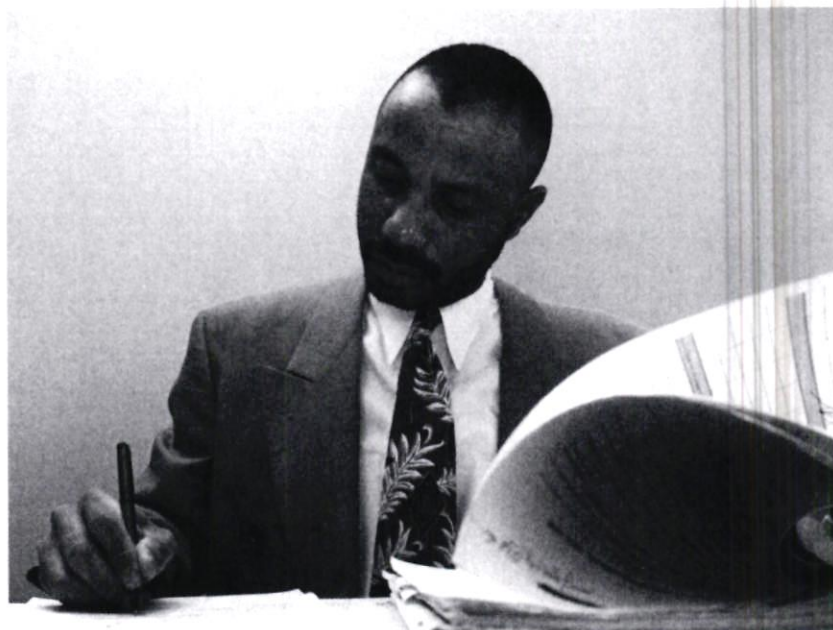
## Non-violent offenders were the majority of Board releases during FY98



victims in many ways, most notably it has responded to them on specific inmate cases. Because in Georgia parole is a privilege and not a right as in some other states, the Board can deny parole to protect the security—or even the sense of security—for victims and affected communities. During the past year the Board postponed or canceled parole in 95 percent of the cases where a victim or relative stated their objection.

### **Parole discretion gives control over dangerous offenders**

Discretion is a valuable commodity in the criminal justice system. Discretion is what allows Georgia Parole to respond to the community in ways lost to states that abolished parole. To handle the inevitable prison overcrowding following parole abolition, those states either sharply reduced prison sentences, even eliminating it for many offenses, or turned to a mandatory prison release program. California, which eliminated parole in the late 70s, operates with such an automatic, default system entitling offenders to freedom after serving only half of their sentence. Richard Allen Davis, the career violent offender who is now on death row for the widely reported abduction and murder of Polly Klaas, was under a mandatory release rather than parole when he committed the crime. The loss of a discretionary system is tragically clear in this case. On previous entries into California's prison system, before parole abolition, Davis had been denied release six times.



Hearing Examiner Thurman Henderson prepares an inmate file for Board review by making sure all pertinent information is enclosed. For some non-life offenders, the Examiner, using Parole Decision Guidelines, computes average time served by similar offenders for similar crimes. That provides a baseline from which Members deviate as they review the unique case circumstances.

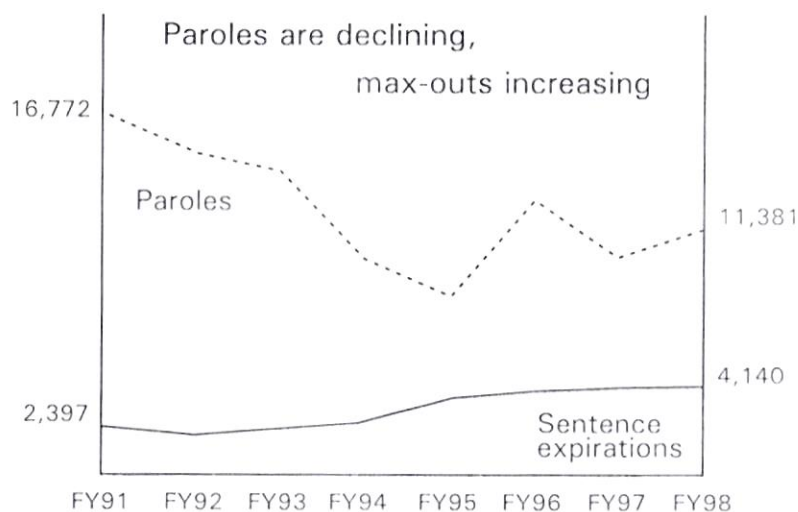
### **No parole equals less prison time**

Other states operating without parole have been caught in similar legal traps that defy logic and safety. How can offenders that pose an obvious threat to the community have a "right" to an early release from prison? In Georgia no such promise exists, which explains why in FY98 the conservative Parole Board released only 19 life-sentence inmates serving for murder or armed robbery from a lifer population of more than 5400. No lifer convicted of a sex crime was paroled. And although Georgia has the eighth largest state prison population in the country, Georgia offenders served more than national averages in every violent-crime category. Clearly Georgia is accomplishing many of its public-safety goals. *continued on next page*

## Board Members conduct business across the state

Board Members took their business on the road this year, providing Georgians with an opportunity to witness parole revocation hearings and to participate in the agency's business meetings. Traditionally the Parole Board's monthly business meetings, required by law, have been held at the Atlanta headquarters. Now the Board periodically takes those meetings to other sites including, during the past year, Columbus, Rome, Augusta, Hartwell, and Macon. Board Members, agency managers, and local-area parole staff traveled to those sites to join the region's criminal justice leaders, elected officials, and concerned private citizens to discuss parole and its impact on state and local situations.

This year Board Members also expanded their practice of conducting parole revocation hearings around the state instead of solely at the Atlanta headquarters. Initially begun to expedite the revocation process and thus free up county jail space, as well as to minimize the security risks of transporting parolees to Atlanta Board chambers, Members realized that the administrative procedure could serve other purposes as well. By inviting local law-enforcement and civic leaders to attend the sessions, and afterward meet with the presiding Board Member about criminal justice concerns, public safety partnerships are created on a personal level across Georgia.



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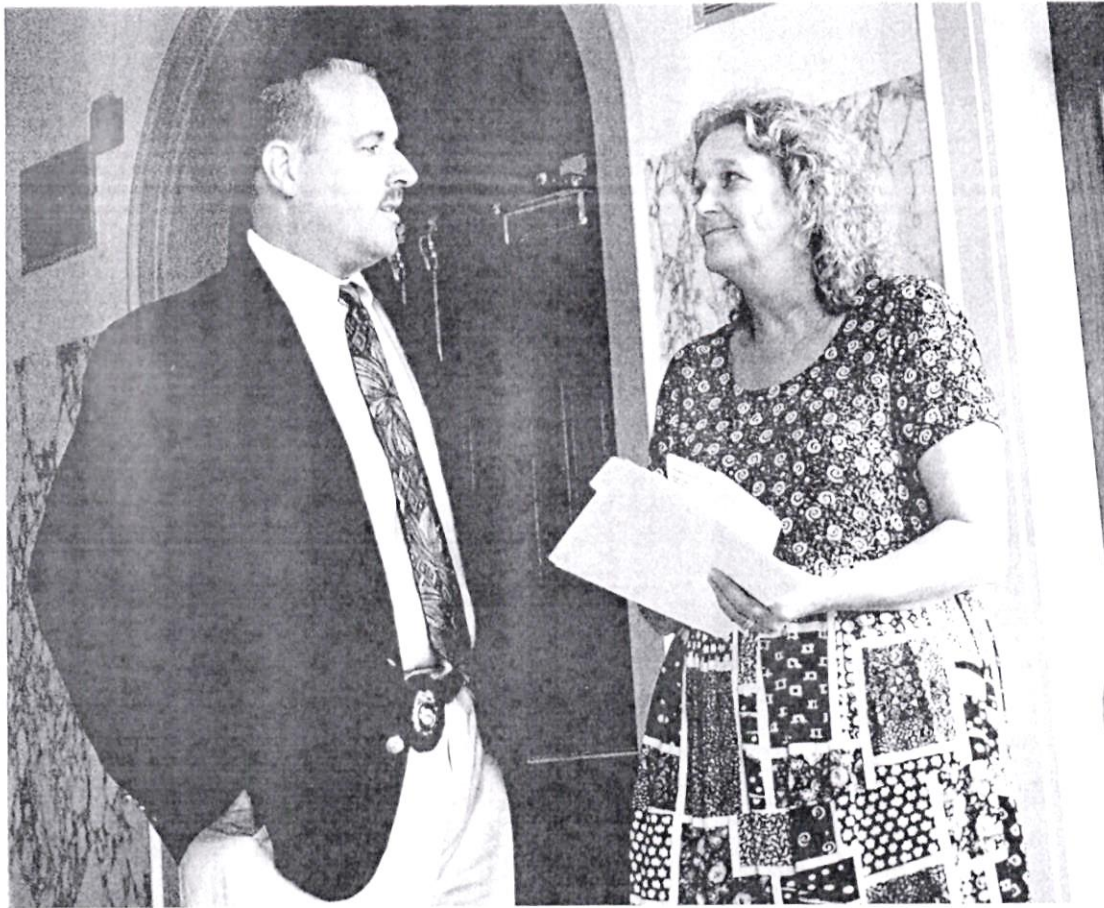
Just as clearly Georgia must plan for the future. With the current incarceration rates, 14,000 prison beds must be added within five years. Some lower-risk offenders must be diverted into alternative sentencing so that career and dan-

gerous criminals will remain confined. Parole supervision must weave an even tighter net of structure to deal with greater transitional needs of offenders serving longer prison terms. And all components of the criminal justice system, while establishing their own goals, must work together to create a comprehensive plan to address anticipated needs for Georgia's safe future.

Even as Georgia wrestles with criminal justice plans, its parole system is considered a national leader in conservative decision-making, victim responsiveness, and effective community supervision. While this report documents impressive achievements in those areas for 1998, the Board is already working—decision by decision—to surpass those successes in 1999.

# Protecting the community

by responding to victims and citizens



Griffin District Parole Chief Roger Mayo discusses a case with Griffin Judicial Circuit Victim Advocate Linda Jeffries.

What's in a name? A lot when it proclaims intent. This year the Parole Board renamed its Office of Victims' Services to Office of Victims' Advocacy, christening the trajectory it plans for the new century. Already a national leader in providing victims' services and, more importantly, listening to individual victims, the Georgia Parole Board decided to raise the bar even higher by not just responding to the expressed needs of victims and the community, but by anticipating and fulfilling many unexpressed needs. The new approach benefits all.

### **Communication starts process**

In 1991 when the Board opened its Victims' Services Office, victims simply wanted to be heard. Early efforts of the agency to improve communication with victims produced immediate results for both parties: victims became empowered by their ability to more easily give input to the agency, and the Board received relevant material to inform their parole decisions.

Other results followed. By learning how parole operated in the state's complex criminal justice system, victims were better equipped to suggest workable improvements that addressed their needs. And by listening to victims who offered valuable new insights into criminal justice issues, the Board could develop more responsible and effective policy to protect Georgia citizens.

Last year Board Members sought ways to further empower victims and the communities harmed by crime. They were encouraged by the ground swell of shared mission throughout the agency: both headquarters and statewide parole personnel were participating in local victims' activities, establishing partnerships with victims' organizations, and championing the concerns of victims and citizens whom they knew as friends and neighbors. Already in place was the framework for delivering better services to the community. Already in place was the commitment. The progression from assistance to advocacy was inevitable.

### **Board creates Victims and Community Advisory Council**

In November 1997 the Board took a major step in raising its accountability to victims by creating the 14-member advisory council composed of victim advocates and criminal justice professionals from around the state. These panel members, all leaders in their respective fields who volunteered their services, serve as liaisons who campaign for improved victims' programs while educating their communities about Board services now available. Meeting quarterly with Board managers, the panel works on projects such as the design and implementation of the Restorative Justice Program (see below).

### **Restorative Justice Program returns justice to community**

Bringing justice closer to home is the impetus behind the Board's Restorative Justice Program which, with federal grant funds, began in FY98 as a pilot project in the parole districts of Fitzgerald, Savannah, and Clarkesville/Gainesville. The project mission is to restore healing to victims and communities, to restore offenders to the community, and to restore trust in the criminal justice system. In each pilot district a coordinator works with the local district parole chief and with community leaders to create visible and meaningful community work projects which can be assigned to non-violent parolees who commit low-level parole violations.

By the end of June 1998 Restorative Justice Coordinators Crystal Teasley in Clarksville, David Durgin in Fitzgerald, and Dr. William Burnham Carter in Savannah had established the federally mandated civic sponsorship and were assigning parolees to work at non-profit organizations like Habitat for Humanity and the Chatham County Humane Society. The program, which depends on community support for survival, established a firm foundation in Fiscal Year 1998 and will expand to other communities next year.

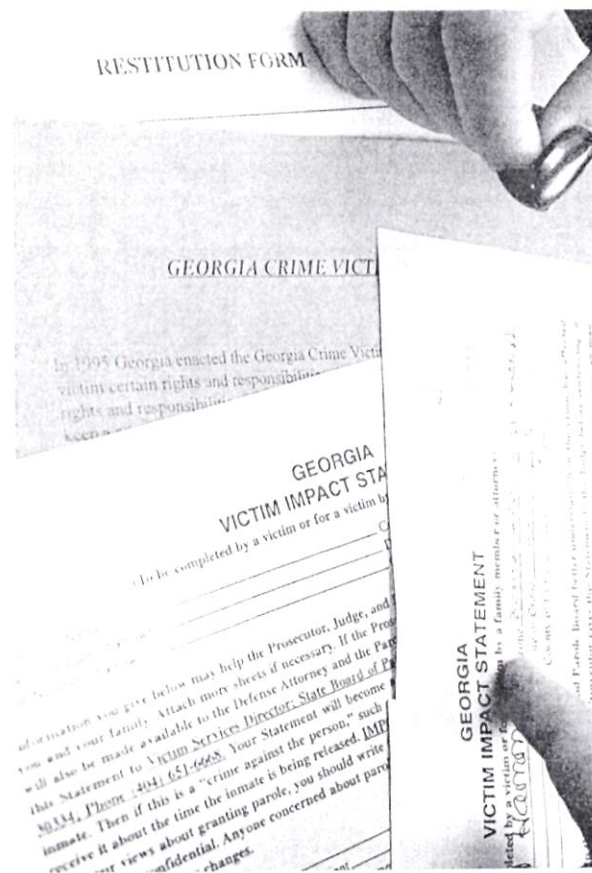
### Victim advocate travels state to study parole-victim alliances

In line with the advocacy ideology, the Parole Board has now assigned an agency representative to visit district attorneys, local victim advocates, community groups, and field parole offices to create more regional working relationships in all corners of the state. This agency-sponsored victim advocate will, among many functions, compare services offered in different communities and encourage new services where needed. Using these interviews and first-hand reports of effective community alliances and creative local solutions to victims' needs, the Board will develop even more innovative statewide programs.

### Web site helps communication

Georgia Parole inaugurated its Web site in February, primarily to assist police, prosecutors, judges,

and victim assistance groups in understanding the parole process. Included are instructions on how to contact the Parole Board about particular cases and how notifications occur. A Victim Impact Statement is also available for downloading. This fall a redesigned Web site will allow victims to electronically transmit the Victim Impact Statement to the Board. Other features will inform victims about current parole programs and practices and link them to other important state and federal resources.



Victims can now transmit Victim Impact Statements to the Board on-line. The agency's newly revised Web site also provides updates on victim services and links to other state and national resources. Parole's Web site: [www.pap.state.ga.us](http://www.pap.state.ga.us)

## Parolee fees collected

| Fiscal Year            | FY97        | FY98        | TOTALS      |
|------------------------|-------------|-------------|-------------|
| Supervision Fee        | \$845,056   | \$920,438   | \$1,765,494 |
| Restitution            | \$214,883   | \$244,250   | \$459,133   |
| Victims Comp. Fee      | \$185,953   | \$159,817*  | \$345,770   |
| Annual Total Collected | \$1,245,892 | \$1,324,505 | \$2,570,397 |

\*Victims' compensation fees are collected from violent-crime parolees. Reduced amount reflects significant drop of violent-crime offenders serving on parole.

### Parole collections are direct aid to victims and citizens

The agency's focus on services has not detracted from an important element of justice: fee collections to benefit victims. During FY98 the agency collected \$920,438 in supervision fees which were returned to the state's general treasury plus another \$159,817 *specifically* for deposit to the Crime Victims Emergency Fund. And Georgia parolees also paid nearly a quarter of a million dollars in restitution which went directly to victims. That figure surpassed last year's collections by \$30,000—a 14 percent increase, and a reflection of the agency's commitment to hold offenders responsible to victims and society.

### Board investigators now actively solicit victim input

Victims who did not contact the Parole Board by letter or through the Victim Impact Statement are given another opportunity to express their views to Board Members before they review the case, thanks to a new service. This year parole investigators began writing letters to victims or their survivors of twenty-four of the most serious crimes. The letter invites the victim to contact the investigator, typically by phone, and share information about the crime and its continuing impact. These views then become a part of the Post-sentence Investigation, the Parole Board's most important investigative document.

With a list of significant victims' programs under way and plans to develop even more, the agency demonstrates its evolution from assistance to advocacy. Yet that claim would be hollow without proof that Board Members use victim input, so tenaciously gathered, during their parole decision-making: *During FY98, the Parole Board postponed or canceled parole in nearly 95 percent of protested cases.* Elsewhere in this report are figures illustrating the overall conservative parole decisions that define the intent of this Board to listen to the voice of victims—and all Georgians.

# Protecting the community

by supervising offenders



Savannah Parole Officer Demetra Bush checks on an electronically monitored parolee.

Parole supervision is making a quantum leap into the new century. With tougher parole standards, enhanced surveillance techniques, stronger community alliances, and expanding electronic communication between law-enforcement agencies, Georgia's parole supervision provides structure and control unimaginable even a decade ago. The agency has created a results-driven model for parole supervision which simultaneously places more responsibility on the parolee while supplying him with more life-coping skills. The new methodology is based on the latest research on crime deterrence and reflects the agency's insistence for greater accountability to the public. Inherent in the descriptive label "results-driven" is a pledge to Georgians that community safety is the result they can expect.

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**Georgia Parole  
is ACA-accredited;  
only three other  
states in the nation  
share this honor**

No agency is better equipped to make good on that promise. Georgia Parole's Field Operations Division is one of only four community supervision units in the country accredited by the American Correctional Association's Commission on Accreditation for Corrections, the sole accrediting authority for adult parole agencies. Measured under CAC's standards that include quality supervision, victim notification, training, and program evaluation, the Division scored 98 on its most recent re-accreditation—a near perfect score reflecting the agency's continual drive for excellence.

More than 320 parole officers operating from 50 parole offices around the state carry out the agency's strict demands for supervising offenders in the community. These officers, all college graduates, many from law-enforcement backgrounds, undergo eight weeks of intensive training to qualify as certified state peace officers before assuming management of caseloads averaging 60 parolees. Highly educated and well-trained, they work with special commitment: The communities they protect are their own.

#### **Most offenders come home**

Most offenders—in fact, 90 percent—will return to Georgia's communities, either as parolees or "max-outs" who have served their entire sentences. With stricter sentencing they return later, but they still return. After longer confinements, they return punished, but

with diminished work and social skills. When offenders leave prison they collect a \$25 check and a bus ticket home. That hometown serves as context for their six-to-twelve-month readjustment to society. Employers, neighbors, indeed, all community residents become participants in what criminal justice researchers and practitioners recognize as a difficult and potentially dangerous period—the offender's transition from prison to society.

#### **Offenders' stress intensifies with transition demands**

Offenders with the strongest will and best motives can falter during this difficult passage from prison back to the real world. Most have limited education, few vocational skills, and minimal, if any, support networks. Often their strongest social skills are those developed to survive in prison, the antithesis of healthy community life.

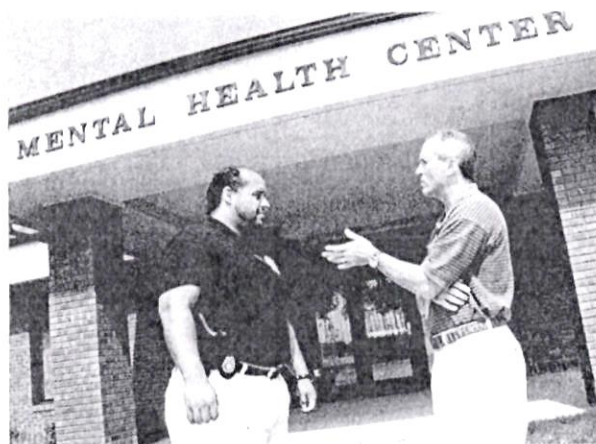
Drug and alcohol addictions, dormant during incarceration, may reemerge. Finding a job, reestablishing family ties, avoiding former associates—while positive behavior—is stressful. Moreover, nearly 15 percent of offenders suffer from mental health disabilities which require immediate attention, often including medication. Collectively, these stressors occurring during the offender's most vulnerable period can trigger a downward spiral in attitude and behavior which may—without intervention—lead to more criminal behavior.

## Parole establishes transition structure with support

The *immediate* goal of parole supervision is to protect the community during the offender's readjustment phase. Parole officers, cross-trained in counseling, substance abuse treatment, interpersonal communication, and law-enforcement functions, establish structure for the parolee and then vigilantly monitor his activities. Parolees needing higher-level transitional structure are placed on electronic monitoring restrictions as well. The *ultimate* goal of parole supervision is to stabilize the offender with employment skills, substance abuse recovery, and life-coping skills so that he develops more control over his life, does not re-offend, and contributes to society as a citizen and taxpayer. Georgia parole supervision operates with an urgent and intense agenda, recognizing that the best window of opportunity for such change will slam shut once the parole term expires.

## Research shows four main factors affect criminal behavior

National research, confirmed by Georgia research, identifies certain factors that affect parole failure or success. The unalterable factors, such as crime type and age, are considered during the parole selection process. The four alterable factors—education, substance abuse, thinking skills, and employment—are targets of intervention for the Parole Board's results-driven field supervision. Parole officers create

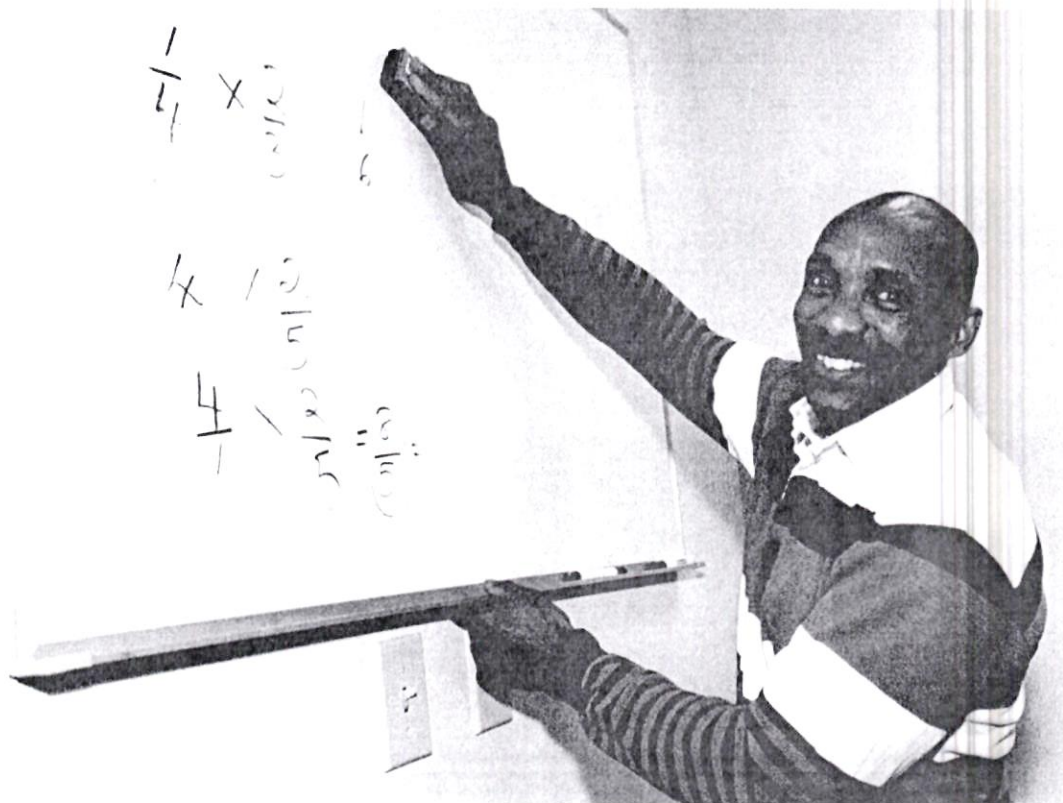


Parole officers work with mental health professionals to develop parolee treatment plans.

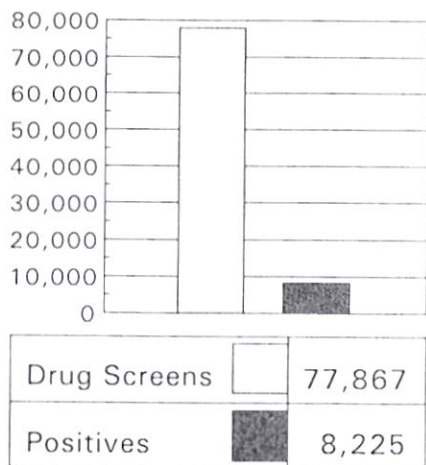
an individualized supervision plan for each parolee, addressing those four tracks with short and long-term goals and consequences. Likewise, chief parole officers establish district-wide goals to raise parolee employment levels, reduce their substance-abuse relapse, alter offender cognitive skills, and elevate parolee education levels. These cumulative results determine whether programs and practices are accomplishing the agency goals to improve public safety in Georgia's communities.

Many of these factors have always been addressed by parole supervision, but not with the concerted focus of results-driven supervision. Parole officers in some areas of the state were also hampered by the limited availability of appropriate community resources, such as mental health counseling, to address their parolees' needs. Now the agency has intensified its search for those resources while developing its own in-house programs to target the four critical factors for parole success and public safety.

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Parolees upgrading their education perform well in a non-threatening learning environment. The above parolee attends GED classes held at the Dekalb Parole Center.



During FY98 parolee drug tests increased by 38% while positive screens declined by 22%.

#### Education and counseling services offered on site to parolees

For instance, GED classes are now offered at several parole offices. Parolees, who frequently depend on public transportation or family or friends to take them to appointments, are more likely to continue classes when transportation problems are minimized. They also thrive from studying with other parolees under the encouraging supervision of their parole officers.

Parole also aims to place substance abuse and mental health services counselors on site whenever possible. By improving the quality of those services and tightening enforcement on targeted offenders, the agency documented a dramatic result for FY98: although monitor-

ing in the form of drug screens, increased by 38 percent from FY97, positive tests declined by 22 percent.

Those testing positive may be placed in residential treatment centers within their parole district as an intermediate sanction. For more serious technical violations, parolees may be sent to the state-operated Whitworth Detention Center in Hartwell which houses parolees with addictive disorders or mental health problems. During Fiscal Year 1998 the agency enlarged this intensive treatment facility from 175 to 212 beds. Parolees who are revoked due to drug or alcohol problems may be sent to the Homerville correctional facility for nine months of hard prison time coupled with daily counseling and education.

Parole officers have always known the importance of steady employment to keep parolees on the right track but they were often frustrated by the time lag between the offender's release from prison and his first job and paycheck. Now the Parole Board, working with the Department of Corrections, accelerates the hiring process by preparing job-readiness packages while the offender is still incarcerated. The package includes the offender's picture identifications, social security card, resumes, diplomas, and other job-related documents which make the parolee "job ready" immediately upon prison release. The Job Development Program, piloted in three prisons in FY98, will be conducted in all institutions next year.

During the year many parolees also benefitted from job-readiness courses prepared by local parole offices. Statewide, the agency push to accelerate and sustain parolee employment during FY98 created an unprecedented result: *an employment rate of 87.8 percent, a 2.7 percent increase over last year. Compare this to another statistic: More than 60 percent of offenders entering Georgia prisons were unemployed at the time they committed their offense.*

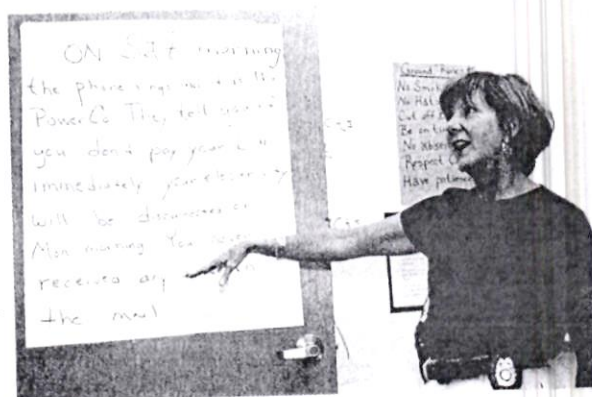
Thinking patterns, the most critical element for parole success, is also the most difficult to alter and the trickiest to measure. The

agency researched, piloted, and committed to a cognitive skills training program, Reasoning and Rehabilitation, that offers structured, intense training for higher-risk offenders. Importantly, the program can be statistically evaluated for effectiveness in changing thinking patterns that lead to criminal behavior.

The 70-hour, 17-week-long course, required for certain offenders, teaches through interactive exercises and assignments such skills as anger management, negotiation, and dealing with authority. In 1998 the Parole Board trained 25 more parole officers as instructors, bringing the total to 65 statewide who offer Reasoning and Rehabilitation in 35 sites.

The cognitive skills program has reduced recidivism rates in several states such as Colorado, which offers it for probationers as well as parolees. With grant funds from the National Institute of Justice, the Parole Board has contracted an independent researcher to track the progress of graduates for three years after program completion.

Those four supervision tracks—education, substance abuse recovery, employment, cognitive skills—run in the shadow of two others: enforcement and consequences.



A Lafayette parole officer conducts a cognitive skills training class for parolees. The intensive program targets thinking patterns which lead to impulsive—and criminal—behavior. Other states using the program show significant drops in recidivism.

*continued on page 24*

## Domestic violence is societal violence



Board Member  
Dr. Betty Ann Cook  
leads the agency's  
domestic violence  
initiatives.

The violence occurs within the home but the effects travel wide across society and deep through generations. Parole Board inmate files reveal that many offenders were abused as children or witnessed assaults—sometimes deadly—on family members. The abuse may have continued for years, undetected by authorities and unreported by fearful victims. Not all childhood victims of domestic violence become adult criminals, but all are scarred. Some victims who internalize the violence become self-abusers, suffering from depression or anxiety, or they may marry abusers.

When reviewing inmates for possible parole, Parole Board Members consider the safety of the offender's family in addition to that of the entire community. They may determine that prior to a supervised release, an inmate should participate in prison programs addressing anger management or other cognitive skills. Upon successful completion the Board may then parole the inmate with stipulation that he or she attend counseling, parenting classes, or other specialized treatment programs.

Parole officers enforce those conditions while they monitor the dynamics of the parolee family. Officers receive training in detecting domestic abuse and in recognizing situations that may develop into such abuse. Because they conduct

most of their work in the field, parole officers are also community watchdogs, looking out for the welfare of all residents, especially children and the elderly.

Parole officers and Board Members know that fearful victims may deny or minimize the threat from abusers. For that reason parole officers thoroughly investigate and document any evidence of domestic violence for presentation to the Board, or to local police, without relying on testimony from an intimidated victim or potential victim.

Additionally Georgia parole officers serve on committees and task forces dealing with domestic violence issues in their communities. Board Member Dr. Betty Ann Cook, a member of the Georgia Commission on Family Violence, leads the agency's initiatives on combating domestic violence through both personal and professional commitment.

The Parole Board operates at the end of the criminal justice process and consequently uses many of its resources to correct damage from such societal problems as poor education and violence in the home. A better solution is prevention.

During 1999 the Georgia Parole Board will seek ways to enhance both detection and prevention of the deadly menace of domestic violence which ultimately threatens the security of all citizens.



"Revolutionary" is how parole officers describe the shift during FY98 from a pen-and-paper notebook to an electronic caseload-management system.

## High-tech parole supervision for a new century

Now carrying laptop computers to the field, officers record case material on site, quickly yet thoroughly, thanks to a specially designed software program—the Field Log of Interactive Data or FLOID. It replaces the manual system which began more than 50 years ago when parole officers, armed only with 3-ring binders, first began supervising offenders.

Now when officers download the day's work, local and headquarters' parole officials can access up-to-date case information on any parolee in Georgia. Parole officers, in turn, receive new or supplemental case material from headquarters or other parole districts.

Importantly, the agency can also now connect to other law-enforcement or social service agencies to share vital information.

For the first time parole officials have at their fingertips comparative, statewide data about

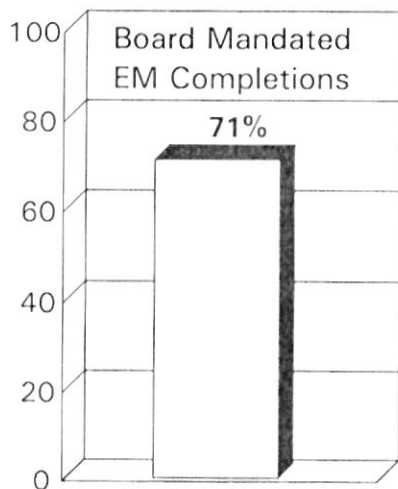
supervision techniques, community resources, drug activity, employment rates, and much more. Statistics that were impossible to collect in the manual system are now easily obtained. That immediate feedback on programs and procedures contributes to better agency strategies and more public accountability.

The FLOID software works so efficiently because it was developed in house. Four years ago when Parole Board officials were unable to locate an existing software model or to pay exorbitant prices quoted by software developers, they turned to their own agency specialists. Parole's product, FLOID, is not only a hit in Georgia but now nationally, after being showcased at several major criminal justice conferences. *Remarkably, the production cost was only \$118,000—a fraction of outside vendor estimates which range from \$500,000 to one million dollars.*

**The Parole Board created its high-tech software for only \$118,000—a fraction of outside vendor bids.**

*continued from page 21*

**Parolees must pay child support by Georgia parole condition; parole officers enforce it.**



The Parole Board mandates certain offenders to be placed on electronic monitoring as a condition of their release from prison. Those who fail on EM are typically returned to prison.

### **Enforcement protects the community and spurs attention to goals**

Parolees live by a set of conditions that limits their freedom, prohibits certain associations, requires employment, demands payment of obligations like restitution and child support, and mandates expected behavior and attitude. Parole officers enforce the conditions of parole by imposing appropriate punishment from a continuum of sanctions ranging from increased reporting to arrest. Electronic monitoring is used both as a preventive measure for higher-risk parolees straight out of prison as well as a sanction for any parole violator.

During FY98, Georgia parole officers kept 1400 electronic monitoring units in continuous use, strapped on the ankles of all higher-risk offenders as soon as they emerged from prison or placed on any offender who required more structure or surveillance. For certain parolees with mandated treatment, officers used supplemental drive-by units to quickly confirm their attendance at counseling or other assigned meetings.

### **Offender-funded EM project promises taxpayer savings**

In January the Board began a one-year study with the Sentinel Monitoring Company to determine the feasibility of requiring parolees to pay for their own electronic monitoring. Operating in nine parole districts, the offender-funded program has the capability of saving taxpayers thousands of dollars

while simultaneously expanding statewide parolee monitoring and surveillance.

### **Sex offenders receive amplified supervision with tough conditions**

Although sex offenders routinely serve all of their court-imposed sentences, the Parole Board recognizes that, for public protection, a period of post-prison, transitional community supervision may be essential for certain offenders approaching the end of their prison sentence. During FY98 only 35 sex offenders were paroled to this intensive community-based structure. Within the monitored period, parole officers can:

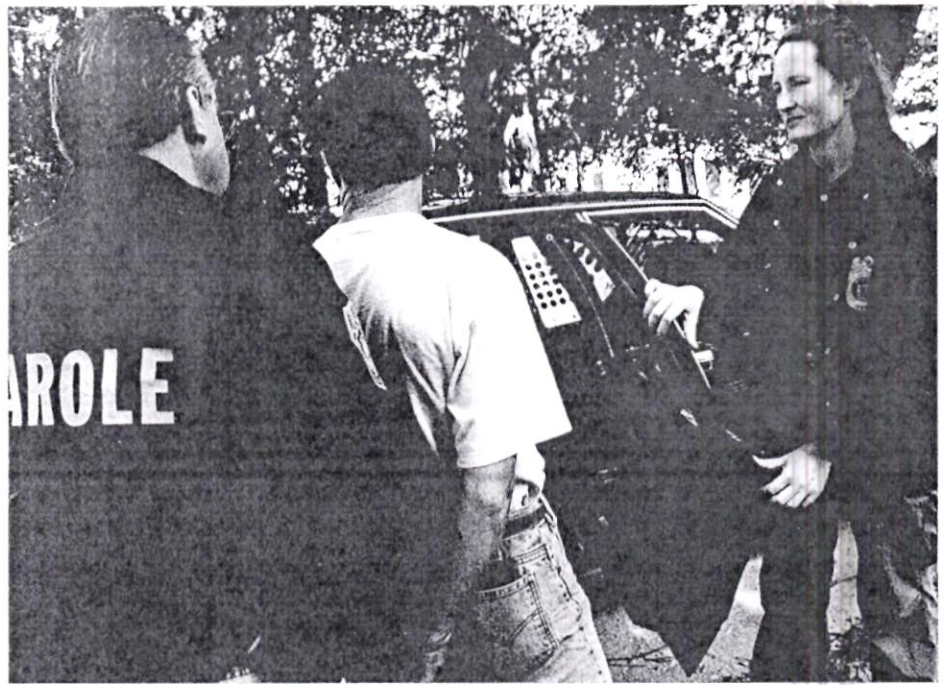
- ♦ guarantee the offender's registration with local and state police as well as school authorities, as required by law;
- ♦ establish the offender's residence and employment away from children or other potential victims;
- ♦ enroll the offender in a recognized sex-offender program and enforce attendance;
- ♦ restrict the offender's movement through electronic monitoring while he remains in mental health programs;
- ♦ address other contributing factors leading to criminal activity such as substance abuse.

During Fiscal Year 1998 the Georgia Parole Board implemented other policies strengthening sex-offender supervision, including greater search privileges and the use of polygraph examinations.

Sex-offender supervision, while following the results-driven established tracks, amplifies surveillance. Parole officers receive specialized training in the thought patterns and behavior of the sex offender and thus can develop effective case-management strategies. Parole officials demand the highest level of monitoring for these offenders. Because of the close structure built around sex offenders during parole, in cooperation with other law enforcement and social service officials, those offenders will remain under intensive community scrutiny after their paroles expire.

#### **Parole officers are law-enforcement trained and motivated**

Parole officers undergo a rigorous process to become the Board's community representatives. All college graduates who pass physical and psychological tests, candidates then attend eight weeks of training at the Georgia Public Safety Training Center in Forsyth. They graduate as certified peace officers sworn to protect the public. That mission remains foremost as they carry out their parole functions. From their oral and written reports, the Parole Board responds quickly and decisively to isolate parole violators from the community. Thanks to the discretion granted to the Georgia Parole Board, the agency can reincarcerate those committing even low-level technical violations which, based on that offender's history and the parole



Georgia parole officers are certified state peace officers with arrest powers on Board warrants. They train extensively and frequently in search and arrest procedures, and twice yearly qualify with their semi-automatic service weapons. Georgia parole officers are among the best-trained community supervision officers in the country.

officer's observations, suggest criminal relapse. Technological advances in the agency during FY98 permit rapid communication between headquarters and statewide field offices, including electronic transmission of warrants.

#### **Parolee education profile**

69% read at 9th-grade level or lower

79% have math skills at 8th-grade level or lower

75% spell at 8th-grade level or lower



### **Parole officers work side by side with police — literally**

Parole works in partnership with local law-enforcement agencies to create safer communities. To promote those alliances, the agency has placed parole officers within police precincts so that police and parole officers can work together to watch offenders, to report to each other on drug traffic or other activities affecting the community, and to share information or observations about any matters of public safety. By the end of FY98, the Parole Board had placed 19 parole officers in police precincts on a full or part-time basis, with six other parole-in-police precinct sites being developed. Positive feedback from participating police agencies ensures the expansion of this project in '99.

### **Parole initiates computer-based law-enforcement partnerships**

Information sharing among law-enforcement agencies is critical to solve and prevent crimes. To further that mission, the Parole Board is providing detailed, computerized information about parolees to Georgia's two largest urban police departments—Savannah and Atlanta. The data, which includes the parolee's crime and release date, physical description, home address and phone number, and supervising parole officer, can help police identify or eliminate crime suspects as well as aid parole in keeping offenders under close surveillance in the community. Parole offers this service to any Georgia police agency.

### **Parole, police and citizens weave the security net for communities**

Effective supervision for the prison-to-community transition is more important now than ever before. Formerly, some citizens—usually employers—assisted parole officers in helping the offender become re-established by providing instruction and guidance. Churches, too, often provided this service to offenders returning to their communities. Now in our mobile society with reduced social services and fewer employers with the time or desire to assume sponsorship, many offenders do not have access to the daily support which fosters change. To help recreate some of that community structure the agency launched "Community Linkage,"

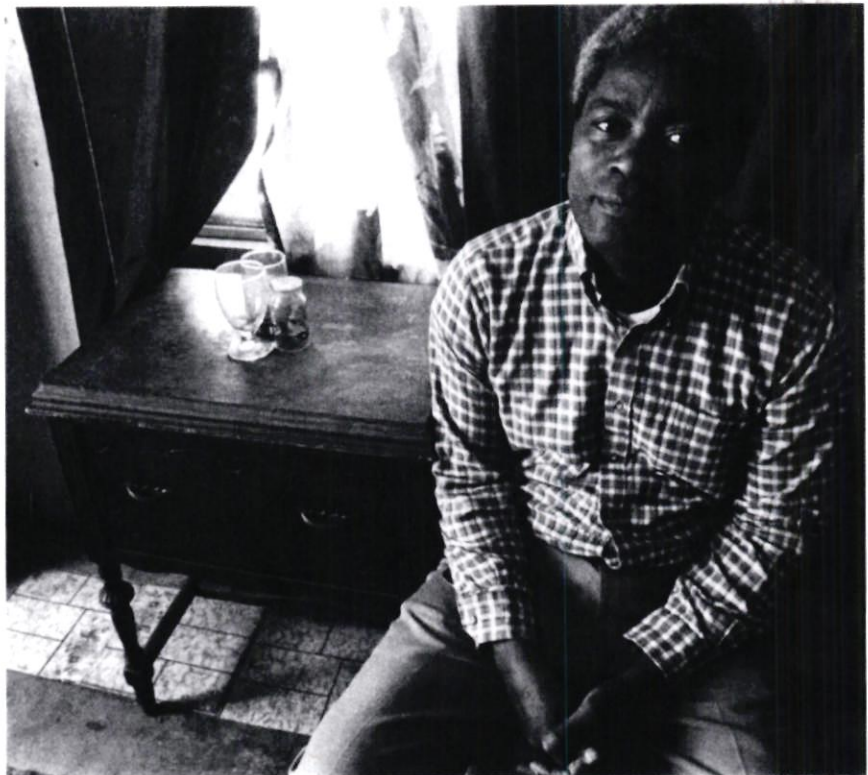


During FY98 only 13.9 percent of parolees under supervision were returned to prison. The rest either discharged from parole or continued successfully under supervision into the new fiscal year. Most parolees do not reoffend. Under parole, they have the opportunity and structure necessary to upgrade education, to overcome chemical addiction, to improve job skills, and to learn life-coping techniques. Strict, structured parole supervision works for the offender and—more importantly—for the community.

a citizen volunteer pilot program. The program matches a trained, certified volunteer to work one-on-one with an offender for three months while in prison and then for six months upon release. So far 34 volunteers have been certified and begun this important work of helping parole officers to successfully establish offenders in productive, law-abiding lives.

### **Prison-to-community transition with parole is a safer option**

All across Georgia offenders are returning from prison with either a discharge document—and not much else—or a parole certificate. Those on parole have critical, immediate obligations to fulfill: to report to their approved residence and to their parole officer, possibly be hooked to an electronic monitoring device, and to begin a period of structured re-entry to the community.



Those without parole are on their own. The Parole Board believes that the community's safety is best served by keeping violent and predatory criminals behind bars, making well-researched parole selections on lower-risk offenders, and delivering quality parole supervision to those who make the cut.

# Protecting the community

by breaking the cycle of crime



We are entering the 21<sup>st</sup> century with an disturbing rise in juvenile crime. The U.S. Bureau of Justice reports that between 1987-1996, juvenile violent-crime arrests were up 60 percent versus a rise in adult violent crime by 24 percent. What is most worrisome about this trend is the nature of those offenses. During the past year, the country has been shocked by children committing brutal, premeditated assaults on parents, teachers, and classmates. A generation ago schools were considered safe havens where children were protected from violence at home or the street; now they harbor children of rage lacking conscience and equipped with firearms. Our Georgia criminal justice system already has under sentence—in prisons, jails, on probation or parole—one in 25 adults. What will it be in another decade?

Parole, operating at the end of the state's criminal justice cycle, is accorded a unique longitudinal perspective on factors contributing to criminal behavior. Contained in the voluminous inmate files are reports documenting social and psychological development of Georgia's offenders. Comments from school counselors or juvenile probation officers about a child's problem conduct, impoverished living conditions, or neglectful or abusive parents give poignant, sad testimony to insufficient intervention by our public institutions and private citizens. In hindsight the signals for help seem unmistakable and our failure to respond unforgivable.

Many of our current-day juvenile offenders are well on their way to adult criminal careers. Sadly, intervention becomes increasingly difficult after critical childhood years are lost. The alarming rise in juvenile crimes should spur us to address root contributors to crime. Otherwise — if we ignore the obvious — Georgia will not have the resources to prosecute, much less incarcerate, the products of our evolving culture.

#### **Board program targets youth**

In 1996, the Parole Board established its Drug/Violence Prevention and Education Unit in an effort to address some of those contributors to crime. Armed with thousands of case histories, years of research, and a sense of moral and professional obligation to use that knowledge to deter children from

crime, the agency developed educational programs for schools, parents, and civic groups. Covered in depth is information about gang activity. With a small budget but enormous commitment, the unit during 1998 delivered school programming in every Congressional district, reaching more than 13,000 Georgia children.

The Prevention and Education group also presented workshops to state and national conferences, including those of the American Correctional Association and the National Major Gang Task Force. Quarterly, the unit publishes and distributes gang intelligence updates to all sheriffs, police chiefs, parole field staff, and other participating criminal justice practitioners.

The Drug/Violence Prevention Unit reflects the agency's belief that all criminal justice agencies must use their limited resources in ways to break the generational cycle of crime. That goal inspires parole officers, who regularly visit parolees' homes, to talk to children in the household and observe their physical and emotional conditions. They frequently refer families to counseling or other direct services, or take more aggressive action if necessary. The children of offenders are at high-risk for becoming offenders. Effective parole supervision, in addition to preventing the parolee's return to the cycle of crime, can help create a functional family so that children do not enter the destructive cycle at all.

**According to the FBI, juveniles accounted for 19% of all violent crime arrests in 1996**

**Between 1992 and 1996 juvenile arrests for drug abuse violations increased 120%**

**Juvenile arrests for murder in 1996 were 50% above the numbers for 1987**

# Protecting the community

by planning for the future

Georgia has more than 320,000 adults under some form of correctional control.



Only 15 years ago Georgia's prison population stood at 15,000; today's total approaches 40,000. The state's criminal justice system has been operating in overdrive for many of those 15 years, attempting to safeguard its citizens while handling the logistical demands of moving hundreds of thousands of offenders from arrest to confinement to reintegration into society. Even when those demands have thrown the system into crisis, Georgia's strong criminal justice infrastructure, unlike that of many other states, has absorbed the shock and returned the equilibrium.

To keep pace with Georgia's burgeoning criminal justice needs, that infrastructure must be overlaid with strongly woven short- and long-term strategy. With a continually escalating correctional population, the interval between anticipating problems and dealing with those problems shrinks. With juveniles committing violent crimes at earlier ages, the span between one offender generation and the next collapses. Criminal justice agencies must always be preparing for the future, considering not just prosecution and confinement of offenders, but the eventual return to society of an increasing number of disenfranchised men and women.

| Georgia's correctional population - FY98 |                |     |               |     |                |     |                |
|------------------------------------------|----------------|-----|---------------|-----|----------------|-----|----------------|
| Crime Type                               | Probation      |     | Inmate        |     | Parole         |     | Total          |
| Violent Personal                         | 18,403         | 48% | 16,567        | 43% | 3,291          | 9%  | 38,261         |
| Sex Offense                              | 4,266          | 46% | 4,627         | 50% | 379            | 4%  | 9,272          |
| Property                                 | 48,225         | 76% | 8,483         | 13% | 6,952          | 11% | 63,660         |
| Drug Sales                               | 6,876          | 49% | 3,326         | 24% | 3,769          | 27% | 13,971         |
| Drug Possession                          | 31,525         | 83% | 2,927         | 8%  | 3,351          | 9%  | 37,803         |
| Habitual Violator / DUI                  | 15,262         | 89% | 814           | 5%  | 1,065          | 6%  | 17,141         |
| Other                                    | 15,141         | 87% | 1,389         | 8%  | 851            | 5%  | 17,381         |
| <b>TOTAL</b>                             | <b>139,698</b> |     | <b>38,133</b> |     | <b>19,658*</b> |     | <b>197,489</b> |
| <b>% of State Total</b>                  | <b>71%</b>     |     | <b>19%</b>    |     | <b>10%</b>     |     | <b>100%</b>    |

Not reflected in the chart numbers are the county inmates and persons under private probation supervision. County jails in Georgia hold another 27,000 inmates, including over 3,000 sentenced to state custody but held back in the jails awaiting availability of a state prison bed. Another 95,000 misdemeanants are under private probation supervision. \*Excludes Georgia parolees supervised in other states.

### Longer isolation from society intensifies readjustment needs

With Georgia's offenders serving longer prison confinements, the need for more and better prison-to-community transitional services seems clear. Returning to a world where communication, transportation and other everyday services have radically changed during their incarcerations, offenders, with few job or social skills to begin with, fall even further into the margins of society. Technological advances combined with new research-based operational models portend a new era of parole supervision providing more support for the offender and greater protection for citizens.

Another critical transition step, both cost-effective and with a track record for lowering recidivism, is work release. Currently work-release beds number only 697, or

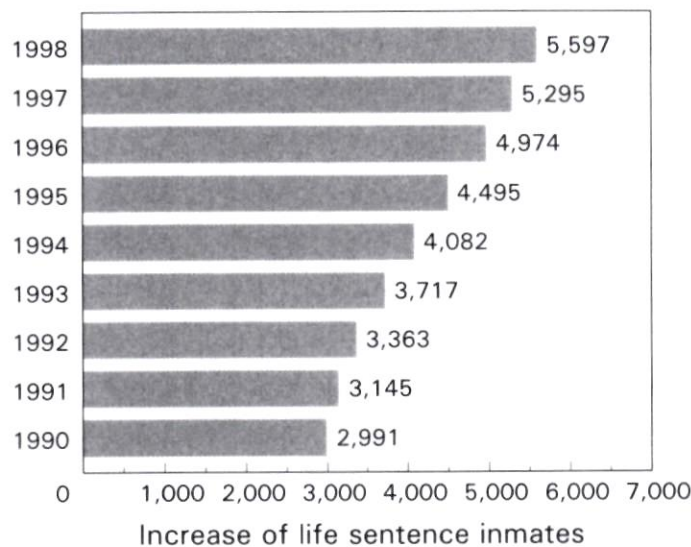
2 percent of Georgia's correctional population, a sorely underrepresented figure when compared to other states. All forms of graduated entry into and release from prison must be considered for appropriate offenders so that costly traditional prison beds can be maintained for violent and predatory offenders.

### Partnerships for the future

Parole Board strategy for the future will also rely on the continued development of partnerships with other law-enforcement agencies and with victims and communities. Those partnerships will ensure citizens have continued impact in the criminal justice process and, just as importantly, they will promote unified, forceful efforts to eradicate—on the local level—the societal factors contributing to crime.

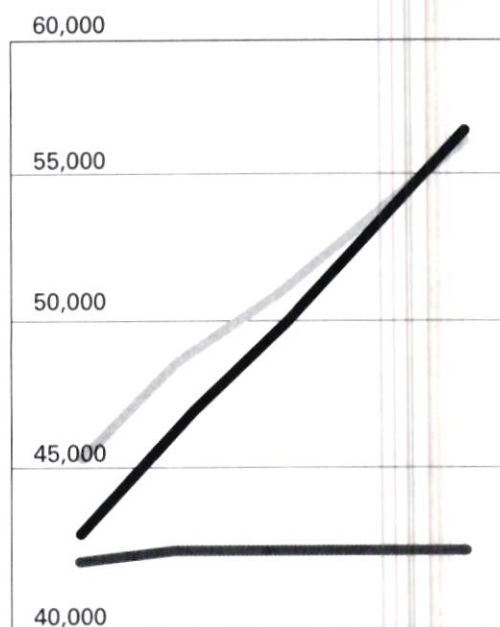
**Percentage of criminals choosing trial over plea bargains has more than doubled during the past decade.**

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Longer sentences, fewer paroles, and reduced plea bargains are factors affecting Georgia's inmate population growth, including that of life-sentence inmates, as shown in the above chart.

Population Projection Comparison for Fiscal Years 1999 to 2003



|                             | July 1999 | July 2000 | July 2001 | July 2002 | July 2003 |
|-----------------------------|-----------|-----------|-----------|-----------|-----------|
| Funded Capacity             | 41,758    | 42,142    | 42,142    | 42,142    | 42,142    |
| Parole Board Projections    | 42,696    | 46,358    | 49,451    | 52,913    | 56,470    |
| OPB '98 10 Year Projections | 45,277    | 48,606    | 50,804    | 53,554    | 56,116    |
| New Beds (OPB)              | 3,519     | 2,945     | 2,198     | 2,750     | 2,562     |
| Cumulative New Beds (OPB)   | 3,519     | 6,464     | 8,662     | 11,412    | 13,974    |

New beds are those required to be open during the fiscal year indicated in order to house the expected inmate population. Bed requirements are based on current laws and Board release policies.

## Planning for the future \_\_\_\_\_

The Georgia Board of Pardons and Paroles has served the state since 1943, continually adapting its authority and resources to respond to the critical needs of Georgia's criminal justice system. Now on the cusp of the 21<sup>st</sup> century the agency maintains steady focus on directions outlined in this report while standing ready to serve Georgia in

any way to further enhance citizen safety. Through its careful parole decisions, its expert offender supervision, and its notable victims services, the nationally acclaimed Georgia Parole Board actualizes its mission of public safety. Underlying that mission is one compelling commitment: to protect the community—to which we all belong.

## Summary: FY 98 Activities

### RELEASE ACTIONS

|                       |               |
|-----------------------|---------------|
| Parole                | 8,766         |
| Supervised Reprieve   | 2,076         |
| Conditional Transfer  | 535           |
| Commutation           | 4             |
| Remission             | 0             |
| Other Release Actions | 0             |
| <b>TOTAL RELEASES</b> | <b>11,381</b> |

**TOTAL PAROLE REVOCATIONS** 4,412

### DISCHARGES

|                                    |              |
|------------------------------------|--------------|
| Discharge from Parole              | 4,995        |
| Discharge from Supervised Reprieve | 1,597        |
| Commutation to Discharge Parole    | 333          |
| <b>TOTAL DISCHARGES</b>            | <b>6,925</b> |

**TOTAL DECISIONS UNDER GUIDELINES** 9,934

### LIFE DECISIONS

|                                   |            |
|-----------------------------------|------------|
| Deny Parole to Life Cases         | 691        |
| Grant Parole to Life Cases        | 52         |
| Grant Parole at 1st Consideration | 19         |
| <b>TOTAL LIFE DECISIONS</b>       | <b>743</b> |

### OTHER BOARD ACTIONS

|                                |       |
|--------------------------------|-------|
| Pardon                         | 220   |
| Commutation Reducing Sentence  | 0     |
| Medical/Compassionate Reprieve | 61    |
| Restoration of Rights          | 345   |
| Visitor Interview              | 2,696 |
| Inmate Interview               | 0     |
| Revocation Hearing             | 859   |
| Preliminary Hearing            | 72    |

## Summary: FY 98 Expenditures

### PERSONAL SERVICES

|                          |                   |
|--------------------------|-------------------|
| Salaries                 | 25,350,393        |
| Overtime                 | 870               |
| Labor                    | 559,580           |
| FICA                     | 1,842,616         |
| Retirement               | 3,918,994         |
| Health Insurance         | 3,169,365         |
| Unemployment Insurance   | 18,436            |
| Workers Compensation     | 118,619           |
| Merit System Assessments | 110,550           |
| Tort Liability           | 85,643            |
| Drug Testing             | 5,982             |
| <b>TOTAL</b>             | <b>35,181,048</b> |

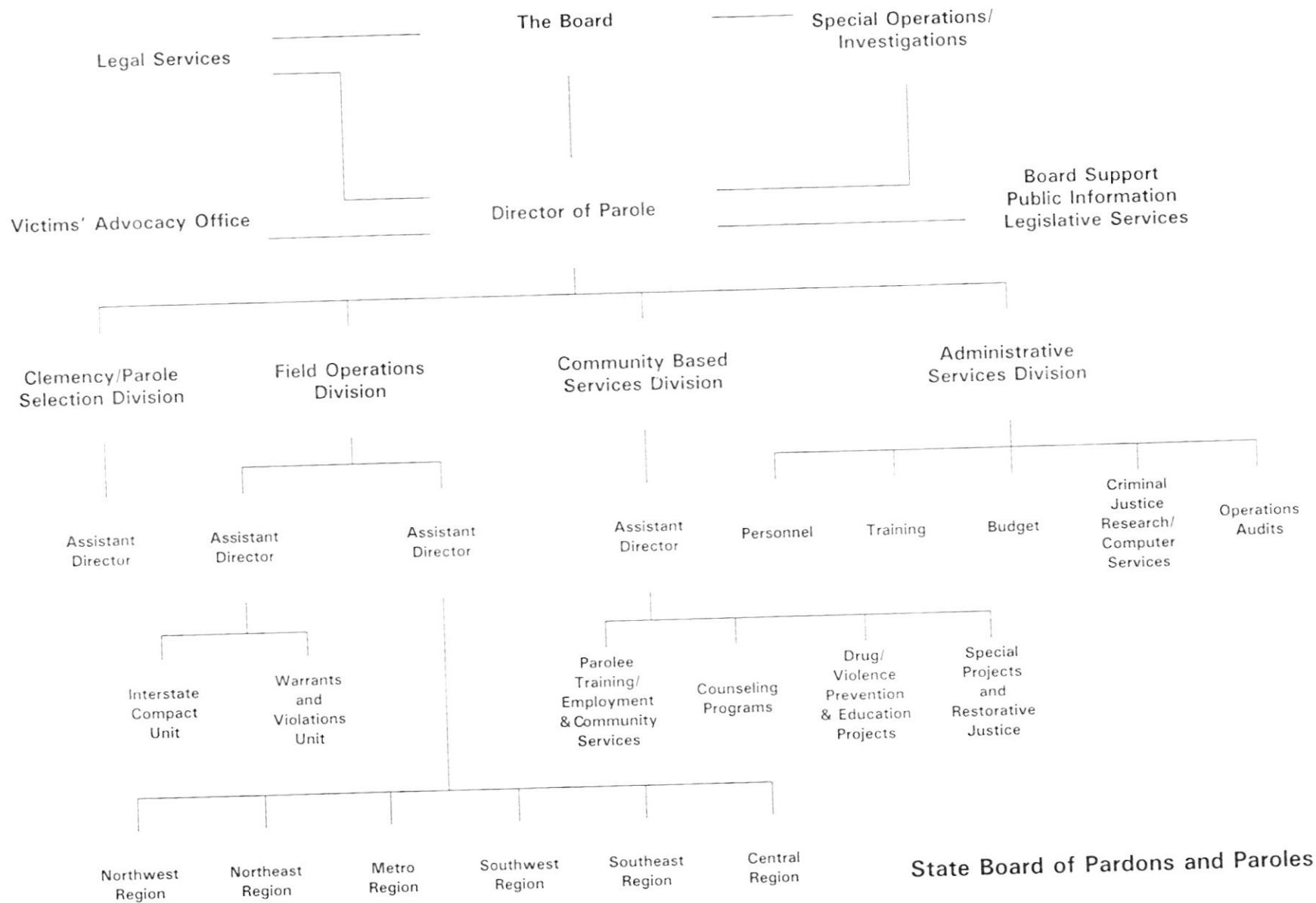
### REGULAR OPERATING

|                             |                  |
|-----------------------------|------------------|
| Motor Vehicle Expenses      | 239,193          |
| Supplies and Materials      | 673,708          |
| Repairs and Maintenance     | 179,183          |
| Utilities                   | 207,767          |
| Publishing and Printing     | 33,453           |
| Rentals < 3 Months          | 28,851           |
| Insurance and Bonding       | 72,813           |
| Claims and Indemnities      | 60               |
| Other Operating Expenses    | 94,870           |
| DOAS Rapid Copy             | 4,992            |
| Equipment Purchases < 1,000 | 331,081          |
| <b>TOTAL</b>                | <b>1,865,971</b> |

### OTHER

|                             |                  |
|-----------------------------|------------------|
| Travel                      | 511,459          |
| Motor Vehicle Purchases     | 95,550           |
| Equipment Purchases         | 137,112          |
| Real Estate Rentals         | 2,803,037        |
| Per Diem, Fees, Contracts   | 2,433,262        |
| Computer Charges            | 912,591          |
| Telecommunications          | 961,446          |
| County Subsidy for Parolees | 889,665          |
| Health Service Purchases    | 14,248           |
| <b>TOTAL</b>                | <b>8,758,370</b> |

|                           |                   |
|---------------------------|-------------------|
| <b>TOTAL EXPENDITURES</b> | <b>45,805,389</b> |
|---------------------------|-------------------|



State Board of Pardons and Paroles

# CENTRAL OFFICE DIRECTORY

## STATE BOARD OF PARDONS AND PAROLES

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*Jim Wetherington, Vice Chairman*  
*Bobby K. Whitworth, Member*  
*Garfield Hammonds, Jr., Member*  
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## DISTRICT OFFICES

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