

Results For A Safer Georgia



**Georgia Board of
Pardons and Paroles**

Annual Report

FY'99

Results For A Safer Georgia

1999 Annual Report

State of Georgia
Board of Pardons and Paroles

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Mission Statement: Specifying responsibilities

to promote public safety



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.

Chairman's Message

The Honorable Roy Barnes, Governor
Members of the General Assembly
Citizens of the State of Georgia

I am honored to present the accomplishments of the Board of Pardons and Paroles for the 1999 fiscal year. As Chairman, I look forward to submitting this yearly compilation of agency accomplishments which spotlights the impressive work of a dedicated staff.

This year produced compelling results to assure Georgians that their tax dollars are effectively targeting their public-safety concerns. Several of those results have national implications. Georgia Parole's "Results-Driven" parolee supervision model and the agency-created electronic case-management system were featured throughout the year at professional conferences and in leading criminal justice publications. In July, just after the close of FY'99, the Council of State Governments announced the Georgia Board of Pardons and Paroles as recipient of its Innovation Award for the Southern Region. The prestigious Council award is given to the most effective and cost-efficient state government models addressing critical public issues. The recognition confirms that Georgia Parole's field supervision operations is one of the best in the country.

Meanwhile the agency continues its course of conservative parole decision-making, releasing only nonviolent and the less risky offenders in order to retain behind bars the state's most serious felons. Contained in this report are figures from the first full year of implementation of the 90-Percent Policy which document the Board's strict adherence to its self-imposed code.

We also report progress in victims' advocacy and restorative justice activities, including the start of the restorative work project in which parolees contribute free labor to community-betterment projects.

Determined to bring in 2000 with momentum, the agency worked to make 1999 a peak performance year. It is with pride that I offer for your review these accomplishments and others—the FY'99 results for a safer Georgia.



*Walter S. Ray
Chairman*

A handwritten signature in black ink, reading "Walter S. Ray". The signature is fluid and cursive, with a long horizontal line extending from the end.

Results for a safer Georgia: Making sound, informed parole decisions

During FY'99 Board Members traveled to several Georgia communities to discuss parole and crime issues face-to-face with citizens. Members shown in Albany after an open Board business meeting are: left to right, Dr. Eugene Walker, Garfield Hammonds Jr., Dr. Betty Ann Cook, Chairman Walter Ray, and Bobby Whitworth.



When the mission of the State Board of Pardons and Paroles is reduced to its essence there is but one intent: the safety and security of Georgia citizens. That objective served as the beacon during FY'99, enabling the Board to respond with maximum focus to the state's current criminal justice needs while laying the foundation for exciting initiatives for the new millennium. With vision and commitment, bolstered by experience and technology, the Parole Board aimed to prove to Georgia citizens that their tax dollars and their trust are well-placed.

The Parole Board occupies a unique, multi-faceted role in the criminal justice system. Keenly attuned to prison and jail capacities, vigilant in isolating dangerous criminals from society, and acutely aware of the need for post-prison offender transitional support, the agency carries out front-line action while monitoring the overall flow of the entire criminal justice system. The quick responsiveness of the agency—a product of its structural flexibility and established professional standards—has in the past aided the state in averting prison overcrowding crises. But the agency responds to a wide range of criminal justice needs to provide Georgia with offender control that other states have relinquished. A prime example is the assured confinement of Georgia's most serious criminals.

When Georgians demanded tougher punishment for violent offenders, lawmakers produced the two-strikes legislation which mandated nonparolable sentences, including life without parole, for seven

heinous felonies. The Parole Board, although already requiring long or maximum prison

terms for those and other violent and predatory offenders, supported that legislation and further reassured legislators, the judiciary, and citizens by solidifying its firm paroling practice into the "90-Percent Policy." That policy, applicable for sentences imposed on or after January 1, 1998, mandates that offenders sentenced for 20 additional felonies not covered under two-strikes legislation serve a minimum of 90 percent of their court-imposed sentence.

Since that date the Board has voted on more than 2,000 affected cases, rendering decisions consistent with the policy. And although the 90-percent requirement could not be enacted retroactively due to the ensuing prison-bed shortage, Georgia inmates were already serving

longer for violent crimes than those in states with discretionary parole.

Moreover, they serve longer than in states which abolished parole and instituted automatic or mandatory releases.

The Board has voted on more than 2,000 "90% Policy" cases.

During the '80s and '90s, several states, faced with prison-bed shortages which forced early paroles, reacted by abolishing parole altogether. Many of those states discovered too

late that they had sliced out the critical criminal justice component which absorbed or moderated problems from other areas

of an overburdened justice system. On the other hand, Georgia stayed the course. While entertaining hot debates on parole, sentencing and other issues, Georgia has proceeded cautiously, pausing between steps to assess the impact and realign its course. That approach allows the state to incorporate the best solutions with the fewest unforeseen, potentially hazardous, consequences.

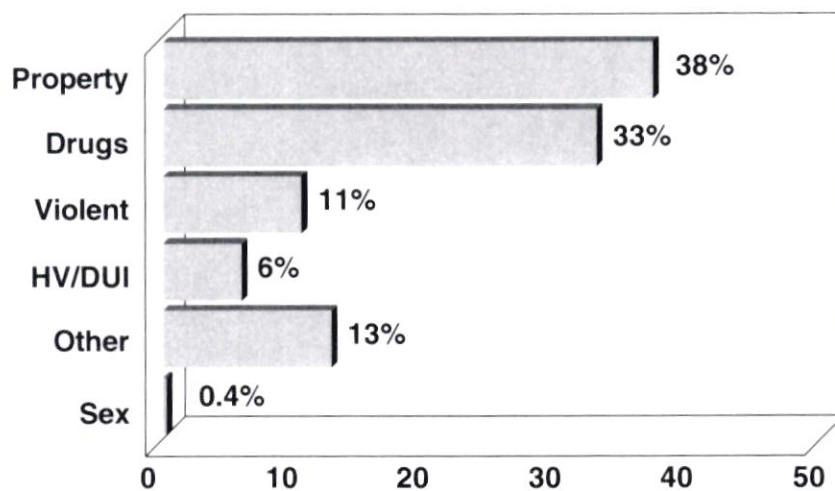
While the state's criminal justice policy-makers study the experiments and research of other states dealing with large correctional populations, Georgia's Parole Board continues to draw national and international attention as a model of wisely structured and professionally administered discretionary parole.

Georgia inmates serve longer for violent crimes than in states with discretionary parole and even longer than in states with automatic or mandatory releases:

	other parole states	mandatory no parole states
Murder	53% longer	98% longer
Rape	18% longer	88% longer
Robbery	14% longer	21% longer
Assault	12% longer	40% longer

Truth In Sentencing in State Prisons, Bureau of Justice Statistics - Special Report 1/99

Nonviolent offenders were the majority of Board releases during FY'99



*Source: Office of Criminal Justice Research
State Board of Pardons and Paroles*

Although the current situation—violent offenders behind bars and low parole volume—offers proof that Georgia can attain its public safety goals, the Parole Board and other criminal justice agencies realize there are no static destinations in criminal justice. An increasing number of inmates are serving under long-term sentences with no-parole or distant parole eligibility. In 1996 only one in 10 prison admissions was nonparoleable or under mandatory, pushed-back parole eligibility. Just two years later, in 1998, one in every three admissions fit that description.

With the decreasing percentage of releasable inmates, fewer prison beds turn over to provide space for the incoming newly sentenced offenders. The Office of Planning and Budget warns that by continuing in the state's incarceration pattern the inmate population

will exceed 75,000 within ten years—a figure looming close enough on the horizon to alarm even the most complacent citizen.

Prison construction costs may remain a perennial state budget item, but tax-dollar allocations to finance the projected 35,000 additional beds would inevitably divert monies from such areas as mental health and education. Those quality-of-life areas affect all citizens and, moreover, have a profound immediate and long-term impact on crime reduction.

Alternatives to prison for nonviolent offenders are now being aggressively explored—collectively, in interagency commissions, and individually, by each criminal justice agency entrusted with sentencing, housing, or supervising offenders. Faced with the possibility of ceding an increasing proportion of tax dollars for quality prisons versus quality schools, Georgia must use its vast criminal justice expertise to ensure that prison space is always available for the violent and career criminal, while providing appropriate punishment and redirection for lesser offenders.

The authority and flexibility assigned to the Georgia Parole Board, plus its nearly 60 years of professional experience, allow it to address the urgent, critical needs of the criminal justice system for short-term solutions while steadily navigating toward the ultimate goal of reducing recidivism. On the following pages, the Board proudly reports on achievements for FY'99, previews plans for the 21st century, and shares with fellow citizens accomplishments that have been recognized nationally, but that benefit locally—Parole's FY'99 results for a safer Georgia.

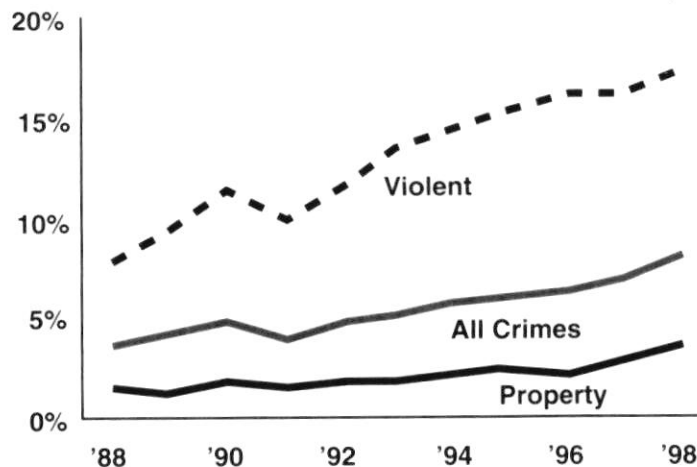
Georgia's correctional population - FY'99							
Crime type	Probation		Inmate		Parole		Total
Violent Personal	20,130	48%	17,972	43%	3,465	9%	41,567
Sex Offense	4,704	47%	5,063	50%	316	3%	10,083
Property	49,554	75%	9,178	14%	7,596	11%	66,328
Drug Sales	6,961	47%	3,637	25%	4,251	29%	14,849
Drug Possession	32,777	83%	2,963	8%	3,951	10%	39,691
Habitual Violator / DUI	14,352	89%	747	5%	1,087	7%	16,186
Other	11,906	82%	1,708	12%	969	7%	14,583
TOTAL	140,384		41,268		21,635		203,287
% of state total	69%		20%		11%		100%

Note: The inmate population does not include inmates held in county jails awaiting transfer into the state prison system. The parolee population does not include out-of-state cases under supervision in Georgia. The probation population includes offenders in probation facilities (boot camps, detention centers and diversion centers), but does not include those under private probation supervision—more than 118,000.

Source: Georgia Board of Pardons and Paroles, Office of Criminal Justice Research - 6/99

Verdicts increase

A change in any element of criminal justice affects the entire system. When sentencing laws for certain offenses toughen, plea bargaining for affected crimes declines and trials increase. That in turn produces longer pre-trial detention at county jails, and higher court costs for case investigation and prosecution.



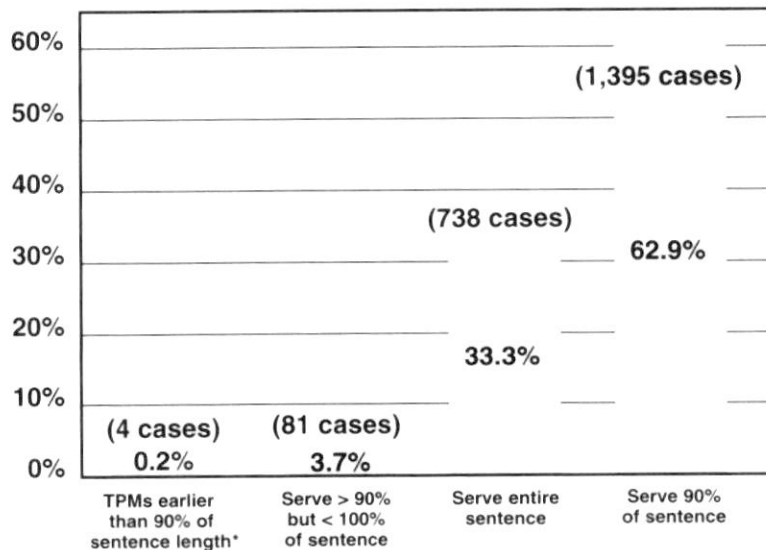
Prepared by: Office of Planning and Budget; Applied Research Services—Source: Georgia Offender Tracking System (OTIS). Department of Corrections, 1988-1999

Board adheres to 90% prison time policy

"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's 90% policy decisions



Between January 1, 1998, and June 30, 1999, approximately 3,800 inmates were admitted to prison who fall under provisions of the Parole Board's 90% service policy. By August 2, 1999, the Board had voted on 2,218 of those inmate cases, rendering decisions consistent with their policy.

**Only 4 cases received a Tentative Parole Month earlier than 90% of sentence length. In those, information from judges, district attorneys, or other authorities led to the decision to reduce the time to serve.*

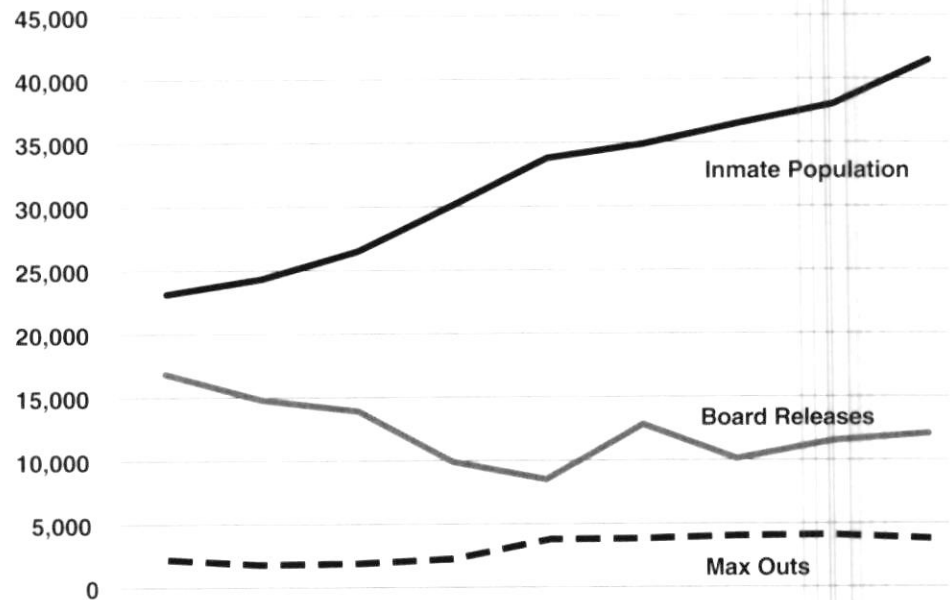
Total cases processed under 90% policy

Incest	6
Feticide	0
Robbery	397
Carjacking	4
Busjacking	0
Statutory Rape	66
Attempted Rape	7
Child Molestation	267
Attempted Murder	0
Aggravated Battery	61
Aggravated Assault	547
Vehicular Homicide	34
Cruelty to Children	43
Residential Burglary	613
Aggravated Stalking	28
Vol Manslaughter	89
Invol Manslaughter	14
Enticing Child	7
Agg Batt-Peace Officer	1
Agg Asslt-Peace Officer	34

Decisions as of 8/2/99 2,218

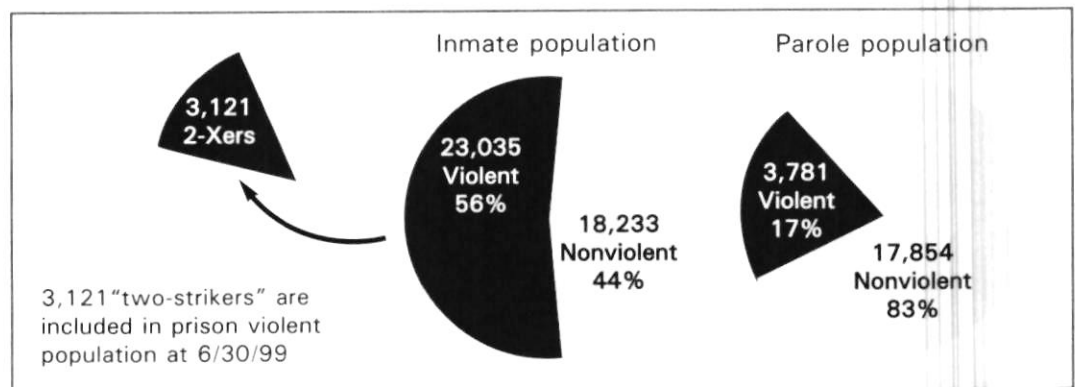
Inmate population nearly doubles during the '90s

Inmate population
and prison releases
FY91 to FY99



	FY'91	FY'92	FY'93	FY'94	FY'95	FY'96	FY'97	FY'98	FY'99
Inmate Population	23,005	24,330	26,487	29,934	33,679	34,713	36,339	37,908	41,268
Board Releases	16,772	14,820	13,952	9,925	8,414	12,845	10,079	11,381	12,042
Max Outs	2,397	1,848	2,064	2,429	3,636	3,869	4,092	4,140	3,643

NOTE: Inmate population is as of June 30, 1992, 1993, 1994, 1995, 1996, 1997, 1998, and 1999.
Prepared by: Georgia Board of Pardons and Paroles, Office of Criminal Justice Research



Source: Georgia Board of Pardons and Paroles, Office of Criminal Justice Research

Professional Board leads with vision and experience

Created by Constitutional amendment in 1943, the Georgia Parole Board is a national model for stable and professional leadership. The agency was well-constructed: It contains authority to carry out established needs of the criminal justice system, flexibility to address the unforeseen challenges, and protection to make decisions on paroles and policy free from political influence. What has made Georgia's Board such a leader, however, is the professionalism of its five members. Their collective experience and commitment to criminal justice ideals keep Georgia's Board continually attuned to long-term as well as short-term public-safety solutions.

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 19th Georgia 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 and 1999, he has led the agency in re-establishing its visibility in the community and, more importantly, its accountability to victims and to all citizens.

Senior Board Member Bobby Whitworth, of Hartwell, was appointed to the Board in 1993 to fill an interim term, and then reappointed in 1996. He 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 propel the agency to design and implement effective, innovative agency policy with the greatest impact on the safety of Georgia citizens.

Georgia is the only state in the nation where an inmate denied parole serves his maximum prison sentence. No good time, earned time, or other mandatory release programs entitle the offender to early release from confinement.

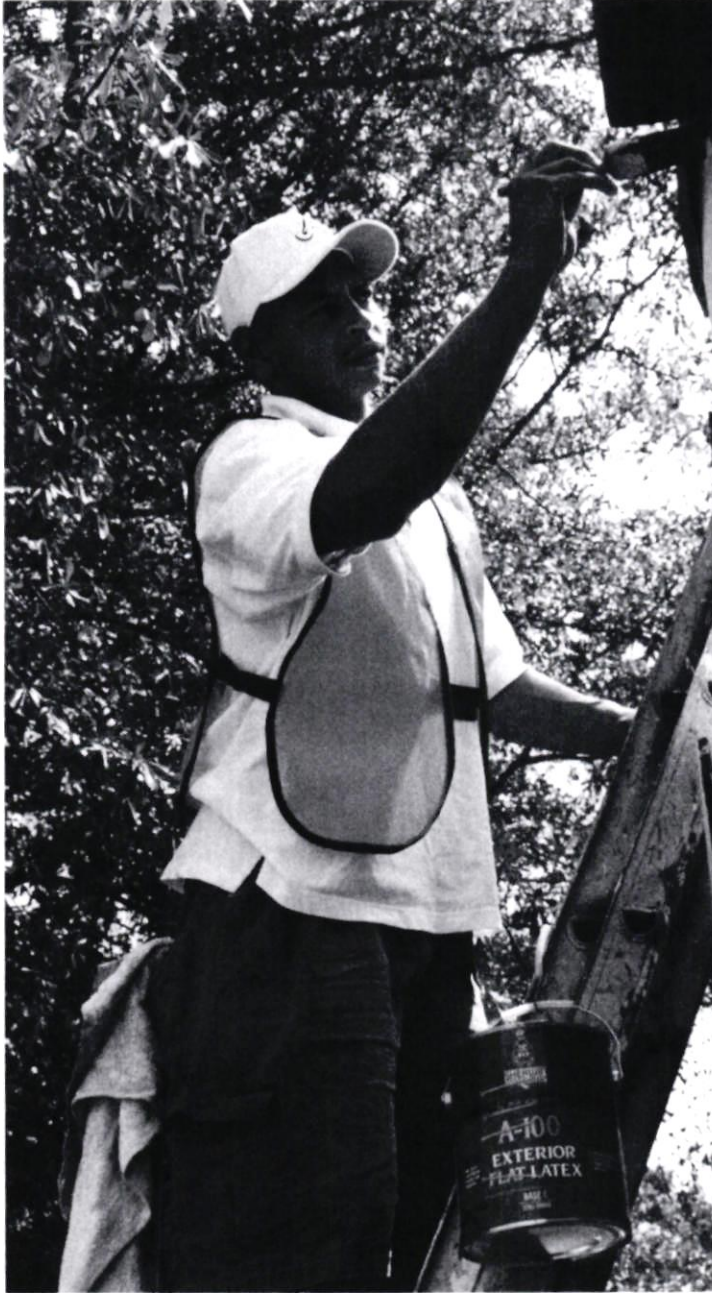
Garfield Hammonds, Jr., of Atlanta, appointed to the Board in 1995, has devoted his career to law enforcement and drug interdiction beginning in 1969 when he joined the DEA as a Special Agent working undercover in Detroit and New York. His courage and commitment advanced him to supervisory positions, 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.

Dr. Betty Ann Cook, 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 security of Georgia's communities.

Dr. Eugene Walker from DeKalb County was appointed to the Board by Governor Roy Barnes in April 1999. His distinguished educational background includes a Rockefeller Foundation Fellowship and Ph.D. in History from Duke University. Dr. Walker began his career as a high school teacher in his hometown of Thomaston. He was later a professor of history at Clark College and a vice president at DeKalb College before advancing to other administrative positions with the DeKalb County school system. Elected to the State Senate in 1984, Dr. Walker served until 1992 as a member of several committees and as Majority Whip. In January 1995 Governor Zell Miller appointed him the Commissioner of the Department of Juvenile Justice, the position he held until his appointment to the Parole Board. His background and experience in working with juveniles both in the educational and justice settings inform the Board's mission of stabilizing offender families and helping to break the cycle of crime.

Results for a safer Georgia: Advocating for victims, restoring justice to communities



This otherwise successful parolee was ordered to 20 hours of community service for a minor technical parole violation. In FY'99 the Board began the work project as the second stage of its Restorative Justice Program.

When historians review criminal justice progress during the last decade of the 20th century, one area will be notable. Sweeping across the country and pervading every component of the criminal justice system, the victims' movement has helped to transform police, judicial, and correctional bureaucracies into more compassionate, effective agencies of public service. The Parole Board has not only been impacted by the movement but has added to its momentum by implementing strategies to give victims and citizens a strong voice not just in the parole process but in all areas of justice.

The Parole Board staff has always been acutely aware of the devastating effects of crime on the community. Contained in Parole Board files are graphic crime reports, poignant interviews with victims and survivors, and concerned letters from citizens. Working and rearing their families in communities across Georgia, Parole Board Members and staff are aware of those crimes from personal perspectives. The Board's mission to more aggressively address the needs of victims and communities has been embraced by headquarters' and field personnel, who fuel the campaign with their own local-area initiatives. To signify the progress made during the decade of the '90s, as well as to define the direction for the future, the agency last year reorganized its victims' services unit under a more accurate title: Office of Victims' Advocacy.

Providing assistance and information for victims is the first priority

The earliest component of the Board's victims' services program is still the most important: responding promptly and thoroughly to the questions and needs of crime victims. During FY'99, the Parole Board Victims' Advocacy Office registered more than 4000 direct communications with victims or advocates and, in regular evaluations of service, measured nearly 100 percent satisfaction from respondents.

The agency remains diligent in securing information from victims of serious crimes and now provides the electronic means for those with Internet access to submit the Victim Impact Statement through the Board's Web site. Meanwhile, parole investigators who prepare offender background reports for the Board Members' review continue to forward Impact Statements contained in district attorneys' files and, if not located at that source, contact victims of serious crimes by letter or phone to ensure the opportunity for their input to Board Members.

Following in the spirit of that mission is a grass-roots program which originated in the LaGrange parole office and is now spreading across the state. Called "PROVE-IT" for Parole Reaching Out to Victims Everyday, the program enlists the aid of district attorneys in referring crime victims, after each term of superior court, to local-area Parole Board personnel. Parole officers then conduct one-to-one or scheduled group meetings for orientation about the parole decision process and the Board's victim advocacy services.

Regularly traveling around the state to visit district attorneys, victim advocates, civic groups, and field parole offices, the agency's field advocacy representative works to increase alliances serving victims and to promote victim observances and activities. Through his efforts and the statewide initiative of parole staff, all 52 parole districts sponsored or participated in events during National Victims' Week in April. Whether working on the victims' forum in Clarksville, the Crime Victims' Rights Fair in Macon, a charity cookout in Thomasville, or a candle-light vigil in Waycross, parole officers across Georgia advocate for victims in the communities where they live and work.

Fees collected in FY'99
\$1,305,059

Parolees make direct payments

Parolees pay a monthly \$10 parole supervision fee which, according to the crime, goes to the state treasury general fund or to the Victims Compensation Fund. Parole officers also collect from their parolees court-ordered or Board-mandated direct restitution to victims. The Board recognizes another category victimized by an offender's criminal behavior: his or her dependent children. Parole officers enforce the parolee's timely payment of all court-ordered child support payments.

Fees collected in FY'99

Parolee supervision fee	\$959,444
Restitution to victims	\$216,363
Victims Compensation Fund	\$129,252

Restorative justice spreads to more communities

The mission of the Parole Board's Restorative Justice Program is to restore healing to victims and the community, to restore trust in the criminal justice system, and to restore offenders to the community in a way that reduces their desire to further harm it. Beginning as a pilot project during FY'98 in the parole districts of Fitzgerald, Savannah, and Gainesville, the full program expanded to the Douglas office this year, and, in scaled-down versions, to parole offices in Columbus, Albany, Valdosta, and Brunswick.



Clarkesville Parole Chief Roy Fry visits Cora Yearwood whose non-profit mission provides temporary housing and assistance for displaced families. Cleaning toys donated to the mission by parole officers is a parolee serving 40 hours under the community service program.

During FY'99, the Board's Restorative Justice staff presented more than 300 programs or speeches to civic and professional groups around the state and, more importantly, helped to establish victim advocacy organizations in communities where they did not exist. One product of that effort is the victims' task force serving Ben Hill, Turner, Tift, and Irwin counties, which formed after a Board-sponsored victim advocacy symposium in October 1998. Other major projects were spawned from similar symposiums—direct results for a safer Georgia which inspire the agency to continually raise its goals.

Work projects provide free labor

Last year the agency advanced to the second phase of its restorative justice plan—assigning offenders to work on community projects. Following guidelines of the federal grant which funds the Board's program, the agency's Restorative Justice Coordinators located 48 federally approved work sites such as humane shelters, homeless missions, and Habitat for Humanity. During FY'99 more than 250 parolees were assigned to such worthwhile projects and provided 10,000 hours of free labor which, figured at minimum wage, amounted to a \$54,878 contribution to Georgia communities. Expansion of the work projects in FY'00 will produce more tangible savings for deserving projects while further promoting the offender's understanding of and participation in his or her community.

Victims and Community Council adds momentum



Working with its 14-member advisory council composed of victim advocates and criminal justice professionals from around the state, the Board develops programs that incorporate the needs and desires of Georgians. Panel members, selected by the Board for their activism and expertise, volunteer to serve as liaisons who campaign for improved victims' services while educating their communities about Board services now available. Meeting with Board managers during FY'99, they assisted in forming goals and strategies to fulfill the agency's commitment to the principles of restorative justice.

The Parole Board listens to victims

As in the previous three years, the Board postponed or cancelled parole in nearly 95 percent of protested cases. And while that clear-cut result confirms that victims have a strong voice in parole, the Board realizes that crime has damaged their lives in irreparable ways. For that reason, the agency, while following its course of attention and responsiveness to victims on specific cases and while ensuring the confinement of violent and predatory offenders, is firmly committed to the mission of restorative justice which has at its core the empowerment and security of all citizens.

Front row, left to right:

*J. David Miller
Lamar Geddis, Jr.
Sheryl McCollum
Pamela Lightsey*

Standing:

*Gordon Rondeau, guest
Elaine Rondeau
Jim Johnson
Helen Smith
Sybil Collins
Rick Pryor*

Not shown:

*Penny Brown Reynolds
Brooks Hunnicutt
Geraldine Dennis
Dr. Gerald Durley
Moses Ector*

Results for a safer Georgia: Providing top-rated parolee management, training, assimilation



Parole officers work for their parolees' success, but respond quickly to failures that pose a public threat. Outfitted with bullet-proof vest, radio equipment, and extensive training, Marietta Assistant Chief Parole Officer Gerard Williams makes last-minute address confirmations before heading out to arrest a parole violator.

Unless serving for life, offenders return to the community. When they step back into society after confinement of five, ten, or, in many cases, fifteen or more years, they must find employment, housing, and, in increasing numbers, may need medication for mental disabilities. They must adjust to the technological changes that affect communication, transportation, and other routine tasks while exchanging prison-survival skills for community-coping techniques. Expecting an offender to emerge from prison with adequate internal and external resources to smoothly merge into society is unrealistic and—for the public's safety—risky.

Criminologists agree that the six months following an offender's prison release is the most vulnerable period for relapse to addiction or criminal behavior. Yet that susceptibility has positive implications. Stabilized with the supportive structure imposed by parole supervision to safely traverse that transition phase, the offender is less likely to return to prison—ever. A well-constructed re-entry model incorporating intervention programs and demanding offender accountability provides the offender with a framework for success which translates to increased public safety and reduced financial outlay. Agency research indicates that a one-percent drop in the recidivism rate translates to a 7 million-dollar taxpayer savings.

Georgia Parole's Field Operations Division, which oversees the supervision of the state's 20,000 plus parolees, is considered one of the best in the business by the nation's leading criminologists. Now in its fifth year of accreditation under the strict standards of the American Correctional Association—one of only four in the nation with that honor—the Field Operations Division has also been spotlighted in distinguished professional seminars and publications across the country. Recently, the Council of State Governments named the Georgia Parole Board as the recipient of the Southern Region Innovations Award in

recognition of the agency's Results-Driven Supervision model and computerized case-management system.

The State Council displays its Innovation winners as prototypes of effective government programs and practices, a tribute to the Board's community offender supervision system echoed by the journal of the American Probation and Parole Association in its Spring 1999 cover article: "Georgia sets model for the future."

What makes Georgia's parole supervision model unique also makes it effective. Unlike an externally imposed blueprint that must be altered to fit, Georgia's Results-Driven Supervision (RDS) and its electronic partner, the Field Log of Interaction Data or FLOID, evolved internally from the vision and planning of agency staff. The RDS model incorporates the most current state and national research on effective offender supervision techniques. Parole officers, supervising their caseloads under the RDS guidelines, enter case notes on laptop computers outfitted with FLOID. That electronic vehicle presents daily updated documentation of any parolee in Georgia while accumulating vital banks of criminal justice information available for detailed analysis. The custom-designed products immediately elevated the effectiveness and accountability of Georgia's parole supervision.

Bolstering the performance of Georgia's field supervision is the Community Based Services Division, an agency unit devoted exclusively to researching, developing, and evaluating transitional programs and products ranging from cognitive training programs to electronic monitoring systems.

Results-Driven Supervision model relies on intervention and evaluation

Reducing recidivism is the ultimate goal behind Georgia Parole's Results-Driven Supervision model which focuses on outcome rather than process. Instead of measuring the number of times a parolee is seen by an officer or how many reports are submitted in a particular month, RDS is concerned with how many parolees complete intervention programs and how many and which ones return to prison.

The success of the RDS model depends on the agency's ability to analyze the results accurately and efficiently. That means is provided by FLOID, the electronic point-and-click case management system used by Georgia's parole officers—the only officers in the nation using such an advanced approach. Information collected as a byproduct of those computer entries provides statistics and data for ongoing evaluations of programs and practices. The accelerated feedback system allows the agency to concentrate resources in the most effective areas and to refine or delete practices which do not deliver.

Georgia Parole wins a national award for its Results-Driven Supervision model which focuses on outcome rather than process.

Programs address urgent post-prison needs

RDS model, continued

New models and methods often take time to internalize; not so with these. The concept of Results-Driven Supervision matured from the practices, observations, and research of experienced field officers and managers. FLOID was created by those same front-line people working with the agency's Research and Computer Services unit. That alliance saved the state as much as a million dollars in development costs, expedited its entry into the new age of real-time evaluative studies, and provided immediate, improved accountability to Georgia citizens who deserve to know how their tax dollars are being spent.

Breaking the evaluation barrier cannot be overestimated. Finally, practitioners can combine the huge database of 20th century criminal justice knowledge with 21st century technology to obtain measurable results. Georgia Parole's early development of FLOID gives the nation a preview of practices for the new century.

Intervention paths are based on research

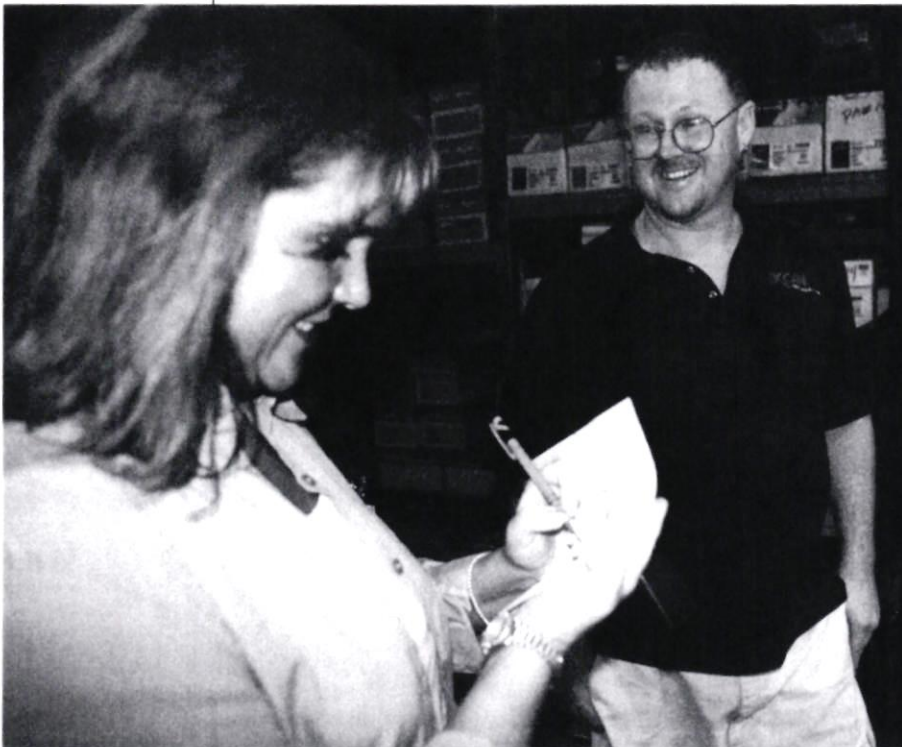
Results-Driven Supervision concentrates on the intervention areas shown by national and state research to be the most critical to offender success: steady employment, adequate education, improved cognitive skills, and substance

abuse recovery. Parole officers evaluate each parolee to establish a goal-oriented management plan addressing any or all of those deficits plus others which need attention. Officers locate the most appropriate service provider, which often is in-house and agency-delivered.

Joint program gets offenders working soon after release

A collaboration of the Parole Board, the Department of Labor and the Department of Corrections created The Offender Parolee Probationer State Training Employment Program—TOPPSTEP.

Among the group's objectives is to reduce the time between prison release and employment and to ultimately reduce recidivism by training offenders to maintain employment and become self-supporting.



Lawrenceville Parole Officer Telesha Springs makes an employment check on her parolee whose electronic monitoring is tailored to accommodate his work schedule.

The alliance between Corrections and Parole allows job-readiness work to begin in prison. The Pre-Release Job Development Package, which includes the offender's birth certificate, social security card, pre-release summary, and labor screening application, is ready at the time of prison release. The offender can be referred to the Department of Labor for job placement immediately after the initial check-in with his parole officer who, with the Labor Department counselor, will track the parolee's progress and provide follow-up services as needed.

Employment is a well-established factor in parole and community success. The most recent figures indicate that offender employment rates prior to incarceration hover around 51% whereas parolees, with the help of parole officer guidance and the specialized services of TOPPSTEP, achieved an employment level in FY'99 of 87.2%.

Substance abuse affects most offenders

More than 70 percent of Georgia's offenders have drug or alcohol addictions which contribute directly or indirectly to their criminal behavior. Left unattended, particularly during the stressful post-prison transition, those offenders are at high risk for repeat criminal behavior. The Parole Board treats these cases aggressively by mandating structured substance-abuse treatment and, frequently, electronic monitoring. Drug screens are routinely administered; more than 100,000 were tallied last year alone. The agency also hired additional part-time substance abuse counselors in FY'99 to provide individual and group recovery sessions for parolees or to



refer them to outside services, including residential treatment facilities.

If, despite strict support, chemically addicted parolees do not perform adequately on parole, the Board may revoke them to a confinement facility offering specialized substance abuse programs. One of those is Whitworth Detention Center in Hartwell, where parolees work on job details and participate in recovery education during the remaining hours. The Parole Board placed an agency program assistant at Whitworth this year to advance and evaluate recovery strategies.

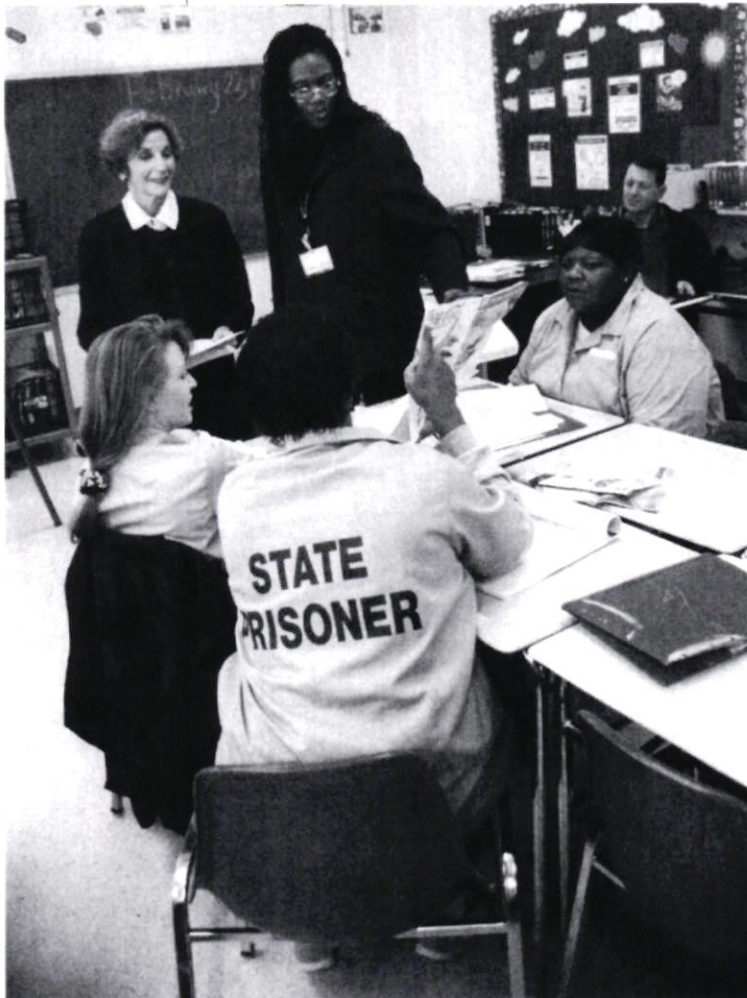
In south Georgia, the 200-bed Homerville facility also addresses the chemically addicted offender but with a more intensive program lasting about eight months. With correctional staff participation, offenders are immersed in a full-time cognitive change program designed for the seriously addicted.

Inmates at the Whitworth Detention Center participate in a substance abuse recovery class.

Cognitive skills training "rewires" faulty thinking

New thinking patterns produce improved attitude and behavior

Among predictors of criminal behavior, one heads the list: faulty thinking patterns. Research over the past 40 years confirms that every effective recidivism-lowering program included a component to change the way offenders perceive and process information.



Parole personnel Celena Messiter and Renita Seabrook (standing, l. to r.) lead a cognitive skills training class at Metro State Prison for inmates scheduled for parole.

A profile of the Georgia offender explains how some of those faulty thinking patterns develop: limited education, poor parenting, few positive role models, and early dependence on drugs or alcohol. The traditional means of acquiring good reasoning skills are often absent at home and inadequate at school. Formerly, many criminal justice practitioners assumed that beyond adolescence, offenders' thinking patterns were too firmly entrenched to change significantly. However, researchers now know that intensive cognitive training programs can rewire flawed thinking patterns and, paradoxically, can be most effective with serious, high-risk offenders—the ones who escape life sentences but who continually harm society by repeat offenses.

Reasoning and Rehabilitation, the intensive 60-hour cognitive skills training program endorsed by the Parole Board after a year-long pilot project, was delivered 23 times in FY'99 in parole offices across the state. With cooperation from the Department of Corrections, Parole also held its first class for women at Metro State Prison in Atlanta. Using innovative study techniques and role-play exercises, some of the Board's most at-risk parolees learned to replace their reactionary perceptions and behavior with rational thinking and conduct.

The Board's fifty-eight specially trained instructors, drawn mostly from parole officer and parole chief ranks, report impressive results from class participants who advance in jobs, further their educations, re-establish family ties, and gain control of their lives in ways they had never thought possible. To measure the program's effect on recidivism, a federally funded

independent evaluator is tracking the progress of control groups and parolee graduates for three years following program completion.

Education and vocational training are also included on the tracks to success. Parole officers connect parolees to appropriate community literacy programs or, in some urban areas, arrange for group instruction to be held at the parole office. Attainment of a General Equivalency Diploma often allows the parolee access to vocational training or job advancement that further reinforces the success cycle.



Monroe Parole Officer Wade Wheeler congratulates a parolee under his supervision for earning the GED Diploma.



Parolees at the North Fulton Parole office participate in an evening cognitive skills class. Most come straight from work for the twice-weekly, two-hour sessions.

Parole weaves a network of community monitoring

Case-management techniques provide support beams for transition

Offenders under parole supervision live and work in the community but on a short leash from prison. Expected to abide by strict parole conditions, parolees can be returned to prison quickly for failure to comply. But Georgia's parole supervision model, employing structural controls of surveillance and intervention, is set up for success not failure.

EM plays a crucial role

Electronic monitoring provides some of the structural support. By attaching the surveillance devices to serious offenders as soon as they emerge from prison, parole officers

establish the progressive, monitored re-entry to society of parolees most at risk for relapse. Other parolees with fewer risk factors

to start but whose attitude or behavior declines on parole may be placed on this restriction also. During a typical month in FY'99, more than 1,000 parolees were under electronic monitoring controls.

In FY'99 the Parole Board tested the feasibility of requiring parolees to pay for their own electronic monitoring services, thus removing this financial burden from taxpayers. Operating as a pilot study in the Atlanta area, the program imposes fees based on the offender's income. In areas not included in the pilot project, the program continues to be state funded. Actual cost saving to taxpayers during FY'99 was \$269,923.20.

In FY'99 Georgia Parole's offender-funded electronic monitoring program saved taxpayers \$269,923.20

The offender-funded project has another bonus which translates to taxpayer savings and improved supervision. A vendor-funded employee is placed in the parole office to relieve parole officers of the labor-intensive technical and administrative tasks associated with electronic monitoring. The parole officer has more time for direct case management activities and another person to watch the offender. The pilot project extends until August 2000, at which time an evaluation will determine which program provides the best results.

Sex-offender supervision provides structure and tracking

Sex offenders comprise a small percentage of the parole population, but receive the highest level of community supervision and surveillance, the framework of which remains in place after their paroles expire. The elements of their intensive supervision include:

- restrictive clauses added to regular parole conditions
- electronic monitoring
- mandated sex offender treatment
- unannounced residence searches
- random polygraph examinations (at offender's expense)

During FY'99 the Parole Board collaborated with the Department of Corrections Probation Division to share training, operational practices, and community resources. The two agencies are working to combine their supervision policies so offenders will be supervised with the same standards as they transfer from one agency to another to serve split sentences.

Parole and Corrections are also developing professional standards for treatment providers and polygraph examiners to whom parole and probation officers make offender referrals. The goal is to ensure monitoring methods and program delivery consistent with what research shows to be effective in controlling the behavior of sex offenders.

The Parole Board oversees parolee sex offender registration with school officials and law enforcement agencies. To aid the concerned public, the Parole Board's Web site provides a link to the GBI Sex Offender Registry.

Community law-enforcement alliances expand during the year

Georgia's 400 parole officers and chiefs, performing their job duties from 52 community offices around the state, interact continually with social service and law enforcement agencies. The Board searches for ways to expand community alliances at all levels of interaction from community task forces to one-to-one working relationships. In line with that mission the agency places parole officers in police precincts to increase and expedite communications that affect the community. In FY'99, 21 parole precinct offices were operating.

One of the most effective law-enforcement alliances of FY'99 was electronic: the linkage of a Parole Board database with the Savannah Police Department. Now police in that city can access specific information on area parolees to aid them in their work while parole officers gain additional oversight for their case-loads. Such links will expand during 2000 as technology permits other agencies to connect.



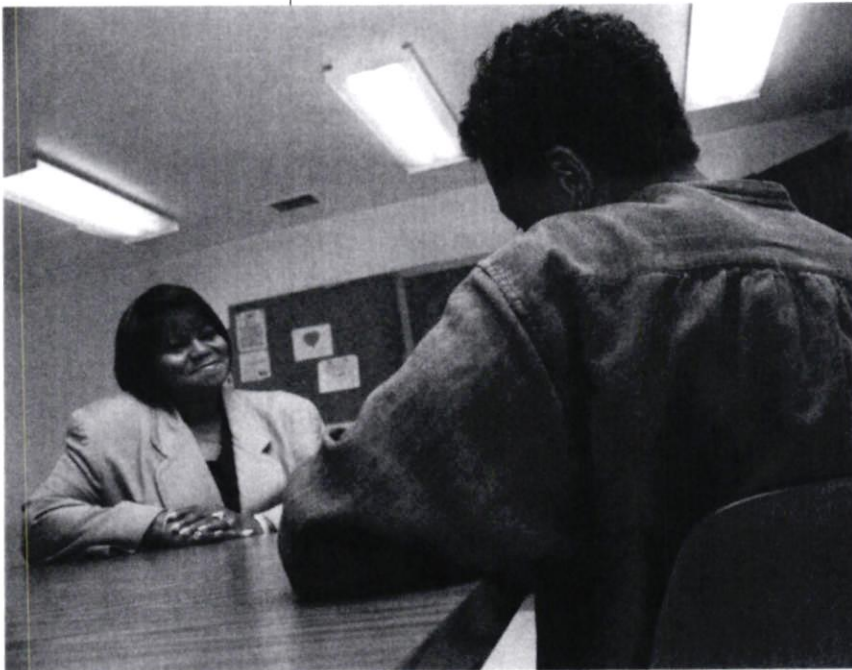
With laptop computer and electronic monitoring equipment in tow, Monroe Assistant Chief Parole Officer Bill Hodges heads out of the Covington police/parole precinct office to check on a parolee.

Offender money goes back to the system

While the Parole Board works to give Georgians the highest public-safety return for their tax dollars through cost-effective services, it also oversees direct offender financial reimbursements to society. During FY'99 the agency collected \$1,305,059 from parolees for victim restitution, for contribution to the Victims Compensation Fund, or for deposit to the state treasury general fund.

Offender money, continued

Other contributions equate to citizen savings. The offender-funded electronic monitoring pilot project saved taxpayers more than a quarter of a million dollars in FY'99 and the restorative justice work project, reported on page 16, supplied more than \$50,000 worth of free labor for community projects. Perhaps the greatest financial reimbursement comes from men and women working and paying taxes, rather than draining the state budget of the annual \$18,000 average per-person tab for prison room and board.



Transition Coordinator Sharon White (above, l.) meets with a prison inmate scheduled for parole release.

Volunteers aid parolee transition

Increased community support builds a stronger framework for the parolee's success. To assist parole officers in constructing multi-dimensional transition programs for offenders returning to society, the Board inaugurated in 1998 the Community Linkage program.

Volunteer "transition coordinators," selected from citizen volunteers and trained by Parole staff, are matched with an offender while still incarcerated. For three months prior to the offender's prison release and during the first six months of his or her parole, the coordinator meets regularly with the offender to assist with readjustment needs. Operating in the Atlanta area during FY'99, Community Linkage will be refined and standardized before expanding to other regions in 2000.

Paralleling the mission of the Community Linkage program, but within a different structure, is the successful national program "One Church One Inmate." In June the Parole Board and the Department of Corrections endorsed the program which, as the name implies, provides not just an individual but a group of dedicated persons to focus on the success of one offender returning to the community.

Never has the outlook for community supervision been more promising. From policy-makers to field workers, criminal justice practitioners are enthusiastic about the technology advances which allow shared criminal-justice databases, analysis of data unsortable by manual means, and real-time evaluations of programs and practices. That information combined with a resurgence of community concern and participation in criminal justice issues portends an exciting era of meaningful, measurable results for a safer Georgia.

Georgia's parole officers are trained professionals

Georgia's parole officers are among the nation's most qualified criminal justice field professionals. The agency's selective hiring, intensive training, and high performance expectations ensure that the state's parolee supervision is in expert hands.

Since 1970, Georgia has required parole officers to hold college degrees. To gain employment they must score within the top ranks of the Merit System examination, meet physical requirements, and undergo psychological testing which measures their ability to function under the high-stress demands of the job. As parole officer candidates, they attend eight weeks of intensive training at the Georgia Public Safety Training Center where they study such topics as defensive tactics, constitutional law, supervision techniques, and victims rights. All candidates must qualify with a semiautomatic weapon, a skill kept current by subsequent twice-yearly requalifications. Candidates who pass the rigorous training standards of the agency and the Peace Officers Standards and Training Council graduate as certified peace officers sworn to protect the public.

Parole officers manage caseloads currently averaging 60 offenders, a responsibility which demands action at any hour day or night. They execute Board warrants and frequently assist other law enforcement officers with shared public-safety projects.

In addition to the urgent, immediate tasks associated with the work, parole officers must also be community resource-brokers and follow-through professionals to monitor the offender's parole-condition compliance and progress toward contracted goals.



Assistant Chief Parole Officer/Adjunct Training Instructor Jerry Faver points out the correct defensive tactic position to parole officer candidates in basic training.

**Georgia's parole officers
are college-educated and
P.O.S.T.-certified.**

Technology impacts Georgia's parole supervision



Dekalb Parole Center Administrator Melodee Stewart and Senior Parole Officer Ray Collins review the case documentation of a parolee being supervised by one of the district's 22 parole officers. Thanks to the electronic database which is updated nightly, managers always have at their fingertips detailed information about parolees and supervision practices.

The Field Log of Interaction Data (FLOID), the agency's electronic case management system, has been fully functional in all parole offices since August 1998. Parole officers use a point-and-click system of data entry on laptop computers to record such items as parolee contacts, drug tests, and program participation, which is then downloaded nightly into a database. Other agency staff, from managers to Parole Board Members, can tap into the repository for up-to-date information on selected parolees, or for specific reports.

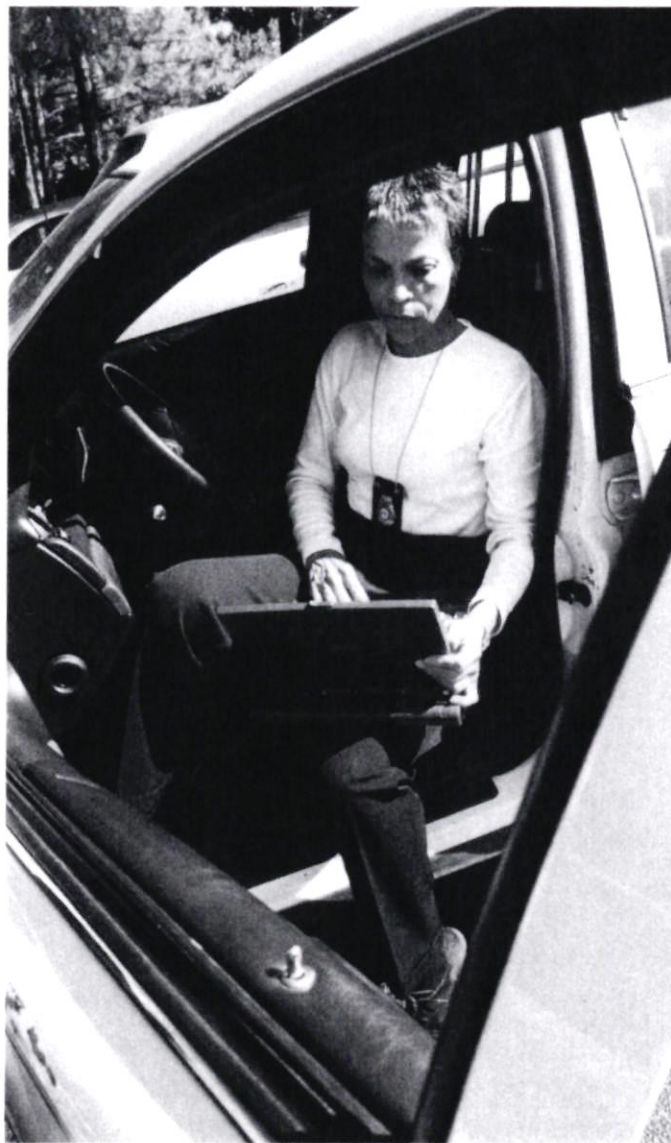
Parole officers, managers, research staff, and the agency's top decision-makers collaborated in the FLOID design. The resulting product—produced at a fraction of outside vendor estimates—serves as the foundation for decisions on operational issues such as managing parolee caseloads, determining effective parolee supervision techniques, assigning personnel, evaluating effectiveness of community programs, and assessing staff performance. FLOID data is the source for analysis that state auditors and legislators need to support future allocation of resources.

The positive ramifications for such a system are already being felt. On an immediate level, the ability to share specific information from the database with other law enforcement agencies can prevent crimes or accelerate the solution of crimes by quickly compiling a finely sorted list of potential suspects. Soon, the vast documentation with unlimited correlation connections will allow researchers to shift their historic focus from factors leading to failure to those creating success. Not only are state researchers excited by the potential of having

an entirely different perspective of criminal justice methodology, but national criminologists are already looking to Georgia for new information.

Georgia Parole's FLOID system has been highlighted nationally in both criminal justice and computer technology publications. Working with few funds but focused intent to improve the work and efficiency of Georgia's parole system, the agency is now heralded as creating a state-of-the-art model for offender community-supervision agencies across the nation.

Digital cameras, on their way to Georgia's parole offices in 2000, will enable officers to set up computerized files of parolee photos. These photos can then be transmitted electronically to state and national authorities for law enforcement needs. Parole works to ensure its technological advances can also directly aid other public safety agencies.



Senior Parole Officer Helen Simms makes point-and-click entries between field contacts with parolees. Formerly, officers carried cumbersome 3-ring binders with them and penned handwritten notes to record case activity. By its nature, the manual system allowed style and content variation which made caseload reviews difficult, and research data collection overwhelming.

Results for a safer Georgia: Preventing crime by

reaching out to Georgia's youth



No longer just the charge of parents and teachers, providing Georgia's children with a safe and positive passage to adulthood is every citizen's responsibility.

The Parole Board understands that to create a safer Georgia, all public safety agencies and the citizens they serve must continually focus on providing a secure, nurturing context for Georgia's youth.

That focus directs the activities of the Board's Office of Drug/Violence Prevention and Education, founded in 1996, with the goal of combating the escalating problems of drugs and violence facing youth. As agency staff worked daily with the aftermath of crime, recognizing the increasingly early age at which

lives became derailed through drugs or peer influence, a preventive effort seemed essential.

Posters explaining stiff state laws are displayed in Georgia schools.

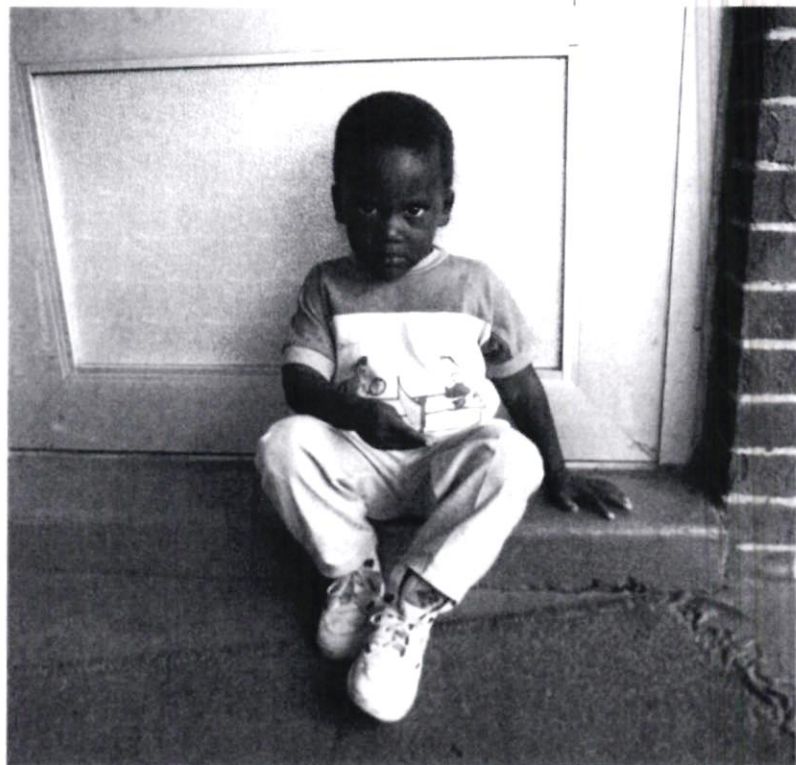
With only three staff members, the Prevention unit presented workshops to 24,803 individuals during FY'99. Included in those audiences were community leaders, housing authorities, law enforcement officials, and representatives from other state and federal agencies. Most of the unit's work, however, is aimed at diverting at-risk youth from drugs and gang involvement. Staff members mentor and counsel children, individually and in

groups, deliver age-appropriate classroom presentations across the state, and meet informally with teachers and school officials on specific staff concerns. The Prevention unit includes a nationally recognized expert on juvenile gangs who serves as consultant to several Georgia schools as well as to social service and law-enforcement agencies.

Working with the Department of Education, the Governor's Office, and the Department of Corrections, the Parole Board initiated a campaign at the end of FY'99 to educate the state's youth about the tough sentencing laws affecting juveniles. The Board prepared a series of posters describing Georgia's two-strikes and recidivist laws plus the Board's 90-percent policy which were ready for distribution when schools opened in the fall. Placed on hallway bulletin boards and other visible locations in every middle and high school in Georgia, the posters will be a daily reminder of the serious and long-term consequences of criminal behavior.

In a related youth-directed project, the Parole Board arranged through the Department of Juvenile Justice to deliver a Parole-sponsored program to adolescent girls confined at the Metro Youth Detention Center. Experienced Parole Board staff, including female parole officers and chiefs, meet weekly for eight evening sessions to discuss life skills with the youthful offenders. The program is part of a campaign to interrupt the pattern frequently documented in Parole Board files: juvenile offenders progressing steadily—sometimes passively—to adult criminality.

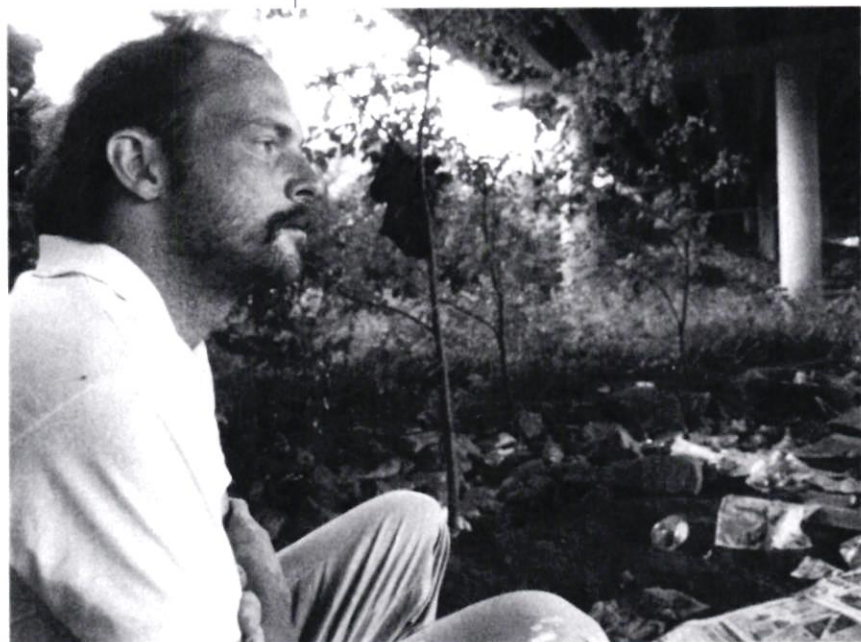
Parole's Drug/Violence Prevention and Education Office teaches children ways to resist pressure to experiment with drugs or to join groups which promote antisocial behavior. Recognizing the increasingly early age at which children are confronted by negative peer influence, the unit now presents information to children as young as four.



Last year Parole's drug and violence prevention programs reached 24,803 children and adults in Georgia.

Results for a safer Georgia: Finding solutions through

research, technology, experience, and—intent



Schizophrenic and on medication, the parolee above frequently gravitated from his stable family residence to his former home under a viaduct, where his parole officer retrieved him. Many mentally ill offenders have neither a professional case worker nor a capable family member to attend to their high needs.

Through its long-time study of both the causes and consequences of crime, the Parole Board recognizes that lifetime confinement is the only acceptable option for certain offenders who have committed heinous crimes or repeatedly preyed upon society.

However, most offenders do return to the community, whether on parole or upon completion of a fixed sentence. Transitional structure is needed for almost all of them, to address deficits such as chemical addiction that fueled their criminality, and to establish surveillance and monitoring to protect citizens around them.

Some offender deficits are too serious to overcome and can only be controlled. The mentally ill, often captured in the correctional system by default, will continue to cycle in and out of prison until adequate community residential treatment can be established. Emerging from prison with a 14-day supply of psychotropic medication, they pose a significant risk to society without the parole officer's intervention to locate a residence for them, to register them with local mental health services, and to monitor their medication and behavior.

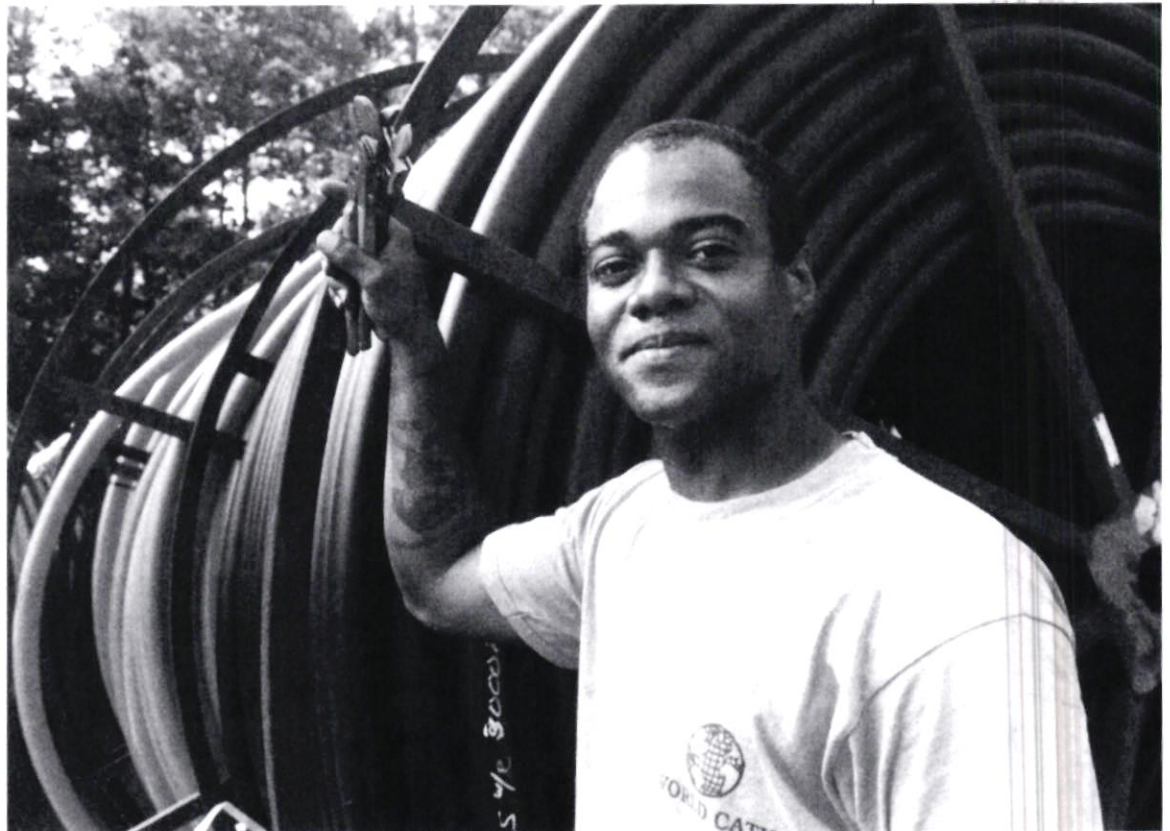
What encourages parole staff to work with dedication and optimism is the knowledge that each offender headed toward successful assimilation into society protects citizens and communities from harm, saves taxpayers \$18,000 annually in prison costs, and, by restoring the offender's family, helps to break the cross-generational cycle of crime. Fortified with support and educational, vocational, or cognitive skills training, most offenders shed destructive attitudes and behavior and enter—if not the mainstream—a tax-contributing, law-abiding segment of society.

Those transitional strategies will be increasingly aided in the next decade by technological advances already in progress—shared databases with other public safety agencies, sophisticated offender profiles, and real-time evaluations of supervision techniques. But some of the transitional support must be concrete in the form of halfway centers where offenders work in the community during the day and continue with readjustment training at night. Those centers, which are needed for Georgia's current correctional population, will

be even more critical in the next decade as offenders serving under the long sentences imposed in the '90s emerge to a vastly changed society. With or without those literal structures, the Parole Board will continue to expand the range of tiered control for parolees through such measures as electronic monitoring, polygraph examinations, and drug screens combined with intensive intervention programs.

Georgia's Board of Pardons and Paroles enters the 21st century with renewed commitment to create a safe and secure Georgia. The mission of protecting citizens will be fulfilled by continuing its strict parole policy to keep violent and predatory offenders behind bars while providing the most effective transitional supervision of those returning to the community. Using its huge database of offender and crime information, it further pledges to stay on the forefront of research to aid Georgia's short- and long-term criminal justice strategies.

Nationally, the Georgia Parole Board is considered a model both for its decision-making procedures and its innovative, effective parole supervision. But the agency knows the real measure of its worth is how those models translate to local results. The agency's conservative parole decisions, responsive victims' services, and comprehensive offender supervision are all focused on creating safer communities for Georgia's citizens and delivering measurable results to prove it.



Eventually, most offenders return to society. Under parole supervision, those men and women are carefully monitored as they participate in recovery, vocational, and educational programs to address deficits that contributed to their criminal behavior. Their success equates to the state's success: huge financial savings in court and prison costs and safer Georgia communities.

Results: FY'99 Activities

RELEASE ACTIONS	
Parole	8,676
Supervised Reprieve	2,745
Conditional Transfer	620
Commutation	1
Remission	0
Other Release Actions	0
TOTAL RELEASES	12,042
TOTAL PAROLE REVOCATIONS	3,820
DISCHARGES	
Discharge from Parole	4,860
Discharge from Supervised Reprieve	1,605
Commutation to Discharge Parole	234
TOTAL DISCHARGES	6,699
TOTAL DECISIONS UNDER GUIDELINES	15,715
LIFE DECISIONS	
Deny Parole to Life Cases	519
Grant Parole to Life Cases	69
Grant Parole at 1st Consideration	36
TOTAL LIFE DECISIONS	588
OTHER BOARD ACTIONS	
Pardon	254
Commutation Reducing Sentence	5
Medical/Compassionate Reprieve	67
Restoration of Rights	260
Visitor Interview	2,017
Inmate Interview	0
Revocation Hearing	767
Preliminary Hearing	80
RELEASES UNDER SUPERVISION	
Georgia Releases in Georgia	20,286
Out-of-State Releases in Georgia	713
Georgia Releases Out of State	1,349
TOTAL PAROLEE POPULATION	22,348

Results: FY'99 Expenditures

PERSONAL SERVICES

Salaries	26,752,835
Labor	595,176
F.I.C.A.	1,940,595
Retirement	4,217,542
Health Insurance	3,344,104
Unemployment Insurance	38,594
Workers Compensation	119,103
Merit System Assessments	109,146
Tort Liability	83,900
Drug Testing Services	1,301
TOTAL	37,202,296

REGULAR OPERATING

Motor Vehicle Expenses	285,336
Supplies and Materials	701,185
Repairs and Maintenance	292,531
Utilities	205,976
Publishing and Printing	39,076
Rentals < 3 Months	42,916
Insurance and Bonding	74,797
Purchasing Card - Disputes	-155
Other Operating Expenses	129,410
DOAS Rapid Copy	5,678
Equipment Purchases < \$1,000	149,132
TOTAL	1,925,882

OTHER

Travel	529,770
Motor Vehicle Purchases	386,672
Equipment Purchases	190,618
Real Estate Rentals	2,933,039
Per Diem, Fees, Contracts	1,958,850
Computer Charges	993,716
Telecommunications	1,058,223
County Subsidy for Parolees	643,515
Health Service Purchases	6,099
Year 2000 Project	62,240

TOTAL EXPENDITURES \$47,890,920



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34 LAFAYETTE

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58 CLARKESVILLE

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**NORTH GEORGIA REGIONAL
TRAINING CENTER**

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HOMERVILLE PAROLE CENTER

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PAROLE CENTER**

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LEE ARRENDALE STATE PRISON

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GEORGIA STATE PRISON

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(912) 557-7939 (Primary)
(912) 557-4301 ext. 272

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MIDDLE GEORGIA STATE PRISON

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METRO STATE PRISON

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1301 Constitution Road, S.E.
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