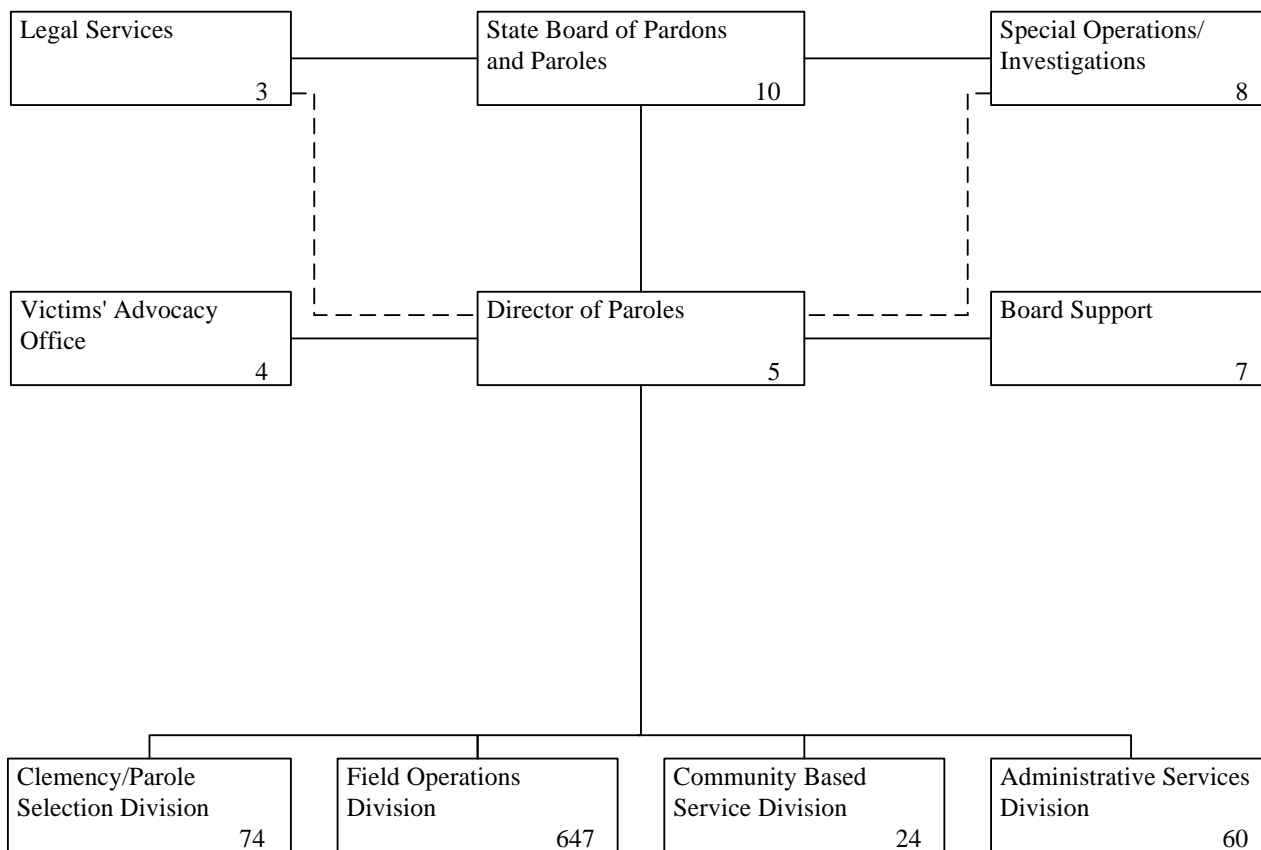


STATE BOARD OF PARDONS AND PAROLES

Total Budgeted Positions -- 842



STATE BOARD OF PARDONS AND PAROLES -- Financial Summary

Expenditures, Current Budget and Agency Requests

Budget Classes/Fund Sources	FY 1999 Expenditures	FY 2000 Expenditures	FY 2001 Current Budget	FY 2002 Agency Requests		
				Adjusted Base	Enhancements	Totals
Personal Services	37,202,296	38,338,748	39,769,564	40,728,200	1,004,006	41,732,206
Regular Operating Expenses	1,925,882	1,981,378	1,587,625	1,587,625		1,587,625
Travel	529,770	569,693	530,000	530,000		530,000
Motor Vehicle Purchases	386,672	287,639	230,199	230,199		230,199
Equipment	190,618	191,234	300,000	300,000		300,000
Computer Charges	993,716	720,120	591,200	591,200		591,200
Real Estate Rentals	2,933,039	3,038,405	3,038,958	3,038,958		3,038,958
Telecommunications	1,058,223	1,177,519	1,065,000	1,065,000		1,065,000
Per Diem, Fees & Contracts	1,958,850	2,078,217	2,014,983	2,014,983	518,994	2,533,977
County Jail Subsidy	643,515	735,495	660,500	660,500		660,500
Health Services Purchases	6,099	8,092	20,000	20,000		20,000
Year 2000 Project	62,240	7,040				
Total Funds	\$47,890,920	\$49,133,580	\$49,808,029	\$50,766,665	\$1,523,000	\$52,289,665
Less Federal & Other Funds:						
Federal Funds	747,280	839,775				
Other Funds	365,961	220,159				
Total Federal & Other Funds	\$1,113,241	\$1,059,934				
TOTAL STATE FUNDS	\$46,777,679	\$48,073,646	\$49,808,029	\$50,766,665	\$1,523,000	\$52,289,665
Positions	851	850	842	842	29	871
Motor Vehicles	165	165	165	165		165

STATE BOARD OF PARDONS AND PAROLES -- Financial Summary

Current Budget and Governor's Recommendations

Budget Classes/Fund Sources	FY 2001 Current Budget	FY 2002 Governor's Recommendations				Totals
		Annualizers and Adjustments	Workload	Adjusted Base	Enhancements	
Personal Services	39,769,564	1,131,025		40,900,589	466,182	41,366,771
Regular Operating Expenses	1,587,625			1,587,625	7,200	1,594,825
Travel	530,000			530,000	1,800	531,800
Motor Vehicle Purchases	230,199			230,199		230,199
Equipment	300,000			300,000	1,500	301,500
Computer Charges	591,200			591,200		591,200
Real Estate Rentals	3,038,958	(20,882)		3,018,076		3,018,076
Telecommunications	1,065,000			1,065,000	600	1,065,600
Per Diem, Fees & Contracts	2,014,983			2,014,983	150,000	2,164,983
County Jail Subsidy	660,500			660,500		660,500
Health Services Purchases	20,000			20,000		20,000
Year 2000 Project						
Total Funds	\$49,808,029	\$1,110,143		\$50,918,172	\$627,282	\$51,545,454
Less Federal & Other Funds:						
Federal Funds						
Other Funds						
Total Federal & Other Funds						
TOTAL STATE FUNDS	\$49,808,029	\$1,110,143		\$50,918,172	\$627,282	\$51,545,454
Positions	842			842	4	846
Motor Vehicles	165			165		165

STATE BOARD OF PARDONS AND PAROLES
FY 2002 Budget Summary

Governor's
Recommendations

ADJUSTMENTS TO CURRENT BUDGET

FY 2001 STATE APPROPRIATIONS	49,808,029
Annualizers:	
1. Annualize the cost of the FY 2001 salary adjustment.	719,508
2. Adjust for DOAS rates.	239,128
Other Adjustments:	
3. Fund a projected deficit in real estate rental (\$177,056) and personal services (\$172,389).	349,445
4. Adjust GBA rental rates to a standard of \$8.75 per rentable square footage.	(197,938)
	\$50,918,172
ADJUSTED BASE	\$50,918,172

ENHANCEMENT FUNDS

ENHANCEMENTS	
1. Provide funds to fill 8 vacant parole officer positions.	289,242
2. Fund 3 support staff positions for the Clemency Division.	68,223
3. Provide additional funding to contract for additional hours for mental health counseling, including inpatient programs and individual therapy.	150,000
4. Fund 1 new position, fill 2 vacant positions and related operating expenses associated with the Savannah Impact Project.	119,817
	\$627,282
TOTAL ENHANCEMENT FUNDS	\$627,282

TOTAL STATE FUNDS	\$51,545,454
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RECOMMENDED APPROPRIATION: The State Board of Pardons and Paroles is the budget unit for which the following State Fund Appropriation is recommended for FY 2002: \$51,545,454.

STATE BOARD OF PARDONS AND PAROLES

Roles and Responsibilities

The State Board of Pardons and Paroles is comprised of 5 members appointed by the Governor and empowered to grant, deny, condition and revoke executive clemency. The board reviews the sentences of all inmates to determine what degree of executive clemency may be warranted, directs the clemency action, and supervises the offenders who have been paroled or conditionally released from prison until the completion of their sentences.

The board achieves its constitutional mandate through its mission 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.
- Supervise parolees skillfully and return to prison those who demonstrate they will not, by choice, abide by their release conditions.

DEPARTMENT OPERATIONS

In order to accomplish its mission, the agency is divided in to four divisions: Clemency, Administration, Field Operations and Community Based Services. The Clemency Division works most closely with the board on a day-to-day basis, gathering information and preparing cases for the board to make clemency decisions. The Clemency Division manages requests for restoration of rights and pardons. Finally, this division is responsible for communication with victims and victims groups to make sure Board members know and understand their needs and concerns.

The Field Operations Division assists the Clemency Division by completing important investigations that are used in the clemency decision process. Inmates who are granted the privilege of parole to community supervision, are supervised by this division's parole officers, who work in 60 offices throughout the state. Field parole officers provide offender oversight through a process known as Results Driven Supervision. This model for addressing the risk and needs of parolees was the 1999 recipient of the Council of State

Governments Innovations Award. Parole officers spend a majority of their time in the community intervening with parolees and their families, talking to employers, networking with police officials and staying in touch with treatment providers to ensure parolee compliance with the conditions of parole. As certified peace officers, parole officers also execute board warrants and provide back up to local law enforcement as needed.

The board's Community Based Services Division (CBS) helps parole officers gain access to the programs necessary for the successful reintegration of parolees. These include substance abuse and mental health treatment, job readiness and education programs, programs that address offender criminal thinking and other needs such as sex offender programming. CBS staff help determine which programs are most effective and work with community organizations to create new programs. CBS staff work closely with the Department of Corrections to oversee and implement intensive treatment programs at two facilities operated by corrections. Additionally, CBS has established a pilot restorative justice project to communicate more effectively with victims and to identify work projects in the community where parolees can make amends for the harm caused the community by their crimes.

The Administration Division provides support for the internal operations of the agency including budget/fiscal, staff training, personnel services, operational audits, criminal justice research and information technology and services. The agency is acknowledged as having one of the best parole training programs in the United States. The Agency has also won accolades for the development of a low cost, computerized case management system known as the Field Log Of Interactive Data (FLOID) that provides a wealth of statistical data for the management and assessment of outcomes of parolee supervision and recidivism.

AUTHORITY

State Constitution: Official Code of Georgia Annotated Titles 9, 42 and 77.

STATE BOARD OF PARDONS AND PAROLES

Strategies and Services

ELECTRONIC MONITORING

The Board of Pardons and Paroles has operated an electronic monitoring program since November 1991. Electronic monitoring (EM) is an enhancement to supervision that has been recognized as a tool to provide additional surveillance and control for a selected parolee population. Electronic monitoring does not provide continuous knowledge of the offender's whereabouts, but rather it is a means of knowing when an offender is not at a prescribed location. The purpose of electronic monitoring is to place a parolee within a structured and controlled environment. Electronic monitoring is most effectively used in conjunction with other supervision and rehabilitative strategies, not alone. Studies have shown that, combined with appropriate case supervision, electronic monitoring can increase the likelihood of parole success.

During FY 2001, the number of electronic monitoring units is projected at 980 units, with an average cost of \$3.10 per offender per day. These units will continue to be utilized to expand the types of parolees placed under electronic monitoring. The electronic monitoring program will be used in conjunction with the Specialized Parole Supervision program (SPS) to provide a balanced, intensive approach to dealing with high risk/high need parolees.

The Board has also initiated an offender funded electronic monitoring pilot program. This pilot is for the purpose of determining the feasibility of requiring offenders, at their own expense, to contract with a monitoring company to provide necessary electronic monitoring services. The pilot project includes nine parole districts, one being rural. If the evaluation of the pilot is positive, it will determine the service components and structure of the EM program in the future.

AUTOMATION

CLEMENCY OFFENDER NOTES SYSTEM-- The Parole Board will have developed the Clemency Offender Notes System (CONS) by the end of FY 2001. The system will allow the Parole Board to migrate from paper documents to electronically stored documents for all new cases entering the Department of Corrections in FY 2002.

Once current cases are converted to the clemency offender notes system, the field staff will add information to an electronic file at the time investigations are being completed. The case material will be built from its earliest stages in this new format - soon after a convicted person is incarcerated into the Department of Corrections' system. The data that originates at the parole sites will be available for the first time. It will be fully integrated into one system from which many people can draw data for analysis.

The Clemency Offender Notes System and the Case Management will allow the board to be more flexible in changing its focus as needs change. It is this flow of data that will better equip managers at all levels to supervise the ever-increasing population of parolees. The board will also

be able to report to other entities of the state, such as Office of Planning and Budget and others, with much more analytical information.

CASE MANAGEMENT SYSTEM -- In the past, the Parole Board had to rely on data gleaned from reports that have been produced manually and then tallied by hand.

This has resulted in insufficient reporting of caseload management processes, as well as newer board initiatives such as electronic monitoring, drug testing, counselor referrals and cognitive restructuring. The agency has fully implemented the new case management system. Now each parole officer has a laptop computer that is connected to the document management system.

The case management system was named F.L.O.I.D. (Field Log of Interactive Data). With case management being implemented, a chief is able to call up his office's cases and view them in almost unlimited ways. For example: find all parolees who have tested positive for any drug in the past 6 months and who have been unemployed for more than 4.

The case management system allows the board to quickly evolve from a document/text driven system to a data/information driven environment, which connects directly, the field personnel with the central office's clemency process.

SPECIALIZATION

CLASSIFICATION/CASE MANAGEMENT -- The Board of Pardons and Paroles uses the *results driven supervision* model for parolee supervision and case management. In this model, officer interaction is designed to focus on the outcome of supervision, producing a compliant, law-abiding parolee. Parolees continue to be classified into 1 of 3 levels of supervision based on a formal, instrument-based assessment of the risk they present in the community. The higher their risk, the higher the level of supervision. Supervision activities are a combination of surveillance, monitoring and intervention activities customized to each parolee to ensure their compliance with the conditions of parole and the safety of the community.

Certain groupings of parolees require more intensive supervision due to the heightened risk they present or to the special needs or problems they exhibit. Continuing expansion of the board's Specialized Parole Supervision program (SPS) is underway. By integrating the SPS program with the board's very successful electronic monitoring program (EM) these offenders can be successfully managed on parole supervision. Parolee groupings targeted for the SPS/EM program include boot camp parolees, sex offenders, violent offenders and parolees with drug and alcohol problems. These high risk/high need parolees will be supervised on reduced caseloads and generally be placed on electronic monitoring

STATE BOARD OF PARDONS AND PAROLES -- Strategies and Services

to ensure that they receive intensive services to remain safely in the community.

The results driven supervision model focuses on employment and drug abuse. In FY 1999 68% of the parolees were successfully discharged from Parole; 88% of parolees were employed, and 4,623 parolees were placed in a substance abuse treatment program.

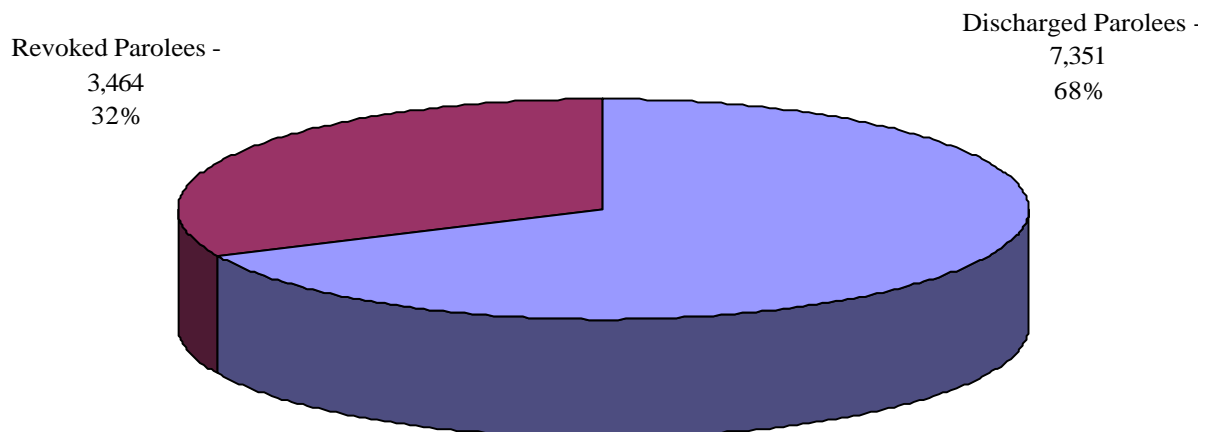
SUBSTANCE ABUSE COUNSELING PROGRAM –

A core component of results-driven supervision is substance abuse treatment for parolees whose past or current alcohol or other drug use makes them high risk for relapse into criminal behavior and drug use. The goal of parolee substance abuse treatment is to increase community

safety by promoting the productive, law-abiding, and drug free lifestyles of offenders.

The Board of Pardons and Paroles contract through the Department of Human Resources Division of Mental Health, Mental Retardation, and Substance Abuse and the Regional Boards to provide access to local assessment and treatment services where available. In areas where services are limited the Board of Pardons and Paroles has begun contracting on a part-time basis, to provide services within the parole offices. The agency also monitors contracted residential substance abuse programs at Homerville State Prison and Whitworth Detention Center.

FY 2000 Rate of Successful Discharges



A total of 10,815 parolees were removed from supervision during FY 2000.

STATE BOARD OF PARDONS AND PAROLES

Results-Based Budgeting

PAROLE SELECTION AND SUPERVISION

Purpose: Contribute positively to public safety in Georgia by investigating offenders' criminal histories in order to determine inmates who will be paroled and those who will not, and to provide supervision in the community that ensures compliance with release and successful transition of parolees back into the community as law abiding citizens.

	FY 2000 Desired	FY 2000 Actual	FY 2001 Desired	FY 2002 Desired
Goal 1: Provide a safe , low-cost, highly effective, community based alternative to prison. - Maintain the daily cost of regular parole at or below per parolee. (Interim efficiency measure)	\$2.65	\$2.70	\$2.50	\$2.92
Goal 2: Provide safe and effective community supervision of inmates. - Percentage of offenders out on parole that have their parole revoked for failing to comply with the conditions of their parole.	14%	10.4 % (3,465 of 33,308)	14%	14%
Goal 3: Community supervision will produce a parolee who is law abiding, employable and self sufficient, and will provide an expeditious return to prison of those who will not abide by their release conditions. - Percentage of parolees maintaining employment during parole supervision. [1.]	88%	88% (11,865 of 13,415)	88%	88%
- Percentage of parolees on Electronic Monitoring (EM) as a final sanction because of problems, but before revocation, that successfully complete the EM period and return to regular parole supervision. [2.]	50%	47.6% (454 of 937)	50%	50%
- Parolees placed on EM supervision upon their initial release from prison will achieve a 78% successful completion rate.	78%	77.3% (1,385 of 1,736)	78%	78%
- The number of parolees involved in substance abuse (SA) treatment will increase as a percentage of the in-state parole population. (Proxy measure) [1.]	4,190	15.3% (3,262 of 21,938)	3,400	5,311
- The number of positive drug tests will not exceed 12% of the total tests administered. (Proxy Measure)	12%	8% (9,736 of 124,299)	12%	12%
Goal 4: Respond in a timely manner to the needs and concerns of crime victims and families. - Percentage of respondents who rate the services provided by Victims Services Office as Good.	95%	99% (164 of 166)	97%	99%
- Funds collected for restitution and the Victims Compensation Fund. (Activity Measure)	\$408,000	\$412,825	\$360,000	\$404,000
Program Fund Allocation -- Total Funds		\$49,133,580	\$49,808,029	\$51,545,454
State Funds		\$48,073,646	\$49,808,029	\$51,545,454

Notes

1 - Partial years data.

2 - The "Final Sanction" and "Intermediate Sanction" categories were merged to the "Sanction" category.

TOTAL - All Programs	Total Funds		\$49,133,580	\$49,808,029	\$51,545,454
	State Funds		\$48,073,646	\$49,808,029	\$51,545,454