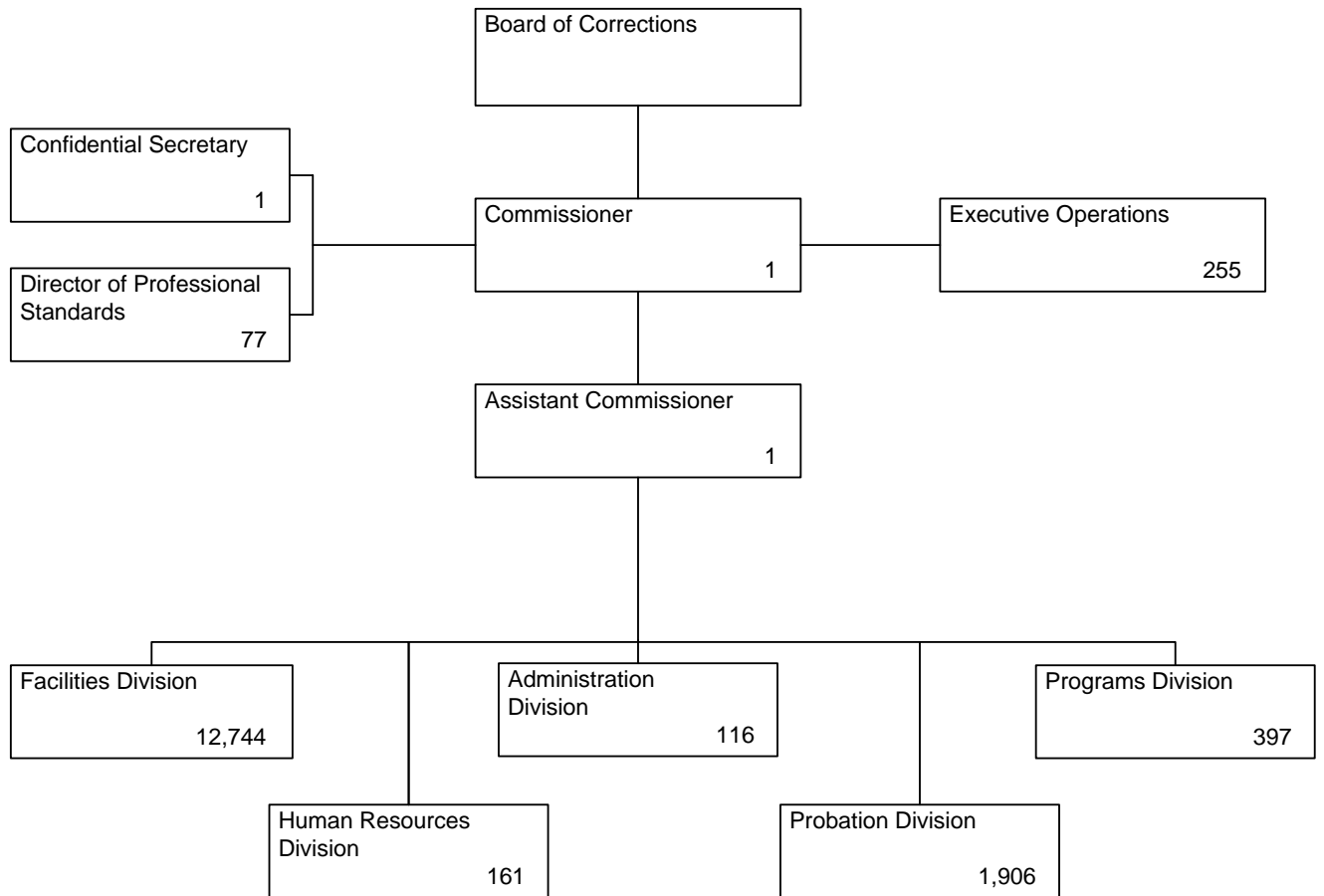


DEPARTMENT OF CORRECTIONS

Total Budgeted Positions -- 15,659



DEPARTMENT OF CORRECTIONS
Financial Summary

Expenditures, Current Budget, and Agency Requests

Budget Classes / Fund Sources	FY 2001 Expenditures	FY 2002 Expenditures	FY 2003 Current Budget	FY 2004 Agency Requests		
				Adjusted Base	Enhancements	Totals
Personal Services	\$561,102,444	\$565,117,260	\$591,467,755	\$596,556,345	\$650,558	\$597,206,903
Regular Operating Expenses	64,974,670	68,793,666	66,977,432	64,913,156	1,569,338	66,482,494
Travel	2,048,247	1,873,003	2,051,490	2,084,768	112,887	2,197,655
Motor Vehicle Purchases	3,949,167	3,442,572	854,756	412,720	883,354	1,296,074
Equipment	4,515,917	4,877,148	3,823,685	3,756,141	507,958	4,264,099
Computer Charges	6,680,656	6,997,178	6,212,437	9,201,692	155,280	9,356,972
Real Estate Rentals	6,863,051	6,931,078	7,737,217	7,987,069	70,625	8,057,694
Telecommunications	7,594,567	8,301,585	8,171,718	7,840,142	128,000	7,968,142
Per Diem and Fees	68,469,491	158,006	37,000	39,000		39,000
Capital Outlay	5,512,791	21,037,131				
Contracts		83,872,169	86,812,832	80,267,911		80,267,911
Utilities	27,132,811	25,879,407	27,607,721	25,858,945	86,000	25,944,945
Health Services Purchases	116,291,662	118,411,616	126,820,841	159,475,771		159,475,771
Court Cost	945,534	963,116	1,300,000	1,300,000		1,300,000
County Subsidy	28,091,350	33,430,520	36,075,994	37,726,400		37,726,400
County Subsidy for Jails	2,943,460	7,504,800	5,450,000	8,450,000		8,450,000
Central Repair Fund	1,091,328	1,093,444	1,093,624	1,093,624		1,093,624
Payments to CSH - Meals	3,966,102	4,200,962	4,268,025	4,268,025		4,268,025
Payments to CSH - Utilities	1,752,147	1,702,142	1,627,150	1,627,150		1,627,150
Payments to Public Safety	577,160	577,160	577,160	577,160		577,160
Inmate Release Fund	1,283,906	1,320,561	1,450,000	1,450,000		1,450,000
UGA Contracts	438,944	454,321	449,944	449,944		449,944
Minor Construction	1,335,477	1,130,982	903,000	856,000		856,000
Austerity Adjustments						
Total Funds	\$917,560,882	\$968,069,827	\$981,769,781	\$1,016,191,963	\$4,164,000	\$1,020,355,963
Less Federal & Other Funds:						
Federal Funds	\$9,097,774	\$27,444,921	\$7,625,794	\$8,768,423		\$8,768,423
Other Funds	25,306,508	14,751,428	16,411,010	19,532,010	\$4,164,000	23,696,010
DOAS Indirect Funds	450,000	450,000	450,000	450,000		450,000
Governor's Emergency Funds		2,500				
Total Federal & Other Funds	\$34,854,282	\$42,648,849	\$24,486,804	\$28,750,433	\$4,164,000	\$32,914,433
TOTAL STATE FUNDS	\$882,706,600	\$925,420,978	\$957,282,977	\$987,441,530		\$987,441,530
Positions	15,215	15,782	15,659	15,905	227	16,132
Motor Vehicles	1,771	1,825	1,836	1,876	45	1,921

DEPARTMENT OF CORRECTIONS
Financial Summary

Current Budget and Governor's Recommendations

Budget Classes / Fund Sources	FY 2003 Current Budget	FY 2004 Governor's Recommendations				Totals
		Budget Reductions	Annualizers and Adjustments	Adjusted Base	Enhancements	
Personal Services	\$591,467,755	(\$13,770,660)	\$9,600,381	\$587,297,476	\$650,558	\$587,948,034
Regular Operating Expenses	66,977,432	(2,600,000)	1,384,177	65,761,609	1,569,338	67,330,947
Travel	2,051,490	(50,000)	65,850	2,067,340	112,887	2,180,227
Motor Vehicle Purchases	854,756		71,134	925,890	883,354	1,809,244
Equipment	3,823,685	(300,000)	(133,726)	3,389,959	507,958	3,897,917
Computer Charges	6,212,437		(658,433)	5,554,004	155,280	5,709,284
Real Estate Rentals	7,737,217		439,007	8,176,224	70,625	8,246,849
Telecommunications	8,171,718	(300,000)	6,963	7,878,681	128,000	8,006,681
Per Diem and Fees	37,000		2,000	39,000		39,000
Capital Outlay						
Contracts	86,812,832	(7,594,485)	195,215	79,413,562		79,413,562
Utilities	27,607,721	(1,428,345)	1,182,166	27,361,542	86,000	27,447,542
Health Services Purchases	126,820,841		2,312,596	129,133,437		129,133,437
Court Cost	1,300,000			1,300,000		1,300,000
County Subsidy	36,075,994		1,650,406	37,726,400		37,726,400
County Subsidy for Jails	5,450,000		1,000,000	6,450,000		6,450,000
Central Repair Fund	1,093,624			1,093,624		1,093,624
Payments to CSH - Meals	4,268,025			4,268,025		4,268,025
Payments to CSH - Utilities	1,627,150			1,627,150		1,627,150
Payments to Public Safety	577,160			577,160		577,160
Inmate Release Fund	1,450,000			1,450,000		1,450,000
UGA Contracts	449,944			449,944		449,944
Minor Construction	903,000		(47,000)	856,000		856,000
Austerity Adjustments		(15,656,152)		(15,656,152)		(15,656,152)
Total Funds	\$981,769,781	(\$41,699,642)	\$17,070,736	\$957,140,875	\$4,164,000	\$961,304,875
Less Federal & Other Funds:						
Federal Funds	\$7,625,794			\$7,625,794		\$7,625,794
Other Funds	16,411,010	\$2,675,000		19,086,010	\$4,164,000	23,250,010
DOAS Indirect Funds	450,000			450,000		450,000
Governor's Emergency Funds						
Total Federal & Other Funds	\$24,486,804	\$2,675,000		\$27,161,804	\$4,164,000	\$31,325,804
TOTAL STATE FUNDS	\$957,282,977	(\$44,374,642)	\$17,070,736	\$929,979,071		\$929,979,071
Positions	15,659		(295)	15,364	227	15,591
Motor Vehicles	1,836		40	1,876	45	1,921

DEPARTMENT OF CORRECTIONS

Budget Summary

Governor's
Recommendations

ADJUSTMENTS TO CURRENT BUDGET

FY 2003 STATE APPROPRIATIONS	\$957,282,977
BUDGET REDUCTIONS	
1. Reduce funding from personal services (\$13,770,660), regular operating expenses (\$2,600,000), travel (\$50,000), equipment (\$300,000), contracts (\$300,000), telecommunications (\$300,000), and utilities (\$1,428,345).	(18,749,005)
2. Eliminate funding for the Specialized Intervention Program and the Prison Substance Abuse Program.	(1,000,000)
3. Utilize the following revenue sources to fund activities which currently are allotted state	
a. Disciplinary fee revenues	(200,000)
b. Employee rent and utility collections	(300,000)
c. Administration fee revenues	(325,000)
d. Diversion center room and board revenues	(350,000)
e. Inmate store revenues	(1,500,000)
4. Eliminate funding associated with the Irwin Parole Revocation Center.	(6,294,485)
5. Allow for an austerity adjustment.	(15,656,152)
Subtotal	(\$44,374,642)
ANNUALIZERS AND OTHER ADJUSTMENTS	
6. Reduce personal services to delete funding for DOAS insurance cost.	(\$2,234,661)
7. Reduce the authorized position count by 540, from 15,659 to 15,119.	Yes
8. Transfer \$79,727 from personal services to real estate rentals for a standard GBA rental rate of \$10.37 per rentable square footage.	Yes
9. Annualize personal services and operating cost for 1,401 beds at the following facilities:	
a. Rome Diversion Center (50 beds) - 3 months operating	164,298
b. Coastal Transitional Center (200 beds) - 3 months operating	863,880
c. Dublin Diversion Center (100 beds) - 6 months operating	897,885
d. Clayton Transitional Center (225 beds) - 3 months operating	968,983
e. Dalton Diversion Center (100 beds) - 11 months operating	1,625,589
f. LaGrange Transitional Center (150 beds) - 9 months operating	2,237,589
g. Long Probation Detention Center (192 beds) - 7 months operating / start-up	2,909,219
h. Bacon Probation Detention Center (192 beds) - 12 months operating	3,099,320
i. Georgia Diagnostic and Classification Prison (192 beds) - 9 months operating / start-up	5,580,361
10. Provide funding for an additional 25 percent state fund match for the Atlanta Day Reporting Center, bring the total state match to 75 percent.	133,909
11. Provide licensing funds to expand the utilization rights of the department's offender database (Unisys).	609,168
12. Allocate additional county subsidy funds (\$1,650,406) and cover a projected shortfall in jail subsidy (\$1,000,000).	2,650,406
13. Transfer \$187,737 from the Judicial Branch and provide an additional \$39,000 for the operation of the Commission on Family Violence.	226,737
14. Eliminate one-time funding for the Dan Harrison monument.	(47,000)
15. Reduce start-up cost for the following facilities:	
a. Dublin Diversion Center	(736,159)
b. Dalton Diversion Center	(736,159)
c. Clayton Transitional Center	(1,142,629)

DEPARTMENT OF CORRECTIONS - Budget Summary

		<u>Governor's Recommendations</u>
16. Transfer \$566,076 for 12 nurse positions from the department to the health care contract.		Yes
17. Transfer \$1,244,640 for 10 computer contract positions to state positions.		Yes
18. Allow Correctional Industries to provide \$4,583,792 for vehicle tags, decals, registration cards, and labels.		Yes
	Subtotal	\$17,070,736
ADJUSTED BASE		\$929,979,071
ENHANCEMENT FUNDS		
ENHANCEMENTS		
1. Utilize \$4,164,000 of State Criminal Alien Assistance Program Funding to fund start-up cost for 709 beds, 227 positions, and 45 vehicles for the following facilities:		Yes
a. Valdosta Diversion Center (100 beds) - \$775,061		
b. Bleckley Probation Detention Center (192 beds) - \$1,128,094		
c. Appling Probation Detention Center (192 beds) - \$1,128,094		
d. DeKalb Transitional Center (192 beds) - \$1,132,751		
CAPITAL OUTLAY		
2. Bond funded Capital Outlay projects are included in the General Obligation Debt Sinking Fund section.		Yes
TOTAL ENHANCEMENT FUNDS		\$0
TOTAL FY 2004 STATE FUNDS		\$929,979,071

DEPARTMENT OF CORRECTIONS
Functional Budget Summary

Functional Budgets	FY 2003 Appropriations		FY 2004 Recommendations	
	Total	State	Total	State
1. Executive Operations	\$31,369,396	\$30,919,396	\$32,158,301	\$31,708,301
2. Administration	35,292,613	35,292,613	32,757,952	32,757,952
3. Human Resources	8,812,294	8,812,294	8,812,294	8,812,294
4. Field Probation	89,169,639	86,013,551	91,294,063	87,012,914
5. Facilities	670,101,965	657,685,458	665,914,543	647,784,097
6. Programs	147,023,874	138,559,665	146,023,874	137,559,665
AUSTERITY ADJUSTMENTS			(15,656,152)	(15,656,152)
TOTAL APPROPRIATIONS	\$981,769,781	\$957,282,977	\$961,304,875	\$929,979,071

RECOMMENDED APPROPRIATION: The Department of Corrections is the budget unit for which the following State Fund Appropriation is recommended for FY 2004: \$929,979,071.

DEPARTMENT OF CORRECTIONS

Roles and Responsibilities

The Department of Corrections (DOC) administers the prison and probation sentences of offenders adjudicated by Georgia courts. More than 47,000 of these offenders are serving prison sentences. More than 134,000 offenders are on probation, 5,700 of whom are in residential programs.

The mission of the DOC is to protect the public, serve victims of crime and reduce crimes committed by sentenced offenders by holding offenders accountable and providing safe and secure facilities, effective community supervision and effective methods of self-improvement for offenders. In collaboration with the community and other agencies, DOC provides programs that offer offenders the opportunity to become responsible, productive, law-abiding citizens.

As part of its strategic plan, the department has developed the following priorities:

- Sound correctional practice is founded upon reliable and timely information.
- Citizens are safe from incarcerated and supervised offenders; correctional environments will be safe, secure and disciplined for all staff and offenders.
- Communications are hallmarked by enhanced public awareness, collaborative partnerships and effective departmental teamwork.
- A continuum of balanced sanctions is available to the criminal justice system.
- A highly trained, professional workforce is available to achieve the department's mission, today and in years to come.
- Prepare offenders to accept responsibility for their acts, to restore harm done to the community, and to lead a productive, crime-free life.

DEPARTMENT OPERATIONS

Incarceration offers a highly structured, secure environment, which removes from the community those offenders who pose a high risk. DOC provides legally mandated services in the areas of physical and mental health, counseling, education, vocational training, chaplain services and recreation.

DOC requires offenders in its facilities to work to support the system and the community. Inmates and probationers work on prison farms; in food preparation, laundry, and construction; in facility and landscape maintenance; and performing factory work in Correctional Industries' manufacturing plants. The types of DOC institutions include:

- State Prisons (40). These institutions are typically reserved for felony offenders with more than 1 year of incarceration to serve.

- County Prisons (24). The state pays a subsidy to county institutions to house and supervise state inmates. Inmates assigned to the county prisons typically work on roadway or construction projects for the county in which they are housed.
- Inmate Boot Camps, Probation Boot Camps, Probation Detention Centers (29). These 3 programs offer a short-term, intensive incarceration period. The boot camp program enforces strict discipline and military protocol.
- Transitional Centers (6). These community-based centers are designed to allow offenders nearing the end of their prison term to prepare for life in the community. DOC requires offenders to have jobs in the local community, pay room and board to the center and support their families.
- Probation Diversion Centers (16). Judges may sentence offenders to diversion centers as an alternative to prison. Like transitional center residents, offenders in the diversion centers work and pay room and board, restitution, fines, and family support.
- Private Prisons (3). D. Ray James prison, owned and operated by Cornell Corrections and prisons in Coffee and Wheeler counties owned and operated by Corrections Corporation of America house state sentenced inmates. Like state prisons, these facilities are typically reserved for felony offenders with more than one year of incarceration to serve.

Probation is designed to enforce judicial sentences in the community. The Statewide Probation Act of 1956 laid the legal foundation for the Probation Division. The law provides for standardized supervision by sworn peace officers of those offenders sentenced to probation, either directly from court on a straight probation sentence, or after completing a specified term of imprisonment on a split sentence.

Probationers are required to be employed and to pay restitution, fees, fines, and court costs. Many probationers are also required to perform community service, unpaid labor for the local community. Probationers are supervised with increasing levels of intensity in accordance with the risk they pose to the community. Requirements at these varied supervision levels may include adherence to a curfew, wearing an electronic device to monitor movements, drug testing, and home and job visits by the probation officer.

AUTHORITY

Titles 9, 42 and 77 of the Official Code of Georgia Annotated.

DEPARTMENT OF CORRECTIONS

Strategies and Services

In 2001, Georgia's prison population grew at 3.9%, representing an additional 1,705 beds. During the same time period, the nation's prison population rose at the lowest rates since 1972, rising just three-tenths of a percent. Georgia's growth placed the state second in the nation in prison growth, only lagging behind the Federal prison system. Georgia's continued growth has allowed the state to catapult 2 slots since 2001 to the ranks of having the 6th largest prison system in the nation.

The amount of time an offender serves in prison has been the growth driver. Once sentenced to prison, inmates serve increasingly longer prison terms. Laws and policies have been put in place requiring longer lengths of stay. The "Two Strikes" law and the Parole Boards "90 percent policy" are two of the main drivers of the population growth. There are over 6,000 inmates serving "One or Two Strike" sentences in Georgia. An additional 8,000 inmates are serving under the Parole Board's 90 percent policy. The growth related to the Parole Board policy has been absorbed; however, it is estimated that approximately 800 "One and Two Strike" inmates will infiltrate the system for several more years.

The Governor has consciously made decisions focusing on efficient utilization of existing resources. The systems 48,083 secure, hard beds should be available for violent offenders to serve long sentences, while non-violent offenders should serve their sentence in a less secure, less expensive option. In order to ensure that violent offenders serve their time, the Governor proposes \$40 million, for the purchase of a 1,600-bed prison. In addition to recommending a new prison, operating funds of \$9.9 million is provided for 759 new prison beds coming on-line. The Governor's budget recommendation will allow the felons of this state to continue to serve long prison sentences for violent crimes.

In addition to providing secure bed space for the violent predators of the state, the Governor recommends \$12.4 million to operate 1,314 alternative beds. A continued balance of prison resources is prudent. Without less secure facilities for placement, nonviolent offenders will fill slots that should be allocated for the violent offenders. These facilities will enable the state to continue to be a leader in correctional resource utilization efficiencies.

The Governor's budget recommendation for the Department of Corrections represents a continued effort to balance the department's available resources. The Governor's main objective is to ensure that proper prison bed space is available for Georgia's violent offenders, while

at the same time, offering a less costly alternative bed for the non-violent offender.

BED-SPACE MANAGEMENT

A combination of longer prison sentences and tighter parole restrictions have created a continued need for the Department of Corrections (DOC) to strategically manage its bed space and available resources. Since 1985, the state prison capacity has increased from 16,401 to over 45,000 inmates. The following initiatives represent this effort.

- Front End Beds: Greater availability and increased use of alternatives to prison such as day reporting centers, probation detention centers, and probation diversion centers.
- Prison Beds: Expansion of existing prisons and the construction of 'hard' beds to accommodate the higher security risk offender going to prison.
- Back End Beds: Expansion of the transitional center alternatives to the more costly 'hard' bed. Instead of being released directly from prison to the community, inmates spend approximately six months in a transitional center where they begin to reestablish roots in their community.

The Governor's Amended FY 2003 and FY 2004 budget recommendations includes operating and start-up funding for the following facilities:

Amended FY 2003 Recommendation:

- Bacon Probation Detention Center - 192 beds

FY 2004 Recommendation:

- Long Probation Detention Center - 192 beds
- GDCP Expansion - 192 beds
- Valdosta Diversion Center - 100 beds
- DeKalb Transitional Center - 192 beds
- Bleckley Probation Detention Center - 192 beds
- Appling Probation Detention Center - 192 beds

Capital Funding:

- Stewart County Prison – 1,600 beds

In summary the Governor's budget recommendation accomplishes the mission of ensuring public safety while using tax dollars in the most efficient and effective manner.

JAIL BACKLOG

County jails are operated by local authorities and are used for pre-trial detention and post conviction confinement pending pick-up by DOC. The department pays a jail subsidy rate of \$20 per day for inmates that have been sentenced to a state prison and are awaiting pick-up in excess of 15 days after the department has received a sentencing package. In the past, the average jail backlog has been as high as 3,220 in 1989 and as low as 69

DEPARTMENT OF CORRECTIONS - Strategies and Services

in 2000. As of December 2002, the jail backlog was 2,067.

The Board of Pardons and Paroles uses county jails to house parolees who have violated parole. County jails are also used to house probationers who have violated probation. Probationers, unless revoked to the Department of Corrections, are under the jurisdiction of the local judiciary and not the department. The judge decides whether the probationer is jailed or not. Code Section 17-10-1 of the Official Code of Georgia Annotated designates the local county jail as one of the options the judge can use to incarcerate a probation violator. The county is not paid a subsidy for a probation violator. As of December 2002, the Georgia Jail Summary reported the number of individuals in county jails at 29,727. The number consisted of 17,705 awaiting trial, 4,531 county inmates, 4,015 other inmates and 3,476 sentenced to state prisons or parole / probation issues.

COMMUNITY CORRECTIONS/COURT SERVICES

Fiscal Year 2001 was the first year in which no new misdemeanor cases were assigned to state probation supervision. Accordingly, the misdemeanor population decreased from 5% of the total probation population at the beginning of the fiscal year to only 2% of the population by the end of the year. However, since the felon population continued to grow, the net effect on the probation population was less than 1.5% and FY 2002 ended with only 1,800 fewer probationers than FY 2001.

With approximately 134,000 probationers, the average caseload size for the standard level probation officer remained unchanged at more than 250 probationers per officer. The Probation Division's response to the caseload size has been a review and modification of the Risk Based Supervision Model.

RISK BASED SUPERVISION MODEL

Scheduled to go into effect during the second quarter of FY 2003, the new Risk Based Supervision Model relies on a new risk assessment instrument. After more than a year of research and validation studies, the new risk assessment instrument and the accompanying reassessment instrument are each shorter and faster to complete.

The model itself has also been revised for FY 2003, now consisting of four rather than three levels of active supervision along with the administrative level. Like the original model, the new model still has guidelines with regard to the number of contacts per month between the probation officer and the probationer. However, the new case management system, State Corrections Repository of Information System (SCRIBE), will change the way these contacts are measured. For the first time, it will be possible to determine the type of contact between the officer and the offender without obtaining access to the actual field book. As of the beginning of FY 2003,

information about the quality of contacts will be much easier to review and evaluate and the reliance on simple quantity of contacts will be reduced.

COMMUNITY BED SPACE

Since the beginning of FY 2001, Diversion Centers and Detention Centers gained 647 beds and another 635 are expected within the year. The average length of stay in these centers is three to four months, meaning that the same bed space can be "turned over", or used by a different offender, up to four times a year. Using community residential beds in lieu of prison beds for lower risk offenders means that more costly prison beds can be reserved for more violent offenders who are a great threat to the public.

CRIMINOGENIC NEEDS

Although it is frequently difficult to put into practice, the philosophy of offering offenders the means to rehabilitation is simple: Determine what offender needs predict a tendency toward recidivism and address those needs. The research in this area, often described as the "what works" literature, identifies several offender needs that can be expected to result in criminal behavior. These include substance abuse, anti-social attitudes, lack of problem-solving skills, and employment difficulties. Over 80% of all probationers have a history of substance abuse. A number of methodologies have been utilized to address offender needs. The number of drug tests administered to probationers increased more than 40% from FY 2001 to FY 2002. The number of referrals to local substance abuse treatment providers rose by over 6%. In areas where substance abuse treatment providers were not available at a cost that offenders could afford, the Department of Corrections contracted with carefully screened providers to provide group treatment.

One of the Department's most successful efforts to deal with offenders' substance abuse issues is the Griffin Recovery Intervention Probation Program. This program, limited to the Griffin Judicial Circuit, has maintained a very low rate of recidivism among its graduates. There are currently negotiations under way to extend the program to parolees in the Griffin area.

Beginning in late FY 2001, two new options for substance abuse treatment became available. The Atlanta Day Reporting Center, based on many of the same tenets as the Griffin Recovery Intervention Probation Program, opened in April. The center provides extended hours of individual and group counseling, classes, and treatment for parolees and probationers. In addition to a concentration on substance abuse issues, the center also offers offenders assistance with finding and maintaining employment and with addressing attitudes that have interfered with the successful completion of the supervision sentences. The center is currently limited to the Atlanta Judicial Circuit and

DEPARTMENT OF CORRECTIONS - Strategies and Services

is a partnership effort between the State Board of Pardons and Paroles, and the Department of Corrections.

The Bainbridge Probation Residential Substance Abuse Treatment Center also opened in FY 2001. The center, currently limited to circuits in southern Georgia, provides intensive substance abuse treatment to male probationers.

In addition to the individual work of probation officers with probationers, the problems of antisocial attitudes and the lack of problem solving skills are being addressed by a formal program called Reasoning and Rehabilitation. The program is already in place in Athens, Atlanta, Calhoun, Columbus, Covington, Marietta, and Moultrie. The goal of the program is to replace reactive, impulsive behavior with more pro-social responses. Employment for probationers seems to be an ongoing problem, in part because of the other criminogenic needs. For the most part, helping the offender in his efforts to find and maintain employment has been left to individual probation officers or local efforts. For example, a local job fair for offenders held in December of 2001 was a joint effort among the Programs Division, the Atlanta Day Reporting Center, the Atlanta Specialized Supervision Unit, and the North Fulton Parole Office. An exception to this is the Savannah Impact Program.

The Savannah Impact Program is collaboration among the Department of Corrections, the State Board of Pardons and Paroles, the Department of Juvenile Justice, the Department of Labor, and the Savannah Police Department. The center provides treatment for each of the criminogenic needs, including a strong component for employment.

Overall, the Probation Division is committed to working with the Programs Division to ensure that the right programs are offered to probationers, that those programs are delivered in the right way, and that the programs have the right results.

OFFENDER PROGRAMS

Preparing offenders to accept responsibility for their acts, to restore harm done to their communities and to lead productive, crime-free lives is the one goal that is central to all Divisions within the Georgia Department of Corrections. The Programs Division has developed its Operational Plan around this goal and sees this as the key to reducing recidivism. As a result, Risk Reduction Services is committed to providing research-based programming that has been proven to be effective in changing offender behavior through cognitive restructuring, substance abuse treatment, education, and the development of employment skills. There are, of course, other factors that contribute to criminal behavior, but none come close to consistently having the negative effect that these four risk factors have on an individual's ability to lead productive, crime-free lives.

Risk Reduction Services has plans to provide effective programming at every level...from street probation, to Day Reporting Centers, to Diversion and Detention Centers, on through our State Prisons and Transitional Centers. In order to be successful, we must concentrate on developing a program model that offers services to offenders based on assessed risk, need, and responsivity factors. The model must contain an Assessment component, the four (4) basic program tracks (Cognitive-Behavioral, Substance Abuse, Education, and Employment), a Family/Community (Aftercare) component, and an Evaluation component to demonstrate the model's effectiveness in reducing recidivism. The model concept has been introduced to management in the Facilities Division and the Probation Division and sites representative of every secure and non-secure option available to our system have been selected to serve as "model sites". The first model program is scheduled for implementation in January 2003.

Risk Reduction Services will continue to support the programming that is currently in place throughout the system, working with staff to ensure that these programs are operating as effectively and efficiently as possible. The model sites will be used to improve on what we do and to test the effectiveness of our program components so that, eventually, other sites have access to a model that can successfully impact their respective populations.

MENTAL AND PHYSICAL HEALTH SERVICES

The mission of the Office of Health Services is to provide the required constitutional level of health care in the most efficient, cost effective and humane manner possible. For FY 2001, inmate health care cost increased from \$8.86 per inmate per day to \$9.60 per inmate per day. The increase in cost is related to a nationwide increase in pharmaceutical cost as well as an increasing mental health and ageing inmate population. Between FY 2000 and FY 2001 the mental health inmate population increased by 482 inmates, to a total of 5,737 inmates.

The ageing inmate population has directly affected the need for chronic care beds. Approximately 35% of the prison population is enrolled in chronic care clinics. Overall, 6% of the prison population requires a specialized medical bed, e.g. assisted living, acute care, infirmary care, respiratory care, etc. Further, approximately 14% of the population is on a mental health caseload.

At present there are 134 medical beds at Augusta State Medical Prison and another 146 infirmary beds throughout the system. Emphasis will continue to be placed on maximizing emergency care on-site and more efficient infirmary bed utilization and, in turn, provide a reduction in off-site hospital care.