

Georgia State Board of Pardons and Paroles

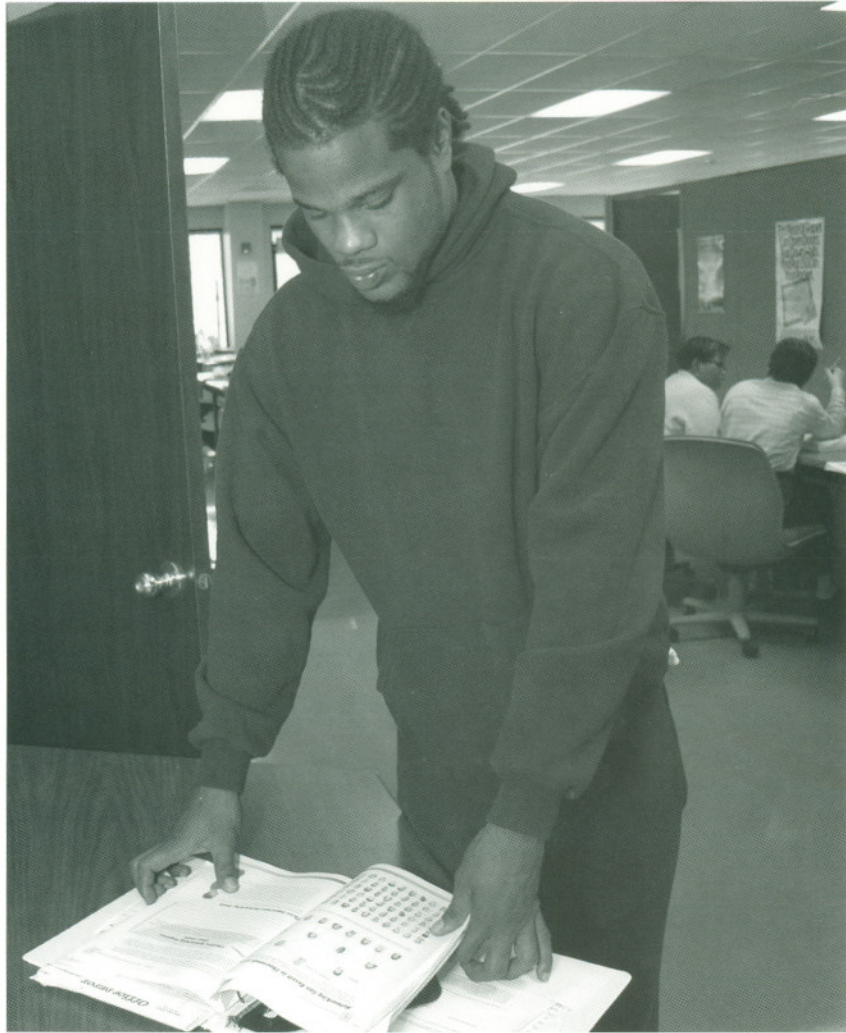
2002

Annual Report

MAXIMIZING RESOURCES FOR
MAXIMUM PUBLIC SAFETY

State of Georgia
Board of Pardons and Paroles

Annual Report 2002



Learning the tools of success: An Athens parolee reviews his GED lesson before class. With a high school equivalency diploma, he'll be eligible to pursue his goal of entering a technical school and, later, college. He exemplifies the aim of Georgia Parole to establish offenders on goal-oriented tracks to productive, law-abiding lives.

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The Honorable Sonny Perdue, Governor
Members of the General Assembly
Citizens of the State of Georgia

FY2002

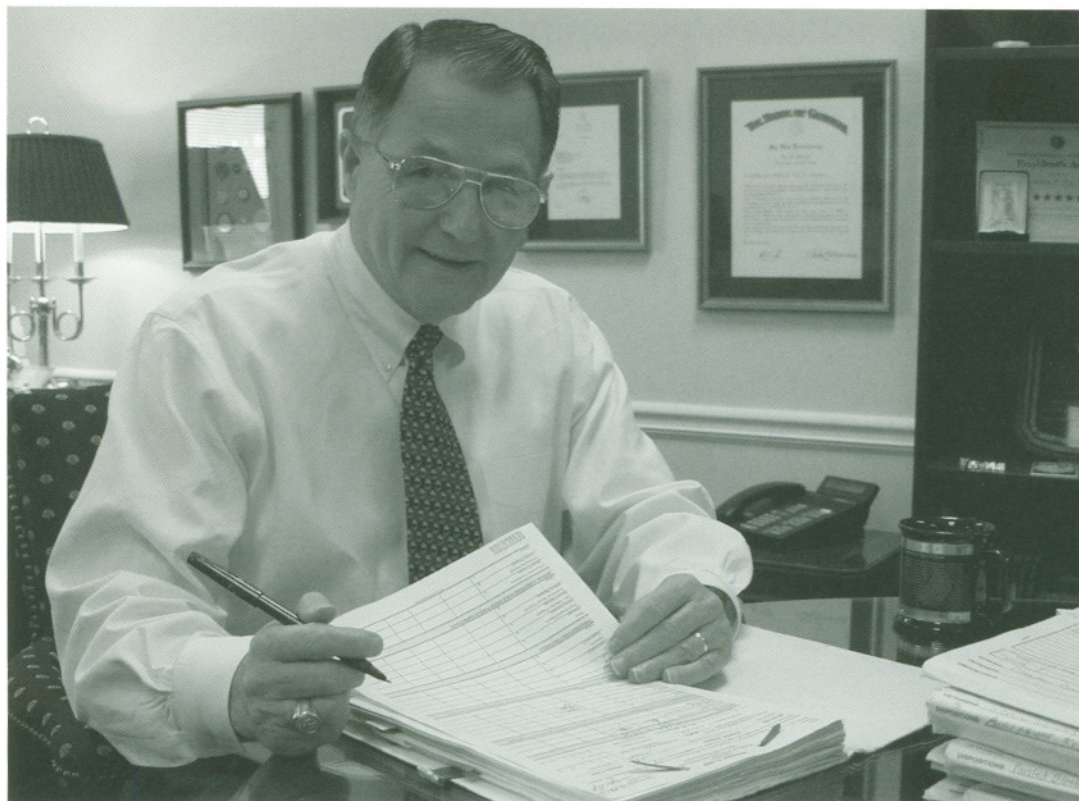
On behalf of this entire five-member board, I'm pleased to present you with this agency's annual report for fiscal year 2002.

Although I was appointed to the Parole Board only shortly before the close of the fiscal year, I learned very quickly about the vast impact of parole decisions on public safety in the State of Georgia. Experts around the nation agree that our agency is regarded as one of the most professional paroling authorities in the country. After observing the talent and dedication of the employees of this agency, I understand what led to those accolades.

Skillful and safe management of persons released to parole has always been a hallmark of the Georgia Parole Board. During FY02 it also became clear that the agency was in need of careful examination and an overhaul in the way we conduct our business. Our goal today is to reallocate resources so that our focus never strays from public safety and to conduct our business in a way that consistently exceeds the public's highest expectations of ethics and integrity.

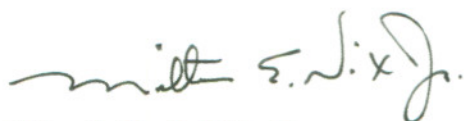
Some specific Parole Board changes which emerged from this new commitment are so significant to the agency's direction that they should be mentioned now. In June 2002 the Board launched into a thorough evaluation of every division within the agency, looking for ways to cut waste and channel more funds to the essential functions of parolee supervision. As a result of the Board's intent to aggressively effect positive change, an entire division was eliminated and several costly headquarters positions were reallocated to our field offices as parole officer positions. This Board is committed to better utilization of taxpayer money and greater community safety.

Today's Board is changing other aspects of agency operations as well. After an exacting review of every budget function, we terminated contracts with outside vendors and contractual employees who performed non-essential functions. Because integrity and ethics are our watchwords, the Board opened agency processes to greater public scrutiny by establishing an online registry listing anyone who contacts the Board on behalf of an inmate. And, while this Board is one of the busiest in the nation, reviewing more than 10,000 inmate cases annually, we have adjusted our parole selection model to ensure that we obtain better and faster data so that we make even better decisions on every case that passes before us.



In short, the Parole Board has implemented major organizational changes. Despite the inherent unease caused by shifts in resources and personnel — particularly in such a relatively short span of time — I have seen no diminishment in the quality or quantity of work that has impressed me from the day I arrived at this agency. The attitude of “maximizing resources for maximum public safety” is exemplified in the way parole officers create intervention strategies for parolee supervision, or volunteer their expertise for community public safety projects, or the way our victim advocates strive to place victims’ needs before all others. We are greatly indebted to the employees of the State Board of Pardons and Paroles who do so very much to serve the public and ensure safety in communities throughout Georgia.

The Members of the Parole Board are honored to be a part of this organization, proud to report the accomplishments and goals of our dedicated public servants, and privileged to pledge to Georgians even greater achievements for FY03.



Milton E. “Buddy” Nix, Jr.

MAXIMIZING RESOURCES

selecting candidates for community supervision



Even the toughest sentencing laws can't prevent a hard reality of criminal justice: More than 90 percent of prison inmates return to communities — with or without parole. Seldom are they prepared to support themselves financially or emotionally in a society in which they could not keep pace before prison and which advanced even further during their confinement. Post-prison transition is a high-risk period for these men and women who, having once been to prison, fall into a category most likely to relapse to criminal behavior. Successful intervention with even one individual at this critical point has an enormous impact on the state, not only by preempting further physical injury or property loss to citizens, but by avoiding the costly taxpayer-financed return to prison of roughly \$18,000 per year. That's money that can be rechanneled to society's first-line crime prevention strategies: education, drug intervention, employment, and life-skills training, the four areas of deficiency most correlated to criminal behavior and those to which Parole professionals direct their efforts with offenders under supervision. As parolees acquire the skills to live productive, law-abiding lives, their children, already at higher-than-average risk for criminal behavior, benefit as well. Our society has yet to find a more powerful crime preventative than parents who, through daily, responsible conduct, model the values of contributing to, rather than harming, their community.



Left: Parole Board Chairman Milton E. Nix, who, as former head of the Georgia Bureau of Investigation, brought criminals off the streets, now reviews inmate cases to determine which offenders can be safely returned to the community. Parole is a provisional prison release revocable through administrative action of the agency.



Right: Board Vice-Chair Dr. Betty Ann Cook, like all Board members, may add special conditions to the standard parole conditions of an inmate designated for release. Those with mental health problems, for example, require more structure due to their difficulty in finding or maintaining suitable residences and following medical regimens.

The Georgia State Board of Pardons and Paroles is nationally recognized for both its decision-making and offender-supervision models. For 60 years the agency has provided stable, regulating service for Georgia's fluctuating, urgent, and sometimes emergency criminal justice needs, while building the experience from which innovative strategies can emerge. It is, however, the agency's commitment to push for improved public safety solutions by maximizing agency resources that has transformed innovative ideas into solid, workable strategies. As one of only a handful of community corrections agencies in the nation to be accredited by the American Correctional Association, and as a recipient of several national awards for its parolee supervision model, the Georgia Parole Board is considered a pioneer in developing public safety solutions from available resources rather than experimentation using taxpayer funds. Georgia Parole's operations are designed to prove that its mission of public safety is most effectively realized when partnered with public accountability.

Interstate Compact House bill 885 was signed into law in May 2002, making Georgia the 31st state to become a member of the new Interstate Compact for Adult Offender Supervision. Effective as of June 19, 2002, the law provides a more accountable and effective system of supervising parolees and probationers that move from one state to another.



Board Member Garfield Hammonds, Jr., former head of the DEA's Southeast Region, knows from frontline experience the devastating impact of drugs on families and communities. He maintains a tough stance on parole for drug criminals who victimize the community and an equally tough advocacy to provide drug intervention programs for those who are released. He views post-prison recovery programs as crime prevention strategies not only for offenders but also for their children.

Average per diem costs:
prison \$49.80; parole \$2.90

Who's entitled to parole?

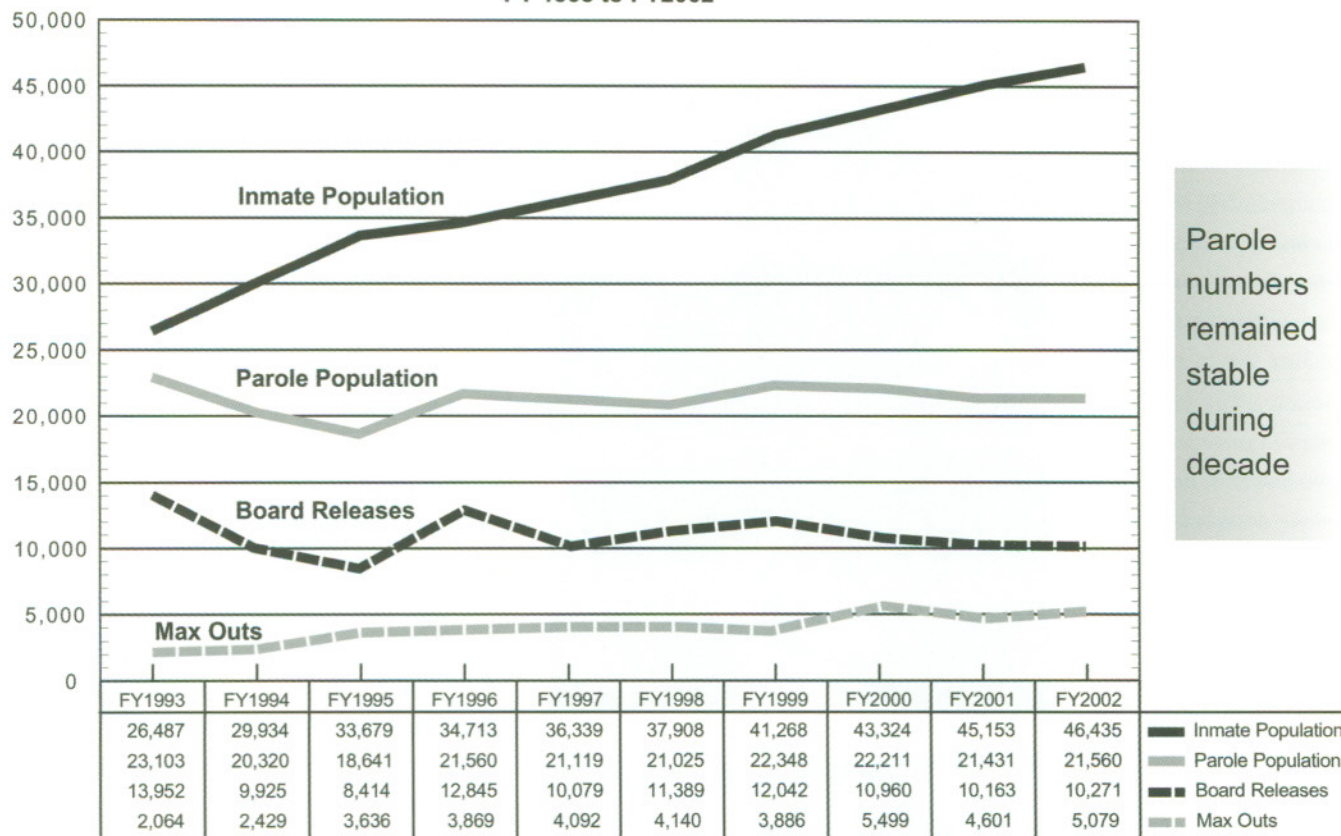
In Georgia, no prison inmate is *entitled* to parole. Most, however, are *eligible* for parole at a certain point in their prison sentence, usually one-third, and are entitled by law to a *parole consideration*. A favorable parole decision results in the Board establishing a "tentative parole month" (TPM) for the inmate, contingent on progress reports and other information received during the intervening months or years. Parole may be reversed at any time prior to the scheduled prison release date.

Inmates denied parole at their initial consideration are reconsidered under certain specific circumstances. Life-sentence inmates who are denied parole are legally entitled to reviews at intervals not exceeding eight years, but, as with all cases, Georgia's Parole Board can reconsider a case at any time.

No parole for some categories

Georgia's "two-strikes" legislation, effective January 1995, mandates that persons convicted for the first time of murder, rape, armed robbery, kidnapping, aggravated sodomy, aggravated sexual battery, or aggravated child molestation, and who receive less than a life sentence, shall serve their entire prison sentence without possibility of parole. Persons convicted a second time of any of those crimes are sentenced to life without possibility of parole. Also ineligible for parole are persons convicted of a fourth, and any subsequent, felony crime.

Inmate Population, Parole Population and Prison Releases FY 1993 to FY2002



Parole numbers remained stable during decade

Note: Inmate and Parole Populations are as of June 30, for each year. Source: Office of Criminal Justice Research, State Board of Pardons and Paroles.

Parole Population: 21,560

At the close of both FY96 and FY02, Georgia's parole population stood at 21,560, but characteristics of those populations differ.

From 1996 to 2002:

Women offenders increased from 9% to 11%*

Violent offenders dropped from 20% to 16%

Property offenders fell from 33% to 30%

Drug sales increased from 17% to 23%

Drug possession climbed from 15% to 20%

Parolee average age rose from 33.6 to 35.8 years*

*The increase in women offenders and the steadily rising age of parolees reflect overall trends in national and state correctional populations. Those shifts will have significant impact on programs and services needed in prisons and the community.

Parole field staff across the state prepare detailed investigations documenting the circumstances and conviction data of crimes committed by Georgia's felons. Frequently they solicit additional information from police or prosecutors, and always make certain that victims of serious crimes understand their right as well as the Board's desire for their input.

Georgia Parole works on statewide public safety initiatives



The State Parole Board continually works to improve Georgia's criminal justice system by refining its own processes as well as by working with others on larger-scale initiatives, such as the Governor's Commission on Certainty in Sentencing. Board Vice-Chair Dr. Betty Ann Cook was appointed to serve on that commission along with other respected professionals representing corrections, victim advocacy, and the judicial and legislative components of Georgia's criminal justice community. Aiding the Commission's research were parole officers and investigators who supplied data on 3,000 cases from across the state. The Commission's final report, submitted at the close of 2002, offers sentencing guidelines which emphasize the incapacitation of violent, sexual, and habitual offenders and the delivery of sanctions and programs for non-violent offenders who would otherwise occupy expensive prison beds needed for those long-term offenders. The Commission's objectives dovetail that of the Parole Board, whose procedures of ranking and releasing the less-risky offenders to community supervision help ensure that overcrowded prisons never force the release of Georgia's most dangerous felons.

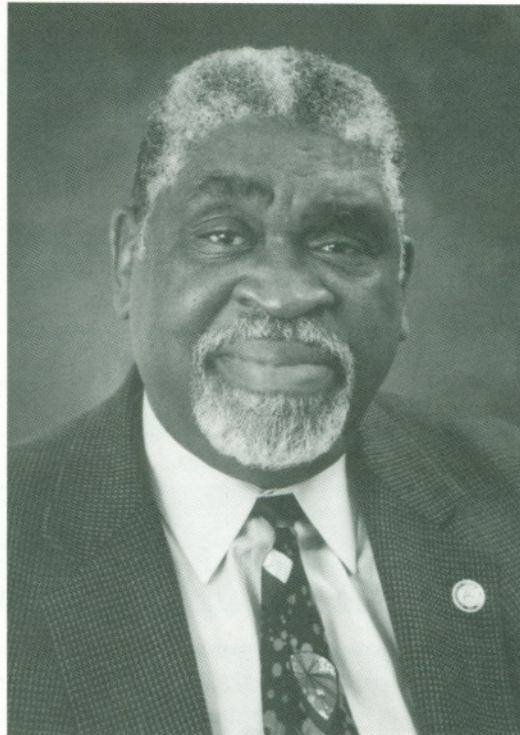


Left: A Board hearing examiner prepares an offender's file for review by Board members. For inmates considered under Parole Guidelines (non life-sentence), hearing examiners complete evaluation scoring and extract pertinent information pointing to prison or parole intervention needs.

Parole Decision Guidelines

Since 1979 the Parole Board has reviewed non-life sentence cases under Parole Decision Guidelines, one of the country's first standardized methods of predicting success on parole. A Board hearing examiner reviews the inmate's file and extracts specific factors such as educational level and prior criminal history. Using a grid, the examiner then links the risk factor score with the appropriate crime-severity level, from level one incorporating such offenses as shoplifting, to level seven, which includes crimes such as aggravated assault. The cross reference grid reveals the typical prison time, including the maximum, served by other offenders with similar offenses and risk factors. Board members may agree with the recommended time or, as they consider the unique factors in the case, may reduce or extend it. Individual recommendations by Board members are then averaged to obtain a tentative parole date.

Board members do not apply Parole Decision Guidelines to life-sentence offenders, whose suitability for parole is dictated by the nature of their crime. The offense severity may preclude any eventual release despite stellar prison conduct, remarkable family support, or other factors which might tip the scales favorably for offenders with lesser crimes.



Board Member Dr. Eugene Walker reviews inmate files with the insight derived from his former leadership of Georgia's juvenile justice system. Offenders who begin their criminal conduct early typically suffer from a cluster of core deficits such as limited education, lack of problem-solving skills, and poor relationships with authorities. Until these areas are addressed, they will continue to restrict the individual's ability to maintain employment or successful relations in the community, thereby perpetuating a cycle of failure and, often, criminal relapse.

Board Registry

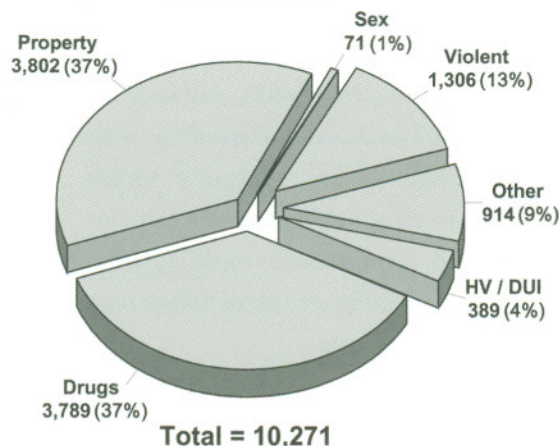
On August 1, shortly after the close of FY02, the Parole Board opened its Web site registry listing public officials and private citizens who contact the Board requesting clemency for an offender. Information protesting parole is not posted, and all information from victims or their families remains confidential. Contacts can viewed at: www.pap.state.ga.us "Contact Registry." Further information on the parole process, including time-to-serve minimums required by law, is also available on the Web site under the "Parole Process" link.

GEORGIA'S CORRECTIONAL POPULATION: FY2002							
CRIME TYPE	PROBATION		INMATE		PAROLE		TOTAL
Violent Offense	18,045	43%	20,591	49%	3,323	8%	41,959
Sex Offense	5,491	47%	6,027	51%	198	2%	11,716
Property	46,816	73%	10,291	16%	6,699	10%	63,806
Drug Sales	9,153	51%	4,105	23%	4,748	26%	18,006
Drug Possession	34,680	89%	3,700	9%	698	2%	39,078
Habitual Violator / D.U.I.	4,362	75%	424	7%	1,064	18%	5,850
Other	8,112	58%	1,676	12%	4,282	30%	14,070
TOTAL	126,659		46,814		21,012		194,485
% of STATE TOTAL	65%		24%		11%		100%

Note: The inmate population does not include those 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 those offenders currently in probation facilities (boot camps, detention centers and diversion centers).

Source: The Office of Criminal Justice Research, State Board of Pardons and Paroles (OTIS -6/30/2002)

**Inmates Released to Parole in FY2002
by Crime Type**



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

90-percent policy applies to violent crimes not covered by two-strikes

Offenders convicted for certain violent crimes not included in two-strikes legislation are subject to the Parole Board's policy requiring 90 percent service of their court-imposed prison term before possible parole. From the implementation of the self-initiated policy in January 1998 through the end of FY02, the Parole Board had rendered 9,856 decisions under its provisions.

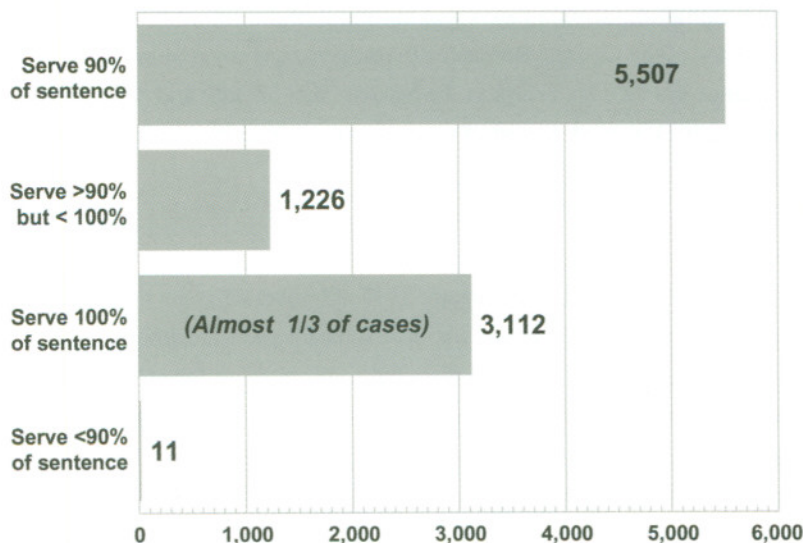
J. Michael Light, the Board's newest member, is a parole professional who began his career as a parole officer and later became a chief in the Atlanta district. His experience working in the community with parolees, police, judicial authorities, and victims informs his decisions on individual parole cases as well as parole policy.



**Total Cases Processed
Under 90% Policy**

Incest	43
Feticide	2
Robbery	1,794
Car jacking	30
Bus jacking	0
Statutory Rape	336
Attempted Rape	30
Child Molestation	1,339
Attempted Murder	3
Aggravated Battery	325
Aggravated Assault	2,503
Vehicular Homicide	147
Cruelty to Children	226
Residential Burglary	2,246
Aggravated Stalking	132
Vol. Manslaughter	427
Invol. Manslaughter	69
Enticing a Child	38
Agg. Bat. - Peace Officer	1
Agg. Asslt. - Peace Officer	165
Total Decisions	9,856
as of 6/30/2002	

Board action since implementation of 90% Service Policy



From January 1, 1998 to June 30, 2002, the Board processed 9,856 inmates under the 90% service policy. Only 11 cases received less than a 90% decision.

*Figures on 90-percent cases cover decisions through the end of FY02, June 30. In September 2002 the Board amended its 90-percent policy to reflect a change in application from inmates sentenced on or after January 1, 1998 to those whose crimes were committed on or after that date. The policy change is retroactive; the Board is now reconsidering parole decisions on affected cases.

Georgia's Parole Board Members are proven leaders

Created by Constitutional amendment in 1943, the Georgia Parole Board contains authority to carry out essential 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. The Board's existence ensures that the executive branch of government, in addition to the legislative and judicial branches, has a discretionary role in criminal justice. The Parole Board is made up of five Georgians who are appointed by the Governor to staggered seven-year terms subject to the confirmation of the State Senate. Each year the Board elects a chairman and a vice-chairman.

MILTON E. NIX, JR., CHAIRMAN

Chairman Milton E. Nix, Jr. was appointed by Governor Roy Barnes in June 2002 to fill an interim term, and, with endorsement from incoming Governor Sonny Perdue, was reappointed by Governor Barnes in December 2002 to a full seven-year term. Chairman Nix began his law-enforcement career in 1964 with the U.S. Air Force, serving as captain in the U.S. and Vietnam. In 1970 he joined the FBI as a Special Agent and later became a Supervisory Special Agent where his assignments included management of the Criminal Informant/Witness Security Program and supervision of an international terrorism section. In 1993 the Commerce, Georgia native and current Conyers resident was appointed by Governor Zell Miller to Director of the Georgia Bureau of Investigation, a position to which he was reappointed by Governor Barnes in 1999. He brings to the Board a vast breadth and depth of law-enforcement expertise and an unbroken track record of success in using that knowledge to improve public safety.

DR. BETTY ANN COOK, VICE-CHAIR

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 the 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 as Director of the State Office of Highway Safety. Dr. Cook is a nationally recognized researcher and author on topics including criminal justice and women's issues. She has won numerous awards for community activism, a tradition she continues by meeting frequently with church, civic, and victims' groups. She merges vision, experience, and research to create policy and programs that improve the security of Georgia's communities.

GARFIELD HAMMONDS, JR., BOARD MEMBER

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

DR. EUGENE WALKER, BOARD MEMBER

Dr. Eugene Walker from DeKalb County was appointed to the Board by Governor Roy Barnes in April 1999 and reappointed to a full seven-year term in December 1999. His distinguished educational background includes a Rockefeller Foundation Fellowship and Ph.D. in History from Duke University. He was 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 named him the Commissioner of the Department of Juvenile Justice. His experience in working with juveniles both in the educational and judicial settings accelerates the Board's mission to prevent crime by breaking the generational cycle of crime.

J. MICHAEL LIGHT, BOARD MEMBER

J. Michael Light, a native Atlantan, was appointed to the Parole Board by Governor Roy Barnes in July 2002, 22 years after joining the agency as a parole officer in 1980. During the interim, he rose to positions of chief parole officer, research manager, and public information director for the Parole Board and later for the Department of Corrections. He then served as executive assistant to the Commissioner of Corrections, responsible for the agency's planning and research functions, legislative liaison, and oversight of public information and victims' services. He brings to the parole panel vast research and experience-based knowledge of Georgia's prison and parole system and a record of accomplishments confirming his skills and vision in improving that system. Integral to his public service is a long-established commitment to making the criminal justice system more understandable and accountable to the public.

MAXIMIZING RESOURCES

victims contributing to the parole process

Working from the Parole Board's Atlanta headquarters, an agency victim advocate checks the status of a case for a crime victim. She is one of four staff members dedicated to act on behalf of victims during the parole process. In FY02 the Board's victim advocates communicated with more than 6,500 victims; 98% of those responding to an evaluation survey rated the Board's communication and follow-through services as good or excellent.



For more than a decade the Parole Board has sought innovative ways to include victims and the community in the parole process. In 1991 the Board created a victims' assistance unit to clarify the parole system and to actively solicit the input of victims and citizens on parole cases. Later, in keeping with the agency's desire to expand those services, the Board rechristened the unit to Office of Victim Advocacy, thereby initiating a level of victim sponsorship unique among the nation's paroling authorities.

The Parole Board has always understood the impact of crime from both professional and personal perspectives. Its comprehensive legal investigations detailing the nature and impact of a crime supply the most critical information on which Board members base their parole decisions. But the agency's impetus to continually expand its victims' services is fueled by the Board's 800 employees who live in Georgia's communities, know victims as neighbors and sometimes family, and are impelled by personal desire to honor, aid, and support their fellow citizens during their ongoing criminal justice journey.



Georgia Parole seeks victim and community communication

The Parole Board actively solicits information and opinions from victims and their families and continually improves ways to facilitate that communication. Victims or their representatives may call toll-free to the Victim Advocacy office and submit Victim Impact Statements and Victim Notification forms electronically through the Board's Web site. Meanwhile, Parole's field investigators forward to headquarters Victim Impact Statements contained in district attorneys' files. If they don't locate those forms at that source, they contact victims of serious crimes to ensure they understand their opportunity to give input to Board Members.

Aiding the Board in its development of victim services is its 14-member volunteer advisory council composed of victim advocates and criminal justice professionals from around the state. Meeting with Board managers they assist in forming strategies to fulfill the agency's commitment to victim advocacy.

Parole contributes to statewide efforts to reduce family violence

While the Parole Board implements programs and services to give the victim a stronger voice in the criminal justice system, its mission encompasses initiatives to *prevent* victimization of Georgia's citizens, including violence within families. From Board members, such as Dr Betty Ann Cook, who has served on Georgia's Commission on Family Violence since 1997 and who directs many of the agency's initiatives in that area, to the agency's victim advocates who participate and sponsor coalitions to reduce family violence, to parole personnel who serve on domestic violence task forces across the state, the agency is devoted to reducing crimes which can silently destroy lives, contribute to a cycle of family abuse, or lead to crimes against society at large. Among the Family Violence Commission's accomplishments during FY02 was the creation of the Georgia Protective Order Registry, a centralized statewide data base of active protective orders, with 24 hour/7-day accessibility for law enforcement officers, including parole officers who are often first responders to domestic situations involving parolees. The registry is another important step to provide faster and better response to families in immediate crisis.

For more information on Parole's services for victims please call, in the Atlanta area, 404-651-6668, or, toll-free, 800-593-9474, or visit www.pap.state.ga.us>Victim Advocacy.

Victims may visit the Board's Atlanta headquarters to speak personally to a victim advocate, or they can meet with a Board representative who visits Albany, Savannah, Augusta, and Macon one day each month. For scheduling information on those cities, please call 404-656-5712. And, coming soon, Parole and Corrections are creating a single point of registration contact for victims who want notification on parole activity as well as those requesting prison information such as transfers and escapes.

Victim input makes a difference

Because in Georgia parole is a privilege and not a right as in some states, the Board can deny parole to protect the security—or even the sense of security—for victims and affected communities. During the past year the Board postponed or canceled parole in 98 percent of the cases where a victim or relative strongly protested release.

Parolee labor saves taxpayer dollars for community projects



Enhancing the work of the Board's victim advocates are the agency's Restorative Justice coordinators who are assigned to field offices around the state. They work with local victim advocates and oversee the community service program, where non-violent parolees perform jobs for qualified, non-profit agencies that would otherwise draw on taxpayer funds or be left undone.

Shown at left: A parole officer discusses with a Salvation Army staff member the tasks to be performed by a parolee assigned to the Board's community service program.

Parolee fees returned \$2 million to state treasury or victims

Georgia parolees pay monthly supervision fees which directly benefit victims and communities. Regular supervision fees are returned to the state treasury general fund; restitution fees, which may be imposed by the sentencing court or by the Parole Board, reimburse specific victim(s) harmed by an offender's crime; and victims compensation fees, paid by violent-crime offenders in lieu of standard parole fees, are deposited to the Crime Victims Emergency Fund which provides payment to many other Georgians.

Parolee fees collected in FY02

supervision:	\$1,566,085
restitution:	\$197,688
victims fund:	\$264,435

Total \$2,028,208

Parole officers also oversee the collection of court-ordered child support, timely payment of which is a parole condition.

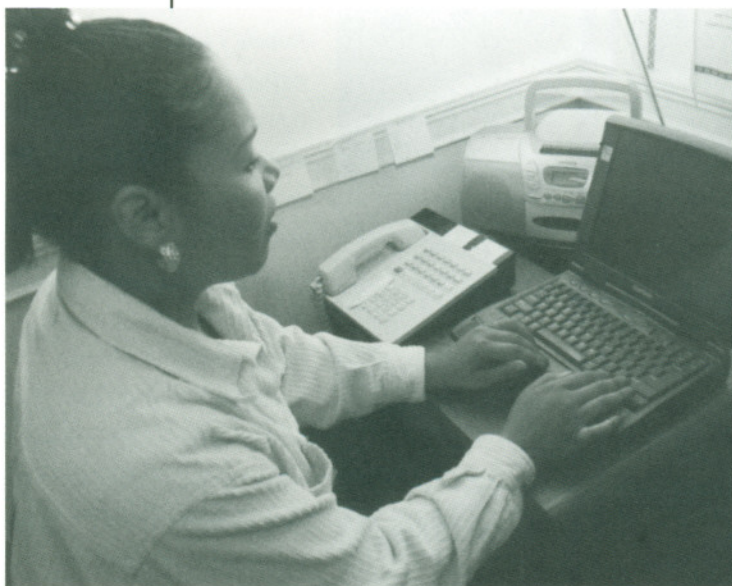
administrative infrastructure helps agency manifest goals



Parole's information technology group provides the agency with cutting-edge solutions and daily support to give Georgia one of the most accountable parolee management systems in the nation. Pictured on this page, IT staff at Parole headquarters keep tabs on servers which allow parole officers across the state to download their daily parolee interactions for agency-wide access.

Encompassing the units of budget/fiscal, human resources and training, operations audits, information technology, and research, the Board's administrative division provides the underpinnings of an agency whose work is critical, high-volume, and deadline-based. Yet, while providing a solid foundation for smooth daily operations, the administrative division shares the agency philosophy of continually seeking more efficient solutions for both current and predicted needs. For example, during FY02 the budget/ fiscal unit launched four new electronic programs and built a master database on motor vehicles, utilities, telecommunications, and jail subsidy maintenance, thereby providing instant tracking and status reports in such areas as vehicle maintenance. The unit is also working with the information technology section to build a new electronic application which will eliminate duplication of tasks in monitoring, balancing, and transferring parolee fees. And while the criminal justice research office provides statistics and crime information to aid the Parole Board and other criminal justice agencies, it also obtains grants and evaluates current programs so the agency can pilot, sustain or redirect parole intervention strategies without requesting more money from Georgia taxpayers. Exemplifying the agency's intent to maximize resources is the ongoing effort from the personnel and training sections to provide Georgia with what many criminal justice experts consider the most qualified and best trained parole professionals in the country.

Saving money with streamlined processes and oversight safeguards



Georgia's Parole Board voluntarily places itself under the stringent auditing of the accreditation commission of the American Correctional Association. The Board has maintained continuous accreditation since its initial application in 1994.

Since its introduction in December 1997, more than 27 states have studied Georgia's award-winning electronic caseload management system for use in their own agencies.

Oversight by internal audit

Parole's Operation Audits unit ensures the agency consistently applies and enforces its policies and procedures, including those directly related to parole supervision. During FY02 they reviewed six months of supervision interactions on every Georgia parolee serving for a sex-related crime, as well as six months of case activity on randomly selected cases in each field office. They verified that intervention plans were being utilized, placement in programs was properly coordinated, and sanctions were applied for non-compliance.

Oversight by electronic feedback

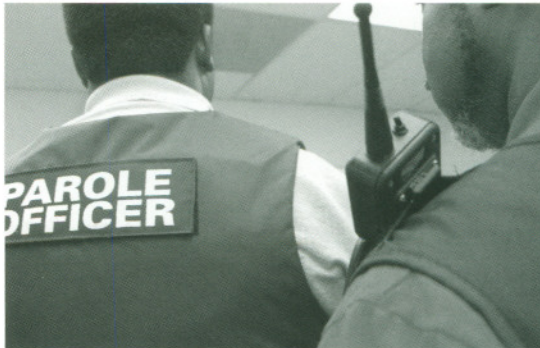
Georgia Parole's award-winning computerized caseload management system is a product of the agency's information technology unit and field operations division. By documenting their parolees' progress through point-and-click entries, officers save time, provide more complete updates, and accumulate the comprehensive data needed by parole managers to enhance the agency's effectiveness in offender supervision.

During FY02 Parole's technology team unrolled for testing in six parole offices the next phase of its electronic journey: a mobile database system for completion of background investigations submitted on all parole-eligible Georgia inmates. Statewide implementation of the efficient new system is expected by December 2003 and will spur additional electronic off-shoots of routine paperwork now prepared in word-processing programs.

One of the goals of Georgia Parole's technology initiatives is to facilitate sharing of criminal information with other law-enforcement agencies. The Board currently provides secured server access of parolee data to the Savannah and Albany police departments; other agencies are expected to join the confidential network in 2003.

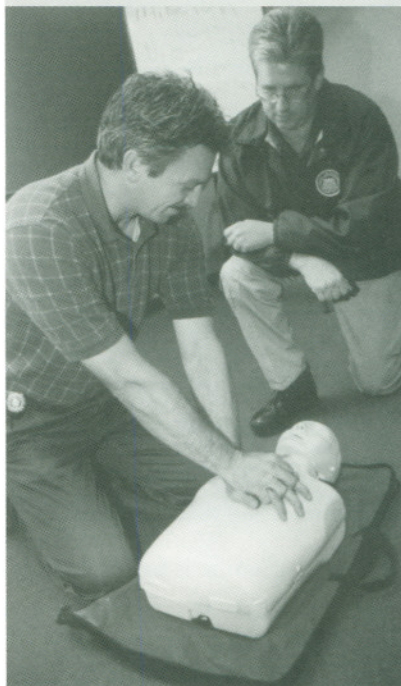
The built-in counterchecks and shared accessibility of Parole's systems allow the agency to continually review and refine its practices at each level of operation.

Nationally recognized professionals start at \$28,500



Georgia Parole guarantees that the state's parolee supervision is in expert hands. Georgia's parole officers are college graduates who have passed physical and psychological testing before entering eight weeks of intensive training at the Georgia Public Safety Training Center. There they study such topics as defensive tactics, constitutional law, supervision techniques, and victims rights, and qualify with a semiautomatic weapon, a skill they maintain by subsequent

twice-yearly requalifications. Graduates of the rigorous training are certified by the Peace Officers Standards and Training Council to serve as Georgia peace officers sworn to protect the public. Each year they complete at least 40 hours of P.O.S.T.-certified training to upgrade their knowledge and skills.



Parole officers manage caseloads currently averaging 65-70 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. Parole and the Georgia Emergency Management Agency are official partners, and the agency's parole officers are specifically trained to assist in state emergencies. The law-enforcement aspect of their work does not diminish their equally important functions as community resource-brokers and follow-through professionals who monitor the offender's parole compliance and progress toward contracted goals.

Left: Parole officers receive a minimum of 40 hours of POST-certified training annually. As partners of the Georgia Emergency Management Agency, they are also trained to work with GEMA personnel at times of disaster. During FY02, Northwest Georgia officers assisted in the Walker County crematory crime investigation and clean-up.



Above: Members of Georgia's law-enforcement agencies check in for basic and in-service training at the Public Safety Training Center in Forsyth. Parole officer candidates spend eight weeks at the state-of-the-art training facility, passing rigorous examinations on skills required for their demanding work.

During FY02, Parole's training staff trained 55 new parole officers and delivered 2,667 hours of advanced in-service training. They also provided instructor training for 36 Parole and Department of Public Safety personnel, and coordinated conferences on such specialized topics as sex offender supervision. To reduce travel costs while furnishing individualized assistance, Parole trainers delivered support staff instruction on-site at parole offices.

MAXIMIZING RESOURCES

reentry supervision: saving lives, saving dollars

A 43-year-old parolee is "on track" for the first time in her adult life. Stabilized on medication for a serious depressive disorder, she is able to avoid the street drugs around which she had previously built her life. Now she can pursue her educational and vocational goals which before had been pre-empted by her struggle to "just survive the day." Georgia's parole supervision builds support and momentum for the parolee's success at home and in the community, increasing the odds of continued crime-free conduct when the supervised parole term expires.



Georgia Parole believes that the best way to break the cycle of crime is to supplant it with a cycle of success. While that concept is not new, the ability to consistently apply and evaluate recidivism-lowering strategies has only become available in recent years with advances in technology. Georgia Parole is a pioneer in the field of outcome-based offender management. Since the agency introduced its "results-driven" supervision model in December 1997, criminal justice experts from around the country have acclaimed Georgia Parole as a 21st-century leader in community corrections — one whose mission of public safety is realized through focus on showing results for dollars invested.

Georgia is national model

Throughout the 20th century, criminologists explored strategies to conquer recidivism. Each campaign — from one-to-one counseling to confrontational group marathons, from regimented labor to physical workouts — registered successes and failures, but the results were often anecdotal, leaving practitioners without the specific correlations to refine strategies.

By the close of the century, technology had finally supplied the capability to analyze data in a swift, methodical, and meaningful way. Researchers saw the historically consistent correlation of four major factors to criminal behavior: poor education, chemical addiction, limited work skills, and deficient reasoning and problem-solving skills. Intervention strategies that addressed those areas while providing the reinforcement of immediate, real-world successes stood out.

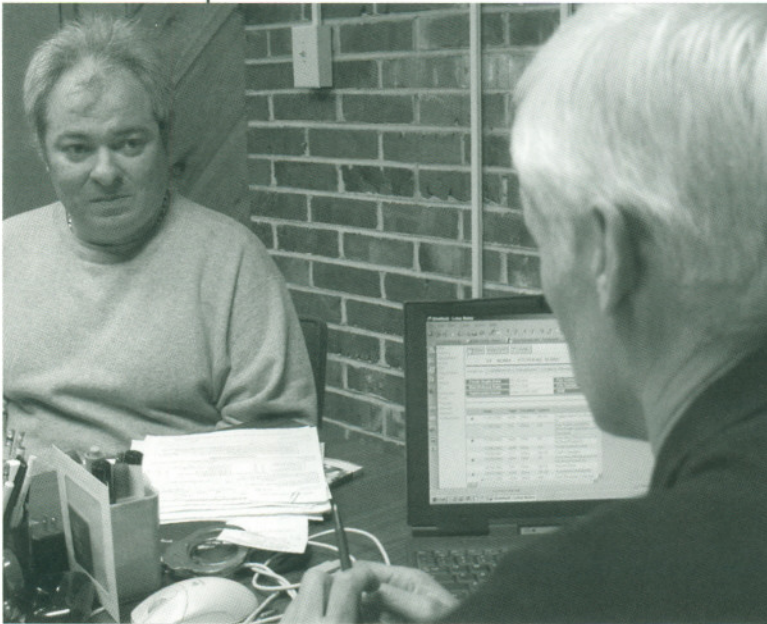
Five years ago the Parole Board introduced a new parolee supervision model that integrated the knowledge gleaned from a century of experimentation, combined it with the latest research on crime prevention, and wove it into a working application through state-of-the-art technology — its own agency-designed computerized caseload management programs. Georgia Parole was able to measure the results of parolee recidivism-lowering efforts in the real world, in real time — for the first time.



steps to freedom

Electronic monitoring is one of the Board's tools to aid the offender's graduated reentry to society. Offenders most susceptible to relapse, including those with addiction histories, may be outfitted with the monitoring device as soon as they get out of prison; others may have this restriction imposed as a sanction for a parole violation. Parolees are allowed to leave their residences for employment and Parole-approved programs, but, otherwise, usually can venture no farther than their mailbox without triggering a violation alarm.

Results-Driven Supervision relies on goals — for the parolee and for Board employees. During FY02, support staff across the state received training in the RDS model so they could more fully appreciate the relationship of their work to the agency's philosophy of parolee supervision.



Assessing the offender's relapse risk is the first step of the supervision process. Parole officers place at-risk parolees on one or more intervention tracks and establish short- and long-term goals for each track. An offender with a drug addiction history may also have poor vocational skills and demonstrate the impulsiveness that could be addressed by cognitive skills training. The parole officer works subsidiary goals around the demands of the primary intervention, all the while enforcing standard parole conditions of responsible societal conduct.

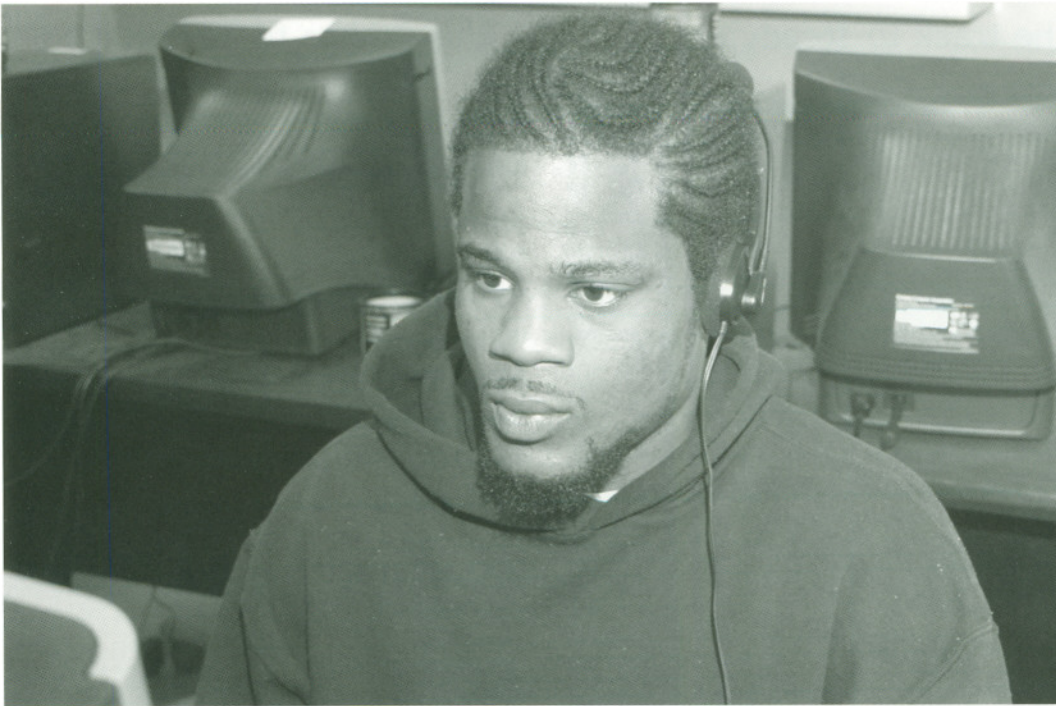
RDS intervention tracks:
education
employment/vocational
substance abuse recovery
cognitive skills training/mental health

Maximizing effort when it counts

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 fragile zone contains the potential for positive change as well. Stabilized with the supportive structure imposed by parole supervision, immersed in programs to challenge habitual responses, the offender can practice new behavior that will prevent his rebound to prison. A well-constructed reentry 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 6-million-dollar taxpayer savings.

Georgia gets \$2 million grant

Georgia has been awarded a 2 million-dollar federal grant to develop and implement reentry programs assisting offenders released from prison. Funds are designated for the communities of Albany, Atlanta, Augusta, Macon, Lagrange, and Savannah. The money will be used to assess the risks and needs of each inmate and to provide services such as employment training, substance abuse, and mental health treatment. The Georgia Reentry project is a joint effort of Parole, Corrections, Juvenile Justice, and the Criminal Justice Coordinating Council.

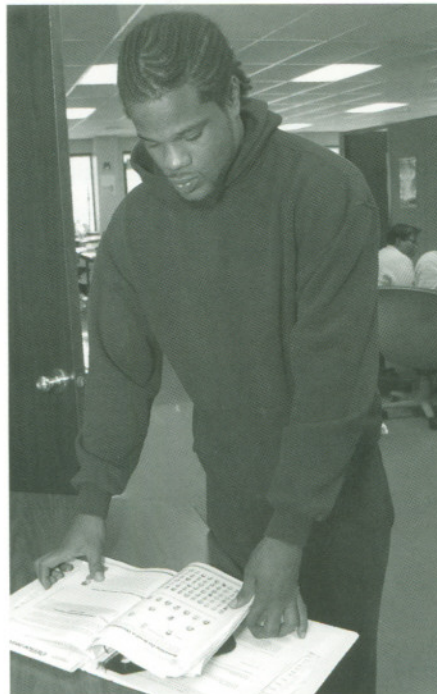


on track with education

This parolee is working toward his GED while learning computer skills at an Athens Fatherhood Initiative program, one of Parole's community allies. When fathers obtain training that prepares them for good jobs, and when they learn the skills of effective parenting, they become more responsible providers for their children, including paying any court-ordered child support. That, in turn, reduces the burden on Georgia taxpayers.

Equipping with tools for success

Nearly all parolees could benefit by upgrading their education, but for some it is mandatory if they hope to advance from entry-level jobs and marginal lives. A parolee may be placed on the education track to improve the potential for his or her job growth or to obtain the certification necessary to pursue desired formal vocational or academic training. For some parolees who have concealed or resigned themselves to illiteracy and are reluctant to enter programs, parole officers seek appropriate solutions such as private mentors. Several parole districts offer GED classes in-house, providing convenience and a non-threatening learning environment with other parolees.



the track to steady employment, the chance to advance



Parole officers routinely visit parolees on job sites and talk with their employers to learn about the parolee's performance. Parole officers also team with Labor Department counselors to offer job-readiness training programs in district parole offices. These group sessions cover techniques of job interviewing and ways to build productive working relationships with their supervisors and co-workers.

Common sense and research confirm that offenders who support themselves and their families with productive work, who feel valuable to their bosses and co-workers, and who see the chance for job advancement, will build the confidence and discipline to deter them from criminal relapse. Parolees must maintain steady employment; those who need job skills training or who have unique workplace needs are placed on the employment track.

Getting a job jumpstart

Prison counselors prepare a job packet for the soon-to-be-released parolee which includes identification and other paperwork necessary for post-prison employment. The parolee can then be referred immediately to a community-based Labor Department counselor. That jumpstart is one of many benefits provided by The Offender Parolee Probationer State Training Program—TOPPSTEP, a partnership of Parole, the Department of Corrections, and the Department of Labor to expedite the offender's reentry to society while matching his or her skills to positions of highest pay and growth potential.

Incentives for the parolee

A stable job with opportunity for advancement motivates the parolee to establish goals and frequently spurs interest in further training or education. When matched with an employer who acknowledges good work and who can offer constructive feedback, the parolee builds confidence that aids achievement in all other areas of his or her life.



Incentives for the employer

Employers receive a federal tax credit for hiring offenders, an incentive which can open job doors for parolees with limited work experience. While under supervision parolees are required to hold a steady job but those who have shown good work habits on parole generally continue the pattern even without that mandate.



Creative intervention with practical results

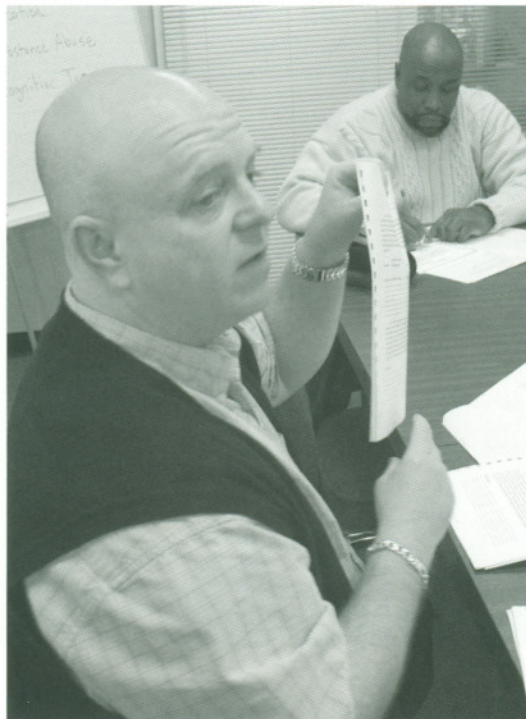
The agency's parolee supervision model encourages parole officers to find intervention strategies to fit their local needs. For example, Milledgeville parole officers, searching to aid their parolees who did not have reliable transportation to their jobs, negotiated with the local sheriff to use the county's unclaimed bicycles as "loaners." Dubbed "OPIE" for Offenders Pedaling Into Employment, the program provides employed parolees with a bicycle (refurbished by parole officers), a helmet, a safe-cycling manual, as well as regular exercise. Thinking "outside the box" allows Georgia Parole to maximize resources for public safety while empowering its employees who become even more invested in the results.

FY02 parolee employment rate was 84 percent
vs. pre-arrest rate of 50 percent

parolee supervision

Volunteers aid intervention

Aiding Parole in its intervention strategies are community volunteers, acting independently or in agency-sponsored faith-based initiatives. During FY02, Parole and Corrections held training for 16 area Catholic churches for the One Church One Inmate program. In March, the new statewide initiative "Community Corrections" began linking faith-based groups to parole offices to bolster local intervention efforts.



More than 70 percent of Georgia's offenders have abused drugs or alcohol, and many of those were convicted for crimes directly or indirectly related to its effects. The Parole Board continually expands its strategies for dealing with the problem of chemical addiction, believing that a multi-level approach is needed to combat its chronic nature.

Upon their initial report to the parole office, at-risk offenders are referred to professional substance abuse counselors for assessment and treatment recommendations which parole officers then coordinate. Officers conduct routine and random drug tests on their parolees, and apply progressive sanctions for failure, including electronic monitoring, inpatient treatment, and revocation to a prison with specialized programs.

on the track to break drug and alcohol addiction

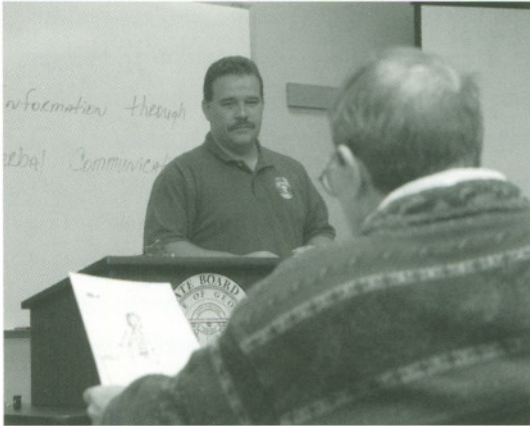
Left: A substance abuse counselor leads a drug recovery session, held at the parole office for convenience of assigned parolees as well as easy monitoring of their attendance. Attendance is required, participation is expected, and results are measured through the application of regular drug screens.



Parole officers conducted more than 65,000 drug tests in FY02

positive screens: 16%

the track to cognitive skills: creating new behavior patterns



Researchers find success in programs that “rewire” thinking

Formerly, many criminal justice practitioners assumed that offenders' faulty thinking patterns were too firmly entrenched to change significantly. However, researchers now know that intensive cognitive training programs can rewire many of those flawed networks of habitual response, 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 Board's intensive 60-hour cognitive skills training program, helps parolees build a repertoire of new skills in such areas as anger management, decision-making, and communication. Enrolled in the program by directive, parolees often begin the training reluctantly only to become enthusiastic advocates after experiencing success with the techniques in their family or on the job.



The Board also delivers Thinking for a Change, a shorter course emphasizing problem solving and communication skills, and contracts with an outside vendor to provide similar training with the offender-funded Moral Reconnection Therapy.

During FY02 30 parole officers were trained to teach Reasoning and Rehabilitation and 22 parole officer “coaches” were trained to lead Thinking for a Change

456 parolees graduated from Parole-delivered cognitive-skills programs; not included in that total are those mandated to other forms of cognitive training such as anger management and parenting classes offered by community service providers

Mentally ill offenders comprise 11% of parolee population



Top photo: A parole officer visits her parolee who has just obtained a part-time job after successful completion of his day treatment program. He is thriving from the community support of his family, a church which "adopted" him, medical personnel, and his TAPP counselor. The Treatment Aftercare for Probationers and Parolees Program (TAPP) is a collaboration of Corrections, Parole, and Human Resources, which provides a specially assigned mental health caseworker for offenders released from prison. TAPP counselors coordinate with parole officers the often complex routine of medical and social service appointments required of the mentally ill parolee, and aid the parole officer in tracking the parolee's behavior during the stressful transitional period.

Mentally ill or retarded parolees require special supervision support from parole officers and the community. Approximately eleven percent of the parole population has a history of mental health problems and 58 percent of those are also substance abusers. The Board considers improved mental health services throughout society to be directly related to enhanced public safety and therefore works with many state and local agencies on shared goals. During FY02 Parole was part of the Carter Center Initiative, participated in the National Institute of Corrections mental health conference, and partnered with the Criminal Justice Coordinating Council to sponsor a symposium on mental health issues for criminal justice practitioners.

The Parole Board works closely with the Department of Corrections to ensure stable transition of the mentally ill inmate from prison to the community. The collaboration has resulted in paroled offenders discharging from prison with more than the usual two-week supply of prescribed medication, thereby reducing the potential for relapses caused by delays in obtaining prescriptions in the community. Parole, working with Corrections, has also improved its assessment procedures on mentally ill offenders, which enhances the design of prison-aftercare services. Supported adequately, the mentally impaired parolee can often escape the destructive and costly cycle of returning to prison.

Alliances promote mission

Parole Board members, with backgrounds in fields related to Parole's mission, often use their specialized expertise to spearhead initiatives in critical areas. For example, Board Vice-Chairman Dr. Betty Ann Cook, with extensive research experience in women's economic issues, has helped the agency build programs and services to address the unique post-prison needs of female offenders, which are intricately tied to family concerns. Included in that focus are women requiring mental health support who, nevertheless, must often assume the full-time responsibilities of caring for a household immediately upon their return to the community.

Parole staff operate with a unified mission which encourages exploration of intervention strategies. Tactics developed by parole officers to serve local needs may widen to statewide agency practices, such as the Phoenix program, or alliances initiated at the top may find practical application in perhaps just one field office. During FY02 the Parole Board benefitted from many alliances that promoted more comprehensive reentry for the high-need offender, including, for example, the volunteer contributions of a noted psychiatrist to review supervision and medication needs for female parolees in the Atlanta area. Increasingly, coalitions, both formal and informal, are providing innovative solutions to society's common goals of public safety.



Depression, often masked by substance abuse, is more common among female offenders than their male counterparts. With proper psychiatric treatment for mental health problems, these women are able to benefit from other intervention efforts such as vocational or cognitive skills training. They are also less likely to continue relationships which are abusive to them or their children.

Corrections projects a general inmate population growth over the next five years of 6.6 percent but an 18 percent rise in mental health inmates

Most mentally ill offenders (44 %) are serving for property crimes, followed by drug possession (17%)

58% of mentally ill offenders are diagnosed with co-existing alcohol or drug problems

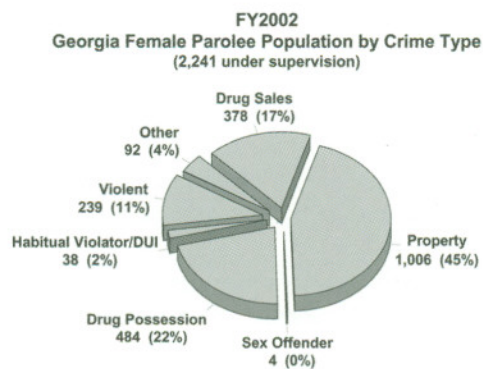
Many mentally ill offenders have other serious medical conditions such as hepatitis and diabetes

36% of Georgia's MH cases reported being employed full-time before prison

65% of mental health parolees are male vs. 35% female; the majority of both genders are over 35

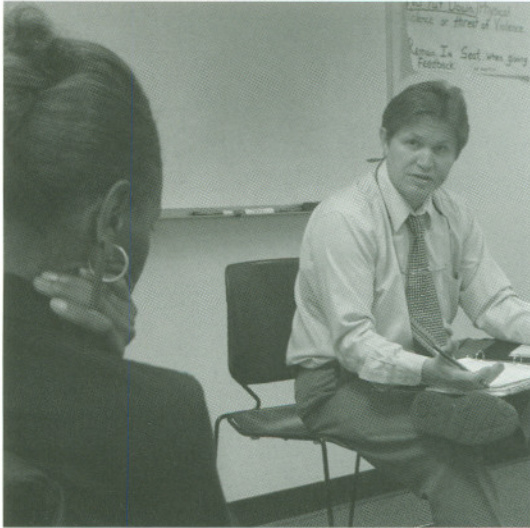
More women offenders mean more families at risk

During FY02 the Board fostered development of local parole office initiatives to address the unique problems of females in their area. The agency also began a pilot project of the Phoenix program, which combines the best elements from those programs with other successful national interventions. To aid female offenders with their parental responsibilities, the Board distributed to them informal quarterly bulletins containing information about community resources, such as free health screenings or donated child car seats.



The steady increase of women entering the nation's correctional systems creates an impact disproportionate to their numbers. Most female offenders are mothers; many have sole parenting responsibilities. Families are disrupted and children displaced when women enter prison. Returning home, these women plunge immediately into caregiving roles which can be overwhelming due to their limited emotional and financial reserves compounded by their and their children's guilt, resentment, sadness, or unrealistic expectations. Those family situations affect the entire community; new research shows the correlation of daughters following their mother's path to prison as significantly higher than that of fathers and sons.

Aside from targeting the typical areas of need such as education or substance abuse recovery, post-prison intervention strategies for the female parolee must address whole family issues such as transportation, child care, health care, and communication skills which aid the woman in particular parental situations, such as working with school authorities or social service professionals. Female offenders have a higher incidence of physical and sexual childhood abuse than the general population of women, or that of male offenders. As adults they are vulnerable to abuse in domestic situations. Georgia's Parole Board considers strategies to break the cycle of crime in the female offender as tantamount to intercepting the potential for crime in her children.



Left, A Parole substance abuse counselor leads a recovery class at the Atlanta Day Reporting Center, which serves both probationers and parolees with intensive supervision and multi-faceted life-skills training.

Forming collaborations for impact

Developed as a joint project by the Parole Board and the Department of Corrections, the Atlanta Day Reporting Center has been hailed by national criminal justice experts as one of the best programs in the US. The complex provides 125 probationers and parolees with GED preparation, substance abuse recovery, and cognitive skills training from a full-time staff of professionals. The Parole Board is working with Georgia State University to evaluate the Center's program delivery and eventually its impact on lowering recidivism.

A similar concept but with even broader collaboration is the Savannah Impact Program, joining police, parole, probation, labor and other intervention professionals in the common goal of diverting adult and juvenile parolees and parolees from criminal relapse.

Making the best better

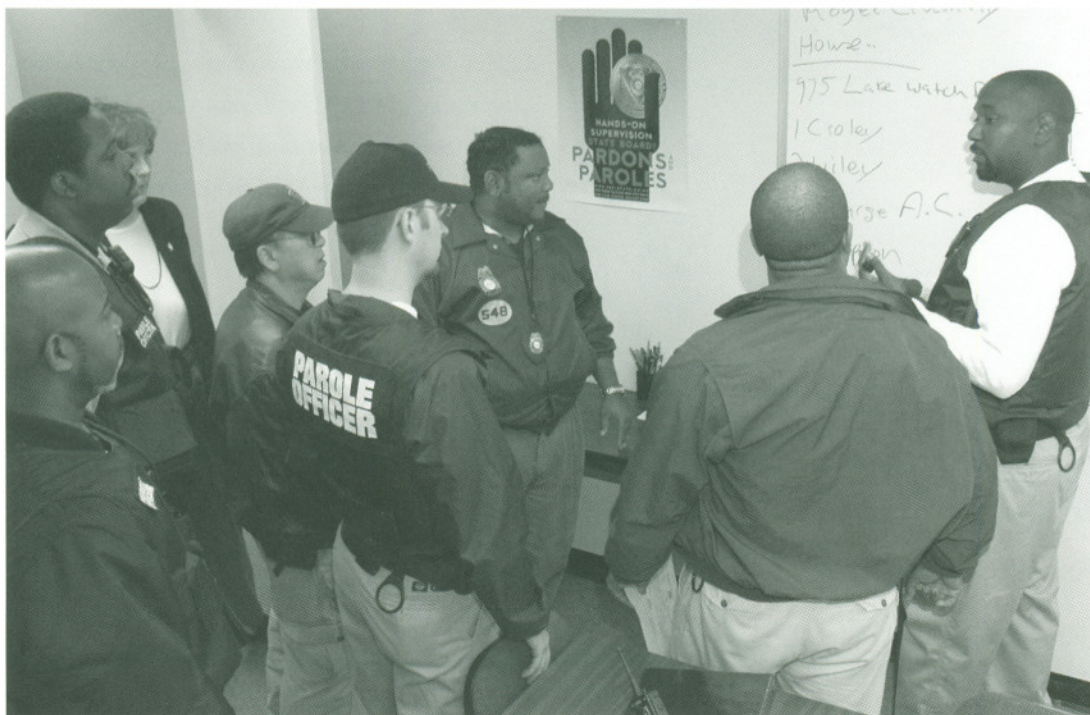
Georgia's Parole Board is always striving to improve both its decision-making and parole supervision procedures through internal and external review. To refine its sanctions process for parole violators, the agency was awarded a 12-month grant from the National Institute of Corrections in December 2001.

Meeting with NIC officials for several days, Board Member Cook and Parole's top managers targeted goals to improve offender risk-assessments and provide more incremental sanctions to keep parolees on track. Georgia Parole's electronic caseload management system allows the agency to tailor post-prison intervention strategies for each offender with increasing sophistication while simultaneously assessing the overall impact of agency practices on recidivism rates. Initially NIC officials questioned why improvement was desired on a system already impressive in design and functionality. The response — "to make it better" — reflects the agency's philosophy that its practices and solutions must be dynamic to remain effective.

MAXIMIZING RESOURCES

studying the results of results-driven supervision

Georgia's parole officers supply parolees with tools for success but also sanctions for failure. The FY02 average time elapse between reported violation and sanction was one day. Arrest of serious parole violators whose conduct threatens public safety is also swift. Georgia's parole officers are POST-certified peace officers who are trained to execute Board warrants skillfully. Pictured above, a team of parole officers coordinate plans for an early morning arrest sweep.



Georgia's Results Driven Supervision model provides parole practitioners with a 21st century key to offender supervision: the capability to evaluate recidivism-lowering strategies in real-time rather than retrospective analysis. Programs and other intervention tactics can be expanded, corrected, or deleted promptly, enhancing public safety and eliminating tax-dollar waste. Meanwhile, as parole officers feed thousands of parolee interactions into the agency's database each day, Georgia Parole gains access to increasingly specialized knowledge that allows the agency to circumvent offender relapse with greater precision. For example, in November 2001 Applied Research Services published a study of 6,327 Georgia parolees who completed their paroles between July 2000 and January 2001. Their analysis showed that each time a parolee changed residences the likelihood of arrest rose by 25 percent; each month the parolee attended programs the likelihood of arrest declined by 2 percent, leading to a 24 percent reduction for one year of attendance; each day a parolee remained employed, arrest probability decreased by 1 percent, leading to a 30 percent decrease for only one month of employment; and a jump in a parolee's positive drug screens from one-third to one-half pushed the odds of arrest by almost twentyfold.

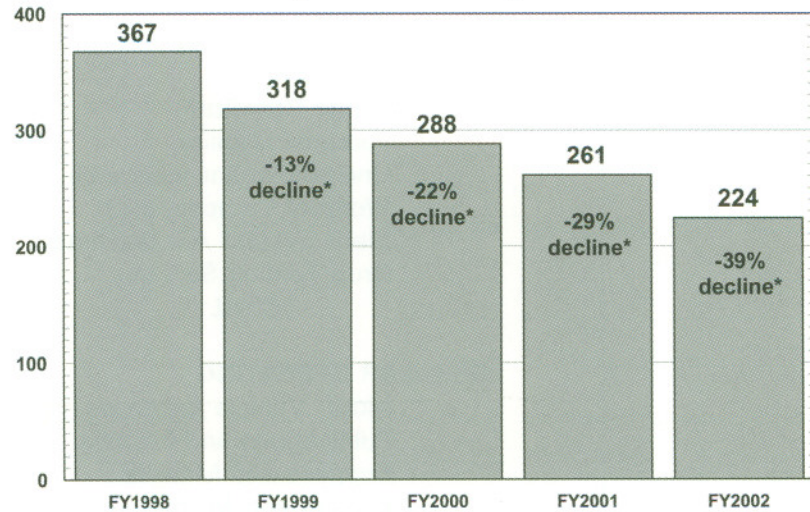
Success climbs yearly

Georgia's FY02 successful parole outcome rate of 72 percent is the highest yet since implementing the RDS model in December 1997, and a remarkable percentage compared to the national average of 42 percent. Included in Georgia's numbers are individuals who have been set on a trajectory of success that will diverge even further from the path of criminal behavior as they continue to practice their new skills in society.

In line with that approach of positive reinforcement, Georgia Parole is currently aiming to incorporate into its RDS model more layers of reinforcement, including positive, to boost the parolee's progress toward goals. Practitioners, who for years have documented the effectiveness of short-interval rewards and sanctions, were hampered in implementing large-scale practices with consistency due to limitations of manual caseload systems. Georgia Parole eliminated that barrier five years ago, removing Georgia from crisis-focused offender supervision. Now it is in position once again to pioneer a new level of crime-intervention strategies that enhance the safety while conserving the tax dollars of Georgia's citizens.

Georgia Parole Outcomes

Average Revocations per Month

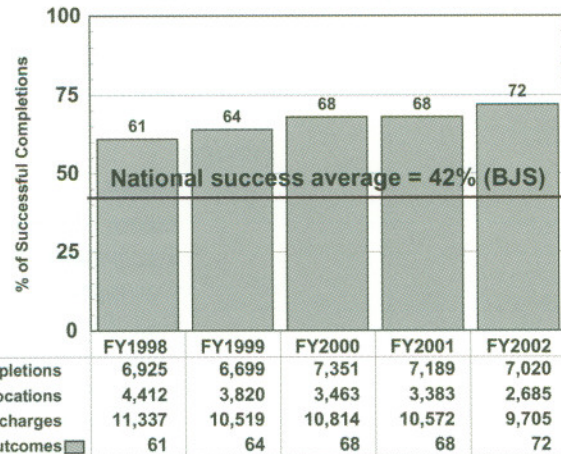


* The percentage decline for each year is compared to the FY1998 average of 367 per month.

Georgia Parole Outcomes

Successful Outcome Rate

national average of successful paroles is 42%



	FY1998	FY1999	FY2000	FY2001	FY2002
# Successful Completions	6,925	6,699	7,351	7,189	7,020
# of Revocations	4,412	3,820	3,463	3,383	2,685
Total Discharges	11,337	10,519	10,814	10,572	9,705
% Successful Outcomes	61	64	68	68	72

The total number of offenders who leave parole fluctuates each year. The % is the portion of that year's total who successfully completed parole. Note: The Bureau of Justice Statistics (BJS) reports the national average for parole success was 42% in 1999, and has remained relatively stable since 1990.

For more statistical information or evaluations of Georgia's parolee supervision, please contact the Office of Criminal Justice Research at 404-656-4358 or visit Parole's Web site at: [www.pap.state.ga.us/Criminal Justice Data](http://www.pap.state.ga.us/Criminal%20Justice%20Data).

FY2002 Expenditures

PERSONAL SERVICES

Salaries	30,612,486
Temporary Labor	332,567
Overtime	9,067
Fringe Benefits	9,523,401
Personal Liability	186,924
Unemployment Insurance	18,524
Workers Compensation	269,440
Merit System Assessments	124,362
Drug Testing Services	6,037
TOTAL	41,082,808

REGULAR OPERATING

Motor Vehicle Expenses	359,864
Publications and Printing	12,668
Supplies and Materials	775,003
Repairs and Maintenance	111,573
Equipment Purchases < \$1,000	74,062
Water & Sewage	10,942
Energy	187,820
Rents - other than Real Estate	11,380
Insurance and Bonding	66,019
Freight	6,274
Other Operating Expenses	169,130
TOTAL	1,784,735

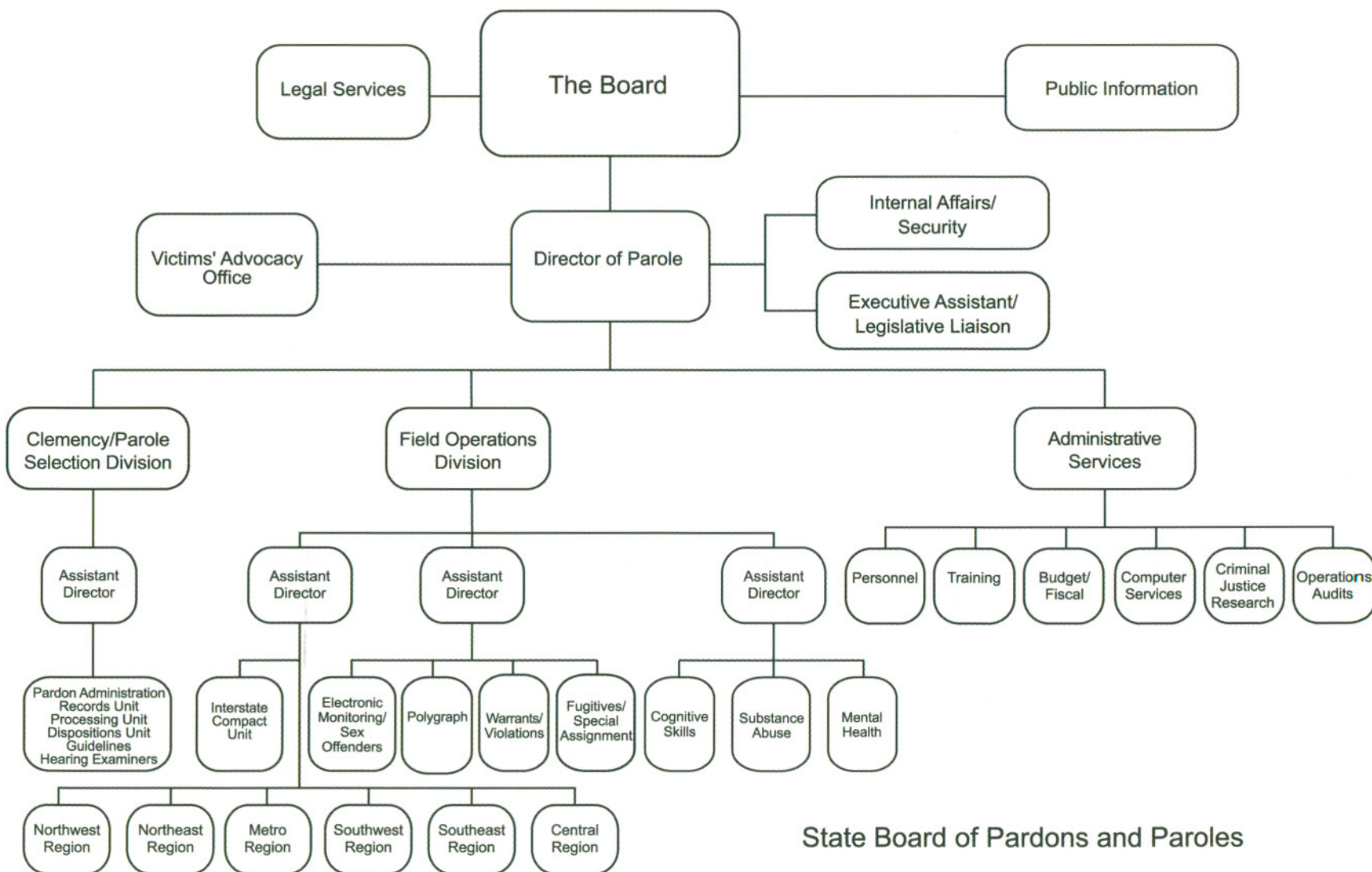
OTHER

Travel	491,160
Motor Vehicle Purchases	270,049
Equipment Purchases	292,599
Computer Charges	628,204
Real Estate Rentals	2,975,800
Telecommunications	1,069,457
Per Diem and Fees	570,760
Contracts	1,510,712
Health Services Purchases	20,000
County Jail Subsidy for Parolees	752,490

TOTAL EXPENDITURES \$51,448,774

FY2002 Activities

RELEASE ACTIONS	
Parole	7,804
Supervised Reprieve	1,817
Conditional Transfer	638
Commutation	12
Remission	0
Other Release Actions	0
TOTAL RELEASES	10,271
 TOTAL PAROLE REVOCATIONS	 2,685
 DISCHARGES	
Discharge from Parole	5,603
Discharge from Supervised Reprieve	1,316
Commutation to Discharge Parole	141
TOTAL DISCHARGES	7,060
 TOTAL DECISIONS UNDER GUIDELINES	 12,864
 LIFE DECISIONS	
Deny Parole to Life Cases	458
Grant Parole to Life Cases	173
TOTAL LIFE DECISIONS	631
 OTHER BOARD ACTIONS	
Pardon	506
Commutation Reducing Sentence	0
Medical/Compassionate Reprieve	80
Restoration of Rights	244
Visitor Interview	2,783
Inmate Interview	0
Revocation Hearing	521
Preliminary Hearing	121
 RELEASES UNDER SUPERVISION	
Georgia Releases in Georgia	19,799
Out-of-State Releases in Georgia	548
Georgia Releases Out of State	1,213
TOTAL PAROLEE POPULATION	21,560



State Board of Pardons and Paroles

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J. Michael Light, Member

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(770) 528-7393

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(706) 731-7062

DISTRICT OFFICES & SUB-OFFICES

1 ROME

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(706) 295-6483

3 GAINESVILLE

Deborah Hughes, Chief
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Gainesville, GA 30504
(770) 535-6970

4 ATHENS

David McCranie, Chief
434-E Dougherty Street
Athens, GA 30601
(706) 369-5620

5 METRO INVESTIGATIONS

Dave Goff, Chief
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(404) 298-5200
Decatur, GA 30032

7 THOMASTON

James Anderson, Chief
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Thomaston, GA 30286
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8 MILLEDGEVILLE

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Milledgeville, GA 31061
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8-2 BALDWIN

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9 THOMSON

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Thomson, GA 30824
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10 DUBLIN

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13 WARNER ROBINS

James Bergman, Chief
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14 ALBANY

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1301 Evelyn Avenue
Albany, GA 31705
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15 THOMASVILLE

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(229) 225-4060

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16 JESUP

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17 WAYCROSS

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George Johnson, Chief
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20 JONESBORO

Joey Morris, Chief
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(770) 473-2450

22 LAWRENCEVILLE

Christopher Abbe, Chief
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(770) 995-2189

23 DALTON

Laurel Clark, Chief
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25 BRUNSWICK

Daryl McGee, Acting Chief
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26 MONROE

Rhonda Hupp, Acting Chief
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27 CAIRO

Tim Lindsey, Chief
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29 NORTH FULTON

Craig Flint, Chief
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30 CANTON

Carol Warren, Chief
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31 LAGRANGE

Jim Cheyne, Chief
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32 GRIFFIN

Roger Mayo, Chief
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34 LAFAYETTE

Harris Childers, Chief
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35 JEFFERSON

Joan Murray, Chief
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36 CONYERS

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37 LYONS

Donald Moore, Chief
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38 STATESBORO

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Statesboro, GA 30458
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40 DOUGLASVILLE

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42 VALDOSTA

Willie Carswell, Chief
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43 CUTHBERT

Jerry Farrow, Chief
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Cordele, GA 31015
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51-1 AMERICUS

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54 CARROLLTON

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55 DOUGLAS

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57 HARTWELL

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58 CLARKESVILLE

Roy Fry, Chief
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Clarkesville, GA 30523
(706) 754-6701

59 DAHLONEGA

Pat Calmes, Chief
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Dahlonega, GA 30533
(706) 864-1972

60 LOUISVILLE

Carl DeLoach, Chief
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Louisville, GA 30434
(478) 625-8940

61 EATONTON

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INSTITUTIONAL SERVICES**GEORGIA DIAGNOSTIC AND
CLASSIFICATION PRISON**

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Jackson, GA 30233
(770) 504-2054

LEE ARRENDALE STATE PRISON

Theron Waters, Chief
P. O. Box 797
Alto, GA 30510
(706) 776-4826

GEORGIA STATE PRISON

Larry Thompson, Parole Manager
HC01 200 Georgia Highway 147
Reidsville, GA 30453
(912) 557-7939

COASTAL STATE PRISON

Jimmy Parker, Chief
P. O. Box 7150
Garden City, GA 31418-7150
(912) 965-6308

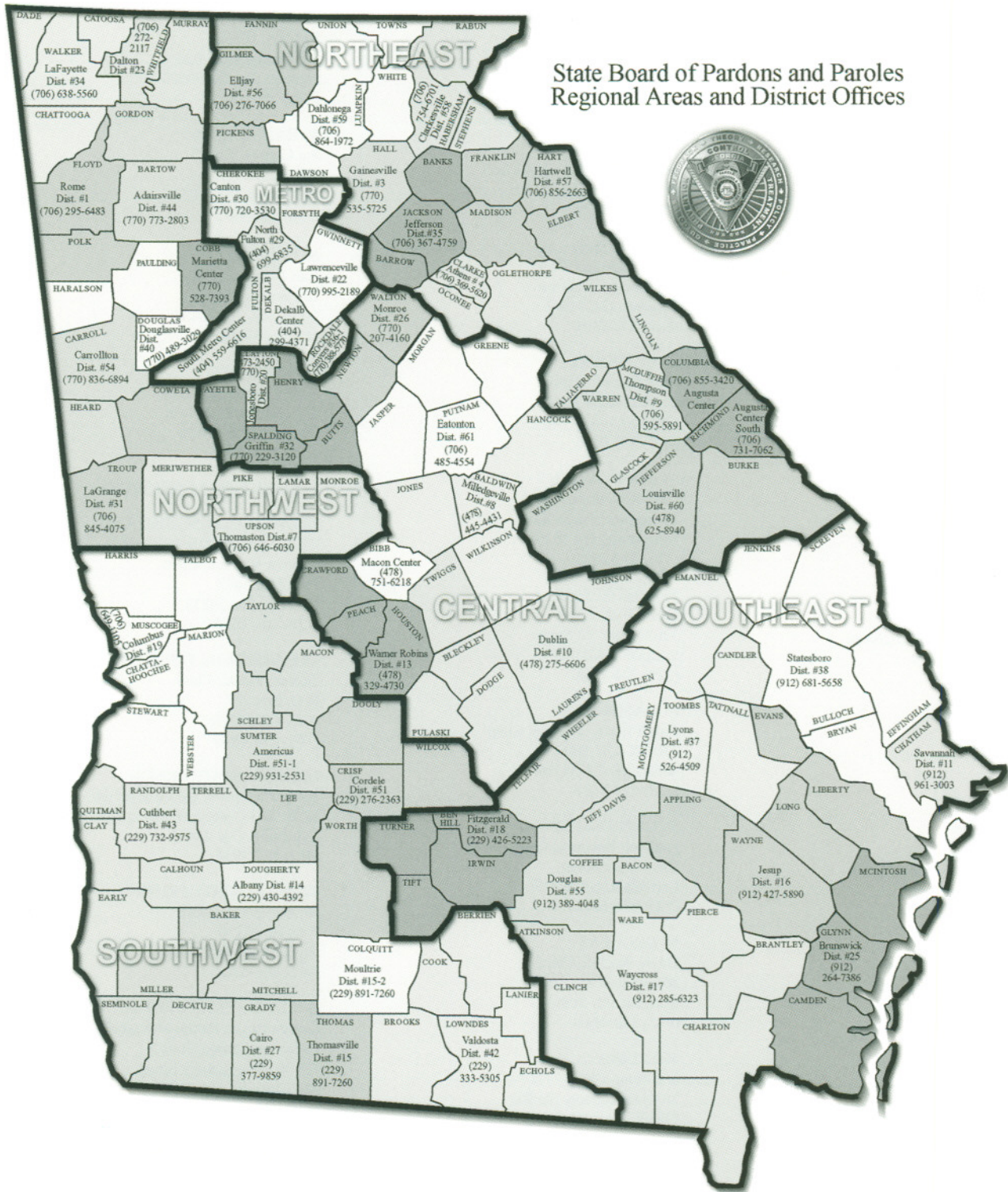
BALDWIN STATE PRISON

Barney Boyer, Parole Manager
LaFayette Square, Suite 5
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Milledgeville, GA 31061
(478) 445-6155

METRO STATE PRISON

Diagnostic Unit - Parole Office
1301 Constitution Road, S.E.
Atlanta, GA 30316
(404) 624-2309

State Board of Pardons and Paroles Regional Areas and District Offices



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.

State Board of Pardons and Paroles

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