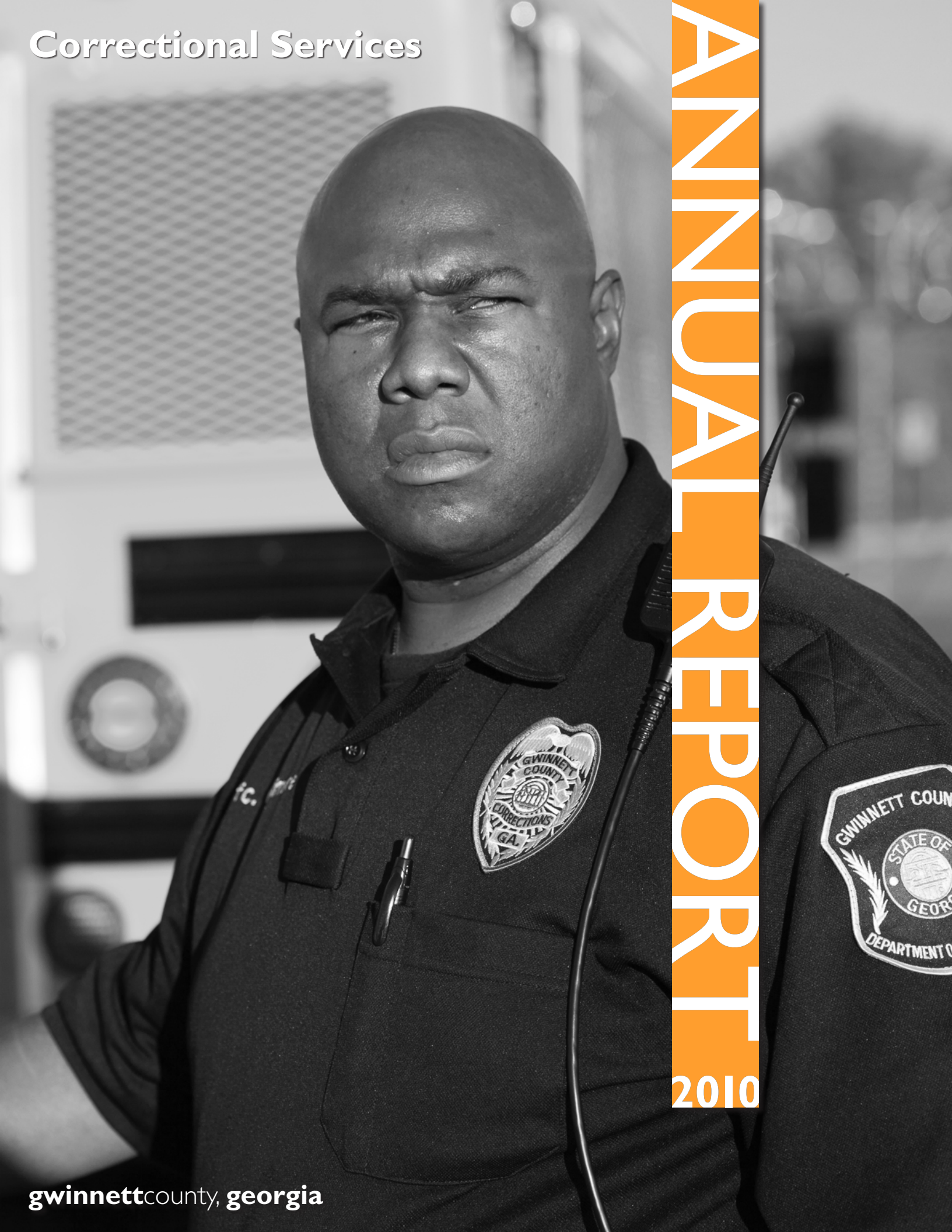


ANNUAL REPORT
2010





Board of Commissioners



Charlotte **Nash**

Commission Chairman



Shirley **Lasseter**

District 1 Commissioner



Lynette **Howard**

District 2 Commissioner



Mike **Beaudreau**

District 3 Commissioner



John **Heard**

District 4 Commissioner

County Administration



Glenn **Stephens**

County Administrator



Aaron **Bovos**

Deputy County Administrator/CFO

Chairman Charlotte Nash and Commissioners Lynette Howard and John Heard took office in 2011.



Mission, Vision, Values



History



**A New Era in
County Corrections**



Security Division



2010 at a Glance



**Support Services
Division**



**Statistical
Information**



**Engage Gwinnett
Update**

Department of Corrections

750 Hi-Hope Road • Lawrenceville, GA 30043-4540
678.407.6000 • Fax 678.407.6003
www.gwinnettcounty.com



On July 21, 2009, the Board of Commissioners approved a resolution to implement deep budget and service reductions in all departments for the purpose of balancing the County's 2010 financial plan. This resolution included a directive for the County Administrator to close the Gwinnett County Comprehensive Correctional Complex and eliminate the Department of Correctional Services. In response to this resolution, a significant number of employees left the department to seek other employment.

In December 2009, the Board of Commissioners approved a millage rate increase that reversed some, but not all, of the previously identified service cuts. A superseding resolution passed on December 15, 2009 directed the County Administrator to maintain Corrections as a county department pending further analysis of departmental operations and services. The County Administrator formed a project team to evaluate whether or not Gwinnett County should operate a correctional facility. This study continued through most of 2010 and included a comprehensive analysis of the financial impact of closing the facility.

Nine employees, including both deputy wardens and the business officer, retired from the department in late 2009, resulting in the loss of 177 years of combined experience. Overall, 40 employees (28 percent) left the department between July 21, 2009 and September 30, 2010. This loss of staff hampered the department's ability to deliver services in 2010. The department hired and trained 19 correctional officers during the last half of 2010, which allowed service delivery to resume on a limited basis.

Although working with limited resources, the men and women of the department performed admirably in 2010 as they served the citizens of Gwinnett County and fulfilled the department's mission. This annual report provides an overview of the Department of Correctional Services and describes the department's performance and service delivery during the 2010 fiscal year.

A handwritten signature in black ink that reads "David W. Peek".

David Peek
Warden



Mission

The mission of the Department of Corrections is to promote community safety by maintaining a safe and secure environment that encourages positive change and provides quality services that make a difference.

Mission

Vision

Our vision is to be a model of excellence in the field of Corrections.

Vision

Values

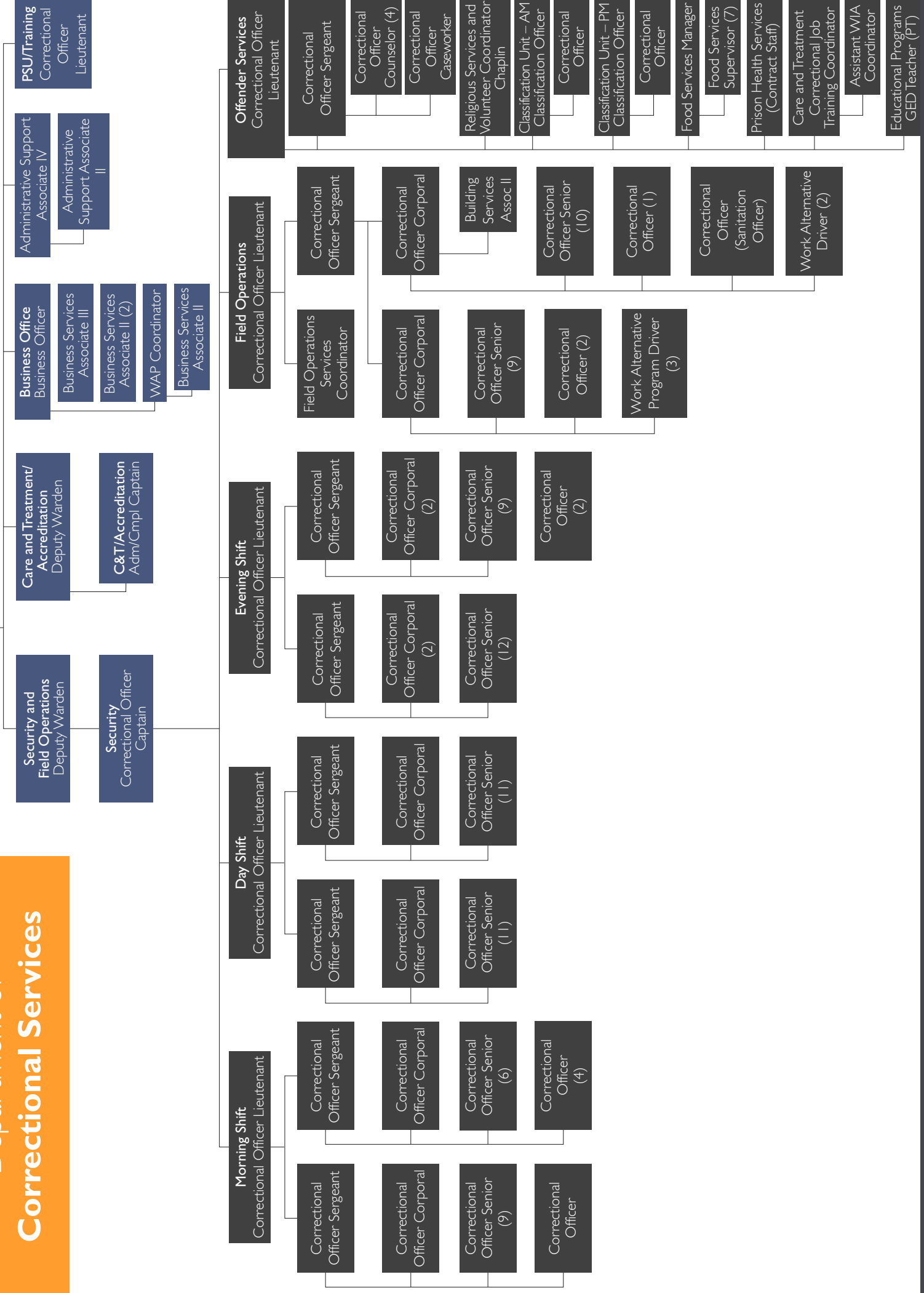
The values that best represent the core principles of the Gwinnett County Department of Corrections are **integrity**, **professionalism**, and **respect**.

Values



Department of Correctional Services

Warden



History of Wardens

| | |
|--------------------------|----------------|
| Clyde N. Phillips | 1939 – 1971 |
| Fred Banks | 1971 – 1981 |
| Gary Lancaster | 1981 – 1987 |
| Michael Barkhurst | 1987 – 1992 |
| Sandra Blount | 1993 – 1996 |
| James L. Kraus | 1996 – 2008 |
| David W. Peek | 2008 – Present |



David Peek
Warden/Department Director

Warden and Administration

| | |
|---|------------------------|
| Warden/Department Director 678.407.6007 | David Peek |
| Deputy Warden 678.407.6005 | Darrell Johnson |
| Captain 678.407.6031 | Donald Dagen |
| Lieutenant – Professional Standards 678.407.6011 | Gary Gordijn |



Darrell Johnson
Deputy Warden

Employee Awards

Employee of the Quarter

This award is presented quarterly to the employee who has distinguished him or herself above all others during the quarter:

| | |
|--------------------------------|---|
| 1 st Quarter – 2010 | Business Service Associate Azhar Abbasi |
| 2 nd Quarter – 2010 | Officer Benjamin Galimore |
| 3 rd Quarter – 2010 | Officer Joe James |
| 4 th Quarter – 2010 | Corporal Kenneth Harris |

Employee of the Year – Officer Benjamin Galimore

(cover photo)

This award is presented annually to one of the individuals named Employee of the Quarter based on the same criteria as the quarterly award.



Donald Dagen
Captain



Gary Gordijn
Lieutenant – Professional Standards

History

Gwinnett County has operated a correctional facility since at least the 1930s. In 1957, a new 112 bed prison, referred to as the public work camp, or PWC, was constructed on Swanson Drive. The work performed by the inmates primarily consisted of patching potholes in paved roads, building and repairing wooden bridges, and cutting grass on public property. The department also operated a farm, slaughterhouse, cannery, and smokehouse that provided food for the inmate population. In 1984, the prison was expanded by 120 beds and became known as the Correctional Institution, or CI. The expansion included a day room, indoor isolation cells, and additional office space. The expansion was jointly funded by the Georgia Department of Corrections as part of a program to relieve inmate overcrowding in the state prison system.

In 1985, the Board of Commissioners consolidated Police Services, Fire and Emergency Services, Correctional Services, Animal Control, and Emergency Management into a single Department of Public Safety. In 1989, modular housing units were added to the Correctional Institution and used to house pre-trial detainees on behalf of the Sheriff's Department. This action was taken in response to a federal lawsuit regarding living conditions in the overcrowded Gwinnett County Jail. Detainees were housed in the Correctional Institution until a new jail opened in 1991.

After the new jail opened, the modular housing units vacated by the pre-trial detainees were used to implement a new Work Release Program that allowed defendants to maintain private employment while spending their non-working hours in custody. When the new jail opened in 1991, the Correctional Services Division assumed control of the old jail located on Hi-Hope Road and converted it into a Diversion Center to house its Work Release Program and Work Alternative Program.

After several months of renovation, the Diversion Center opened in March 1992 with 170 beds and 18 employees. With the removal of work release residents from the Correctional Institution, the inmate capacity there increased to 262.

In 1993, the Board of Commissioners abolished the Department of Public Safety and created four new public safety departments, including the Department of Correctional Services. Due to increasing need for bed space at the Diversion Center, two modular housing units were added in 1995, increasing the number of work release beds to 230.



A New Era in County Corrections

In 1998, the County developed plans to build a new state-of-the-art correctional facility to replace the existing Correctional Institute and Diversion Center. In exchange for a state construction grant in the amount of \$3.2 million, the County added 128 inmate beds to the original design and allocated the additional beds to the Georgia Department of Corrections for a period of 10 years.

In July 2000, a groundbreaking ceremony took place at the site of the planned 800-bed Comprehensive Correctional Complex. After several years of planning and construction, the correctional complex opened at partial capacity on September 12, 2002, and then at full capacity in 2004. The complex is located at 750 Hi-Hope Road in Lawrenceville. The new facility cost \$21 million to build, and it remains the largest County-owned correctional facility in Georgia. In 2009, the facility became the first government-owned prison in Georgia to earn national accreditation through the American Correctional Association.

Staffing and Organization

The 2010, the operating budget for the Department of Correctional Services funded 139 authorized positions – 122 sworn and 17 civilian; 14 positions were vacant at the end of the year due to attrition and a hiring freeze.

Department Director

The Department of Correctional Services is directed by a warden, who is appointed by the County Administrator. The warden directs departmental operations and is responsible for ensuring that the department's policies, procedures, and standards support the County's vision.

Division Directors

The department is normally comprised of two divisions, Security and Support Services. Each division is directed by a deputy warden who reports to the warden and is responsible for managing all operations within his or her division. Because of the previously mentioned loss of staff, it was necessary to make temporary changes to the department's organizational structure in 2010. Rather than two divisions each headed by a deputy warden, all departmental operations were consolidated under the direction of the warden and one deputy warden.



Security Division

The Security Division is responsible for operating the Comprehensive Correctional Complex and administering the offender labor program. Employees assigned to the Security Division maintain custody of all offenders, provide direct supervision in inmate housing areas, enforce rules and maintain discipline, maintain strict control and accountability of keys, tools, and hazardous products, and prevent and control contraband.

Incarceration and Labor Program

The department applies modern correctional management techniques to provide care and custody for minimum and medium security inmates. Under an agreement with the Georgia Department of Corrections (DOC), 128 of the department's 512 inmate beds are reserved for state inmates while the remaining beds are available for County inmates sentenced directly by Gwinnett County judges.

In exchange for housing inmates for the Georgia DOC, Gwinnett County receives \$20 per diem for each state inmate housed and realizes the benefit of the inmates' labor.

To further offset the costs of housing prisoners, inmates serving time provide a supplemental labor force to Gwinnett County. Inmates perform janitorial, landscaping, maintenance, and other services at many County-owned facilities, including the Gwinnett Justice and Administration Center and County parks.

The Comprehensive Correctional Complex is rated for inmates classified as minimum or medium security. In accordance with rules established by the Georgia Board of Corrections, minimum security inmates may work outside of the facility under the supervision of civilian employees who have completed an approved training course. Medium security inmates may also work outside of the facility, but only under the direct supervision of a certified correctional officer.

Most inmate workers from the correctional facility are supervised by a correctional officer assigned to the department's Field Operations Unit. Officers drive inmates to various work sites around the county and supervise their work. Departments and agencies that supervise their own minimum security inmates pick up their assigned inmate workers in the morning, supervise their work activities, and return them to the correctional complex in the afternoon.



During 2010, offenders provided 146,910 hours of labor valued at over \$1.5 million.

During 2010, offenders picked up 35,430 bags of litter from 3,543 miles of Gwinnett County roads.

2010 Average Population
Correctional Institution: 412
Work Release: 86
Total: 498

Work Release Program

The Work Release Program provides a semi-incarceration sentencing alternative that allows defendants, called residents, to maintain regular employment in the private sector while serving their non-working time in custody. The program allows residents to retain their jobs in the community, support their families, and pay taxes while keeping them out of trouble when not working. Residents are required to pay administrative and daily fees to offset the cost of the program, in addition to the payment of any court-ordered child support payments, fines, and probation fees. A unique feature of this program is that it allows judges to incarcerate parents who habitually fail to pay child support without depriving the parent of his or her employment. During 2010, the Work Release Program housed an average of 85.5 residents and collected \$366,974 in administrative and daily fees. In addition, the program collected \$105,724 in child support payments and \$66,189 in court-ordered fines and probation fees.

Work Alternative Program

The Work Alternative Program allows first offenders to perform community service work in lieu of serving time. Offenders sentenced to the program are not incarcerated but report to the department on a daily basis as ordered by the sentencing court. Participants are supervised by part-time civilian employees as they remove litter from roadsides and perform other non-skilled work for County departments, government agencies, and nonprofit organizations. The program is partially funded through administrative and daily fees paid by the offenders. During 2010, participants provided 36,270 community service hours worth approximately \$262,958 and paid \$89,031 in daily and administrative fees.



2010 at a Glance

| | |
|--------------------------------------|-------------|
| Total inmate labor hours | 110,640 |
| Value of work performed by inmates | \$1,287,850 |
| Total Work Alternative Program hours | 36,270 |
| Value of community service work | \$262,958 |

Inmate Classification

Once a person is sentenced to serve time in a county or state prison, he or she must be classified. Inmates are assigned to specific security classifications based on their sentence and criminal history.

The security classifications established by the Georgia Board of Corrections are maximum, close, medium, minimum, and trusty. The Gwinnett County Comprehensive Correctional Complex is designed to house only minimum and medium security inmates. Medium security inmates generally are characterized as having no major adjustment problems and are allowed to work outside the institution under constant supervision. Minimum security inmates tend to abide by prison regulations and present a minimal risk of escape. These inmates are often allowed outside the institution under the supervision of trained civilians.

During 2010, the Classification Unit processed 1,580 inmates and 458 work release residents.



Support Services Division

The Support Services Division is responsible for inmate care and treatment, food service, maintenance, technical support, fiscal management, offender counseling, education, and vocational training.

Counselors and Caseworkers

Counselors and caseworkers serve as the liaison between offenders and the department. Counselors and caseworkers are responsible for conducting orientation for newly arriving offenders, addressing the rehabilitative needs of offenders, maintaining case files, and coordinating schedules.

Food Services

Inmate kitchen workers, under the supervision of four civilian employees, prepared 536,131 meals in 2010 at an average per-meal cost of \$1.27. Meals meet dietary standards established by the Georgia Department of Corrections and the American Dietetic Association.

Financial Services

The Fiscal Management Unit is responsible for payroll, accounts receivable and payable, employee clothing inventory, office supplies, offender accounts, inmate commissary, and state subsidy billing.

Inmate Job Training and Education

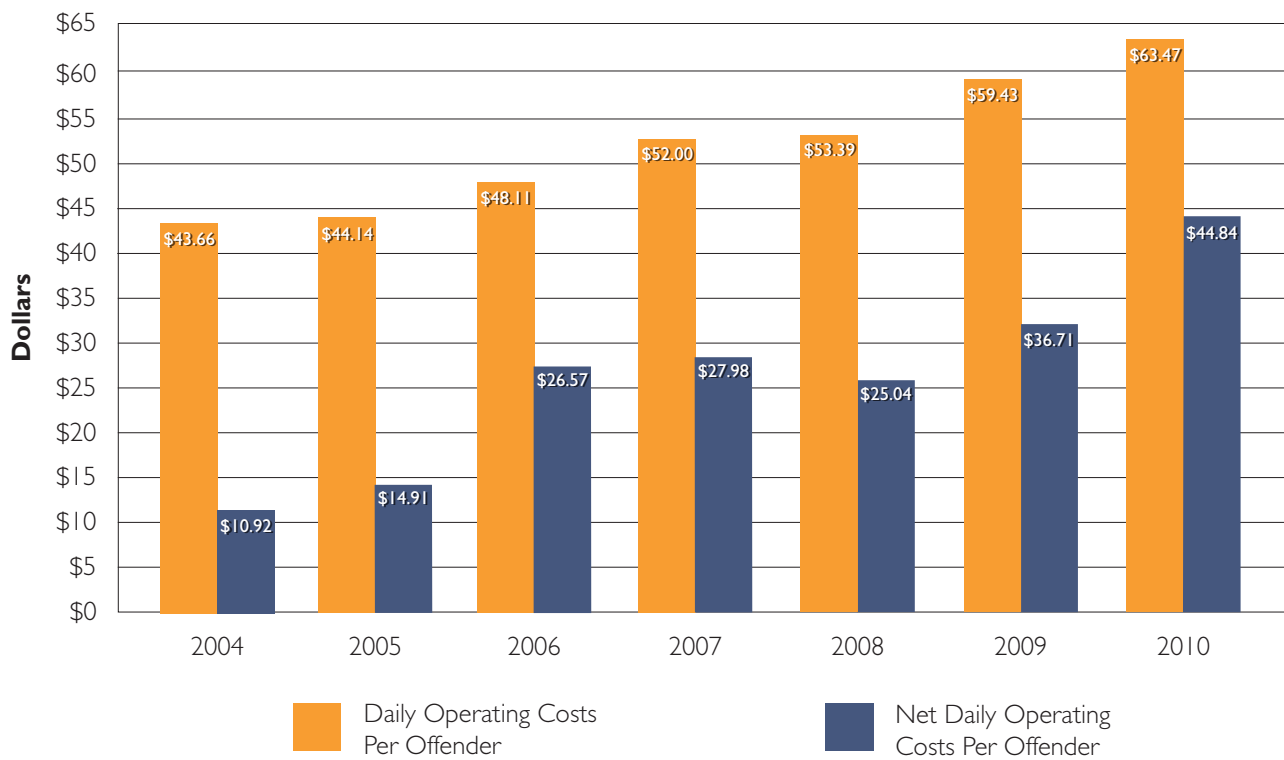
Since 1997, Gwinnett County has partnered with the Atlanta Regional Commission to operate a vocational training program for inmates. This grant-funded program is recognized by the Georgia Department of Labor and has a record of success in reducing recidivism. The program has received numerous awards, including the National Association of Counties' Achievement Award as a distinguished job-training program in the United States and the Governor's Award for the most innovative job-training program in Georgia.

During 2010, the program provided 4,139 hours of vocational training to inmates, 24 inmates completed vocational classes, 27 received a Georgia Work Ready Certificate, and 19 completed basic computer skills training. Fifty percent of program participants found full-time employment upon their release from custody.

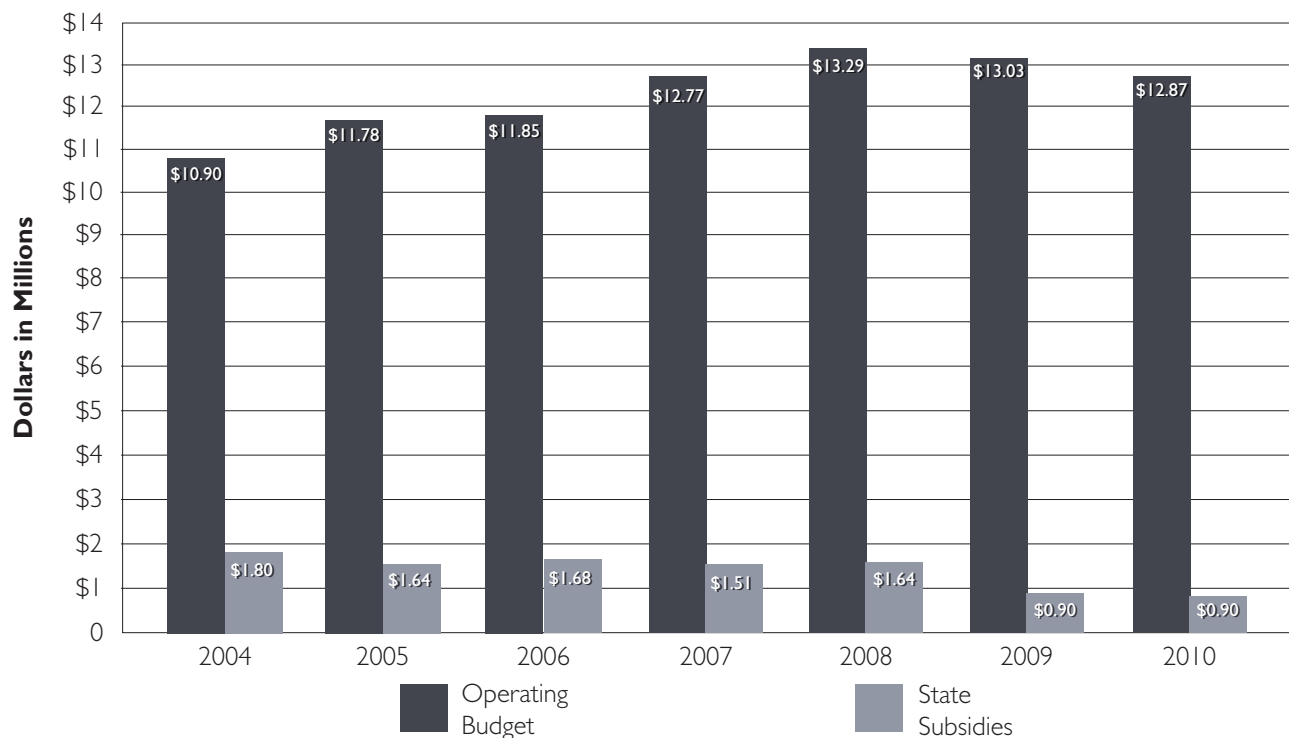
For the many inmates who have alcohol and/or drug addictions, Alcoholics Anonymous and Narcotics Anonymous programs are offered on-site and facilitated by volunteers. The department also provides self-help programs on topics such as anger management, family violence, victim impact, and voluntary religious services.



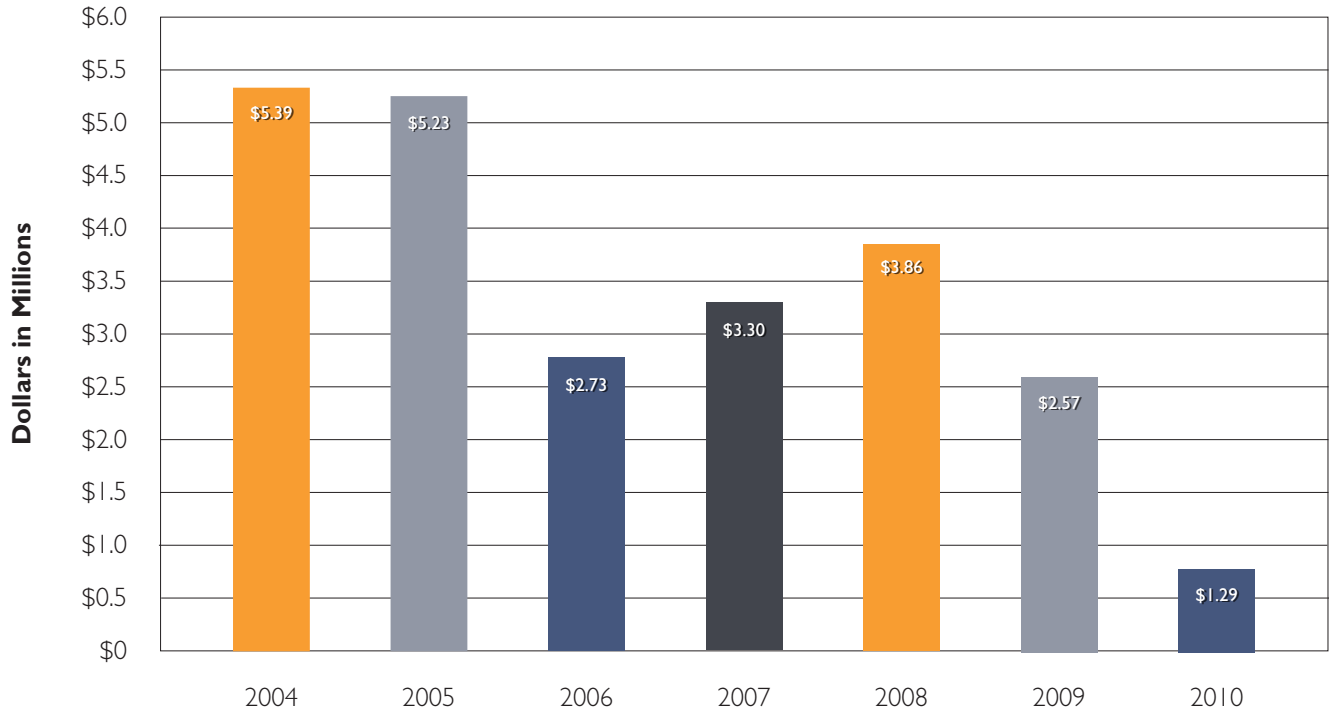
Daily Operating Costs



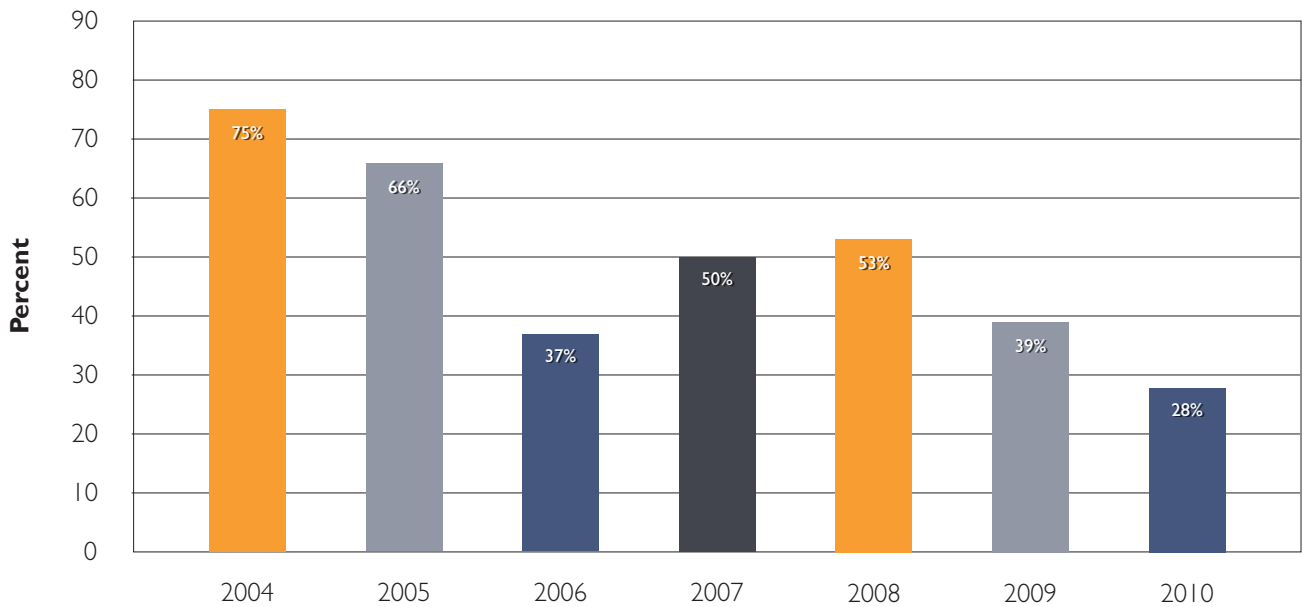
Operating Budget and State Subsidies



Value of Offender Labor



Percent of Operating Costs Offset by Labor and Subsidies



The Law Enforcement and Judiciary Work Group recognized the potentially tremendous detrimental impact that reductions in the law enforcement and justice system would have on our community. They recommended maintaining all current service levels.

The 2011 budget was adopted at an amount that maintains the current level of service. Subsequent actions by the Board of Commissioners to balance the 2011 budget can be found at www.gwinnettcounty.com.

Explore outsourcing operations for Corrections, Gwinnett Justice and Administration entry (not courtroom) security, building maintenance, the animal control facility, civil process servers.

This recommendation is under review.

If funding in this area of responsibility must be reduced and reductions are made on a percentage basis, the percentage goal in this area should be set at the least proportionate reduction possible. The committee acknowledged that more limited cuts in this area might result in a need for greater percentage cuts in other less “core” service areas, which is the intention of the recommendation. Within each official’s or department’s budget and area of responsibility, the reductions should be prioritized by that official, department manager, or the person most familiar with the operations of the department and with a view towards impacting core services as little as possible.

Through the County’s Business Planning Process, each agency and department has identified those core functions that must continue in order to maintain services at status quo. As a whole, County departments and agencies have also identified their own service and fiscal priorities, voluntarily offering \$5.7 million in reductions in 2011 on top of prior-year reductions already in place. Should reductions be required in this area, officials and department managers will be consulted so that the full impact of any funding decisions can be fully explored and evaluated prior to being implemented. The 2011 budget was adopted at an amount that maintains the current level of service.

To see the complete list of recommendations and the actions taken, please visit
www.EngageGwinnett.com



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