



department of corrections annual report • 2009

• **gwinnett** county georgia



board of
commissioners



Charlotte **Nash**

Chairman



Shirley **Lasseter**

District 1 Commissioner



Lynette **Howard**

District 2 Commissioner



Mike **Beaudreau**

District 3 Commissioner



John **Heard**

District 4 Commissioner

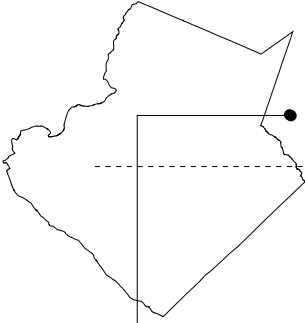
county
administration



Glenn **Stephens**

County Administrator

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



• department of corrections

incarceration
work release and vocational training
community service
protect citizens



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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.

vision

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

values

The values that best represent the core principles of the Gwinnett County Department of Corrections are *Integrity*, *Professionalism*, and *Respect*.

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

employee awards

Employee of the Quarter

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

4 th Quarter – 2008	Captain Darrell Johnson
1 st Quarter – 2009	Business Service Associate Lisa Dunford
2 nd Quarter – 2009	Officer Gregory Evans
3 rd Quarter – 2009	Officer Jerry White
4 th Quarter – 2009	Officer Jeffrey Anderson

Employee of the Year – Captain Darrell Johnson

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

Medal of Valor – Officer Timothy Frates

The Medal of Valor is awarded for acts of conspicuous gallantry or heroism while risking life or serious injury under conditions deemed extremely hazardous or dangerous and above and beyond the call of duty.



David **Peek**

Warden/Department Director
678.407.6007



Ed **Walker**

Deputy Warden – Security Division
678.407.6008



Jeffrey **Sligar**

Deputy Warden – Support Services Division
678.407.6009

Darrell **Johnson**

Captain – Accreditation Project Manager
678.407.6004

Don **Dagen**

Captain – Support Services
678.407.6005

Gary **Gordijn**

Lieutenant – Professional Standards
678.407.6011

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introduction

The department experienced much uncertainty in 2009, which directly affected organizational performance. 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.

Despite the ongoing loss of staff, the department provided services in 2009 to the extent possible based on available resources. This annual report provides an overview of the department and describes the department's performance and service delivery during the 2009 fiscal year.

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



staffing and organization

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.

The 2009 operating budget for the Department of Correctional Services funded 142 authorized positions – 125 sworn and 17 civilian. Twenty-seven positions were vacant at the end of the year due to a county retirement incentive offer and continuing uncertainty about the department's future.

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 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.

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.



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During 2009, offenders provided 274,458 man-hours of labor valued at over \$2.9 million.

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.

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 2009, the Work Release Program housed an average of 123 residents and collected \$436,232 in administrative and daily fees. In addition, the program collected \$130,482 in child support payments and \$62,569 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 2009, participants provided 53,286 community service hours worth approximately \$366,849, and paid \$136,185 in daily and administrative fees.

During 2009, offenders picked up 30,226 bags of litter from 5,009 miles of Gwinnett County roads.



*2009 Average Population
Correctional Institution: 468
Work Release: 123
Total: 591*

2009 at a glance

Total inmate labor hours	221,172
Value of work performed by inmates	\$2,574,442
Total Work Alternative Program hours	53,286
Value of community service work	\$366,849



2009 Adopted Budget: \$13,029,471

support services division



2009 net daily operating
costs per offender: \$36.71

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 2009, the Classification Unit processed 1,789 inmates and 631 work release residents.

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 663,355 meals in 2009, at an average per-meal cost of \$1.21. 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.

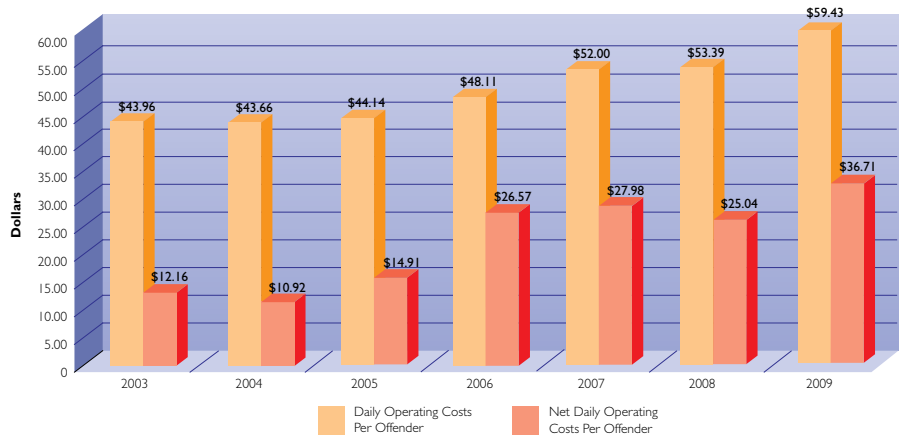


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During 2009, the program provided 4,739 hours of vocational training to inmates: 33 inmates completed vocational classes, 23 received a Georgia Work Ready Certificate, and 23 completed basic computer skills training. Forty-six percent of program participants found full-time employment upon their release from custody.

It is a challenge to obtain employment without a high school diploma; therefore, the department also provides inmates with an opportunity to earn their GED while in custody. During 2009, 32 inmates earned their GED while serving time in the correctional complex.

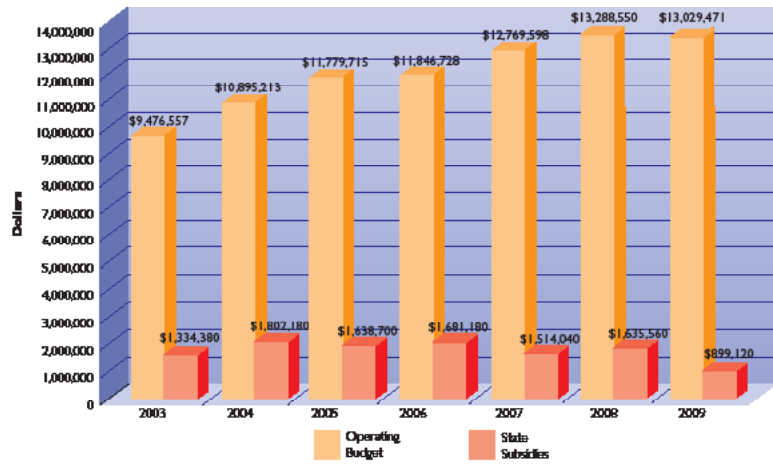
Many inmates have alcohol and/or drug addictions, so Alcoholics Anonymous and Narcotics Anonymous programs are offered on-site and facilitated by volunteers. The department also provides self-help programs on topics such as anger management, family violence, victim impact, and voluntary religious services.



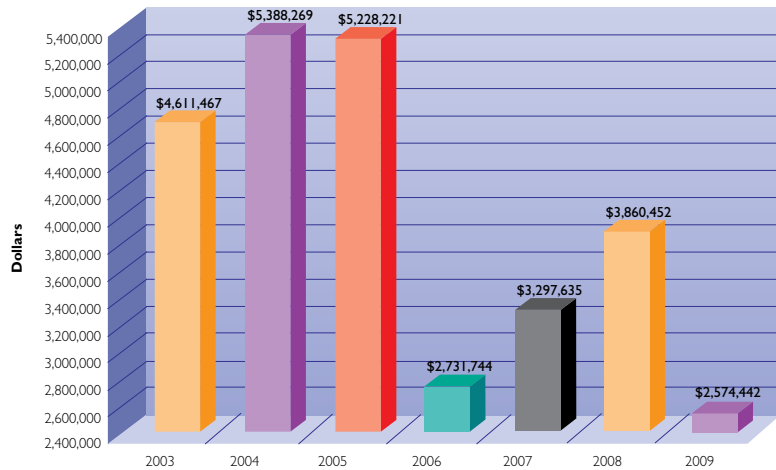


statistical information

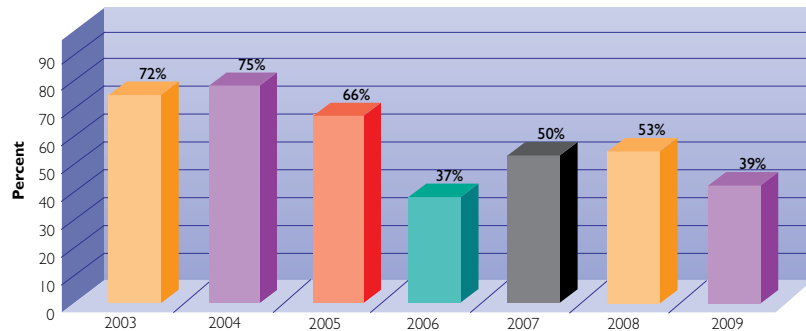
operating budget
and state subsidies

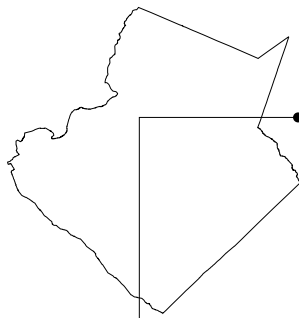


value of offender labor



percent of operating costs
offset by labor and subsidies





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