



department of corrections annual report • **2008**

• **gwinnett**county georgia

board of  
**commissioners**



Charles E. **Bannister**

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CHAIRMAN



Lorraine **Green**

---

DISTRICT 1



Bert **Nasuti**

---

DISTRICT 2



Mike **Beaudreau**

---

DISTRICT 3



Kevin **Kenerly**

---

DISTRICT 4

county  
**administration**



Jock A. **Connell**

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County Administrator



Michael D. **Comer**

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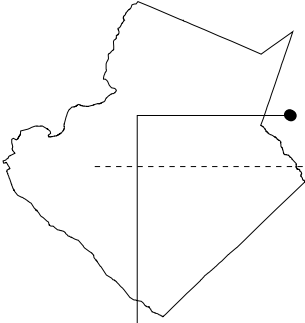
COO/Deputy County Administrator



Susan **Lee**

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Deputy County Administrator



- 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 above all others during the quarter.

4 <sup>th</sup> quarter – 2007	Officer Arthur Long
1 <sup>st</sup> quarter – 2008	Corporal Fred Singletary
2 <sup>nd</sup> quarter – 2008	GED Instructor Dennis Oros
3 <sup>rd</sup> quarter – 2008	Lieutenant Gary Gordijn
4 <sup>th</sup> quarter – 2008	Captain Darrell Johnson

### Employee of the Year

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

#### Officer Arthur Long

### Medal of Valor\*

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.

#### Officer Amiziah Smith III

*\*recognized as the first in the department's history.*



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

## staffing and organization

2008 at a glance	
Gwinnett County citizens	789,499*
Sworn corrections staff	125
Average inmate population	517
Average work release population	164
Offenders supervised per sworn position	5.4

\*Source: Gwinnett County Economic Analysis Division

## history



This annual report provides an overview of the operation and activities of Gwinnett County's Department of Corrections for the fiscal year January 1 through December 31, 2008. The report also includes a description of the Department of Corrections management and facilities.

The 2008 operating budget authorized a Department of Corrections staff of 141 positions—125 sworn and 16 civilian. Fourteen positions were open at the end of the year due to attrition and promotions.

Two divisions make up the department: Security and Support.

### Department Director

The Warden is responsible for the overall supervision of the Department of Corrections. The Divisional Deputy Wardens report directly to the office of the Warden.

### Security Division

This division is responsible for building security operations at the Gwinnett County Comprehensive Correctional Complex and field operations for inmate work crews.

### Support Services Division

This division is responsible for counseling services and case work activities, food service operations, payroll, budget, fiscal management, and technical support services.

### 1970s

In 1973, the county prison was known as the Public Works Camp, or more popularly, the PWC. The facility had two dormitories that housed 112 inmates. The type of work performed by the inmates was primarily patching pot holes in paved roads, building and repairing wooden bridges, and cutting right of ways. The department also operated a farm, slaughterhouse, cannery, and smokehouse that provided food for the inmate population.

### 1980s

In 1984, the prison became known as the Correctional Institution. The building was expanded, adding 120 beds in two additional dormitories. The expansion included a day room, inside isolation cells, and additional office space. The expansion was jointly funded by the Georgia Department of Corrections to help relieve overcrowding in the state system.

In 1985, because of increasing pressure from the federal courts to reduce overcrowding at the county jail, the Correctional Institution began housing pre-trial detainees in two modular housing units. Detainees were housed here until 1991 when the new Detention Center was opened. Fines imposed by the courts were returned to the county and used to purchase the modular units. The additional housing was used to expand the Work Release Program.

### 1990s

Abandoned by the Sheriff's Department with the opening of the new Detention Center, the Department of Corrections assumed control of the old county jail and converted it into a Diversion Center. After several months of renovation, it opened in March 1992 with 170 beds and a staff of 18 personnel. With the removal of the Work Release participants from the Correctional Institution, the capacity for inmates was increased to 262.





## a new era in county corrections



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Average inmate population  
County: 290  
State: 227

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## security division



Due to increasing need for bed space at the Diversion Center, 60 additional beds were added in 1995 using two mobile housing units.

In 1996, James L. Kraus, a 22-year veteran with the Gwinnett County Police Department, was named the sixth warden to lead the Department of Corrections.

In 1998, plans for a new state-of-the-art facility were begun. Land belonging to both the state of Georgia and Gwinnett County was identified directly across from the existing institution and deemed to be satisfactory for the new facility.

### 2000s

In July 2000, a groundbreaking ceremony was held. Members of the Board of Commissioners as well as Corrections staff participated in the ceremony.

After several years of planning and construction, the largest county-owned correctional facility in the state of Georgia was opened on September 12, 2002.

The Gwinnett County Department of Corrections is now housed in the Comprehensive Correctional Complex, an 800-bed facility located at 750 Hi-Hope Road in Lawrenceville.

The facility contains 512 beds for medium- and minimum-security state and county inmates who are sentenced to full-time incarceration. Currently, the facility is contracted with the state of Georgia to house 254 state inmates who meet certain criteria. In addition to the \$3.2 million granted to the County to build two extra dormitories, the state pays \$20 per day per inmate and allows the County to use the skills and talents of inmates in daily labor activities.

The Correctional Complex also contains 288 **Work Release Program** beds for non-violent criminal offenders and parents who fail to pay court-ordered child support. The Work Release Program provides a cost effective semi-incarceration sentencing alternative that benefits the participants (called residents), their families, and the community by allowing offenders to maintain regular employment while serving non-working hours in custody. Each resident is required to pay administrative and daily fees to help offset the costs of the program in addition to any court-ordered fines, probation fees, and child-support payments. There were an average of 164 Work Release residents in 2008.

### Community Service

The Department of Corrections provides supplemental service to the community through inmate labor. Hundreds of inmates leave the Correctional Complex on a daily basis under the watchful eye of a corrections officer or trained civilian.

During 2008, the department maintained a fleet of buses, minivans, and field officers to manage the average 320 inmates departing the institution each day. In addition, civilian managers were trained to supervise inmates while away from the institution.

The Department provides a labor force in a number of different ways. One is through the **Field Operations Unit**, which is comprised of Correctional Officers who supervise inmates outside the facility. These officers drive the inmates to various work sites around the county, and direct and supervise the work being done.

Inmates are assigned to supervised work crews that provide a supplemental labor force to Gwinnett County. Inmates perform most janitorial and landscaping services at the Gwinnett



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*During 2008, Gwinnett County inmates provided 303,474 man-hours of labor valued at over \$3.5 million.*



*On weekends during 2008, WAP participants picked up 30,226 bags of litter from 3,035 miles of Gwinnett County roads.*



**2008 Average Population Correctional Institution: 517**  
**Work Release: 164**  
**Total: 681**

County Justice and Administration Center and at other County-owned buildings, roadways, and parks. Inmates also sort and process recyclable materials at the Recycling Bank of Gwinnett.

2008 at a glance	
Total external detail hours worked	303,474
Value of work performed by inmates	\$3,532,437
Total WAP community service hours	52,848
Value of work performed by WAP	\$328,015

### Work Alternative Program

The department also administers the **Work Alternative Program (WAP)**, which allows judges to sentence offenders convicted of minor crimes to perform community service work in a structured environment. In contrast to offenders sentenced to full-time incarceration or the Work Release Program, participants in the Work Alternative Program report to the Comprehensive Correctional Complex in the morning and return home at the end of the work day. Participants provide a supplemental labor force to government and nonprofit agencies by performing such tasks as removing trash from roadsides, parks, school stadiums, and park/ride lots. Work Alternative Program participants must pay a one-time administrative charge and daily fees to offset the cost of the program. The program operates seven days a week with weekend work focusing on high school stadiums (during football season) and roadside cleanup.

During 2008, 8,808 people participated in the Work Alternative Program providing 52,848 community service hours. In addition, these participants paid \$135,152 in daily and administrative fees. The value of the work performed by WAP participants is \$328,015.

### Work Release Program

The Work Release Program provides a cost effective semi-incarceration sentencing alternative that benefits the participants (called residents), their families, and the community by allowing offenders to maintain regular employment while serving non-working hours in custody. Each resident is required to pay administrative and daily fees to offset the costs of the program in addition to any court ordered fines, probation fees, and child support payments. During 2008, the Work Release Program housed an average of 164 residents. A total of \$699,186 was collected from residents for daily and administrative fees. In addition, \$145,608 in child support and \$73,211 in probation fines/fees were collected through court-ordered payments.

### Inmate Classification

Once a person is sentenced to serve time in a county or state prison, he must be classified. Inmates are assigned to specific security classifications based on their sentence and criminal history. For state inmates, the classification is assigned prior to their arrival at the institution. County inmates are classified according to set criteria established by the department's classification committee.

The four classifications are: maximum, medium, minimum, and trusty. Gwinnett County allows no maximum security inmates to be housed at its facility. 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





## support services division



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 2008, the classification unit processed 1,032 inmates and 774 work release residents.

### Counselor and Caseworkers

As the liaison between inmates and prison administration, counselors and caseworkers orient and assess the needs of new inmates, keep case files, and coordinate schedules.

### Food Services

Inmate laborers, under the supervision of four civilians, prepared over 736,824 meals in 2008, at an average per-meal cost of \$1.25. Meals meet dietary standards established by the Georgia Department of Corrections and the American Dietetic Association.

### Financial Services

This unit handles payroll, accounts receivable and payable, employee clothing inventory, office supplies, the Inmate Welfare Fund, individual inmate and resident accounts, the inmate commissary, and billing for state subsidies.

### Vocational Services

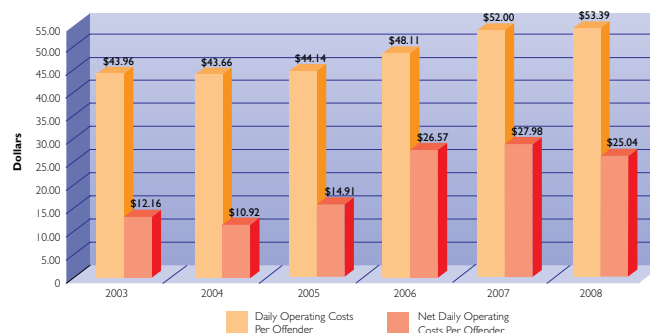
To reduce the number of repeat offenders, the Department of Corrections provides occupational and educational training in partnership with the Atlanta Regional Commission and the Center for Industry and Technology. Funding comes from a federal grant under the *Workforce Investment Act (WIA)*.

This program—unique in Georgia—has won numerous local, state, and national 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.

The WIA program offers training based on current market needs and includes up to 310 hours of classroom instruction, scheduled after inmates return from work assignments. Average reading and math scores for inmates are below eighth grade level. A majority have alcohol and/or substance-abuse addictions, so participation in Alcoholics Anonymous or Narcotics Anonymous is often an important first step to prepare for employment opportunities along with self-help programs on topics such as anger management, family violence, victim impact, and voluntary religious services.

During 2008, 33 inmates completed WIA skills classes, 42 percent found full-time employment upon their release from custody, and six percent were re-arrested. GED (General Equivalency Diploma) classes were completed by 63 inmates this year.

Net daily operating costs in 2008:  
\$25.04 per offender





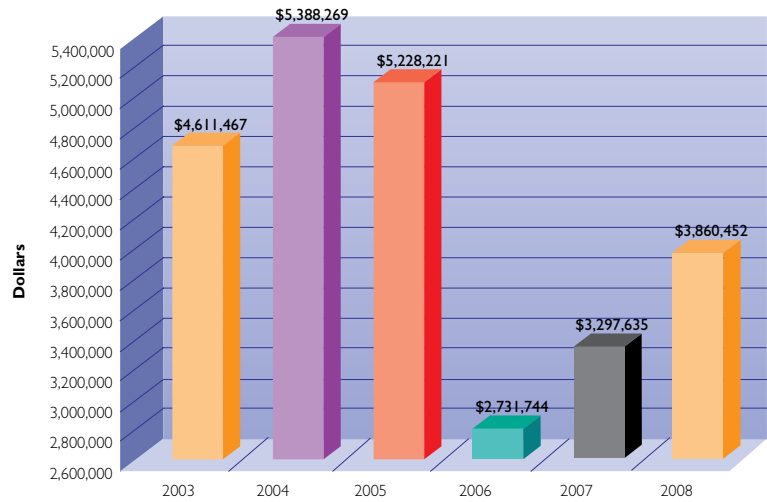
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## statistical information

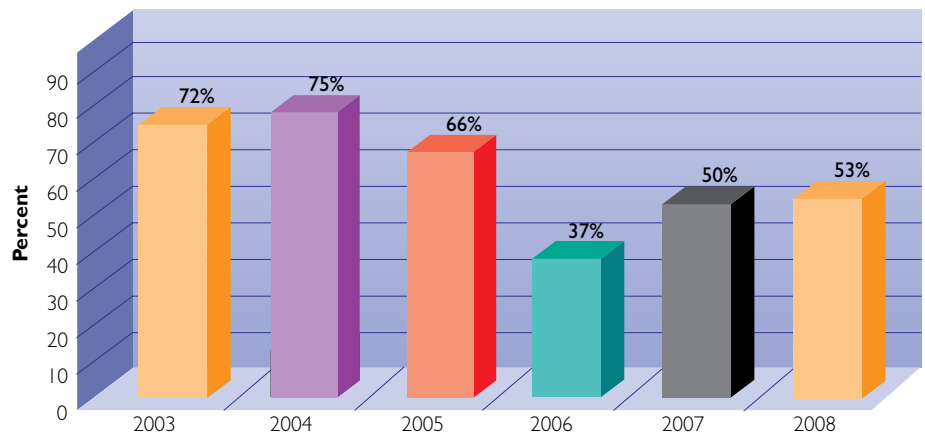
operating budget  
and state subsidies

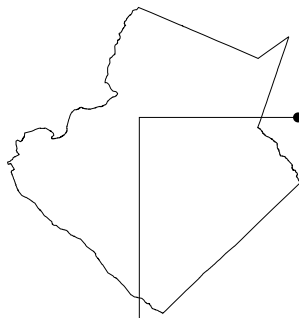


value of offender labor



percent of operating costs  
offset by labor and subsidies





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Medal of Valor Recipient,  
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