

**Department of Corrections**

**ON THE MOVE**

*Innovative Solutions*  
 Georgia's Correctional Challenges

May 2009

Presented by: Brian Owens, Commissioner

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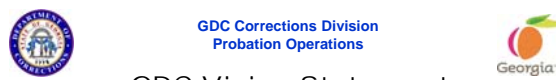
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**GDC Corrections Division**  
**Probation Operations**

**GDC Vision Statement**

*The Georgia Department of Corrections is the best corrections system in the nation at protecting citizens from convicted offenders and at providing effective opportunities for offenders to achieve positive change. We are a leader and partner in making Georgia a safer, healthier, better educated, growing, and best managed state. We accomplish this by:*

- ❖ Ensuring public safety
- ❖ Operating safe and secure facilities
- ❖ Providing effective community supervision of offenders
- ❖ Creating opportunities for restoration to offenders
- ❖ Ensuring the rights of victims
- ❖ Partnering with public, private, and faith-based organizations
- ❖ Sustaining core values of Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage
- ❖ Ensuring the well being of employees and their families

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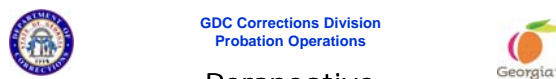
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**GDC Corrections Division**  
**Probation Operations**

**Perspective**

- Nationally:
  - **1 in 31** is under some form of correctional control
- Georgia:
  - **1 in 13** is under some form of correctional control (first in the nation)
  - Georgia ranks:
    - **First in the nation** with **1 in 15** under some form of community supervision.
    - **Forth in the nation** in adult incarceration at the rate of **1 in 70**.

\*One in 31: The Long Reach of American Corrections\*  
 The PEW Center on the States (March, 2009)




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### *Innovative Solutions*

#### Intent—Purpose

To plan, implement and sustain **the exceptional statewide felony probation operation in the nation** by implementing best practices including strategies, methods, interventions, partnerships and technologies that are proven to reduce recidivism; thereby, maximizing public safety while continuing to practice sound public stewardship principles.

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#### Background

- In 2006 The PEW Center on States launched the Public Safety Performance Project (PSP) to help states advance fiscally sound, data-driven policies and practices in sentencing and corrections that **protect public safety, hold offenders accountable, and control correctional costs.**
- The 2008 Pew Center Public Safety Policy Brief *Putting Public Safety First* **recommended specific strategies for accomplishing successful supervision and reentry thereby reducing recidivism.**
- March, 2009 PEW Report released:  
**"One in 31: The Long Reach of American Corrections"**

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#### Method

- In March 2009, Commissioner Owens directed Probation Operations to develop a concept for **planning, implementing and sustaining the exceptional statewide felony probation operation in the nation:**
  - Implementation plans should leverage "best practices" including strategies, methods, interventions, partnerships and technology.
  - A total of **10 steps were developed** shaping the overall Mission and Vision of Probation Operations. Process Action Teams were formed to address these steps/initiatives.

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**GDC Corrections Division**  
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### Ten Step Framework

1. Sort offenders by risk to public safety and identify top 25 geographic probation hotspots
2. Identify and create community partnerships to reduce recidivism (CIP)
3. Base intervention programs on science (DRC and MH)
4. Design GDC Sentencing Model that leverages Specialty Courts
5. Utilize technology that improves efficiencies in probation supervision and enhances public safety
6. Impose swift, certain, and proportionate sanctions
7. Create incentives for success (offenders and officers)
8. Create seamless transition from prison to probation
9. Measure progress through Accountability, Over Communication and Teamwork
10. Identify legislation that will enhance public safety in an efficient manner

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**GDC Corrections Division**  
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### COMPARISON & CORRELATION

PEW STRATEGIES	GDC FRAMEWORK
<input type="checkbox"/> Focus on higher risk offenders / assess need and risk	<input checked="" type="checkbox"/> Offenders to be sorted by risk
<input type="checkbox"/> Use incentives and rewards / Implement earned discharge	<input checked="" type="checkbox"/> Incentives (rewards) for success to be implemented
<input type="checkbox"/> Tailor probation conditions	<input checked="" type="checkbox"/> Design sentencing model / enable seamless transition (prison to probation) to include stringent conditions upon release
<input type="checkbox"/> Frontload supervision resources	
<input type="checkbox"/> Balance surveillance and treatment	
<input type="checkbox"/> Involve offenders in the process	
<input type="checkbox"/> Supervise offenders in their communities / engage informal social controls / engage partners, expand intervention	<input checked="" type="checkbox"/> Community partnerships to be created
<input type="checkbox"/> Respond to violations with swift, certain sanctions	<input checked="" type="checkbox"/> Intervention to be "evidenced-based"
<input type="checkbox"/> Define success as recidivism reduction	<input checked="" type="checkbox"/> Impose swift, certain, proportionate sanctions
	<input checked="" type="checkbox"/> Measure progress (A.C.T.)

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**GDC Corrections Division**  
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<p>←</p> <p><b>PEW Strategy</b></p> <p>Supervise Offenders In Their Communities</p> <p>↓</p>	<p><b>GDC Step #1</b></p> <p><b>Sort offenders</b></p> <p><b>by public safety risk</b></p> <p><b>&amp;</b></p> <p><b>Identify top 25 geographic hotspots</b></p> <ul style="list-style-type: none"> <li>• Sort offenders by highest risk in each judicial circuit</li> <li>• Identify and sort top 25 geographic (circuit and zip code) probation hotspots according to highest risk offenders</li> </ul>
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 <p style="text-align: center;"><b>GDC Corrections Division Probation Operations</b></p> 	
<p><b>PEW Strategy</b> Engage Partners To Expand Intervention Capacity</p> <p><b>PEW Strategy</b> Engage Informal Social Controls</p>	<p style="text-align: center;"><b>GDC Step #2</b></p> <p style="text-align: center;"><b>Identify and create community partnerships to reduce recidivism</b></p> <ul style="list-style-type: none"> <li>• Develop framework for expansion of Community Impact Program (CIP) model within geographic areas with the highest risk offenders</li> <li>• Develop community liaisons within each circuit to provide support measures to reduce recidivism</li> </ul>

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 <p style="text-align: center;"><b>GDC Corrections Division Probation Operations</b></p> 	
<p><b>PEW Strategy</b></p> <p style="text-align: center;"><b>Focus Resources on High Risk Offenders</b></p>	<p style="text-align: center;"><b>GDC Step #3</b></p> <p style="text-align: center;"><b>Base intervention programs on science</b></p> <p>(Day Reporting Center and Mental Health)</p> <ul style="list-style-type: none"> <li>• Identify <b>Evidence Based Programs</b> currently utilized with Probation Operations</li> <li>• Identify community based programs within Probation Operations</li> <li>• Identify any non-research intervention programs currently being utilized within Probation Operations</li> <li>• Identify Certified Alcohol and Drug Counselors within Probation Operations</li> </ul>

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 <p style="text-align: center;"><b>GDC Corrections Division Probation Operations</b></p> 	
<p><b>PEW Strategy</b></p> <p style="text-align: center;"><b>Tailor Conditions Of Supervision</b></p>	<p style="text-align: center;"><b>GDC Step #4</b></p> <p style="text-align: center;"><b>Design GDC Sentencing Model that Leverages Specialty Courts</b></p> <ul style="list-style-type: none"> <li>• <b>Design progressive sentencing</b> system incorporating specialty courts and GDC alternatives</li> <li>• Identify Specialty Courts currently in place statewide</li> <li>• Identify probation operations participation in Specialty Courts statewide</li> </ul>

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 **GDC Corrections Division  
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**PEW Strategy**

**Use Incentives and Rewards**

**GDC Step #7**

**Create Incentives for Success**  
*(Officers and Offenders)*

- Establish measurable criteria for achievement of exceptional performance by officer and offender
- Identify methods to acknowledge and reward offender and staff achievement by rewarding excellence in performance
- Develop suitable rewards and incentives for meeting the criteria for exceptional performance

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**PEW Strategy**

**Frontload Supervision Resources**

**GDC Step #8**

**Create seamless transition from prison to probation**

- Push notification of release date to CPO 90 days prior to release
- Strengthen supervision requirements 120 days post release
- Enhance communication by creating and modifying offender pre-release policy for facility counselors to include contacting probation officer

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 **GDC Corrections Division  
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**PEW Strategy**

**Define Success as Recidivism Reduction & Measure Performance**

**GDC Step #9**

**Measure Progress**

- Accountability
- Over Communication
- Teamwork
- Probation Accountability Report
- COMPSTAT Reporting
- Research best practices in the field through PEW, APPA, and NIC

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<p><b>PEW Strategy</b></p> <p>Identify legislation that will enhance public safety in an efficient manner</p>	<p style="text-align: center;"><b>GDC Step #10</b></p> <p style="text-align: center;"><b>Identify Legislation</b></p> <ul style="list-style-type: none"> <li>▪ Examine legislative initiatives</li> <li>▪ Provide recommendations on potential initiatives</li> </ul>
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GDC Corrections Division  
Probation Operations


**Desired Outcome**

- Plan, implement and sustain an exceptional statewide felony probation operation
- No later than December 2010:
  - Fully implement strategies outlined by the PEW Center (10 Step Framework)
  - Set the national standard for probation supervision
  - Show a measured, marked reduction in recidivism within the prison and probation populations.

**Exceptional is the Standard!**

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