









GEORGIA DEPARTMENT OF COMMUNITY SUPERVISION Where public safety and progress meet

2017 ANNUAL REPORT



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As DCS enters our third year of operations, we continue to push tirelessly for transformative, innovative approaches



It is a privilege to present the 2017 Annual Report for the Department of Community Supervision.

When DCS was created, we committed to incorporating evidence-based practices into our operations. This commitment was to ensure that we are doing all that is possible to deliver results that our stakeholders can see—results that change the lives of offenders, their families, and all of Georgia's communities for the better.

I believe that it is because of our commitment to evidence-based practices and to holding fast to our vision and values that DCS has so quickly become a

WELCOME

MICHAEL NAIL Commissioner

recognized thought leader in the field of community supervision, nationally and internationally.

As DCS enters our third year of operations, we continue to push tirelessly for transformative, innovative approaches to increase the success of our work. I am consistently awed by what we are able to do in collaboration with our communities and with our partners in the criminal justice system. As DCS matures, we retain our spirit of exploration and growth.

Looking ahead to 2018 and beyond, we know that we must continue to strive for excellence in all facets of our operations. When we do, we have the capacity to make a difference in the lives of every fellow Georgian.

CRIMINAL JUSTICE REFORMS

THE DCS IMPACT

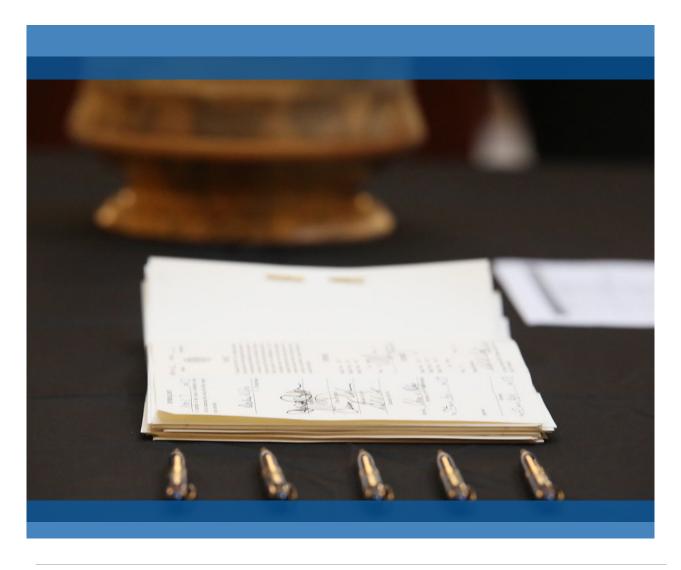
On May 9, 2017, Governor Nathan Deal signed a new series of criminal justice bills designed to create meaningful community supervision in Georgia. DCS was honored that Governor Deal chose to sign SB 174, SB 175, and SB 176 at our inaugural Reentry Summit in Macon, a symbolic gesture that helps honor the collaborative contributions of Georgia's diverse reentry organizations towards a stronger criminal justice system for our state.

Senate Bill (SB) 174 holds the most impact on how DCS will continue to implement supervision resources in Georgia. The Georgia Council on Criminal Justice Reform established several recommendations leading to the creation of this reformative piece of legislation.

The passage of SB 174 requires DCS to focus supervision resources on individuals at the beginning of their supervision terms to reduce caseloads and create meaningful supervision.

It mandates the reduction of lengthy probation sentences for non-violent offenses as an incentive for good behavior while a person is on probation. SB 174 also includes improvements to the cost-effectiveness of responses of parole & probation violations.

Under the legislation, DCS officers are permitted to assist accountability courts with their community supervision where needed and when resources are available.



"We see tremendous success in Georgia thanks to criminal justice reform. DCS is thankful for the vision of Governor Nathan Deal, the work of the Criminal Justice Reform Council, and the Georgia General Assembly.

This year's recommendations will significantly impact our ability to reduce officer caseloads."

- Scott Maurer, DCS Assistant Commissioner

SB 174

Ensures the sustained success of Georgia's accountability courts and enhances the state's probation system so that resources are focused at the front-end of supervision—when chances of recidivism are statistically greatest.

7 SB 175

Aims to reduce juvenile delinquency and protect public safety when a juvenile is deemed incompetent to proceed in the judicial process. It also includes new resources to encourage parental involvement.

3 SB 176

Includes provisions to require that individuals are notified by mail prior to the issuance of a bench warrant for failure to appear for a non-serious traffic offense.



1 in 13 adults are on felony probation in Georgia. This is double the rate in Texas and four times the rate in North Carolina. Research shows that Georgia's probation sentences are comparatively lengthy, ranging from five to seven-and-a-half years.

How does SB 174 help address this?

It will reduce recidivism by ensuring that high-risk individuals on probation receive resources in the first two to three years of their probation sentence, when they are most likely to reoffend.

How will DCS implement SB 174?

- Implement a notification system to alert officers when offenders are SB 174 eligible
- Automate the referral process to ensure supervised individuals receive timely access to services
- Prioritize restitution payments to preserve victims' rights

In an effort to reduce unnecessarily lengthy sentences and align Georgia's supervision practices with national best practices, SB 174 permits DCS to file a petition to the court for early termination of probation sentences after a person serves three years on supervision, if the following conditions apply:

- Individual under supervision is compliant with special conditions of probation and has no new arrests
- Any ordered restitution is paid in full
- The individual is sentenced to a non-violent property or drug offense

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ENGAGING OUR COMMUNITIES

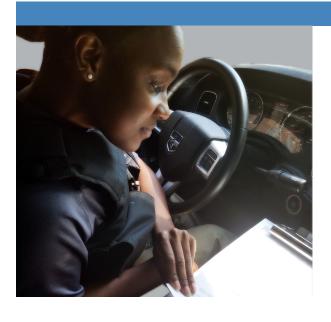
DCS seeks to be a leader in the transformation of community supervision in Georgia and the nation. To that end, we actively support the professional associations and educational forums that enable us to exchange knowledge with a global community of criminal justice practitioners.

Most importantly, the success of our work is dependent on the support, trust, and engagement of the communities we serve. In 2017, the DCS family selflessly served above and beyond daily work responsibilities by participating in community service and charitable giving projects, thousands of hours of volunteer service, and ongoing involvement with the schools, legislators, and civic institutions of communities across Georgia.



ENGAGING THE NEXT GENERATION

DCS invests in the next generation of criminal justice professionals. In partnership with Kennesaw State University, we initiated an intensive training program to streamline future community supervision officers' ability to gain P.O.S.T. certification while fulfilling their academic requirements.



DCS RIDE-ALONGS

A ride-along is an opportunity for a first-hand glimpse into the dynamic nature of community supervision. DCS invites elected officials, judges, sheriffs, district attorneys, and other members of the criminal justice community to accompany a DCS officer on their daily duties. By joining a certified officer in the field, ride-along participants are able to observe the day-to-day realities of community supervision work.

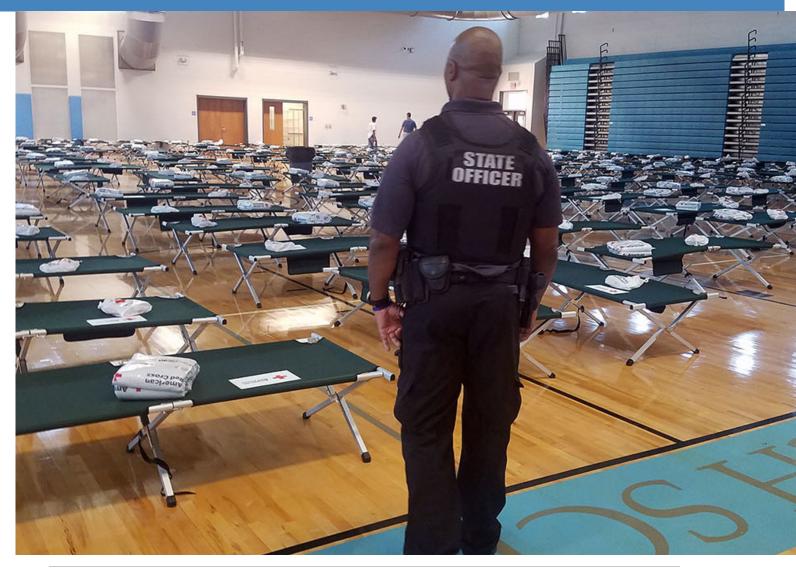
"Every new judge like myself should attend one... Seeing firsthand the challenges of a night in the work life of a CSO will help in my decision making process as a judge."

-Superior Court Judge Clayton Tomlinson describing his DCS ride-along experience.

From participating in charity runs to raising awareness for causes close to our hearts, DCS employees give generously within our communities.



DCS STAFF AND EMPLOYEES STEPPED UP TO COLLECTIVELY SERVE NEARLY 4,000 OVERTIME HOURS ASSISTING HURRICANE IRMA EVACUEES ENTERING EMERGENCY SHELTERS.



2017 Annual Report



OUR MISSION

As an integral part of the criminal justice system, we protect and serve all Georgia citizens through effective and efficient offender supervision in our communities, while providing opportunities for successful outcomes.

OUR VISION

To become the national leader for innovative and progressive community supervision.

We will accomplish this by:

- Embracing best and next evidence based practices
- Utilizing an integrated approach to improve offender behavior
- Effectively coordinating between all concerned stakeholders
- Ensuring victim's voices are heard and victim rights protected

THE DCS ONE COMMUNITY PHILOSOPHY

Our agency lives out the *One Community* approach to supervision through all facets of our work, including:

- Strong collaboration with fellow criminal justice agencies
- Commitment to victims and their families
- Involvement in the communities we serve
- Holistic programming for supervised offenders and their families



ONE OFFICER

At the heart of effective community supervision is the relationship between a Community Supervision Officer and the supervised offender. DCS CSOs are driven by a passion to personally connect with and inspire successful change for individuals. Our officers are highly trained to integrate evidence-based practices into every officer-offender interaction—helping build human-based, collaborative supervision relationships that are rooted in compassion and accountability.



ONE FAMILY

DCS officers often help the family members of supervised offenders by connecting them with job training, referrals to services, educational attainment opportunities, and other programs.

Strengthening the family unit enhances an offender's likelihood for success. Because our officers work with the whole family, they have the knowledge and trust required to make a meaningful difference.



ONE COMMUNITY

Within each district, dedicated DCS Community Coordinators work to increase access to employment, housing, and educational opportunities for supervised individuals.

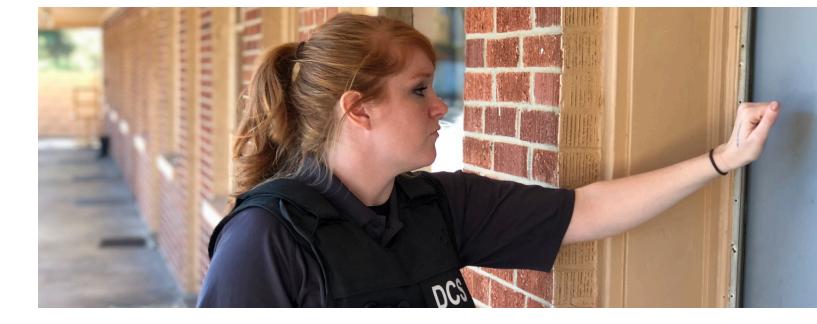
DCS officers are commited to embedding themselves within the communities they serve. This allows our officers to gain the local knowledge necessary to access the valuable partnerships, community advocates, and opportunities that will most benefit supervised offenders.

HOW WE SERVE

DCS employs evidence-based practices to hold offenders accountable and reduce the state's recidivism rate. We also help offenders access opportunities to make positive changes while in the community by providing individual support, programming, and connections to resources.

In addition, DCS is responsible for providing oversight to private and governmental misdemeanor probation entities. While the supervision responsibility of misdemeanor probation cases does not reside with DCS, we do provide the oversight infrastructure needed to ensure the integrity of Georgia's misdemeanor probation system.

The Georgia Commission on Family Violence is administratively attached to DCS. The alignment of our agencies allows us to better identify and respond to domestic violence and its impacts within the families we serve.



EVIDENCE-BASED SUPERVISION

DCS's Enhanced Supervision Program (ESP) is a supervision model that enables our CSOs to serve as agents of change for the offenders they supervise.

Traditional officer-offender interactions primarily focus on the officer's responsibility to monitor offenders' compliance, which can create a tone of confrontation. Meanwhile, research shows that the quality of the relationship between the officer and offender and the content of the discussions they have during their interactions are significant factors in offenders' chances of success.

ESP replaces the traditional, often ineffective model of officer-offender interactions with one designed to facilitate strong, trust-based relationships that encourage offenders to choose positive changes for themselves.

More than 300 DCS officers have completed ESP training. DCS now includes ESP as part of the Basic Community Supervision Officer Training course for all incoming CSOs.

DAY REPORTING CENTERS

Day Reporting Centers (DRCs) provide a non-residential prison diversion program targeted at "high risk/high need" offenders with a history of substance abuse and noncompliant behavior. Located in numerous sites throughout Georgia, DRCs address the root problem of substance abuse, rather than the non-violent crimes that result from addiction. Offenders placed in DRCs complete an intensive, highly structured, non-residential addiction recovery program lasting six months or more. In addition to substance abuse treatment, DRCs equip offenders with essential training and education, cognitive behavior classes, and offer opportunities for offenders to build supportive social networks and complete community service requirements.

1,010
PARTICIPANTS GRADUATED
FROM A DRC IN FY17

19
PARTICIPANTS OBTAINED
THEIR GEDS IN FY17

"I've totaled more cars then I can remember. I've been thrown through windshields while my car exploded in a ball of fire behind me. I am very lucky to be alive, at the time I didn't know why...

I had to make a change. It was at that moment I finally got my act together. The Winder DRC was there to fight with me, all of them were there to help me. I never felt judged, or like another inmate number—from the ladies at the front desk, to the counselors, all the way to the head of the program, Mrs. Funkhouser. She has come to my rescue more than once. The compassion that she has, not just for me, but everyone in the program is unlike anything I've ever experienced in a rehab program. She wants to help every single person.

I can't stress how much these people have changed my life. I am a finance manager now, and to think I would be here after all that I went through amazes me. I lived through all those crashes and wild nights for a reason. I want to help other addicts see the light at the end of the tunnel."

-J.B., Winder DRC graduate

SUBSTANCE ABUSE AFTERCARE SERVICES

Participation in Substance Abuse Aftercare Services (SAAS) is the final phase of Day Reporting Center programs. Participants also enroll in SAAS immediately after release from Georgia's Residential Treatment Facilities (secure facilities providing intensive substance abuse and, if needed, mental health treatment). During this high-risk time immediately after offenders' release from intensive supervision, SAAS provides offenders with a special style of supervision designed to promote continued recovery.

44.4%OFFENDERS WHO SUCCESSFULLY
COMPLETED AFTERCARE SERVICES IN FY17



The DCS Reentry Unit is focused on providing evidence-based services to reach highest-risk offenders, often by meeting their most essential needs. This focus helps respond to some of the most significant challenges an offender may face on the road to reentry. By leveraging partnerships at every level, DCS is able to extend the impact of our reentry services, while uniting a statewide community of resources and support.



DCS REENTRY SERVICES

Building and providing support for Georgia's vast network of reentry service providers, including nonprofit organizations and faith-based communities

HEALING COMMUNITIES OF GEORGIA

The Healing Communities of Georgia offers community groups the chance to participate in a statewide network, helping maximize the effectiveness and impact of these groups' efforts and aligning their work with best practices. Meanwhile, these groups help foster the restorative healing required to repair families and communities torn apart by incarceration.

PRISON IN-REACH SPECIALISTS

Creating points of connection with mentors and specialists helps provide one-on-one aid for reentering citizens. Prison In-Reach Specialists develop comprehensive transition plans for returning citizens before they leave prison. This helps ensure that offenders have opportunities to successfully utilize the full breadth of Georgia's reentry services.

REENTRY PARTNERSHIP HOUSING

A lack of stable housing is a common obstacle to successful reentry. In partnership with the Department of Community Affairs, DCS operates the Reentry Partnership Housing (RPH) program to find housing opportunties for inmates who are scheduled to be released but have no residential options. DCS is expanding the scope of RPH to offer help to those seeking housing to all supervised offenders in need, as well as individuals in Accountability Court programs.

PEER MENTOR PROGRAM

In collaboration with DBHDD, DCS implemented the Forensic Peer Mentor Program in five Day Reporting Centers with plans to expand into two additional DRCs.

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HOW WE SERVE: REENTRY



MAX-OUT REENTRY (M.O.R.E.)

M.O.R.E. is a collaborative program between the Georgia Department of Community Supervision, Georgia Department of Corrections, and Georgia State Board of Pardons and Paroles, designed to provide max-out offenders with a progressive transition back into society.

In 2013, M.O.R.E. was implemented in Georgia's 13 transition centers. M.O.R.E allows for statutory and board mandated max-out prisoners to relocate from a prison bed to intensive community supervision in a transition center up to 18 months before the completion of their prison sentence.

The success of this program is due to the guidance M.O.R.E. counselors provide to participants, helping pave the way for them to find success as they reenter their communities. During their last months in incarceration, M.O.R.E. participants live in a Georgia Department of Corrections' transition center. While under intensive supervision, they have the opportunity to:

- Work and pursue employment
- Access mental health and substance abuse services
- Obtain their driver's licenses
- Find stable post-incarceration housing



Our reentry services prioritize meeting returning citizens' basic needs—such as connecting offenders to job training in high-demand skilled trades—so that they have the best chance of thriving in their communities post-release.

THE GEORGIA PRISONER REENTRY INITIATIVE (GA-PRI)

The goal of GA-PRI is to improve public safety by increasing the odds of successful reentry for Georgians leaving prison. This is accomplished by providing those leaving prison with a seamless plan of services and supervision that begins at the time of their incarceration and continues throughout the individual's reentry into the community. As GA-PRI enters its fourth year, we continue to build on its initial success with the eventual goal of providing statewide coverage.

GA-PRI offers opportunities to improve reentry policy, infrastructure, and resource delivery by providing governmental, community, and faith-based agencies and organizations deeper insight into the causes and drivers of recidivism and the methodologies that address them. The multi-agency, community-led approach leverages the number and quality of available services and provides a platform to develop and implement innovative strategies that improve the likelihood of success for individuals we serve and increase public safety.

With the increase of the in-reach staff from 13 to 18 in FY17, DCS experienced broader coverage in correctional facilities statewide, as well as increases in participant orientations, completed case plans, and overall in-reach contacts. Community coordination and faith and justice initiatives saw growth in local and state collaborations.

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INVESTING IN OUR EMPLOYEES

Our performance relies, first and foremost, on our employees. We seek to build the capabilities of DCS staff to help them develop both professionally and personally and to position our agency for future success. This year, we implemented our first Employee Engagement Survey, initiating what we intend will be an ongoing dialogue between DCS leadership and our employees. 91% of DCS employees participated in the survey, and their input will guide initiatives to further strengthen our workplace culture.

150,715
TRAINING HOURS COMPLETED
BY SWORN EMPLOYEES IN EY17

16,487
TRAINING HOURS COMPLETED BY
NON-SWORN EMPLOYEES IN FY17



THE POWER OF PEER SUPPORT

As public safety officers, DCS CSOs place themselves in dangerous situations daily in order to preserve the safety of our communities. This comes at an emotional and psychological cost, especially after a traumatic event. DCS is initiating a program that will enable our officers to easily access support from those who can often best understand the unique pressures an officer faces; peer officers.



THE LOCAL ADVANTAGE

The new DCS Ambassador program deploys a Community Supervision Officer in each district throughout the state to inform and engage media and community members about local community supervision operations. The program helps strengthen community relations and serves as a new professional development opportunity for frontline officers to gain exposure to DCS executive operations. Ten officers were appointed to the inaugural Ambassador cohort.



DCS CSOs

| Total Number | 1,584 |
|-----------------|-------------|
| Average Tenure | 8 years |
| Starting Salary | \$38,524.27 |



TRANSFORMING TRAINING

REINVENTING OUR BASIC OFFICER TRAINING

"Our goal was to improve the work-life balance of our future officers while enhancing the overall quality of the training that we offer. We knew the Blended Model could be a game-changer for how law enforcement training is done."

-Reginald Huley, DCS Training Director

Previously, every DCS officer candidate was required to spend nine consecutive weeks in intensive residential training at the Georgia Public Safety Training Center in Forsyth. For even the most committed future officers, attending this required Basic Community Supervision Officer Training (BCSOT) was a major disruption to their home life, and dissuaded some qualified candidates from even considering joining DCS. The Blended Training Model replaces weeks of classroom curricula with online courses.

The Blended Training Model transforms the way we train future Community Supervision Officers by leveraging online training technology to reduce on-location training time—helping maximize DCS resources and enhancing training quality.

Blended Training allows students more flexibility on their path to becoming a sworn officer while simultaneously increasing access to valuable on-the-job training and rigorous academic courses.



THE BLENDED TRAINING MODEL



INNOVATIVE CONCEPT

Basic Community Supervision Officer Cadets complete a combination of on-site, onground, or on-campus training at GPSTC and

Previously, DCS basic training required cadets to complete nine weeks of training at GPSTC.

Today, cadets spend four weeks at GPSTC.



IMPLEMENTATION

The Training and Professional Development Unit launched online training on July 6, 2017.

As of December 2017, more than 1,000 DCS employees have participated in online courses offered through the new Blended Training Model.

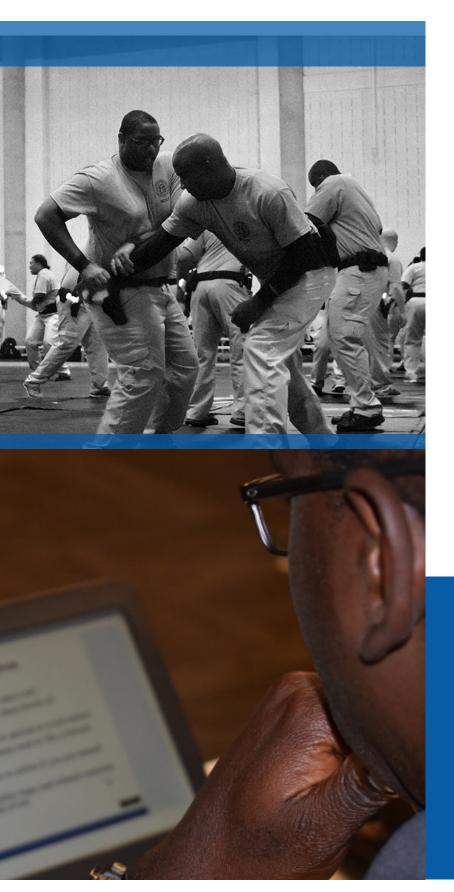


INCREASED CAPACITY

Under the previous training model, DCS was only able to graduate five BCSOT cohorts per vear.

Adopting the Blended Training Model has allowed DCS to increase the number of BCSOT cohorts to up to 12 per year if needed, beginning in FY18.

More rigorous training. Enhancing our cadets' quality of life. Doubling our cadet training capacity.



DNA Submissions and Alternatives to Incarceration Consolidation are examples of low-liability courses now offered online in the Blended Training Model. This allows instructors to focus valuable face-to-face training time during Basic Training on those courses that cannot be replaced with online modules, such as Defensive Tactics and Firearms Instruction.

The Blended Model doesn't just benefit new cadets. All DCS employees can access the online courses. Our rapidly expanding catalog of available courses has had nearly 5,000 enrollments, primarily from veteran DCS employees eager to avail themselves of our powerful new development resource.

79%
COMPLETION RATE FOR CADETS IN THE
BASIC COMMUNITY SUPERVISION OFFICER
TRAINING IN FY 2017

203
GRADUATES OF THE BASIC COMMUNITY
SUPERVISION OFFICER TRAINING IN FY 2017

"The blended learning experience gave me the opportunity to focus on my family but also my career ...without the burnout of having to stay at GPSTC for nine weeks."

-Craig Johnson, BCSOT graduate

"The online training allows me to retain the information faster than if I was sitting in a classroom all day. It's self-propelled."

-Christy Howard, BCSOT graduate

BY THE NUMBERS

Since 2016, DCS has worked to implement a data system to collect information about our operational effectiveness. This data system combines tracking capabilities for information previously handled by three separate agencies and is designed to better reflect the mission of DCS. Although some metrics require a full year or more of data collection to be of usable quality, we are pleased to share the metrics that are available from our agency's first complete year of data collection.

Moving forward, DCS will have the ability to comprehensively and accurately track data for felony offenders, DCS programs and initiatives, and services provided by DCS and partner agencies. Future reports will include detailed metrics regarding successful completions, time to fail, treatment program participation, and employment.

In addition, DCS monitors internal measures of departmental performance to continuously assess and improve operational efficiency and effectiveness.

PRELIMINARY OPERATIONAL DATA

This data represents partial fiscal year reporting. Due to the implementation of the newly combined data system, DCS data collection began November 2016.

258,843
NUMBER OF OFFENDERS UNDER
DCS SUPERVISION*

83.45% SUCCESSFUL COMPLETIONS OF COMMUNITY SUPERVISION

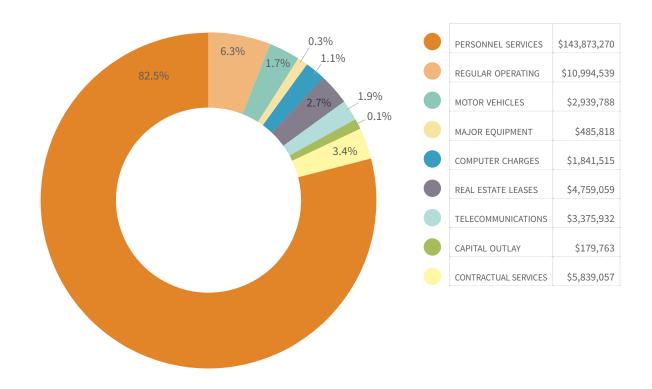
139
AVERAGE CASELOAD OF DCS
COMMUNITY SUPERVISION OFFICERS

5.05% SUPERVISED OFFENDERS REVOKED TO PRISON

^{*}This number is a cumulative total of offenders being supervised or monitored by a DCS Officer.

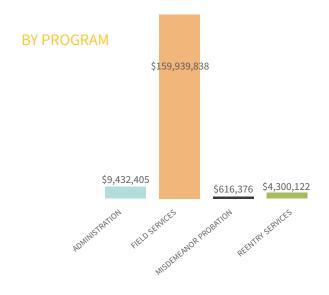
FY 2017 EXPENDITURES

TOTAL EXPENDITURES: \$174,288,742



BY FUND SOURCE

| State | \$170,442,258 |
|---------|---------------|
| Federal | \$527,630 |
| Other | \$3,318,853 |



2017 Annual Report

OUR LEADERSHIP

BOARD

The DCS Board provides oversight that guides us in the best interests of Georgia's citizens and towards our long-term success.

| Terry Barnard | Chairman, Georgia State Board of Pardons and Paroles |
|-----------------------------|--|
| Bobby Cagle | Former Director, Georgia Division of Family and Children Services |
| Greg Dozier, Board Chairman | Commissioner, Georgia Department of Corrections |
| Sonja Fillingame | City Manager of Union City |
| Judy Fitzgerald | Commissioner, Georgia Department of Behavioral Health and Developmental Disabilities |
| James Mills | Vice-Chairman, Georgia State Board of Pardons and Paroles |
| Avery Niles | Commissioner, Georgia Department of Juvenile Justice |
| Kevin Little | Chairman, Walton County Board of Commissioners |
| Michael Terrell | Chief, Coweta County State Court |
| Mike Yeager | Coweta County Sheriff |
| Steve Page | Director, Georgia Probation Management |

ADVISORY COUNCIL

 $Our council is composed of practitioners appointed by the governor and court councils \ to \ represent every level of the state's justice system.$

| Judge Neal Dettmering | State Court |
|--------------------------|---------------------------|
| Judge John Ott | Superior Court |
| Vacant | Municipal Court |
| Judge Chase Daughtrey | Probate Court |
| Judge W. Allen Wigington | Magistrate Court |
| Tim Donovan | Private Probation |
| Shonda Gilkey | Public Probation |
| Lon Kemeness | Criminal Defense Attorney |

EXECUTIVE LEADERSHIP

The executive leadership team sets the strategic direction of our agency and ensures our commitment to the DCS mission, vision, and values.

| Michael Nail | Commissioner |
|----------------|-------------------------------|
| Scott Maurer | Assistant Commissioner |
| Bert Flewellen | Chief Operating Officer |
| Robert Orange | Chief Financial Officer |
| Phil Sellers | Chief Information Officer |
| Sandra Thomas | Executive Operations Director |

PROFESSIONAL EXCELLENCE

THE DAN RICHARD BETO AWARD

Commissioner Michael W. Nail received the 2017 Dan Richard Beto award from the National Association of Probation Executives. The award was presented in recognition of his steadfast, distinguished, and honorable service to the probation profession.

EXCELLENCE IN INFORMATION SHARING

DCS received the 2017 FBI N-DEx Excellence in Information Sharing Award, recognizing our agency's committment to collaborating with law enforcement agencies nationwide.

THOUGHT LEADERSHIP

DCS presented the M.O.R.E. program and our transformative *One Community* philosophy to an international audience of supervision professionals at the 2017 International Community Corrections Association conference in Tokyo. DCS also presented on GA-PRI, our use of emerging community supervision technology, and our Reentry Partnership Housing program at national professional conferences.

LEADING THE PARADIGM SHIFT

After participating in a three-year Executive Session on Community Corrections with the Harvard Kennedy School, Commissioner Nail signed a *Statement on the Future of Community Corrections*, a consensus document that outlines key paradigm shifts needed to move the field forward.

EXCELLENCE IN COMMUNITY CRIME PREVENTION

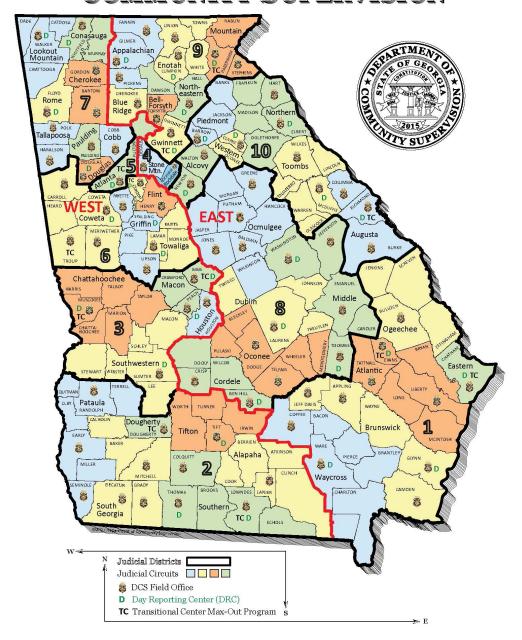
The American Probation and Parole Association selected our agency's Day Reporting Centers (DRCs) program as the recipient of the 2017 Award for Excellence in Community Crime Prevention.

VALOR AND HEROISM

DCS Criminal Investigators John Rohrs and Shane Sasser received 2017 Valor Awards from the Two Hundred Club of the Coastal Empire. These officers were also honored by the Federal Law Enforcement Officers Association, who presented their team with the 2016 National Award for Heroism for their efforts while on special assignment with the U.S. Marshals.



DEPARTMENT OF COMMUNITY SUPERVISION



GEORGIA DEPARTMENT OF COMMUNITY SUPERVISION

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