



# Annual Report Fiscal Year 2015



**Professionalism – Integrity – Accountability**

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# ALABAMA DEPARTMENT OF CORRECTIONS

## Annual Report for the Fiscal Year 2015

*October 01, 2014 through September 30, 2015*



**Robert Bentley**  
*Governor*

**Jefferson S. Dunn**  
*Commissioner*

This publication prepared by the  
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## Commissioner's Message

It is my distinct honor to present herewith the Annual Report of the Alabama Department of Corrections for Fiscal Year 2015.

I want to express my gratitude to the men and women who proudly and honorably serve the Department of Corrections with dedication and commitment to public safety, and with the highest standards of professionalism, integrity and accountability. You keep Alabama safe everyday!

In Fiscal Year 2015, the department faced numerous challenges; however, it was a year of many accomplishments as well.

On May 21, 2015, Governor Bentley signed into law Senate Bill 67 that addresses reforming Alabama's criminal justice system. The historic legislation will strengthen community-based supervision, prioritize prison space for people convicted of violent and dangerous crimes, and promote evidence-based services and treatment for people receiving supervision in the community. When fully implemented, the legislation is projected to reduce Alabama's inmate population by 4,500 over the next five years.

Also in May 2015, the Department reached a cooperative agreement with the U.S. Department of Justice to reform practices at the Julia Tutwiler Prison for Women. The agreement requires the Department to be in compliance with the Prison Rape Elimination Act (PREA) National Standards. Many PREA standards have been met, including the appointment of a statewide PREA Coordinator, assigning PREA managers at all correctional facilities, and implementing operational and training practices throughout the Department.

In 2015, J.F. Ingram State Technical College improved educational opportunities for inmates at the Julia Tutwiler Prison for Women by opening the new E-Learning Center that gives inmates access to both traditional learning materials and new educational technology. As part of a pilot program, Ingram State bought 60 tablets for inmates to use for individual learning development and educational training. The college plans to expand this new education technology to other ADOC facilities.

In August 2015, the Department brought on board a new Deputy Commissioner for Training and Development. This commitment to our employees will add a professional development component to our training program. Deputy Commissioner Matthew Brand will oversee the Department's commitment to improving Correctional Officer Training, building a Leadership Academy to enhance professional development and implementing innovative strategies to make education more affordable for ADOC employees. Finally, he is developing departmental recruiting standards to insure the best qualified candidates are selected for employment.

Moving forward, ADOC is committed to transforming the Department by improving the infrastructure of our aging facilities; investing in modern technologies for interdicting contraband inside our facilities that will lead to better security and safety conditions for our employees; and expanding rehabilitation programs to help offenders successfully re-enter society by lowering their risk of returning to prison. Expanding rehabilitation and re-entry opportunities, coupled with the new criminal justice legislation, will lead to reducing the Department's inmate population by 4500 over the next five years, and making our facilities safer for both employees and offenders.

On behalf of those who proudly serve the Alabama Department of Corrections, I thank the citizens of Alabama for their continued support.

Respectfully,

  
Jefferson S. Dunn  
Commissioner

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# Our Mission and Values

## The Corrections' Mission

The mission of the Alabama Department of Corrections is to confine, manage, and provide rehabilitative programs for convicted felons in a safe, secure, and humane environment, utilizing professionals who are committed to public safety and to the positive re-entry of offenders into society.

## DEPARTMENT PRIORITIES

- Public Safety
- Safety of the correctional and departmental staff
- To ensure humane and constitutional conditions of incarceration in all facilities
- To provide education and job training as needed
- To ensure that the spiritual needs of the prisoners are met

## DEPARTMENT VALUES

- We value ADOC's employees as our most valuable asset
- We value a safe, secure and rehabilitative environment for the inmate population
- We value upholding the public trust and a positive public image, emphasizing professionalism, honesty and integrity
- We value the dignity of every human being
- We value leadership, which promotes a safe, fair and equitable work environment
- We value operating in the most effective and economically efficient manner possible
- We value the ethical conduct of all ADOC's employees
- We value sharing information, innovation and communication among all levels of staff

# FY2015 Executive Summary

- **DEPARTMENT FINANCIALS**
  - FY2015 General Fund Appropriation—**\$402,071,360**
  - FY2015 Expenditures—**\$457,142,465**
  - Average Daily System-Wide Inmate Cost—**\$47.69**
- **ALABAMA PRISON SYSTEM**
  - Major Correctional Facilities—**16**
  - Community-Based Facilities—**12**
  - Contracted Prison Beds at Year End—**798**
  - Total Staff at Year End—**3,783**
  - Security Staff at Year End—**2,843**
  - Inmate to Correctional Officer (CO I) Ratio—**11.8:1**
  - Average Monthly In-House Inmate Population—**24,504**
  - Recidivism Rate—**30.9%** - All Cohorts
- **END OF YEAR OFFENDER POPULATIONS**
  - Jurisdictional—**31,264**
    - Male—**28,656** Female—**2,608**
    - Black—**17,551** White—**13,583** Other—**130**
  - Custody—**25,201**
  - In-House—**24,191**
- **OFFENDER ADMISSIONS / RELEASES**
  - Offenders Admitted to ADOC Jurisdiction—**11,435**
  - Offenders Admitted to ADOC Custody—**7,478**
  - Offenders Released From ADOC Jurisdiction—**12,240**
  - Offenders Released From ADOC Custody—**7,898**
  - Offenders Released on Parole (includes re-instatements)—**2,615**
- **OFFENDER PROGRAM COMPLETIONS**
  - Inmates Completing In-House Re-entry Program—**5,298**
  - Inmates Completing Drug Treatment Programs—**2,698**
  - Therapeutic Education Facility Graduates—**609**
  - Offenders Completing a GED—**694**
  - Offenders Earning a Vocational Education Certificate—**1,185**
- **COMMUNITY CORRECTIONS PROGRAM (CCP)**
  - Community Corrections Programs—**35 in 45** Counties
  - Offenders in Community Corrections at Year End—**3,783**
  - Offenders Sentenced to Community Corrections—**2,936**
- **SUPERVISED RE-ENTRY PROGRAM (SRP)**
  - Offenders in SRP at Year End—**206**
  - SRP Admissions (new & transfers)—**556**

# Department Executive Directory

<b>COMMISSIONER</b>	<b>Jefferson S. Dunn</b>	<b>353-3870</b>
Executive Assistant	Paula Argo	353-3870
<b>Chief of Staff</b>	<b>Steve Brown</b>	<b>353-3870</b>
<b>General Counsel</b>	<b>Anne Hill</b>	<b>353-3885</b>
<b>Investigations &amp; Intelligence</b>	<b>Arnaldo Mercado</b>	<b>353-8927</b>
Public Information	Bob Horton	353-3870
<b>Dep. Comm.—Gov. Relations / CCP</b>	<b>Jeffery Williams</b>	<b>353-3878</b>
Constituent Services	Janet LeJeune	353-3883
<b>Assoc. Comm.—Operations</b>	<b>Grantt Culliver</b>	<b>353-3813</b>
Institutional Coordinator	Gwen Mosley	353-3813
Institutional Coordinator	Cheryl Price	353-3813
Central Transportation	Linda Miller	353-9704
<b>Dep. Comm.—Women’s Services</b>	<b>Dr. Wendy Williams</b>	<b>353-9989</b>
<b>Assoc. Comm.—Plans &amp; Programs</b>	<b>Terry McDonnell</b>	<b>353-9989</b>
Central Records	Mark Bruton	353-9772
Classification	Cassandra Conway	353-9764
Re-entry Program Coordinator	Dr. Eddie Lancaster	353-3883
Religious Programs	Thomas Woodfin	353-3883
Research and Planning	Glen Casey	353-3883
Supervised Re-entry Program	Steve Watson	353-3883
<b>Assoc. Comm.—Admin. Services</b>	<b>Vacant</b>	<b>353-3870</b>
Accounting	Rodney Blankenship	353-5515
Correctional Industries (ACI)	Andy Farquhar	261-3619
Information Systems	Willie Fields	353-3635
Institutional Services	Scott Cornette	567-1566
Personnel	William Lawley	353-9510
<b>Dep. Comm.—Training &amp; Development</b>	<b>Matt Brand</b>	<b>353-3870</b>
Corrections Academy & Training	Charles Blevins	263-8906
Recruiting	Capt. Mark Loman	261-3658
<b>Assoc. Comm.—Health Services</b>	<b>Ruth Naglich</b>	<b>353-3887</b>
Medical Health Director	Laura Ferrell	353-3887
Chief Psychologist	Dr. David Tytell	353-3887
Regional Clinical Manager	Lynn Brown	353-3887
Regional Clinical Manager	Brandon Kinard	353-3887
<b>Dep. Comm.—Facilities Management</b>	<b>Greg Lovelace</b>	<b>567-1554</b>
Engineering	Ken Smith	567-1554
Environmental Supervisor	Henrietta Peters	353-3887

# Executive Leadership

## **JEFFERSON S. DUNN, *Commissioner***

Governor Robert Bentley appointed Jeff Dunn to commissioner of the Alabama Department of Corrections on April 1, 2015. Commissioner Dunn, a native of Alabama, comes to the department after serving 28 rewarding years in the United States Air Force. He is a graduate of Birmingham Southern College where he earned a degree in English and a military commission through the Air Force Reserve Officer Training Corps. He holds a Master of Arts degree from Regent University, Norfolk, Virginia, and a Master of Science degree from the Air Force Institute of Technology. Commissioner Dunn held many flying assignments and amassed over 3,400 flying hours. In addition to serving as military planner for U.S. European Command Headquarters in Stuttgart, Germany, Commissioner Dunn served at the Pentagon as Deputy Director, Combating Terrorism and Support Activities for the Office of the Secretary of Defense and as the Senior Military Assistant to the Assistant Secretary of Defense for Homeland Defense and Americas' Security Affairs. His command assignments include Vice Commander of the 14th Flying Training Wing, Columbus Air Force Base, Mississippi; Commander, Air Force Reserve Officer Training Corps and Commander, Thomas Barnes Center for Enlisted Education at Maxwell Air Force Base, Montgomery, Alabama.

## **STEVE BROWN, *Chief of Staff***

Chief Brown joined the department in 2007, working as the Commissioner over administrative services. He was appointed Chief of Staff in January, 2015, and is now responsible for management and oversight for all operations and administrative divisions of the department. Chief Brown served in the United States Air Force from 1973 to 2003, completing his career as the Director of Personnel for the Air Force Special Operations Command in Fort Walton Beach, Florida. Chief Brown has a Bachelor of Science degree in Business Administration from Auburn University and a Master of Science degree in Management Information Systems from the University of Arizona.

## **GRANTT CULLIVER, *Associate Commissioner for Operations***

Commissioner Culliver is responsible for ensuring the effective daily operations of male correctional facilities. He supervises the Transfer Division, Institutional Coordinators and the Emergency Response Teams. Mr. Culliver began his career with the Department in 1981 as a Correctional Officer. He was Warden at Atmore CBF, Fountain CF and Holman CF over a 10 year period. He was promoted to Correctional Institutional Coordinator in November of 2009. Culliver has worked as a Technical Resource Provider (TRP) with the National Institute of Corrections. He was promoted to his current position June 1, 2015. Commissioner Culliver graduated from the University of Southern Mississippi with a Bachelor of Science degree in American Studies.

## **DR. WENDY WILLIAMS, *Deputy Commissioner for Women's Services***

Commissioner Williams is responsible for the administration of women's services, including executive oversight of operations at all facilities for women offenders. She joined the Department in 1987 as a Correctional Officer and was promoted over time to Captain at Limestone Correctional Facility. In September 2002, Commissioner Williams was appointed to Director of Training, and was appointed to Deputy Commissioner for Women's Services on April 16, 2014. Commissioner Williams holds a Bachelor of Science degree in Justice Studies and Sociology from Athens State University, a Master of Science degree in Justice and Public Safety from Auburn University Montgomery, and a Doctor of Education degree in Organizational Leadership and Higher Education from Nova Southeastern University. She is a member of the Southern States Correctional Association, Correctional Peace Officers Foundation, and the Association of Women Executive in Corrections.

# Executive Leadership

## **TERRY MCDONNELL, *Associate Commissioner for Plans & Programs***

Commissioner McDonnell is responsible for the Classification Review Board, Central Records Division, Research and Planning Division, Supervised Re-entry Program, Religious Programs, and Educational and Vocational Education Programs. Commissioner McDonnell began his career with the department in 1981 as a Correctional Officer at the Staton Correctional Facility and was promoted through the ranks to Warden III at Kilby Correctional Facility. Commissioner McDonnell has a Bachelor of Science degree in Criminal Justice and a Master of Science degree in Criminal Justice, both from Auburn University Montgomery.

## **RUTH NAGLICH, *Associate Commissioner of Health Services***

Commissioner Naglich is responsible for the administration of medical and mental health services, including substance abuse treatment, to incarcerated individuals within the ADOC's correctional institutions. Commissioner Naglich has more than two decades of healthcare administration and clinical experience, with the majority specific to the medical specialty of correctional healthcare. Commissioner Naglich's background includes business development, education and training, public health and correctional healthcare administration. She has served as a correctional healthcare advisor and consultant to both private and public healthcare and correctional organizations, including the Correctional Medicine Institute, a not-for-profit institute formed by faculty members of the Division of Infectious Diseases at Johns Hopkins University School of Medicine.

## **JEFFERY WILLIAMS, *Deputy Commissioner for Governmental Relations***

Commissioner Williams entered service as a Correctional Officer in 1980 at Draper Correctional Facility, working his way through the ranks becoming Director of Community Corrections prior to his appointment as Deputy Commissioner on March 1, 2011. Commissioner Williams is responsible for the daily operations of the Community Corrections Division and serves as a Legislative Liaison with the State Legislature and other agencies, monitoring issues that affect the functioning of the department. Additionally, Commissioner Williams works closely with the Alabama Sentencing Commission promoting criminal justice reform. Commissioner Williams is a graduate of Alabama State University.

## **GREG LOVELACE, *Deputy Commissioner for Facilities Management***

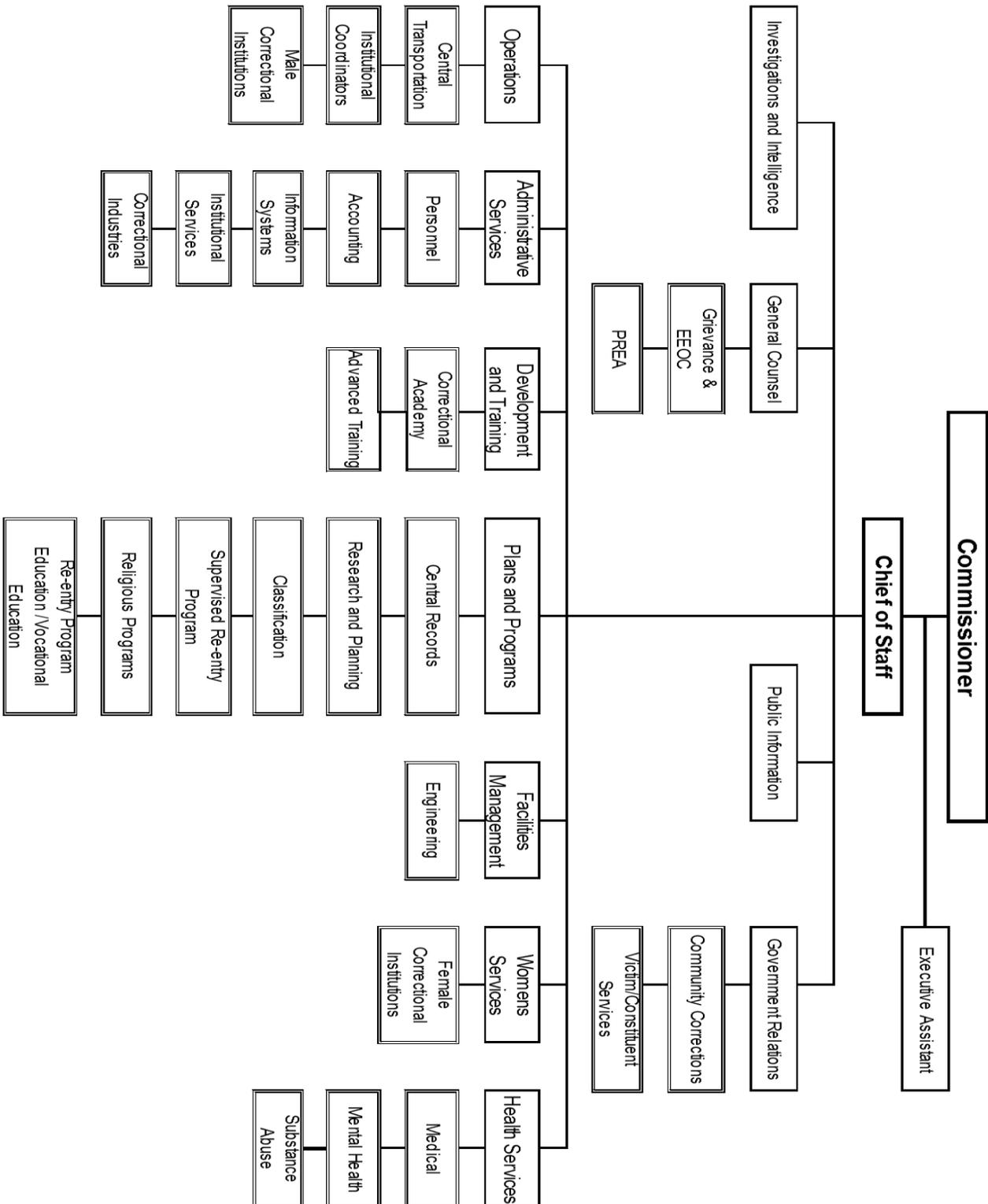
Commissioner Lovelace has served in the department since 1999 and is responsible for the maintenance and construction of correctional facilities. Commissioner Lovelace previously served as commissioner over prison operations. He also worked 24 years with the Chambers County Sheriff's Department, 21 years of which he served as Jail Administrator and Chief Deputy Sheriff.

## **MATT BRAND, *Deputy Commissioner for Training & Development***

Commissioner Brand is responsible for the training, development and education of the department's workforce. He came to the department in 2015 after serving 27 years as an officer in the United States Air Force. Commissioner Brand flew for more than 3,400 hours in the MC-130P Combat Shadow in a variety of assignments over the first 13 years of service, and worked as both a primary trainer, faculty member, and academic leader for the latter half of his Air Force career. Commissioner Brand deployed to combat operations in the Balkans, Iraq and Afghanistan. He holds a Bachelor of Science degree in Accounting from California State University at Northridge, a Master of Arts Degree in Management from Webster University, and a Masters in Military Arts and Science Degree from the U.S. Army's Command and General Staff College.

The Alabama Department of Corrections is organized under Alabama Code Section 14-1-1.1. The Commissioner is an appointed member of the Governor’s cabinet. The Commissioner has three Deputy Commissioners and four merit employee Associate Commissioners on his senior staff. The 3,500+ merit employees of the divisions and correctional institutions are aligned under one of the Deputy Commissioners or Associate Commissioners.

Alabama Department of Corrections  
Organization Chart



# Department Highlights

## *New Leadership*

Governor Robert Bentley announced Colonel Jefferson S. Dunn will become the new commissioner at the Alabama Department of Corrections upon his retirement from the United States Air Force in March.

Dunn, a native of Alabama, currently serves as commander of the Thomas Barnes Center for Enlisted Education at Maxwell Air Force Base. He graduated from Birmingham Southern College in 1986 with a degree in English and earned his military commission through ROTC. He has held various flying assignments in bombers, airlift and undergraduate pilot training. He has served on the Air Staff, at U.S. European Command Headquarters and for the Office of the Secretary of the Defense. Colonel Dunn has held various leadership roles during his twenty-eight year military career.

"Colonel Jeff Dunn is a proven leader with a strong record of military service," Governor Bentley said. "He brings a unique experience to the Department of Corrections, and I look forward to Colonel Dunn joining my team to continue the prison reforms we have begun and make the department stronger for the inmates and staff."

"I am honored and humbled by this opportunity to serve as the next Commissioner of the Alabama Department of Corrections, and I thank Governor Bentley for his support and confidence in me," Colonel Jeff Dunn said. "I look forward to building on the progress Commissioner Thomas and his team have made to improve the department, support prison reform, and better serve the citizens of Alabama."

Additionally, Governor Bentley announced Billy Sharp will serve as Interim Commissioner until March. Sharp worked as an investigator, a chief investigator and field agent over a span of 31 years at the Alabama Criminal Justice Center, where he oversaw the FBI's National Crime Information Center system. He served as a volunteer instructor with the Alabama Peace Officers Standards and Training Commission for 37 years at the Tuscaloosa Academy. Governor Bentley appointed Sharp as Tuscaloosa County Sheriff in 2013.

Current Corrections Commissioner Kim Thomas resigned effective Tuesday and began the process for retirement. Thomas has spent his career working in corrections, rising through the ranks as a Correctional Officer, Correctional Sergeant, and Classification Specialist at a maximum security facility. He served as the department's General Counsel before Governor Bentley asked him to lead the department as Commissioner in 2011. Thomas will retire after thirty-one years of service to the Department of Corrections.

Excerpt from Governor Robert Bentley Press Release—January 27, 2015

# Department Highlights

## *Prison Reform Legislation*

Governor Robert Bentley signed into law historic criminal justice reforms designed to significantly reduce the state's prison population and bolster public safety through an overhaul of how people are supervised after being released from incarceration.

At a ceremonial bill signing ceremony in the Alabama State Capitol with representatives from all three branches of government, Governor Bentley praised the passage of SB67. It is anticipated to result in a cut the state's prison population by more than 4,200 people, avert more than \$380 million in future costs, and provide supervision for 3,000 more people upon release from prison.



“With the passage of SB67, Alabama has taken a significant step forward to address reform of Alabama’s criminal justice system,” Governor Robert Bentley said. “This legislation represents a unified effort by all three branches of government to make the criminal justice system more efficient. With my signature, we begin a new and sustainable course that will have a tremendous impact on the Alabama prison system. I commend the Alabama Legislature for passing this legislation.”

SB67, sponsored by State Senator Cam Ward (R-Alabaster) and State Representative Mike Jones (R-Andalusia), includes policies to strengthen community-based supervision, prioritize prison space for people convicted of violent and dangerous crimes, and promote evidence-based services and treatment for people receiving supervision in the community.

“I want to thank Governor Bentley and the State Legislature for their leadership in moving Alabama forward in this historic criminal justice reform initiative,” Corrections Commissioner Jeff Dunn said. “This bill demonstrates Alabama’s commitment to addressing the challenges facing the state’s prison system. Through active and collective collaboration between all branches of government, I am confident this legislation will lead to safer prisons, safer communities and a safer Alabama.”

Excerpt from Governor Robert Bentley Press Release — May 21, 2015

# Department Highlights

## *Tutwiler Prison for Women – DOJ Agreement*

Governor Robert Bentley on Thursday announced that the Alabama Department of Corrections (ADOC) has reached a cooperative agreement with the U.S. Department of Justice (DOJ) to reform practices at the Julia Tutwiler Prison for Women in Wetumpka. ADOC and DOJ officials are confident the agreement will bring about positive, tangible changes at Tutwiler that will benefit female inmates and serve as a model for implementing reform initiatives in women's prisons nationwide.

"From the beginning, the ADOC has worked tirelessly to address the concerns at Tutwiler, and today's agreement is a positive step forward in that process," Governor Robert Bentley said. "The issues at Tutwiler are not new, but our focus over the last three years has been to address them, ensuring the facility is a safe place for both inmates and staff. I am proud of the reforms we have made at Tutwiler, and I know we have more to do. We will continue our efforts to make Tutwiler a better facility for those who live and work there. I appreciate the cooperative spirit between staff at ADOC and the DOJ to reach this important agreement."

A joint and unopposed motion was filed by ADOC and DOJ today in the U.S. District Court in Montgomery to dismiss a lawsuit, also filed today by DOJ, alleging unconstitutional conditions at Tutwiler. The court's granting of the unopposed motion will allow the parties to continue reforms improving the conditions at Tutwiler and proceed with carrying out the terms of the settlement rather than engaging in costly litigation. The filing of the lawsuit by DOJ is a procedural requirement for asking the court to approve and, if necessary, enforce the agreement.

In the settlement agreement, DOJ acknowledges the cooperation and good faith shown on the part of the Alabama Department of Corrections and its commitment to improving conditions for the inmates residing at Tutwiler. "ADOC has made significant improvements at Tutwiler and other state prison facilities to ensure women inmates are protected from sexual misconduct," ADOC Commissioner Jeff Dunn said.

Excerpt from Governor Robert Bentley Press Release—May 28, 2015

# Department Highlights

## *Executive Leadership Conference*

The ADOC hosted the 10th Annual Executive Leadership Conference on September 2-4. Leaders from administrative divisions and correctional institutions heard exceptional presentations from inspirational leaders and subject matter experts. In-depth and dynamic discussions were held concerning the issues facing the ADOC, leadership challenges, and the need for reforming and improving ADOC policies and practices.



*Former University of Alabama head football coach Gene Stallings*

Legendary University of Alabama former head football coach Gene Stallings opened the conference with the keynote address. Stallings spoke of his beloved son John Mark, or “Johnny” who died in 2008 at the age of 46. Stallings said his son inspired people because of his maturity and genuine kindness. Stallings added that effective leadership requires the same character traits his son exemplified: “treating people with respect and with kindness.”

Andie Moss, President of The Moss Group, was joined by Dr. Reggie Wilkinson and Anne Seymour, who serve The Moss Group as senior advisor and consultant respectively. They shared, from their perspective, the most critical issues facing the field of corrections. In particular, they explored issues related to restrictive housing, use of force, trauma-informed care, special populations, sexual safety, victims’ services, and re-entry. During the breakout sessions, ADOC conference attendees were asked to identify some of the most pressing leadership challenges as the Department continues to build excellence in practices.

The conference also featured Mike Poulin, Professional Life Coach, who spoke about how values and principles are a roadmap to life. Dean Argo, communications manager for the Alabama Alcoholic Beverage Control Board, gave an informative presentation on finding the proper balance in life while focusing on one’s career, family, health, spirituality, and personal relationships.

Other speakers included Tom Albritton, Executive Director, Alabama Ethics Commission; Charlene Corby, Chief Executive Officer, Correctional Peace Officer Foundation; and Dr. Dave Migliore, Founder of Global Entrepreneurs Institute.

ADOC Chief of Staff Steve Brown presented an overview of the Department’s initiative to adopt a strategic planning model within ADOC with a goal to efficiently utilize allocated resources.

The conference ended with attendees hearing from Commissioner Dunn as he laid out the framework for ADOC’s transformation based on vision, values, mission, and measurable metrics for evidence-based decision practices for moving the Department forward.

# Department Highlights

## *Emergency Management Support*

The Code of Alabama provides that the Alabama Department of Corrections (ADOC) assist the Alabama Emergency Management Agency to ensure that the state is prepared and appropriately respond, to any disaster which threatens our borders. The ADOC Commissioner is a signatory of the State of Alabama Emergency Operations Plan (EOP). For many years, the ADOC, along with other key agencies and partners, has provided assistance to the Director of Emergency Management in the shaping of the plan. Additionally, the ADOC has also been the beneficiary of the agency's preparedness work and has utilized this valuable resource many times through the years for Departmental needs during emergency situations.

The life cycle of emergency management consists of:

**Mitigation (reducing vulnerabilities)**  
**Preparedness for all hazards**  
**Responding to events/incidents**  
**Recovery**



Image source: [www.vanderbilt.edu](http://www.vanderbilt.edu)

To accomplish these tenets, the ADOC engages in every aspect of the comprehensive and collaborative process of shaping the State plan:

Planning/Preparation/Policy Development/Training/Exercising (or Responding, if an actual event).

In FY 2015, ADOC was deeply involved with all of these aspects, specifically:

### *State All-Hazards Command/Coordination Group*

This group timely engages in a series of web based or conference calls to determine key aspects when an emergency situation threatens one or more of the Counties of the state, formulating the State's response. This year, several ice storms/snow events, severe weather, and several multi-agency/multi-jurisdictional exercises prompted activation of this important group.

ADOC's involvement in this select group ensures that the Department:

- ◆ Formulates action plans based on the best, most up-to-date information.
- ◆ Fulfills obligations as a member of the State Emergency Response Commission (SERC), Mass Sheltering Task Force (MSTF), State Emergency Response Commission (SERC)
- ◆ Continues National Incident Management System (NIMS) and Incident Command System (ICS) protocol training for correctional/support staff, participates in exercises, and utilizes that training during actual events.

# Department Highlights

## *Tutwiler E-Learning Center*



J.F. Ingram State Technical College has offered adult education and vocational training at Julia Tutwiler Prison for Women, as well as, several Alabama male prisons for decades.

Now, inmates in one dorm at Tutwiler will have access to new tablet devices in a pilot program that could be expanded to other Alabama prisons.

Governor Robert Bentley and other officials announced the initiative at a ribbon-cutting for Tutwiler's new E-Learning Center on August 19th.

Ingram State President Hank Dasinger said the tablets and technology could mark a "sea change" in inmate education and rehabilitation. "That's my hope and desire, that we'll be able to provide tablets at every correctional facility across the state," Dasinger said.

Ingram State bought 60 tablets from Edovo; a company that specializes in learning devices for prisons for \$25,000 utilizing a request for proposals process. The price includes access to adult education courses and other learning content through a secured server. The tablets cannot access the Internet.

The Ingram State Technical College Foundation gave almost \$60,000 in private funds to outfit the E-Learning Center at Tutwiler in what was previously a classroom for a commercial sewing course.

Department of Corrections Commissioner Jeff Dunn said the commitment to technology for inmate education fits with ADOC's top priority, protecting the public.

# Department Highlights

## *Fiscal Year Accomplishments*

### **Operations**

- ◇ Grantt Culliver was promoted to Associate Commissioner for Operations of Male Facilities
- ◇ Christy Vincent was hired as the Department's PREA (Prison Rape Elimination Act) Director
- ◇ Cheryl Price was promoted to Institutional Coordinator for the Northern Region
- ◇ ADOC contracted with the nationally recognized Moss Group to develop gender-specific operational policies and procedures with regard to management of female offenders
- ◇ Administrative Regulation 480, created to address Prison Industries Enhancement Certification
- ◇ Major revisions were approved for Administrative Regulation 327, Use of Force
- ◇ Major revisions were approved for Administrative Regulation 455, Sex Offender Release Notification
- ◇ Major revisions were approved for Administrative Regulation 409, Escape Procedures
- ◇ Major revisions were approved for Administrative Regulation 454, PREA
- ◇ Ventress Correctional Facility reduced bed counts by 120 and removed temporary housing

### **Investigations and Intelligence**

- ◇ Statute 14-9-3 was amended, thus redefining the legal duties and responsibilities of the division
- ◇ Utilization of Mobile Office Virtual Environment (MOVE) began for Incident/Offense report writing to maintain UCR compliance
- ◇ All investigators have received the recommended training as per the PREA Act of 2003
- ◇ All sworn personnel assigned have attended active shooter Advanced Law Enforcement Rapid Response Training (ALERRT) far ahead of the October, 2016 deadline
- ◇ Standard operating procedures for this division have been revised and implemented
- ◇ In FY 2015, the division received 4,536 incident reports from all correctional facilities in the state
- ◇ Approximately 1,229 cases were investigated including: 22 escapes; 385 inmate involved; 93 cases involved free world persons and/or employees attempting to smuggle contraband into facilities; 128 death investigations; 210 PREA investigations; and 458 cases referred to the respective District Attorneys for prosecution

# Department Highlights

## Training

- ◇ Matt Brand was appointed Deputy Commissioner of Training & Development
- ◇ The Annual Executive Leadership Conference provided education on leadership and management
- ◇ The Alabama Corrections Academy graduated 300 new Correctional Officers
- ◇ Over 4,000 security and support staff received training at the Regional Training Centers, including many specialized training events to address inmate management, security response procedures, and culture in the inmate population
- ◇ Strategic plans were developed for FY 2016, including specific goals to:
  1. Develop new leadership and professional development courses for Correctional Officers
  2. Develop partnerships with Alabama colleges and universities to provide incentives for Correctional Officers to complete two-year, four-year, and advanced degrees
  3. Revise the hiring and training process for new Correctional Officers

## Women's Services

- ◇ Implemented an Inmate Grievance Process at all female facilities
- ◇ Established a team to provide specialized training for all employees at female facilities on Foundation Skills for Facilitating, Gender-Responsiveness, and PREA
- ◇ Offender education classes conducted at all female facilities, including education on PREA and the new Inmate Grievance Process. All current female offenders in ADOC have attended the training and all new offenders will receive this education
- ◇ Women's Services delegates attended the Bi-Annual Adult and Juvenile Female Offender Conference in Hartford, Connecticut
- ◇ Created a statewide working group to discuss issues impacting adult women involved in the criminal justice system
- ◇ Started a Quality Improvement & Assurance working group to contribute to the creation of a written policy for Women's Services
- ◇ Formed a Women's Services Strategic Planning committee

# Department Highlights

## *Fiscal Year Accomplishments — continued*

### **ADOC Programs**

- ◇ Over 5,000 inmates volunteered and completed the Re-entry Program prior to release
- ◇ Over 2,500 inmates completed various drug treatment programs while incarcerated
- ◇ Over 600 inmates graduated from the Alabama Therapeutic Education Facility program
- ◇ Almost 700 inmates completed the educational requirements to receive their GED
- ◇ Almost 1,200 inmates earned a Vocational Education Certificate
- ◇ Major revisions were approved for Administrative Regulation 462, Religious Program Services

### **Community Corrections Program**

- ◇ The Division Director was awarded the *Fred Bryant Leadership Award* for 2015 at the Alabama Council of Crime and Delinquency (ACCD) conference
- ◇ The Division conducted three community corrections training seminars in Selma, Montgomery, and Birmingham—providing initial and continuing education training for CCP Directors and their staff. One staff member completed training conducted by the Alabama Department of Forensic Science in offender DNA collection
- ◇ Participated in the State's Justice Reinvestment Initiative at the executive-level and with select sub-committees—all of which are key in the development and revision of policy, procedures, and standards for Corrections and community corrections
- ◇ Conducted statutorily required assessments of contracted community corrections programs. The programs assessed were: Jackson, Chilton, Autauga-Elmore, Walker, Montgomery, Houston, Geneva, Escambia, Mobile, Russell, and the 4<sup>th</sup> Judicial Circuit
- ◇ Conducted numerous outreach presentations, specific to community corrections, at various association conferences and local-level meetings—such as the Alabama Office of the Courts Conference, Alabama Community Corrections Association, and the Alabama Council on Crime and Delinquency

# Department Highlights

## **Infrastructure Investment**

### **Information Systems Division—Information Technology Upgrades**

- ◇ Implemented Samsung Knox Mobile Device Mgt. solution, ensuring a secure mobile fleet
- ◇ Installed Firewall device on Tutwiler Video Surveillance system, enabling secure remote accessibility
- ◇ Installed video surveillance in the I&I evidence room
- ◇ Installed fiber optic cabling at Kilby and St. Clair
- ◇ Implemented wireless tower-to-base station repeaters at all major institutions with the goal of increasing radio frequency (RF) reliability
- ◇ Installed emergency vehicle equipment (radios, sirens, lights, antennas, etc.) on the entire fleet of Warden vehicles (60+)
- ◇ Made significant progress toward implementation of new LaserFiche Document Management System and integrated it with the Inmate Management System. Planned deployment month is December , 2015
- ◇ Created new Survey application which allows the Department to create surveys for both inmates and employees. The first survey will be of inmates at Tutwiler in March, 2016
- ◇ Made significant progress toward development of a new Health Services Module to automate Health and Mental Health assessments, coding, and encounters. Expected deployment is March, 2016
- ◇ Participated in the deployment of enterprise-wide STAARS system
- ◇ Configured and installed new Windows 2012 R2 servers (28) at all ADOC remote facilities
- ◇ Upgraded/replaced all Windows Server 2003 instances in CJC (40)

## **Infrastructure Investment (Continued)**

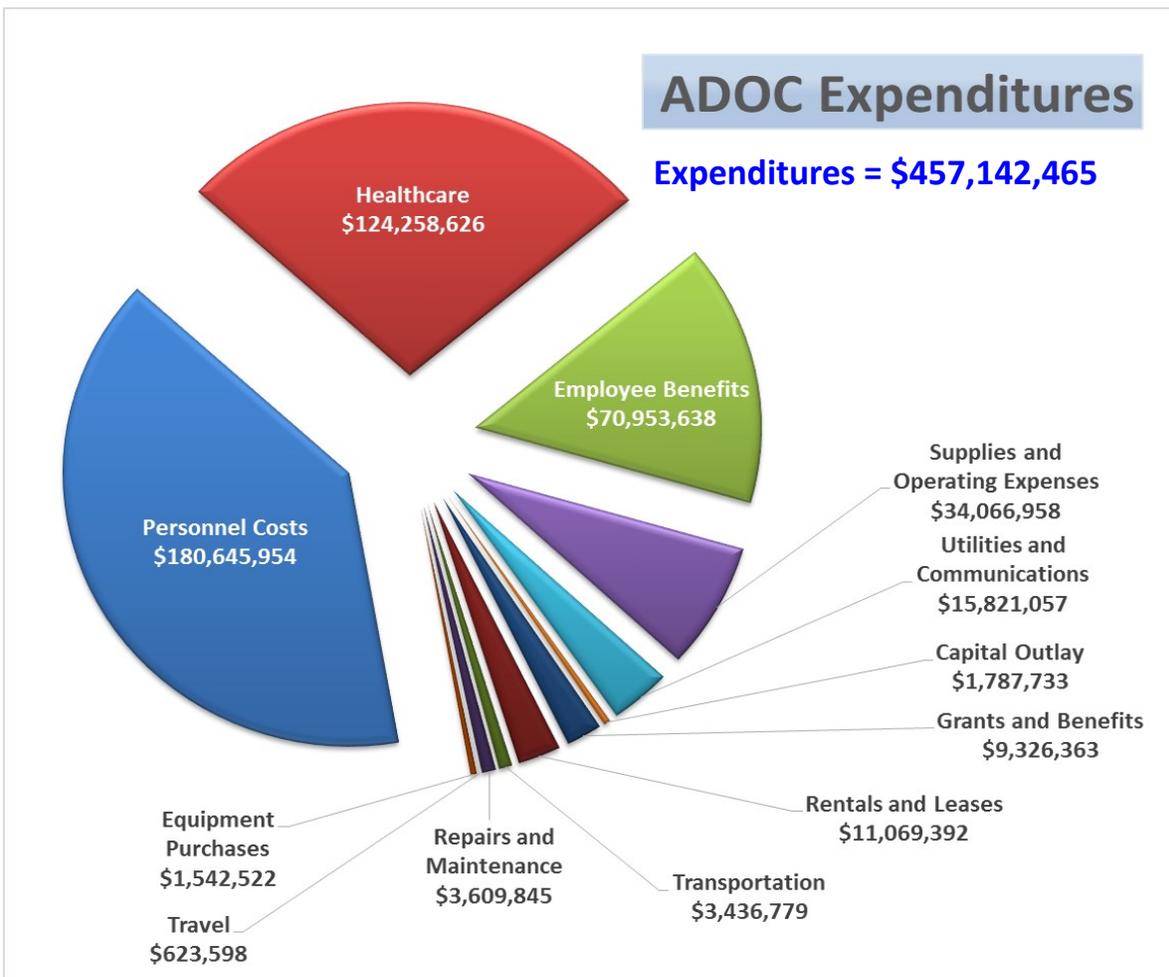
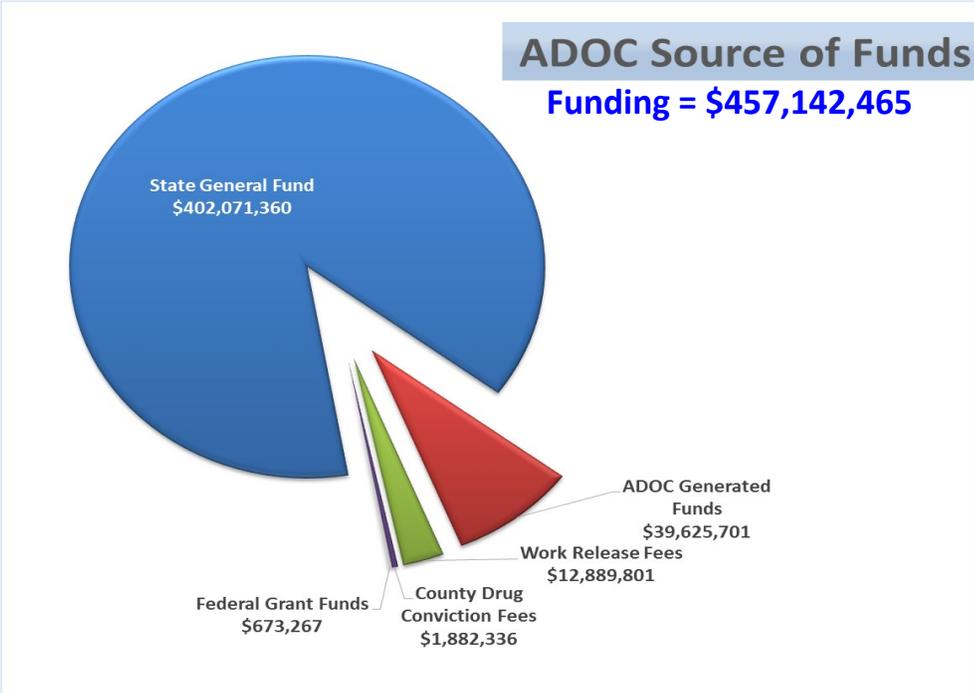
### **Engineering Division—Facility Maintenance and Construction**

- ◇ Completed renovation project to dental office at the Tutwiler Prison for Women
- ◇ Installed shower and toilet privacy partitions at the Montgomery Women’s Facility
- ◇ Completed renovation project to exercise building at Hamilton Aged & Infirm Facility
- ◇ Completed renovation project to install LP Gas Station at Draper Correctional Facility
- ◇ Continued construction project for a new dormitory at Childersburg Work Release
- ◇ Initiated project to install video surveillance cameras at the Montgomery Women’s Facility and the Birmingham Community Based Facility/Community Work Center (female)
- ◇ Initiated project to repair fire damage at Easterling Correctional Facility
- ◇ Installed electric stun fencing at Elmore and Bullock Correctional Facilities
- ◇ Other miscellaneous repairs:
  1. Decatur Work Release sewer line
  2. Limestone Correctional Facility emergency distribution system
  3. Limestone Correctional Facility switchgear-transformer repair
  4. Mobile Work Release bathroom renovations
  5. Red Eagle Work Release laundry facility renovations
  6. Training Academy maintenance building

# Fiscal Summary

Detailed by Funding Source and Expenditures

The ADOC budget shown in the graphic excludes Alabama Correctional Industries, which operates under a separate revolving fund. The ADOC budget is primarily dependent upon money appropriated by the Legislature within the State General Fund.

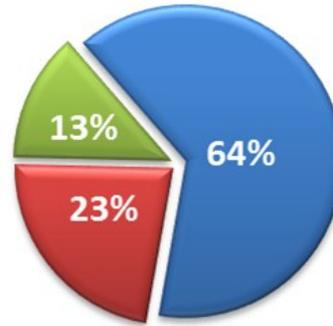


# Fiscal Summary

## Detailed Daily Inmate Maintenance Cost

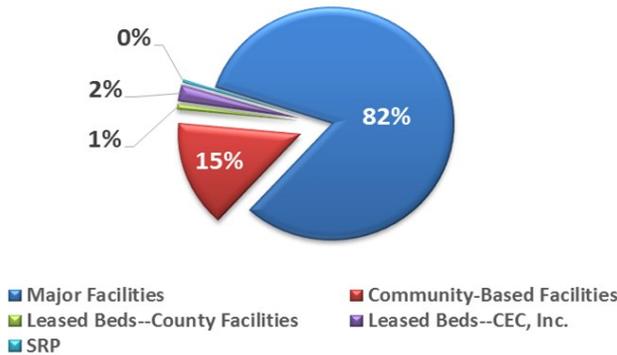
*Direct costs* are those associated with a facility or program—this includes personnel costs, inmate food and clothing, supplies, utilities, repairs and vehicle operating costs. Allocated *indirect costs* include expenses such as inmate healthcare, salaries and benefits for administrative support personnel, supplies, professional services, and Central Office rent and utilities. *Total cost* is the sum of *direct cost* and allocated *indirect costs*.

### Summary of Total Inmate Maintenance Costs



■ Direct Cost   ■ Indirect--Medical   ■ Indirect--Non Medical

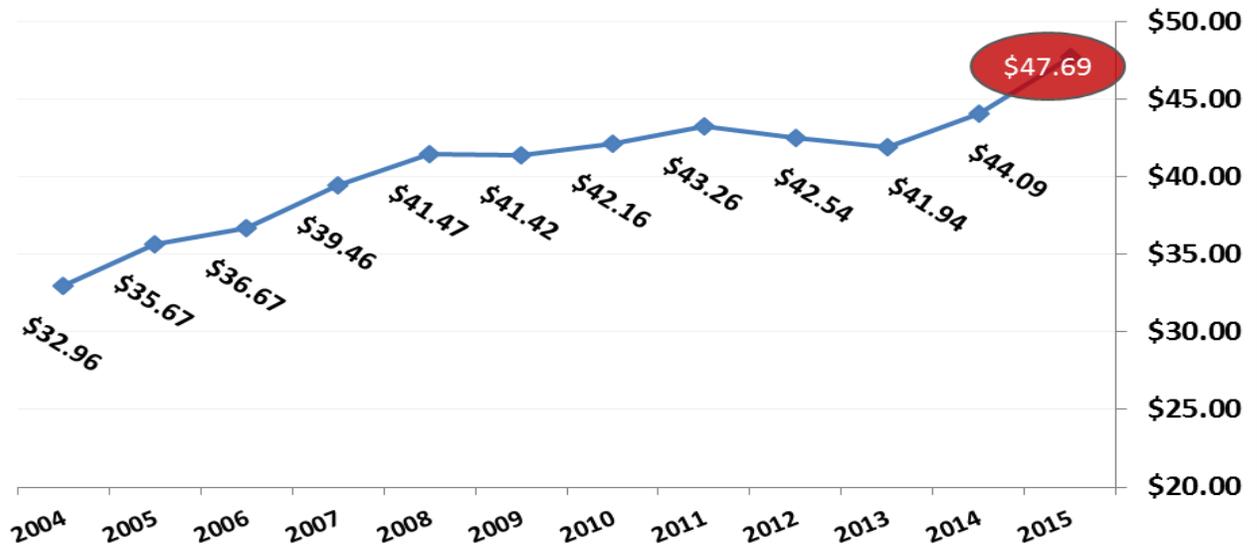
### Summary of Total Inmate Maintenance Cost by Facility Type



### Average Daily Inmate Cost

System-wide .....	\$47.69
Major Facilities .....	\$50.28
Community-Based Facilities ..	\$48.66
Leased-CEC, Inc. ....	\$48.88
Leased-County Facilities .....	\$30.72
SRP .....	\$24.55

### Average Daily System-wide Inmate Cost Trend

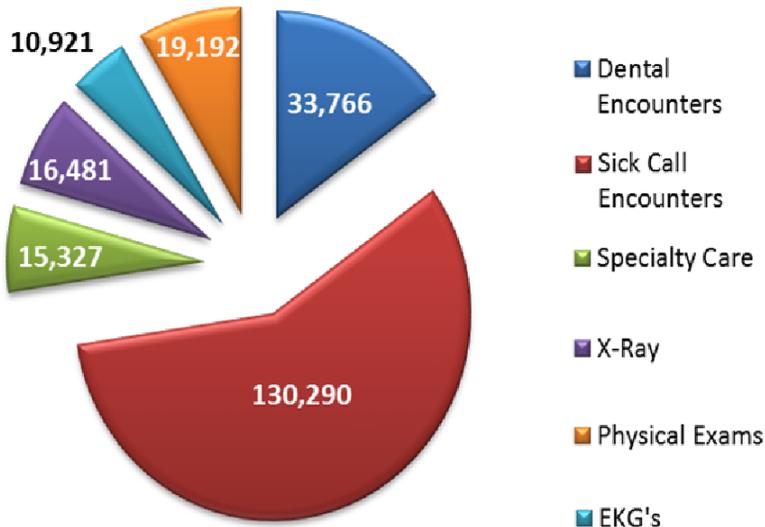


# Office of Health Services

## Inmate Health Care

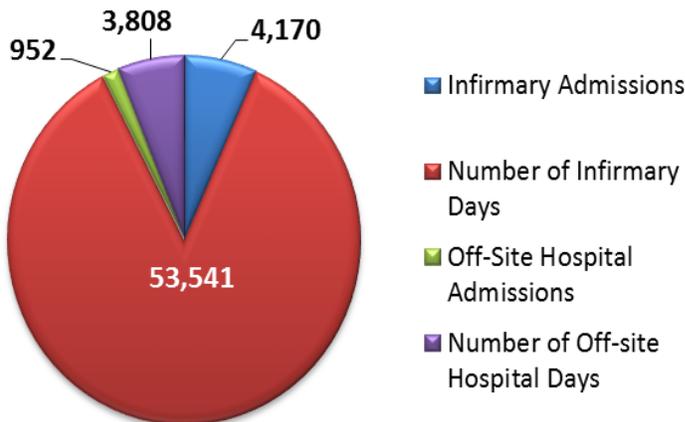
The Office of Health Services (OHS) is responsible for the management, implementation, and oversight of the medical, mental health, and drug treatment provided to the inmates assigned to the custody of the ADOC. OHS provides administrative oversight of the contracted health care professionals—Corizon—and the mental health care professionals—MHM Correctional Services. OHS performs contract audits for both medical and mental health as part of the OHS Quality Assurance Program. The Department’s intent is to ensure that, the over 25,000 inmates in the custody of ADOC have access to medical, dental, and mental health services and are housed in institutions that can provide for each inmate’s specific health care needs.

### On-Site Inmate Health Care Services



Corizon performs a comprehensive, variety of on- and off-site primary, secondary, and tertiary health care functions. These services include medical, dental, pharmaceutical, diagnostic, and chronic care. Corizon also provides administrative, staffing, and management services.

### Inmate Hospital Days



Mental health services for inmates, provided by MHM Correctional Services, encompass various levels of care that include a full range of psychiatric and psychological treatments, procedures, programs, institutional staffing, and management. The provision of services is primarily administered on-site at the institutions. 1 in 100 adults in the U.S. is incarcerated; of these, 16% suffer from a serious mental disorder.

# Alabama Therapeutic Education Facility

Provided under contract by Community Education Centers, Inc. — Opened March, 2008

**Director:** Gary Hetzel      **Telephone:** 205-669-1187      **Address:** 102 Industrial Parkway (Physical Address)  
**Number of Staff:** 143 (126 Facility Staff/17 Contract)      P.O. Box 1970 (Mailing Address)  
**Capacity:** 718 Offenders (662 Males/56 Females)      Columbiana, Alabama 35051



The **Alabama Therapeutic Education Facility (ATEF)** is operated by Community Education Centers, Inc., under contract with the ADOC and in partnership with J.F. Ingram State Technical College. The ATEF is a residential facility that provides comprehensive behavioral, vocational, and educational services to prepare inmates to enter the ADOC Work Release Program. The ATEF is a major step in implementing the department’s inmate re-entry continuum. The ATEF is accredited by the American Correctional Association (ACA).

## ATEF Statistical Summary

<i>Measure</i>	<i>Y-T-D</i>	<i>Change FY 14</i>
• Number of Enrollments.....	1,007	-65
• Number of Graduates.....	609	-8
• Number of Withdrawals.....	317	-257
• Number Awarded Vocational Education Cert.....	579	-38
• Number Earning Alabama High School Equivalency Diploma through GED Testing .....	12	-12
• Participant Substance Abuse Program / Testing Statistics:		
• Number of Random Tests Given.....	4,815	+111
• Number of Positive Drug Screens... ..	41 (2.87%)	
• Number of Positive Tests for New Enrollees.....	65	-48
• Number Who Completed SAP.....	609	-8

# Community Corrections Program (CCP)

The Alabama Community Corrections Program (CCP) was established by the Community Punishment and Corrections Act of 1991 — Alabama Code Section 15-18-170, et al, as amended in 2003.

## Director—Jeffery Williams

The *Community Punishment and Corrections Act* provides the judiciary the authority to sentence certain felony offenders, meeting statutory criteria, to serve an imposed sentence in a county-based community supervision program. This alternative frees critical prison bed space for violent offenders and holds offenders accountable in the community.

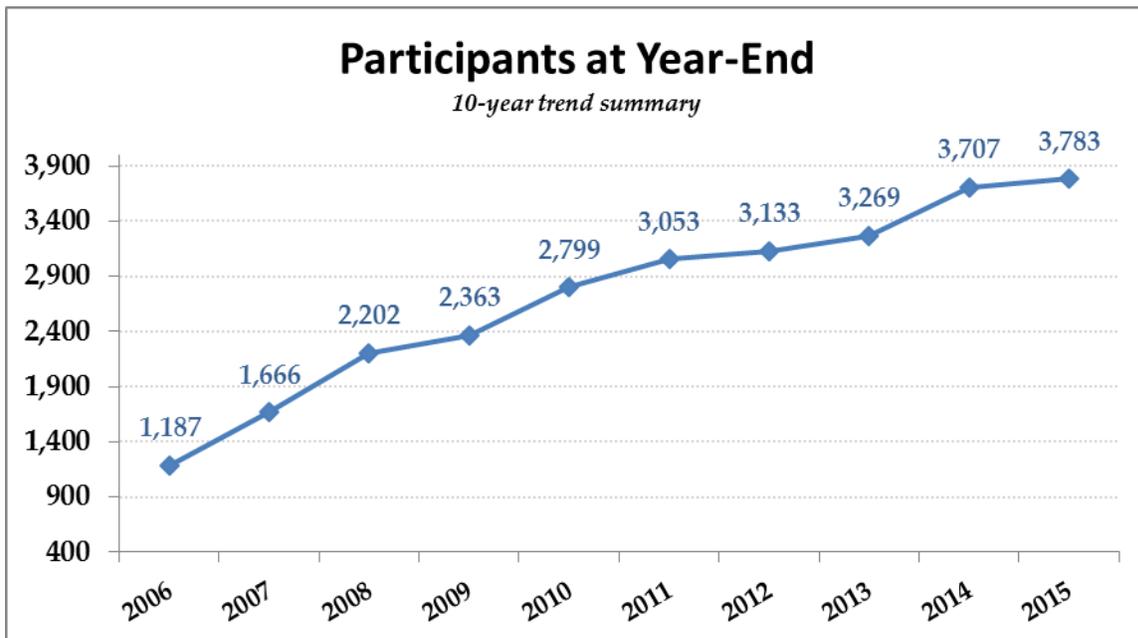
Noteworthy in Fiscal Year 2015 was the passage of Senate Bill 67 which legislated key reforms to the *Community Punishment and Corrections Act*; most notably was the incorporation of evidence based practices in the assessing, treatment, and supervision of offenders.

## Fiscal Year 2015 Program Summary

- **3,783** — Felony offenders in a CCP as of September 30, 2015
- **2,936** — “Front-End” diversions to a CCP during fiscal year
- **415** — “Institutional” diversions to a CCP during fiscal year
- **1,991** — Offenders successfully completing an imposed sentence through CCP
- **1,153** — Offenders released from CCP to probation supervision
- **838** — Offenders released from CCP to end of sentence
- **441** — Offenders returned to prison for new offenses or technical violations while on CCP
- **45** — Counties served by community corrections program
- **35** — Community Corrections Programs state-wide

## Community Corrections Program Budget

*Legislative Appropriations*—\$5,500,000  
*ADOC Funding Allocated to Reimbursements*—\$3,911,213  
*Reimbursements to Individual CCP Programs*—\$9,021,090  
*ADOC Administration Cost*—\$390,123  
**Total Expenditures**—\$9,411,213

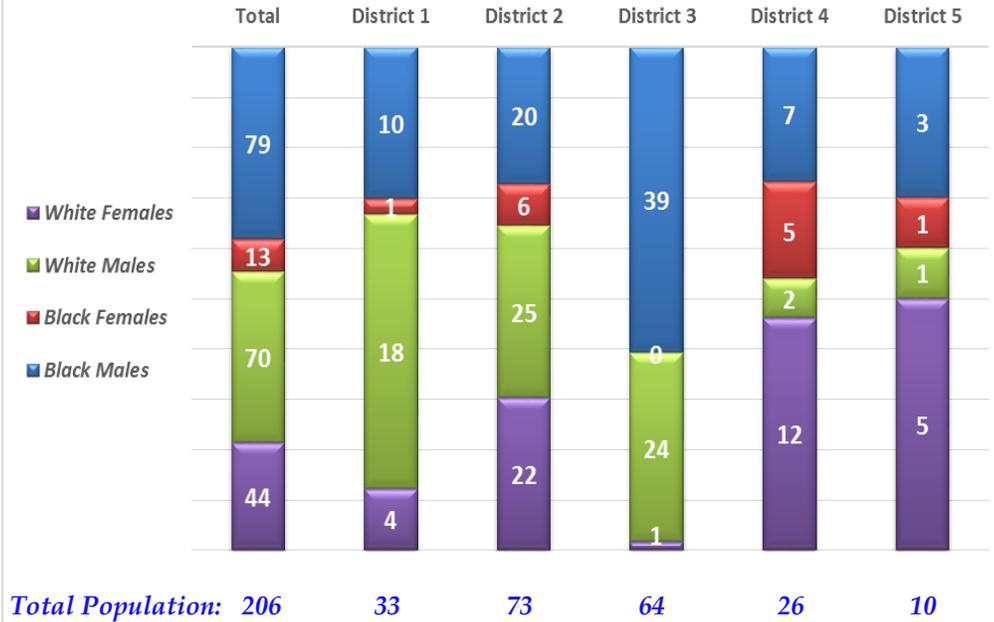


# Supervised Re-entry Program (SRP)

## Director—Steve Watson

The Supervised Re-entry Program (SRP) is a structured re-entry initiative that allows qualified inmates to transition from an ADOC prison and reside in the community while remaining under ADOC supervision. SRP participants must have an approved community sponsor. Participants are supervised by a SRP Correctional Lieutenant or Sergeant. Participants are required to be employed or enrolled in an educational/training curriculum or perform community service work while on SRP. They also must meet any court ordered restitution and/or child support obligations.

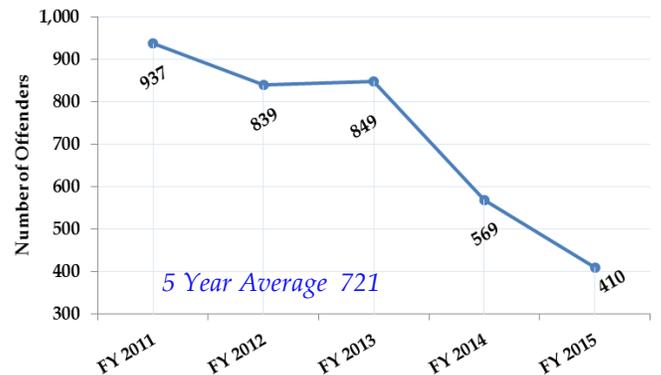
End Of Year SRP Population by race & sex



## Admissions

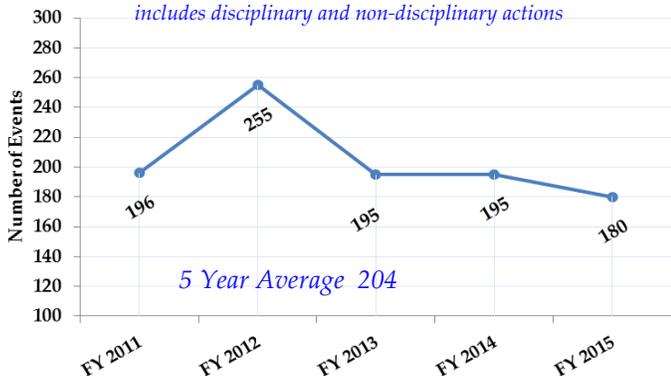


## Releases



## Terminations/Transfers

*includes disciplinary and non-disciplinary actions*

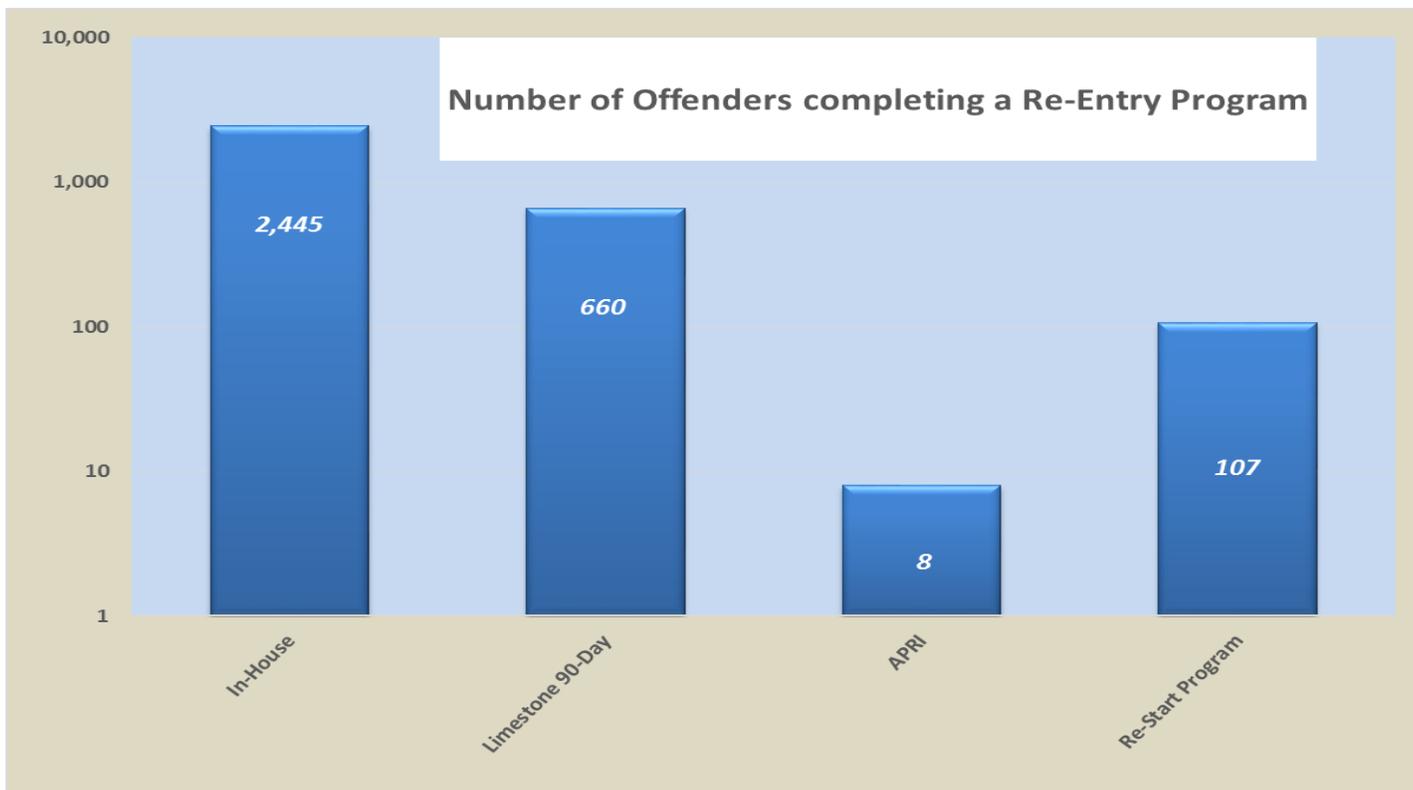


## Direct Cost Per Inmate

*based on yearly average program population in comparison to program expenses*



# Re-entry and Education Programs



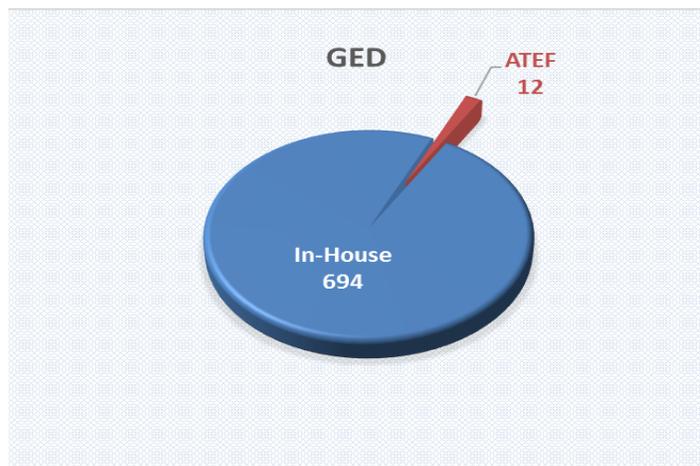
**In-House Re-entry:** All ADOC correctional facilities provide a 2-week re-entry program to offenders prior to release.

**Limestone 90-Day Re-entry:** An in-residence intensive 90-120 day reentry program available to qualified inmates.

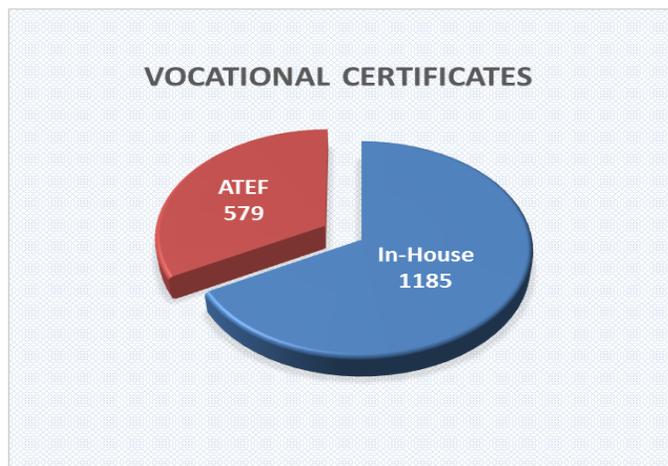
**Alabama Prisoner Re-entry Initiative:** An initiative which provides enhanced pre- and post-release services for male and female inmates returning to Jefferson County after release from prison.

**Re-Start:** a specialized re-entry program conducted at Limestone CF and Decatur CBF for parolees and probationers who have committed a technical violation. Successful offenders may have parole or probation restored.

## GED Completions



## Vocational Certificate Completions



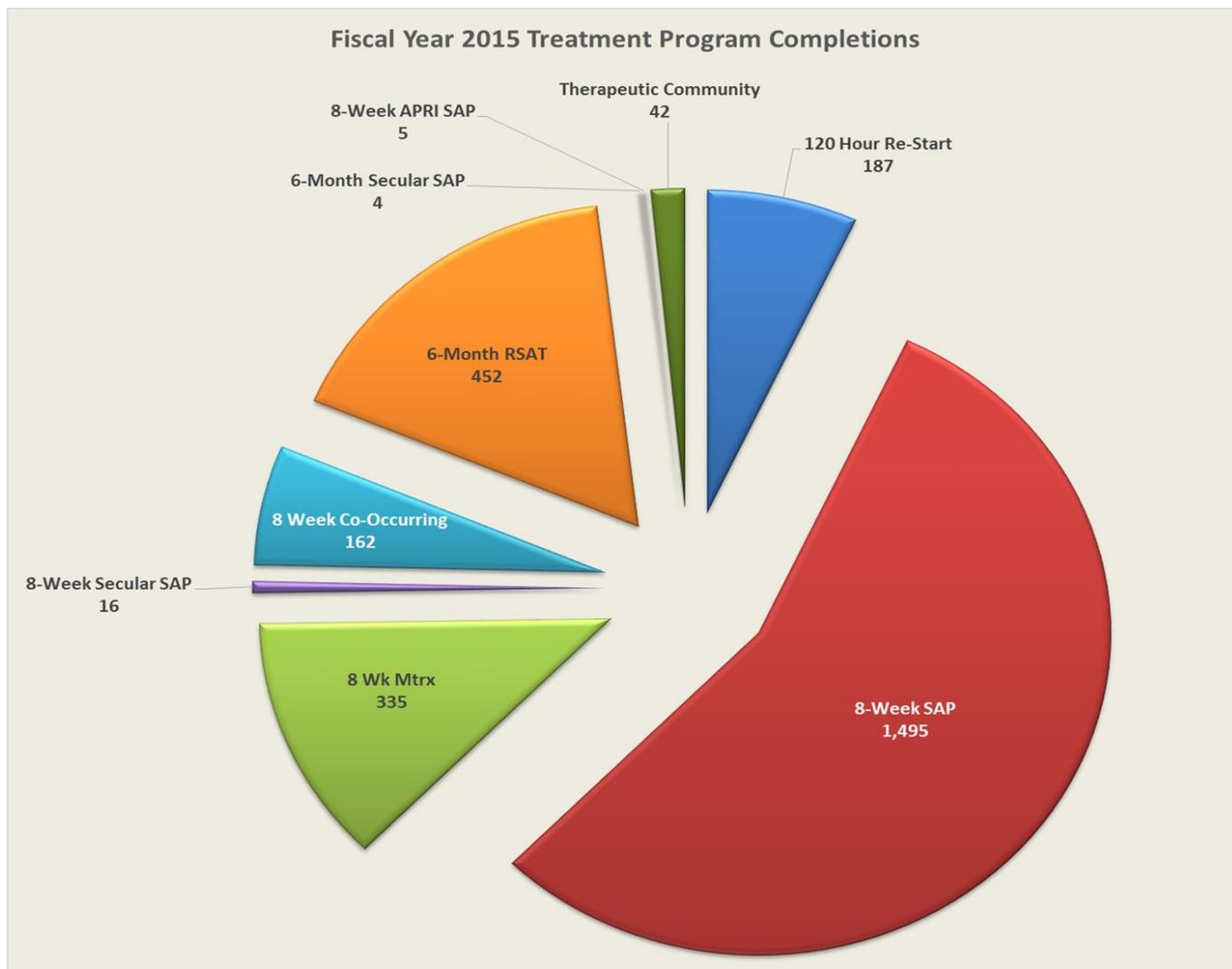
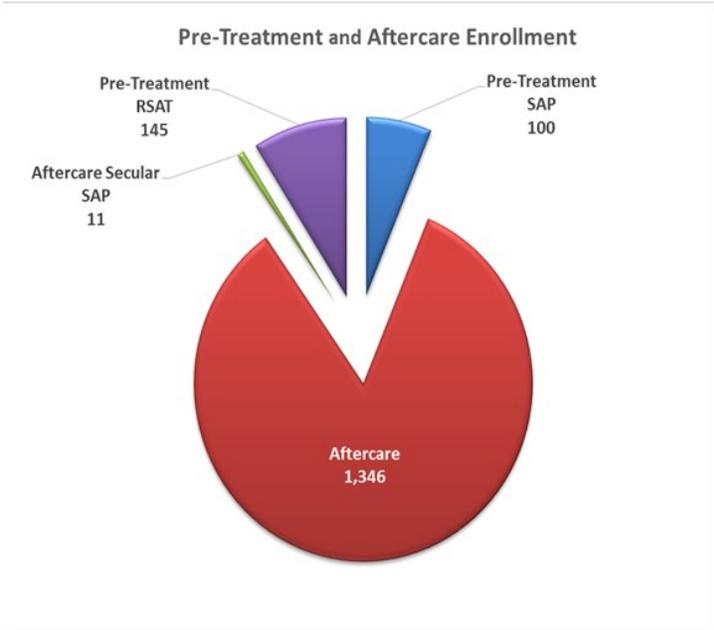
**General Education Development (GED certificate):** a battery of four tests that measure proficiency in math, science, social studies, reading comprehension / writing skills. Upon successful completion of the tests, the offender receives a high school equivalency diploma.

**Vocational Certificate:** offenders earn through the successful completion of a technical training program provided by a partner in education.

# Inmate Drug Treatment Programs

**Bruce Kimble**  
*Drug Program Supervisor*

It is estimated that 75 to 80 percent of the offenders in the custody of the ADOC have a documented or self-reported history of substance abuse. With a custody population over 25,000, the department has implemented the largest substance abuse program within the State of Alabama. The program includes two pre-treatment, nine treatment, and two aftercare programs with varying lengths and content to meet the individual offender needs. In 2015—OHS implemented an evidenced-based co-occurring substance abuse program; piloted in the ADOC inpatient Residential Treatment Units located at Tutwiler and Bullock.

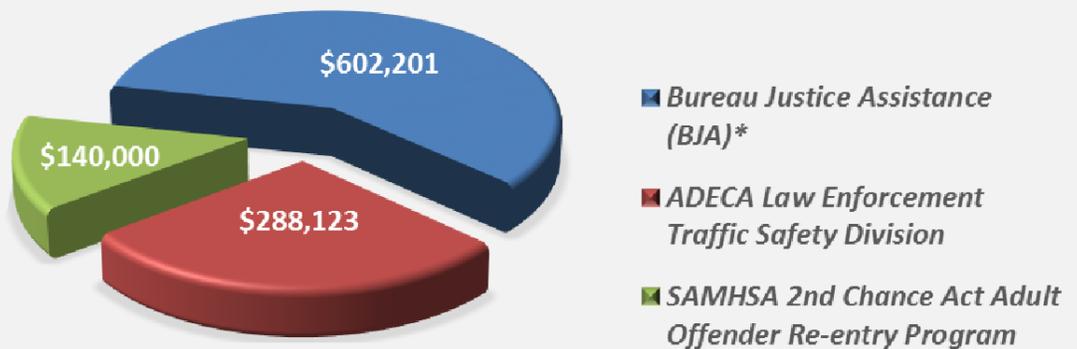


## Federal and State Grants *(Administered During Fiscal Year 2015)*

During fiscal year 2015, the department managed more than \$1,000,000 in federal formula and competitive awards. The majority of awards were from the Department of Justice.

**Value of Grants Managed**  
*by grantor in dollars managed of total grants managed*

**Total value  
of grants  
managed was  
\$1,030,324**

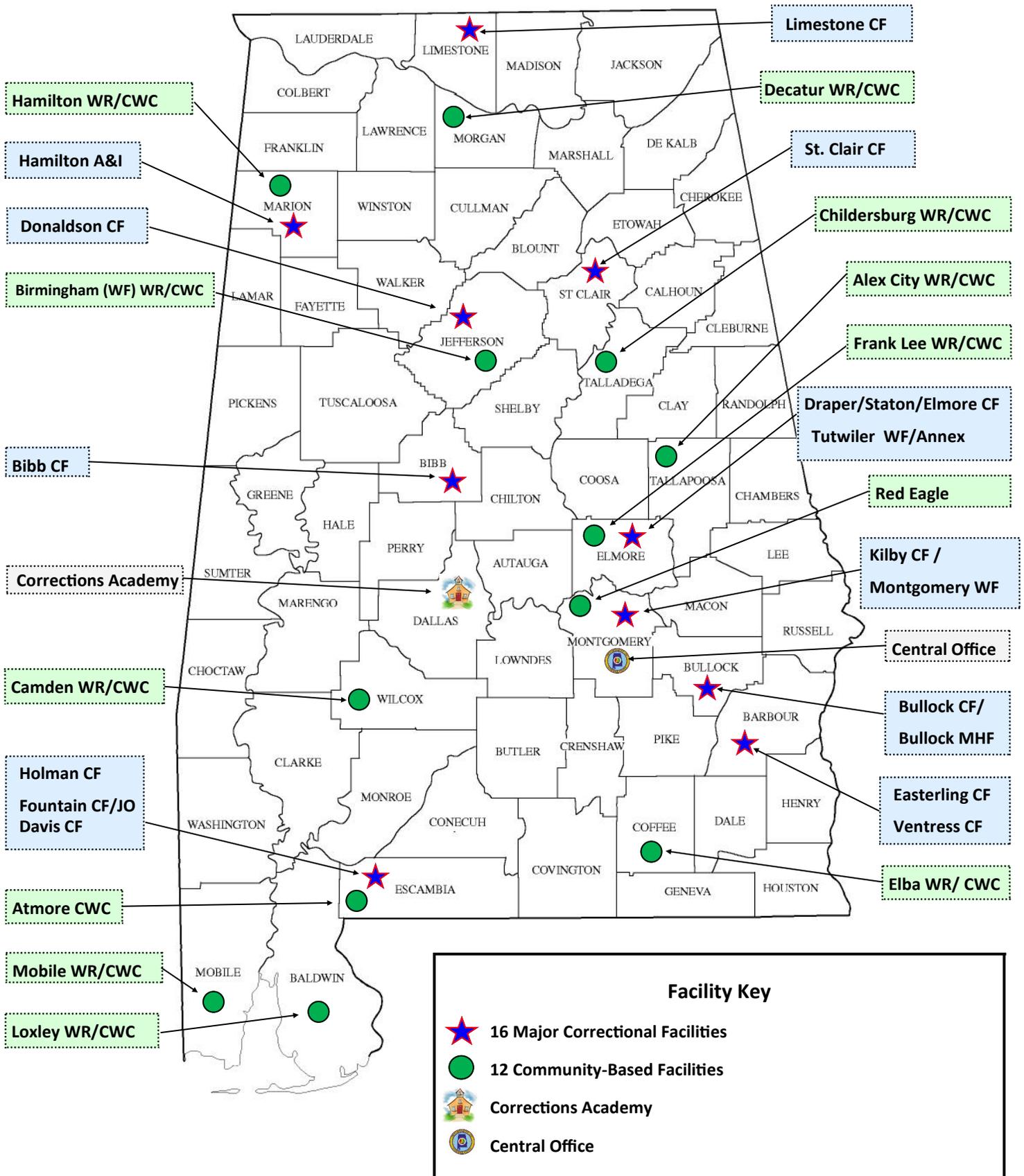


\*Division within the U.S. Department of Justice

- The Department of Mental Health awarded the SAMHSA Second Chance Act Adult Offender Re-entry Program award for \$140,000 to UAB-TASC, a community corrections entity that provides post-release recovery and re-entry services. This grant is designed to expand and/or enhance community-based substance abuse treatment and related recovery / re-entry services to adult offenders. The ADOC is a sub-grantee of UAB-TASC and provides pre-release services, including risk and needs assessment, to offenders returning to Jefferson County.
- The Department of Justice, through BJA awarded formula and competitive grants of approximately \$900,000 dollars:
  - The BJA provided awards for the *State Criminal Alien Assistance Program* in the amount of \$103,035 that partially reimburses the cost of housing non-U.S. citizens; and \$499,166 for the *Prison Rape Elimination Act (PREA) "Zero Tolerance" Program*.
  - BJA also provided the awards for the *Residential Substance Abuse Treatment (RSAT) for State Prisoner Program* in the amount of \$179,604 and PREA Assistance funding through the Edward Byrne Memorial JAG Fund in the amount of \$108,519. ADECA is the State Administrator of the RSAT and Edward Byrne Memorial JAG Fund awards.



# The State Prison System *(illustrated by county)*



Note—For purposes of this graphic, Tutwiler / Annex, Fountain / JO Davis and Bullock / Bullock MHF are each considered one facility

## Close Custody—Correctional Facilities

Thirty-two percent of the in-house offender population are incarcerated in a *close custody* correctional facility. *Close custody* correctional facilities are designed for incarcerating the most violent and highest classified offenders admitted to ADOC.

**Close Custody**—is the most restrictive custody level to which an inmate can be assigned.

### William E. Donaldson

Opened in 1982—1,760 beds with a 24-bed death row unit and in-patient mental health unit.

100 Warrior Lane  
Bessemer, AL 35023-7299  
205-436-3681

### William C. Holman

Opened in 1969—1,002 beds with a 194-bed death row unit and execution chamber.

Holman 3700  
Atmore, AL 36503-3700  
251-368-8173

### Kilby

Opened in 1969—1,421 beds and the Receiving and Classification Center for male inmates.

P.O. Box 150  
Mt. Meigs, AL 36057  
334-215-6600



*The Kilby Correctional Facility —In 1969 it was renamed in honor of Thomas E. Kilby who was Governor when the first Kilby Prison was constructed in 1923.*



Limestone Correctional

### Limestone

Opened in 1984—2,086 beds with a 300-bed Reentry Center.

28779 Nick Davis Rd  
Harvest, AL 35749-7009  
256-233-4600

### Saint Clair

Opened in 1983—1,514 beds with a 21-chair hemodialysis unit.

1000 St. Clair Road  
Springville, AL 35146-9790  
205-467-6111

### Julia Tutwiler Prison for Women

Opened in 1942—975 beds with a 4-bed death row unit, an in-patient mental health unit, and Receiving and Classification Center for all incoming female inmates.

8966 US Hwy 231 N  
Wetumpka, AL 36092  
334-567-4369

## Medium Custody—Correctional Facilities

Fifty-one percent of the in-house offender population are housed in *medium custody* correctional facilities and more than half of all inmates are classified as *medium custody*.

**Medium Custody**— is less secure than close custody for those inmates who have demonstrated less severe behavioral problems. Inmates are considered to be suitable for participation in formalized institutional treatment programs, work assignments or other activities within the confines of an institution.

### Bibb

Opened in 1998—1,914 bed facility  
565 Bibb Lane  
Brent, AL 35034-4040  
205-926-5252

### Bullock

Opened in 1987—1,658 bed facility including an in-patient mental health unit.  
Highway 82 East  
Union Springs, AL 36089-5107  
334-738-5625



*Bullock Prison opened in 1987*

### Draper

Opened in 1939—1,232 bed facility.  
2828 Alabama Highway 143  
Elmore, AL 36025  
334-567-2221

### Easterling

Opened in 1990—1,267 bed facility.  
200 Wallace Drive  
Clio, AL 36017-2615  
334-397-4471

### Elmore

Opened in 1981—1,176 bed facility.  
3520 Marion Spillway Road  
Elmore, AL 36025  
334-397-567-1460

### G.K. Fountain

Fountain opened in 1955—1,613 bed facility and J.O. Davis opened in 1973—400 bed facility.  
9677 Highway 21 North  
Atmore, AL 36503  
251-368-8122

### Hamilton Aged & Infirm

Opened in 1981—300 bed facility.  
223 Sasser Drive  
Hamilton, AL 35570  
205-921-7453

### Montgomery Women's Facility

Opened in 1976—300 bed female facility.  
12085 Wares Ferry Road  
Montgomery, AL 36057  
334-215-0756

### Staton

Opened in 1978—1,376 bed facility.  
2690 Marion Spillway Drive  
Elmore, AL 36025  
334-567-2221

### Ventress

Opened in 1990—1,650 bed facility.  
PO Box 767  
Clayton, AL 36016  
334-775-3331

## Minimum Custody—Correctional Facilities

There were nearly 4,300 *minimum custody* offenders incarcerated in minimum custody correctional facilities at year end—this includes minimum custody camps, work release (WR) centers, and community work centers (CWC). Seventeen percent of the in-house population are classified as *minimum custody* offenders—minimum-in, minimum-out, and minimum community.

**Minimum Custody**— is the lowest custody designation an inmate can receive. In general, minimum custody inmates are conforming to ADOC rules and regulations.

### Alexander City

Opened in 1974—346 bed WR and CWC.  
Highway 22 West  
Alexander City, AL 35011  
256-234-7533

### Atmore

Opened in 1973—250 bed CWC.  
9947 Highway 21 North  
Atmore, AL 36503  
251-368-9115

### Birmingham

Opened in 1973—312 bed WR and CWC.  
1216 25th Street North  
Birmingham, AL 35234-3196  
205-252-2994

### Camden

Opened in 1976—162 bed WR and CWC.  
1780 Alabama Highway 221  
Camden, AL 36726  
334-682-4287

### Childersburg

Opened in 1990—550 bed WR and CWC.  
13501 Plant Road  
Childersburg, AL 35044  
256-378-3821

### Decatur

Opened in 1981—740 bed WR and CWC.  
1401 Highway 20 West  
Decatur, AL 35601  
256-350-0876

### Elba

Opened in 1976—250 bed WR and CWC.  
1 Boswell Street  
Elba, AL 36323  
334-897-5738

### J.O. Davis

Opened in 1973—400 bed minimum facility  
9677 Highway 21 North  
Atmore, AL 36503  
251-368-8122

### Frank Lee

Opened in 1964—300 bed WR and CWC.  
5305 Ingram Road  
Deatsville, AL 36022  
334-290-3200

### Hamilton

Opened in 1976—264 bed WR and CWC.  
1826 Bexar Avenue East  
Hamilton, AL 35570  
205-921-9308

### Loxley

Opened in 1990—562 bed WR and CWC.  
14880 County Road 64  
Loxley, AL 36551  
251-964-5044

### Mobile

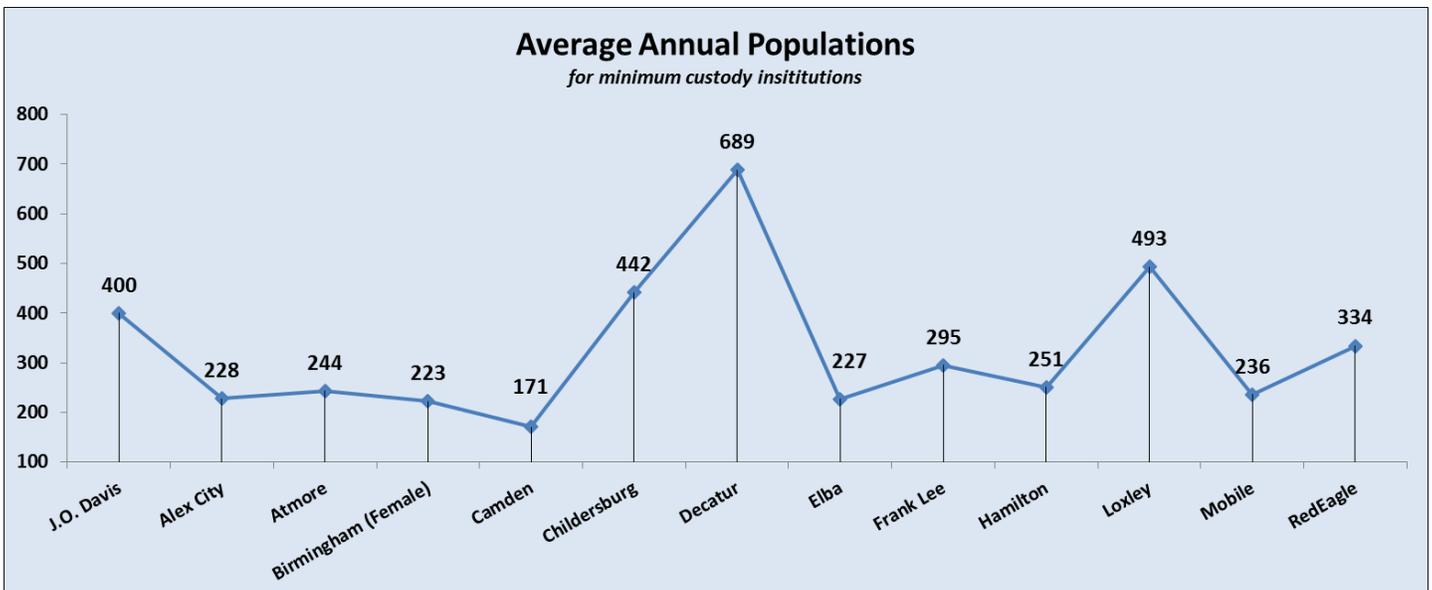
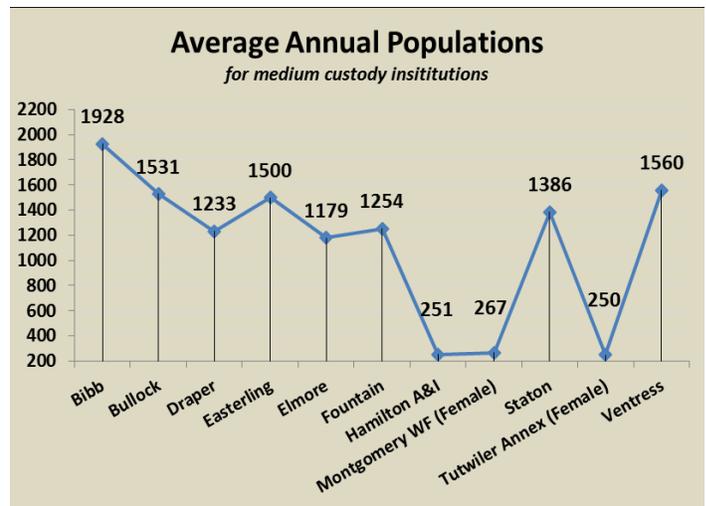
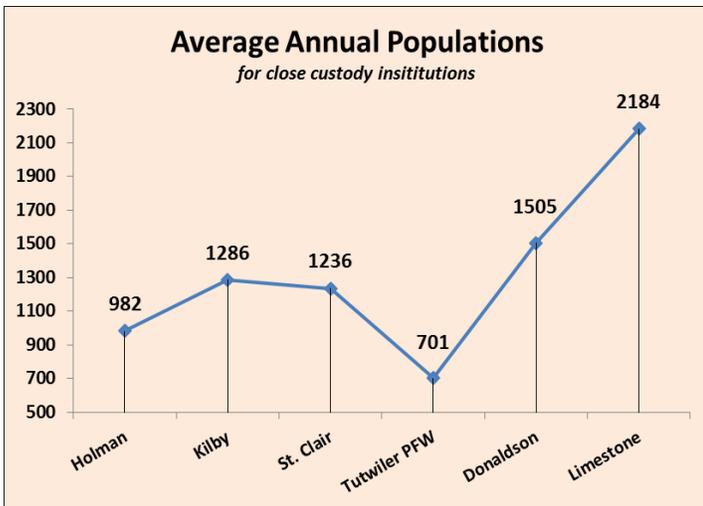
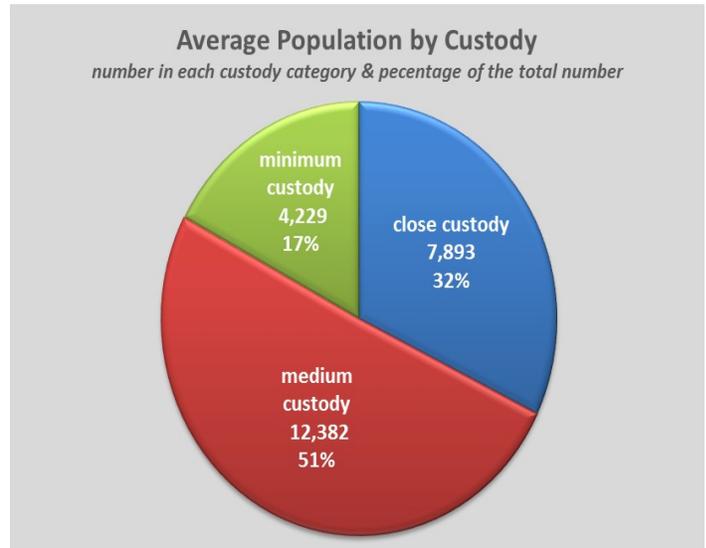
Opened in 1978—264 bed WR and CWC.  
2423 North Beltline Highway  
Pritchard, AL 36610  
251-452-0098

### Red Eagle

Opened in 1972—340 bed CWC.  
1290 Red Eagle Road  
Montgomery, AL 36110  
334-242-2510

# Facility Operations Statistics

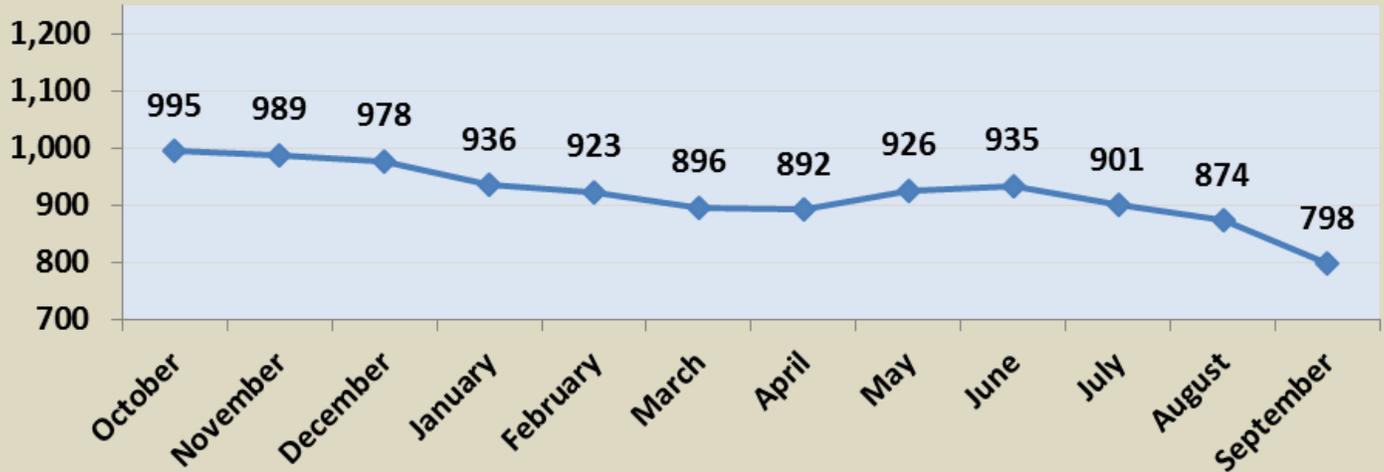
These statistical graphics represent the distribution of the inmate population housed within ADOC correctional facilities. The twenty-eight correctional facilities operated by the ADOC are characterized by custody level of the inmates housed—close, medium, and minimum.



## Contract Supplemental Beds

During Fiscal Year 2015, ADOC supplemented prison system bed capacity by contracting with private entities and county jails. The monthly contract bed average was 920 beds. Total direct costs for contracted county jail beds was \$1,558,419.00. Total direct cost for the ATEF Program operated by Community Education Center in Columbiana was \$6,518,341.00.

### 12-Month Contract Bed Trend



## Contract Bed Summary

*for Fiscal Year 2015*

Contracted Entity	Months Contracted	Average Monthly Population	Gender Housed	Per Diem Cost
ATEF Program	12	345	M/F	\$32
Pre-Therapeutic Community	12	252	M	\$26
Autauga County Jail	12	24	M/F	\$15
Butler County Jail	12	30	M	\$15
Clarke County Jail	12	49	M	\$15
Clay County Jail	12	23	F	\$15
Crenshaw County Jail	12	16	M	\$15
Lowndes County Jail	12	39	M	\$15
Pickens County Jail	12	72	M	\$15
Sumter County Jail	12	0	M	\$15
Talladega County Jail	12	61	M/F	\$15
Wilcox County Jail	12	10	M	\$15

# Alabama Correctional Industries

**Director—Dr. Andy Farquhar**

Profit—\$2,590,250.01

Revenues—\$14,786,556.41

Expenses—\$12,196,306.40



Average Number of Inmates Employed at Year End—457

## Fiscal Year 2015 Program Summary

FY 2015 proved to be a banner year for ACI as it was awarded one of the largest projects in program history. The Department of Human Resources was able to secure funding to update all modular office units located on the 2<sup>nd</sup> floor of the Gordon Person Building and selected ACI to provide the workstations. The \$2.8 million project will be conducted in multiple phases over a 12-month period with DHR staffers occupying temporary offices as old workstations are removed and new workstations installed. ALDOT's modular systems renovation project at the Montgomery central office has slowed slightly due to a realignment of priorities and schedule changes.

As noted in last year's report, the State's migration to a new financial management software application known as STAARS resulted in ACI being granted permission to acquire a stand-alone enterprise resource planning (ERP) software application that better supports ACI's business model. For several years now, ACI has sought authorization to replace the old financial management application originally installed in 1991. The ERP application obtained was Global Shop which was developed by Global Shop Solutions headquartered in Texas. Global Shop is utilized by several correctional industry programs across the U.S. After a brief and accelerated implementation phase, ACI went live with Global Shop on October 1<sup>st</sup> to coincide with the State's migration to STAARS.

Administrative Regulation 480, which established guidelines for the creation of the Prison Industry Enhancement Certification Program (PIECP), was completed in FY 2015. The PIECP program is a federally certified program by which ADOC can partner with private sector companies to operate factories "inside the fence". Development of AR 480 was a critical step forward, allowing ADOC and ACI to apply for PIECP certification through the Bureau of Justice Assistance.

### DOC Fleet Management

Expansion of ADOC's propane fleet continued in FY 2015 with over fifty 15-passenger vans on track for conversion and agreements in place to install stations at 7 additional work release facilities. While gasoline prices have fallen to the \$2 range, propane continues to be available at roughly 1/3 the cost, notwithstanding a \$.50 per gallon tax credit re-authorized by the federal government for Calendar Year 2015.

# Alabama Correctional Industries

Director—Dr. Andy Farquhar

Profit—\$2,590,250.01

Revenues—\$14,786,556.41 Expenses—\$12,196,306.40



Average Number of Inmates Employed at Year End—457

## Fiscal Year 2015 Fiscal Summary

### Detailed by Activity

<u>Activity</u>	<u>Average Inmates</u>	<u>Expenses YTD</u>	<u>Revenues YTD</u>	<u>Profit/Loss</u>
Chair Plant	25	\$344,639.99	\$441,677.55	\$97,037.56
Chemical Plant	18	\$851,369.06	\$1,169,525.31	\$318,156.25
Tutwiler/Holman Clothing	82	\$1,371,610.73	\$2,333,142.79	\$961,532.06
Construction/Remodeling	5	\$68,228.08	\$60,622.49	(\$7,605.59)
Draper/Bibb Furniture	40	\$566,101.24	\$560,024.18	(\$6,077.06)
Furniture Restoration	54	\$266,516.28	\$254,163.14	(\$12,353.14)
Mattress Plant	3	\$271,907.52	\$310,106.78	\$38,199.26
Holman Metal Fab	0	\$996.78	\$0.00	(\$996.78)
Modular Plant	17	\$362,432.97	\$978,885.06	\$616,452.09
Printing Plant	92	\$1,209,170.92	\$1,733,230.22	\$524,059.30
Vehicle Tag Plant	33	\$3,080,924.66	\$4,814,012.32	\$1,733,087.66
<b>Sub-Total</b>	<b>369</b>	<b>8,393,898.23</b>	<b>12,655,389.84</b>	<b>4,261,491.61</b>
Draper Fleet Services	40	\$1,134,116.07	\$1,441,410.56	\$307,294.49
Fountain Fleet Services	14	\$371,724.27	\$346,387.53	(\$25,336.74)
St. Clair Fleet Services	20	\$275,073.39	\$293,834.93	\$18,761.54
<b>Sub-Total</b>	<b>74</b>	<b>\$1,780,913.73</b>	<b>\$2,081,633.02</b>	<b>\$300,719.29</b>
Warehouse Services	<b>13</b>	<b>\$636,799.39</b>	<b>\$20,857.36</b>	<b>(\$615,942.03)</b>
Administration	<b>1</b>	<b>\$1,384,695.05</b>	<b>\$28,676.19</b>	<b>(\$1,356,018.86)</b>

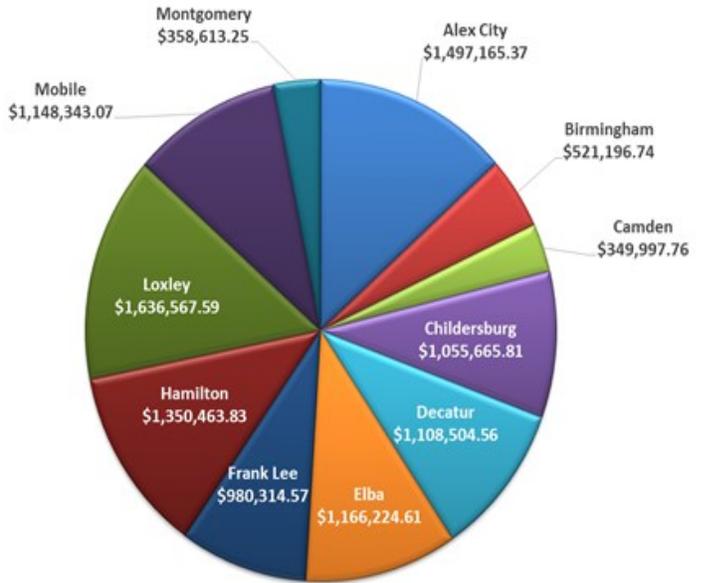
# Work Release Program

## End of Year Program Summary

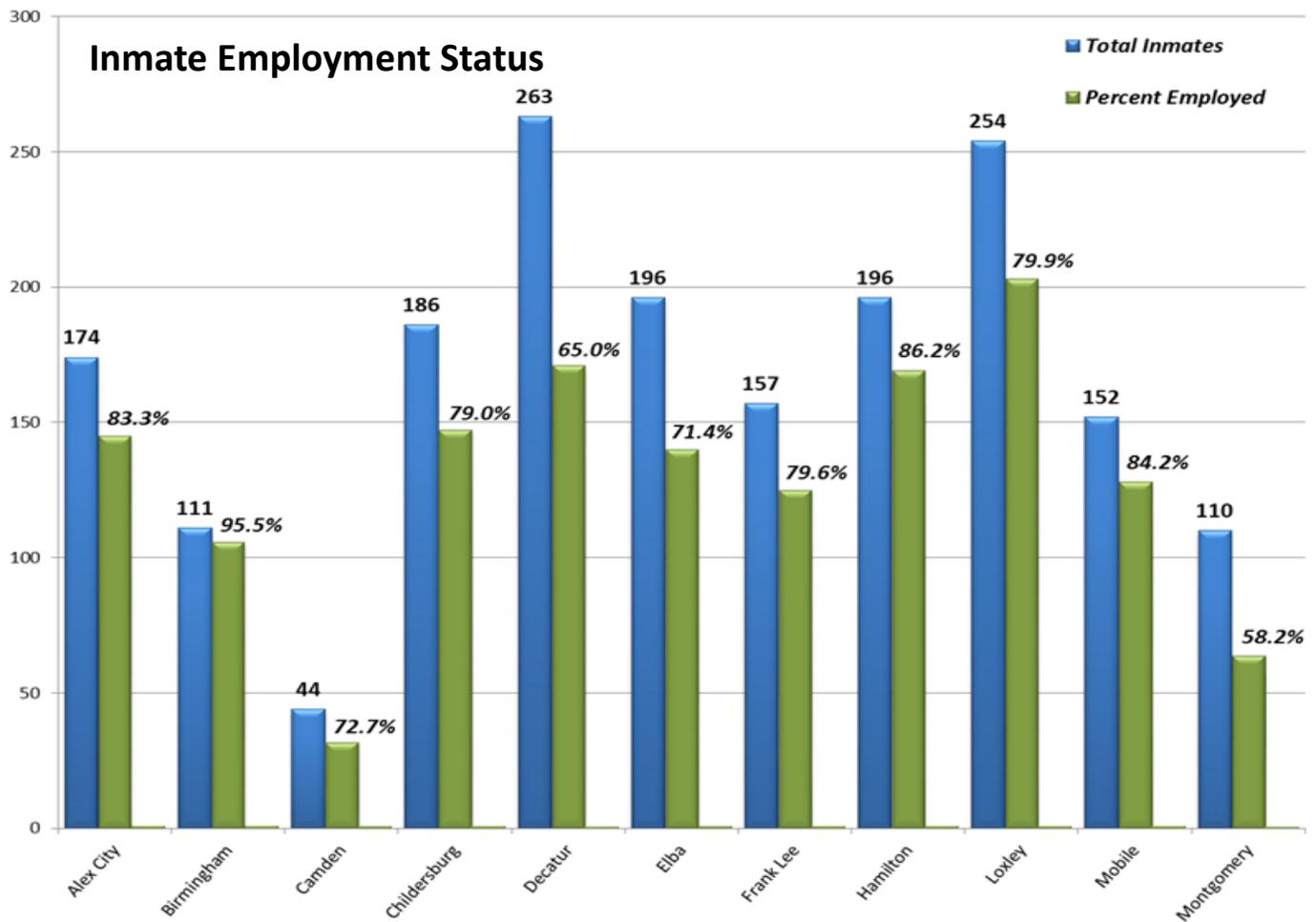
Fiscal Year 2014 Inmates Carried Forward....1,874  
 Fiscal Year 2015 Admissions.....2,303  
 Program Participants at Year End.....1,843  
 Black Males.....49.8%  
 White Males.....38.0%  
 White Females.....8.2%  
 Black Females.....3.6%  
 Gross Salaries Earned.....\$27,963,500  
 Taxes & Other Deductions.....\$5,156,629  
 Net Inmate Salaries Earned.....\$22,806,871  
 Fees and Restitution Paid.....\$4,179,011  
 Average Inmate Monthly Salary.....\$1,603.32  
 Percentage Employed.....77.6%

## ADOC 40% Assessment Collections

Total = \$11,173,057



## Inmate Employment Status



# Staff Education and Training

Acting Training Director, Captain Charles Blevins

## Overview

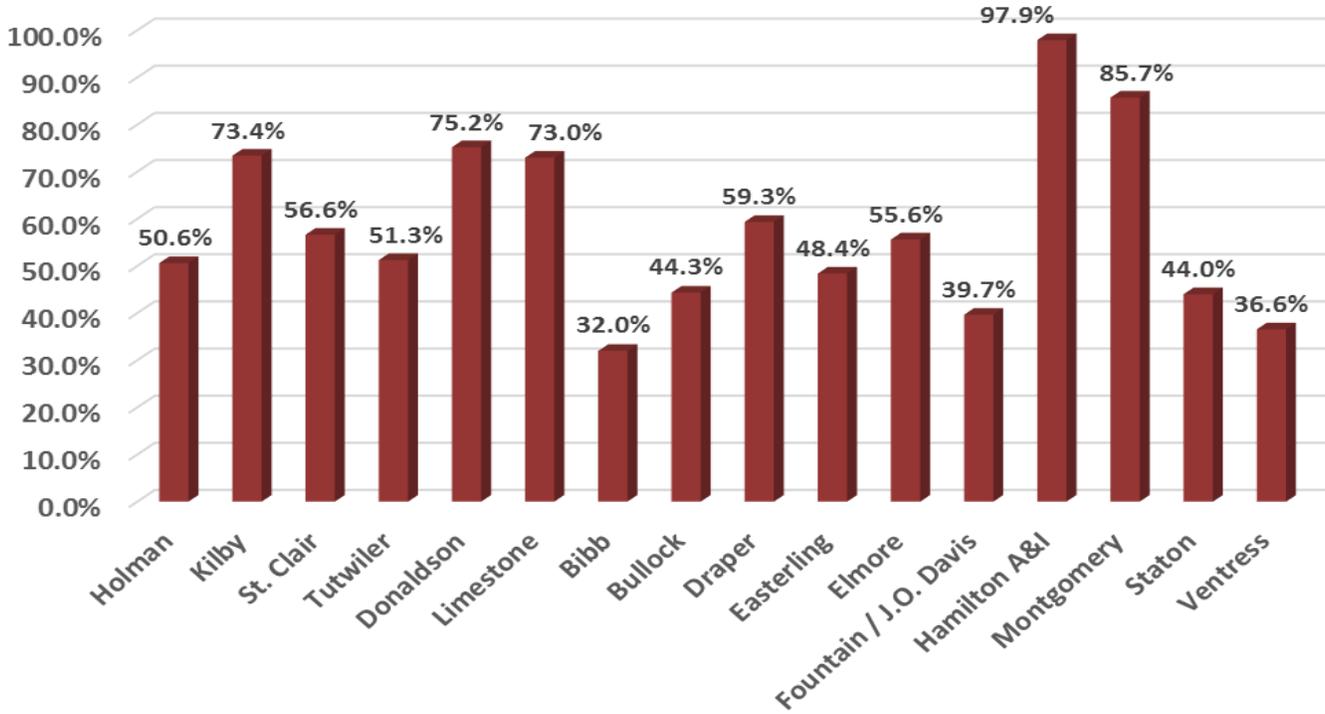
Fiscal Year 2015 was another productive year for the Training Division Staff. The Alabama Corrections Academy graduated 300 new Correctional Officers into the statewide workforce. The nine Regional Training Centers provided training to more than 4,000 security and support staff. The Regional Training Centers also conducted a plethora of specialized training events that covered areas such as gender responsive training, specialized firearms training, and protective measures training to include TASER, grappling, and SABRE pepper spray employment.

The Training Division’s goals for 2016 include developing new leadership and professional development courses for Correctional Officers to better prepare these officers for promotion through the leadership ranks. The Training Division is working with the ADOC Central Office to develop partnerships with Alabama Colleges and Universities to provide incentives for Correctional Officers to complete 2-year, 4-year, and advanced degrees. Finally, the Recruiting and Training Division will be revamping the hiring and initial training process for recruits to ensure the ADOC gets the full potential out of the hiring pool and graduates top-notch Correctional Officers for Alabama’s Correctional Institutions.

## Regional and Specialized Training Summary

# Trained	Course of Study
Color Code:    Regional Training — <span style="display:inline-block; width:10px; height:10px; background-color:black;"></span>	
	Specialized Training — <span style="display:inline-block; width:10px; height:10px; background-color:green;"></span>
<b>2,532</b>	<b>Correctional Law Enforcement 40 hours of in-service training to meet APOSTC requirements</b>
<b>1,336</b>	<b>Support &amp; Contract 8-Hour In-Service Training</b>
<b>300</b>	<b>Correctional Basic Training</b>
<b>206</b>	<b>Support &amp; Contract 16/40-Hour New Employee Orientation Course</b>
<b>59</b>	<b>AR-16 Rifle Training—New (16-Hour) or Recertification</b>
<b>85</b>	<b>New Supervisor Course</b>
<b>16</b>	<b>Correctional Law Enforcement <i>Taser X 2 and X26</i> Certification/Recertification Course</b>
<b>2</b>	<b>Regional Training staff completed the FBI Sniper/Observer Course</b>
<b>24</b>	<b>Firearms Familiarization Course</b>
<b>10</b>	<b>ADOC Staff 16-Hour Progressive Discipline and Performance Appraisal Training</b>
<b>115</b>	<b>Correctional Law Enforcement <i>SABRE RED</i> Cell Buster Course</b>
<b>50</b>	<b>Security Services, LLC employees received specialized Training to Include Gender Responsive Training</b>
<b>4</b>	<b>Regional Training staff received certifications as Law Enforcement Fitness Specialist through Cooper Institute</b>
<b>6</b>	<b>Regional Training staff received Instructor Certifications in SSGT: Level I</b>
<b>5</b>	<b>Regional Training staff received Instructor Certifications in SSGT: Level II</b>

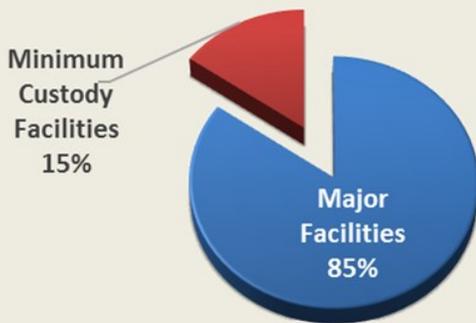
### Correctional Officer Staffing Levels



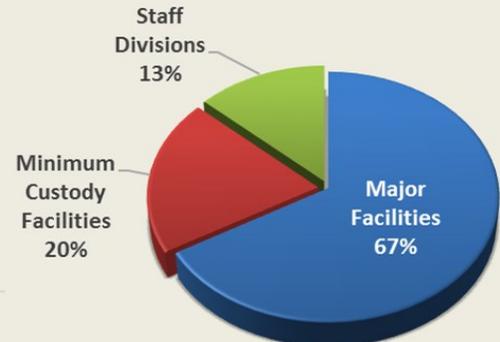
**Correctional staffing** consists of two major personnel categories — security and support. Security is largely composed of law enforcement certified personnel in the merit positions of Warden; Correctional Supervisor (Captain, Lieutenant, and Sergeant); and Correctional Officer. Support consists of a group of merit positions which include professional, skilled, and clerical staff.

### STAFFING DISTRIBUTION

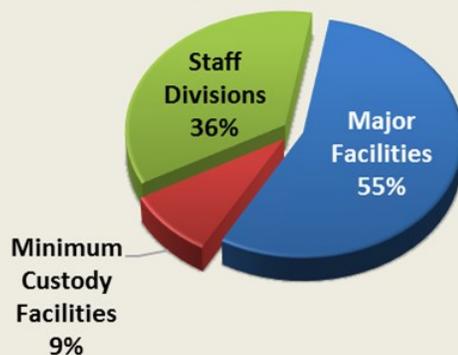
#### Correctional Officer



#### Correctional Supervisor



#### Support Personnel



#### EOY Staffing

**Correctional<sup>1</sup>—2,843**

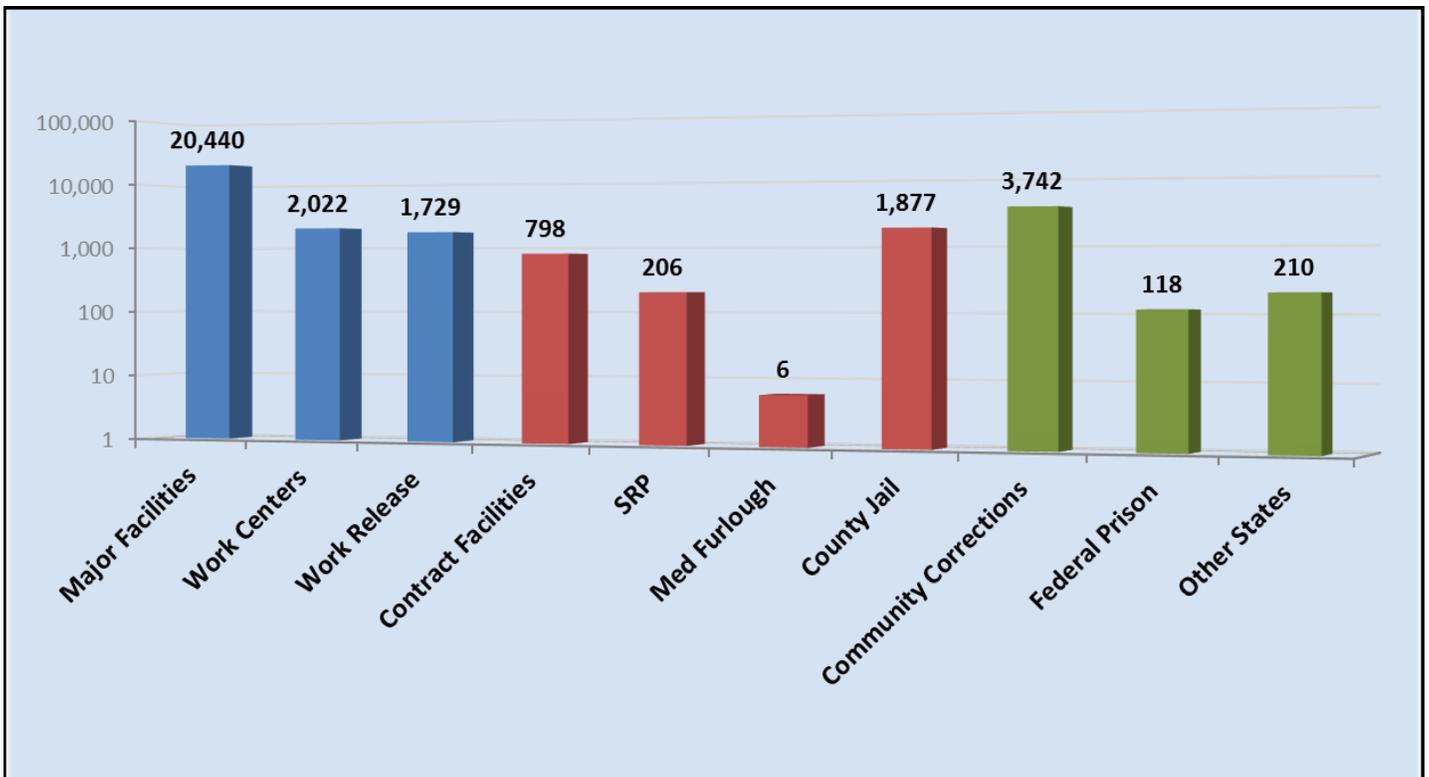
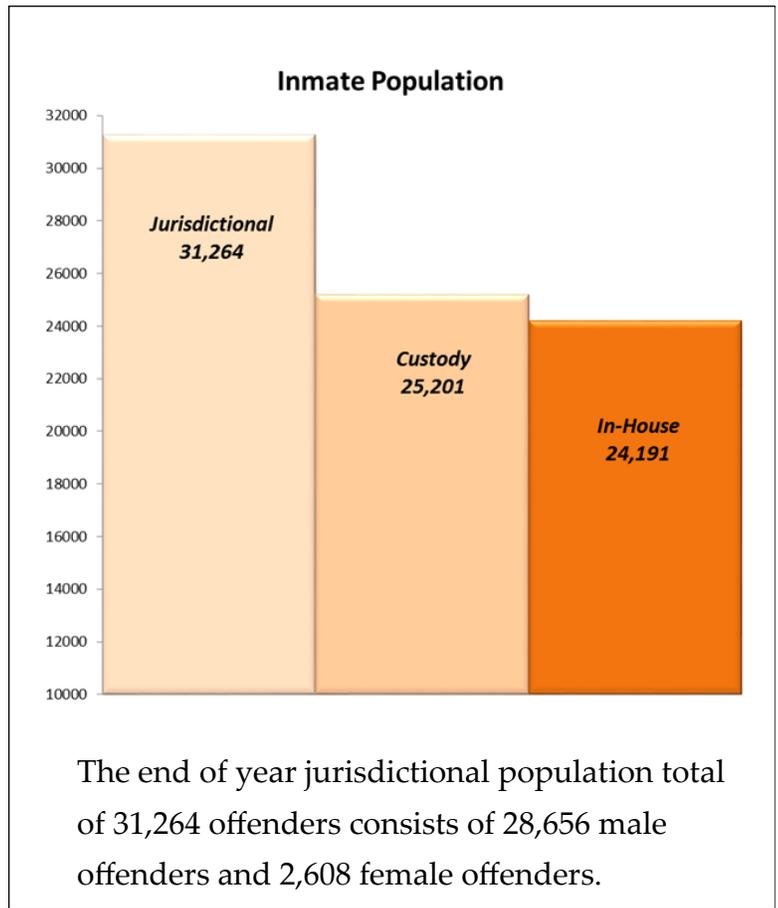
**Support—940**

**Total—3,783**

*Note<sup>1</sup>: includes 235 correctional officer trainees.*

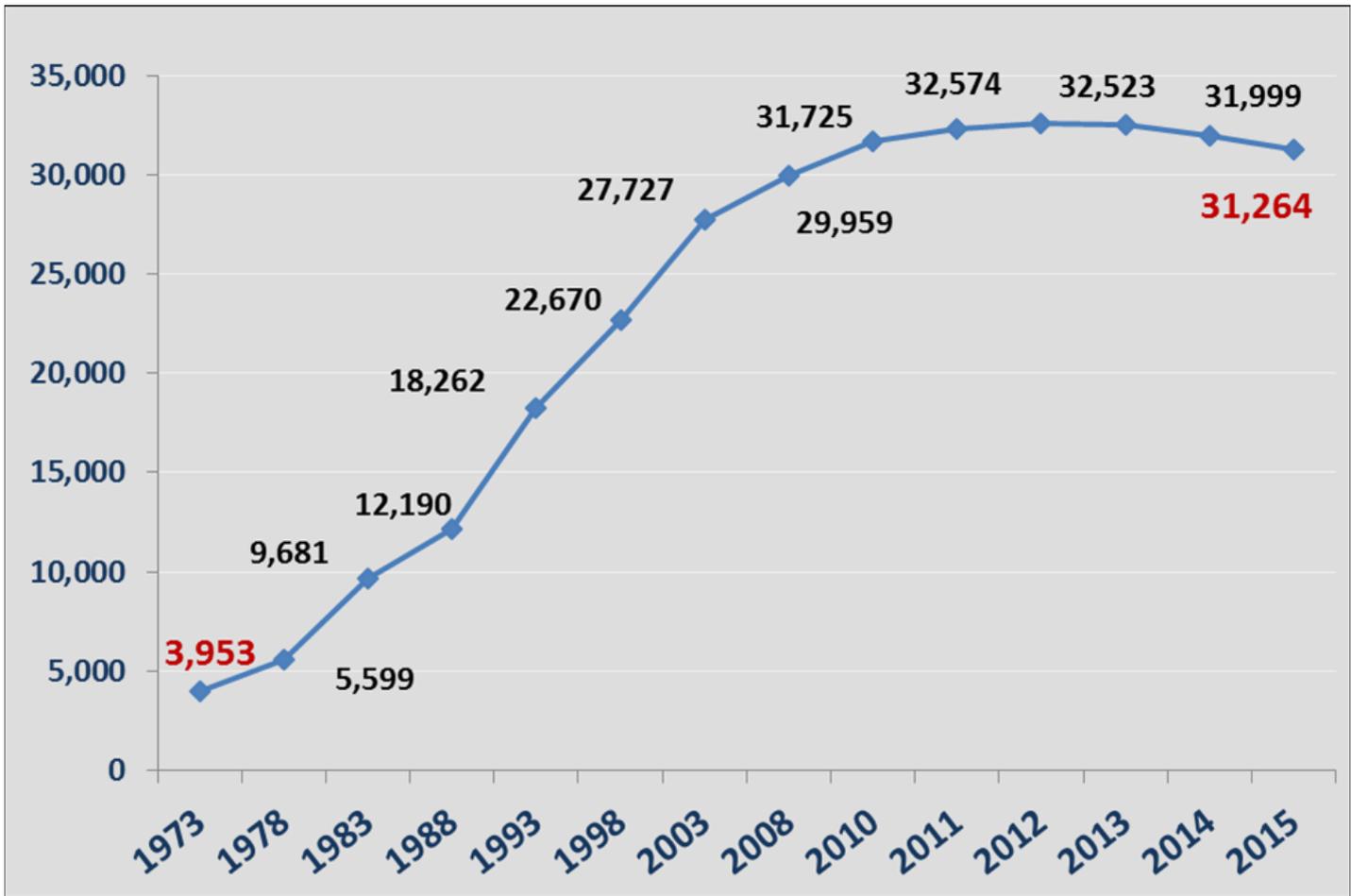
# Distribution Of Inmate Population

- **Jurisdictional population** includes all inmates sentenced to the ADOC, independent of their current custody location. This includes those housed in ADOC facilities as well as community corrections, federal, other states, and county jail custody.
- **Custody population** includes all inmates sentenced to the ADOC and who are under the department’s day-to-day control. This includes inmates in contract facilities or those being supervised on the medical furlough program , and the Supervised Re-entry Program.
- **In-house population** includes only inmates housed in a facility that is owned and operated by the ADOC, which includes major institutions, work centers, and work release facilities.



# Inmate Population Trend

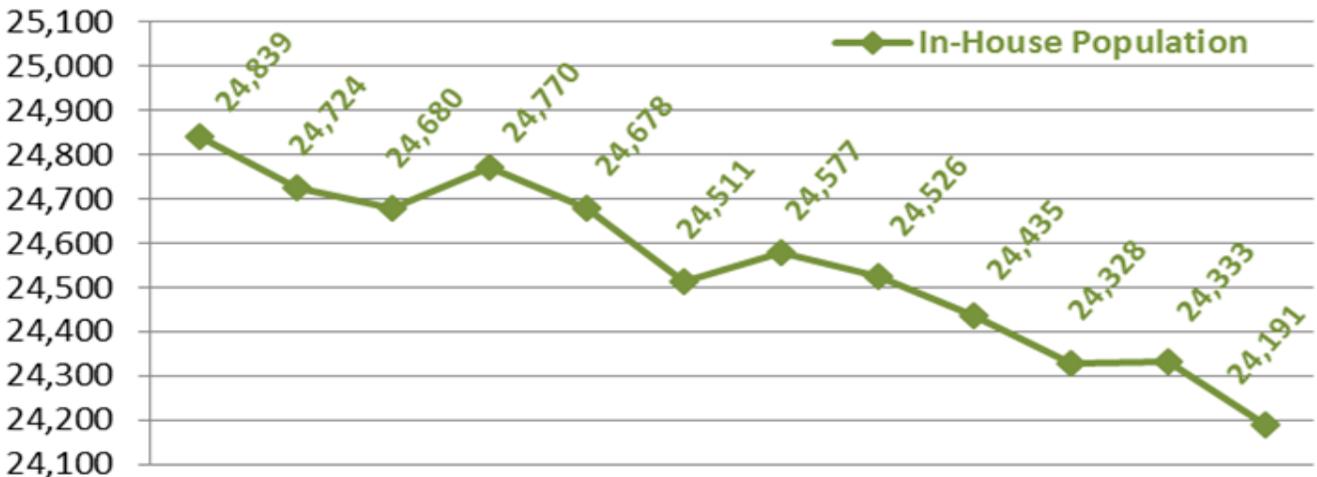
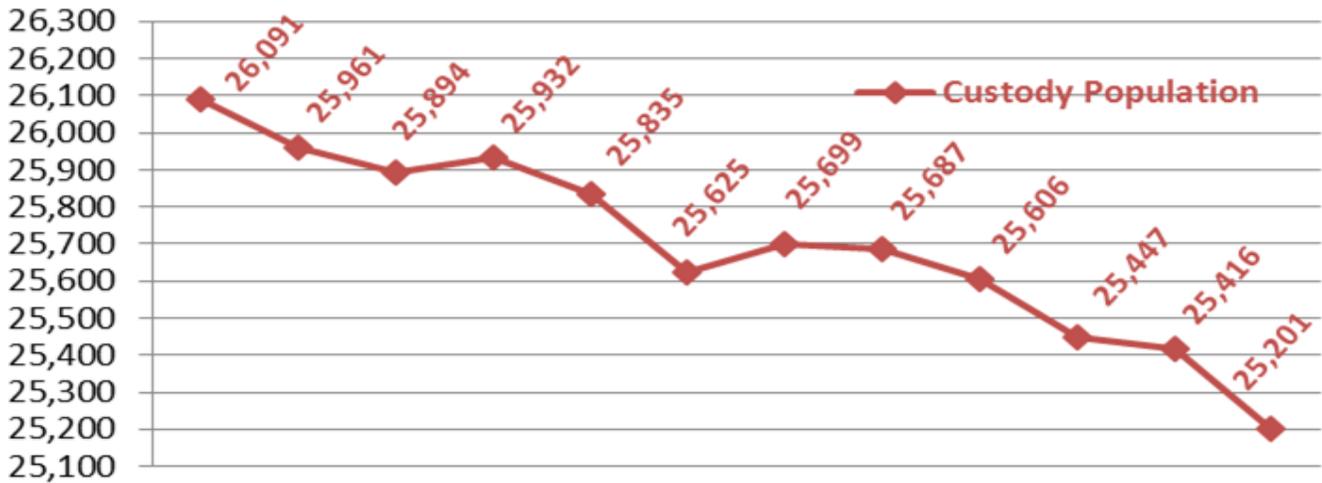
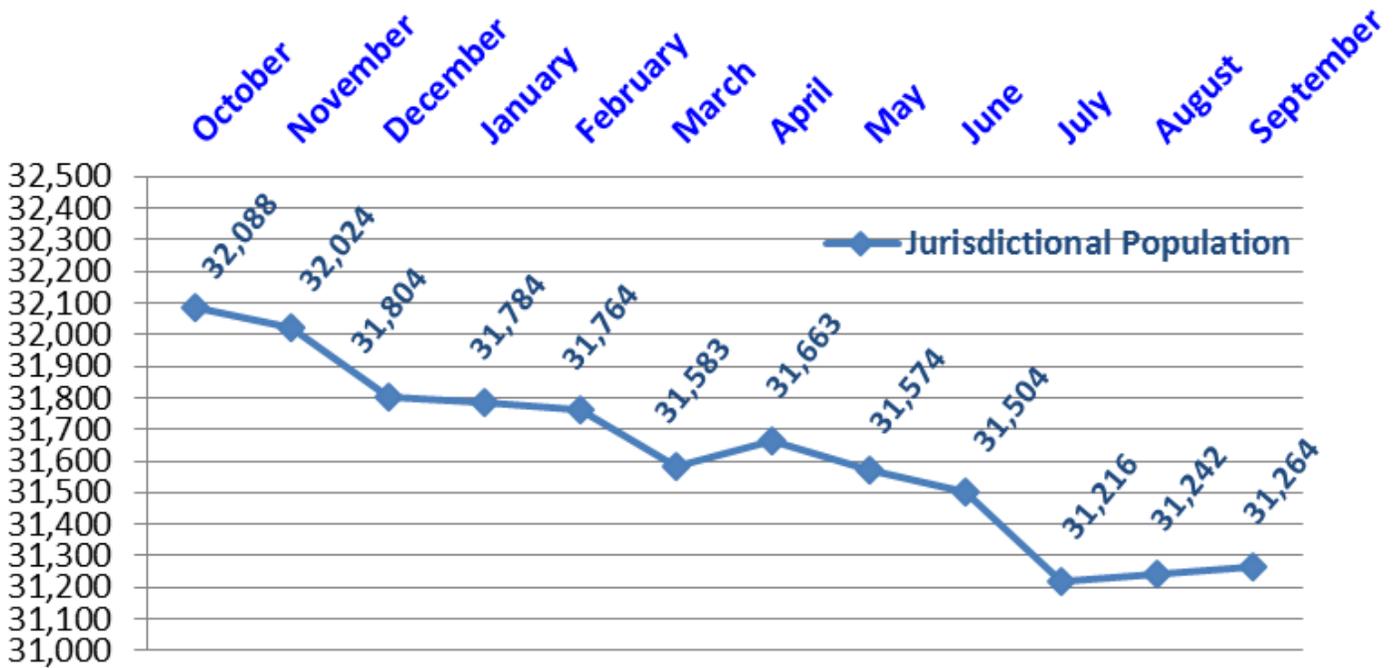
## Jurisdictional Population



## Detail Population Trend

Sub-Group	1968	2008	2011	2012	2013	2014	2015
<b>Jurisdictional</b>	4,017	29,959	32,316	32,574	32,523	31,999	31,264
		+8.0%	+1.1%	+0.8%	-0.2%	-1.6%	-2.3%
<b>Males</b>	3,888	27,799	29,740	29,928	29,835	29,345	28,656
		+7.2%	+1.0%	+0.6%	-0.3%	-1.6%	-2.3%
<b>Females</b>	129	2,160	2,576	2,646	2,688	2,654	2,608
		+20.7%	+1.6%	+2.7%	+1.6%	-1.3%	-1.7%
<b>Custody</b>	—	25,874	26,602	26,747	26,569	26,006	25,201
			-0.6%	+0.5%	-0.7%	-2.1%	-3.1%
<b>In-House</b>	—	25,303	25,638	25,361	25,299	24,813	24,191
			+1.0%	-1.1%	-0.2%	-1.9%	-2.5%

# 12-Month Inmate Population Analysis



# Jurisdictional Admissions

year-end Summary

## Top 10 Convictions of Inmates Admitted in Fiscal Year 2015



### Top 10 Admitting Counties

Committing County	Inmates	Size Rank <sup>1</sup>
1. Jefferson	1,379	1
2. Mobile	1,365	2
3. Madison	699	3
4. Tuscaloosa	573	6
5. Shelby	460	5
6. Montgomery	428	4
7. Baldwin	371	7
8. Houston	367	12
9. Morgan	367	9
10. Calhoun	365	10

<sup>1</sup> April 1, 2010, census for Alabama Counties.

### Summary of Fiscal Year Admissions

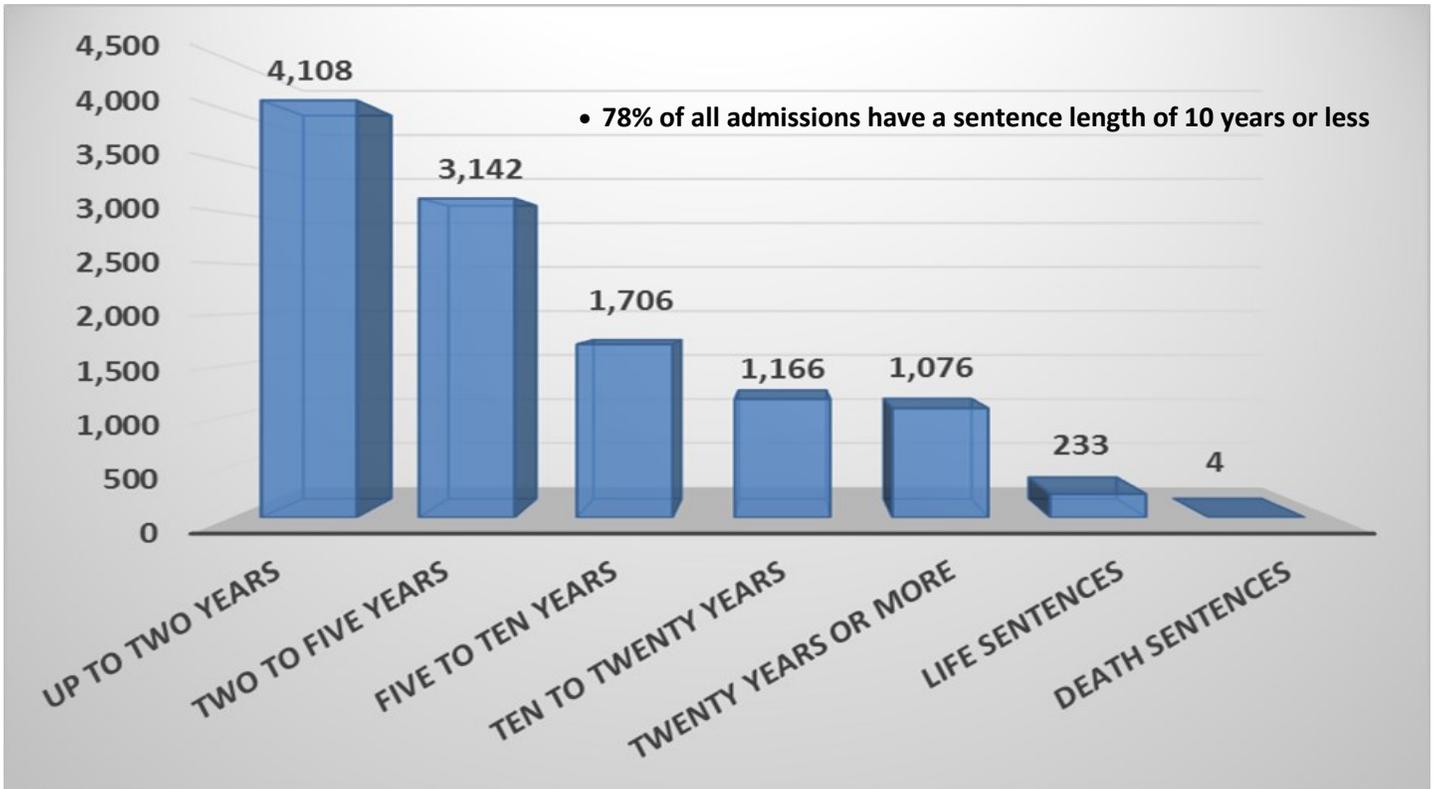
Category	2014	2015	Delta
<b>Total Jurisdictional Admissions</b>	<b>11,849</b>	<b>11,435</b>	<b>-414</b>
New Commitments	5,062	5,357	+295
Split Sentence (Act 754)	4,771	4,521	-250
Parole Re-Admissions	1,154	988	-166
Captured Escapees <sup>1</sup>	684	421	-263
Other <sup>2</sup>	172	142	-30
Monthly Average Jurisdictional Admission Rate	987	953	-34
<b>Total Custody Admissions</b>	<b>7,984</b>	<b>7,478</b>	<b>-506</b>
Monthly Average Custody Admission Rate	665	623	-42

<sup>1</sup> The majority of captured escapees are from county community correction programs. <sup>2</sup> Jurisdictional admission type "other" may include types such as bond, appeal, another jurisdiction, or case reopened.

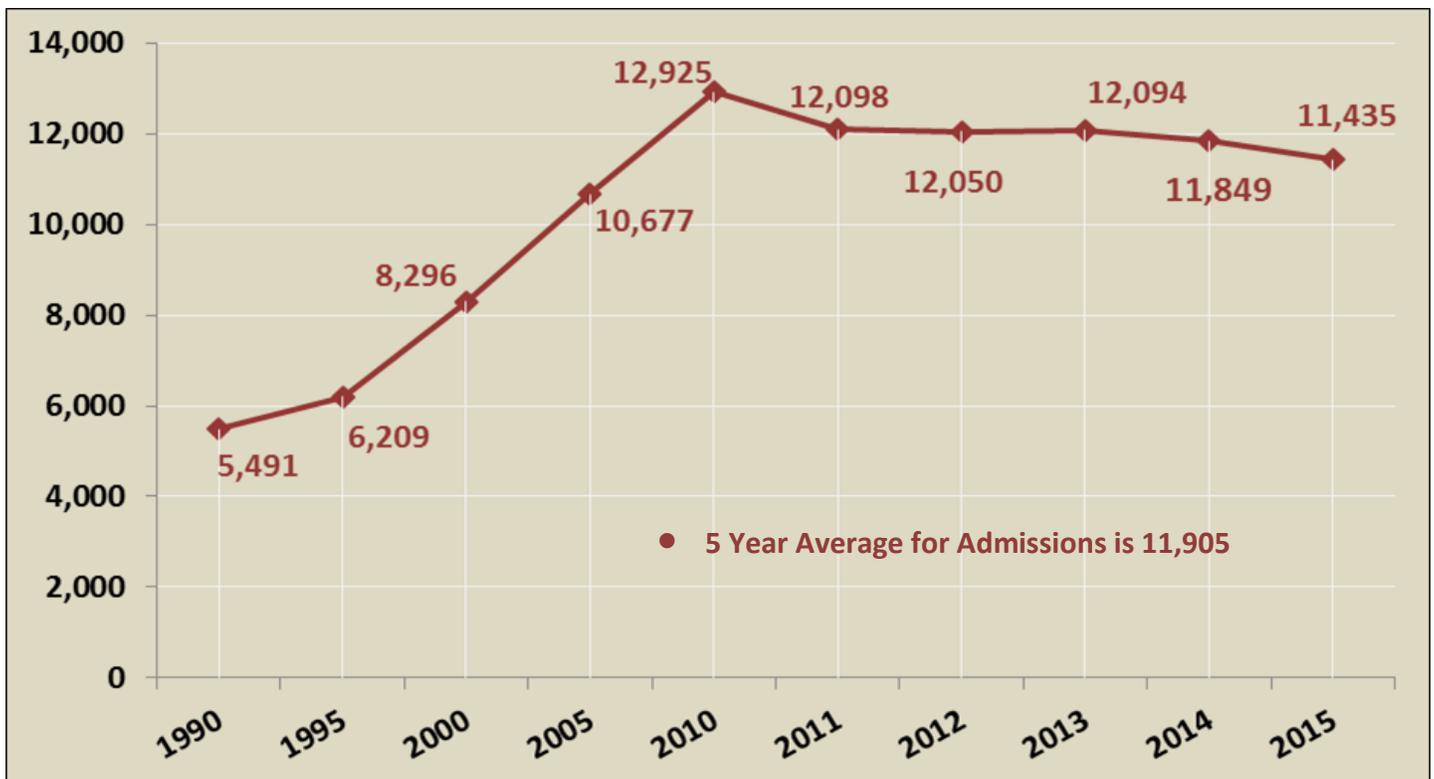
# Jurisdictional Admissions (Continued)

year-end Summary

## Sentence Length Summary



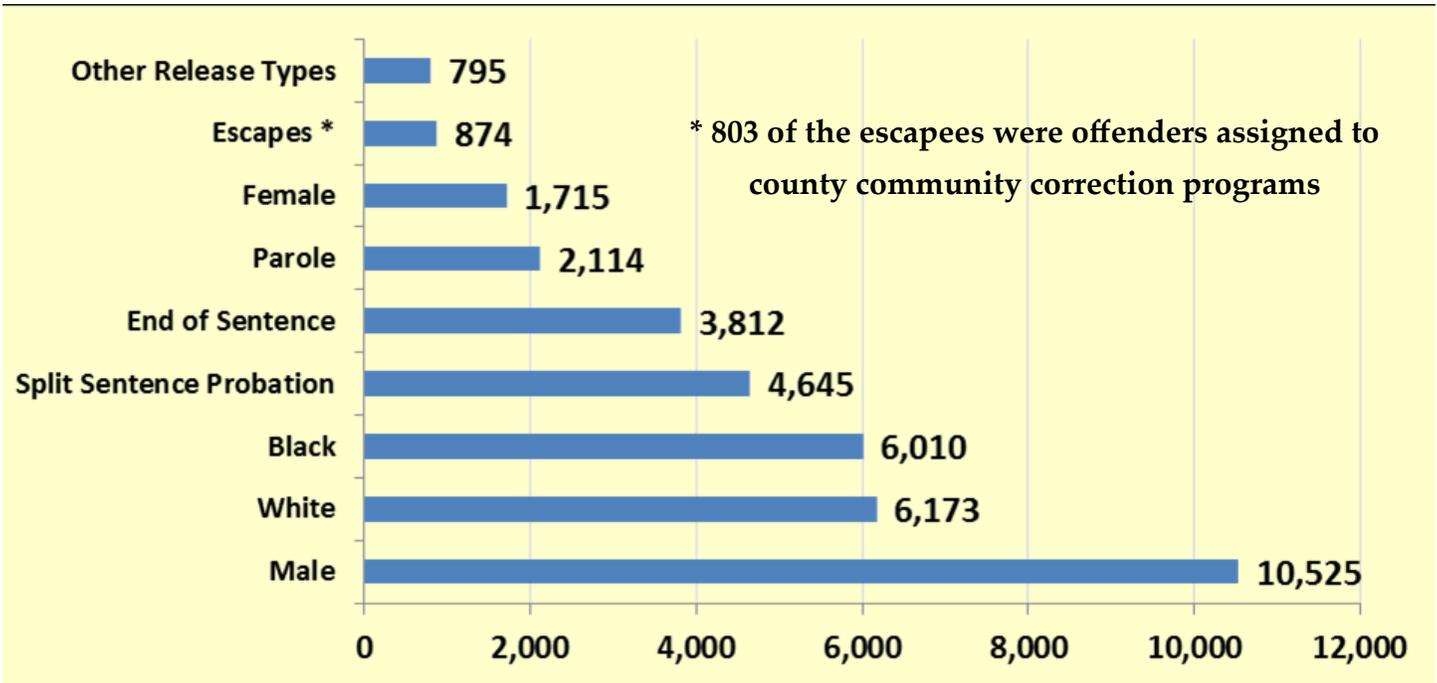
## 30-Year Annual Admission Trend



# Jurisdictional Releases

year-end Summary

## Releases Detailed for Fiscal Year 2015



### Releases / Sentencing

Sentence Length	Released	ATS <sup>1</sup>
UP to TWO YEARS	4,176	10
TWO to FIVE YEARS	3,284	25
FIVE to TEN YEARS	1,837	36
TEN to TWENTY YEARS	2,157	89
TWENTY to THIRTY-FIVE YEARS	401	191
THIRTY-FIVE or MORE YEARS	105	194
LIFE	257	234
LIFE W/O PAROLE	14	226
DEATH ROW	9	177
<b>Total Releases</b>	<b>12,240</b>	<b>45</b>

<sup>1</sup> Average time served in months

**Jurisdictional Population Average  
Sentenced Time Served = 45 Months**

### Summary of Fiscal Year Releases

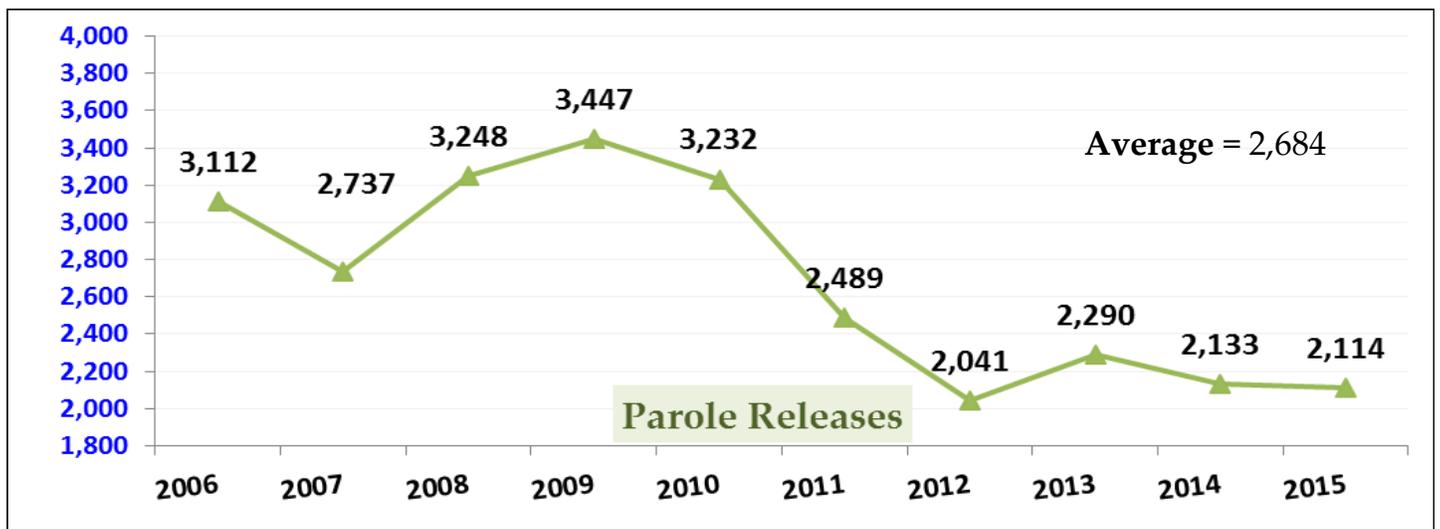
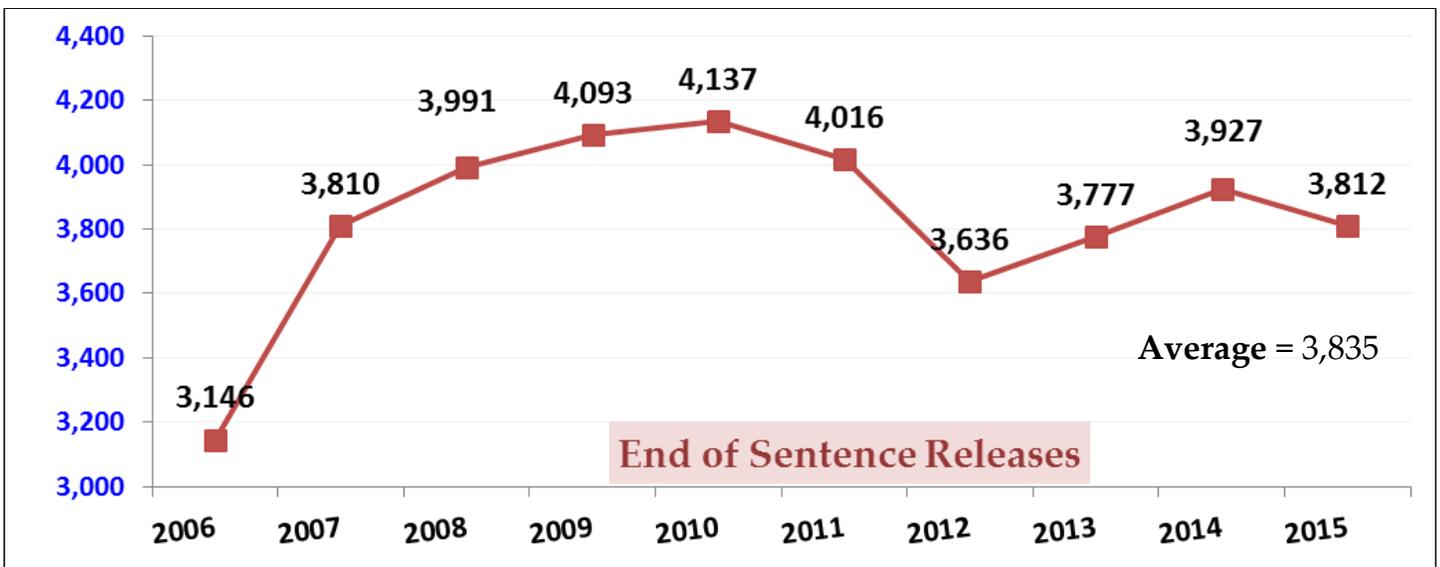
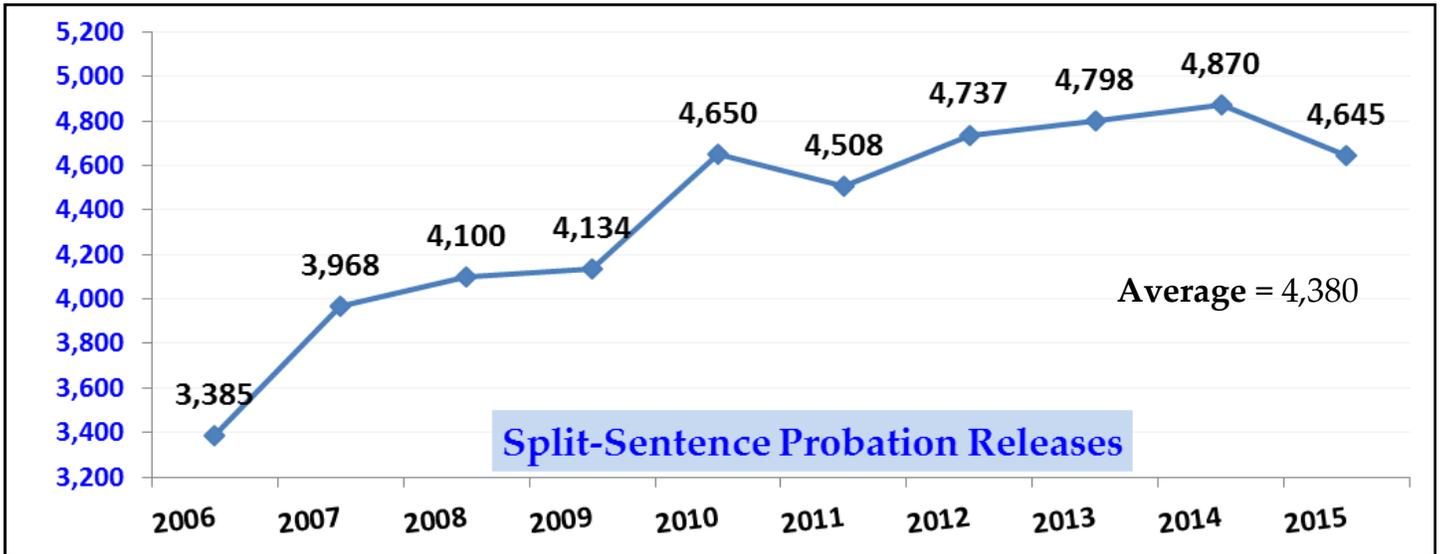
Category	2014	2015	Delta
<b>Total Jurisdictional Releases</b>	<b>12,384</b>	<b>12,240</b>	<b>-144</b>
End of Sentence (EOS)	3,927	3,812	-115
Split Sentence Probation (Act 754)	4,870	4,645	-225
Parole	2,133	2,114	-19
Escapes <sup>1</sup>	740	874	+134
Other <sup>2</sup>	714	795	+81
Monthly Average Jurisdictional Release Rate	1,032	1,020	-12
<b>Total Custody Releases</b>	<b>8,185</b>	<b>7,898</b>	<b>-287</b>
Monthly Average Custody Release Rate	682	658	-24

<sup>1</sup> The majority of inmate escapes were from community correction programs (803). <sup>2</sup> Jurisdictional release type "other" may include types such as bond, appeal, death by natural causes, parole reinstated or case reopened.

**Custody Population Average  
Sentenced Time Served = 58 Months**

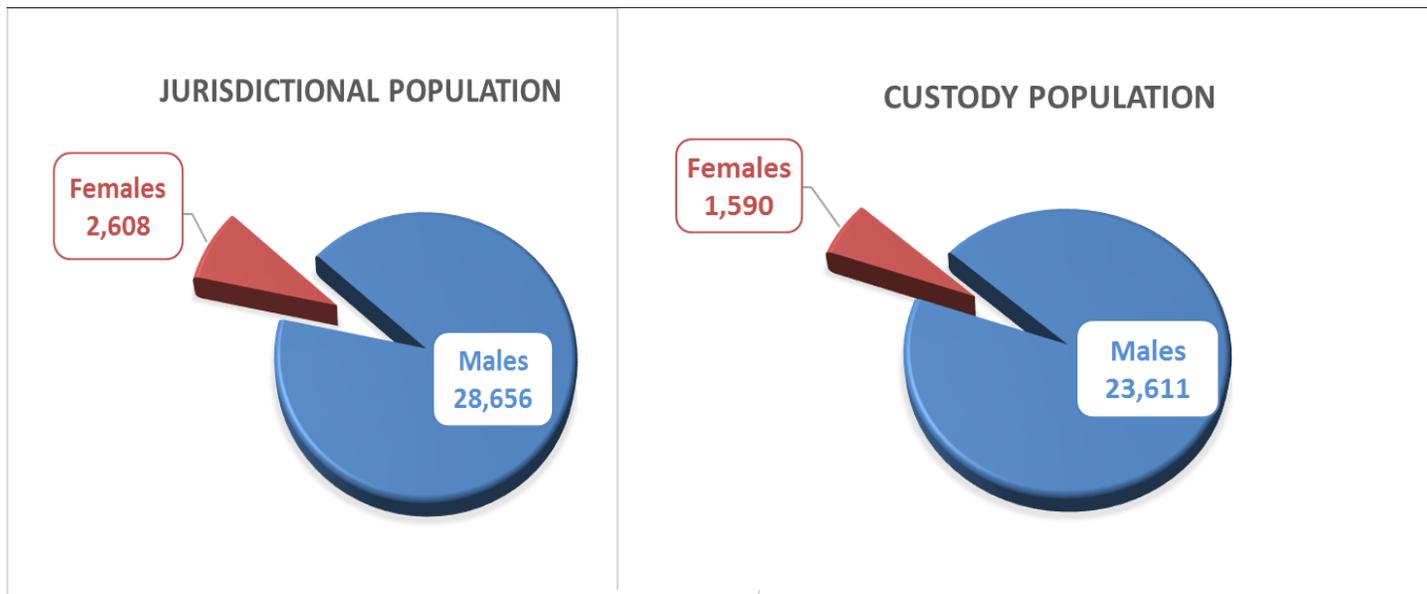
# Jurisdictional Releases (Continued)

## 10-Year Release Trends



# Demographics of Inmate Population

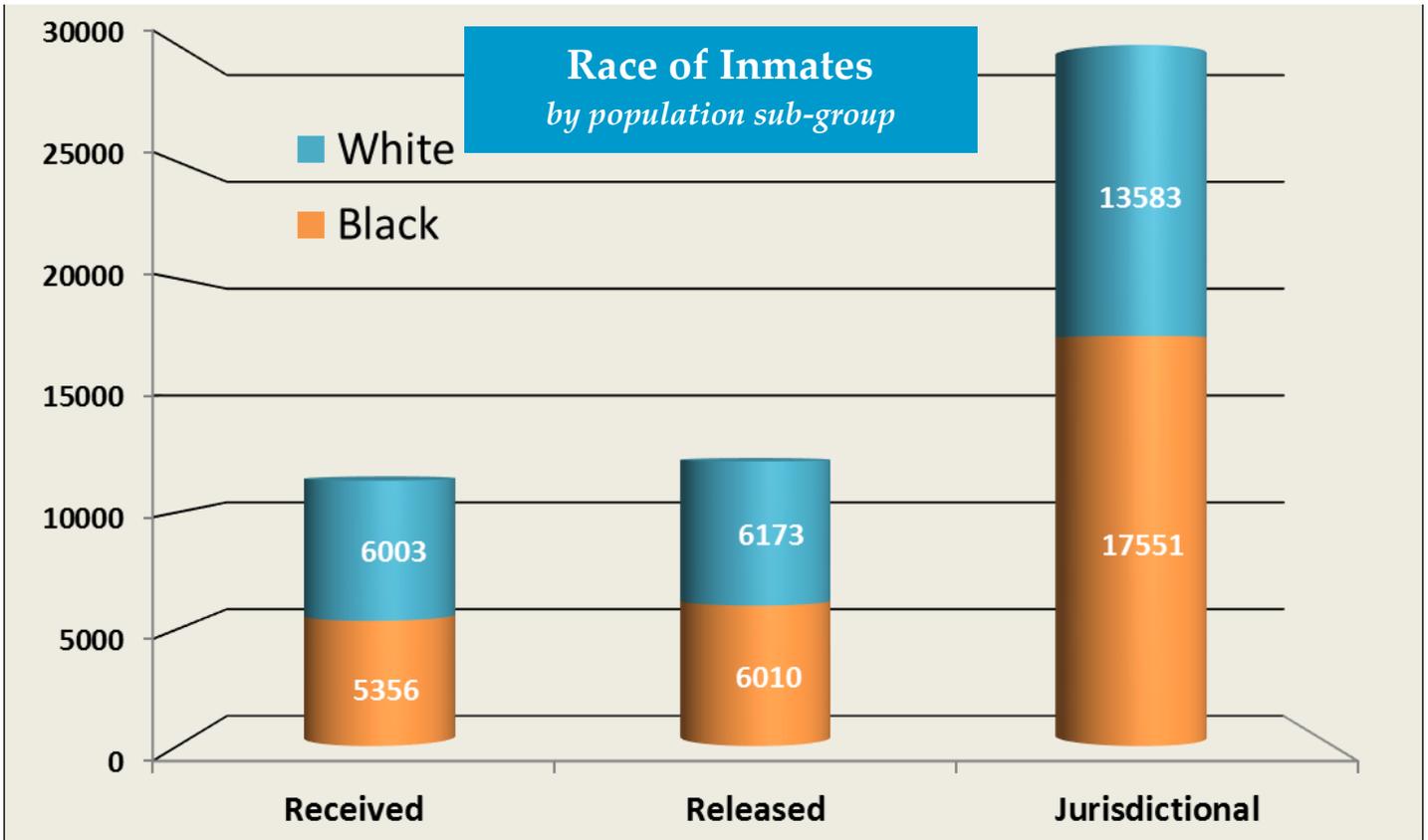
*by gender*



Gender of Inmates <i>by facility or program</i>		
Facility or Program	Male	Female
Major Facilities	19,210	1,230
Minimum Facilities	3,541	210
Contract Facilities	708	90
Supervised Re-Entry Program (SRP)	149	57
Medical Furlough	3	3
County Jail	1,629	248
County Community Corrections Programs (CCP)	3,001	741
Federal Facilities	112	6
Out of State Facilities	199	11

# Demographics of Inmate Population

by Race and Age

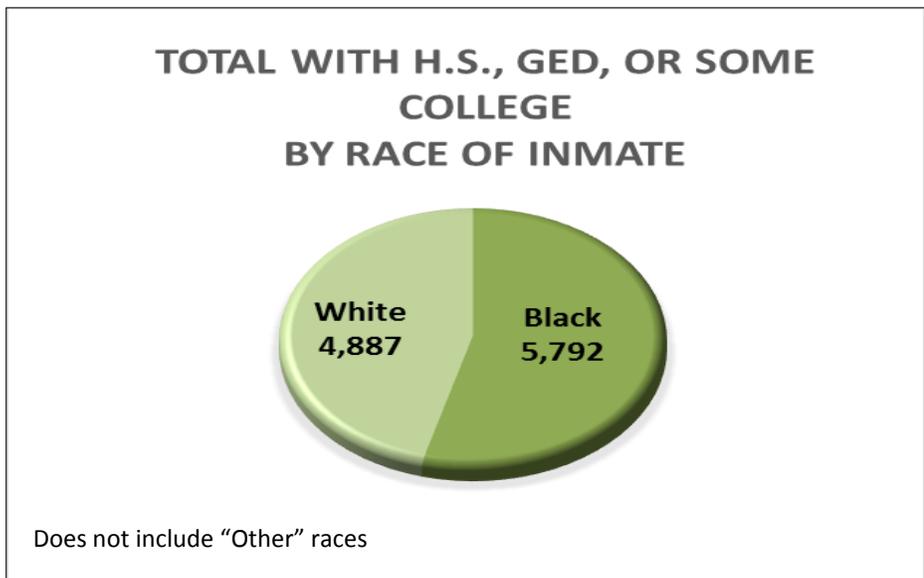
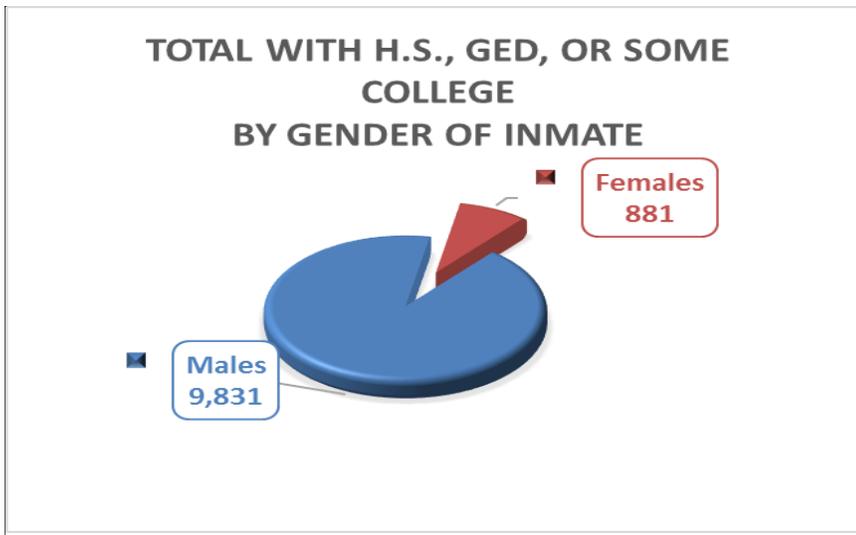
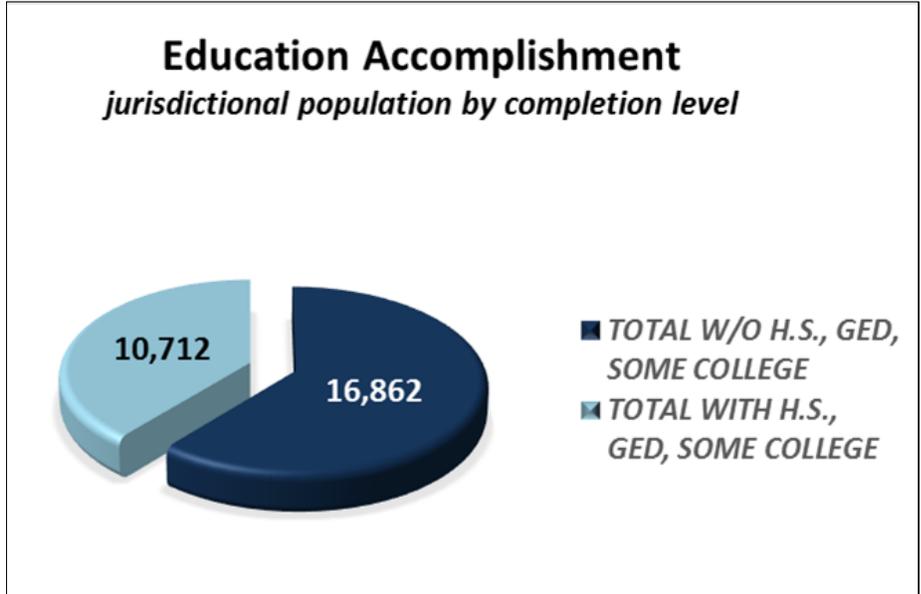


Note: races other than black or white represent < 1 percent of inmate population



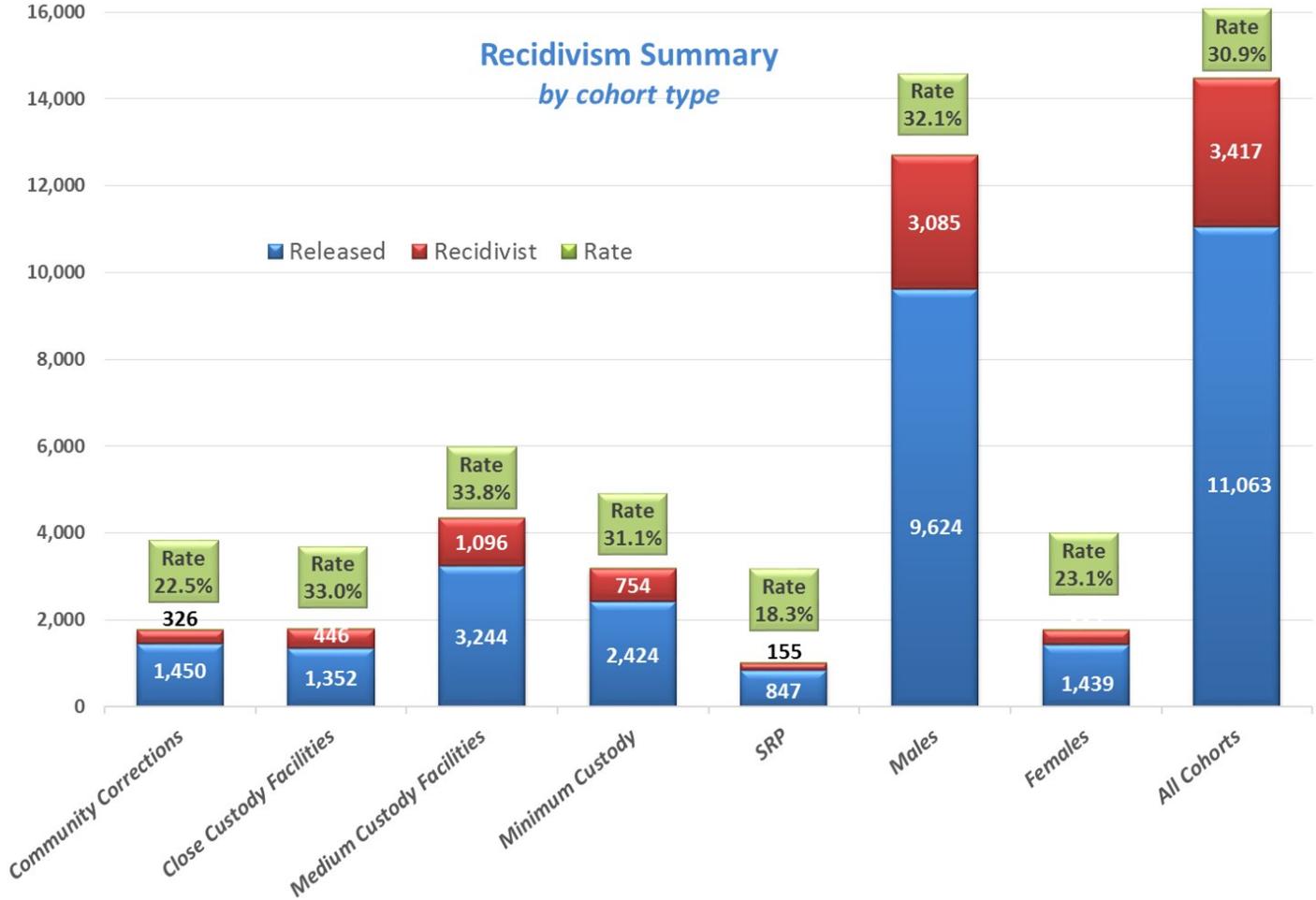
# Self-Reported Inmate Education Statistics

**8th Grade** = Average Education Level of Inmate Population

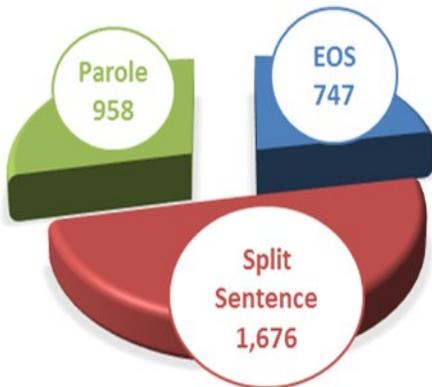


# Annual Recidivism Study *for Calendar Year 2012 Releases*

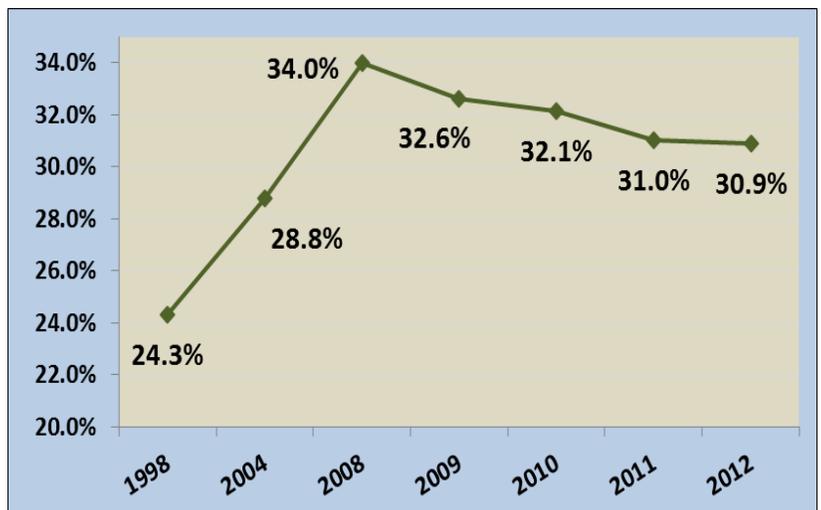
**\*Recidivist:** defined as an inmate who returns to the ADOC prison system within three years of release from ADOC jurisdiction.



**Total Recidivists = 3,417**  
*by Release Type*



## Recidivism Trend



**"Other" Release Type Recidivists = 36**

\* ADOC uses the definition of recidivism approved by the Association of State Correctional Administrators