



# Annual Report Fiscal Year 2017



**Professionalism — Integrity — Accountability**

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# ALABAMA DEPARTMENT OF CORRECTIONS

## Annual Report for the Fiscal Year 2017

*October 01, 2016 through September 30, 2017*



Kay Ivey

*Governor*

Jefferson S. Dunn

*Commissioner*

This publication prepared by the  
**Research and Planning Division**  
**Alabama Department of Corrections**

**RSA Criminal Justice Center**

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KAY IVEY  
GOVERNOR

## State of Alabama Department of Corrections

Alabama Criminal Justice Center  
301 South Ripley Street  
Montgomery, AL 36130-1501

February 13, 2018



Jefferson Dunn  
COMMISSIONER

The Honorable Kay Ivey  
Governor of Alabama  
Alabama State Capitol  
Montgomery, Alabama 36130

Dear Governor Ivey:

On behalf of the Alabama Department of Corrections, I am pleased to submit the ADOC Annual Report for Fiscal Year 2017.

Fiscal Year 2017 presented the Department with a number of challenges and opportunities in providing public safety for Alabama. The ADOC continued to manage systemic challenges dealing with inmate overcrowding, security staffing shortages, and infrastructure, while capitalizing on positive trends with a commitment to building a Department that is the most respected and effective law enforcement agency in Alabama.

In 2017, the inmate population continued a four-year declining trend that saw our occupancy rate drop to 160 percent, representing a 15 percent overall reduction during this period. Sentencing reforms passed in FY13 and 15 have led to this significant decline in the inmate population, which is forecasted to continue until we reach an occupancy level of 150% in the next 18 to 24 months. Though the population decline is a positive step, the Department's major challenges continue to be critical shortages in correctional officer staffing, and crumbling infrastructure.

To address these systemic challenges, the ADOC retained two independent firms that will conduct comprehensive assessments of required security staffing levels and adequate compensation necessary for recruiting and retaining a quality correctional officer workforce. The information from these assessments will be provided to the Alabama Legislature in seeking funding support necessary to build our corrections corps. In addition, the Department is in the process of hiring a project management team to develop a master plan for long-term capital investments in the Department's infrastructure to address the myriad of issues surrounding the conditions of ADOC facilities.

In 2017, ADOC offered the Department's first leadership professional development courses for sergeants, lieutenants, captains, division directors, and staff. More than 60 employees gained relevant information and critical training that will prepare them for higher levels of responsibility. In addition, the Alabama Corrections Academy graduated 103 correctional officers in the past 12 months.

Last year the ADOC Inspector General (IG) Division completed the Department's first comprehensive inspection of a major correctional facility. The IG inspection team, comprised of wardens, division directors and staff, evaluated all aspects of the facility's operations and provided feedback to improve the overall effectiveness and efficiency of the facility. In addition to a robust inspection schedule, the IG team has refined the employee grievance system and conducted independent investigations when needed.



KAY IVEY  
GOVERNOR

## State of Alabama Department of Corrections

Alabama Criminal Justice Center  
301 South Ripley Street  
Montgomery, AL 36130-1501



Jefferson Dunn  
COMMISSIONER

The Department is advancing women services and because of the diligent work of ADOC staff and wardens, all correctional facilities are in compliance with federal Prison Rape Elimination Act (PREA) standards. Julia Tutwiler Prison for Women was the first ADOC facility to reach full PREA compliance and we are proud to announce that the facility is recognized as a national model for effective programs and services for women.

The ADOC continues to expand educational, vocational, and re-entry efforts in collaboration with outside partners and groups. The ADOC began a partnership with three State education institutions that offer inmates a chance to earn a college degree and accredited vocational certification through the federally funded Second Chance Pell Grant Pilot Program. Students can earn a baccalaureate degree from Auburn University and vocational education certification from J.F. Ingram State Technical College and Calhoun Community College. Twenty-two students are in their second-year of the baccalaureate program and some 716 students have received vocational certifications.

Among other educational services offered, the Department began a theological seminary program in 2017 at the Bibb Correctional Facility in Brent. The Birmingham Theological Seminary administers the two-year program that prepares students to serve as mentors and positive role models for other inmates. Moreover, the ADOC hosted the first graduation class from the "Thinking for a Change" program, which is a cognitive behavioral curriculum developed by the National Institute of Corrections that concentrates on changing the criminogenic thinking of offenders. The program includes cognitive-behavioral therapy, social and problem-solving skills development, and is part of an increasing array of evidenced-based programs aimed at reducing recidivism.

The ADOC deployed a new Classification Manual that restructures offender management decisions with renewed emphasis on inmate management efficiency and risk needs assessment. The Ohio Risk Assessment System (ORAS) and Women's Risk Needs Assessment (WRNA) are two evidenced-based assessment tools that will assist the Department in efficiently allocating required supervision and treatment resources to offenders to provide the greatest likelihood of success after prison.

The above is an overview of the positive steps the Department has taken to improve operational security and effectiveness with a focus on reducing recidivism. As the State's largest law enforcement agency, the Department of Corrections remains committed to public safety and proudly serving the citizens of Alabama.

Sincerely,

  
Jefferson S. Dunn  
Commissioner

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## Our Mission and Values

### The ADOC 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
- Welfare of all employees
- To ensure safe, humane and constitutional conditions of incarceration in all facilities
- To provide education and job training to inmates as needed
- To ensure that the spiritual needs of the inmates are met

### Department Values

- We value upholding the public trust and a positive public image
- We value the dignity of every human being
- We value a safe, secure and rehabilitative environment for the inmate population
- 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
- We value professional working relationships among employees and opportunities for personal and professional growth.

# FY 2017 Executive Summary

## DEPARTMENT FINANCIALS

- FY2017 General Fund Appropriation—**\$408,389,931**
- FY2017 Expenditures—**\$460,200,691**
- Average Daily System-Wide Inmate Cost—**\$52.07**

## ALABAMA PRISON SYSTEM

- Major Correctional Facilities—**16**
- Community-Based Facilities—**12**
- Contracted Prison Beds at Year End—**350**
- Total Staff at Year End— **3,192**
- Security Staff at Year End —**2,146**
- Inmate to Correctional Officer (CO I) Ratio—**14.3:1**
- Average Monthly In-House Inmate Population—**22,146**
- Recidivism Rate—**31.5%** - All Cohorts

## END OF YEAR OFFENDER POPULATIONS

- Jurisdictional—**27,803**
  - Male—**25,342** Female—**2,461**
  - Black— **15,034** White—**12,628** Other—**141**
- Custody—**21,563**
- In-House—**21,213**

## OFFENDER ADMISSIONS / RELEASES

- Offenders Admitted to ADOC Jurisdiction— **12,643**
- Offenders Admitted to ADOC Custody— **8,297**
- Offenders Released From ADOC Jurisdiction— **14,200**
- Offenders Released From ADOC Custody— **10,150**
- Offenders Released on Parole (includes re-instatements)—**3,805**

## OFFENDER PROGRAM COMPLETIONS

- Inmates Completing In-House Re-entry Program—**1,925**
- Inmates Completing Drug Treatment Programs—**2,811**
- Therapeutic Education Facility Graduates— **611**
- Offenders Completing a GED— **237**
- Offenders Earning a Vocational Education Certificate—**1,819**

## COMMUNITY CORRECTIONS PROGRAM (CCP)

- Community Corrections Programs—in **48** Counties
- Offenders in Community Corrections at Year End— **3,538**
- Offenders Sentenced to Community Corrections — **2,827**

## SUPERVISED RE-ENTRY PROGRAM (SRP)

- Offenders in SRP at Year End— **21**

## PRISON REFORM / JUSTICE REINVESTMENT INITIATIVE (JRI)

- Probation Dunks
  - Admissions— **1,570** Releases—**1,387**
- Parole Dunks
  - Admissions— **707** Releases—**559**
- Class D Offenders at Year End
  - Male—**625** Female—**171** Unknown—**None**

# Department Executive Directory

<b>COMMISSIONER</b>	<b>Jefferson S. Dunn</b>	<b>353-3870</b>
<b>Chief of Staff</b>	<b>Steve Brown</b>	<b>353-3870</b>
Executive Assistant	Paula Argo	353-3870
Public Information	Bob Horton	353-3870
<b>Special Assistant to the Commissioner</b>	<b>Dennis Stamper</b>	<b>353-3870</b>
<b>Inspector General</b>	<b>Mark Fassel</b>	<b>353-3870</b>
<b>General Counsel</b>	<b>Anne Hill</b>	<b>353-3885</b>
<b>Investigations and Intelligence</b>	<b>Arnaldo Mercado</b>	<b>353-8927</b>
<b>Deputy Commissioner — Gov. Relations / CCP</b>	<b>Jeffery Williams</b>	<b>353-3878</b>
Constituent Services	Janet LeJeune	353-3883
<b>Associate Commissioner — Operations</b>	<b>Grantt Culliver</b>	<b>353-3813</b>
Institutional Coordinator	Edward Ellington	353-3813
Institutional Coordinator	Cheryl Price	353-3813
Central Transportation	Vacant	353-9704
<b>Deputy Commissioner — Women's Services</b>	<b>Dr. Wendy Williams</b>	<b>353-9989</b>
<b>Associate Commissioner — Plans and Programs</b>	<b>Steve Watson</b>	<b>353-9989</b>
Central Records	Alcornelia Terry	353-9772
Classification	Cassandra Conway	353-9764
Re-entry Program Coordinator	Vacant	353-3883
Religious Programs	Thomas Woodfin	353-3883
Research and Planning	Glen Casey	353-3883
<b>Chief Financial Officer — Accounting / ACI</b>	<b>Rodney Blankenship</b>	<b>353-5515</b>
Correctional Industries (ACI)	Vacant	261-3619
<b>Associate Commissioner — Admin. Services</b>	<b>Matt Brand</b>	<b>242-0570</b>
Information Systems	Willie Fields	353-3635
Institutional Services	Scott Cornette	567-1566
Personnel	William Lawley	353-9510
Corrections Academy and Training	Elliott Sanders	263-8900
Recruiting	Capt. Mark Loman	261-3658
<b>Associate Commissioner — 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>Director — Facilities Management</b>	<b>Jenny Abbott</b>	<b>567-1554</b>
Engineering	Ken Smith	567-1554
Environmental Supervisor	Henrietta Peters	353-3887

## Executive Leadership

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

Colonel Jeff Dunn was appointed 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 Correctional 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. Mr. 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.

### **MARK FASSL, *Inspector General***

Mr. Fassel serves as the Alabama Department of Corrections first Inspector General, joining the department after serving almost 30 years in the United States Army. He is an alumnus of Canisius College of Buffalo, New York, and the United States Army War College of Carlisle, Pennsylvania. Inspector General Fassel has executive authority for reviewing department policies, practices, and providing oversight for internal affairs investigations, inspections and requests for assistance.

## Executive Leadership

### **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.

### **STEVE WATSON, *Associate Commissioner for Plans and Programs***

Commissioner Watson is responsible for Classification, Central Records Division, Research and Planning Division, Pastoral/Religious Services, Education/Vocational Programs, and Re-Entry Programs. Mr. Watson is also responsible for the introduction and implementation of Risk/Needs Assessments in the ADOC. Commissioner Watson began his career with the department in 1987 as a Correctional Officer at Kilby Correctional Facility and was promoted through the ranks to Warden at various institutions. Commissioner Watson was assigned to the Commissioner's office in 2005 and was responsible for initiating the Supervised Re-Entry Program in 2007. Commissioner Watson graduated from Auburn University at Montgomery, summa cum laude, with a Bachelor of Science and Master's degree in Criminal Justice and Public Safety.

### **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 to become 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.

### **RODNEY BLANKENSHIP, *Chief Financial Officer—Accounting /ACI***

Chief Fiscal Officer and Director of Alabama Correctional Industries responsible for finance, procurement and the management and direction of correctional industries. Mr. Blankenship graduated Auburn University with a Bachelor of Science degree in Business Administration. He worked for Blount International, Inc. from 1972 until his retirement in 2003. During that time he served in various capacities, completing his career as Chief Financial Officer. He was a consultant to a construction/manufacturing company before joining ADOC in 2007.

## Executive Leadership

### **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. She has more than two decades of healthcare administration and clinical experience, with the majority specific to the medical specialty of correctional healthcare. Her 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.

### **ARNALDO MERCADO, *Investigations and Intelligence Director***

Mr. Mercado is responsible for all criminal and internal investigations related to personnel, inmates, associates, and contractors to the agency. Previously, he served as a Senior Special Agent and State Homeland Security Coordinator for the Alabama Law Enforcement Agency (ALEA). In these positions, he was responsible for the statewide coordination of law enforcement emergency response teams, the State Tactical Public Safety Dive Team, and the Alabama active shooter programs for law enforcement and the private sector. He served twenty-one years with the Montgomery Police Department (MPD) before retiring as a Police Lieutenant and Bureau commander of the Homeland Security, Intelligence, and Narcotics Bureaus of the Special Operations Division of MPD. Mr. Mercado is a graduate of Auburn University Montgomery, holding a Bachelor of Science in Criminal Justice and Public Safety, and a Master of Science in Homeland Security and Emergency Management.

### **MATT BRAND, *Associate Commissioner of Administrative Services***

Commissioner Brand is responsible for agency administrative services, as well as, 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. He 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.

### **ANNE HILL, *General Counsel***

Ms. Hill previously served in the Attorney General's capital litigation division, where she worked from 2001 until 2006. In March 2006, Ms. Hill was appointed to the ADOC, serving as Special Counsel to the Commissioner. In January of 2011, Ms. Hill was appointed as General Counsel for the ADOC. She is an alumnus of the University of Alabama, earning a bachelor degree in 1997 and a Jurist Doctorate degree in 2001.

## Executive Leadership

### **DENNIS W. STAMPER, Deputy Commissioner—Special Assistant to the Commissioner**

Commissioner Stamper came to the department in July 2017, after serving 29 years with the U.S. Department of Justice, Federal Bureau of Prisons, culminating as the Senior Warden of the Federal Prison located on Maxwell AFB, Montgomery AL. Warden Stamper began his Bureau career in July of 1987 as a Correctional Officer at the Federal Correctional Institution in Lexington, Kentucky. In October of 1989, he was selected as a Safety Specialist and later promoted to the position of Assistant Safety Manager. He later transferred to the Mid-Atlantic Regional Office located in Annapolis Junction, Maryland, as the Regional Safety Administrator. He assisted with the activation of several new Bureau of Prisons facilities within the region. In addition, Stamper served as the Regional American Correctional Association (ACA) Activation Coordinator. In 2002, he was selected as the Executive Assistant and Camp Administrator at the Federal Correctional Institution, Manchester, Kentucky. In 2007, he was selected as Associate Warden at the Federal Correctional Institution, Greenville, Illinois, where he served until 2010. Subsequently, he transferred in the same capacity to the Federal Correctional Complex in Florence, Colorado. While at the complex, he served at the medium-security Federal Correctional Institution, the high-security United States Penitentiary, as well as the Bureau of Prison's only administrative maximum-security facility, the ADX. The ADX is the latest in a long line of institutions designed to house the worst of offenders in the system including offenders with national security implications. Warden Stamper provided oversight of the Correctional and Legal Services Department and was also responsible for the Labor Management Relations for the entire correctional complex. Warden Stamper was promoted to the position of Senior Warden at the Federal Prison Camp (FPC) Montgomery, Alabama, in 2012. As the Chief Executive Officer (CEO) of the Federal Prison Camp, Warden Stamper managed the daily operations of the facility. He provided oversight of the camp with 135 full-time staff, an average daily population of just under 1000 inmates, and oversight of an annual operating budget of \$14.3 million dollars.

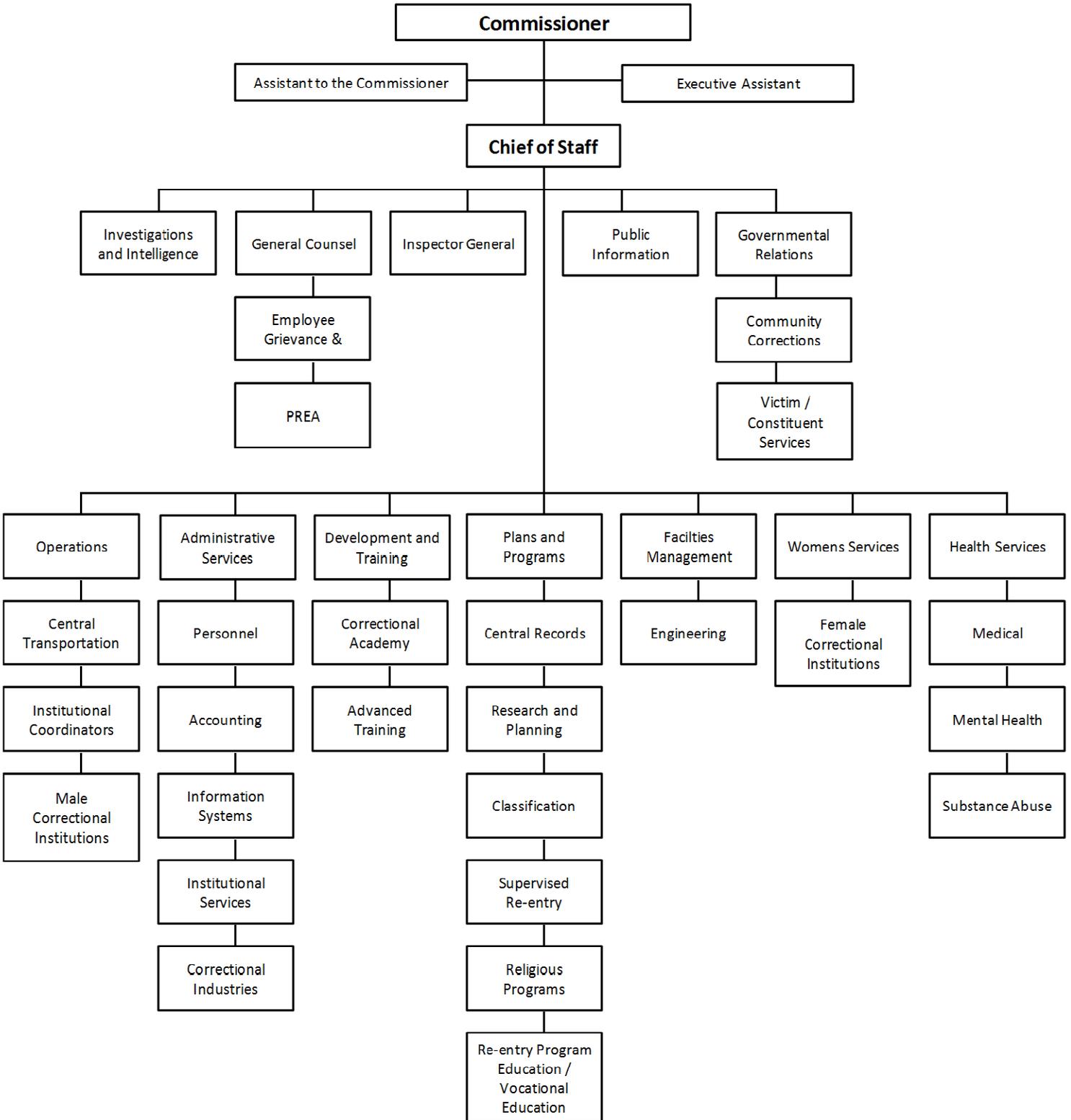
### **JENNY ABBOTT, Director—Facilities Management**

Ms. Abbott oversees new construction projects, renovation projects, and maintenance operations within ADOC's correctional institutions. She is responsible for the Engineering Administrative Division and the Environmental Division. Mrs. Abbott is a graduate of Auburn University, earning a Bachelor of Architecture in May 2002. Prior to joining ADOC, she worked as a project manager for several architectural firms located in Alabama, Florida, and Michigan. From 2012 – 2016 she served as Chief Operating Officer for an architectural firm with experience in correctional work. Ms. Abbott has held an active registration with the Alabama Board of Architects since 2008. She is recognized by the Green Building Certification Institute as a LEED Accredited Professional with a Building Design and Construction specialty.

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 3,100+ merit employees of the divisions and correctional institutions are aligned under one of the Deputy Commissioners or Associate Commissioners.

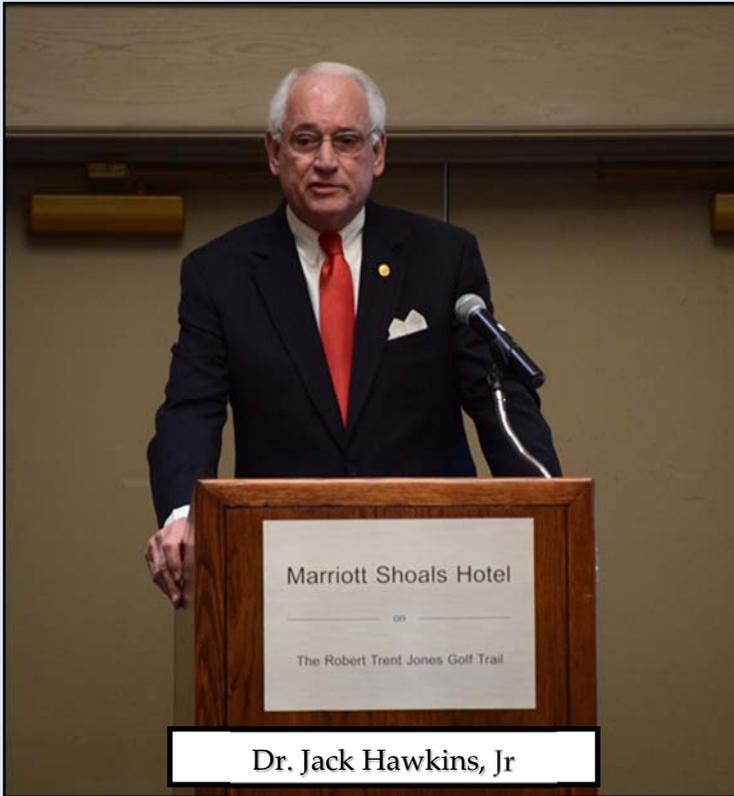
**Alabama Department of Corrections**

Organizational Chart



## Department Highlights

### Executive Leadership Conference: *Leading Through Change*



The Alabama Department of Corrections brought together department leaders for the 12<sup>th</sup> annual Executive Leadership Conference held in Florence, Aug. 30- Sept. 1, 2017.

The three-day conference was facilitated by subject matter experts who spoke on issues and challenges within corrections and best practices for improving operational conditions through effective leadership development.

Dr. Jack Hawkins, Jr., Chancellor of Troy University, opened the conference by sharing his views on enthusiasm and bringing an optimistic mindset to everyday challenges. "If you can see it, you can make it happen," said Hawkins. "Your vision has to affect your values, and your values

can't be left out."

Dr. Hawkins earned his bachelor's and master's degrees from the University of Montevallo and his doctorate from the University of Alabama. Upon completion of his bachelor's degree in 1967, Hawkins was commissioned a lieutenant in the U.S. Marine Corps and served as a platoon leader during the Vietnam War. For his combat duty, he received the Bronze Star, the Purple Heart and a citation from the Korean Marine Corps.

Derrick Schofield, former Tennessee Department of Corrections Commissioner and Executive Vice President of GEO Group, spoke to the group about the impact of adapting leadership styles, taking initiative and being open to make changes.

Dr. Hank Dasinger, Troy University's College of Education dean, explored ideas and strategies for motivating self and employees.

Colonel Beatrice Dolihite, United States Air Force, shared an influential presentation on her experiences with toxic leadership. In her presentation, Dolihite used her personal experience serving under a toxic leader and the steps she took to confront this type of leadership.

The conference concluded with an inspirational testimony about leadership from the 34<sup>th</sup> Commandant of the Marine Corps and former president of Birmingham Southern, General Charles Krulak.

## Department Highlights

### Internal Security Audit

As part of an initiative to assess the operation and administrative efficiencies, the ADOC Inspector General, Mark Fassl, was tasked to conduct internal security audits of the correctional facilities. The audit



evaluates the internal controls and determines to what degree the facilities are meeting security standards.

The Inspector General's position was created to aid the correctional facilities in correcting inefficiencies and operate more effectively. Fassl, along with a DOC audit team spent four days conducting the first internal audit at William E. Donaldson Correctional Facility, located in Bessemer. The audit examined the security policies, procedures, and the level

of compliance to each. The results of the audit were pleasing, according to Fassl. He was quoted as saying, "We found that the leadership and staff at Donaldson Correctional Facility were very receptive to the audit and all those involved demonstrated a sense of unity in helping our team in achieving its objective. Warden Leon Bolling's leadership style fosters a climate of mutual respect among the staff and their support of ADOC's mission."

ADOC plans to conduct at least four security audits a year.

## Department Highlights

### K-9 Trial Award



In September, the Escambia County Road Prison hosted the Southeastern States Manhunt Field Trials in the Blackwater State Forest. This three-day event brought K-9 teams from Florida, Alabama, Louisiana, and Arkansas to encourage networking amongst colleagues, sharing training ideas, and to establish bragging rights.

There were twenty-one teams for the 2017 competition, each competing in single day and night events,

including tracking on 2-hour old scents for a mile and half. Combined average completion times were used to determine winners in categories for single and multi-leash teams.

There were multiple tracks laid each day and teams drew numbers to determine which track they would complete. They each had ninety minutes to finish the course and had to retrieve four flags along the way. For every flag collected, one minute was taken away from the completion time. If flags were missed, a minute was added to the time for each missing flag.

The Fountain Correctional K-9 team from Atmore, AL came in second place for the multi-leash category with an average time of 11:50.5. Less than thirty-four seconds separated them from first place.



# Department Highlights

## Sergeants Academy

In an endeavor to transform ADOC's prison system, a new training program has been launched, the Sergeants Academy. This program's goal is to develop effective leaders by providing officers with two-weeks of professional development training. The areas of training focus on front-line leadership, team-building, and communication.



Twenty-nine correctional officers were hand-picked to be the first participants. They learned the necessary skills, behaviors, and attributes needed to effectively lead correctional officers. The curriculum included effective writing, communication, and formal presentation skills to name a few. They also broke up into small groups and used real world obstacles to learn how to meet goals under pressure.

Graduates earned a lapel pin or shoulder board to signify their completion of the program. ADOC plans to conduct this type of training four times a year.

At the end of the fiscal year, there had been three graduating classes from the Sergeant Academy. After the success of this program, ADOC has since begun offering a Lieutenants Academy and a Captains Academy. All three Academies are two-weeks long and are to be conducted at the Alabama Training Academy in Selma. ADOC's objective is to have all sergeants attend this training before moving up to the next leadership level.

# Department Highlights

## Facility Infrastructure Projects

The various infrastructure needs of our prisons have been well documented, but ADOC has been making great strides in correcting these issues. FY 2017 saw a large number of renovation projects completed in an effort to ensure the safety and integrity of the facilities. The major projects completed by the agency's Engineering Division include the following:

Replacing generators at Donaldson , Hamilton Aged & Infirm, & Hamilton Community Work Center

Replacing storm damaged roofs at Frank Lee Community Work Center, St. Clair Correctional Facility

Replacing the roof for Dorms "A" and "C" at Childersburg Community Work Center

Decommissioning cold storage in the Central Warehouse

Installing stainless steel screen for windows at kitchen at Staton Correctional Facility

Replacing pedestrian gates and related control system at Ventress Correctional Facility

Reworking existing trailer for programming space at Montgomery Women's Facility

Renovating maintenance shop into Classification Area at Tutwiler Prison for Women

Replacing security locks at St. Clair Correctional Facility

Replacing pedestrian gates at Bibb Correctional Facility

Renovating toilet and shower area (Phase I) at Decatur Community Work Center

Replacing control system for locks and lighting in "O" Dorm at Kilby Correctional Facility

Replacing tray doors in Segregation Unit at Holman Correctional Facility

Repairing sliding gates at dorms at Holman Correctional Facility

Installing grease trap at Hamilton Aged & Infirm

Replacing control system for door locks in Segregation Unit at Easterling Correctional Facility

Installing new perimeter fence and guardrail at Fleet Garage at Draper Correctional Facility

Pouring concrete apron for shipping and receiving area at Furniture Plant at Draper Correctional Facility

Constructing toilet and shower area for Dorm G" at Draper Correctional Facility

## Department Highlights

### Making Gifts for Outreach

Many of the women inside prisons are victims of domestic abuse, have been homeless, and need somewhere safe to go. Jessie's Place, part of the Jimmie Hale Mission, offers such a place to women and children in the Birmingham area. They offer support, counseling, and skills training in a Christian environment to assist women in becoming strong and self-sufficient.



The female inmates of the Birmingham Women's Facility teamed up with Jessie's Place in March. The inmates crocheted sixty stuffed animals and thirty blankets for mothers and children in the Birmingham area.

"We chose to give to Jessie's Place because this is a great group of people that are helping women and children in the local area. With this group, the mission is obtained by allowing the women offenders at our facility to learn the art of crochet and to give back to the community," stated Warden James Tucker when asked the reason for the partnership.

# Department Highlights-Fiscal Year Accomplishments

## Updating Manuals

The Department of Corrections began updating its Male Inmate Handbook in September to recognize and address the changes in technology, the PREA policies, newest administrative regulations, etc. The Department has been diligent in its efforts to maintain the manual, as it has been four years since the last update. The weighty document covers topics such as the classifications process, institutional living, leaves and passes, community programs, reduction of sentences, rules and behavior, and support groups.

The Department has revised and updated other manuals in the new Fiscal Year as well, to include the Women's Services Inmate Handbook, the Community Based Corrections Manual, and the Classification Manual.

## Implementing Risk and Needs Assessments

A risk/needs assessment tool is administered to inmates to measure criminal risk factors and specific needs that, if addressed, will reduce the likelihood of future criminal activity (recidivism). Certain areas have been proven to cause recidivism, such as: Criminal Attitudes, Education, Employment, Family/Social Support, Substance Abuse, Neighborhood Problems, Peer Associations, and others. The tools are utilized at various points of the criminal justice system (or incarceration for the ADOC). For the male population, the tools adopted were developed by the University of Cincinnati, and is called Ohio Risk Assessment System (ORAS). The ORAS tools include the Intake Tool, Re-Entry Tool (more than 4 years in prison), and Supplemental Re-Entry Tool (less than 4 years in prison). Each tool targets the areas of weakness specific to the inmate, and are mapped to evidence-based or research-based programs to address those weaknesses. For the female population, the ADOC uses the Women's Risk/Needs Assessment (WRNA). This tool was also developed by the University of Cincinnati. WRNA is gender responsive and trauma-informed, measuring risks/needs which are specific to female inmates. WRNA is mapped to recidivism reduction as well, but also has been shown to predict institutional conduct and appropriate assignment within the prison system. Therefore, it is used for Classification purposes within the ADOC for female inmates. The ADOC has acquired automation for ORAS/WRNA data collection, reporting capabilities, planning strategies, and efficient case planning as the offenders progress through the system. The ADOC's protocols for ORAS and WRNA are at various stages of development and implementation for both males and females. The Alabama Board of Pardons and Parole and the Community Corrections Programs in Alabama also use ORAS, with the goal of seamless transition through the criminal justice system.

# Fiscal Summary

Detailed by Funding Source and Expenditures

## ADOC Source of Funds

Funding = \$460,200,691

ADOC Generated

Funds  
38,280,648  
8.3%

Work Release Fees  
11,214,418  
2.4%

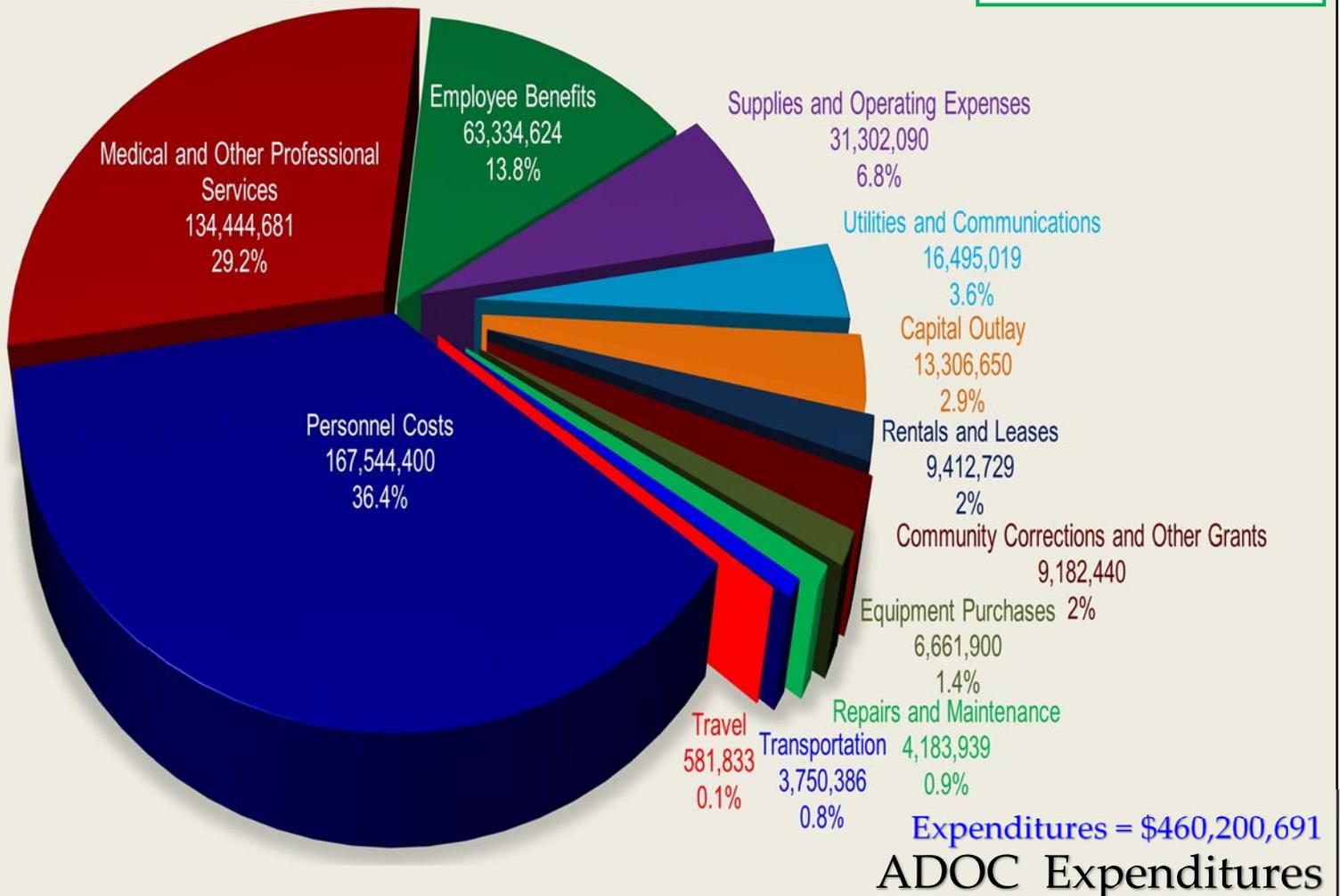
County Drug  
Conviction Fees  
1,635,014  
0.4%

Federal Grant Funds  
680,680  
0.2%

State General Fund  
408,389,931  
88.7%

The ADOC budget shown in the graphic excludes Alabama Correctional Industries (ACI), which operates under a separate revolving fund.

The ADOC budget is primarily dependent upon money appropriated by the Legislature within the State General Fund.



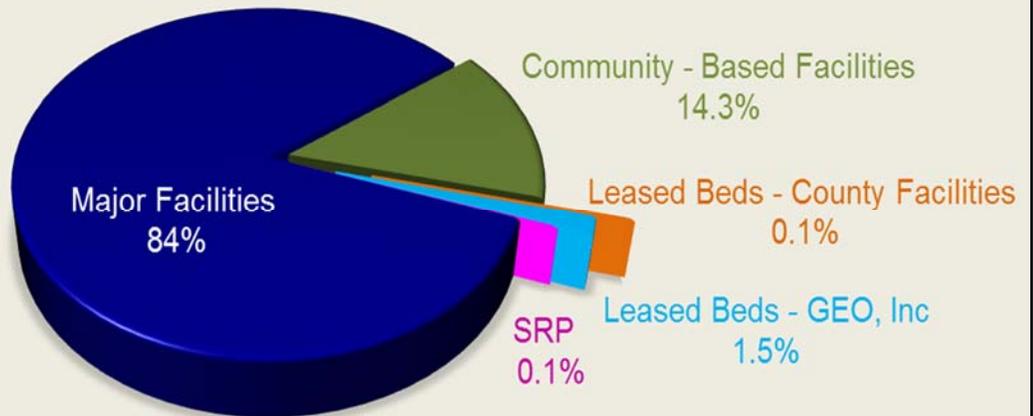
# Fiscal Summary

## Detailed Daily Inmate Maintenance Cost

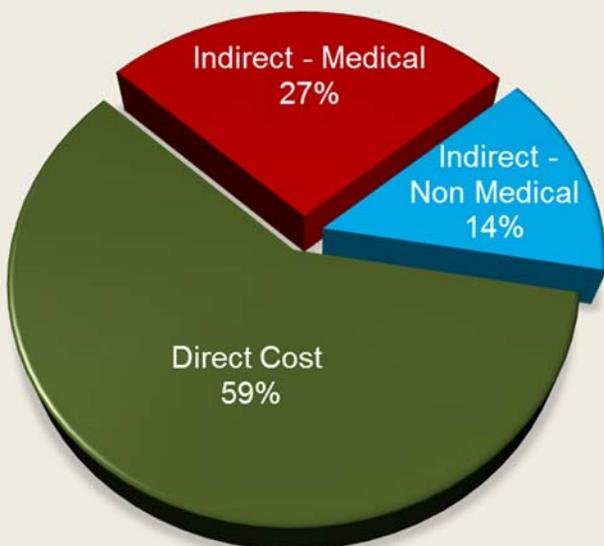
### Total Inmate Maintenance Costs by Facility Type

#### 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.



### Average Daily System-Wide Inmate Cost Trend



### Total Inmate Maintenance Costs

#### 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

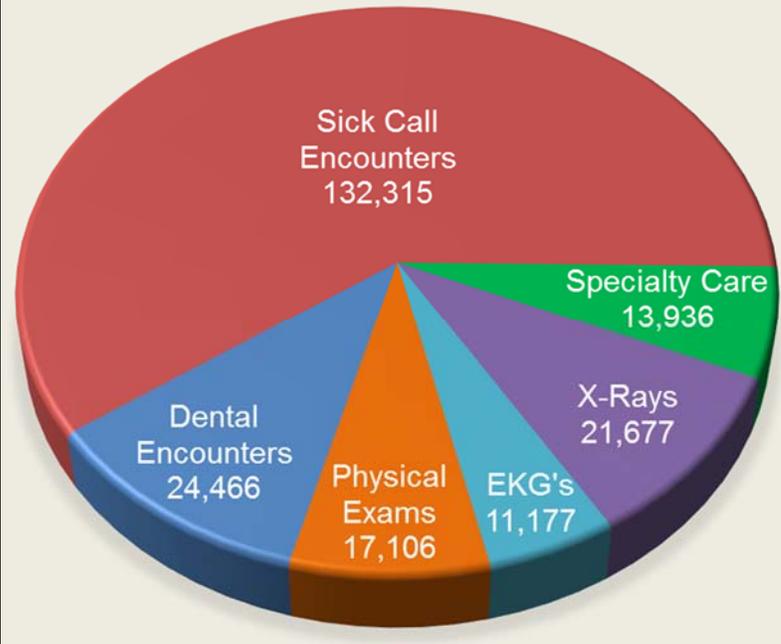
is the sum of *direct cost* and allocated *indirect costs*.

## 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](#).

### On-Site Inmate Health Care Services



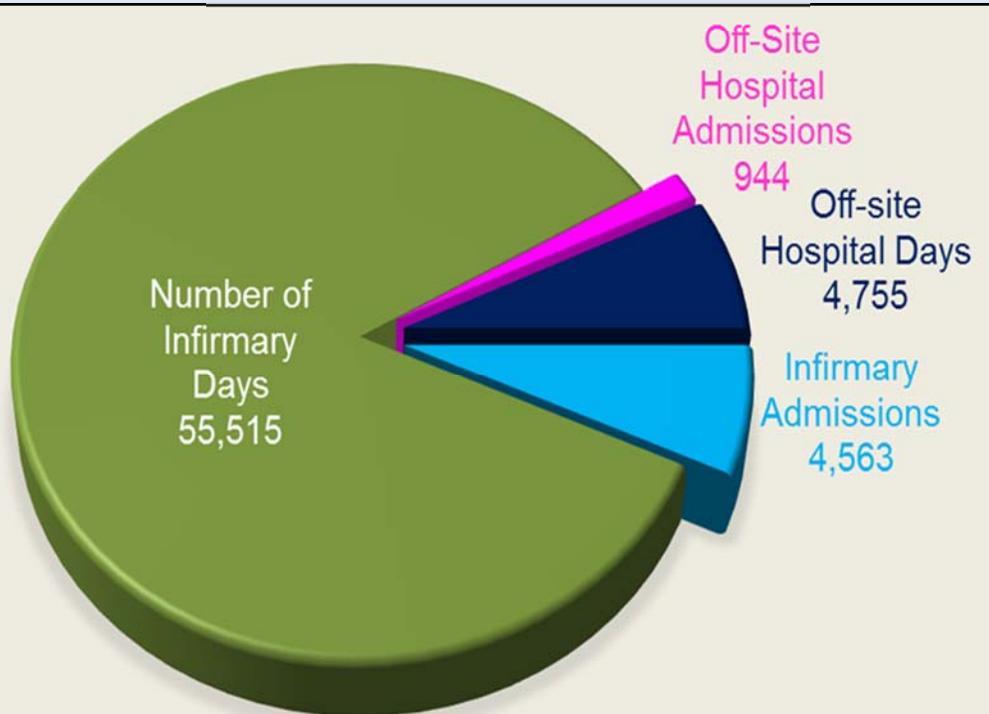
OHS performs contract audits for both medical and mental health as part of the OHS Quality Assurance Program. The Department's intent is to ensure that the 21,000+ inmates in the custody of ADOC have access to medical, dental, and mental health services and are housed in institutions that can provide for each inmate's specific health care needs.

[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.

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.

### Inmate Hospital Details



# Alabama Therapeutic Education Facility

Provided under contract by The GEO Group, Inc. — Opened March, 2008

**Director:** George Edwards    **Telephone:** 205-669-1187    **Address:** 102 Industrial Parkway  
**Number of Staff:** 96 (70 Facility / 26 Contract)    P.O. Box 1970  
**Capacity:** 718 Offenders (325 Males)    Columbiana, AL 35051

Opened in March, 2008, The **Alabama Therapeutic Education Facility** (A.T.E.F.) is operated by The GEO Group, Inc., under contract with the ADOC and in partnership with J.F. Ingram State Technical College. The A.T.E.F. is a residential facility that provides comprehensive behavioral, vocational, and educational services to prepare inmates to enter the Work Release Program. The A.T.E.F. is a major step in implementing the department’s inmate re-entry continuum. The A.T.E.F. is accredited by the American Correctional Association (A.C.A.) with 100% compliance in 2015. The A.T.E.F. also received a “No Concerns” PREA audit in 2015.



## ATEF Statistical Summary

Number of Enrollments _____	693
Number of Graduates _____	611
Number of Withdrawals _____	72
Number of Vocational Education Certificates <sup>2</sup> _____	930
Number Earning Alabama High School Equivalency Diploma through GED Testing <sup>1</sup> _____	31
Alabama Career Readiness Certificates _____	72
Participant Substance Abuse Program / Testing Statistics	
Number of Random Tests Given _____	2,012
Number of Positive Drug Screens Upon Entry _____	50
Number of Positive Tests for New Enrollees _____	8
SAP Certificates _____	375
Thinking for a Change (T4C) _____	407

<sup>1</sup>**General Education Development** (GED certificate): a battery of four tests that measure proficiency in math, science, social studies, reading comprehension / writing skills.

<sup>2</sup>**ATEF Certificates:** non-accredited programs and competencies that are mastered by those registered in specific training programs.

# Community Corrections Program (CCP)

The Alabama Community Corrections Program 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 of 1991*, as amended in 2015 by Senate Bill 67, provides the judiciary with the authority to sentence certain felony offenders, who meet statutory criteria, to serve an imposed sentence in a county-based community corrections program.

This alternative assists in the creation of critical prison bed space for violent and repeat offenders, while holding other offenders accountable in the community. Community corrections programs are required to utilize evidence based practices in the assessment, treatment, and supervision of offenders.

Offenders are assessed using evidenced-based screening tools that evaluate the risk of reoffending, as well as the need for mental health or substance abuse treatment. Treatment programs are designed to address criminogenic behaviors. Individualized case plans are generated as road maps for offenders and supervising officers. These plans direct the completion of intermediary objectives throughout the imposed term, with the goal of reducing recidivism.

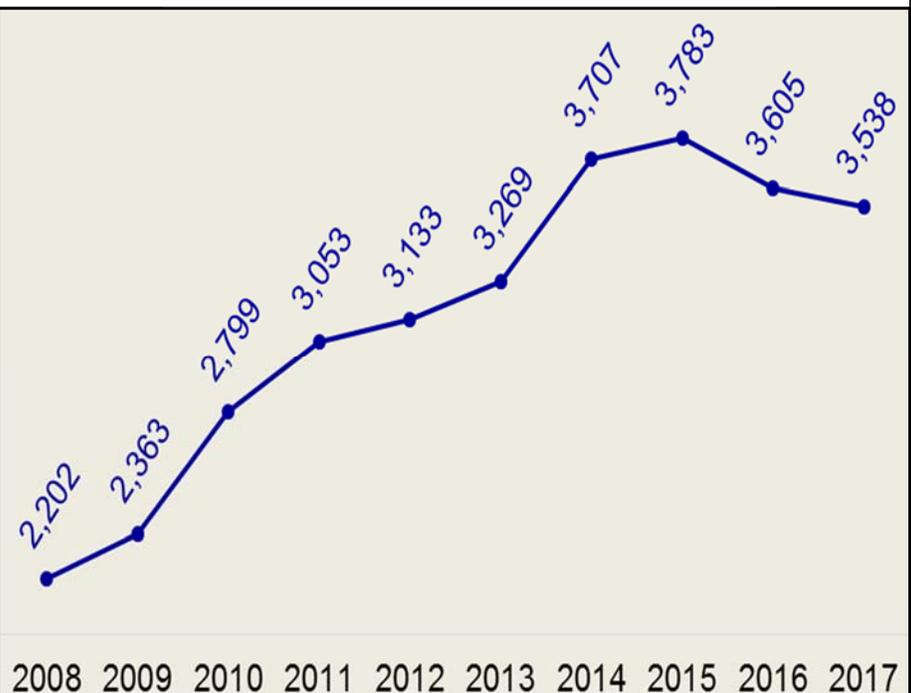
Currently community corrections programs operate in 48 counties and comprise over 13% of the jurisdictional population. Research shows that offenders serving a community corrections sentence are less likely to return to prison.

### Fiscal Year 2017 Program Summary

- 3,538 — Felony offenders in a CCP as of September 30, 2017
- 2,827 — “Front-End” diversions to a CCP
- 331 — “Institutional” diversions to a CCP
- 1,953 — Offenders successfully completing an imposed sentence through CCP
- 1,175 — Offenders released from CCP to probation supervision
- 778 — Offenders released from CCP to end of sentence
- 457 — Offenders returned to prison for new offenses or technical violations while on CCP
- 48 — Counties served by community corrections program
- 38 — Community Corrections Programs state-wide

### Community Corrections Program Budget

- Legislative Appropriations—\$14,000,000
- Reimbursements to CCP Programs—\$9,124,550
- ADOC Administration Cost—\$266,000
- Total Expenditures—\$9,510,550**



# Community Corrections Program (CCP)



## CCP Participants By County, Race, and Gender

	2017						2016					
	White		Black		Unknown	TOTAL	White		Black		Unknown	TOTAL
	Male	Female	Male	Female			Male	Female				
<b>4th Circuit</b> Bibb-Dallas-Hale-Perry-Wilcox	1	0	1	0	0	2	0	0	1	0	0	1
<b>17th Circuit</b> Greene-Marengo-Sumter	3	1	19	2	0	25	3	1	18	5	0	27
<b>24th Circuit</b> Fayette-Lamar-Pickens	11	5	10	1	0	27	4	5	3	0	0	12
<b>25th Circuit</b> Marion-Winston	48	18	2	0	0	68	55	12	2	0	0	69
<b>Autauga</b>	7	4	7	1	0	19	18	3	8	1	1	31
<b>Barbour</b>	2	1	6	1	0	10	2	0	11	1	0	14
<b>Bibb [4th JC]</b>	0	0	0	0	0	0	0	0	0	0	0	0
<b>Blount</b>	11	4	5	0	0	20	10	5	1	0	0	16
<b>Calhoun</b>	50	31	24	3	0	108	72	25	38	1	0	136
<b>Chambers</b>	6	6	9	1	0	22						
<b>Cherokee</b>	28	15	0	0	0	43	28	7	1	0	0	36
<b>Chilton</b>	12	5	9	1	0	27	15	8	10	0	0	33
<b>Colbert</b>	20	3	8	1	0	32	24	5	13	1	0	43
<b>Cullman</b>	69	21	5	1	0	96	76	25	6	0	0	107
<b>Dale</b>	19	10	17	2	0	48	6	6	9	4	0	25
<b>Dallas [4th JC]</b>	1	0	0	0	0	1	0	0	0	0	0	0
<b>Dekalb</b>	47	13	2	0	0	62	52	8	3	0	0	63
<b>Elmore</b>	11	2	10	1	0	24	14	1	11	0	0	26
<b>Escambia</b>	20	7	26	3	1	57	21	9	34	1	2	67
<b>Etowah</b>	149	54	101	9	0	313	177	60	101	12	0	350
<b>Fayette [24th JC]</b>	6	2	2	0	0	10	3	1	1	0	0	5
<b>Franklin</b>	67	20	11	0	2	100	56	20	13	0	0	89
<b>Geneva</b>	13	4	6	0	0	23	8	7	5	0	0	20
<b>Greene [17th JC]</b>	1	0	2	1	0	4	1	0	1	1	0	3
<b>Hale [4th JC]</b>	0	0	0	0	0	0	0	0	0	0	0	0
<b>Houston</b>	73	28	80	23	1	205	66	23	88	17	0	194
<b>Jackson</b>	83	16	12	1	0	112	65	17	7	0	0	89
<b>Jefferson</b>	138	39	337	51	0	565	130	50	337	45	1	563
<b>Lamar [24th JC]</b>	3	1	1	0	0	5	1	2	1	0	0	4
<b>Lauderdale</b>	62	19	34	4	0	119	68	19	48	2	1	138
<b>Lawrence</b>	32	11	5	0	0	48	30	14	7	0	0	51
<b>Limestone</b>	89	24	27	1	0	141	102	32	24	1	0	159
<b>Macon</b>	0	0	0	0	0	0						
<b>Madison</b>	10	3	14	3	1	31	14	1	15	3	1	34
<b>Marengo [17th JC]</b>	2	1	15	1	0	19	2	1	14	2	0	19
<b>Marion [25th JC]</b>	30	10	2	0	0	42	28	6	2	0	0	36
<b>Marshall</b>	49	7	3	1	1	61	37	5	1	0	0	43
<b>Mobile</b>	68	33	131	17	2	251	68	29	137	17	2	253
<b>Montgomery</b>	16	4	91	24	0	135	18	6	110	21	0	155
<b>Morgan</b>	104	35	48	9	1	197	71	34	41	4	0	150
<b>Perry [4th JC]</b>	0	0	1	0	0	1	0	0	1	0	0	1
<b>Pickens [24th JC]</b>	2	2	7	1	0	12	0	2	1	0	0	3
<b>Randolph</b>	27	9	11	1	0	48	23	9	12	2	0	46
<b>Russell</b>	18	8	25	3	1	55	10	1	13	2	1	27
<b>Shelby</b>	30	10	9	7	0	56	37	9	18	5	0	69
<b>St. Clair</b>	48	15	19	1	1	84	47	15	19	4	0	85
<b>Sumter [17th JC]</b>	0	0	2	0	0	2	0	0	3	2	0	5
<b>Tallapoosa</b>	11	5	20	4	0	40	6	3	22	1	0	32
<b>Tuscaloosa</b>	75	26	151	9	0	261	83	35	143	11	1	273
<b>Walker</b>	37	13	7	0	0	57	44	10	6	1	0	61
<b>Wilcox [4th JC]</b>	0	0	0	0	0	0	0	0	0	0	0	0
<b>Winston [24th JC]</b>	18	8	0	0	0	26	27	6	0	0	0	33
<b>Totals</b>	<b>1,564</b>	<b>529</b>	<b>1,302</b>	<b>186</b>	<b>11</b>	<b>3,592</b>	<b>1,560</b>	<b>519</b>	<b>1,336</b>	<b>162</b>	<b>10</b>	<b>3,587</b>

# Institutional Pre-Release and Re-entry

**Alabama Dept. of Corrections**

**Screening and Selection**  
 Inmates who are within 30 – 90 days of the following:

- EOS Date
- Parole Consideration Date
- SRP Transfer Date
- Probationary Split Release Date

**Transitional Needs Assessment and Program Orientation**

- Pre-Release and Reentry Assessment Tool and Consent Form
- Refusal to Participate Form
- Orientation to Pre-Release and Reentry Program

**Institutional Pre-Release Program and Re-entry Program (1-2 weeks)**

Life Enrichment Program Modules

- Addictions and Recovery
- Job, Career, Communication, and Financial Skills
- Faith, Communication, and Character Building Skills
- Health Education, Screenings, and Referrals
- Family Re-Integration
- Law Enforcement Background Checks

Extracurricular Modules

- State Agency Resources
- Community/Faith-Based Resourced
- Community Partnerships for Reentry and Recovery
- Special Interest Topics
- Module Attendance Roster

**Community**

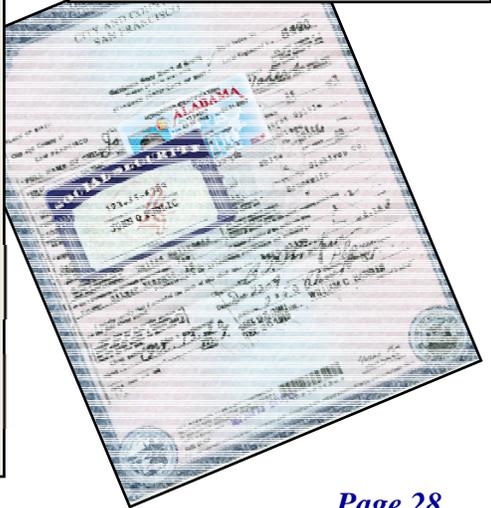
**Inmate is released back into the community with the following:**

- Life Enrichment and Coping Tools
- Awareness of Statewide Community Resources
- Access to Healthcare and Social Service Programs
- Linkages to Intensive Case Management
- Linkages to Faith-based Volunteers and Mentors

**Linkages to State Agency, Faith-Based, and Community Programs**

Statewide direct services linkages for assistance with the following:

- Transitional Housing Programs
- Food and Clothing
- Personal Identification
- Birth Certificates
- Social Security Cards
- Transportation Assistance
- Social Service Programs
- Support Groups Programs
- Faith-Based Mentoring Programs
- Health and Dental Care Services
- Intensive Case Management Services
  - ◊ County Resource Verification Roster
  - ◊ Community Reentry Checklist
  - ◊ Background Check Acknowledgement Form



## Re-entry and Education Programs

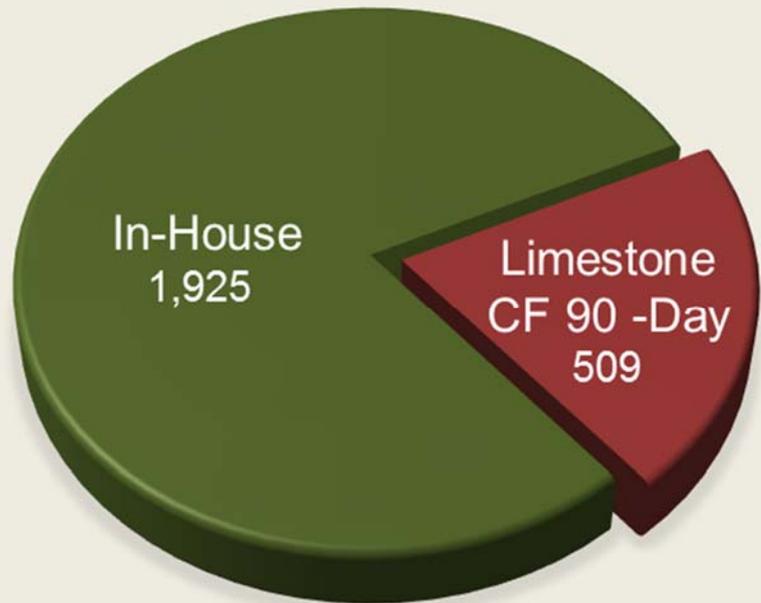
### Inmates Completing Re-Entry Programs

#### **In-House Re-entry:**

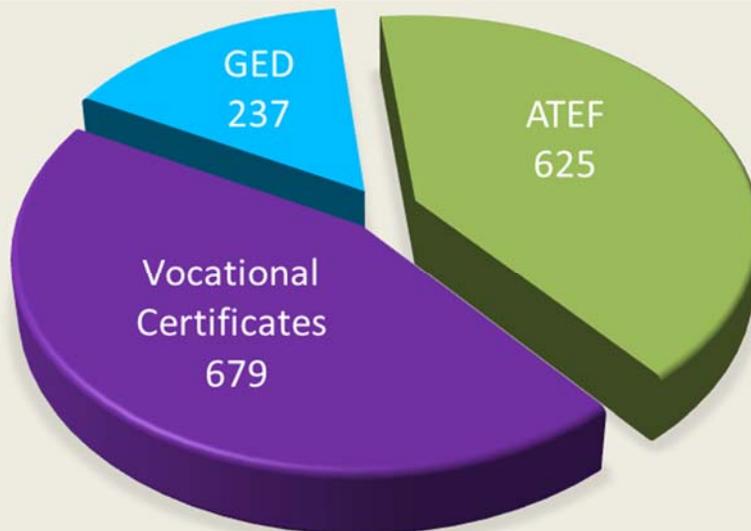
All ADOC correctional facilities provide a 2-week re-entry program to offenders prior to release.

#### **Limestone 90-Day Re-entry:**

An in-residence intensive 90-120 day re-entry program available to qualified inmates.



### Inmates Completing In-House Education Programs



**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. (206) given by ACCS (31) given at ATEF facilities.

**Vocational Certificate:** offenders earn through the successful completion of a technical training program provided by a partner in education, the Alabama Community College System (ACCS).

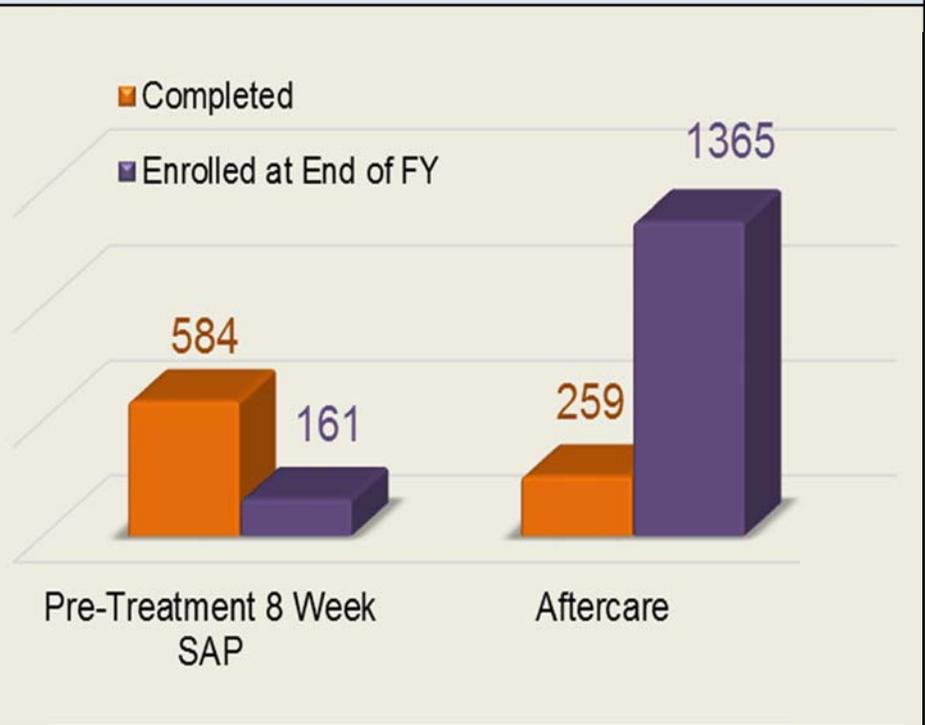
**ATEF Certificates:** non-accredited programs, short term certificates, and technical competencies that are mastered by those registered in specific training programs offered at the ATEF facility.

# Inmate Drug Treatment Programs

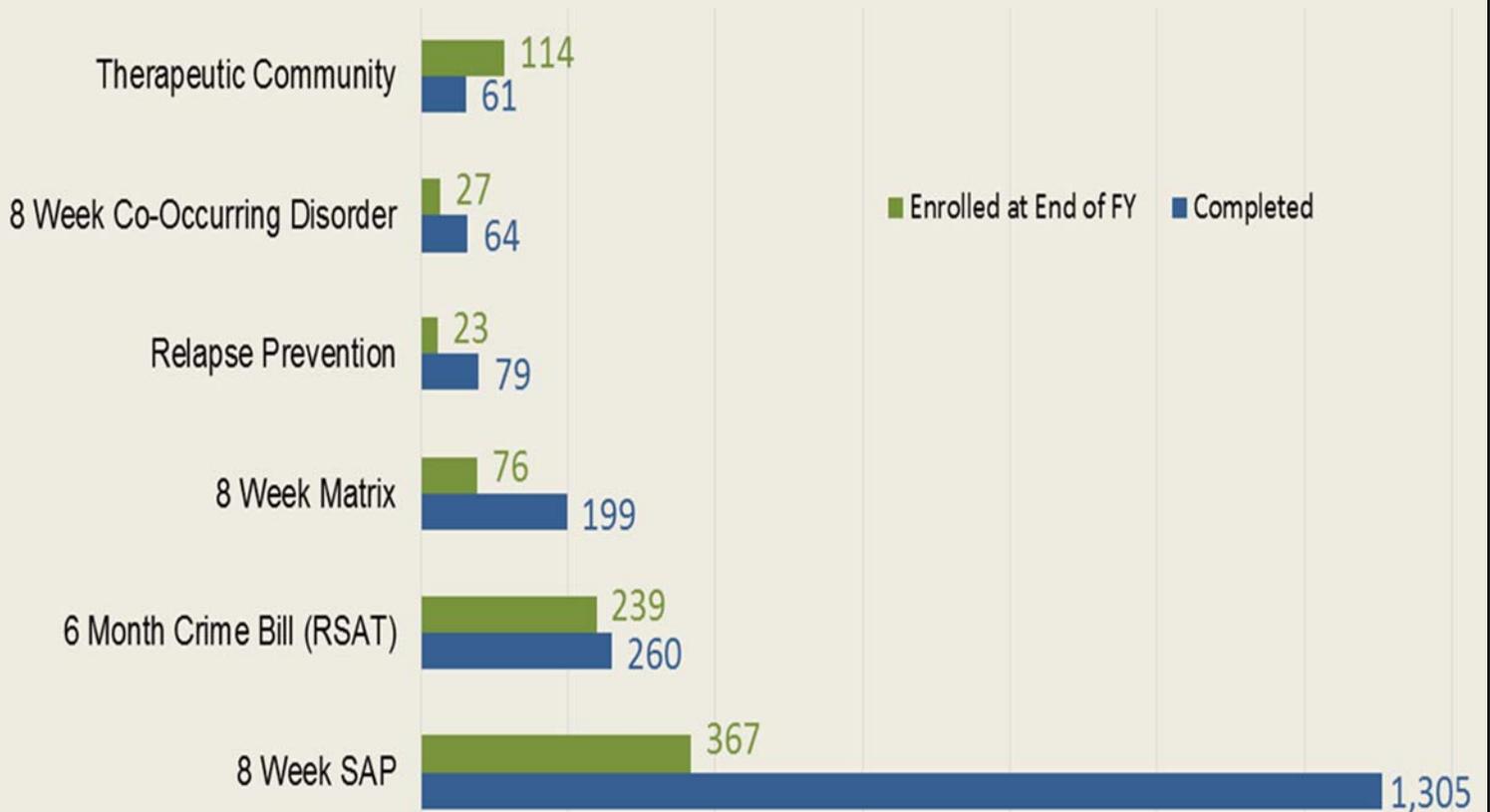
**Bruce Kimble**  
*Drug Program Supervisor*

It is estimated that 75 to 80 percent of the offenders that are in the custody of the ADOC have documented self-reported histories of substance abuse. With a custody population over 21,000, the department has implemented the largest substance abuse program within the State of Alabama. The program includes a pre-treatment program, six treatment programs, and an aftercare program, all of which have varying lengths and content. All programs are evidenced based and developed to meet the individual offender needs. The Office of Health Services continues to provide evidence based co-occurring substance abuse programming in the ADOC in-patient Residential Treatment Units are located at Tutwiler and Bullock Correctional Facilities.

## Pre-Treatment / Aftercare Participants



## Primary Treatment Participants

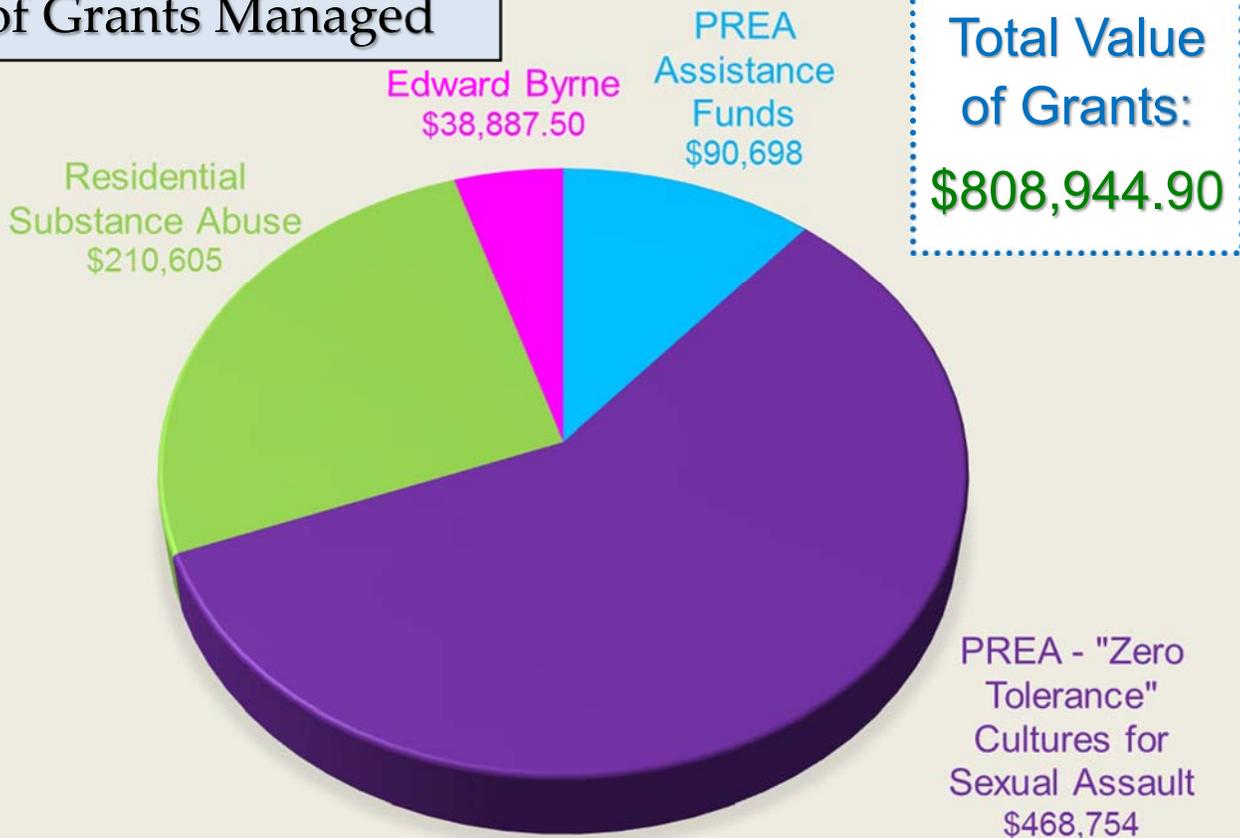


## Federal and State Grants

(Administered During Fiscal Year 2017)

During fiscal year 2017, the department managed nearly \$809K in federal formula and competitive awards. The majority of awards were from the Department of Justice.

### Value of Grants Managed

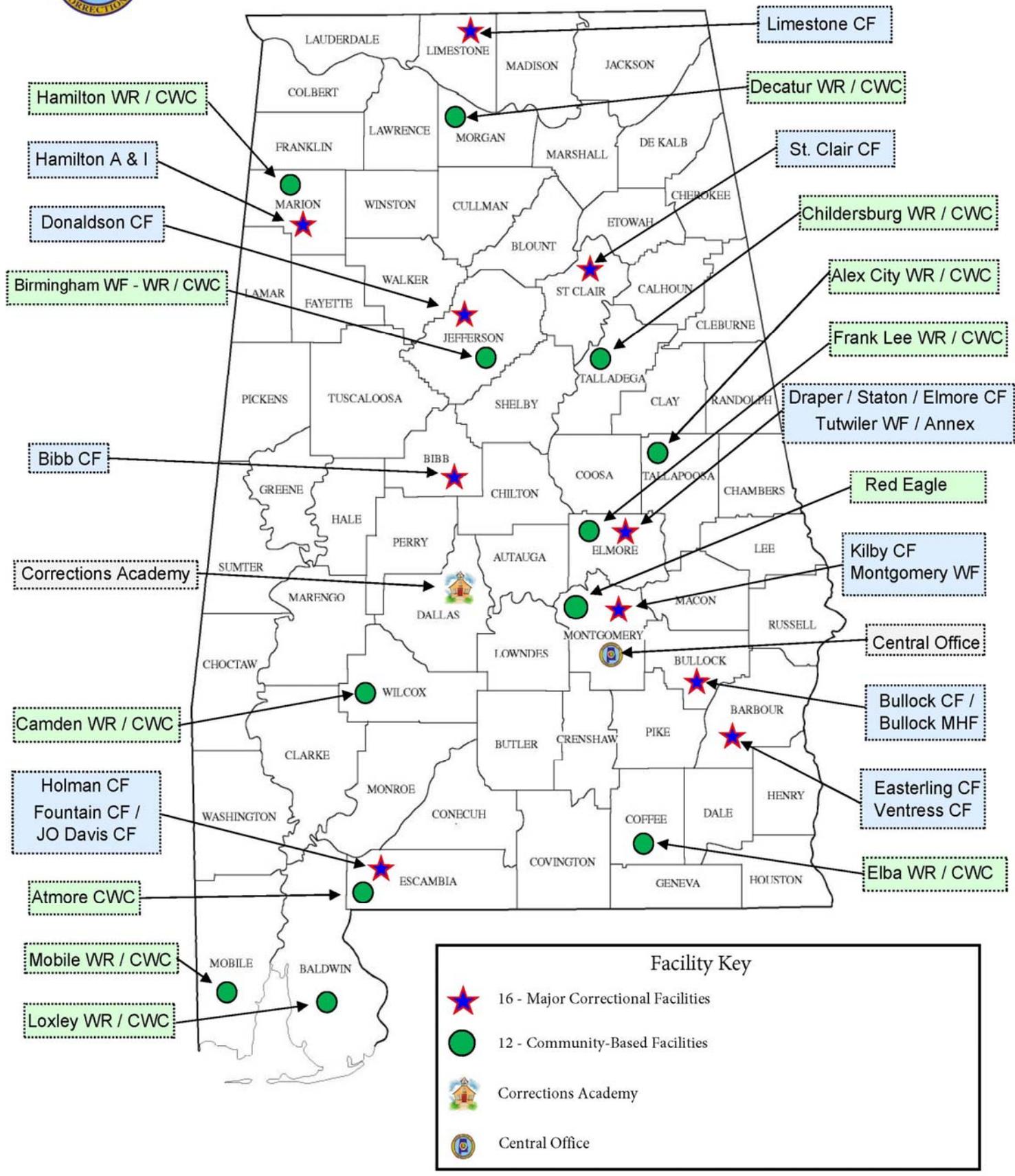


**The Department of Justice, through the Bureau of Justice Assistance (BJA) awarded formula and competitive grants of approximately \$808,945 dollars:**

- The BJA provided an award in the amount of \$468,754 for the *Prison Rape Elimination Act (PREA) "Zero Tolerance" Program*. The funds were used for PREA audits for all institutions and making modifications to bathroom facilities, limiting potential cross-gender viewing.
- PREA Assistance funding, in the amount of \$90,698 was granted by the BJA through ADECA to facilitate the installation of security cameras at Holman Correctional Facility to increase safety.
- BJA also provided an award for the *Residential Substance Abuse Treatment (RSAT) for the State Prisoner Program* in the amount of \$210,605.40. This 6-month, segregated drug treatment program is offered at 7 facilities.
- Edward Byrne Memorial JAG Fund granted ADOC \$38,887.50 to purchase interactive journaling substance abuse materials for use in 17 institutions. 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-four 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—1,582 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—835 beds with a 194-bed death row unit and execution chamber.

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

### Kilby

Opened in 1969—1,448 beds and the Receiving and Classification Center for male inmates.

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



Kilby Correctional Facility



Limestone Correctional Facility

### Limestone

Opened in 1984—2,532 beds including a 300-bed Reentry Center.

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

### Saint Clair

Opened in 1983—1,275 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 5-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

Roughly 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—1,948 bed facility  
565 Bibb Lane  
Brent, AL 35034-4040  
205-926-5252

### Bullock

Opened in 1987—1,609 bed facility including an in-patient mental health unit.  
Highway 82 East  
Union Springs, AL 36089-5107  
334-738-5625



Bullock Correctional

### Draper

Opened in 1939—1,255 bed facility.  
2828 Alabama Highway 143  
Elmore, AL 36025  
334-567-2221

### Easterling

Opened in 1990—1,550 bed facility.  
200 Wallace Drive  
Clio, AL 36017-2615  
334-397-4471

### Elmore

Opened in 1981—1,186 bed facility.  
3520 Marion Spillway Road  
Elmore, AL 36025  
334-397-567-1460

### G.K. Fountain

Fountain opened in 1955—1,258 bed facility  
9677 Highway 21 North  
Atmore, AL 36503  
251-368-8122

### Hamilton Aged and Infirm

Opened in 1981—302 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—1,399 bed facility.  
2690 Marion Spillway Drive  
Elmore, AL 36025  
334-567-2221

### Ventress

Opened in 1990—1,549 bed facility.  
PO Box 767  
Clayton, AL 36016  
334-775-3331

# Minimum Custody—Correctional Facilities

There were over 3,100 **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). Nearly fifteen percent of the in-house population are classified as **minimum custody** offenders—minimum-in, minimum-out, and minimum

**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—244 bed WR and CWC.  
Highway 22 West  
Alexander City, AL 35011  
256-234-7533

**Frank Lee**

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

**Atmore**

Opened in 1973—254 bed CWC.  
9947 Highway 21 North  
Atmore, AL 36503  
251-368-9115

\*No longer housing inmates as of 11/2016

**Hamilton**

Opened in 1976—278 bed WR and CWC.  
1826 Bexar Avenue East  
Hamilton, AL 35570  
205-921-9308

**Birmingham**

Opened in 1973—293 bed WR and CWC.  
1216 25th Street North  
Birmingham, AL 35234-3196  
205-252-2994

**Loxley**

Opened in 1990—538 bed WR and CWC.  
14880 County Road 64  
Loxley, AL 36551  
251-964-5044

**Camden**

Opened in 1976—186 bed WR and CWC.  
1780 Alabama Highway 221  
Camden, AL 36726  
334-682-4287

**Loxley Community Work Center**



**Childersburg**

Opened in 1990—454 bed WR and CWC.  
13501 Plant Road  
Childersburg, AL 35044  
256-378-3821

**Decatur**

Opened in 1981—745 bed WR and CWC.  
1401 Highway 20 West  
Decatur, AL 35601  
256-350-0876

**Elba**

Opened in 1976—254 bed WR and CWC.  
1 Boswell Street  
Elba, AL 36323  
334-897-5738

**Mobile**

Opened in 1978—270 bed WR and CWC.  
2423 North Beltline Highway  
Pritchard, AL 36610  
251-452-0098

**J.O. Davis**

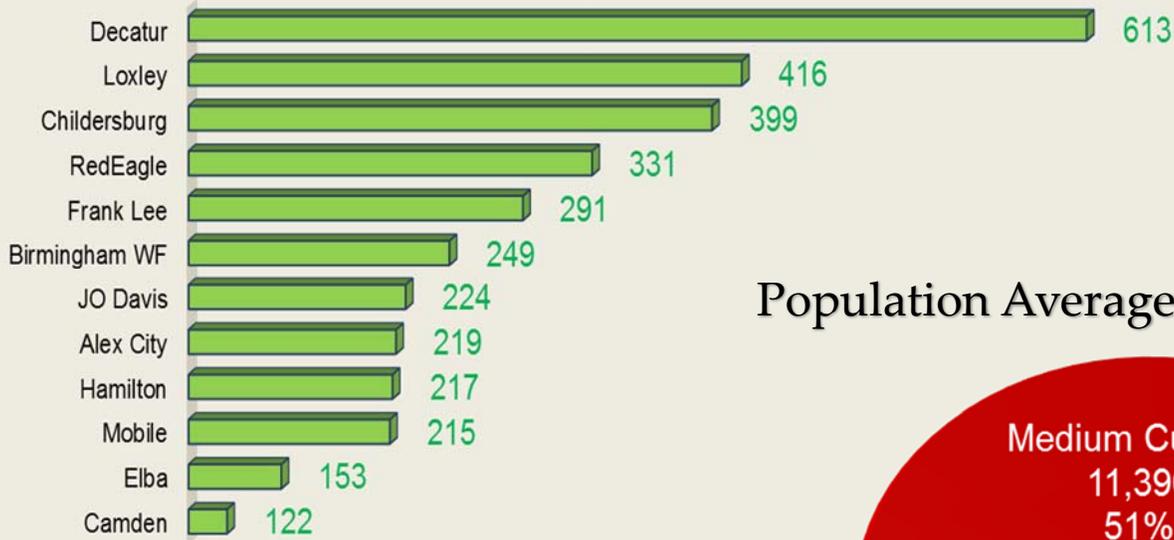
Opened in 1973—402 bed minimum facility  
9677 Highway 21 North  
Atmore, AL 36503  
251-368-8122

**Red Eagle**

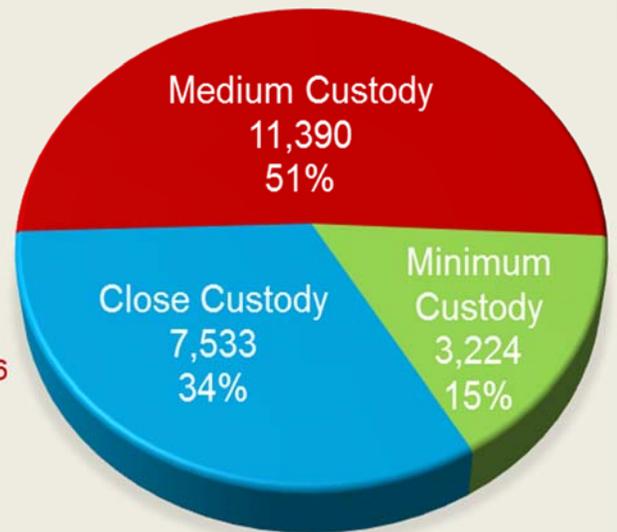
Opened in 1972—340 bed CWC.  
1290 Red Eagle Road  
Montgomery, AL 36110  
334-242-2510

# Facility Operations Statistics

## Minimum Custody Population Average



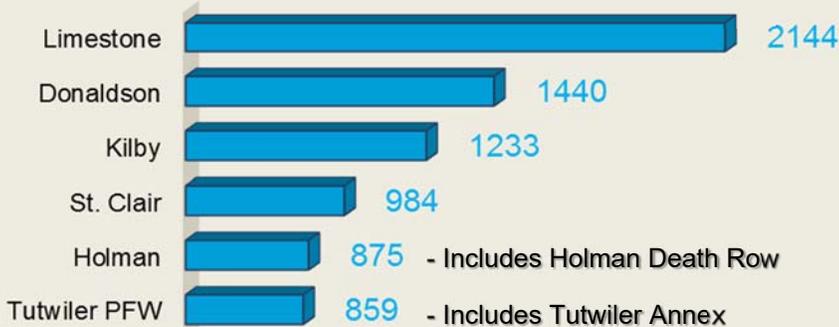
## Population Average by Custody



## Medium Custody Population Average



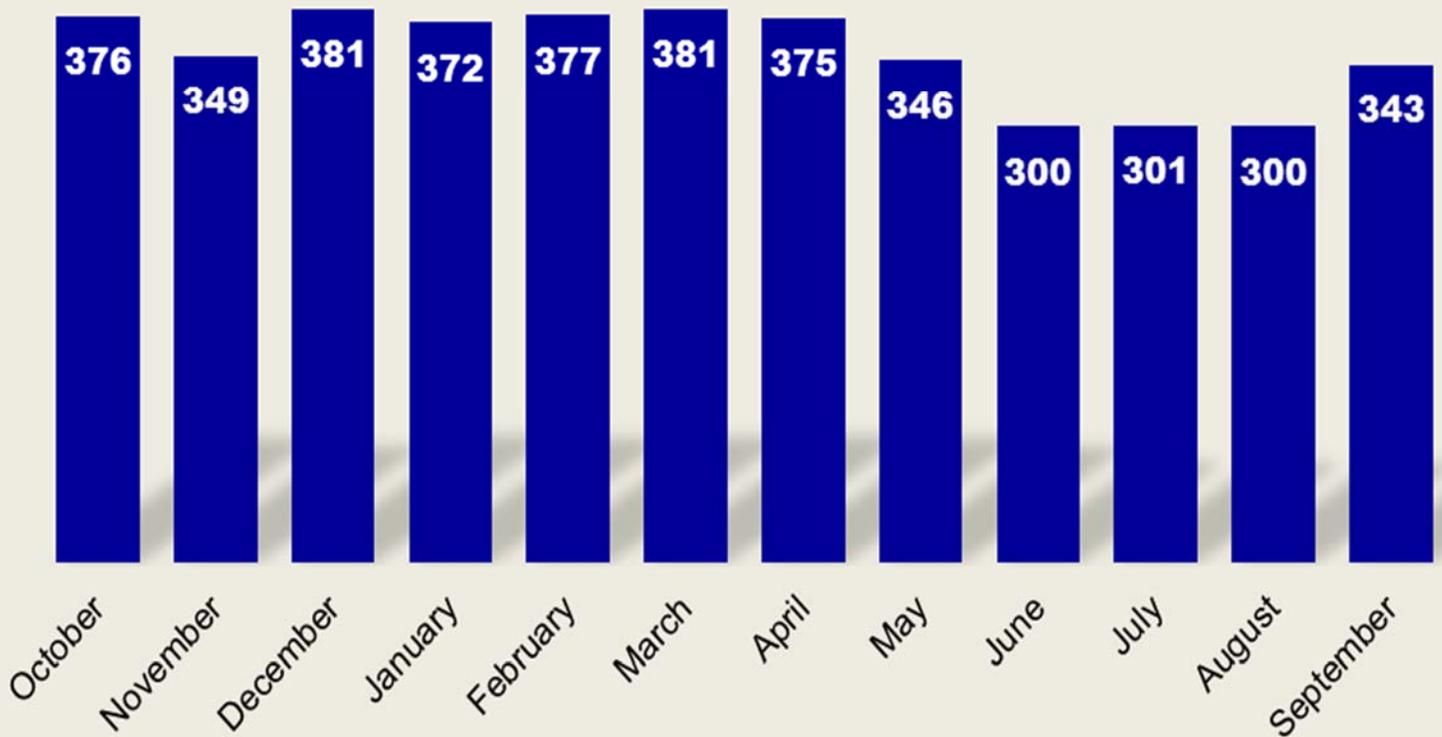
## Close Custody Population Average



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 2017, ADOC supplemented prison system bed capacity by contracting with private entities and county jails. The monthly contract bed average was **350** beds. Total direct costs for contracted county jail beds was **\$235,631**. Total direct cost for the ATEF Program operated by Community Education Center in Columbiana was **\$3,636,837.64**



## Contract Bed Summary for Fiscal Year 2017

Contracted Entity	Months Contracted	Average Monthly	Gender Housed	Per Diem Cost
ATEF Program	12	309	M	\$32
Talladega County Jail	12	42	F	\$15

# Alabama Correctional Industries

Director — Vacant

Profit — **\$1,736,361.75**

Revenues — **\$16,027,969.15**

Expenses — **\$14,291,607.41**



Average Number of Inmates Employed at Year End — **450**

## Fiscal Year 2017 Program Summary

FY2017 proved to be another successful year for ACI as annual revenues grew by over 6%, and manufacturing and delivery operations made significant strides towards improvement through the acquisition of additional equipment. Notable improvements have also been achieved in financial management, job costing, and inventory control.

In FY2016, ACI sales were bolstered by an ongoing \$2.8 million modular office system project sold to the Department of Human Resources in late FY2015. This project was the largest single sale agreement by ACI in over 25 years. As this project wound down to completion in FY2017, revenues attributable to sales to DHR expectedly declined; however, ACI sales staff were able to offset these anticipated reductions by increased sales to Department of Transportation, Pardons and Paroles, and the City of Prattville. Revenue generated from sales of inmate clothing, in fact, set an all-time high.

Improvements in production were facilitated by new blending equipment at the Janitorial Chemical Plant and a new digital printer and cutter at the Print Plant. The new blending equipment greatly improves productivity and product consistency, while the digital printer and cutter have enabled an expanded sales market and greater through put. To improve delivery times, ACI also more than doubled its fleet of trucks and trailers. The additional trailers provide added finished good storage and allowed quicker turn-around times. Empty trailers are dropped and the loaded trailers are picked up at scheduled intervals reducing delays incurred while loading to and from sally port inspections.

Advances in ACI's financial and production management were also achieved in FY2017 as ACI staff became more confident and competent in operating the Global Shop ERP application acquired in 2015 and began to take advantage of the application's added functionality. Inventory management and control improved through the acquisition of barcoding equipment for two ACI plants. Plans are to have barcoding equipment installed in all operations by the end of FY2018.

# Alabama Correctional Industries

Profit—**\$1,736,361.75** Revenues—**\$16,027,969.16** Expenses—**\$14,291,607.41**

Average Number of Inmates Employed at Year End—**450**

## Fiscal Year 2017 Fiscal Summary

### Detailed by Activity

Activity	Average Inmates	Expenses YTD	Revenues YTD	Profit/Loss
Chair Plant	16	\$652,577.20	\$930,534.90	\$227,957.70
Chemical Plant	23	\$1,015,600.40	\$1,231,166.88	\$215,566.48
Tutwiler/Holman Clothing	91	\$1,435,379.75	\$2,481,585.45	\$1,046,205.70
Draper/Bibb Furniture	46	\$700,941.98	\$956,154.54	\$255,212.56
Furniture Restoration	47	\$363,528.44	\$301,147.60	<b>(\$62,380.84)</b>
Mattress Plant	10	\$338,482.43	\$453,731.51	\$115,249.08
Modular Plant	16	\$1,044,207.63	\$1,098,954.45	\$54,746.82
Printing Plant	90	\$1,667,396.61	\$1,978,363.48	\$310,966.87
Vinyl Products	7	\$28,429.92	\$37,630.00	\$9,200.08
Vehicle Tag Plant	39	\$2,904,546.04	\$4,450,956.18	\$1,546,410.14
<b>Sub-Total</b>	<b>385</b>	<b>\$10,151,090.40</b>	<b>\$13,920,224.99</b>	<b>\$3,769,134.59</b>
Fleet Services	54	\$2,013,960.55	\$2,089,140.24	\$75,179.69
<b>Sub-Total</b>	<b>54</b>	<b>\$2,013,960.55</b>	<b>\$2,089,140.24</b>	<b>\$75,179.69</b>
Admin and Warehouse Services	11	\$2,126,556.46	\$18,603.93	<b>(\$2,107,952.53)</b>



# Work Release Program

ADOC 40% Assessment Collections  
 Total = \$9,749,899

## End of Year Program Summary

FY 2016 Inmates Carried Forward 1,787

FY 2017 Admissions 1,867

Participants at Year End 1,309

Black Males—53.2%  
 White Males—37.7%  
 Other Males—0.3%

Black Females—3.9%  
 White Females—5.0%  
 Other Females—0.00%

Gross Salaries Earned \$24,391,724.09

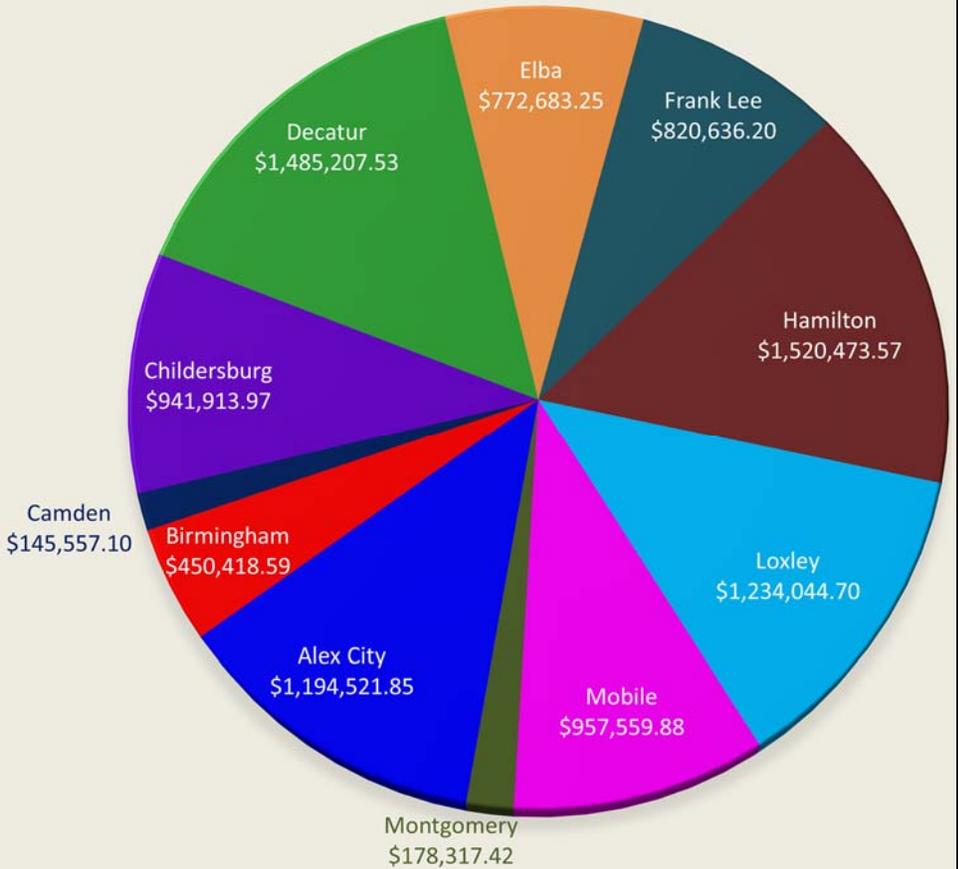
Taxes and Other Deductions \$4,401,568.75

Net Inmate Salaries Earned \$19,996,983.84

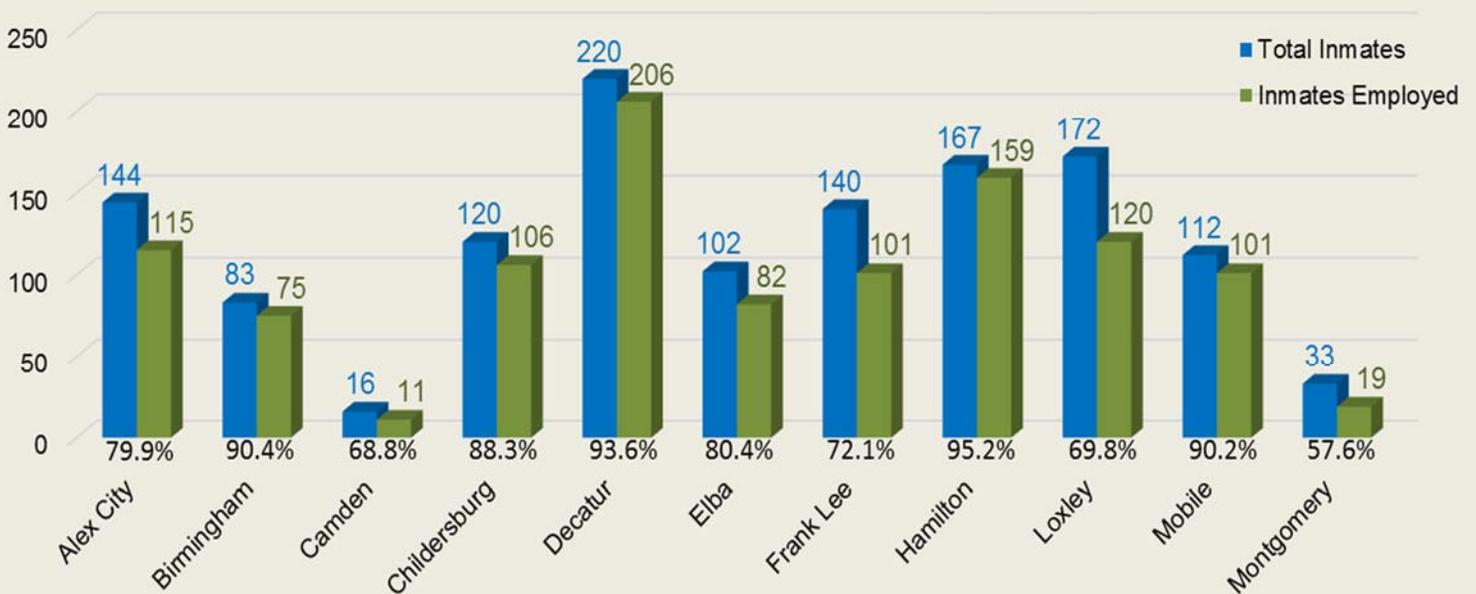
Fees and Restitution Paid \$3,345,787.27

Average Inmate Monthly Salary \$1,680.35

Percentage Employed—83.7%



## Inmate Employment Status



# Staff Education and Training

Training Director, Captain Elliot Sanders

## Regional and Specialized Training Summary

### Regional Training

- 2,046** Correctional Law Enforcement staff received 32 hours of in-service training to meet APOSTC requirements.
- 364** New ADOC, Contract Support staff, and Contract Vendors received 16 to 40 hours of orientation training for new employees.
- 1,159** ADOC and Contract Support staff received 8 hours of in-service training
- 52** Law Enforcement Officers were certified / recertified for AR-15 High Powered Rifle.
- 106** JF Ingram Staff received Annual Training.

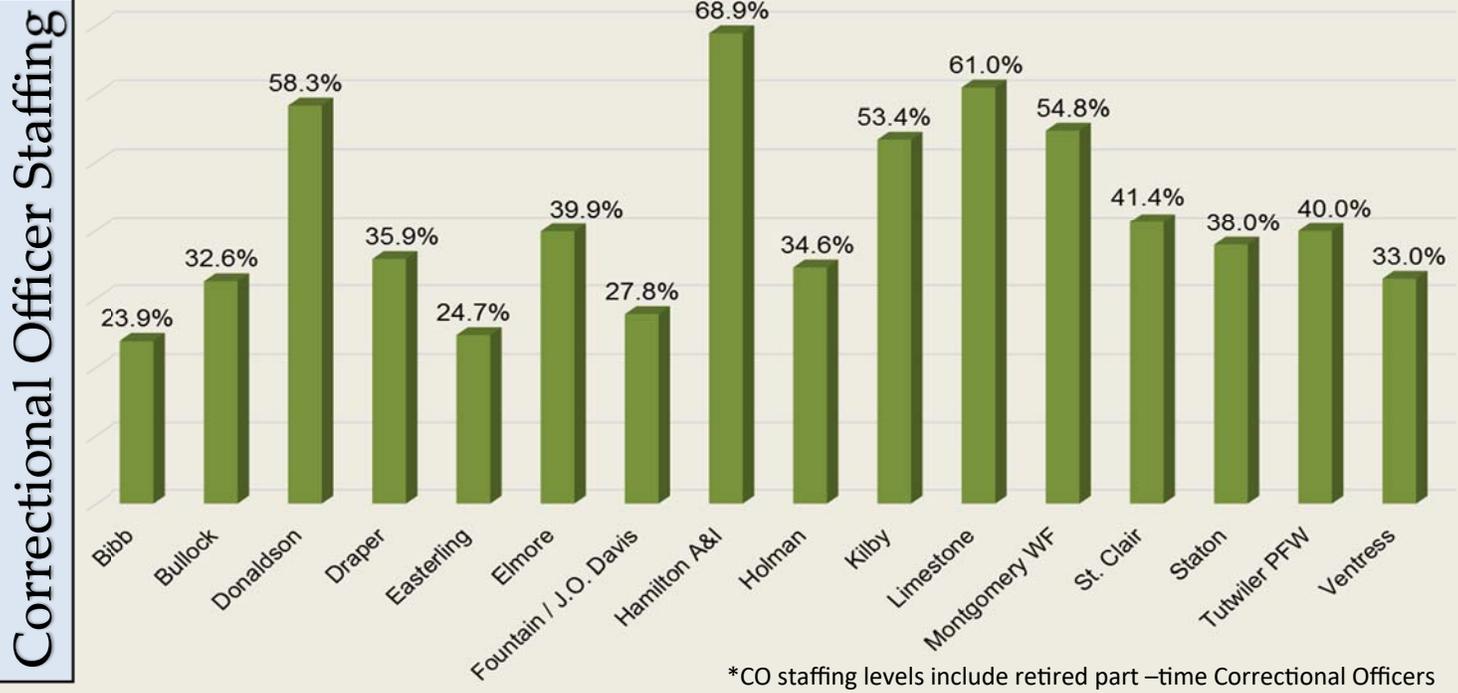
### Specialized Training

- 13** Law Enforcement Officers received recertification training and certification with the TASER X2 and X26.
- 176** New ADOC supervisors received 40 hours of New Supervisor Training.
- 28** ADOC law enforcement officers received SABRE RED-Cell Buster training.
- 8** ADOC law enforcement officers completed the Firearms Familiarization Course.
- 9** Employees received Hazard Communication and Chemical Labeling training.
- 63** Cubical Control Officers received 80 hours of Correctional Training.
- 39** Correctional Canine Handlers and Training Division staff completed 16 hours of Vehicle Dynamics—Emergency Vehicle Operations training.
- 12** Correctional Canine Handlers received 45 hours of K-9 Tactical / Man Tracking Field Training.

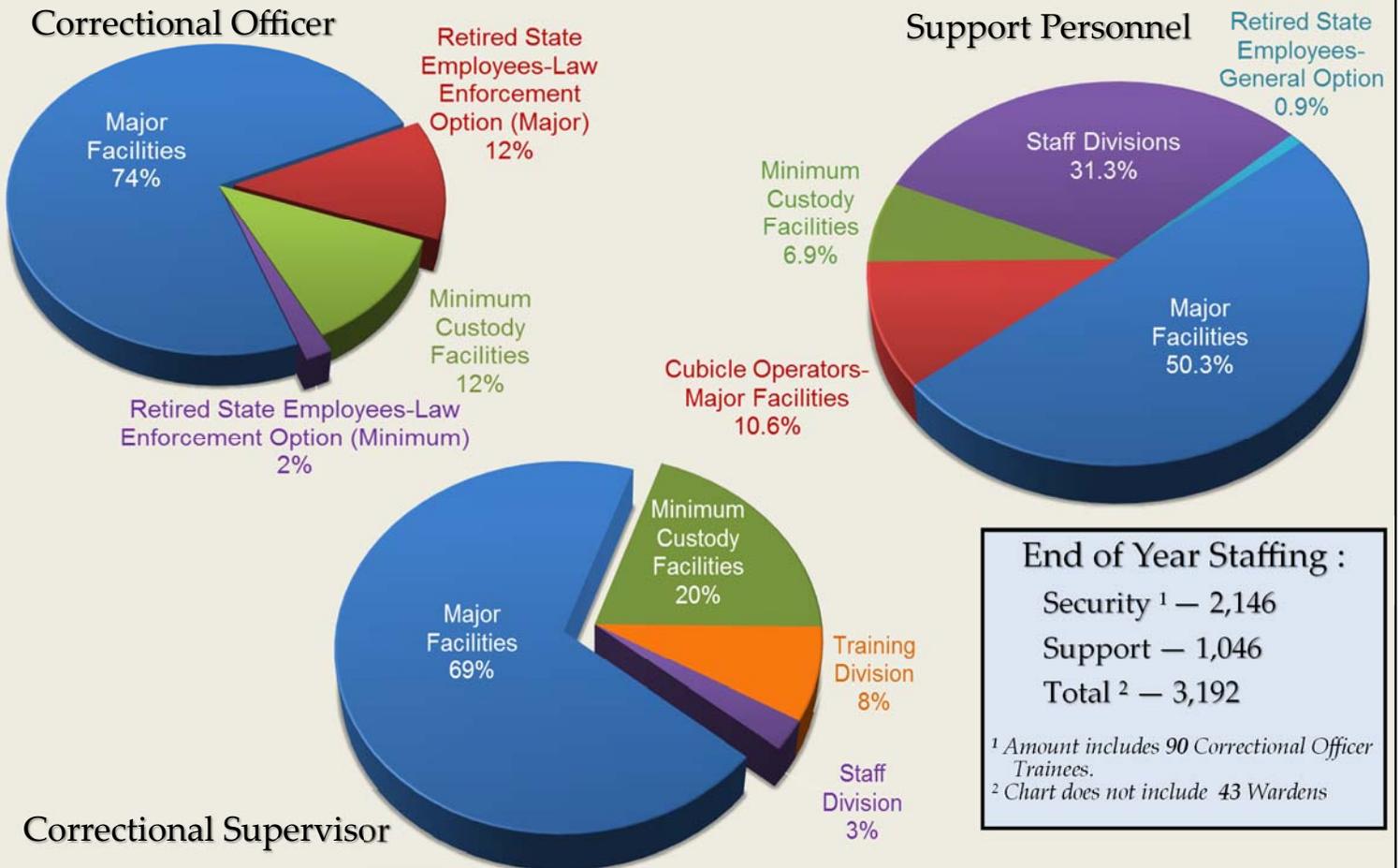
## Overview

- The Department’s Training Academy graduated its 1<sup>st</sup> Lieutenant’s Academy, **13** participants successfully completed the course.
- The 1<sup>st</sup> Captain’s Academy saw **18** participants successfully complete the course.
- There were two Sergeant Academy classes, and **29** participants successfully finished the course.
- Staff from the Training Academy / Regional Training participated in the ADAPH Train the Trainer Course hosted by Connie Rich, State of Alabama ADA Coordinator.
- The Training Academy hosted the Annual C.E.R.T. Training.
- ADOC Training Academy hosted the 2017 Food Service Training hosted by Henrietta Peters.
- Participants in the FORWARD Shadowing program attended the Executive Leadership Conference, alongside Wardens and Directors.
- The Correctional Officer hiring process has changed; trainees can now be hired up to 9 weeks prior to the Academy start date.

**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



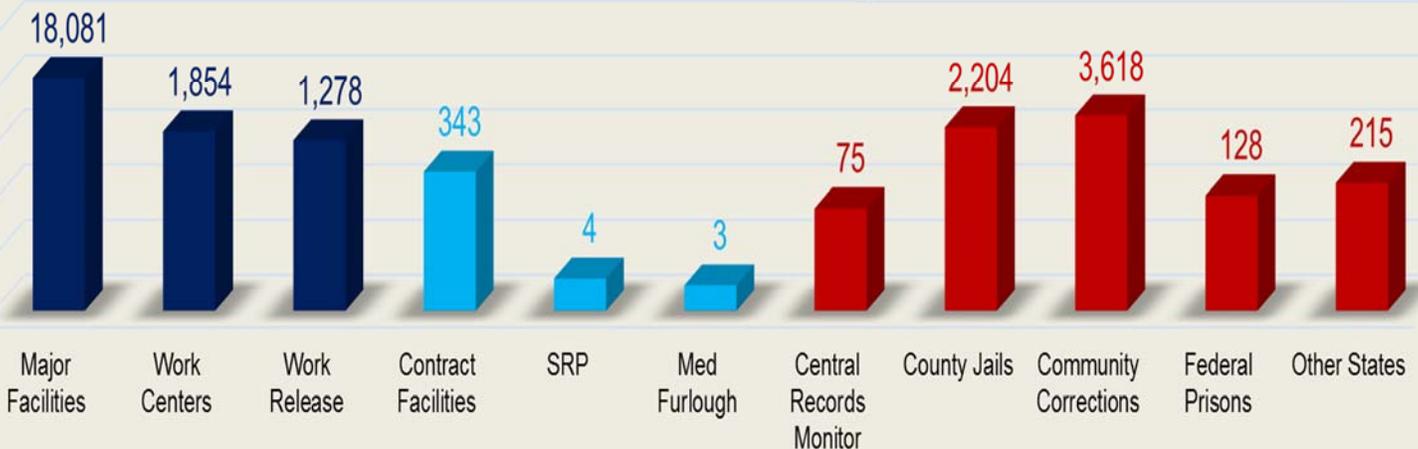
## Distribution Of Inmate Population

### Inmate Population



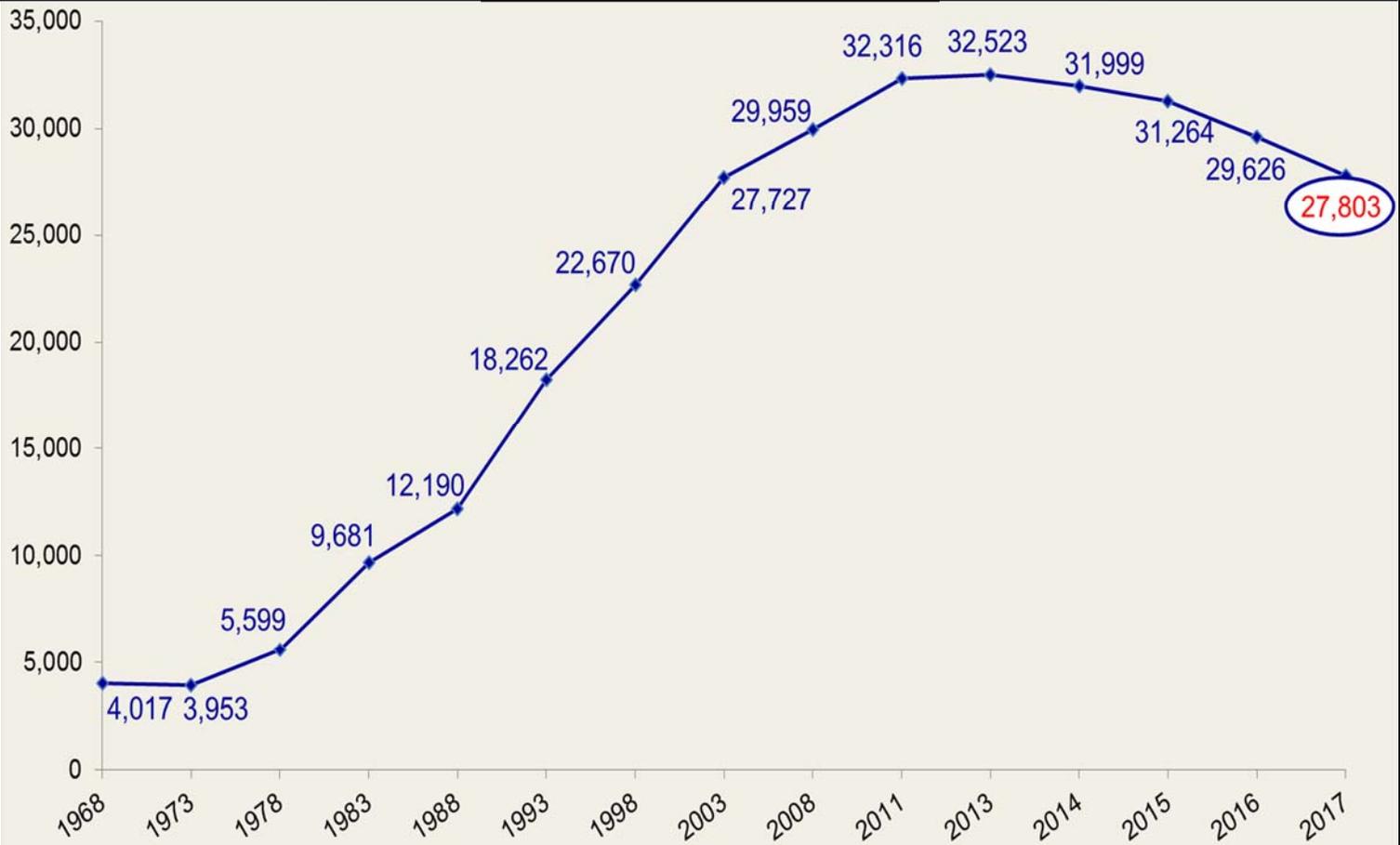
- **Jurisdictional population** includes all inmates sentenced to the ADOC, independent of their current custody location. This includes those housed in ADOC facilities as well as community corrections, federal, other states, and county jail custody.
- **Custody population** includes all inmates sentenced 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, placed with the Central Records Monitor, and those in 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.

### Custody by Location



## Inmate Population Trend

### Jurisdictional Population



## Detail Population Trend

Sub-Group	2008	2011	2013	2014	2015	2016	2017
<b>Jurisdictional</b>	<b>29,959</b>	<b>32,316</b>	<b>32,523</b>	<b>31,999</b>	<b>31,264</b>	<b>29,626</b>	<b>27,803</b>
	+8.0%	+1.1%	-0.2%	-1.6%	-2.3%	-5.2%	-6.2%
<b>Males</b>	<b>27,799</b>	<b>29,740</b>	<b>29,835</b>	<b>29,345</b>	<b>28,656</b>	<b>27,171</b>	<b>25,342</b>
	+7.2%	+1.0%	-0.3%	-1.6%	-2.3%	-5.2%	-6.7%
<b>Females</b>	<b>2,160</b>	<b>2,576</b>	<b>2,688</b>	<b>2,654</b>	<b>2,608</b>	<b>2,455</b>	<b>2,461</b>
	+20.7%	+1.6%	+1.6%	-1.3%	-1.7%	-5.9%	0.2%
<b>Custody</b>	<b>25,874</b>	<b>26,602</b>	<b>26,569</b>	<b>26,006</b>	<b>25,201</b>	<b>23,759</b>	<b>21,563</b>
		-0.6%	-0.7%	-2.1%	-3.1%	-5.7%	-9.2%
<b>In-House</b>	<b>25,303</b>	<b>25,638</b>	<b>25,299</b>	<b>24,813</b>	<b>24,191</b>	<b>23,328</b>	<b>21,213</b>
		+1.0%	-0.2%	-1.9%	-2.5%	-3.6%	-9.1%

# 12-Month Inmate Population Analysis

## Jurisdictional Population:

Inmates sentenced by the court to the Alabama Department of Corrections. It includes all inmates serving time within ADOC facilities / programs; in the custody of other correctional authorities such as county jails, other State DOCs, Community Correction Programs, Federal Prisons, and Privately Leased Facilities.



**Custody Population:** Alabama Department of Corrections maintains and/or oversees custody of inmates sentenced by the court. Includes In-House Population, plus those housed in other ADOC leased facilities and special programs.

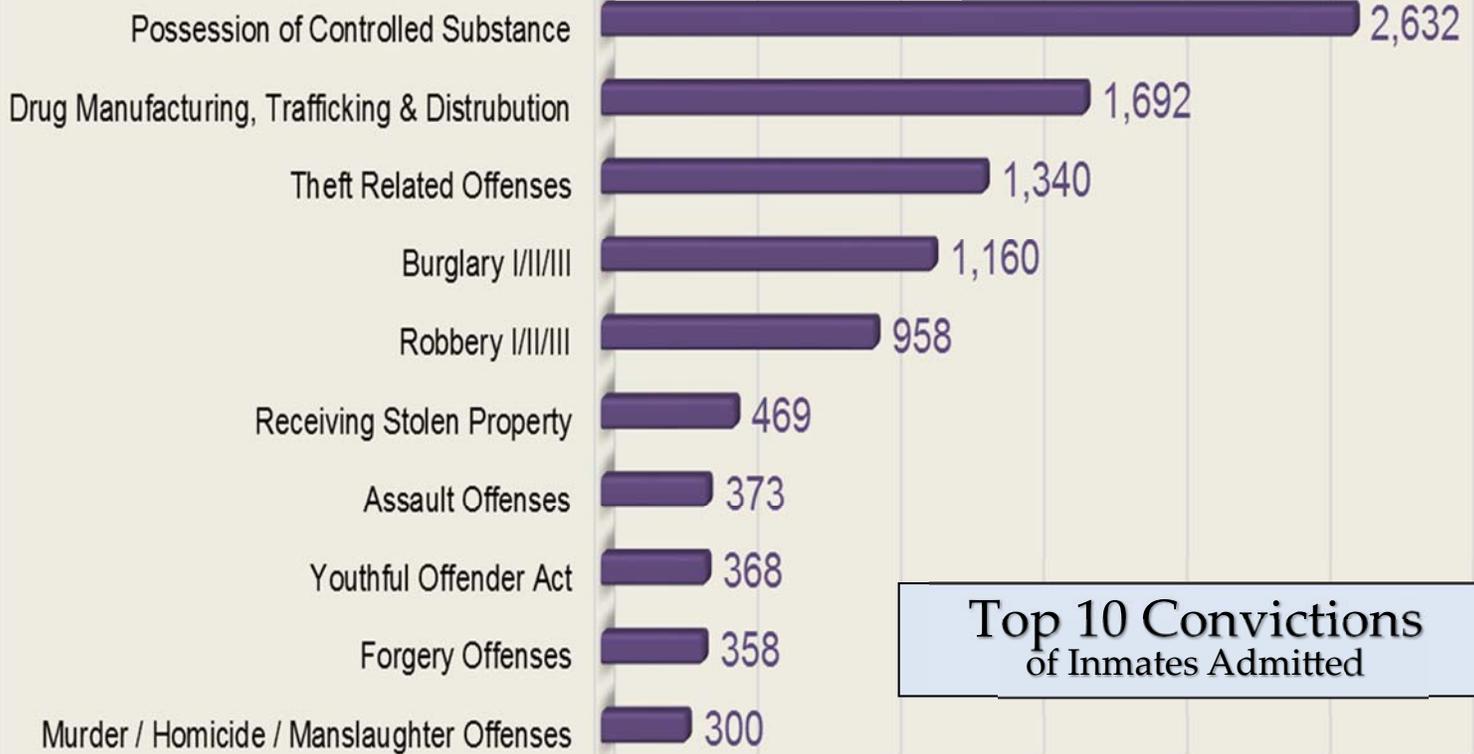


**In-House Population:** Alabama Department of Corrections maintains custody of an inmate for a period of incarceration. This includes inmates housed within correctional facilities owned and operated by ADOC; this includes transient inmates between correctional facilities.



# Jurisdictional Admissions

## Year-end Summary



**Top 10 Convictions  
of Inmates Admitted**

### Summary of Fiscal Year Admissions

Category	2016	2017	Change
<b>Total Jurisdictional Admissions</b>	<b>11,556</b>	<b>12,643</b>	<b>+1,087</b>
New Commitments	4,255	2,633	-1,622
Split Sentence (Act 754)	4,501	3,416	-1,085
Parole Re-Admissions	1202	850	-352
Parole Revocations	745	2,370	+1,625
Parole Dunks <sup>3</sup>	—	863	+863
Probation Dunks <sup>3</sup>	—	1,571	1,571
Captured Escapees <sup>1</sup>	870	870	±0
Other <sup>2</sup>	726	70	+656
Monthly Average Jurisdictional Admission Rate	963	1,054	+91
<b>Total Custody Admissions</b>	<b>7,531</b>	<b>8,297</b>	<b>+766</b>
Monthly Average Custody Admission Rate	629	691	+62

### Top 10 Admitting Counties

Committing County	Inmates	Size Rank
Jefferson	1,207	1
Mobile	1,154	2
Madison	842	3
Baldwin	573	4
Calhoun	517	5
Morgan	488	6
Etowah	484	7
Montgomery	445	8
Houston	422	9
Shelby	402	10

<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.

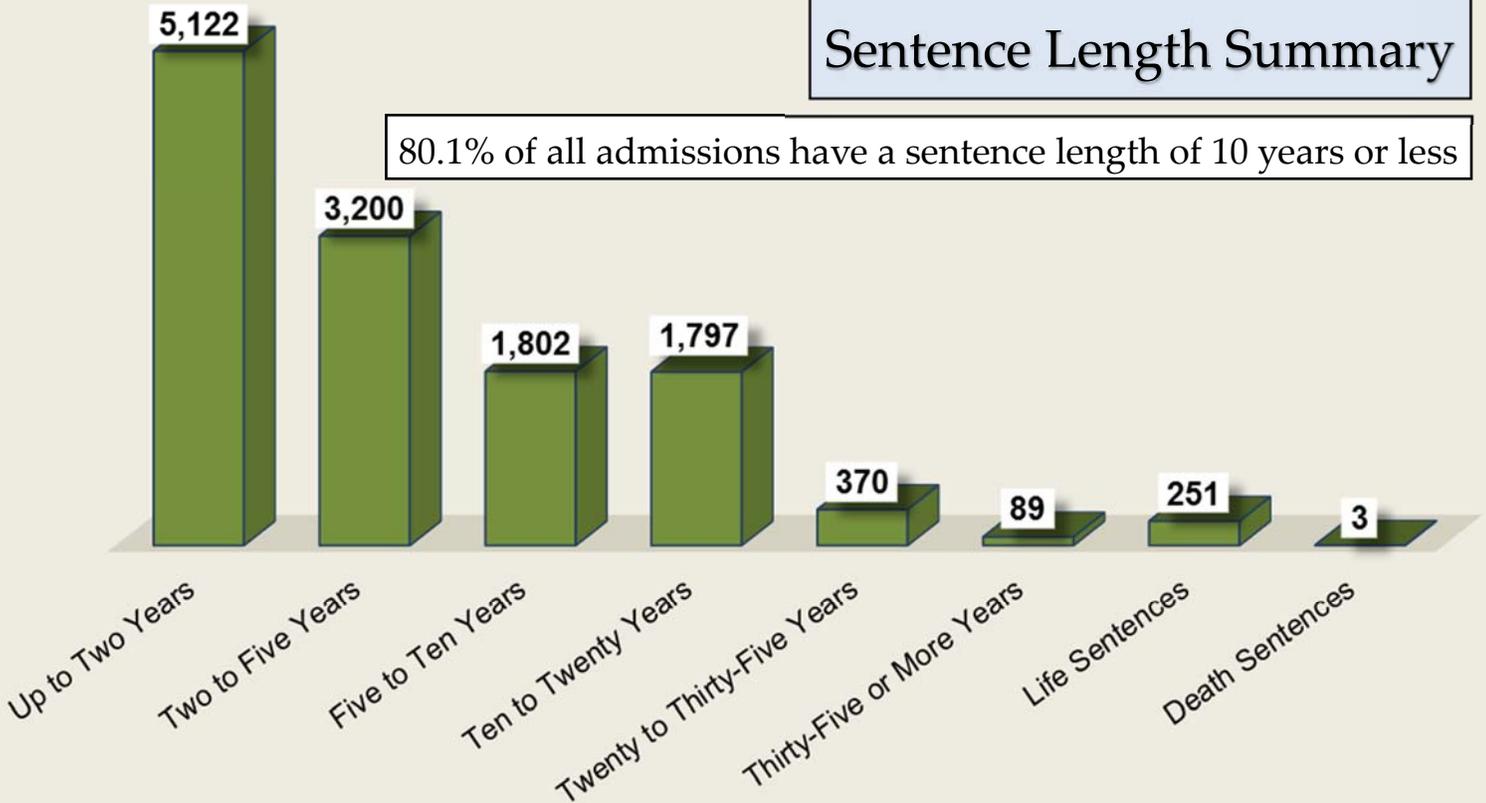
<sup>3</sup> A dunk is a period of up to 45 days in the Alabama penitentiary that may be imposed for a "technical" violation. Statistics began to be compiled after passage of the Prison Reform Act.

# Jurisdictional Admissions (Continued)

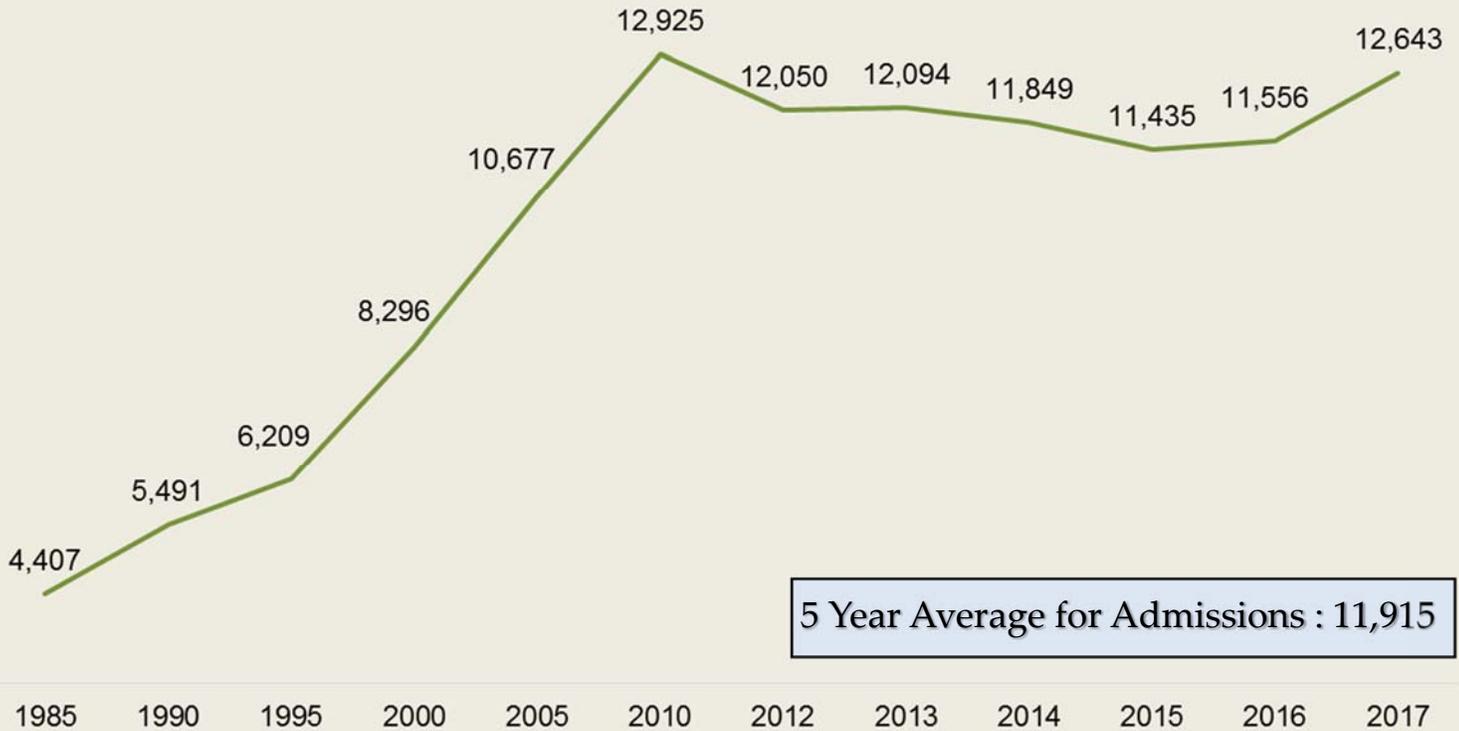
2017 Year-end Summary

## Sentence Length Summary

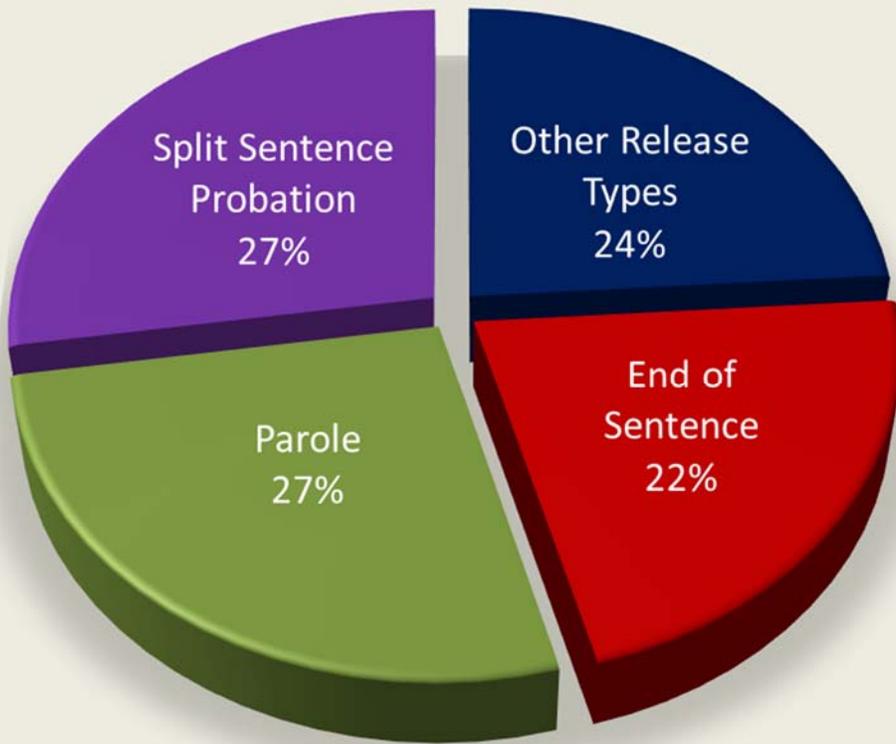
80.1% of all admissions have a sentence length of 10 years or less



## Annual Admission Trend



# Jurisdictional Releases



## Releases Details

**Males** — 11,975

**Females** — 2,225

White — 7,527

Black — 6,603

**Split Sentence:** 3,890

**Parole:** 3,805

**EOS:** 3,107

**Other:** 3,398<sup>1</sup>

<sup>1</sup> Total includes 880 Escapes

## Releases / Sentencing

Sentence Length	Released	ATS <sup>1</sup>
Up to Two Years	4,764	12
Two to Five Years	3,402	25
Five to Ten years	2,016	36
Ten to Twenty Years	2,652	106
Twenty to Thirty-Five Years	673	195
Thirty-Five or More Years	141	236
Life	528	246
Life w/o Parole	19	354
Death Row	5	194
<b>Total Releases</b>	<b>14,200</b>	<b>53</b>

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

Jurisdictional Population Average Sentenced Time Served = **53 Months**

## Summary of Fiscal Year Releases

Category	2016	2017	Change
<b>Total Jurisdictional Releases</b>	<b>13,274</b>	<b>14,200</b>	<b>+926</b>
End of Sentence (EOS)	3,871	3,107	<b>-764</b>
Split Sentence Probation (Act 754)	4,503	3,890	<b>-613</b>
Parole <sup>1</sup>	2,794	3,805	+1,011
Escapes <sup>2</sup>	966	880	<b>-86</b>
Other <sup>3</sup>	1,140	2,518	+1,378
Monthly Average Jurisdictional Release Rate	1,106	1,183	+77
<b>Total Custody Releases</b>	<b>8,658</b>	<b>10,150</b>	<b>+1,492</b>
Monthly Average Custody Release Rate	722	846	+1,616

<sup>1</sup> Parole total includes parole reinstated (241).

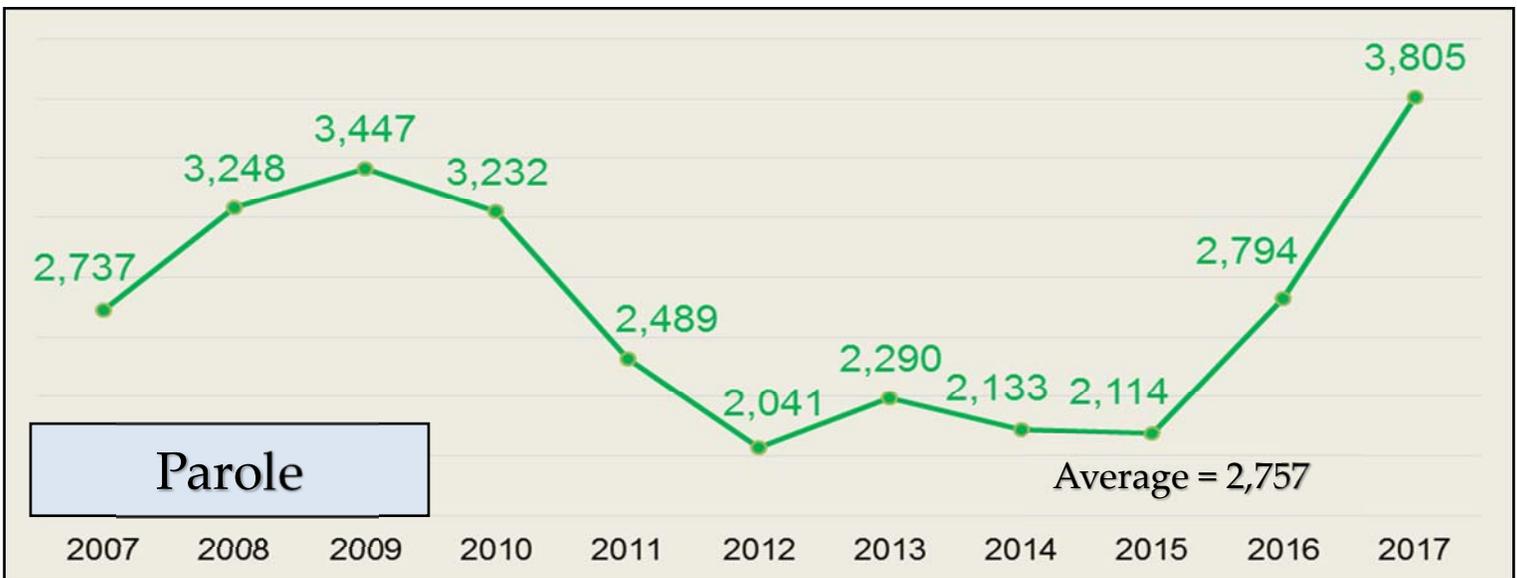
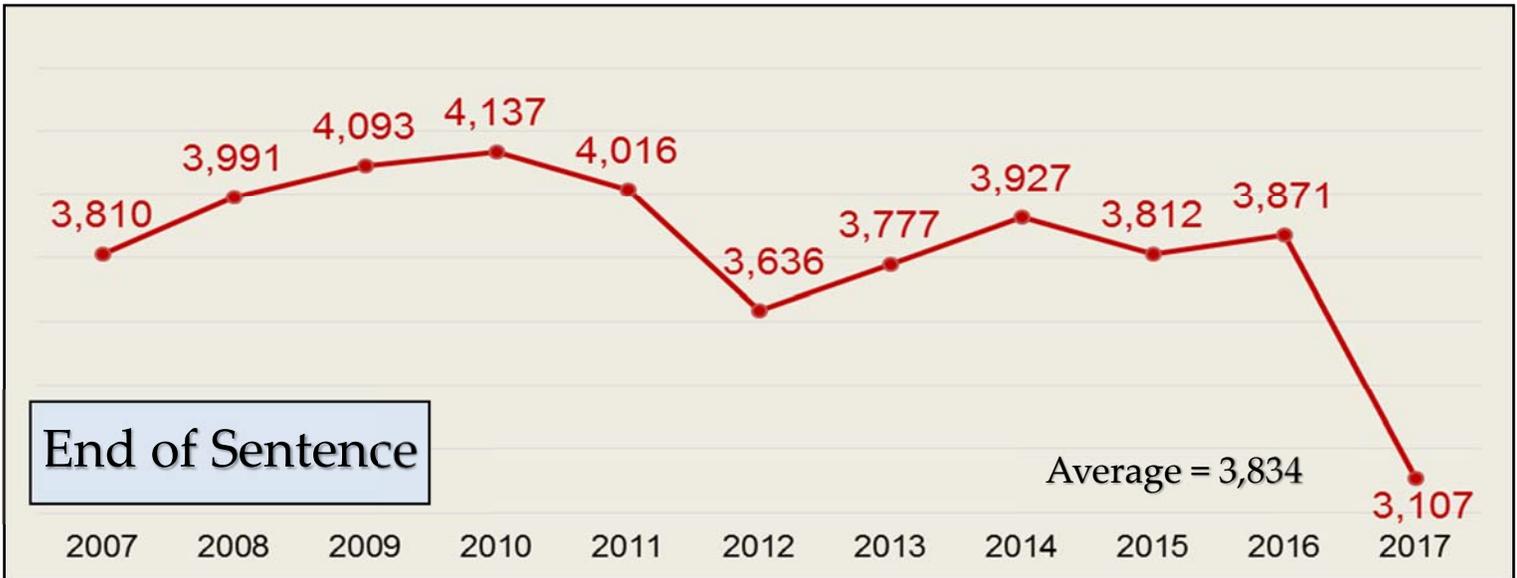
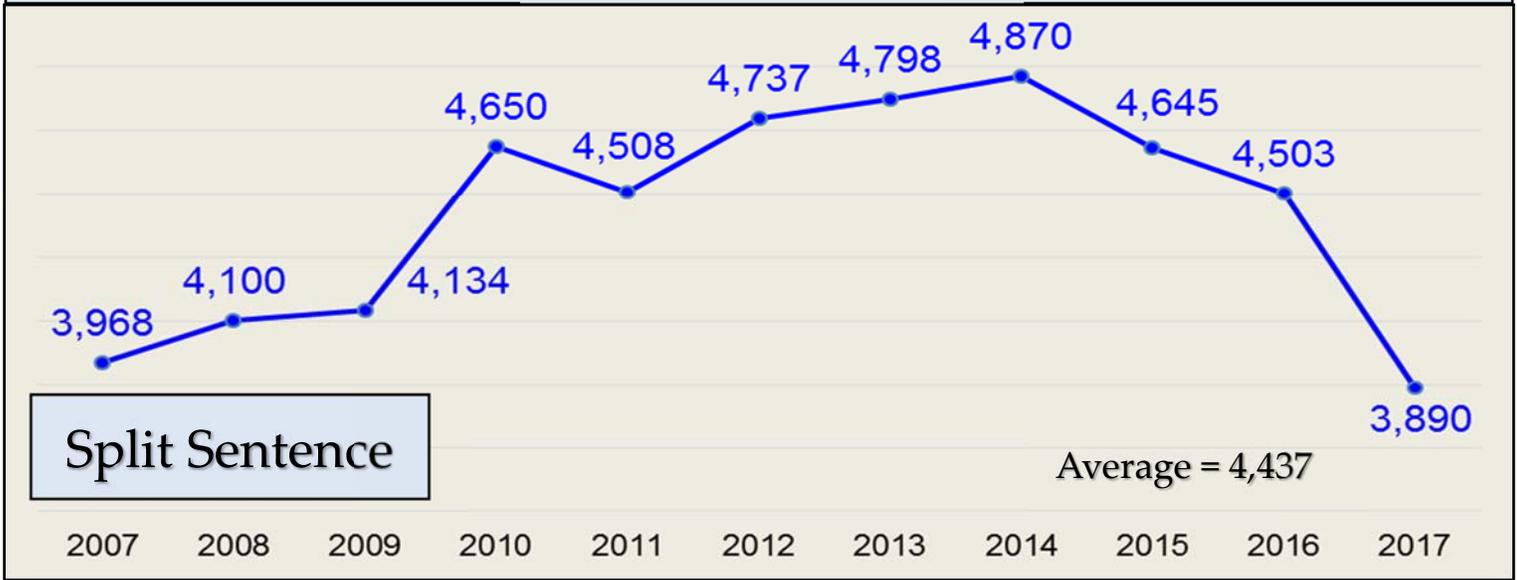
<sup>2</sup> The majority of inmate escapes were from community corrections programs (839).

<sup>3</sup> Jurisdictional release type "other" may include types such as bond, appeal, death by natural causes, or case reopened.

Custody Population Average Sentenced Time Served = **65 Months**

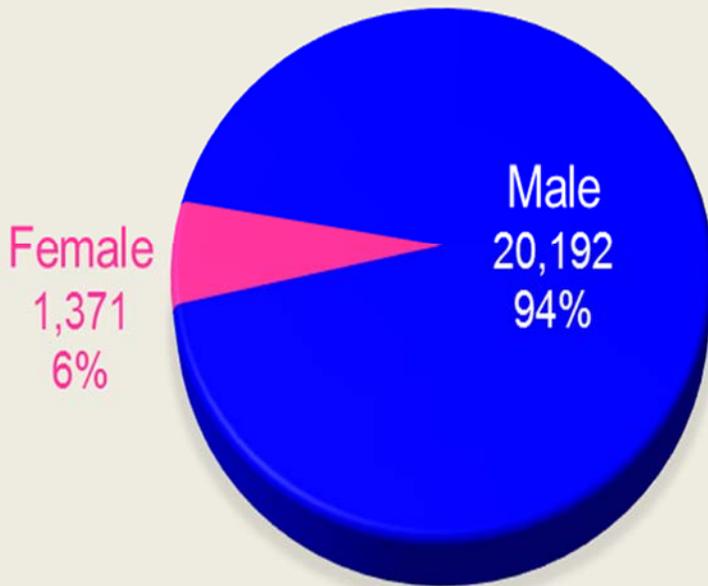
# Jurisdictional Releases (Continued)

by top-three release types

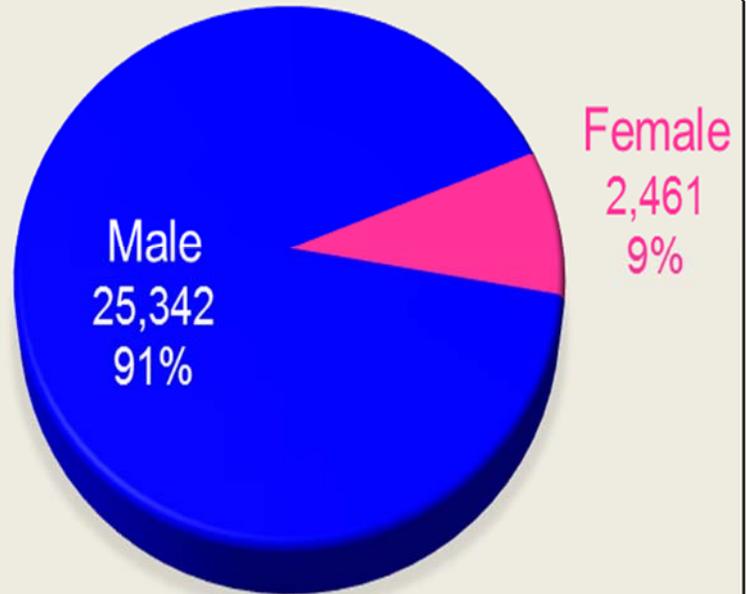


## Demographics of Inmate Population by Gender

Custody Population



Jurisdictional Population

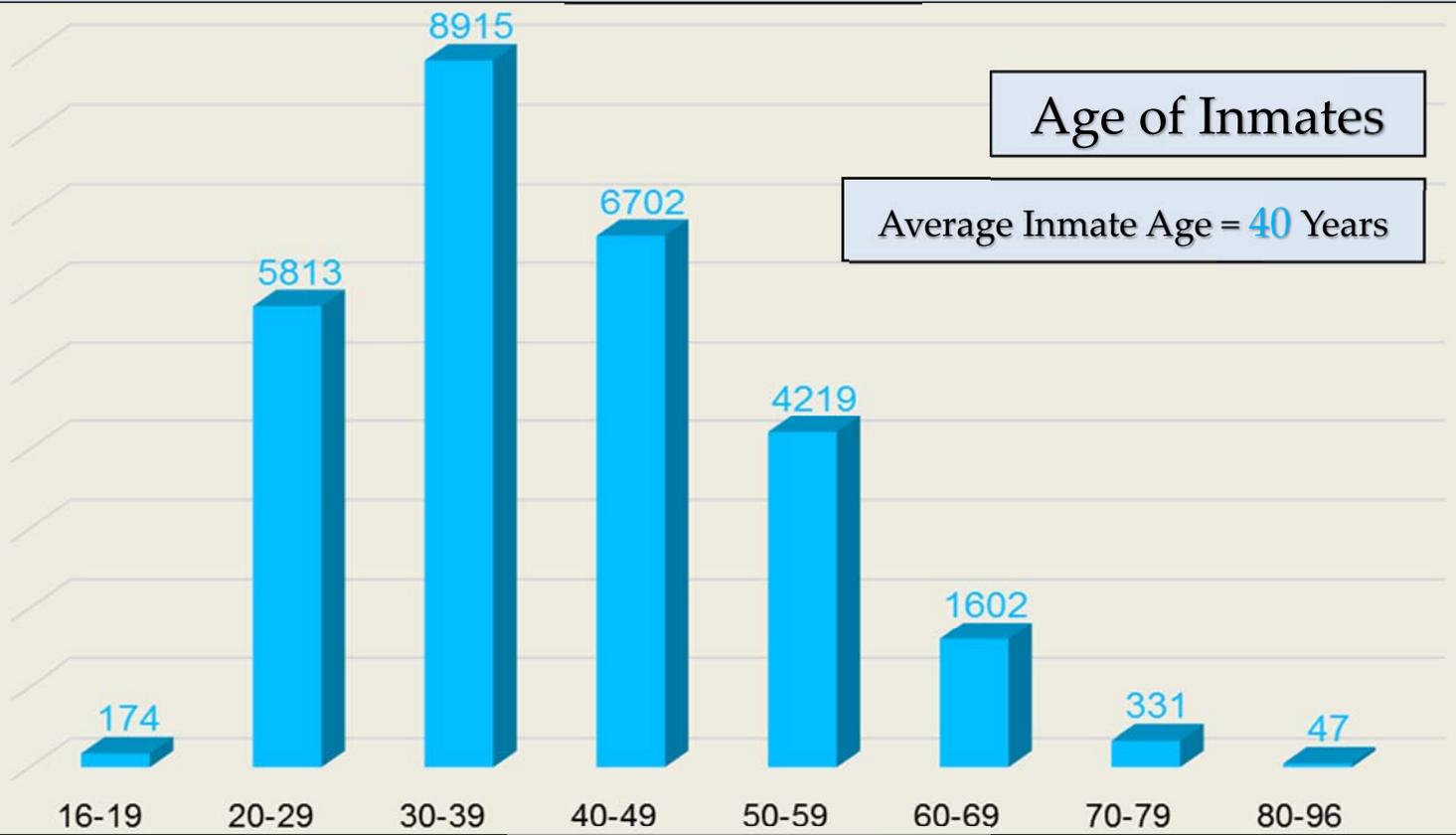


### Gender of Inmates By Facility or Program

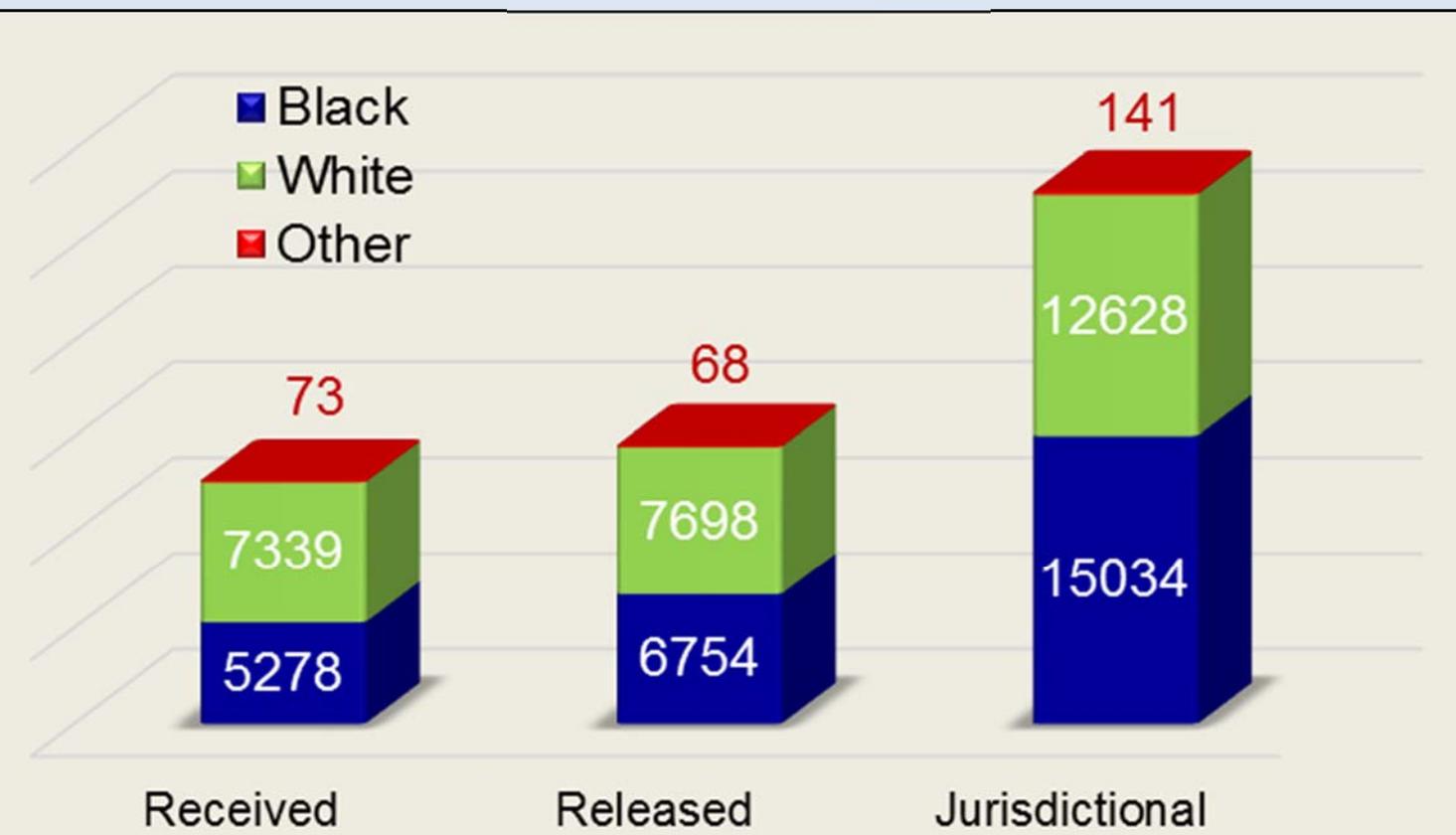
Facility or Program	Male	Female
Major Facilities	16,963	1,118
Work Centers	1,697	157
Work Release	1,189	89
Contract Facilities	341	2
Supervised Re-Entry Program (SRP)	0	4
Medical Furlough	2	1
Central Records Monitor	67	8
County Jail	1,865	339
County Community Corrections Programs (CCP)	2,894	724
Federal Facilities	122	6
Out of State Facilities	202	13

# Demographics of Jurisdictional Inmate Population

## By Age and Race

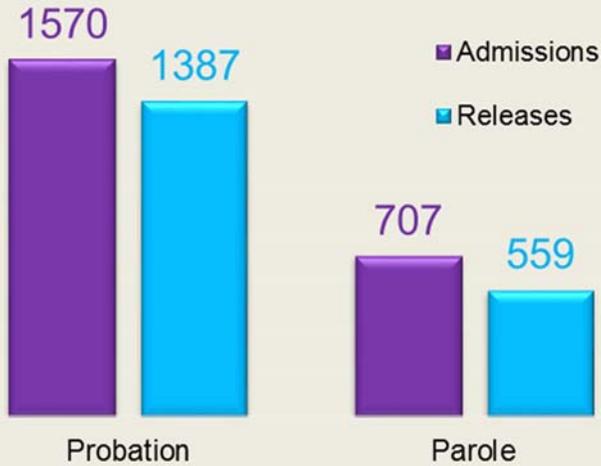


## Race of Inmates



# Justice Reinvestment Initiative / Prison Reform

## Fiscal YTD Dunks Population

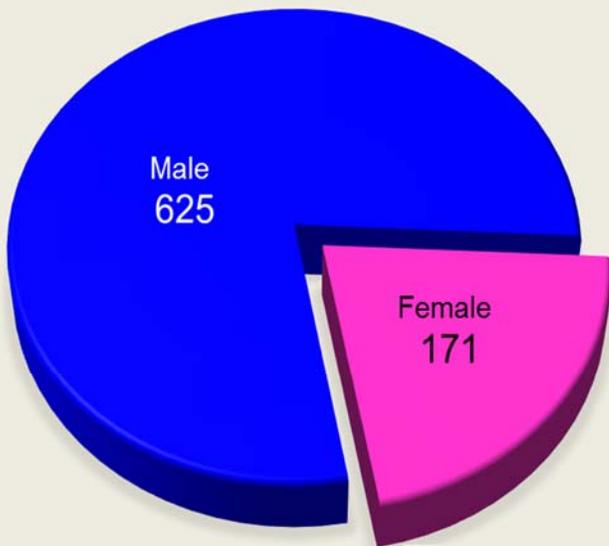


**Dunks** are sanctions imposed for a period up to 45 days in an Alabama penitentiary for technical parole / probation violations. Before offenders might be considered for revocation due to technical violations, offenders must be dunked at least 3 times. This law, the Prison Reform Act, became effective January 2016.

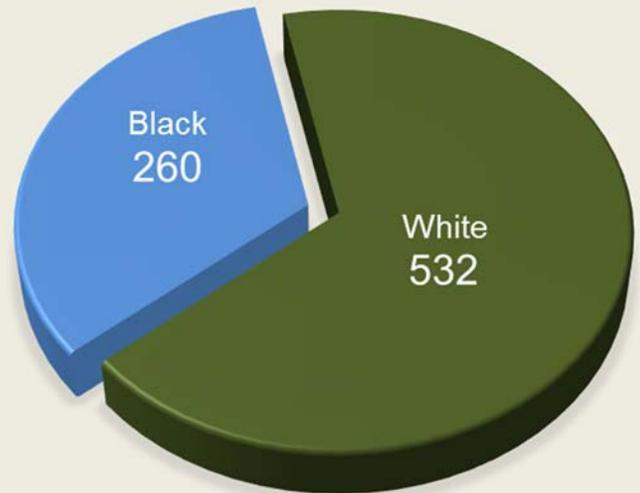
The **Class D** felony category was also added with the passage of this Act. Under this Class, sentencing is 1 year and 1 day, but not more than 5 years, though prior convictions could affect sentence length.

## End of Fiscal Year Class D Population Details

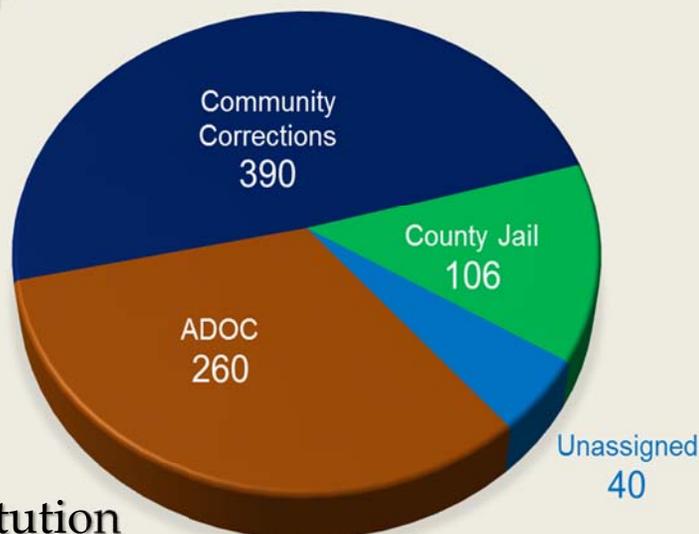
### Class D - By Gender



### Class D - By Race

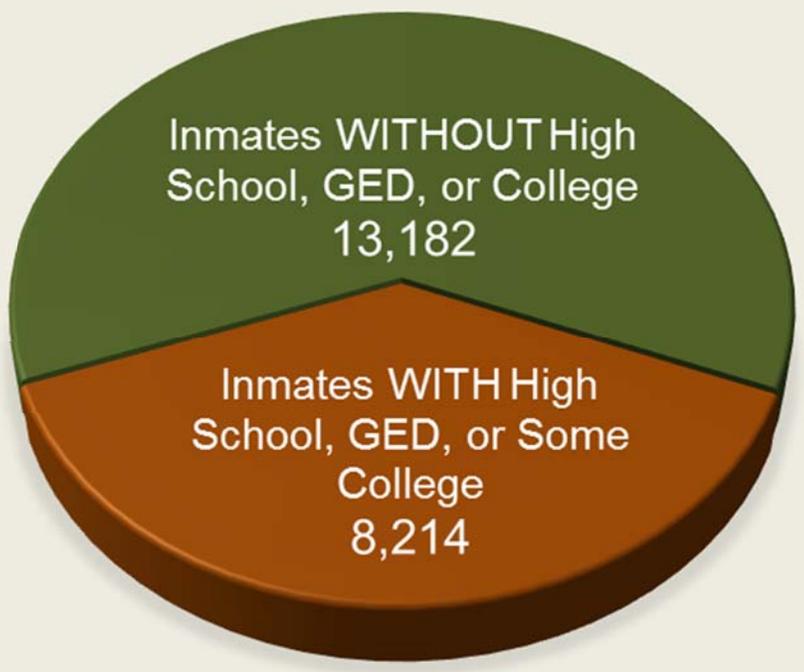


### Class D - By Institution

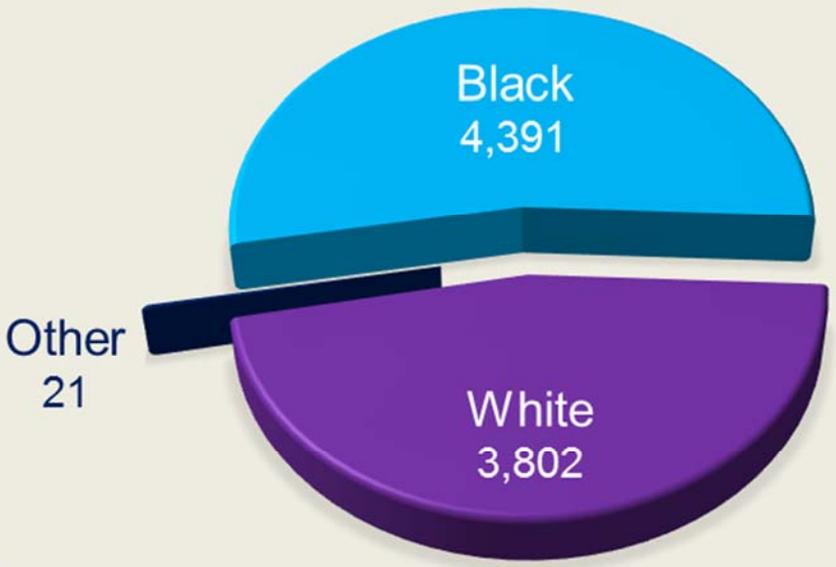
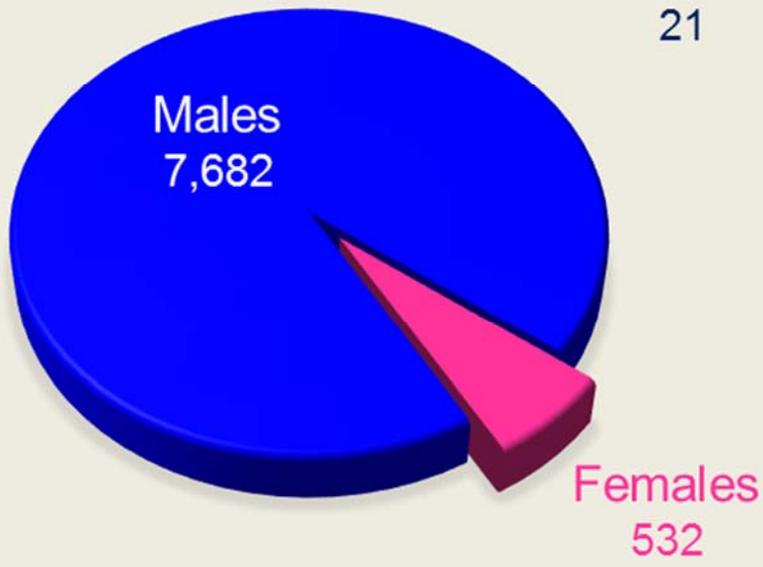


# Self-Reported Inmate Education Statistics

Statistics on this page represent self-reported education levels from **21,396** inmates out of the total **27,803** inmates assessed. **6,407** declined to report education levels.



## Inmates with High School, GED, or Some College Education



**5th Grade** = Average Education Level of the Inmate Population

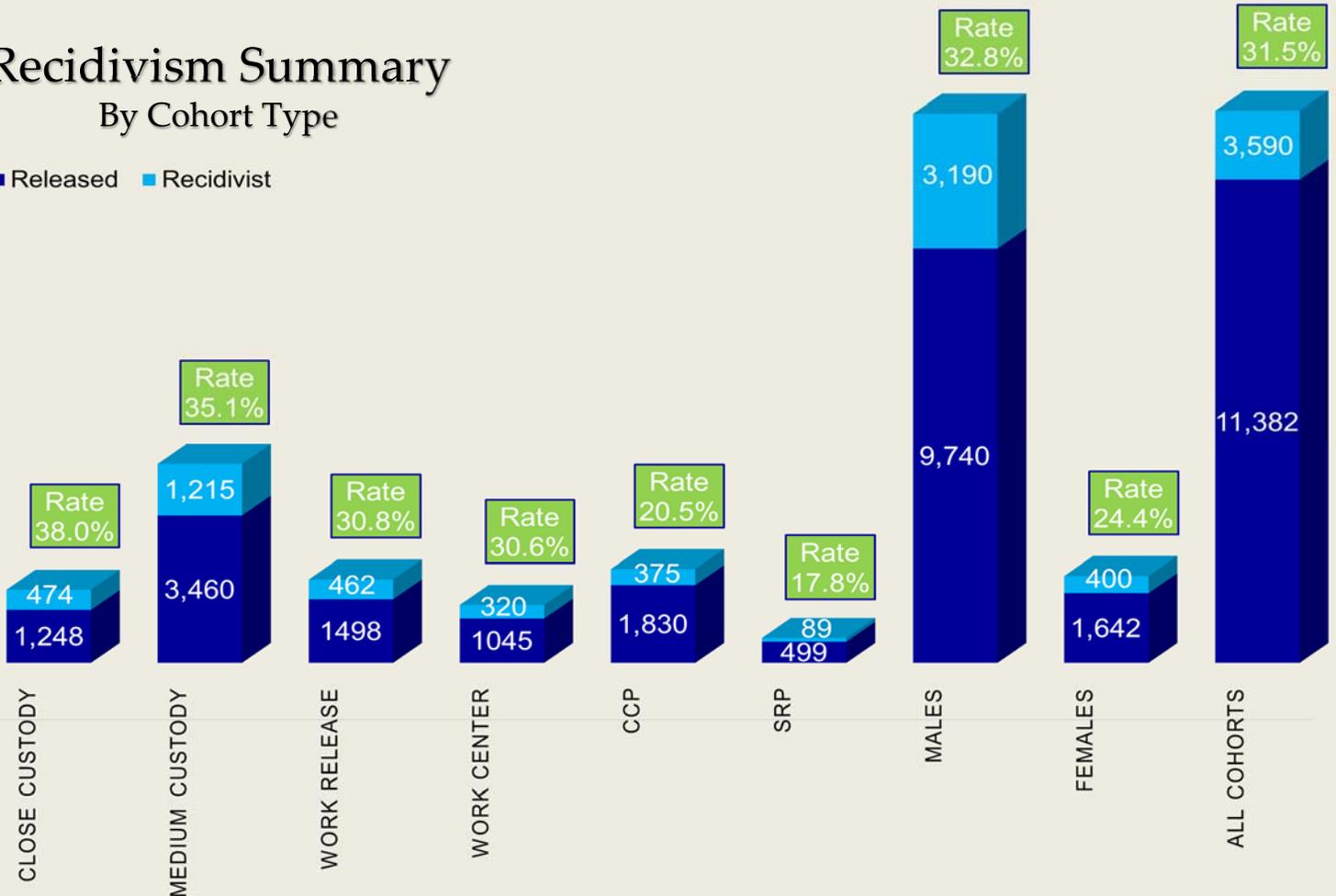
# Annual Recidivism Study

for Calendar Year 2014 Releases

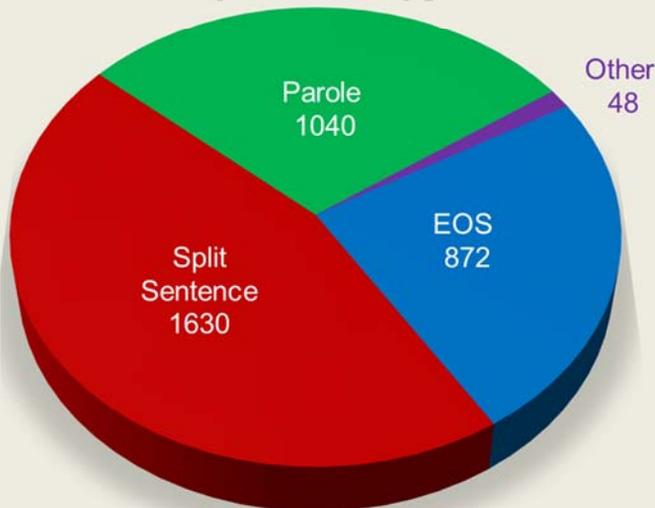
\***Recidivist:** defined as an inmate who returns to the ADOC prison system within three year of release from ADOC jurisdiction.

## Recidivism Summary By Cohort Type

■ Released ■ Recidivist



## Total Recidivists = 3,590 by Release Type



## Recidivism Trend



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