



Recruiting and Retaining Correctional Officers

A Report for the Alabama Department of Corrections

EXECUTIVE SUMMARY

Following a lawsuit, *Braggs vs. Dunn*,¹ in which the Alabama Department of Corrections (ADOC) was ordered to improve Correctional Officer (CO) staffing, Warren Averett (WA) was contracted to complete a review of ADOC's policies, practices, and procedures related to recruiting and retaining correctional officers and to make recommendations for improving areas affecting recruitment and retention. While ADOC has put forth an admirable effort toward recruiting COs, there is room for improvement. WA chose to focus on six areas affecting recruitment and retention and conducted an analysis/evaluation for each of these areas. We gathered information through a variety of sources, with the goal of providing a comprehensive understanding of the elements necessary to successfully recruit and retain COs. The methods, findings, and results gathered at each of these stages will be discussed in detail within this report.

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LIST OF ACRONYMS

ADOC	Alabama Department of Corrections
ADAC	Alabama Disabilities Advocacy Center
APOSTC	Alabama Peace Officer Standards and Training Commission
BAT	Basic Ability Test/ACT Workkeys
BCO	Basic Correctional Officer
BOP	Federal Bureau of Prisons
CCO	Correctional Cubicle Operator/Security Guard
CO	Correctional Officer
COT	Correctional Officer Trainee
ERI	Economic Research Institute
FTO	Field Training Officer
FTP	Field Training Program
LMS	Learning Management System
OJT	On-the-Job Training
PAAT	Physical Ability/Agility Test
RSA	Retirement Systems of Alabama
SPD	State of Alabama Personnel Department
SPLC	Southern Poverty Law Center
WA	Warren Averett LLC

INTRODUCTION

For as long as there have been prisons, there have been challenges in managing them. Understaffing, overcrowding, run-down facilities, and lack of funds have been consistent problems for penitentiaries throughout the world over the last two centuries or more.² Chronic understaffing is a challenge faced by many state prisons in the United States. This is no less true for the Alabama Department of Corrections (ADOC), whose workforce has been in decline for the last eight years.³ The shortage of employees is particularly evident when it comes to security staff, which is primarily composed of correctional officers (COs). In one year alone, twenty percent of correctional officers working in ADOC facilities chose to resign.⁴

At the end of 2017, the inmate to correctional officer ratio for major facilities run by ADOC was approximately 15.4 to 1.⁵

Low staffing levels can cause burn-out, which in turn can exacerbate the problem by decreasing job satisfaction, lowering morale, and contributing to premature resignation of COs.⁶ Additionally, overtime pay is a financial burden on a system which is already constrained by a limited budget.⁷

The fact that ADOC has been operating facilities with a depleted workforce for several years was one of the issues brought up in a recent lawsuit against Commissioner Jefferson Dunn, head of ADOC, and Ruth Naglich, Sub-Commissioner of Health Services.⁸ In this lawsuit, which alleged that ADOC failed on a systemic level to provide adequate mental-health care to mentally ill prisoners, the court ruled in favor of the plaintiffs and determined that the prisoners' Eighth Amendment rights had been violated.

The court further determined that the primary factors contributing to substantial risk of harm to prisoners in ADOC custody are the shortage of mental health staff, understaffing of correctional officers, and overcrowding.⁹ In an effort to correct these problems, ADOC contracted several consultants to address the issues. Warren Averett (WA) was hired to determine why ADOC has been unable to keep up with correctional officer attrition rates, and what ADOC needs to change in order to reverse the trend of ever decreasing CO staffing levels. WA thus conducted a comprehensive analysis of ADOC's policies, practices, and procedures related to or affecting the recruitment and retention of correctional staff.

ⁱ This ratio is based on inmate population for major facilities to correctional officers. It does not include correctional supervisors, trainees, or part-time officers. If correctional supervisors are include, the ratio at the end of 2017 was 11.5 to 1. Figures used are from the December 2017 ADOC Monthly Report, and the Savages Consulting Report.

OBJECTIVES

During the proceedings of the recent litigation,¹⁰ ADOC approached Warren Averett and discussed the possibility of contracting the firm as a resource for improving staffing levels. Warren Averett is an Accounting and Advisory firm which also specializes in providing customized human resource solutions to clients. After discussions with ADOC leadership and approval from the judge overseeing the case, WA was brought in to conduct the consulting engagement. The firm's primary objectives at the start of the engagement were to:

- 1) Identify and evaluate factors contributing to CO staffing shortages; and
- 2) Provide insight to help attract and retain correctional officers in order to bring staffing up to necessary levels.

While several factors were acknowledged by the court during the recent proceedings as having contributed to the provision of mental health care, WA was only contracted to investigate the correctional officer staffing shortage.

Warren Averett developed and conducted a thorough examination of ADOC's policies, practices, and procedures at various stages of the employment cycle of a correctional officer. The analysis included, but was not limited to, an examination of the following:

<i>Process Mapping</i>	Trace each step in the current process of hiring a correctional officer, from first contact to full employment
<i>Human Resources/ Recruitment Analysis</i>	Research and evaluate factors affecting employment of correctional officers, including the state of the economy, availability of qualified candidates, recruiting practices, the application process, branding, and more.
<i>Compensations and Benefits Analysis</i>	Evaluate and compare current ADOC CO salaries and benefits with equivalent positions in other law enforcement agencies; and to entry-level positions with employers in the geographic area.
<i>Onboarding and Training Evaluation</i>	Assess the current state of ADOC onboarding and training policies as they relate to recruiting and retention.
<i>Working Conditions Evaluation</i>	Evaluate current conditions of COs working in ADOC facilities, including physical conditions, health and wellness, and organizational culture.
<i>Technology Overview</i>	Review current technology used for recruiting purposes and identify innovative technology solutions to improve recruiting.

Figure 1. Tasks Performed.

After conducting the analysis, WA reviewed the major findings and compared these policies, practices, and procedures with accepted best practices¹¹ in respective areas. WA then discusses potential solutions to help ADOC attract and retain adequate numbers of correctional officers. Our recommendations are intended to be flexible. We have attempted to outline ways in which situations can be remedied, but our suggestions do not represent the only solutions. ADOC management should evaluate the recommendations to determine the most effective methods to implement.

METHODOLOGY

In order to fulfill the objectives, Warren Averett approached the analysis by establishing and performing six discrete tasks aimed at providing a comprehensive understanding of the elements necessary to successfully hire and retain correctional officers. The methods, findings, and results gathered at each of these stages will be discussed in detail within this report.

Data was gathered through a variety of methods. Warren Averett conducted a thorough review of relevant academic literature, government websites, recent news articles, and previously commissioned reports available to the public. Where possible, WA utilized available secondary data, including the following: CO employment statistics (predominately as available in ADOC monthly and annual reports); compensation data for officers in other law enforcement agencies (police departments, sheriffs departments, etc.); and economic forecasts for areas in close proximity to ADOC facilities.

To collect primary data, WA conducted in-person and telephonic interviews with leadership and line employees assigned to several ADOC departments including Administration, Operations, Human Resources, Recruiting, Finance, Technology, and Training. Furthermore, WA interviewed several recently departed former COs. WA also interviewed various chamber of commerce leaders to gather economic data and insight regarding development and competition in the regions surrounding the facilities. WA also gathered a focus group comprised of potential candidates for further interviews. Interviews were both structured and unstructured, with some loosely organized around a set of talking points and others having a defined set of questions, with answers being open ended.

WA conducted site visits to the facilities at Limestone, Tutwiler, Bullock, Fountain, Donaldson, and St. Clair, and toured the facilities at Bibb and Donaldson. WA attended five "on-sites," which are the key collection points for applicant testing. WA also contracted a marketing firm to conduct a market analysis.

At the time this report was written, and throughout the research period, there were many changes happening within ADOC and in the State of Alabama. Every attempt was made to use the most current information available. However, information may have changed in the interim. When WA is aware of a potential change, it will be noted

BACKGROUND

In this section, relevant information needed to contextualize the shortage of correctional officers will be discussed. This includes information about the facilities, how ADOC's leadership is organized, and discussion of the department. Additionally, an overview of the recent court case that prompted WA's involvement in the recruitment process is given. Finally, certain points of interest are discussed.

It is necessary to keep these points in mind because they are issues which contribute, whether directly or indirectly, to the larger staffing problem, and therefore are useful considerations when making recommendations to improve ADOC's ability to recruit and retain officers.

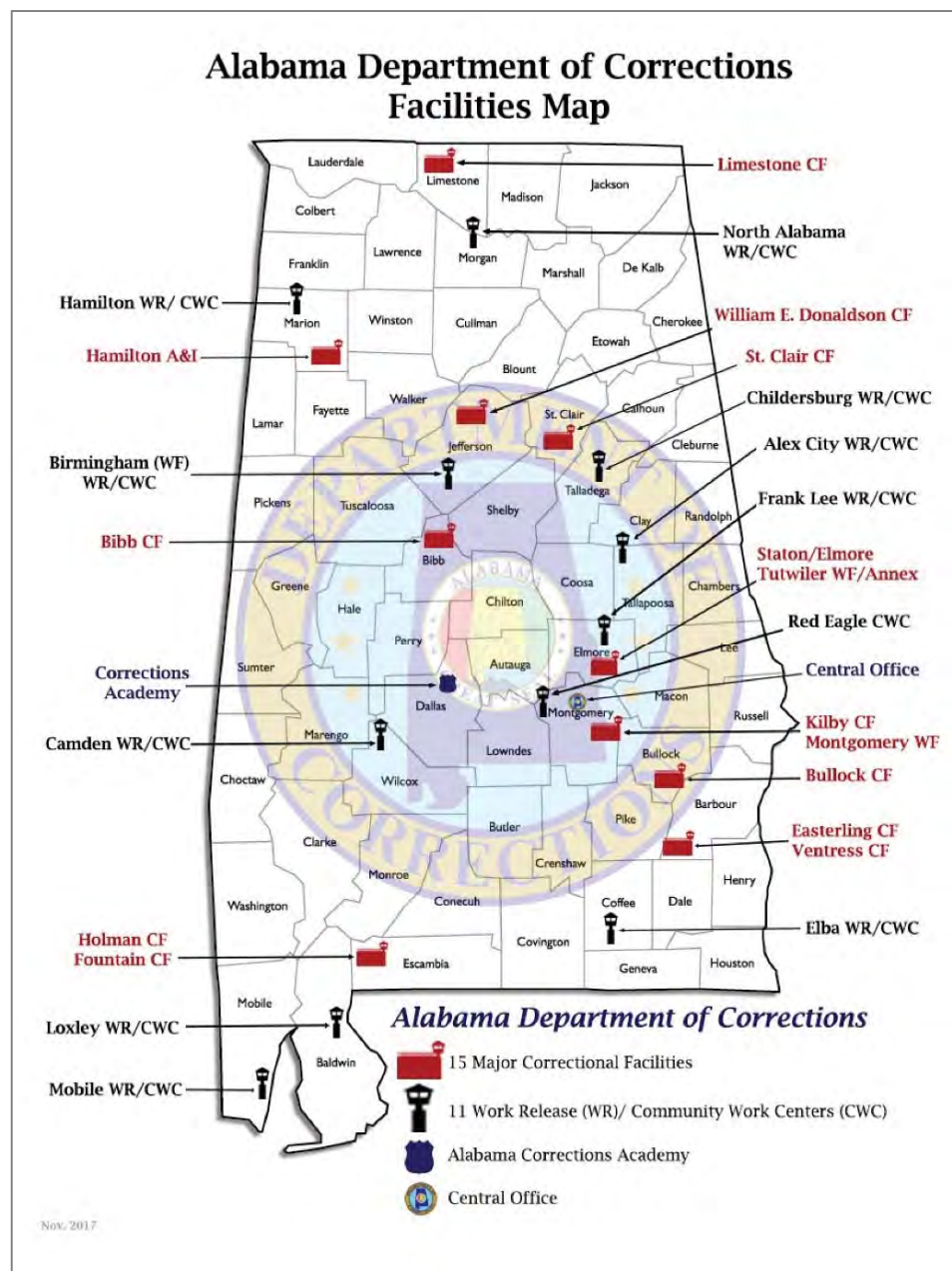


Figure 2 Map of ADOC Facilities.

This report contains confidential and sensitive information which, if made public, would likely undermine the efforts of ADOC to comply with the Court's orders. Therefore, It is the request of Warren Averett that certain portions of this document reside under seal with the Court.

OVERVIEW OF MAJOR FACILITIES

Table 1. Overview of major correctional facilities.

Inmate Population					Correctional Officer Staffing			
Facility	Location	Design Capacity	Actual ²	Occupancy Rate	Recommended ¹	Actual ²	Staffing Level	Inmate to CO Ratio
Medium Security								
Bibb	Brent, AL	918	1872	203.9%	272	61	22.4%	30.7 to 1
Bullock	Union Springs, AL	919	1278	139.1%	291	73	25.1%	17.5 to 1
Draper ^{3,4}		656	864	131.7%	177	55	31.1%	15.7 to 1
Easterling	Clio, AL	652	1049	160.9%	219	38	17.4%	27.6 to 1
Elmore	Elmore, AL	600	1131	188.5%	157	58	36.9%	19.5 to 1
Fountain	Atmore, AL	719	1062	147.7%	193	55	28.5%	19.3 to 1
Hamilton Aged & Infirm	Hamilton, AL	123	258	209.8%	40	31	77.5%	8.3 to 1
Staton	Elmore, AL	508	1272	250.4%	266	76	28.6%	16.7 to 1
Ventress	Clayton, AL	650	1249	192.2%	221	69	31.2%	18.1 to 1
Subtotal		5745	10035	174.7%	1836	516	28.1%	19.4 to 1
Close Security								
Donaldson	Bessemer, AL	992	1408	141.9%	365	133	36.4%	10.6 to 1
Holman	Atmore, AL	637	810	127.2%	240	50	20.8%	16.2 to 1
Kilby	Mt. Meigs, AL	440	1379	313.4%	271	97	35.8%	14.2 to 1
Limestone	Harvest, AL	1628	2124	130.5%	323	192	59.4%	11.1 to 1
St Clair	Springville, AL	984	1016	103.3%	299	91	30.4%	11.2 to 1
Tutwiler ⁴	Wetumpka, AL	417	632	151.6%	160	54	33.8%	11.7 to 1
Subtotal		5098	7369	144.5%	1658	617	37.2%	11.9 to 1
Total⁵		10843	17404	160.5%	3494	1133	32.4%	15.4 to 1

¹ Per Savage Consulting Group

² As of December 2017

³ Draper has since been closed

⁴ Facility was not included in Savage Report

⁵ These numbers do not include Correctional Supervisors, trainees, or part-time officers

ORGANIZATION

The figure below shows the organization of ADOC's executive leadership.

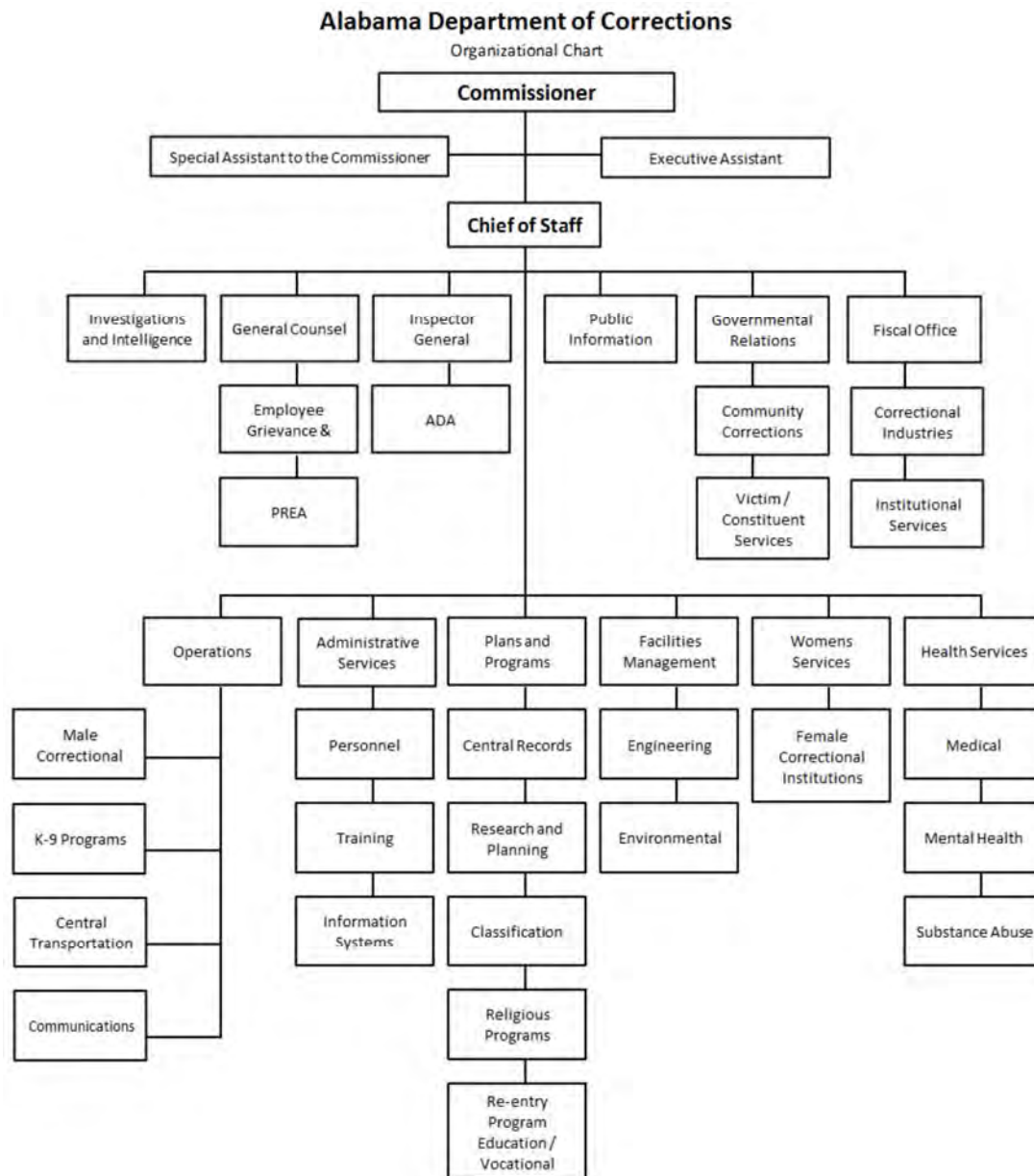


Figure 2. Executive leadership of the Alabama Department of Corrections

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HISTORY

Alabama's prison system has been housing inmates since 1842. When the prison system was founded, it was intended to be self-sufficient, providing financial support through manufacturing work done by the prisoners; however, this endeavor was unsuccessful, and the prison system was being supported by taxpayers after a few short years. Post-civil war, the prison allowed inmates to be 'leased' to private citizens for manual labor. These convicts were used to build railroads, mine coal and iron, and work producing timber and turpentine. While this arrangement was profitable for the prison, and helped Alabama's industrial expansion, the conditions under which the prisoners worked and lived were reportedly cruel and barbaric.¹² The leasing of prisoners continued until the 1920s.

While the practice was ended in 1923, prisoners could still work in state run mines and camps, and the prisoners were used to build roads. At this time, there were eight prisons under the control of the prison system, which was then known as the BOA-CD (Board of Administration – Convict Division). By the 1950s, overcrowding was already an issue, with Alabama having the eighth highest number of prisoners and the most prisoners per capita of any state excluding Washington, D.C.

Overcrowding has continued to be a challenge for the Alabama prison system. The period from the 1970s on was marked by several instances of the Alabama prison system being brought to court for conditions within the prisons.

ADOC INITIATIVES

In recent years, there have been several initiatives implemented by ADOC to address persistent challenges such as overcrowding, understaffing, and aging facilities. ADOC's 2010 Annual Report mentions that an aggressive recruiting plan was initiated in 2006, which facilitated hiring a full time recruiter, utilized "all means of advertising media", partnered with the U.S. Army to recruit retired or inactive military personnel, and partnered with colleges to provide internships for criminal justice students.¹³ The recruiting efforts seem to have been effective, as the total number of security staff went from 2,579 in 2006 to 3,179 in 2010. However, this was the last year of growth; the number of security staff has been in decline since 2010, and is currently at 2,070.¹⁴

In 2014, the Alabama legislature passed a resolution to create a bipartisan Prison Reform Task Force to study the State's criminal justice system.¹⁵ The task force recommended several strategies for reform, including strengthening community based supervision and treatment to reduce recidivism and prioritizing prison space for violent offenders.

In 2015, the legislature passed a bill which reduced some minor drug offenses to a new 'Class D' felony and increased parole officers to provide more support to released prisoners.¹⁶ While the exact degree to which sentencing reform affects inmate populations is difficult to determine, there have been improvements since the legislation passed. The in-house population has declined from 24,813 in 2014 to 20,217 in 2018.¹⁷

In order to supplement the number of COs, ADOC introduced a new classification of security staff in 2016 called Correctional Cubicle Operators (CCOs). Officers in this new role do not interact directly with prisoners, but are trained to work in remote cubicle control centers and perform administrative duties, which frees up the fully trained COs to do other work. ADOC has also brought in retired COs to work part-time as a further effort to maintain safe staffing levels.

Most recently, the Alabama legislature approved a \$30 million supplement to ADOC's budget for FY 2019. ADOC then announced that part of this money would be used to fund raises for COs.¹⁸ The raises were implemented in July 2018, with COs working in close security facilities receiving a 10% (4 step) increase and COs working in medium security facilities receiving a 5% (2 step) increase.¹⁹

RECENT LITIGATION

In June 2014, the Southern Poverty Law Center (SPLC), in conjunction with the Alabama Disabilities Advocacy Center (ADAC), filed suit against Jefferson Dunn and Ruth Naglich in their professional capacities as Commissioner and Associate Commissioner for Health Services of ADOC, respectively. The SPLC and ADAC represent 40 named plaintiffs in the case (*Edward Braggs, et al., v Jefferson S. Dunn, et al.* or the Braggs case), who are all inmates claiming ADOC violated their constitutional rights by failing to provide adequate mental and physical healthcare.

As part of the remedial process, ADOC brought in two consulting teams (in addition to Warren Averett) to address other provisions of the court order, and to determine necessary steps to comply with those provisions. Savage Corrections Consulting, LLC, a consulting team specializing in security staffing for correctional facilities, has submitted a report outlining staffing needs for all ADOC facilities. Stephen Condrey and his team at Troy University have also conducted an analysis of the compensation offered by ADOC to correctional staff.

DISCUSSION POINTS

LOW UNEMPLOYMENT

Unemployment rates are the lowest in a decade both in Alabama and nationwide.²⁰ This affects ADOC's ability to hire COs in several ways. Benefits and job security are major incentives for choosing a state government job. This means that when unemployment is high, a stable, secure job becomes much more attractive, and this benefit may do more to outweigh the negative aspects of the job. However, when unemployment is low, as is the current situation, job seekers have many more options, and employers must compete for the best candidates. ADOC does not have the resources at its disposal to entice candidates away from jobs which are less dangerous or have other desirable attributes. Additionally, studies have shown that a major determinant of turnover intent is the perception of alternative employment.²¹ If COs are dissatisfied with their job, they are more likely to resign if they believe they will find another job quickly. Finally, the low unemployment rates reduce the overall hiring pool from which ADOC can recruit. Figure 4 shows the relationship between unemployment and vacancies.

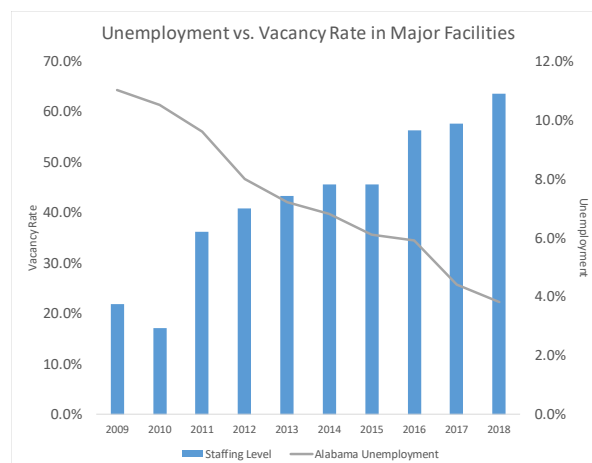


Figure 3. Unemployment

SALARIES

Two of the most important factors when trying to attract and retain qualified employees are a competitive salary and benefits. While COs receive standard state government benefits, which are in most cases comparable or better than benefits for private sector jobs, CO salaries in Alabama are not high enough to compete with other law enforcement jobs. The mean salary for correctional officers and jailers in Alabama is \$35,370,²² while the mean salary for police and sheriff's patrol officers is \$44,490.²³

Gaining employment in a police or sheriff's department is more competitive, but for those qualified applicants who could do either, there is no financial incentive to choose corrections, making it difficult for ADOC to compete for the best applicants. While the salaries for COs sometimes surpass entry level manufacturing jobs in the area, the difference in pay is not enough to overcome the perceived aspects of working in corrections.

PRISON SPENDING

According to a 2015 report by the Vera Institute (see Table 2) Alabama spends less per prisoner than any other state.ⁱⁱ²⁴ Most prison systems devote the bulk of their budget to personnel costs. The fact that Alabama budgets less per inmate means it is difficult to employ the necessary numbers of COs, and that ADOC cannot pay those COs competitive wages.

While the prisons do have some industries to bring in money to supplement the budget, ADOC still depends heavily on the allocation from the general fund, which is controlled by the legislature. External economic factors determine the state budget, and ADOC has little control over how much funding it receives. Other critical activities affecting staffing levels like recruiting and marketing are also impacted by the budget.

Table 2. Prison spending by selected states.

Prison Spending by State (45 States Reporting)				
Rank	State	Prison Population	Prison Expenditures	Average Cost per Inmate
1	New York	53,181	\$3,688,356,319	\$69,355
2	California	132,992	\$8,596,902,049	\$64,642
3	Connecticut	16,347	\$1,016,118,399	\$62,159
4	New Jersey	21,992	\$1,354,767,292	\$61,603
5	Rhode Island	3,182	\$186,349,078	\$58,564
20	Michigan	43,375	\$1,553,213,339	\$35,809
25	West Virginia	6,882	\$188,966,523	\$27,458
30	Missouri	32,284	\$716,287,058	\$22,187
35	Arkansas	17,785	\$371,968,841	\$20,915
40	Indiana	28,656	\$517,678,909	\$18,065
41	Nevada	13,665	\$243,935,441	\$17,851
42	Kentucky	21,062	\$351,336,792	\$16,681
43	Oklahoma	27,369	\$451,501,686	\$16,497
44	Louisiana	38,296	\$622,350,856	\$16,251
45	Alabama	31,563	\$466,488,094	\$14,780

ⁱⁱ Data in this table is from the Vera Institute, "Prison Spending in 2015," The Price of Prisons, <http://www.vera.org/publications/price-of-prisons-2015-state-spending-trends/price-of-prisons-2015-state-spending-trends/price-of-prisons-2015-state-spending-trends-prisons-spending>

RECRUITING EFFORTS

Following a 2013 recommendation in a report by the CPM (Certified Public Manager) Group, ADOC increased the number of recruiters from one to three. However, this is a role filled by COs on a revolving basis, not by professionally trained recruiters. WA surveys showed that while the majority of current COs found out about the job from a friend or family member working for the department, less than one in five would in turn recommend work with ADOC. Furthermore, ADOC is conducting reactive recruitment; i.e., they are attempting to fix the shortage after it has already happened, rather than anticipating needs and filling those needs in advance to avoid employment gaps. In the past, when the State cut ADOC's budget, management pulled funds from the recruiting budget to make up for shortages in other areas.²⁵ This is detrimental as it contributes to a cycle of underemployment. Because of the length of time it takes to train new COs, the effects of budget cuts are sometimes delayed for several years.²⁶ ADOC lacks a comprehensive and targeted talent acquisition plan for reversing the shortage of COs.

DECLINING ON-SITE TESTING ATTENDANCE

Too few candidates are showing up for the on-site testing events. Recent on-sites have attracted fewer than 20 applicants, while on-sites in previous years brought in more than 100 applicants.

The testing process for new hires is difficult. The applicants are required to bring all their own materials as well as food and drinks. There is very little effort to court the recruits. For many applicants, this is their first in-person interaction with ADOC, and their willingness to move forward may be impacted if they have an unpleasant experience. Furthermore, over 38% of COTs interviewed by ADOC in 2017 stated that they did not hear back for more than a month after they attended the on-site testing.²⁷ Maintaining contact with candidates is crucial so applicants don't accept another job because they do not know they are still being considered for a CO position.

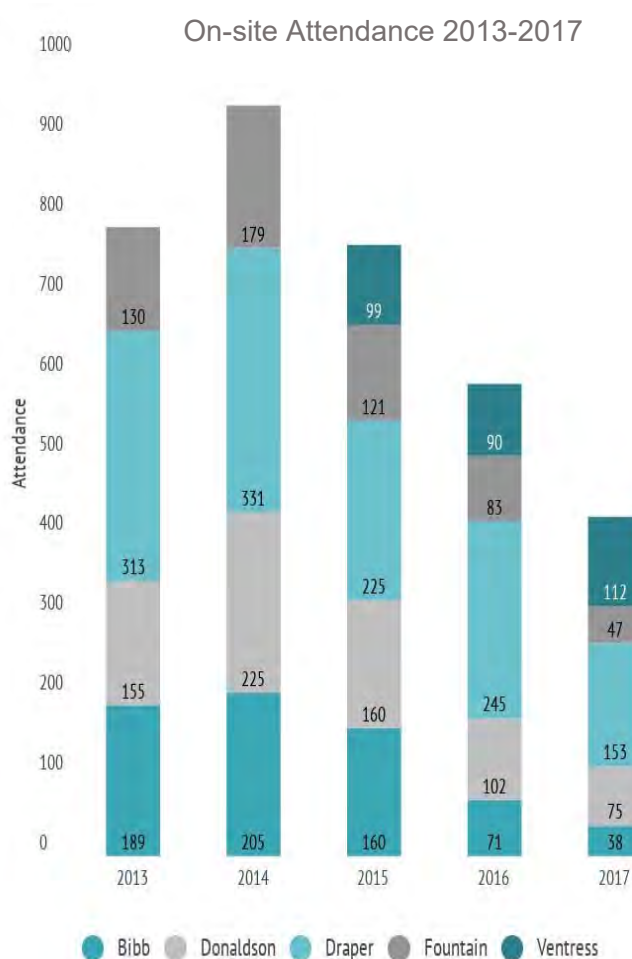


Figure 4. Onsite Attendance.

THE APPLICATION PROCESS

The current application process for CO trainees is complicated and confusing. The process requires coordination between three different departments: ADOC, the State Personnel Department (SPD), and the Alabama Peace Officers Standards and Training Commission (APOSTC). Applications cannot be submitted online—they must be printed and mailed in or brought to a testing site. ADOC has no way of knowing how many people have applied prior to an on-site event, nor is there any way to contact the applicants

TURNOVER

ADOC is losing COs in the initial years of employment. Losing CO trainees is especially detrimental because ADOC must invest thousands of dollars in each recruit. The quicker the turnover, the more costly it is for ADOC.



Figure 5. Trainee Turnover.

OVERTIME

ADOC frequently tops the list of overtime spending per state department. ADOC spent \$31.6 million in overtime wages in 2017, up from \$26.6 million in 2016.²⁸ This is more than any other department in Alabama. Overtime pay is not only an inefficient use of limited resources, but studies have also shown that frequent and extended overtime has negative effects on cognition and reaction time, which are extremely important in high stress jobs like law enforcement.²⁹ Furthermore, exhaustion caused by mandatory overtime, often in the form of 16 hour shifts, causes burnout which leads to higher turnover.

FACILITIES

Of the 15 major facilities currently in operation, the newest was built in 1992, and the oldest was built in 1939.³⁰ Many of the facilities are in dire need of renovation, as discussed frequently in ADOC's annual reports. The facilities are housing far more inmates than they were built for and do not have proper amenities for so many people. Many dormitories lack air conditioning, including some of the 'recovery units' and sick bays. During the summer, the temperatures become intolerable for both prisoners and employees, and are sometimes dangerous.³¹ In 2016, former Governor Robert Bentley proposed a solution to address both the overcrowding and old facilities—that of borrowing \$800 million to build four mega prisons to replace all current facilities.³²

Dubbed the 'Alabama Prison Transformation Initiative,' the plan resulted after an independent study determined that it would cost \$430 million to bring the facilities up to minimum standards, and that seven facilities were in such disrepair that they should be closed.³³ The plan has not yet been approved by the legislature.

WORKING CONDITIONS

In addition to the unpleasant physical conditions in which COs must work and the general dangers inherent in working in law enforcement, the facilities lack many of the amenities which are commonly provided in a workplace. Some COs interviewed said that they lacked proper break rooms, and that ADOC does not provide basic refreshments such as water or sports drinks to combat the physical conditions. Furthermore, the standard uniforms are hot and uncomfortable, especially in conjunction with the oppressive summer heat.

COs interviewed indicated that they do not always have the necessary equipment to carry out their duties, such as pepper spray, working radios, or batons. Cell phones, weapons, and other contraband are sometimes thrown over the fence, or smuggled in by friends or family of inmates.

PROCESS MAPPING

When the analysis of ADOC's policies related to recruiting and retention of Correctional Officers (COs) began, Warren Averett (WA) endeavored to document why ADOC has been unable to fill vacant CO positions. In order to do this, WA first needed to understand the current process utilized in hiring and training COs.

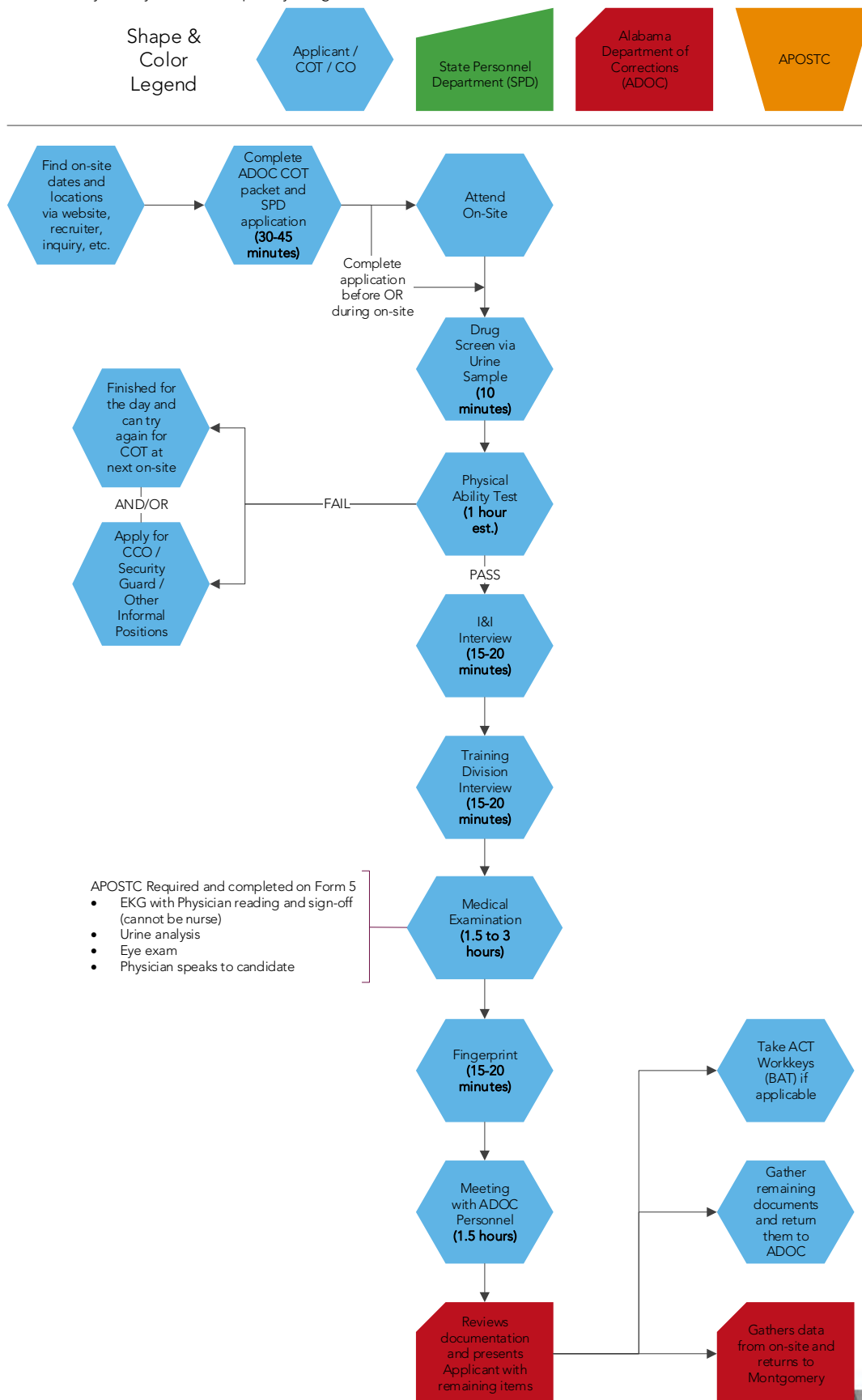
The process involved in recruiting, hiring, and employing a CO can be visualized as a funnel. As shown in *Figure 6*, everyone who is a potential candidate enters the mouth of the funnel; the funnel gets more and more narrow as those candidates either leave or are eliminated from the process. The goal was to figure out what factors contribute to the 'narrowing' of the funnel, e.g. 'why aren't candidates making it to the end of the process?' These inhibiting factors are referred to as 'holes' in the funnel.



Figure 6. Hiring Funnel

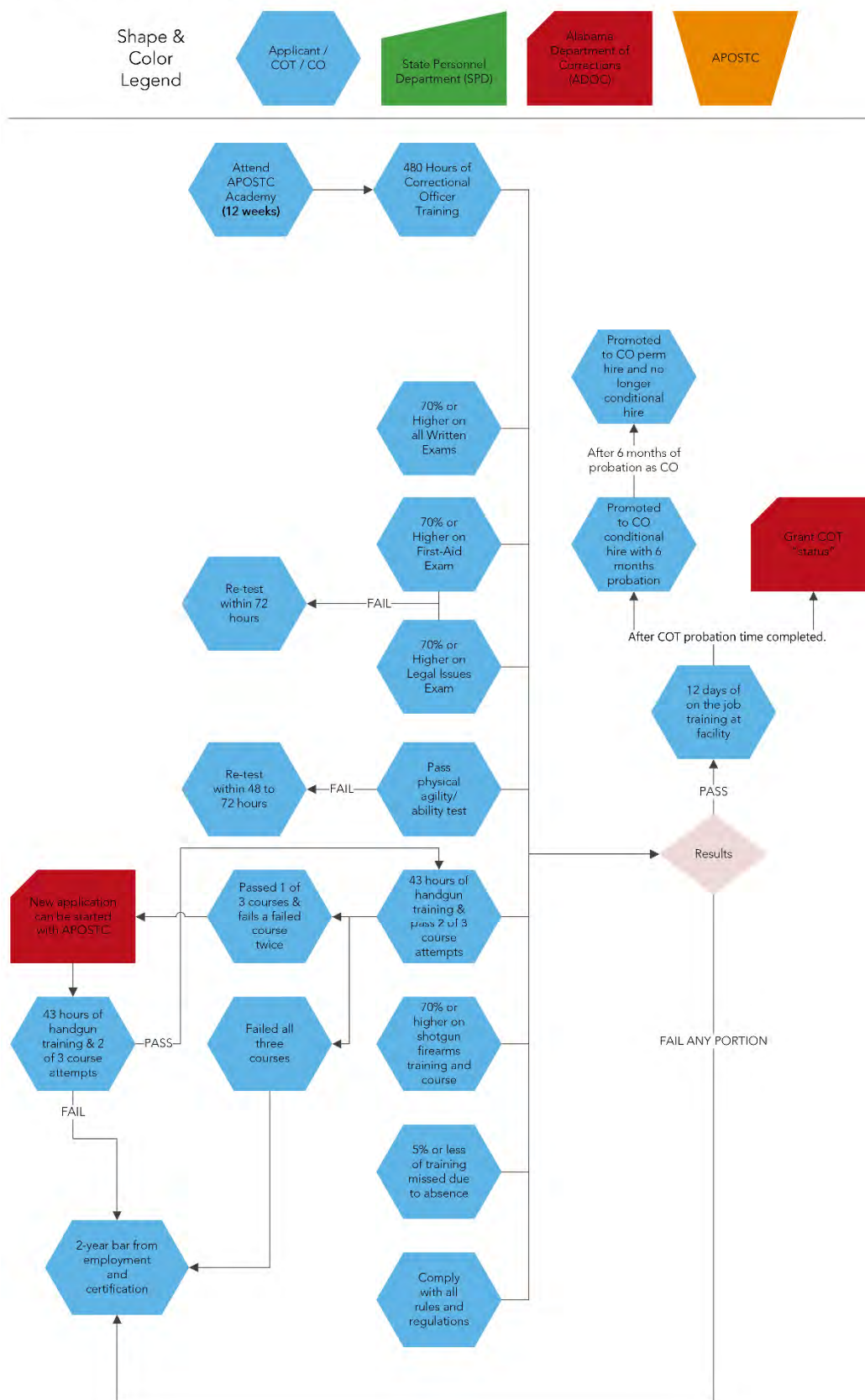
ON-SITE

1 to 2 Fridays every month except July, August, November and December.



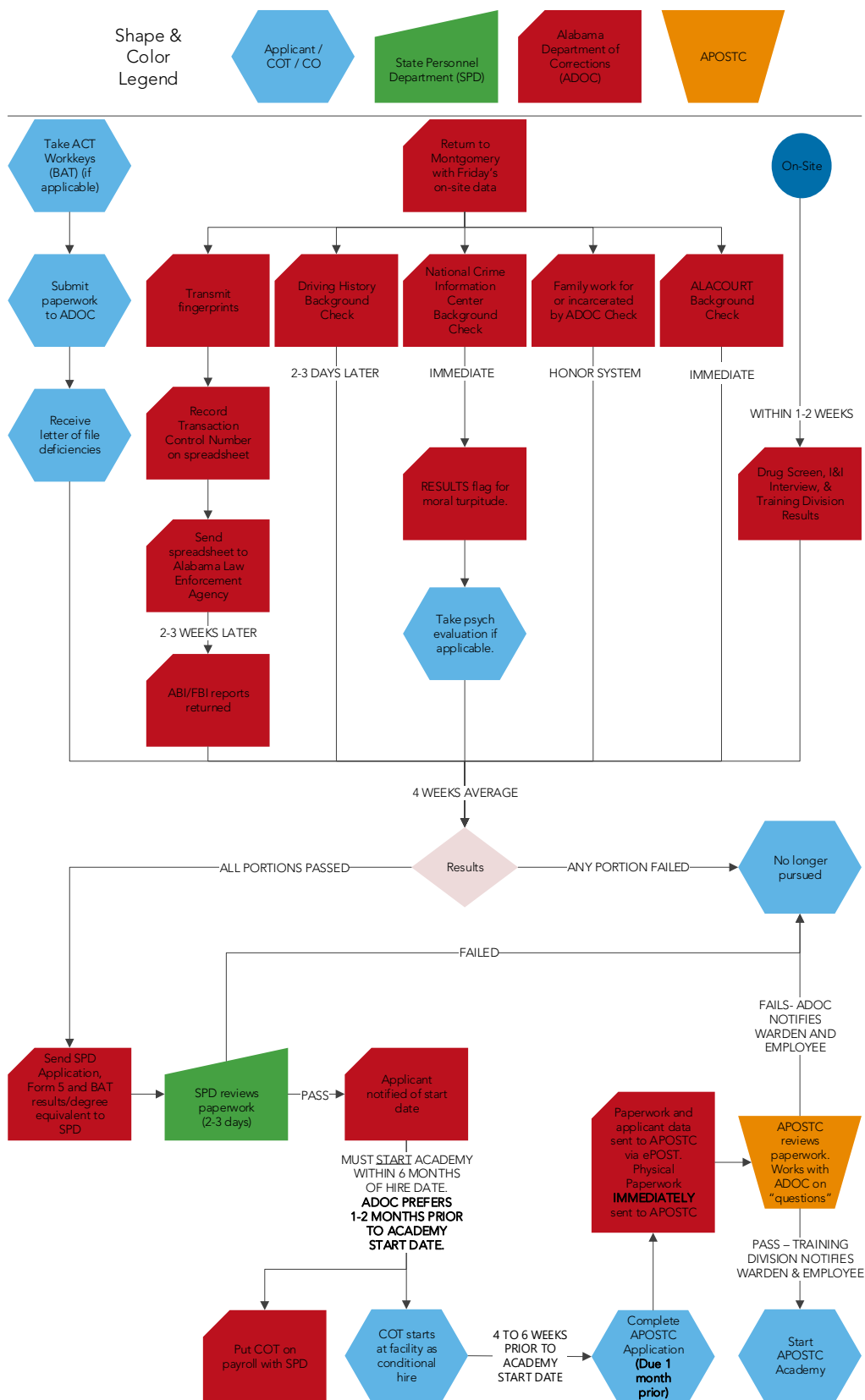
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APOSTC ACADEMY AND FIRST YEAR AT ADOC



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POST ON-SITE & HIRING PROCESS



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HIRING PROCESS

To be considered for a career with ADOC as a correctional officer, a candidate must meet the following criteria:

- High School Graduate (or GED)
- Valid Driver's License
- At least 19 Years of Age
- No Felony Convictions
- No Domestic Violence Convictions
- No Drug Use
- Good Health/ Physical Fitness
- U.S. Citizen
- Pass the Basic Ability Test (BAT)

Once a qualified applicant decides to apply for a job with ADOC, after being contacted by a recruiter or finding out about the position through another source, the applicant downloads the application from one of the websites. The applicant can either print the application and fill it out by hand, or fill out a PDF application and print the completed application.

Once the application is completed, the applicant attends an 'on-site' testing event. Events are hosted at various ADOC facilities, usually on a Friday. There have been 15 on-sites as of October 2018, with no additional on-sites planned. On-sites start at 7 AM and last for most of the day. Applicants are encouraged to bring in their applications and all required paperwork; those items not brought to the testing event must be collected after the on-site. Applicants must wear clothing appropriate for physical activity and are forbidden from wearing white, as this is the color worn by inmates.

At the on-site, candidates will undergo the following evaluations:

- Drug test
- Physical Agility/Ability test
- Push Ups – 15 In One Minute
- Sit Ups – 18 In One Minute
- 1.5 Mile Run – 17 Minutes and 28 Seconds
- Interview – Investigations & Intelligence
- Medical Examination
- Fingerprinting for ABI/FBI Reports

The results of the drug test are not immediately available. If the candidate fails any part of the physical test, but passes the other tests, he/she may try again on the next testing date, or apply for the cubicle operator position.

When ADOC receives drug test results, they conduct background checks on all applicants having passed all portions of the test. Viable candidates are notified about missing information and the deadline for sending missing information to ADOC. Often this includes the ACT Workkeys, which the candidate takes at an off-site facility like a community college and pays for themselves (\$45).

The ACT Workkeys can be taken as many times as needed to pass before the next phase. Once all of the documentation is complete, ADOC determines a list of viable candidates and forwards their paperwork to the State Personnel Department (SPD). Once the SPD approves the candidate, ADOC contacts he or she to discuss the next available start date.

Once the candidate agrees to the start date, ADOC sends applicable paperwork to APOSTC electronically via EPOST; 4-6 weeks before the start date they send the physical paperwork. APOSTC must then approve the new recruit. If they reject the recruit, ADOC will call to notify him or her. Approved applicants are then added to the payroll.

In total, the time frame for the current application process is approximately 4-8 weeks, depending on the amount of time in between the on-site testing event and the next APOSTC Academy start date. ADOC is currently electing to hire candidates approximately two months prior to an

Academy start date, thus creating situations where candidates may have to wait longer than 8 weeks to start employment with ADOC. From the time of conditional hire, candidates are considered Correctional Officer Trainees (COTs), and earn a salary of \$29,371 per year. If they are hired in advance of an Academy start date, they will begin working in a facility. They are not allowed to interact with inmates unsupervised.

Candidates join the next available Academy class. Training lasts for 12 weeks. If applicants fail training, they are barred from working for ADOC for two years.

REQUIRED DOCUMENTATION

Documentation	Availability	Notes	SPD	ADOC	APOST C
State Personnel Department Application	Online/On-site		X	X	
Department of Corrections Questionnaire	Online/On-site			X	
ADOC On-site Physical and Medical Exam	Administered On- site			X	X
APOST Academy Application	Signed when hired			X	X
Basic Ability Test (BAT)	Community College for \$ (APOST does not allow ADOC to administer.)	If the applicant graduated high school in 2015 or later OR has an associates or bachelor's degree from an accredited college, this is not necessary. BAT can be taken before OR after the on-site. It can be taken as many times as needed to pass. Consists of 3 sections at \$15 each.	X	X	X
Form 5 – Departmental Appointment Notification	ADOC	Internal form that ADOC completes.	X	X	
Headshot with name and SSN on back	Taken by ADOC at On-site			X	X
Original Certified birth certificate	Applicant provides			X	X
Social Security card	Applicant provides			X	

This report contains confidential and sensitive information which, if made public, would likely undermine the efforts of ADOC to comply with the Court's orders. Therefore, It is the request of Warren Averett that certain portions of this document reside under seal with the Court.

REQUIRED DOCUMENTATION – CONTINUED

Documentation	Availability	Notes	SPD	ADOC	APOSTC
Valid driver's license	Applicant provides			X	X
Driving history – 1 copy	Applicant provides	ADOC can only pull Alabama history. Out of state history needs to be requested from other states and sent by applicant.		X	X only if a violation in last 3 years
Marriage certificate or divorce decree – 1 copy	Applicant provides	Only applicable if name changed		X	X
High school diploma or GED certificate – 1 copy	Applicant provides	Include exit exams/ACT scores		X	X
College degree or transcripts – 1 copy	Applicant provides	Only applicable with college degree		X	X
Military form DD214 – 1 copy	Applicant provides	Only applicable if current or prior military		X	X
Law enforcement certificate – 1 copy	Applicant provides	Only applicable if already certified as CO or PO (In AL or another state)		X	X
Court certified dispositions with case action summaries for criminal arrests or convictions – All arrests even if not convicted - 1 copy	Applicant provides	Only if applicable		X	X
Court certified dispositions and receipts for traffic citations/tickets within last 3 years – 1 copy	Applicant provides	Only if applicable		X	X

This report contains confidential and sensitive information which, if made public, would likely undermine the efforts of ADOC to comply with the Court's orders. Therefore, It is the request of Warren Averett that certain portions of this document reside under seal with the Court.

CAREER PROGRESSION PATH

Following completion of all portions of training, graduation from the Academy, and at least six months of employment, the trainee is eligible for promotion to CO on a “conditional” basis, and a salary increase. After six more months, he or she receives permanent CO status.

The typical career path for security staff is Correctional Officer Trainee (COT), Correctional Officer (CO), Correctional Sergeant (Sgt.), Correctional Lieutenant (Lt.) Correctional Captain (Capt.), Warden I, Warden II, and Warden III. The candidates are initially hired upon the condition that they meet all the following requirements: 1) The COT must be accepted into the Academy class within six months of date of hire. 2) The COT must graduate from the Academy class. 3) The “conditional” CO must complete six months of satisfactory service. Once a “conditional” CO has completed these requirements, he or she will be eligible to be promoted to CO.

If an employee seeks a promotion to a security position above CO, the employee must submit an application to the SPD. Once State Personnel receives the application and confirms that the minimum qualifications are met, the CO is notified of a date, time, and location of a written test. Once those tests are scored, the names of those achieving a satisfactory score are placed on a

promotional register. The CO needs to be ranked among the top 10 to be considered for promotion. The ranking of the written test is not the only determining factor, as the CO will also have to interview for the position. If the CO is not selected, he or she remains on the register for two years. The same process applies for promotion to Sergeant, Lieutenant, and Captain.

The process for promotions above Captain includes the application, but varies in that the interview is conducted by a panel of Wardens, Institutional Coordinators, and Associate Commissioners. It also includes both a written component and a situational assessment which involves responding to mock scenarios possible in a correctional setting.

LEAVING ADOC

SUSPENSION

When an employee commits an infraction, his or her supervisor writes-up the employee for suspension and verbally notifies the employee of the write-up.ⁱⁱⁱ The individual can accept the suspension by waiving their right to a hearing; otherwise, the supervisor initiates the disciplinary process by sending required paperwork to ADOC’s personnel department, the Institutional Coordinator and the Associate Commissioner. The Institutional Coordinator and Associate Commissioner must decide if they agree with the infraction/suspension, and forward their decisions to ADOC’s personnel department,

ⁱⁱⁱ Infractions are stated in Administrative Regulation 2018 – Employee Standards of Conduct and Discipline

which will schedule a hearing and notification of the employee. A group of wardens presides over hearings and receive testimony from the employee and witness(es). If the hearing officials find the employee guilty, the employee is suspended without pay and a record of the suspension is added to the employee's file. If not guilty, no further action is taken and the incident is not listed in the employee's file. In the event that an employee is suspended, the maximum suspension is two days without pay.

TERMINATION

In the event that an employee commits an extreme infraction of the rules, he or she can be terminated. Employees who have obtained permanent status are entitled to due process. If the dismissal is found to be warranted, the employee is informed that he or she will be terminated, usually in the form of a memo. At that time, the employee has the option to appeal the dismissal with SPD. The SPD can either uphold the dismissal or order the employee to be re-instated. If ADOC is ordered to re-instate the employee, the employee returns to employment and is treated as if the dismissal never happened.

Probationary employees can be separated during their six month probationary period for any reason. Probationary separations begin with the Warden/Division Director submitting a termination request through the chain of command. If that request is approved, it is forwarded to ADOC's personnel department, who prepares a memo for the Commissioner to sign. Once signed, the employee is informed of the termination. Only the Commissioner has the authority to authorize the termination.

If an employee is terminated, typically he or she is not permitted to return to ADOC. When ADOC terminates an employee, it is noted in the employee's personnel file if he or she is eligible for reemployment. ADOC maintains personnel records for all ADOC employees.

RETIREMENT

Once an employee reaches retirement eligibility and chooses to retire, he or she submits official paperwork to the Retirement Systems of Alabama (RSA). There is no mandatory retirement age. The RSA handles all of the retirement proceedings. ADOC generally has no input into the process; it is completely driven by the employee. Typically, RSA sends ADOC a copy of the completed retirement form and the effective date of the retirement. Employees who were hired with the State prior to January 2013, are considered Tier 1 with the RSA. Under Tier 1, an employee can retire at any age with 25 years of creditable service. An employee can also retire at 60 with 10 years of service. Employees commencing employment after January 2013 are considered Tier 2. Under Tier 2, an employee must have 25 years of creditable service and be at least 62 years old to be eligible for retirement.

CONCLUSION

The process for hiring COTs is long and can take upwards of two months to complete. It involves multiple steps and pieces of documentation and numerous instances of communication between the applicant and ADOC representatives.

Currently, the process is antiquated and paper-driven, with ineffective use of technology. While WA understands that all of the paperwork and documents are required in

order to obtain a COT position with ADOC, improvements in both technology and internal processes can provide opportunities to shorten the hiring process.

By mapping the processes and identifying the holes in the funnel, WA was able to guide the analysis to focus on those processes and procedures which need to be modified to improve ADOC's hiring and retention outcomes. These areas are addressed throughout the report.

RECRUITING ANALYSIS

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.”³⁴ To be successful in this pursuit, ADOC’s workforce is made up of individuals who are willing to carry out this mission in a manner consistent with ADOC’s values. However, this has been hindered by a staffing shortage, especially within the correctional officer ranks.

In order to assist with this challenge, ADOC contracted WA to conduct an analysis of current policies and procedures related to ADOC’s hiring and retention processes, and make recommendations to assist in the effort to recruit qualified candidates.

Throughout this section, the terms ‘recruitment’ and ‘talent acquisition’ will both be used. While these terms both describe activities designed to meet workforce needs, the key difference is that ‘recruitment’ describes initiatives to fill vacancies. Recruitment is usually reactive—a position becomes available and a candidate must be brought in to fill that position.³⁵ ‘Talent acquisition,’ on the other hand, is a long-term strategy that seeks to anticipate future workforce needs, build and maintain relationships with potential talent and referral sources, and create a talent ‘pipeline’ through which a steady supply of talented candidates continually fulfills workforce needs.³⁶ An approach focused on talent acquisition and management integrates several (traditionally independent) HR functions relating to talent acquisition and recruiting into a single coordinated effort.³⁷

In the following analysis, WA considers ADOC’s immediate need to hire a large

number of COs, but also offers a strategy for creating a long-term solution to CO shortages by promoting a talent acquisition model, rather than a reaction-based recruiting strategy.

OBJECTIVES

WA focused on analyzing ADOC’s HR policies and procedures related to recruiting and how those policies and procedures could be amended to better attract qualified individuals, both immediately and in the future. The specific objectives were to:

- 1) Review HR policies and procedures affecting ADOC’s ability to hire qualified candidates, and
- 2) Develop a talent acquisition strategy based on strategic market analysis and industry best practices.

METHODOLOGY

Data in this section was gathered through several sources. Interviews were conducted with ADOC line staff and leadership. Economic data was gathered through interviews with members of local chambers of commerce and statistics produced by the Bureau of Labor and Statistics. Data used in the marketing analysis was gathered through the following sources:

- Nielsen Scarborough data
- Prime Lingo
- SQAD
- Markstein proprietary software & data
- Census data
- May 2018 ADOC Monthly Statistical Report
- Q4 2017 Corrections Staffing Quarterly Report

Industry best practices were determined both through WA's experience as a leader in staffing and recruiting and by synthesizing a range of literature available online and in print.

ORGANIZATION

The first part of this analysis includes an overview of the current state of ADOC's recruiting resources and personnel, their projected staffing needs, and factors affecting their ability to recruit, including the existing pay and benefits structure, ADOC's brand awareness, and state unemployment statistics.

In order to determine the best course of action for a cohesive and effective talent acquisition strategy, WA next reviewed best practices in the field of recruitment and talent acquisition and summarized those strategies which have potential for a positive impact on ADOC's recruitment efforts, offering examples of how the strategies could be implemented in the context of ADOC.

Additionally, WA collaborated with a marketing firm, Markstein & Co (Markstein) to analyze potential recruitment areas statewide, thus allowing for the creation of a data driven marketing strategy. This process included consolidating demographic information of individuals in proximity to ADOC's facilities, such as age, unemployment levels, household income, family status, and population density. Furthermore, certain aspects of each facility, including inmate population, staffing levels, turnover rates, security level, and number of inmate infractions were reviewed. This information was combined to create a hierarchy by which facilities can be ranked based on projected level of recruitment difficulty. This hierarchy could assist ADOC in

allocating resources to facilities where recruitment will be most challenging and assist ADOC in allocating State funds appropriately.

After the initial analysis was conducted, WA collaborated with Markstein to initiate a pilot project at one of the correctional facilities. An overview of the project is included in this section.

To conclude, WA offers various suggestions based on the information gathered in the analysis. The recommendations include possible changes to the recruiting personnel structure, compensation package, and recruitment strategy, as well as implementation of additional incentives to attract qualified candidates.

CURRENT STATE

In the following section, the policies, practices, and procedures of ADOC's current recruiting strategy will be discussed.

INTERNAL FACTORS AFFECTING RECRUITING

RECRUITING PERSONNEL

ADOC currently has three recruiters who cover the state of Alabama. The recruiters are certified Correctional Officers by trade and serve three-year terms as recruiters. The recruiters report to a Captain who heads the department and reports to ADOC leadership.

Based on conversations with ADOC recruiters, WA believes there are areas where the current structure could be improved.

First, the current policy is to divide the state of Alabama into three territories and assign one territory to each recruiter. This is a lot of ground to cover for one person, and involves a lot of time spent travelling between facilities which are not located in close proximity.

Second, recruiters are chosen from the ranks of COs. While this policy has some positive aspects, such as the recruiters having firsthand knowledge of the job requirements, and therefore an ability to paint a realistic picture of work with ADOC, they do not have industry specific recruiting training.

Professional recruiters are human resources professionals who spend considerable time studying methods for successful recruitment. Based on information gathered during conversations with the COs filling the recruiting function, it does not appear that they have extensive recruiting training.

Moreover, COs serve in the recruitment role for a limited amount of time, currently three years. This policy limits their ability to establish long-lasting and meaningful relationships with potential referral sources such as community leaders. Maintaining relationships with referral sources is a critical aspect of successful recruiting and an integral part of talent acquisition.

Finally, the current structure lacks a system in place to cover absences for recruiters on leave. Instead, one of the other recruiters must cover twice as much ground. Otherwise, recruiting for facilities in the absent recruiter's territory is put on hold. There have also been gaps caused by the position not being immediately filled when a CO recruiter returns to their facility after fulfilling their stint as a recruiter. Based on this initial assessment, the current recruiting structure does not seem sufficient to meet the critical hiring need for COs.

STRATEGY

The current recruiting strategy is not designed to overcome the circumstances in which ADOC finds itself. The structure appears reactive versus proactive. Instead of predicting vacancies before they happen based on turnover rates and retirement eligibility, ADOC is filling positions which are already empty. There is an established link between vacancies and increased turnover.

Proactive recruitment is a proven way to alleviate the turnover-vacancy spiral.

BRAND AWARENESS

Correctional officers in general have a less than favorable brand awareness. Correctional officers are depicted negatively in approximately 80% of all national news articles.³⁸ Recent publicity on a national scale accompanied by local situations have given the public a negative perception of the corrections system. Damaging testimonials from former ADOC employees also contribute to this perception. The public is aware of the difficult conditions in which COs work, including the overtime, stress, and low wages.

In surveying numerous chamber of commerce and economic boards, there seems to be a lack of understanding about the need for hiring correctional officers in Alabama.

COMPENSATION

When this analysis began in November 2017, the base entry-level salary for COTs was \$28,516. In October 2018, all State employees received a 3% raise, bringing base pay for COTs to \$29,371. COTs earn an additional 5% or 10% if they have an Associate's or Bachelor's degree, respectively. As of July 2018, COTs also receive a pay differential of 5% or 10% for working at medium or close security facilities, respectively. While this is an improvement from rates a year ago, it is not enough to compete for qualified workers with other employers that pay comparable or higher salaries and often have less difficult working conditions. Additionally, CO pay is below other law enforcement agencies requiring similar qualifications.

Benefits currently offered by ADOC are as follows:

- 13 Annual Leave Days
- 13 Annual Sick Leave Days
- 13 Holidays
- Health and Dental Insurance
- Subsistence Pay for Certified Law Enforcement Officers (\$12 per day worked)
- Longevity Bonus after 5 years of State Service
- Probationary, Promotional, and Possible Annual Merit Salary Raises
- 21 days of Paid Military Leave Annually
- State Retirement Plan and Supplemental Retirement Investment Programs
- Uniforms Furnished
- State Employee Injury and Workman's Compensation Program
- Training and Professional Development Programs
- Advancement Opportunities
- State Employee Credit Union
- Lateral Entry Program for Certified Law Enforcement Officers
- Alabama Correctional Employee Support Fund College Scholarship
- State Employee Assistance Program (SEAP)

TECHNOLOGY

The technology currently used by ADOC is limiting recruiters in their efforts. While ADOC has a website which lists job openings and provides information on the application process, the application cannot be submitted electronically. Furthermore, there is no way for recruiters to know how many applicants plan to attend on-site testing events until the day of the event. This eliminates the possibility of making contact with potential applicants and encouraging them to attend. ADOC also makes limited use of online job boards or professional networking sites, which are the preferred methods of job seeking for some applicants.

EXTERNAL FACTORS AFFECTING RECRUITING

UNEMPLOYMENT

As of July 2018, the unemployment rate in Alabama is 4.1 %, which is close to the national unemployment rate of 3.9 %. Employment with the State has many benefits, not least of which is that the work is steady and dependable, and layoffs are rare. However, this tends to be more of a selling point in times of high unemployment, when other industries can be considered risky. As such, corrections work becomes less appealing when other career options are plentiful, especially when those employers are offering higher wages.

SHRINKING RECRUITING POOL

The generations replacing baby-boomers are getting smaller. While this leaves an overall deficit, the problem is exacerbated by recent health trends.³⁹ Currently, Alabama is the third most obese state in the U.S., with 35.7% of adults considered obese. This number has tripled in the last three decades.⁴⁰ This means that many candidates are physically unqualified based on current APOSTC requirements for employment as a CO. Additionally, some potential applicants are disqualified because they have a felony conviction. While exact data on the number of adults with felonies is not available, current estimates state that approximately one-third of the adult working population have criminal records.⁴¹

NATURE OF WORK

Correctional officers have a tough job. They have to work in the same conditions which are used to manage inmates. While they get to leave at the end of the day, constantly interacting with inmates, potentially being exposed to violence, and physical expectations such as standing for extended amounts of time or patrolling the grounds, can be unappealing to potential candidates. Additionally, some younger generations find the paramilitary nature of many corrections departments, with their formal hierarchic structures and accompanying rules about facial hair and tattoos, etc. to be unappealing.⁴²

BEST PRACTICES

In the following pages, successful recruiting strategies will be discussed, along with how they could be applied by ADOC. It is important for an organization to have a well-planned and executed recruitment plan—otherwise, an organization’s efforts might produce job applicants who are unqualified, who lack diversity or who may turn down job offers. Poorly planned recruitment efforts run the risk of missing out on qualified candidates because the candidates never even learn about an open position.⁴³ ADOC is in a position where it must hire a significant number of COs. The first part of this section therefore addresses short-term recruiting strategies. Once the staffing levels are at the desired level, ADOC can consider moving to a long-term talent management model, which adopts strategies aimed at avoiding staffing shortages by predicting vacancies and maintaining a pool of talent from which to recruit. These long-term strategies will be discussed in the second part of the section.

SHORT-TERM STRATEGIES

DETERMINE WORKFORCE NEEDS

The first step in determining a recruiting strategy is to determine how many people are needed. Initially, this will be based on current vacancies, but once the vacancies are filled, the focus should move towards predicting future workforce needs based on turnover rates, retirement eligibility, and broader economic trends.

Prior to this report, ADOC contracted the Savage Consulting Group, who identified the number of COs needed in each facility. WA determined the vacancies by subtracting the number of COs in each facility, as provided by ADOC, from the recommended staffing needs determined by the Savage Report. This information is summarized in *Table 3* below.

Table 3. Workforce Needs as determined in the Savage Consulting Report

Facility	Suggested CO Positions	Filled CO Positions	Vacancies
Bibb	272	61	211
Bullock	291	73	218
Donaldson	365	133	232
Easterling	219	38	181
Elmore	157	58	99
Fountain	193	55	138
Hamilton A&I	40	31	9
Holman	240	50	190
Kilby	271	97	174
Limestone	323	192	131
St. Clair	299	91	208
Staton	266	76	190
Tutwiler	160	54	106
Ventress	221	69	152
Total	3317	1078	2239

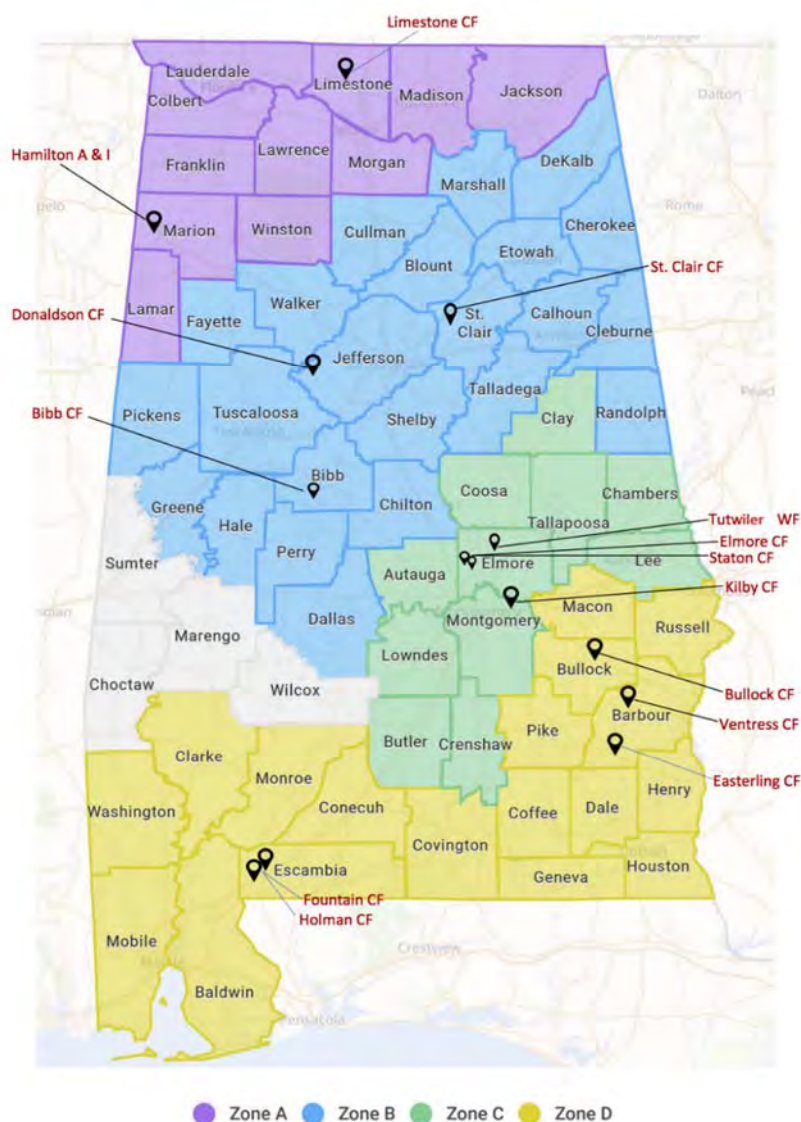
* This number was not included in the Savage Report and is based on ADOC authorized positions

Determining workforce needs goes further than just identifying the number of people needed to fill empty positions. An organization should also identify the skills, experiences, and competencies required for each position in order to recruit individuals who will be well suited to the job requirements.⁴⁴

RESEARCH THE MARKET

Recruiting is most effective when the strategy takes into consideration the availability of qualified candidates and the presence of competition for talent. WA collected extensive demographic data on the populations surrounding ADOC facilities, which can be found in Appendix A, and also interviewed chamber of commerce leaders and other leaders in the areas around the facilities.

The recruiting pool varies throughout the state; however, some of the facilities are in relatively close proximity, and therefore the recruitment pools are made up of the same candidates. In order to simplify this process, WA established four geographic zones for which general comparisons can be made. The zones used for purposes of this analysis are shown in Figure 7 below. Zones include counties which are within 60 miles of a facility, as this is a reasonable distance to commute.



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Following are some examples of marketing insights gathered during the analysis which will be useful when determining the recruiting strategy.

Zone A – Hamilton and Limestone

- The population has either remained steady or grown slightly since 2014; however, the number of individuals age 18 – 44 has decreased in both areas within the same time period.
- In this zone, unemployment has decreased from 7.1 – 9.1 % in 2014 to 3.1– 4.0 % in 2017.
- Unemployment within a 60 mile radius of these facilities has decreased by 50 percent since 2014.
- In December 2017, the unemployment rate was 3.1 % within 30 miles of the Limestone County facility.
- The best areas from which to recruit are Limestone County, Madison County, and Morgan County.
- The median household incomes for the counties surrounding Hamilton and Limestone are \$37,619 and \$56,251, respectively. Other factors to consider in this area:
- Seven new corporate projects have started since 2012: Carpenter Technologies, Remington, Polaris, GE Aviation, Shape, BOCAR Automotive Supplier, and Asahi Kasei.⁴⁵
- The most recent project underway is the Toyota Mazda plant. This plant alone will create over 4,000 jobs and will lead to the addition of other businesses and suppliers. In total, the Toyota Mazda plant addition will account for nearly 20,000 jobs.⁴⁶
- In this zone, over 8,500 students graduate annually from the public schools.
- There are a significant number of colleges/community colleges/technical schools.

- Limestone County Career Tech has over 1000 students enrolled on campus.
- Calhoun Community College is the largest community college in the state.
- Based on the number of candidates in the geographic area, this Zone has the highest potential likelihood for successful recruiting.

Zone B – Staton, Elmore, Tutwiler, and Kilby

- The population has remained relatively steady since 2014; however, the target demographic of age 18-24 declined in population.
- Unemployment in the geographic area decreased from 7.1 – 7.7 % in 2014 to 3.4 – 3.6 % in 2017.
- In that same time period, 29,000 to 34,000 individuals have obtained employment in this geographical area.
- Based purely on population of unemployed labor, the best counties from which to recruit in this area include Montgomery County, Elmore County and Lee County.
- According to an AL.com survey in 2017, the average median income in those counties is \$42,666 to \$53,548. The Alabama average is \$47,833.
- The median household incomes for the counties surrounding Draper, Staton, Elmore, Tutwiler and Kilby are as follows:
 - o Draper-\$36,000
 - o Staton-\$36,000
 - o Elmore-\$36,000
 - o Tutwiler-\$41,080
 - o Kilby-\$42,075

- According to the Executive Director of the Wetumpka Chamber of Commerce (the Chamber):

- o Wetumpka County is a growing community. There has been an influx of military personnel in the area, and revenue from the casinos has been used to build a new civic center and sports facilities. Crime rates are very low.
- o While unemployment is low, and wage earning potential is continuing to grow, the North Wetumpka area is behind but has strong potential for economic development.
- o While members of the Chamber were not aware that the ADOC was recruiting, they felt confident the Chamber could assist with recruiting initiatives.

Zone C – Bibb, Donaldson, and St. Clair

- The population has grown slightly since 2014; however, the number of individuals age 18–44 has decreased slightly.
- Unemployment in this area decreased from 6.5–8.6 % in 2014 to 3.1–4.0 % in 2017.
- In that same time period, unemployment dropped anywhere from 3.5–4.8 % within 30 miles of the facilities.
- Jefferson County has the largest unemployed labor force (by number) from which to recruit, followed by Tuscaloosa County, Etowah County, and St. Clair County.
- According to an AL.com survey in 2017, the medium income in those areas is \$42,145 to \$53,558. The Alabama average is \$47,833.

- The median household incomes for the counties surrounding Bibb, Donaldson, and St. Clair are as follows:
 - o Bibb – \$50,552
 - o Donaldson – \$43,976
 - o St. Clair – \$46,330
- Another representative from the Council said that while the facility at St. Clair is the largest employer in the area, the area is very rural and sparsely populated, and creative methods for attracting candidates from nearby counties would be helpful.

Zone D – Bullock, Easterling, Ventress, Holman, and Fountain

- The population has either remained steady or increased slightly. The increase is at most about 26,000 new individuals in the area since 2014.
- The 18-24 age demographic has decreased slightly.
- The 25-44 age demographic has also decreased, with the exception of certain geographic areas having a small increase.
- Unemployment in this area decreased from 7.3-10.3 % in 2014 to 3.7-4.5 % in 2017.
- The least amount of people employed within a 60 mile radius of any facility within this geography was 20,977 in that same time period.
- The best counties from which to recruit in this area include Houston, Baldwin, and Escambia Counties in AL, Santa Rosa County, FL, and Muscogee County, GA.

- According to an AL.com survey in 2017, the median income range for the counties (Houston County, Baldwin County and Escambia County) is \$36,840 to \$52,387.
- The median household incomes for the counties surrounding Bullock, Easterling, Ventress, Holman, and Fountain are as follows:
 - o Bullock – \$21,193
 - o Easterling – \$31,789
 - o Ventress – \$25,089
 - o Holman – \$56,468
 - o Fountain – \$56,468

STRATEGICALLY ALLOCATE RECRUITING RESOURCES

In addition to gathering demographic data, WA brought in Markstein, a marketing firm, to gain further insight for developing a successful recruiting strategy. Markstein chose to assign each facility a ranking based on anticipated recruiting difficulty.

The factors taken into consideration include availability of potential candidates in areas around the facilities, household income, age, education level, and information about the respective facilities which could make recruiting more or less difficult, such as security level, current staff shortages, turnover rate, and number of assaults. Markstein also considered whether facilities in close proximity would be competing for the same candidates. After this data was gathered and analyzed, they gave each facility a score from 1-5, with 1 being assigned to those facilities for which it will be most difficult to recruit and 5 being assigned to those facilities for which it will be least difficult to recruit. The scores for major facilities are shown in Figure 8.

Hamilton A&I	5
Limestone	5
Kilby	4
Staton	4
Holman	4
Donaldson	4
Bullock	3
Tutwiler	3
St. Clair	3
Easterling	2
Ventress	2
Bibb	1
Elmore	1
Fountain	1

Figure 8. Facilities ranked from 1 (most difficult to recruit) to 5 (least difficult to recruit).

While this evaluation is subjective, it is a potential system ADOC could use to allocate recruiting resources.

ATTRACT THE APPLICANT

Once the market has been analyzed, the next step is to determine the best strategy to reach those candidates. When an organization captures the attention of a recruit, and this is potentially the first time that recruit has ever heard of or had any interaction with the organization; the impression the organization makes on a candidate will affect the candidate's ability to envision the organization as a potential employer, and can influence the candidate's decision on whether they should join the organization. Providing a realistic overview of the department, while also highlighting potential opportunities for career growth, will help attract appropriate candidates.

EMPLOYER CULTURE/BRAND

An important aspect of attracting candidates is the employer's culture/brand. Culture, when used to describe an organization, is the intangible environment which is shaped by the values and behavior of the organization and its employees. In laymen's terms, it is simply the way an organization 'does things'. This can include the way it treats its employees, the way it interacts with its clients, or how it presents itself to the public. While there are many determinants of organizational culture, the Harvard Business

Review identifies six characteristics which are indicative of a strong culture.⁴⁷

An organization can either allow culture to develop organically, or it can take deliberate steps to plan and shape the culture. Successful organizations understand the importance of culture—it determines how employees describe where they work, how they understand the organization's function, and how they interpret their role in the organization.⁴⁸ Culture affects how decisions are made, what decisions are made, and even the performance of an organization as a whole.⁴⁹

- Vision** Often expressed as a mission statement, vision encompasses the words or ideals which describe an organization's values, and orients all decisions towards a common purpose. Examples of compelling mission statements include Tesla's vision to "accelerate the world's transition to sustainable energy" or Oxfam's vision of "a just world without poverty."
- Values** Described as the guidebook for the behaviors and mindset which help an organization to pursue its vision. Values commonly include employees, clients, professionalism, etc.
- Practices** Encompass the methods by which a company implements its values. A set of values means little if an organization does not live by them.
- People** Simply put, an organization is only as good as its parts. The 'people' aspect of an organization's culture can be strengthened by implementing stringent recruiting policies which weed out any applicants who do not show either a preference for an organization's values, or a willingness to adapt to those values.
- Narrative** Crafting an organization's origin story and history into a narrative is an important part of a strong culture. Whether this is a formal process by management or simply a collection of stories passed around, it creates a story to which employees hope to contribute, fostering a sense of belonging.
- Place** The geographical location of an organization, as well as the design of its working spaces, plays a role in how employees interact with each other and with other organizations in the same industry.

Culture is important for recruiting because it affects an employer's brand, and brand is what attracts talented employees. The brand is not simply the logo or the advertising, but rather the opinions and feelings a person has for a product or organization. In order to create positive brand awareness and be recognized as a great place to work the same way an automobile might be recognized as a great car to drive, an organization must make sure its brand aligns with its organizational culture.

One way to do this is by gathering employee feedback and determining if it aligns with stated values. According to its website, the values of ADOC are:

- Employees
- A safe, secure, and rehabilitative environment for the inmate population
- Upholding the public trust and a positive public image, emphasizing professionalism, honesty, and integrity
- The dignity of every human being
- Leadership which promotes a safe, fair, and equitable work environment
- Operating in the most effective and economically efficient manner possible
- The ethical conduct of all employees
- Sharing information, innovation, and communication among all levels of staff
- Professional working relationships among employees and opportunities for personal and professional growth

ADOC employees have been in the news in recent years for various reasons. Even when ADOC takes swift action against employees whose behavior does not reflect the organization's values, it still cannot prevent damage to ADOC's brand.

An organization seeking to improve its culture should make sure that its actions and words match its stated values. Additionally, it can focus on the following attributes, which are thought to promote a successful organizational culture.⁵⁰

- Respect/Fairness
- Trust/Integrity
- Change/Adaptability
- Results Orientation
- Teamwork
- Employee Engagement
- Responsibility/Accountability
- Learning Opportunities
- Meaning/Purpose
- Communication
- Decision Making
- Goals/Strategy

Changing culture involves ongoing efforts to shift values and behaviors over time; it is not a single effort but a continual practice. However, if the effort is made to improve culture, this will lead to more candidates who are excited to join an organization and will contribute to the overall safety and effectiveness within the facilities.⁵¹

TARGET THE AUDIENCE

From a recruiting perspective, a target audience is group of individuals whose qualifications and experience make them capable of fulfilling a particular recruitment need.⁵² Once that audience has been determined, an organization then creates a recruiting message for use in job advertisements. The goal of this message is to paint a picture that prospective recruits will find attractive and which will compel them to respond. In order to create a successful message, an organization must determine which competitive advantages it can offer potential hires, and focus on those benefits in the message. Particularly attractive benefits, in conjunction with a compelling message, can lure in prospective candidates, sometimes even convincing them to leave their current position.

Successful recruiters will ask themselves certain questions to make sure a message is as effective as possible. Examples of such questions include:⁵³

- What is the background of the individuals for whom the message is intended?
- What professionally motivates and excites these individuals?
- How can the message be framed to attract the right candidates?
- Where can these candidates be found?

An organization might also use an Employee Valuation Proposition (EVP). This strategy, which is part of a larger employer branding strategy, is a statement that gives a realistic, yet motivational description of what an employer can offer an employees in exchange for their skills and capabilities.⁵⁴

The benefits of employment with ADOC are as follows:

- Career progression
- State retirement benefits
- Affordable health insurance
- Opportunity to work with Alabama's largest law enforcement agency
- Chance to do good—rehabilitating inmates and protecting the public
- Stable employment that does not require an advanced degree

These benefits should be considered in recruiting messages created by ADOC.

Moreover, the message can focus on different advantages based on which audience is being targeted. For example, when targeting individuals who have families, ADOC might choose to focus on the stable nature of the work and the generous benefits package. When targeting a younger audience without the same responsibilities, ADOC might instead focus on the potential to have an exciting career in law enforcement, or appeal to an individual's civic duty by promoting the opportunity to make a real difference in the lives of inmates.

RECRUITING METHODS

Once an organization has developed the message, it must decide how to reach the audience. The recruitment method is the means by which a target audience is contacted and the way a specific message is conveyed to that audience. The current ADOC recruitment methods involve reaching the audience through a range of media including radio, billboards, and websites. ADOC also has three recruiters who reach candidates directly by attending job fairs and other events. The expectation is that a broadly advertised vacancy will attract a range of applicants leading to the successful appointment of suitable candidates, and sometimes this strategy is effective.

A more strategic method is to narrow down the audience to a smaller group which has a higher likelihood of responding positively to a particular message. The advantage of this strategy is that the message can be tailored to each target audience, thus increasing the likelihood of a positive response.

TRADITIONAL RECRUITING SOURCES

- Newspapers
- Job fairs
- Employment agencies

Pros Traditional forms of recruitment are easily accessible and tend to reach a wide audience. Job seekers trust these sources as they have a long history as tried and true methods for finding employment.

Cons Traditional forms of recruitment have become less relevant since the digital age. While newspapers and job fairs were previously primary methods for people to learn about job opportunities, in today's recruiting climate it is difficult to compete for the best talent if this is the only method used by an organization. Experience has shown that the quality of candidates found through these methods is often lower compared to other forms, leading to higher attrition rates and poor performance.⁵⁵ These sources tend to attract individuals who are already unemployed. It can be difficult to reach candidates who are employed in order to pitch the idea of trying a new career. With the arrival of newer, more dynamic forums for jobseekers, there has been a shift in preference towards digital sources. When an organization only utilizes traditional sources of recruitment, they potentially miss out on a large portion of potential recruits.

INTERNET SOURCES FOR RECRUITING

- Online job boards
- Professional networking sites
- Social media
- Company website

Pros Using the internet to recruit has several advantages. It provides limitless communication with a very large pool of job seekers. The process is very quick—candidates can apply as soon as the job is posted. Furthermore, employers can constantly update the post so candidates know that the position is still available. Increasingly, companies are using the internet as their primary means for job postings with 77% of organizations using social networking sites to recruit.⁵⁶

Cons Because it is so easy to apply to a job online, recruiters utilizing this medium sometimes find themselves having to sort through a large amount of applications, with a chunk of these being unqualified. Because the application process is streamlined, jobseekers might apply haphazardly to any open position and lack real interest. Because a candidate can apply with just a few clicks, he or she might not bother properly researching the position, and may not follow up once contacted by the recruiter. A recruiter must exhibit patience and be very discerning when reviewing applications in order to make sure the most qualified individuals are the ones making it to the interview. Finally, there are still a limited number of applicants who have not embraced these new digital platforms. An organization which relies solely on digital methods might miss out on some qualified candidates.

PERSONAL SOURCES FOR RECRUITING

- Referrals
- Walk-in Applicants

A referral source is anyone who can recommend potential candidates to an organization. Those sources must be developed and strengthened over time. Techniques for ensuring a steady flow of referrals include:

- Keeping track of any referrals received and promptly following up with the source
- Streamlining the referral process
- Maintaining a constant dialogue with sources so they keep the organization's needs in mind
- Showing appreciation for both successful and unsuccessful referrals
- Asking for feedback, suggestions, and recommendations to demonstrate commitment to providing the best experience possible

Pros This method tends to offer the highest quality candidates. In the case of referrals, someone with a connection to the organization is essentially vouching for the candidate's quality and work ethic, through the act of referring. In the case of walk-in applicants, the candidate has sought out a particular organization and demonstrated a commitment and strong desire to work for the organization. This method is very cost effective, as there are no resources being spent on advertising or paying employment agencies. An organization may choose to provide a monetary bonus to an employee who successfully recruits another employee in order to encourage this activity.

Cons With this form of recruitment, applicants are much less frequent; employers seeking to quickly hire a large number of applicants will find it difficult. However, this method has proven very effective, especially in the public safety industry, with most agencies reporting this as their number one source of recruitment.⁵⁷ Implementing a referral bonus plan can encourage referrals, but in the end it depends on current employees' willingness to recommend their place of employment to friends and family. According to interviews with ADOC COs, only 18% would recommend a job to a friend or family member.⁵⁸

RECOMMENDED RECRUITING SOURCES

In light of the extenuating circumstances facing ADOC, and the need to hire a large number of COs in a limited time frame, WA suggests utilizing a variety of recruiting sources that may include:

Referral Sources

- Current employees
- Military referrals/recruitment offices
- Law enforcement offices
- Educational institutions/school counselors
- Local chambers of commerce and/or economic development boards
- State unemployment office
- Churches/civic organizations
- State agencies

Traditional Sources

- Staffing/employment agencies
- Job fairs
- Newspaper and trade publication advertisement

Online Sources

- Professional social networking sites
- Social media groups
- ADOC website

APPLICATION PROCESS

Some employers think that making applicants jump through hoops will weed out the ‘bad eggs’. While this may be true in a limited number of cases, it is more likely to discourage candidates from submitting an application in the first place.⁵⁹ A better tactic is to leave all the hoop-jumping for the last stages, once an applicant is already committed to the decision. Today, the application process for ADOC is complicated. Applicants can access the application online, but they must physically print it and bring it to an on-site testing event, which may be weeks away and a considerable distance from their home. After taking the physical tests and having a background check performed, they must then mail in any further forms/documents required. Additionally, candidates who have not recently graduated have to take a separate test, the ACT Workkeys, at a local community college, and they must pay for this test themselves.

CONTACT

The period between application and callbacks is critical. If a candidate takes the time to fill out an application and hears nothing back within a few days, not only can they lose interest, but they can also develop a bad opinion of the employer. Because ADOC requires applicants to bring in hard copies of their application, there is no way to know how many applicants there are until they arrive at the on-site. This can have a negative effect on recruiting.

One idea is to evaluate using an applicant tracking system (ATS). This is a program or software which helps recruiters by streamlining several aspects of the recruiting process.⁶⁰ It can filter résumés to choose which candidates meet the requirements, and also reduce the possibility of losing an application or other required documents. Most importantly for ADOC, it allows an organization to know the number of applications which have been turned in, and to contact those applicants before the on-site to communicate any relevant information and to establish a relationship with applicants.

The ATS may allow ADOC to keep a database of resumes and reach out to qualified candidates as positions open up both individually and on a large scale.

TECHNOLOGY

Technology has revolutionized nearly every aspect of our lives—the workplace is no exception. Jobseekers, especially younger generations, expect the application process to be simple, painless, and entirely digital. Because the ideal candidate age for COs falls primarily in this generation, utilizing technology in the recruiting process is important, or ADOC will miss out on a significant number of potential recruits. Technology can be affordable and effective when appropriate measures are taken. Following are some suggestions for ADOC to consider when utilizing technology in the recruiting process.⁶¹

SMARTPHONE FRIENDLY

Desktop computers and laptops are becoming less common as mobile devices become more advanced. It is fairly common, especially amongst lower income households, to not even own a computer.⁶² This means applicants will be seeking out and even applying for jobs entirely on their smartphones. In order not to miss out on these candidates, employers need to make sure their webpages are compatible for mobile devices, and that applications are easy to navigate and not extensively long.⁶³

SOCIAL MEDIA

Jobseekers often check out an organization's website and social media before they apply for a job.⁶⁴ This is a form of due diligence before they commit to the time investment involved in applying for a job. If an organization's social media, website, and general online presence is outdated or nonexistent, this can be a red flag for jobseekers looking for a modern career. Utilizing social media also gives an organization a chance to show off its perks and what makes it special. This can be the first time an applicant ever hears of an organization, and first impressions count.

VIDEO CHATTING

The pros to conducting video interviews are plentiful. It solves a lot of logistical problems since neither candidates nor recruiters have to travel for the interview. Furthermore, it allows candidates to apply for jobs which may require a significant move. Previously, the costs for traveling to the interview could prevent them from applying in the first place. Now, however, the risk is reduced because they can go through a large portion of the process without moving until an offer has been made. The benefits for employers are also significant. Recruiters can screen applicants by recording the interviews, and only passing those with potential on to their supervisors or other decision makers.⁶⁵ Video technology can also be used as a recruiting tool—candidates wishing to know more about a job can video chat with current employees or other volunteers with first-hand knowledge of the job requirements.

INTEGRATION

For organizations like ADOC who have multiple sources of oversight, technology offers a way to integrate the HR systems of multiple entities, streamlining the process, reducing redundancy, and making it far easier on the applicant. When an applicant has to fill out multiple applications, answer the same questions over and over, or resubmit paperwork, it can cause frustration and cast the employer in a negative light.⁶⁶

LONG TERM STRATEGIES

TALENT ACQUISITION MANAGEMENT

In the future, ADOC may consider a transition to a long-term talent acquisition management strategy. The figure below shows an example of a talent acquisition management plan. While several aspects included in the first two steps, planning and attracting, have already been discussed earlier in this section, those steps primarily relate to recruiting, which is only a part of the broader talent acquisition management strategy. The later steps, such as developing, retaining, and transitioning are integral in achieving a comprehensive workforce solution which not only helps to keep critical positions staffed, but also to manage the workforce in a way that contributes to the overall efficiency and success of an organization.

There are many benefits to using a strategic talent acquisition management plan, such as:

- Attracting qualified talent
- Being better equipped to meet operational requirements
- Building a strong brand
- Creating a consistent cultural expectation
- Enhancing officer performance
- Increasing employee morale
- Retaining top employees
- Reducing workloads for current staff
- Well-defined succession planning

In the following pages, the aspects of strategic talent acquisition management which have not already been discussed will be covered, along with the ways in which applying such a model could help ADOC to avoid repetition of the current staffing shortage.



Figure 11. Optimal Workforce Model. Adopted from Mona Momtazian.

This report contains confidential and sensitive information which, if made public, would likely undermine the efforts of ADOC to comply with the Court's orders. Therefore, It is the request of Warren Averett that certain portions of this document reside under seal with the Court.

ASPECTS OF STRATEGIC TALENT ACQUISITION

PLANNING

Planning involves:

- Understanding the overall organizational strategy
- Developing a workforce plan
- Evaluating and measuring the plan⁶⁷

The planning stage is a proactive effort to anticipate current and future workforce needs. Having a plan enables the organization to become more integrated and to make the best use of available resources, including employees.

Once the initial assessment or analysis is carried out, then the organization may:

- Identify the talent required
- Determine the timeline in which the talent is required
- Determine the capacity in which the talent is needed (permanent, contractor, casual, etc.)⁶⁸

Considering a workforce plan (see Figure 12) may allow ADOC to better prepare for changes within the organization. This is especially important for ADOC; due to the paramilitary nature of the organization, all manager level positions must be filled through internal promotions. Therefore, filling high level positions requires significant planning. Without a workforce plan, critical and highly specialized roles could go unnoticed and unfilled, which could impede ADOC's ability to operate most effectively and efficiently.

Workforce planning allows an organization to determine plans based on actual needs, rather than basing important decisions on assumptions. It also encourages an organization to respond to external drivers and influences, rather than reacting. Developing a workforce plan is an ongoing process—the initial plan is often revisited and revised when there are major changes affecting the organization.

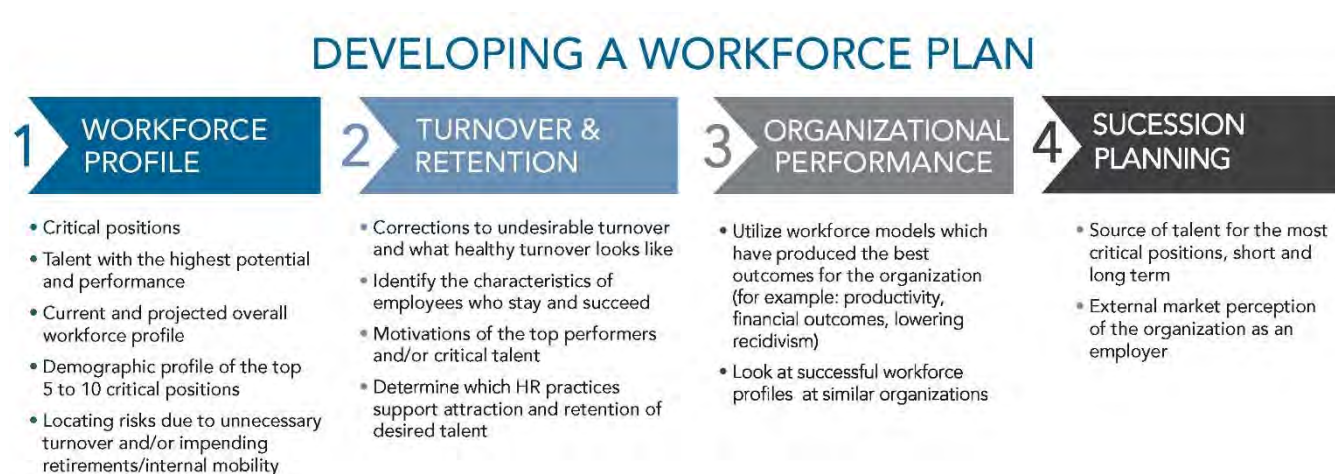


Figure 12. Steps to develop a Workforce Plan, adopted from Mona Momtazian.

This report contains confidential and sensitive information which, if made public, would likely undermine the efforts of ADOC to comply with the Court's orders. Therefore, It is the request of Warren Averett that certain portions of this document reside under seal with the Court.

CREATING A WORKFORCE PROFILE

Creating a Workforce Profile involves:

- Integration
- Capability frameworks
- Learning and Development
- Performance Appraisals/Management
- Career pathways⁶⁹

Integration plays a big part in retention—a well-structured onboarding program has a positive effect on retention, especially in the first few years. This is because the initial months of employment are when the employee integrates and becomes engaged at a new job. When the onboarding process is not up to par, a new employee can fail to transition successfully and might end up dissatisfied.

The onboarding program is often designed to communicate performance expectations, ethical standards, and rules and regulations, and articulates how adherence to those policies will be measured. This may result in a standard program for all employees, with added programs for higher-level roles.

Performance around workplace expectations and goals is just one part of the equation for a successful talent management program. It should also adhere to organizational goals (which we refer to as culture or cultural expectations).

Workplace expectations involve process and procedural tasks such as:

- Following admission protocol
- Applying proper force in a hostile situation
- Following procedures for reporting contraband material

Cultural expectations, on the other hand, involve such actions as:

- Modeling the mission of inmate rehabilitation by treating inmates with respect in words and actions,
- Modeling appropriate mission objectives
- Taking responsibility for professional speech and conduct.

Development processes come in many forms; they begin at the onboarding stage and include aspects such as:

- Technical training
- Cultural training
- Leadership training
- Independent skill development
- Appropriate threat assessment and response
- Team building
- On the job development

A talent management process should strive to be inclusive and fair; if the process focuses only on high-performers, for example, it risks isolating a large group within the organization.

As demonstrated in the figure below, where one CO may display aptitude related to process and procedure, he or she may struggle with appropriate threat assessment and response.

These skills utilize different decision-making centers of the brain and require a different speed of implementation. ADOC may consider adoption of a Talent Management System that takes into account and prepares team members for success in each of the skill areas, aids in the correct assessment of overall job performance and assists with the integration of a comprehensive development plan.

PERFORMANCE vs CULTURE

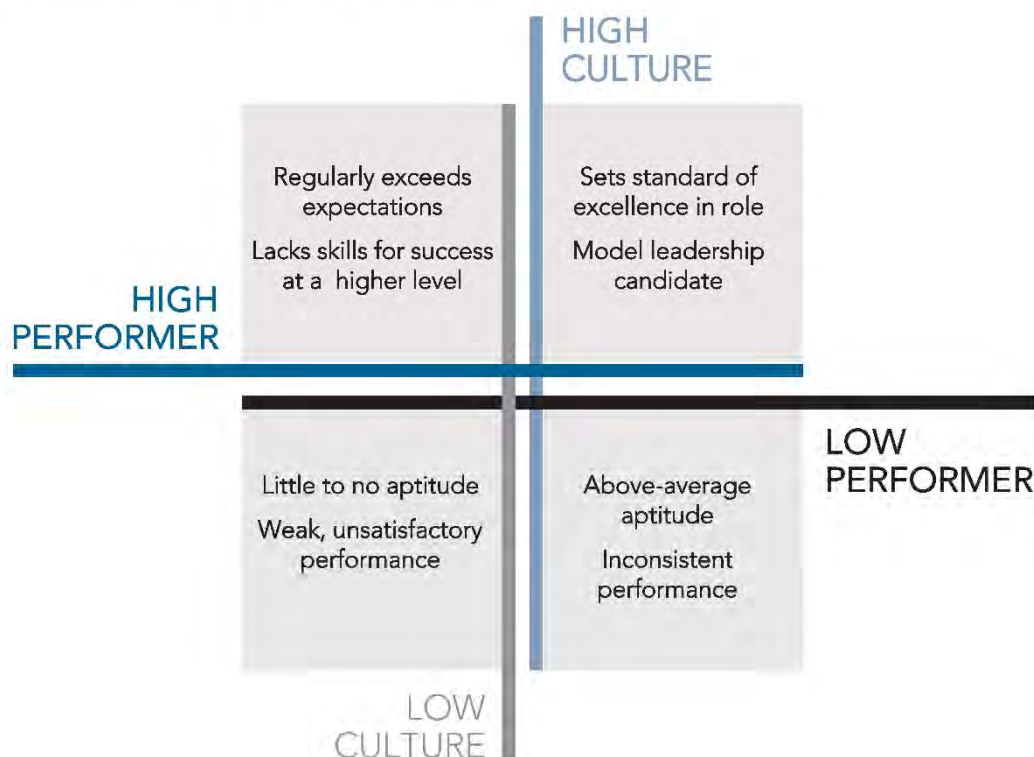


Figure 13. Performance vs. Culture. Adapted from 'Typical Traits of Performance vs. Culture' by Kyle Lagunas.

ATTRACTING

Attracting is discussed earlier in this section.

DEVELOPING

Developing organizational performance involves:

- Performance expectations
- Regular and specific performance feedback – positive and developmental
- Access to development and re-training to master compulsory skills
- Accountability processes to assess mastery
- Cultural and attitudinal expectations for every level of team member
- Procedures for reporting under-performance or attitudinal issues to Human Resources

Performance management processes are critical to realigning talent with the specific job requirements, culture, and overall strategy of an organization. Most organizations carry out performance reviews once a year, but research published in the Harvard Business Review indicates that “performance reviews must be more ‘agile’ and regular in scope.”⁷⁰ Performance appraisals are necessary because they allow a venue to clarify expectations and to discuss or initiate development opportunities.

One method for guiding development initiatives is creating a capability framework. This framework identifies the qualifications necessary for certain roles, and establishes the expectations for being considered a beginner, intermediate, and expert in each of these capabilities. Within each level of talent at ADOC, specific technical, operational, relational, leadership and attitudinal expectations can be developed and communicated.

A capability framework provides a procedure for both performance evaluation and succession planning. It helps to promote retention by establishing clear expectations and performance measures. It makes the path forward very clear for employees wishing to progress, and promotes fairness and objectivity in the promotion process. It also meets human resource requirements when corrective actions and release of the employee become necessary.

Figure 14 depicts a high level sample of the types of expectations ADOC might communicate to team members regarding standards of behavior and performance.

	BEGINNER	EXPERIENCED MANAGER	SENIOR LEADER
COMMUNICATION AND INFLUENCE	• Able to articulate organizational goals • Supports goals, processes, and procedures with words and actions • Takes personal responsibility for professional speech and conduct	• Models and teaches organizational goals • Models and teaches proper processes and procedures • Takes responsibility for team outcomes regarding speech and conduct • Coaches, supports, and holds accountable COs under their charge	• Embodies the mission through words and actions • Is a brand ambassador • Takes organizational responsibility for outcomes • Communicates with clarity, simplicity, and passion the goals of ADOC • Supports fellow leaders and provides feedback to leadership
PROFESSIONAL ACUMEN AND SITUATIONAL AWARENESS	• Supports fellow officers • Recognizes patterns of inmate behavior and begins to analyze risks and threats • Can report unhealthy situations in a professional and objective manner • Is proactive in providing assistance to fellow officers	• Quickly assesses threats to inmate and CO safety and takes appropriate professional action • Responds immediately and appropriately to reports of unprofessionalism and threats • Anticipates CO's needs	• Sets and evaluates mission goals and strategy • Anticipates evolving corrections needs and develops proactive strategies • Evaluates personnel and policies for maximum organizational performance • Is an advocate for inmates and ADOC to legislature and public
INMATE SERVICE	• Recognizes that inmate rehabilitation is a charge entrusted to ADOC • Treats inmates in a humane manner, through speech and actions • Immediately communicates threats to inmate health and safety	• Buys-in to the mission of inmate rehabilitation • Models humane behaviors to all inmates and COs • Investigates and responds immediately to threats to inmate health and safety	• Leads the mission of inmate rehabilitation • Embodies and leads humane behavior within ADOC • Evaluates location and organizational threats to inmate and CO health and advocates for proper resources to be directed to threat ASAP

Figure 14. Sample Capability Framework.

RETAINING TALENT

Retaining Talent Involves:

- Culture
- Internal Mobility
- Compensation Strategy

As previously discussed, culture is a strong determinant of retention as it affects the degree of commitment an employee has to an organization. It starts during the talent acquisition process, and continues as a candidate is on-boarded and begins to integrate into the organization. Leadership plays an essential role in developing the culture and modeling norms and standards of behavior for new employees. Leadership must show a continual commitment to facilitating a positive workplace environment in order to attract and retain ideal candidates. Failure to exhibit these attitudes and actions should place the leader in jeopardy of receiving corrective action or being released by the organization.

Perhaps the most important key to successful retention is the opportunity to develop skills and advance within an organization. The opportunity for the individual to raise his or her leadership profile and increase influence is a key driver in helping high performing employees stay. When employees are aligned with a high-culture organization that supports their development and provides a challenging

work environment so skills can be honed to a high level, they are more likely to stay and find a high “sense of purpose” in their work. The legendary management advisor, Peter Drucker says this concerning “worker achievement”: “To make work productive is, therefore, an essential function. But at the same time, these institutions in today’s society are increasingly the means through which individual human beings find their livelihood, find their access to social status, to community and to individual achievement and satisfaction. To make the worker productive is, therefore, more and more important as a measure of the performance of an institution”.⁷¹

Compensation is another critical aspect of retention. An organization must offer compensation which is generous enough to attract the right kind of candidate based on the goals established in the workforce plan.

Retaining talent is critical because it saves time and money otherwise spent on recruiting new candidates and training them in a new role. Employees who remain with an organization long-term are much more likely to contribute positively and are assets in times of change.

TRANSITIONING

- Succession planning
- Retirement
- Exit interviews
- Knowledge management

When designing a workforce plan, the final step is establishing a succession plan based on expected future needs. Succession planning refers to the process of identifying and preparing individuals to take over critical roles in the future.⁷² It is a proactive strategy which anticipates the time necessary to develop talent or to bring in external candidates for a particular role. It is based on predicting vacancies due to retirement, high-turnover, or other factors.

An example of a function of succession planning is the identification of an aging workforce. In the analysis of the workforce profile, the fact that many leaders in the organization are reaching retirement might be identified. Appropriate measures would be put in place, such as identifying internal candidates to take over, preparing them for these roles, and beginning to recruit to fill the lower level roles. The organization might also negotiate transition contracts, whereon the retirement eligible employee might work part-time for several years, or take on a role more suited to their changing priorities. Succession planning is important to avoid gaps where critical roles remain unfilled.

Another part of the transitioning phase is the exit interview. This is a way to collect feedback from transitioning employees, and is a great way to establish room for improvement. In the case of employees who are leaving for reasons other than retirement, understanding his or her motivations for resigning is a great way to begin making improvements to increase retention of remaining employees. In some cases,

employees may even be willing to return if an organization can show that their feedback was taken seriously and improvements were made.

Anticipating vacancies and avoiding gaps is critical for knowledge management. This refers to the sharing of accumulated knowledge within an organization. When an employee leaves without passing on their knowledge, this can be detrimental to an organization, as some of this knowledge may never be recovered. Proactively establishing a knowledge management plan and predicting employees who will be transitioning allows an organization to continue to benefit from that knowledge.

CONCLUSION

Implementing best practices is a necessary first step for any organization hoping to change negative workforce trends, and the practices discussed here should be seriously considered. However, ADOC's situation is unique—leadership may have to try several strategies before finding the right one. In an attempt to test some of the strategies mentioned in the previous pages, WA collaborated with ADOC and a marketing firm to launch a recruiting pilot project at the Bibb Correctional Facility. The lessons learned in that project are discussed in the following pages.

CASE STUDY: PILOT PROJECT AT BIBB CORRECTIONAL FACILITY

Recruiting is not an exact science—what works in one industry or for one type of position may or may not work in another. A strategy's success may vary depending on aspects such as demographics, location, or delivery method. WA found it necessary to learn more about the specific factors affecting recruiting in the ADOC context in order to make valid recommendations.

WA therefore collaborated with Markstein and ADOC to launch the 'Bibb Pilot Program' to test the efficacy of proposed marketing and recruiting strategies and to determine which strategies have the most viability in achieving ADOC's hiring goals. In the following pages, details of the project, including objectives, methods, results, and insights for future initiatives will be discussed.

BACKGROUND

When initiating the engagement with ADOC, WA proposed a focused recruiting project at one of the facilities as a way to gain valuable insight into the market, learn which tactics reach the most candidates, and determine which strategies do not find traction.

WA and ADOC decided to use the Bibb Correctional Facility in the pilot project because it was viewed as one of the most difficult facilities to find staff—the presumption being that those tactics which are successful at Bibb will also work at those facilities for which it is generally easier to hire staff.

LIMITS/SCOPE

This report articulates just how complicated the staffing issue is—it cannot be explained by any one factor, but rather by the combination of many interrelated issues such as low unemployment rates, a shrinking applicant pool, difficult physical requirements, low compensation, and harsh working conditions exacerbated by overcrowded and understaffed prisons.

With this in mind, it is important to realize the limits of the Bibb Pilot Program. This project was not intended to solve ADOC's staffing problems. Rather it was initiated as a data gathering project to see what results could be achieved when proactive digital marketing and recruitment processes were established and accounted for. It is therefore reasonable to assume that the strategies which showed results when no other improvements had been made will be measurably more effective should ADOC implement those recommendations discussed in other parts of this report, such as increasing compensation, implementing better technology, and improving working conditions.

RECRUITING TEAM

WA was responsible for overseeing the project. In addition to ADOC's recruiters who recruit state-wide for all facilities, two WA associates worked full time recruiting specifically for the Bibb Facility. These two recruiters contacted anyone expressing interest, and met with many individuals to give information and help with filling out the

application. They also attended several on-site testing events. WA collaborated with Markstein, a local marketing firm, to research the market around the facility, design recruiting materials, and track results. Leadership from both WA and Markstein met regularly with ADOC to give status updates on the project.

PROJECT DESIGN

The primary focus of the Bibb Pilot Program was on a brand awareness/digital marketing campaign. However, the recruiting team utilized several additional recruiting methods. The four recruiting methods utilized are as follows:

Digital Marketing Campaign – the marketing team designed a brand awareness campaign and created content which was promoted online to individuals within 60 miles of the Bibb Correctional Facility. All advertisements contained a link to a landing page where interested individuals could enter their contact information. WA recruiters then contacted applicants to provide additional information and schedule meetings.

Career Networking Sites – WA recruiters pulled resumes from a widely-used database and called candidates to tell them about available positions.

Social Media – ADOC posted job openings and on-site testing dates on their official Facebook page. WA recruiters reached out to anyone expressing interest.

Personal Referrals – WA recruiters asked everyone with whom they spoke if they knew

anyone else who might be interested in the job. They encouraged all candidates to provide the recruiters' contact information to anyone who might be interested.

DIGITAL MARKETING CAMPAIGN

STEP 1: RESEARCH AND PLANNING

The first step in designing the marketing campaign was to review ADOC's previous marketing/advertising strategy. Markstein learned that ADOC utilized billboards, radio, and television advertisements. The majority of radio ads were aired during sports broadcasts. Billboards were located in Jefferson, Escambia, Autauga, and Barbour Counties. TV Ads were run on two channels, FOX 20 (WCOV) and ABC 33/40, which broadcast to Central and North Alabama.

When visiting the facility, Markstein observed that the demographic profile of COs working at the facility did not align with the surrounding area. One potential explanation for this is that ADOC's marketing was not reaching the local audience effectively.

Rather than making assumptions on which advertising medium/method would be most effective, Markstein researched the habits of those in the area surrounding the facility. They chose to limit marketing efforts to a 60 mile radius, as it is common for current COs to commute approximately one hour to the facility. Markstein conducted market research for individuals ages 18-34 who live within 50 miles of Bibb Correctional Facility.⁷³

Relevant information is summarized in the figures below.

Through the market research on potential candidates in the area, Markstein learned that 72% use the Internet at least five hours per week and 64% spend at least one hour per day on social media. Since this is a large percentage of the target audience, Markstein chose to focus on digital advertising to spread brand awareness.

Based on the information gathered during the research, Markstein decided to implement a two phase strategy. The first phase, which lasted four weeks, involved focusing on brand awareness and reaching the biggest audience possible. After four weeks, Markstein transitioned to the second phase, which involved targeting those candidates most likely to apply for a position.

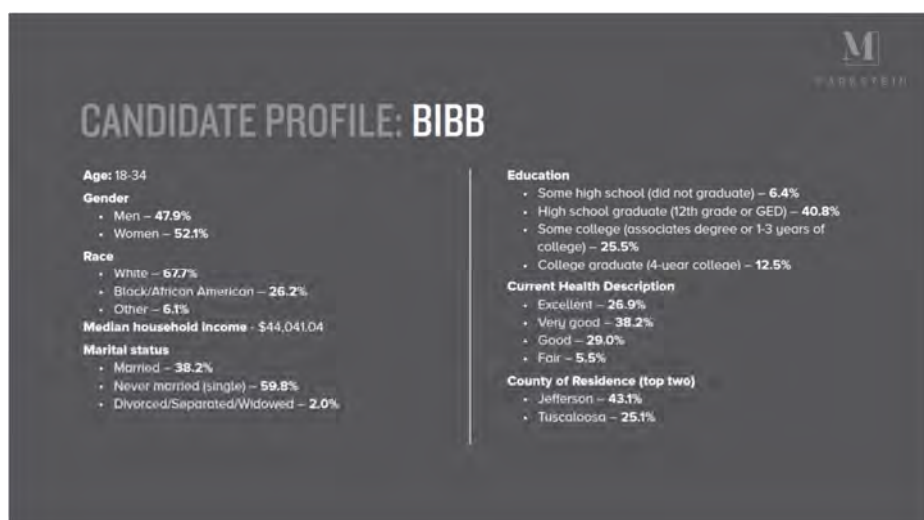


Figure 15. Bibb Pilot Program candidate profile.

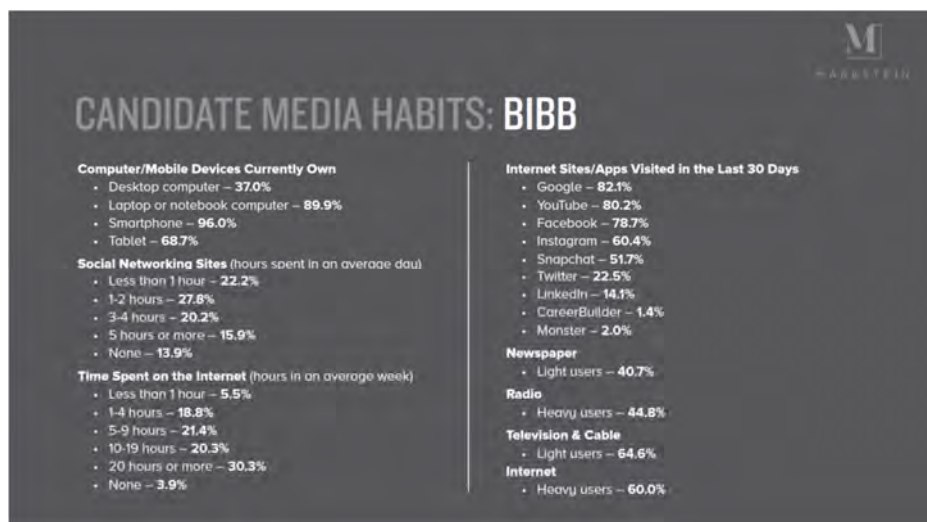


Figure 16. Bibb Pilot Program candidate media habits.

This report contains confidential and sensitive information which, if made public, would likely undermine the efforts of ADOC to comply with the Court's orders. Therefore, It is the request of Warren Averett that certain portions of this document reside under seal with the Court.

STEP 2: CREATE THE CONTENT

As discussed previously in this section, attracting the applicant is an important aspect of talent acquisition. In order to appeal to a large and diverse audience, Markstein developed two different messages based on recruits' potential mindsets. These ads were disseminated on social media and other websites. The first message was created to appeal to individuals who are interested in a job in corrections as a path into law enforcement. These individuals know that it will be a tough, potentially dangerous job. They are driven to work in the field because they are either interested in law enforcement/public safety, or because they are called to help/serve the community.



Figure 17, Recruiting Mindset A. The accompanying message was as follows:

TOUGHER. STRONGER. WORTH IT. The Alabama Department of Corrections is looking for recruits who are committed to public safety and to the positive re-entry of offenders into society. We offer more than just a job – we offer a career with competitive benefits and a path to a solid future in public service. Find out more: ADOCjobs.us

Recruiting Mindset B contains a play on the word 'protection'—that of protecting oneself and one's family by obtaining a dependable career with great benefits, while also protecting others by working as a public safety officer.

This message focuses on those recruits who desire financial stability, but also appeals to those who like the idea of "paying it forward."



Figure 18. Recruiting Mindset B: "The Security Seeker." The accompanying message was as follows:
PROTECTING THE FUTURE: YOURS AND THEIRS. The Alabama Department of Corrections is looking for motivated individuals to join us in our mission: to confine, manage and provide rehabilitative programs for convicted felons in a safe, secure and humane environment. We offer extremely competitive benefits and a clear career path for committed recruits. Find out more about your future in public safety: ADOCjobs.us

Once ADOC approved the messages, Markstein organized a photo/video shoot and created a range of advertisements containing the messages. They also created a landing

page, ADOCjobs.us, to which anyone clicking the ad would be directed.

INTERESTED IN A CAREER IN LAW ENFORCEMENT?
LOOKING FOR A JOB THAT'S AS SATISFYING AS IT IS SECURE?
LET'S GET STARTED

MY NAME*

MY EMAIL* MY PHONE #*

☐ PLEASE CONTACT ME TO LET ME KNOW MORE ABOUT JOBS WITH THE ADOC*

LET US KNOW A LITTLE MORE ABOUT YOU:

I AM A WHO

AND LOOKING FOR

☐ I HAVE READ AND AGREE TO THE [PRIVACY POLICY](#) AND THE [TERMS OF USE](#)*

SUBMIT

Figure 19. ADOCJOBS.US Landing Page.

This report contains confidential and sensitive information which, if made public, would likely undermine the efforts of ADOC to comply with the Court's orders. Therefore, It is the request of Warren Averett that certain portions of this document reside under seal with the Court.

STEP 3: LAUNCH THE CAMPAIGN

Markstein chose to use four different types of ads to reach the target audience:

Facebook – promoted ads which appear on Facebook and other Facebook affiliated sites/apps such as Instagram, Facebook Messenger, Shazam, and many others. Facebook ads can also reach people who do not use Facebook if they visit a website in Facebook’s ‘Audience Network’.

Display – static advertisements/banners which appear above or to the side of content on a website.

Video – video ads which play either before or in the middle of another video being watched.

Search – when someone enters certain terms into a search engine, the advertiser’s website will appear first out of all results.

For the first four weeks, Markstein primarily relied on the first three categories in the list above, as they wanted to reach the largest audience possible to raise brand awareness. After the ads had been running for four weeks, they added information about the upcoming on-site testing event and focused on targeting individuals actively searching for a job.

STEP 4: CONTACT THE APPLICANT

Anyone who clicked on an advertisement was directed to the Landing Page, where they had the option to fill out a job interest form and enter their contact details. An email containing the information provided by the candidate was automatically sent to WA recruiters.

WA recruiters entered the candidate’s info into a customer relationship management (CRM) program and reached out to the candidate within 12 hours of receipt of the profile information. The recruiters offered to meet with

all candidates to give more detail about the application process. If a candidate did not answer the phone call, the recruiters left a voicemail and followed up with an email giving details about the application process and the next on-site event, and encouraging them to get in touch.

For those candidates who were willing to meet, the recruiters brought a laptop so candidates could fill out the application at the meeting if they so wished. They also combined several applications required by ADOC and the State Personnel Department into a single PDF which auto populated information after it was entered the first time to make the process less redundant. The recruiters used the CRM to keep a record of interactions with candidates, make notes on any relevant information, and keep track of whether the candidate had submitted an application.

After the on-sites, the recruiters followed up with the candidates and sent them an online questionnaire through Google Forms to gather information on their experience. They recorded responses in Excel for future use.

Career Networking Sites

To help locate candidates in addition to those generated by the focused advertising, WA recruiters pulled resumes from a career networking site’s resume bank. These resumes belong to individuals who post their resumes on career networking sites and allow recruiters to contact them with opportunities. WA called applicants whose resumes indicated they lived within 50 miles of the Bibb Correctional Facility to encourage them to apply for the open positions with ADOC and arranged meetings with interested parties.

Social Media Recruiting

In addition to the advertisements created by Markstein, ADOC made a post about open Correctional Officer Trainee positions on August 22nd, a week ahead of an on-site testing event. The post included an interest form. ADOC gave WA access to the Facebook account so they could follow up with any candidates who responded to the job post. WA also responded to any messages prior to the job post to which ADOC had not yet replied. The WA recruiters followed the same procedure as for candidates from the landing page—they entered their details into the CRM program, reached out by phone, and followed up with an email.

Referrals

WA recruiters attempted to maximize the number of candidates by encouraging anyone they spoke with to spread the news about the open positions. The WA recruiters encouraged anyone who agreed to meet to bring a friend or family member who might also be interested. WA contacted the prospective candidates to set up in-person meetings in the same manner as was used for the Landing Page candidates.

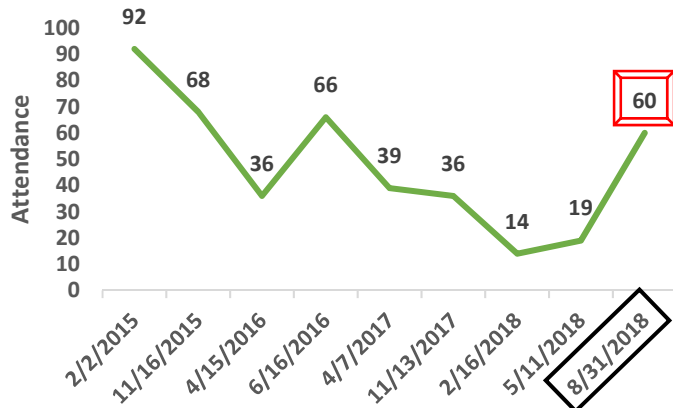
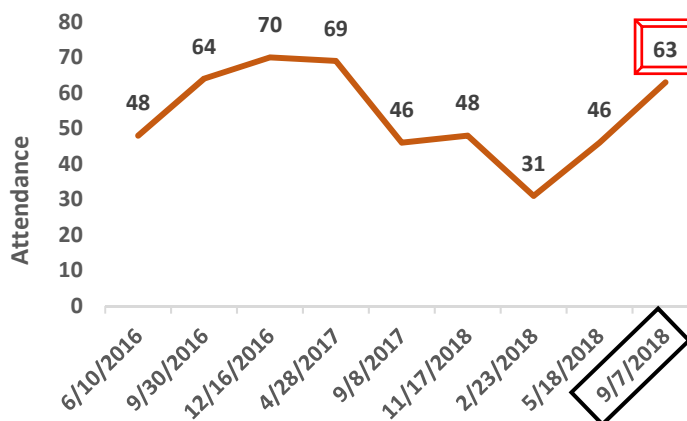
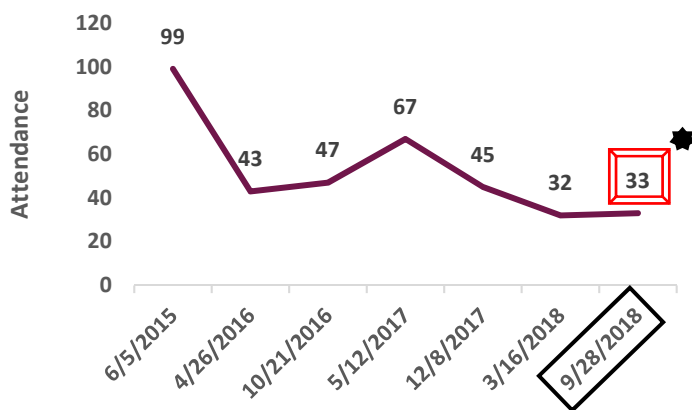
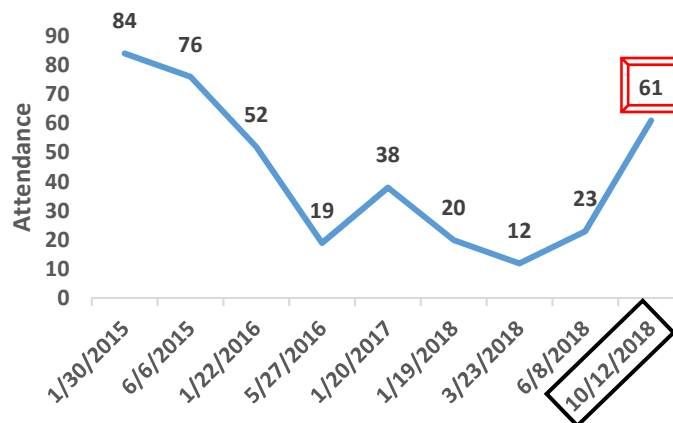
RESULTS

The Bibb Pilot Program was not intended to solve the staffing issue, but rather to provide insight into the most effective marketing, advertising, and recruiting strategies. While the

recruiting team did keep track of all candidates with whom they corresponded, they were unable to interview other on-site attendees to learn how they heard about the job openings. It is therefore unknown exactly how many attendees were a result of the ad campaign. Additionally, because the hiring process for ADOC takes several months, specific numbers of COTs who have been/will be hired as a direct result of the pilot are not yet available. However, there are some significant positive results which occurred during the project.

ON-SITE ATTENDANCE

As displayed in the graphs on the following page, during the timeframe of the Bibb Pilot Program, attendance to on-sites within the 60 mile marketing radius showed significant increases, while attendance to on-sites at facilities outside the 60 mile marketing radius (Fountain and Ventress) either remained steady or declined. The graphs show attendance to the last nine on-sites at each facility (all on-sites from 2015-2018 for Fountain, Ventress, Donaldson, and Bibb and 2016-2018 for Draper). There was one on-site at each facility apart from Fountain during the pilot project. As previously mentioned, it is impossible to know how many candidates attended the on-sites as a direct result of marketing efforts without interviewing all attendees. However, the fact that the on-site testing events at facilities in the marketing radius had the best turnout in years, while those outside the radius did not, suggests that the marketing efforts had a significant effect.

Donaldson On-Site Attendance**Draper On-Site Attendance****Ventress On-Site Attendance****Bibb On-Site Attendance**

 Indicates an on-site which occurred during the Bibb Pilot Program

★ Indicates an on-site for which WA did not recruit due to location being outside scope

BRAND AWARENESS

The results of the Digital Marketing Campaign are outlined below. The advertisements were seen over 3.7 million times. The landing page was accessed 20,556 times, resulting in 360 submissions of the interest form.⁷⁴ This statistic highlights the difficulty of recruiting for the CO position at ADOC. The number of individuals aware of job openings with ADOC will continue to increase as those who saw the display ads and videos tell friends and family. The pilot program yielded an application marketing cost of \$30.58 per applicant.

Currently, there is not an online application process. WA recruiters provided the current application, and encourage candidates to submit it at the next on-site testing event.

Table 4. Results of Digital Marketing Campaign advertisements during the Bibb Pilot Program.

OVERVIEW					
Performance To Date					
Form Submissions					
Metric	Display	Search	Video	Facebook	Totals
Submissions	71	55	124	99	360*
Spend	\$3,017	\$1,751	\$2,877	\$3,363	\$11,009
Clicks	7,906	673	2,960	9,017	20,556
Impressions	2,258,750	22,073	405,035	1,049,300	3,735,158
Click-through Rate	0.35%	3.05%	0.73%	0.86%	0.55%
Avg. Cost per Click	\$0.38	\$2.60	\$0.97	\$0.37	\$0.54

**The true number of submissions totals 360 due to 11 candidates submitting an interest form without ever having seen an advertisement (i.e. being sent a link from a friend who had already submitted).*

WHAT WE LEARNED

Search and Video Advertisements Had Best Submission Rates

As relayed in Table 5, the Search and Video ads had the best submission rates relative to number of impressions. This result was expected from the Search ads, because they are only seen by those searching terms implying interest in the job (Correctional Officer Jobs, Department of Corrections Jobs, etc.). However, the videos performed very well considering they were not targeted to those specifically looking for a job at all. The number of video submissions is of note because the video ads were run for less time than other ad types.

Mobile Devices are Used Most Often

As shown in the figure below, the vast majority of candidates viewed the ads on a mobile device. A mobile friendly application process would give candidates the option of applying immediately.

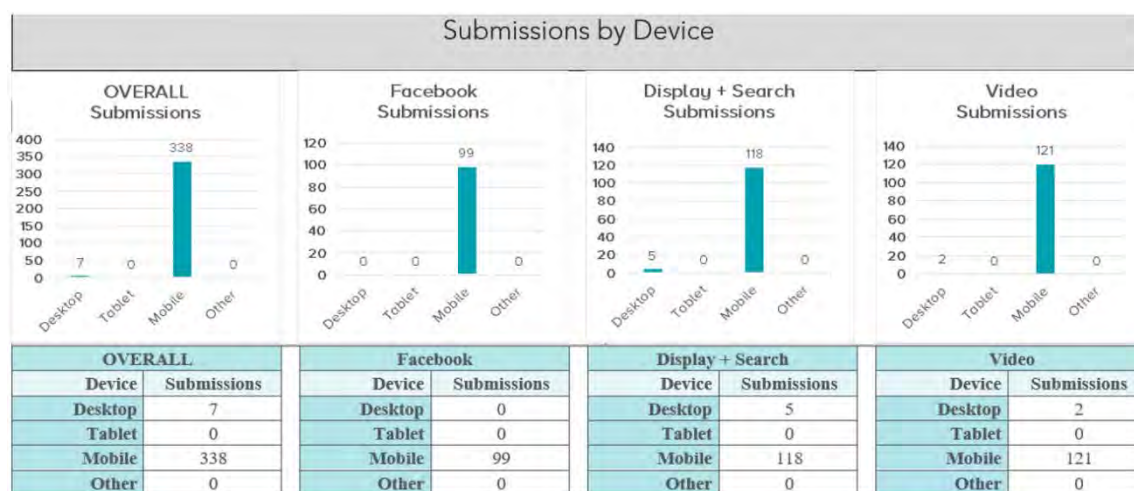


Table 5. Submissions by ad type and device.

Men and Women Are Equally Interested

Men and women were almost equally likely to submit an interest form after viewing an ad. However, of current ADOC COs, men significantly outnumber women. Two potential explanations for this discrepancy are that previous recruiting efforts disproportionately targeted men, or that women are unable to fulfill the current requirements.

AREAS FOR CONCERN

A significant number of the candidates at the most recent on-sites failed the fitness test. If ADOC were to implement our recommendation to create a new rank of CO, the Basic Correctional Officer, with modified physical requirements, the number of successful applicants would have been higher.

Furthermore, although the current regulations stipulate that ADOC can hire a candidate up to six months prior to an Academy start date, the current policy is to hire approximately two months before. This means the candidates who passed on-site testing at Donaldson,

Ventress, and Bibb will have to wait two to four months before they receive an offer. As some of these candidates are currently unemployed, it is likely that they will seek alternate employment to support themselves during this time. This means that those who successfully obtain a position elsewhere may turn down the ADOC offer when it does come.

Additionally, candidates who answered the follow-up questionnaire after the on-site indicated that they were unsure what their next steps were, and had not yet been contacted by ADOC. Several candidates followed up in the days/weeks following the testing events, but as WA was not involved in this part of the hiring process, there was little we could do other than attempt to contact ADOC on behalf of the candidates. We encourage ADOC to implement a policy of following up with candidates soon after the on-site to let candidates know where they stand, and that they are being considered for a position. Continued communication with candidates will decrease the chance of losing them to other employment opportunities.

FAST FACTS RESULTS

DIGITAL MARKETING CAMPAIGN CANDIDATES: 360

- 172 were interested
- 188 were uninterested
- 10 candidates did not meet basic requirements
- 34 in person meetings, resulting in 32 applications
- 132 candidates did not meet with WA due to an on-site being held the week we called (59), due to time constraints (72), due to candidate being unresponsive (1)
- 20 were no shows to meetings (17), or cancelled a planned meeting (3)
- 16 want to attend an on-site in 2019
- Average Response Time: no later than 12 hours after submission

FACEBOOK CANDIDATES: 362

- 36 were interested
- 326 were uninterested/unresponsive
- 1 candidate did not meet basic requirements
- 1 in person meeting, resulting in 1 application
- 195 candidates did not meet with WA due to an on-site being held the week we called (40), due to time constraints (154), due to candidate being unresponsive (1)
- 1 wants to attend an on-site in 2019
- Average Response Time: no later than 12 hours after submission

REFERRAL CANDIDATES: 33

- 20 were interested
- 13 were uninterested/unresponsive
- 12 in person meetings, resulting in 12 applications
- 3 candidates were no-shows
- 17 candidates did not meet with WA due to an on-site being held the week we called (13), due to time constraints (2), due to candidate being unresponsive (2)
- 1 wants to attend an on-site in 2019
- Average Response Time: no later than 12 hours after submission
- Resume Bank: 302
- Reached out to 100 with 202 remaining
- 100 candidates: 11 were interested, and 89 were uninterested/unresponsive
- 11 candidates: met with 6, 4 were no-shows, 1 did not meet basic requirements
- Resulted in 6 applications

TOTAL ATTENDEES AT DONALDSON ON-SITE: 60

- 62 WA candidates planned on attending Donaldson
- 11 WA candidates attended Donaldson
 - o 7 from Digital Marketing Campaign
 - o 1 from ADOC Facebook Post
 - o 2 from Referrals
 - o 1 from Online Resumes
- 5 of 11 WA candidates passed physical requirements
- 2 WA candidates who failed physical requirements applied for CCO

TOTAL ATTENDEES AT DRAPER ON-SITE: 63

- 46 passed physical requirements
- 16 failed physical requirements
- 47 WA candidates planned on attending Draper
- 7 WA candidates attended Draper
 - o 3 from Digital Marketing Campaign
 - o 2 from ADOC Facebook Post
 - o 2 from Referrals
- 6 of 7 WA candidates passed physical requirements

TOTAL ATTENDEES AT BIBB ON-SITE: 61

- 33 passed physical requirements
- 26 failed physical requirements
- 2 were unable to test due to medical results
- 169 WA candidates planned on attending Bibb prior to week of On-site

- During the week of Bibb On-site:
 - o 99 WA candidates connected via phone and confirmed attendance to Bibb
 - o 24 WA candidates connected via phone and declined attendance to Bibb
 - o 4 WA candidates connected via phone and said they will get back to WA
 - o 36 WA candidates did not connect (WA left voicemail and sent email)
 - o 6 WA candidates did not connect (could not reach via phone or email)
- Of the 99 candidates WA connected and confirmed attendance to Bibb:
 - o 30 WA candidates attended Bibb On-site
 - o 16 from Digital Marketing Campaign
 - o 4 from ADOC Facebook Post
 - o 9 from Referrals
 - o 1 from Online Resumes
 - o 11 of 30 WA candidates passed physical requirements

RECOMMENDATIONS

1. APPEAL OF CO POSITION

1.1. Compensation

Base compensation is an important consideration for those seeking employment. While compensation plays a role in all aspects of recruiting and retention, the most important aspect when attracting new employees is starting compensation. For the purpose of recruiting, we recommend that starting Correctional Officer Trainee salaries are increased from \$29,371 to approximately \$36,500 - \$38,500. Options and details on our suggestions regarding these compensation changes can be found in the compensation section. Increasing the starting salary will make the base pay more competitive with other positions in the marketplace and will reduce the impact of compensation as a deterrent for those considering a career in public safety.

1.2. Sign On/ Retention Bonus

Due to the current staffing levels and the need to fill many open positions in the near future, ADOC should consider a sign on/retention bonus. This bonus might remain in effect until staffing has increased to an acceptable level of total required Correctional Officers as stated in the Savage Report.

We recommend a bonus of between \$2,000 - \$10,000, to be paid out as follows:

- 15% - 20% paid upon successful graduation of the APOSTC Academy
- 15% - 20% upon attaining one year of employment as an APOSTC certified CO
- 25% - 30% upon attaining two years employment as an APOSTC certified CO
- 30% - 35% upon attaining three years employment as an APOSTC certified CO

Increasing compensation, in conjunction with a sign-on/retention bonus, will make the CO position more competitive with other law enforcement positions, and could make working with ADOC a more attractive option for many individuals.

1.3. Internal Referral Bonus

Currently, ADOC offers a \$500 bonus to employees successfully referring a new ADOC employee. While this is a good initiative and has shown to have a positive effect on recruitment, ADOC may consider increasing the referral bonus to \$1,000. The bonus should be paid in stages, with the initial a portion paid after the recruit has been employed 90 days, and the remaining being released after the recruit has been successfully employed for one year.

2. THE RECRUITING TEAM/STRATEGY

The current ADOC recruiting team does not have sufficient personnel or resources to achieve ADOC's recruiting goals. Remedies for ADOC may include, but are not limited to the following:

Option A → Outsource Recruiting

The current system involves ADOC employing three COs as recruiters for three year contracts. An alternative arrangement would be to consider outsourcing the recruiting function to a third party which would report directly to the leadership team at ADOC.

The third party partner will likely have more experience in recruiting. They will oversee all recruiting resources and needs, be able to add resources efficiently and provide an accountable structure in the recruitment process. The third party partner could work collaboratively with marketing (external or internal to ADOC) to develop brand awareness and a concentrated marketing program that effectively promotes the career opportunities within ADOC. Digital marketing has proven to be a strong value versus investment. The data analytics of digital marketing are compelling and can spearhead the direction of recruitment quickly and efficiently. The positive results yielded in the Bibb Pilot Program further validate what a concentrated proactive recruiting campaign with dedicated recruiting and marketing resources can accomplish.

A third party partner experienced in data-driven recruiting will have the infrastructure built to go to market much faster than ADOC if they were to build it internally.

Outsourcing might allow more flexibility in hiring and provide a steady, trackable flow of candidates. Resources can be dedicated towards a particular geographic location if one particular facility has more vacancies than another. Additional staff can be hired on a contractual basis if a specific need is desired to facilitate job fairs or other recruiting efforts. Outsourced firms have more flexibility and speed to market as compared to State agencies.

Option B → Hire Additional In-house Recruiters

If ADOC chooses to continue recruiting in-house for COs and other personnel, they should consider significantly increasing the number of recruiters and recruiting assistants.

Based on preliminary estimates, the in-house recruiting team could be enhanced to include the following:

- Up to 12 full-time Recruiters
- Up to 5 Senior level (3-5 years of experience)
- Up to 7 Junior level (1-3 years of experience)
- Up to 3 Recruiting Assistants
- Up to 3-5 Community Liaisons
- Up to 1 Recruiting Director

Additionally, ADOC might consider employing a director to oversee the process and work closely with marketing to align recruitment marketing efforts. Adequately trained recruiters would facilitate accountability in the recruitment process.

Recruiting Director → oversees all recruitment activity, allocates resources, and works in conjunction with the Public Information Office to align recruiting and marketing efforts.

Community liaisons → establish the ADOC brand in each recruiting zone by building strong networks and referral sources within these areas. Potential methods for building the brand and establishing relationships include speaking to high schools, colleges, civic and community organizations. Liaisons could attend job fairs regularly and plan out recruitment events in each Zone, and meet with wardens at the facilities in their Zones monthly to ensure their strategy aligns with facility needs.

Adequately trained recruiters would facilitate accountability in the recruitment process. The potential staff listed above would need to be reviewed periodically to ensure that proper resources are being allocated. Additional staff should be added or dismissed based on current need; however, a core team should remain in place.

3. IMPROVE BRAND AWARENESS

3.1. Marketing Strategy

ADOC may want to evaluate the current marketing strategy as it relates to recruiting - all marketing actions should be based on data and best practices. Research conducted during the analysis indicates a stronger presence needed in social media and digital marketing. Items such as videos and short stories should be crafted and disseminated via digital marketing channels such as Facebook, Instagram, Twitter and YouTube, etc.

Outsourcing marketing may have benefit in that content disseminated across all social media platforms is consistent and furthers ADOC's brand. Efforts targeted at branding utilized in the Bibb Pilot Program have proven effective.

3.2. Recruiting Giveaways (SWAG)

Continuing to spread awareness of the organization at career/job fairs and on-site interviews will be helpful. Creative giveaways can leave positive impressions upon a candidate who is considering a job change. Creative SWAG ideas include:

- Small NERF footballs during college football season
- Pop Sockets for phone cases
- Small notebooks
- Battery charging key rings
- Clear tote bag with ADOC logo
- Insulated cups
- ADOC Koozies
- Shaker cups
- T-Shirts
- Food
- Cake pops

4. MAXIMIZE THE POTENTIAL RECRUITING POOL

4.1. New Classification of Correctional Officer

As it stands, ADOC needs to hire a significant number of Correctional Officers. While making the position more attractive and restructuring recruiting efforts are changes necessary for bringing in more candidates, the pool of qualified candidates from which to recruit is limited by the qualifications mandated by the APOSTC. Since 2013, more than 1300 applicants were turned away from becoming COs because they failed the on-site tests.⁷⁵ It is impossible to know the number of individuals who never applied because they could not pass the fitness tests.

In the current model, the only possibility to join ADOC and become a Correctional Officer is by starting as a Correctional Officer Trainee. There is no path for those who do not meet APOSTC qualifications.⁷⁶ Another solution that may be considered is to create a new security position, referred to as a Basic or Entry Level Correctional Officer (BCO). If this type of position can be approved, individuals completing BCO training might be able to handle many of the same duties as a certified CO, with variations such as not being assigned to posts requiring the use of a firearm.

This position could have less stringent entry requirements, so that those individuals not meeting all APOSTC standards may still join ADOC.

While specific qualifications should be determined by ADOC and other regulating bodies, WA offers the following suggestions for the BCO position:

- Consider a physical abilities test which is more attainable for a person of average fitness
- Evaluate training through a Field Training Program⁷⁷
- Consider creating a streamlined curriculum which covers required information, while removing aspects which will be unnecessary for the job duties of a BCO, such as firearms training and certain physical fitness requirements
- Consider a supplementary course which allows BCOs to become fully certified upon meeting APOSTC requirements without having to repeat redundant courses
- Provide compensation which is still competitive, but below that of a fully certified CO. WA recommends a compensation range of approximately \$33,000 - \$35,000, corresponding with Option A or B for certified COs. An established compensation progression may also be considered. ADOC leadership can determine the necessity of any bonuses

This new classification may not have all the capabilities of an APOSTC Certified Correctional Officer but could provide valuable service to the facility and be equipped to handle a number of daily responsibilities.

The Sign On/ Retention Bonus (discussed in Recommendation 1.2.) could be considered as an incentive for BCOs to become fully APOSTC certified COs.

4.2. Extend Provisional Time

A longer provisional period with APOSTC would help expand the recruiting pool. Currently, a candidate must begin the APOSTC Academy within six months of his or her initial hire date. If the provisional period were extended to one year, ADOC would have more flexibility in hiring candidates; thus limiting the candidates who are lost because they are unable to complete APOSTC Academy within the six month provisional time.

A longer provisional period, in conjunction with less time spent in the Academy and more time spent in on-the-job training, might make it easier to hire potential candidates.

4.3. Non-traditional Candidates

Another way ADOC might expand hiring options would be to consider non-traditional recruiting pools in the future. Once a full recruitment plan is implemented statewide, ADOC may want to look outside Alabama. Advertisements, recruiting strategies for other states, and relocation incentives may be necessary for ADOC to recruit populations from high unemployment areas such as Puerto Rico.

5. IMPROVE THE APPLICATION EXPERIENCE

5.1. Consider More On-site Testing Events

In today's competitive recruiting environment, the application and hiring process is very important. By the end of 2018, ADOC will have conducted 16 on-site testing events. We recommend that ADOC consider increasing the number of on-site testing events in the near future. ADOC may consider holding testing events at locations other than the prison facilities. Increasing the frequency of testing events gives interested applicants more opportunities to attend.

Currently, on-sites are always held on Friday mornings. ADOC might consider varying the day of the week for those applicants who are currently employed and therefore unable to attend on a week day.

Testing is held at the facilities due to the availability of medical personnel to conduct physicals for applicants, so proper planning to consider this recommendation will be necessary.

5.2. On-site Hospitality

In many cases, the on-site event is the first face-to-face interaction between candidates and the ADOC team. WA therefore recommends that ADOC personnel make an effort to promote a more welcoming and hospitable environment. Some suggestions for improving the atmosphere at the on-site events are as follows:

- A video from the Commissioner welcoming candidates and thanking them for their interest in Alabama's largest law enforcement agency
- An agenda and explanation of the events that are about to occur
- Intentional interaction amongst the candidates and ADOC team
- ADOC personnel at each table to initiate conversation and answer any questions candidates may have

The goal is to leave a positive and lasting impression on the candidates attending the on-site so they will come back if needed, or refer the opportunity to others.

5.3. WorkKeys Assessment

At the start of this analysis, prospective candidates were required to take a Basic Ability Test administered by the State Personnel Board at the on-site evaluation and the ACT WorkKeys evaluation at an offsite testing center. However, in mid-2018, the Basic Ability Test was removed as a requirement, and the ACT WorkKeys was allowed to be the stand alone test.

While the transition to a single test was a good decision, there is room for improvement. ADOC may want to search for an organization to conduct the evaluation at each on-site event. The benefit of having the test conducted on-site allows immediate results and shortens the hiring process. Additionally, ADOC might consider paying for testing expenses for first time applicants.

5.4 Conditional Letter of Employment

A conditional letter of employment is a formal job offer that is dependent on the individual passing the remaining tests and other conditions of employment. The job offer becomes formalized only after all of the hiring criteria are met. ADOC might begin giving candidates that are continuing in the hiring process a conditional letter of employment when they depart the on-site evaluation. This might provide the applicant a sense of accomplishment and motivation to complete the remaining tests and conditions.

6. ADAPT RECRUITING STRATEGIES FOR MAXIMUM EFFICIENCY

ADOC currently operates 14 major correctional facilities in the State of Alabama. Each facility has characteristics that are unique to the geographic area and facility. As mentioned above, the recruitment team for each geographic zone could provide accountability and structure to the proactive recruitment plan. Proactive recruitment with a customized market plan may help ensure connection to the ideal ADOC candidate in the Zone being recruited.

While marketing and recruitment strategies will vary from area to area, there will be commonalities that are consistent statewide. Effective recruiting is adaptable, yet calculated. Thinking outside the box and being flexible are required when recruiting the same type of candidate over different geographic areas.

A data-driven, evidence-based approach to recruiting and marketing is desirable. Data and analytics can be evaluated in real time to ensure good stewardship of State funds with regards to marketing and recruitment in different geographic areas. The Bibb Pilot program has demonstrated this is a thoughtful methodology in deploying both resources and funds that will have significant impact in converting candidates to successful COs.

*Refer to Appendix B. (Statewide marketing Data that articulates the ideal candidate and media habits associated with each major ADOC facility in Alabama.)

7. UTILIZE TECHNOLOGY SOLUTIONS

The overall assessment of ADOC's use of technology in recruiting showed opportunities for improvement. See the separate Technology section.

8. LONG-TERM TALENT MANAGEMENT MODEL

ADOC is currently in a reactive situation due to current staffing levels. Levels must be normalized before a long-term strategy can be put in place. Once levels are stabilized, ADOC can focus on a strategic plan encompassing all aspects of a Talent Management model. As discussed previously in this section, talent management is more in-depth than recruiting-it involves planning, attracting, developing, retaining, and transitioning candidates in an organization.

A strategic talent management model may provide a framework for a proactive approach to recruitment and retention that would help ensure that ADOC does not again face the same staffing challenges it has in today's environment.

COMPENSATION ANALYSIS

Warren Averett (WA) was retained to perform a review of the compensation package offered to Correctional Officer Trainees (COTs) by the Alabama Department of Corrections (ADOC). There are two aspects to consider when reviewing compensation: 1) Pay and 2) Benefits. WA therefore conducted two separate analyses, first for COT entry-level pay, and next for the benefits package.

COMPENSATION ANALYSIS PART I: PAY

The purpose of the review of the COT pay structure is to provide timely data to support an appropriate entry pay level for the COT role, using compensation comparisons to other relevant positions in the competitive job market. This report also includes recommendations for the 2019 entry pay level for this position and cost projections for hiring up to 2,000 COTs using the recommended pay level.

BACKGROUND

Over the last several years, the number of applicants for COT positions has decreased. While the ADOC has a recruitment function that has increased its advertising expenditures, the number of applicants attending on-site testing (the first phase of the application process) has decreased.⁷⁸

The shortage of qualified applicants and, therefore, fewer trained COs has resulted in understaffing at ADOC facilities. In a climate of low unemployment, candidates, even at the entry level, are more difficult to attract without competitive pay packages. Our analysis will review the ability of ADOC's current COT pay package to attract qualified candidates to attend on-site testing events and then reward a new recruit for taking on this type of role.

METHODOLOGY

Our analysis involved an internal review of current practices and programs and an external review of the competitive job market. The internal review included ADOC document and data evaluation, as well as interviews with current employees to understand their perception of compensation, specifically relating to the pay of entry level COs.

In terms of our external review, two market groups were used to evaluate competitive market pay levels for a COT position. Details are provided in **Table 6**.

Our 2017 ADOC employee interviews indicated that there is a belief that the salaries received by COs working for ADOC are significantly less than those received by other law enforcement positions across Alabama, including State Troopers and Federal Bureau of Prisons (BOP) Corrections Officers. In addition, when faced with a choice to work for the ADOC or the private sector, candidates sometimes choose the latter because they perceive that 1) the private sector pays more for positions requiring similar work experience/education and 2) the working conditions for private sector jobs of similar compensation are less hazardous. Our analysis tested employee perception and input against the reality of the marketplace.

Table 6: Market groups used for Comparison

Market Group	Benchmarks and Data Sources	Rationale for Inclusion in Study
Market Group 1: Public Sector in Alabama	Entry Level for: Deputy Sheriff, Police Officer, Correctional Officer, State Trooper Entry Level for: Federal Bureau of Prisons Corrections Officer Data Sources: Online resources for City, County and Federal Government and CompAnalyst	To compare the entry pay of an ADOC COT to other comparable positions in the same industry requiring similar levels of education and experience, that will have similar working environments.
Market Group 2: Private Sector in Alabama	Entry Level for: Delivery Route Driver, Construction Laborer, Production Worker, Retail Sales Clerk, and Security Guard Data Sources: Economic Research Institute (ERI) and CompAnalyst	To determine if ADOC COT positions are paid more, less, or at competitive market levels for private sector jobs that have similar requirements for education and experience. Additionally, we pulled this data to test whether or not the marketplace shows a premium for certain working environments by comparing law enforcement positions in the public sector against private sector positions that require similar experience and education levels.

RESULTS

PUBLIC SECTOR

The analysis of current ADOC COT entry pay to comparable public sector jobs in Alabama shows that ADOC's trainee position is 19% below the market average. When incorporating Level 4 and Level 5 facility differential pay, ADOC's trainee pay is 15% below and 11% below the market average respectively. Table 7 shows the results of this analysis (Appendix C provides the details of the job matches).

Table 7: Summary – Public Sector

Survey Job Match (1)	Base Salary Market Value (2)
Deputy Sheriff	\$38,404
Police Officer	\$35,355
Correctional Officer	\$35,090
Trooper	\$36,657
Composite Market Value (3)	\$36,377
ADOC Trainee Entry Base Pay	\$29,371
Market Index	80.7%
Level 4 Facility Differential (2 step)	\$30,852
Market Index	84.8%
Level 5 Facility Differential (4 step)	\$32,434
Market Index	89.2%

Notes:

- (1) Market matches and market data pulled for this analysis are reflective of an entry/trainee level.
- (2) Market data updated to 1/1/2019 by 3% annually.
- (3) The Composite Market Value is the average of the position Market Values.

For the public sector job matches, we also looked closely at the BOP Corrections Officers. There are three Federal Prisons in Alabama, with varying security levels. The federal government recognizes a differential for the type of job and working environment by using a separate salary structure for law enforcement positions. BOP positions are included in the separate law enforcement salary schedule. **Table 7** shows the comparison of entry pay of Corrections Officers at Federal Prisons in Alabama versus entry pay of Correctional Officers at ADOC.

We noted that the minimum education requirement for an entry-level Federal Prison CO is a 4-year degree or equivalent. Therefore, for this analysis, we compared the BOP CO entry level pay to pay for the ADOC COT level with a Bachelor's degree. Our analysis shows that ADOC's CO entry pay level with a Bachelor's or 4-year degree ranges from 21% to 13% below the entry pay level for a BOP CO in the State of Alabama.

Overall, our public sector market analysis supports the employee feedback we received regarding other organizations with similar law enforcement jobs in the marketplace paying higher than ADOC.

Table 8. Comparison for Federal Bureau of Prisons versus ADOC Prisons - CO Entry Rate

Job Title	Base Salary	ADOC vs. BOP
BOP Corrections Officer Entry – 4-year degree (1) (2)	\$41,187	
ADOC Correctional Officer Trainee – 4-year degree	\$32,434	78.7%
ADOC Correctional Officer Trainee at Level 4 Facility – 4-year degree (3)	\$34,080	82.7%
ADOC Correctional Officer Trainee at Level 5 Facility – 4-year degree (3)	\$35,777	86.9%

Notes:

(1) For the Federal Bureau of Prisons, their agency uses the Law Enforcement Officer (LEO) pay scale. For non-premium Alabama cities, the locality adjustment that is applied to the CO position is 15.37% which is reflected in the table above (There is an 18.49% locality adjustment for Huntsville, Decatur and Albertville that is not reflected in this data).

(2) There are three Federal Prisons located in Alabama. One is minimum security, one is low security and one is medium security.

(3) ADOC Level 4 Facility corresponds to a medium security prison. Level 5 Facility corresponds to a close (or maximum) security prison.

PRIVATE SECTOR

Our analysis of ADOC COT pay to entry level private sector pay in Alabama shows that ADOC offers a base salary which is 3.5% above private sector. The pay is even higher once Level 4 and 5 facility differentials are added. When looking at total cash (base salary plus bonuses), ADOC COT entry pay is approximately 2% below the average pay level in the private sector. The gap is overcome when considering the pay increase after training is completed and the probation period ends, and Level 4 and Level 5 facility differentials. Therefore, the feedback from ADOC employees regarding private sector pay being higher is not supported by our analysis of this competitive market group for this level of position. Table 4 shows the details of our analysis (Appendix D provides the details of the job matches).

Survey Job Match (1)	Base Salary Market Value (2)	Total Cash Market Value (2)
Delivery Route Driver	\$35,138	\$37,291
Construction Laborer	\$27,229	\$27,515
Production Worker	\$30,458	\$31,103
Retail Sales Clerk	\$23,396	\$27,363
Security Guard	\$25,644	\$25,911
Composite Market Value (3)	\$28,373	\$29,837
ADOC Trainee Entry Base Pay	\$29,371	\$29,371
Market Index	103.5%	98.4%
Level 4 Facility Differential (2 step)	\$30,852	\$30,852
Market Index	108.7%	103.4%
Level 5 Facility Differential (4 step)	\$32,434	\$32,434
Market Index	114.3%	108.7%

Notes:

(1) Market data reflects pay at an entry level for these general industry positions.

(2) Market data updated to 1/1/2019 by 3% annually.

(3) The Composite Market Value is the average of the position Market Values.

PUBLIC SECTOR VERSUS PRIVATE SECTOR

When comparing the same type and level of entry position in the public sector to the same level of position in the private sector, the competitive market data shows a differential favoring the public sector. The Composite Market Value of entry base salary pay for the public sector is \$36,377 and the Composite Market Value for the private sector is \$29,837, which is a 22% or \$6,540 difference. This is a significant amount of money to an individual at a trainee or entry level. The jobs chosen for the public sector are Law Enforcement jobs that are in the same line of work as a Correctional Officer and both the public sector benchmarks and the ADOC CO will require challenging and dangerous working environments.

Based on the results of our analysis, the competitive job market shows a premium for this type of career choice and corresponding working environment. Since ADOC COT positions are hired in at a comparable pay rate as private sector jobs, our analysis does support ADOC's employee input regarding their pay not compensating them for the challenging aspects of the job and difficult work environment. ADOC's current policy of providing Level 4 and Level 5 facility differentials supports the market trend of paying more based on the type of work environment. However, the differentials approved still result in entry base salaries falling below the market average for similar positions in the public sector.

GEOGRAPHIC DIFFERENTIALS

We analyzed the compensation differences of various cities in which ADOC facilities are either located or nearby using cost of labor information collected by the Economic Research Institute (ERI). According to ERI, across the cities in Alabama that were included in our analysis, three cities showed a cost of labor premium of 3% or higher when

considering base salary levels between \$20,000 and \$40,000 per year. Those three cities included Bessemer, Birmingham, and Huntsville. Appendix E provides the details of our analysis.

IMPLICATIONS

The key implications of our analysis include:

- (1) The competitive market (defined in this report) shows a market premium for entry-level law enforcement jobs in the public sector versus entry-level private sector jobs having similar education and experience requirements.
- (2) Other organizations, including federal, county, and city governments, pay their entry law enforcement positions significantly above ADOC's CO entry rates for jobs with similar levels of experience and education.
- (3) In order to achieve hiring goals, COT entry rates will need to be increased to competitive market levels of public sector law enforcement jobs to ensure ADOC has a compensation package that is attractive to potential candidates.
- (4) Geographic payments or differentials should be considered in higher cost of labor markets to ensure candidates working in those areas are being offered a competitive compensation package relative to that area.
- (5) While increasing entry rates for COTs is necessary to attract new candidates, adjusting these entry rates will create compression issues with existing COs, as well as higher level ADOC positions. If an increase for the COT position is approved, these compression issues will need to be analyzed and addressed. For purposes of this report, we have provided ranges of potential initial cost projections for addressing compression, assuming the entry rates for COTs are increased.

RECOMMENDATIONS

We have recommended two options for consideration, A and B. Both address bringing the COT pay level up to market, maintaining 2-year and 4-year degree differentials, and implementing a geographic payment for higher cost of labor markets within Alabama. The key difference in the two recommendations is that Recommendation A starts at a competitive base salary rate for a new trainee and adds the opportunity for an Academy Graduation Bonus, whereas Recommendation B starts at a more competitive base salary rate without the bonus opportunity.

RECOMMENDATION A:

- (1) Base the entry rate for a COT at the Market Composite Value for public sector data
- (2) The new recommended base compensation for a COT would be approximately \$36,500-\$37,500
- (3) Maintain step increases for 2-year (Associate's) and 4-year (Bachelor's) degrees at 2 steps and 4 steps
- (4) Provide an Academy graduation bonus (one-time payment, not added onto salary) with a portion received at completion of certification and the remainder received 6 months following certification
- (5) Provide a 3% Locality Payment for those facilities in areas having at least a 3% Cost of Labor premium (we assume this will not be necessary for COTs that are already receiving Level 4 or Level 5 Facility differentials). This should be based on the employee's residence. Additional considerations can be made in lieu of locality pay.

RECOMMENDATION B:

- (1) The new recommended base compensation for a COT would be approximately \$37,500-\$38,500
- (2) Maintain step increases for 2-year (Associate's) and 4-year (Bachelor's) degrees at 2 steps and 4 steps
- (3) Provide a 3% Locality Payment for those facilities that are in areas that have at least a 3% Cost of Labor premium (we assume this will not be necessary for COTs that are already receiving Level 4 or Level 5 Facility differentials). This should be based on the employee's residence. Additional considerations can be made in lieu of locality pay.

NEW HIRE COST PROJECTIONS

For projecting total payroll costs for Recommendations A and B, we assumed that 2% of Correctional Officer trainees would be placed at Minimum Security Facilities, 43% at Level 4 Facilities and 55% at Level 5 Facilities. This assumption is based on an analysis we conducted of actual employee counts in 2017 of COTs and their assigned facilities (for those that were not registered under basic training).

Additionally, Locality Payments were not included in the cost projections given Level 4 and Level 5 Facility differentials are currently in place.

Under Recommendation A, assuming ADOC hires 2,000 new COTs, the payroll cost (including 39% for benefits) of new hires is projected to range from \$118 to \$129.3 million. The range is contributed to the education differentials for COTs (i.e. High School, Associate's, and Bachelor's).

Under Recommendation B, using the same assumption of 2,000 new hires, the payroll cost (including 39% for benefits) of new hires is projected to range from \$115.5 to \$127.4 million, with the range contributed to education differentials of new hires.

In addition to the costs associated with paying new hires, there will be adjustments needed for existing employees in the Correctional Cubicle Operator (CCO), Correctional Officer and higher level ADOC roles to address compression and equity issues.

COMPRESSION COST PROJECTIONS

Our analysis has been conducted in the context of the current grading structure effective September 1, 2018, published by the State of Alabama Personnel Department. Both Recommendations A and B would require a regrading of positions within ADOC to include CCO, COT, CO, Correctional Sergeant, Correctional Lieutenant, Correctional Captain, and Warden I, II and III, in order to maintain an equitable pay practice across employees in these job classifications.

As a result of regrading positions, a large portion of the current employee population will require a pay adjustment. Pay adjustments are made in consideration of their current pay and the step differentials that are already being incorporated due to Facility, Correctional Emergency Response Team, or degree step increases. Employees at the top end of their current grade are less likely to receive an adjustment, given the grades overlap significantly. Our projections on the cost of adjusting current employee salaries as a result of regrading, range from \$4.1 million to \$8.2 million (5%-7% of current payroll) for Recommendation A and from \$6.2 million to \$11.6 million (9%-13% of current payroll) for Recommendation B. The range is due to assumptions on education given we did not have access to which employees currently receive a degree differential. The low end of the range assumes all current employees have high school degrees and the upper end of the range assumes all employees have a Bachelor's degree and qualify for a 4-step education differential.

CONCLUSIONS

Our analysis of ADOC compensation has included data provided by ADOC, data gathered from published compensation survey sources, and data gathered from publicly available websites and direct contact with public sector organization representatives. Given our knowledge of the current employment market and the aggressive hiring strategy of ADOC, we believe the recommendation options presented in this report to be reasonable and supported through data. As the market forces change, an analysis similar to this study should be performed to determine if any adjustments to the entry pay level need to be made.

COMPENSATION ANALYSIS PART II – BENEFITS

Pay is not the only aspect of a competitive compensation package--an effective and competitive employee benefits program will accomplish several targeted goals. First, it will provide financial protection for employees and their families in the event of illness, disability, death, or unemployment. Second, it will promote positive employee morale and support the productivity of the organization as a whole. Finally, it should act as an effective recruitment tool that will attract and retain high quality talent.

Some employee benefits are required by law (mandatory) while others are provided voluntarily by employers (discretionary). Employees and potential employees tend to view benefits that are mandated by regulation differently from benefits that are discretionary or market driven. Benefits that are mandated are often thought of as creating employee rights or entitlements, and therefore have little influence on recruitment success. On the other hand, market driven or discretionary benefits are intended to increase market competitiveness for new talent, boost employee retention, inspire employee loyalty, and increase job satisfaction.

Due to increased competition for talent, the discretionary employee benefits programs an employer provides will increasingly be an important factor in attracting and retaining top talent. Accordingly, the focus of this review is on the discretionary benefits being offered by ADOC.

OBJECTIVES

The purpose of the analysis is to assess the competitiveness of the ADOC employee benefits programs in comparison to the benefits programs offered by the surrounding states of Florida, Georgia, Mississippi, and Tennessee for similar roles, and to provide recommendations for ADOC program enhancements aimed at supporting the goal of hiring approximately 2,000 COs in Alabama. This review focuses specifically on whether the discretionary employee benefits programs offered by ADOC are competitive enough to support these aggressive hiring requirements.

The shortage of qualified applicants and, therefore, fewer trained COs has resulted in understaffing at ADOC facilities. In a climate of low unemployment, candidates, even at the entry level, are more difficult to attract without competitive employee benefits programs, especially for jobs that are required to operate in dangerous and stressful working environments. Our analysis will review whether or not ADOC has competitive employee benefits programs that would adequately support recruiting initiatives for this position.

METHODOLOGY

Preliminary research data on the discretionary employee benefits programs offered by ADOC and its counterparts in the states of Florida, Georgia, Mississippi, and Tennessee is compiled from publicly available information on each agency's website and other available sources. The human resources department for each agency was contacted to verify the information and confirm the benefits being offered to the entry CO role. The results are compiled in a comparison chart. [See Appendix G for the State Comparisons of Employee Benefits Programs.]

ADOC discretionary employee benefits programs are considered to be *comparable* if the primary benefit elements are included in the benefits programs being offered by the comparison states, and considered *competitive* if the primary benefit elements are determined to be as good as or better than the benefits programs being offered by the comparison states. Given the limited availability of detailed plan information from some comparison states, the scope of this evaluation focuses on the prevalence of the benefits offerings rather than a detailed comparison or evaluation of plan details.

The following discretionary benefits categories are considered in this evaluation:

General Health and Welfare Benefits

Health and welfare benefits are those designed to provide financial protection for employees and their families in the event of illness and disability. Examples include health, dental, vision, short-term and long-term disability insurance, as well as cafeteria plans, health savings plans, and flexible medical or child-care spending accounts (pre-tax accounts to pay qualified expenses), among others.

Ancillary Benefits

Ancillary benefits are voluntary benefits options offered by an employer to supplement the general health and welfare benefits program. Examples include life, long-term care, cancer, and accidental death & dismemberment insurance coverage, among others.

Paid Time Off Benefits

Paid time off programs permit employees to accrue or earn time off from work with pay. Examples include holidays, vacation, sick leave and personal leave, among others.

Deferred Compensation Benefits

Deferred compensation is an arrangement in which a portion of an employee's income is paid out at a later date after which the income was actually earned. Examples include pensions and retirement plans.

General Perquisites

General perquisites are a variety of non-cash payments and benefits used to supplement other benefit programs. Examples include child-care benefits, uniform allowances, and non-production bonuses (bonuses not tied to performance), among others.

Additional Pay Programs

Additional pay programs permit employees to earn additional compensation in the form of pay increase opportunities or one-time bonus payments. Examples include merit pay increases, cost-of-living adjustments, certification pay, signing bonuses, longevity bonuses and referral bonuses, among others.

Career Development and Advancement Benefits

Career development and advancement benefits are those programs designed to provide employees with training opportunities aimed at developing and enhancing job skills. Examples include tuition assistance, scholarships, career ladder programs, and skill certification programs, among others.

SUMMARY OF FINDINGS

Our analysis finds that the current discretionary employee benefits programs offered by ADOC to the CO role are comparable and competitive in the overall elements and costs to employees when compared to the programs being offered by the states of Florida, Georgia, Mississippi, and Tennessee for similar roles.

In particular, all elements of ADOC's general health and welfare plans, including medical, dental, vision, flexible spending accounts and health savings accounts are considered to be highly comparable and competitive, as are ADOC's deferred compensation programs. Similarly, ADOC's paid time off programs, including holidays, personal days, sick leave, vacation leave, and military leave, are considered to be highly comparable and competitive.

Accordingly, based upon the results of this review, we believe ADOC's current overall discretionary employee benefits programs can reasonably be expected to adequately support ADOC's hiring goals as an effective recruiting and retention tool.

RESULTS

The following summarizes the results of our analyses for each element of the discretionary employee benefits programs offered by ADOC to the CO role

GENERAL HEALTH AND WELFARE BENEFITS

The program elements and costs for ADOC's general health and welfare benefits are comparable to those offered by the comparison states, and considered competitive.

The ADOC Health & Welfare benefits programs include all expected plan elements, and meet or exceed the program elements offered by the comparison states for similar roles. Specifically, the ADOC benefits program includes:

- Medical
- Short-Term Disability
- Dental
- Vision
- Cafeteria Plans
- Flexible Spending Account
- Health Savings Account
- Long-Term Disability
- Employee Assistance
- Employee Wellness

ADOC employee premiums for single health and dental coverage are considered competitive. The most notable exception is that Mississippi reported covering the full cost of employee single health coverage.

Table 9: Comparison of Insurance Costs

Health & Welfare Benefit Program	Medical: Employee Single Premium Cost	Dental: Employee Single Premium Cost
Alabama	\$115/mo.	\$8/mo.
Tennessee	\$102-\$150/mo.	\$23.24/mo.
Georgia	\$58-\$172/mo.	\$21.72-\$42.01/mo.
Mississippi	\$0	\$12.40-\$19.00/mo
Florida	\$15-\$50/mo.	\$22.84-\$45.50/mo.

ANCILLARY BENEFITS

The program elements of ADOC's Ancillary Benefits are comparable to those offered by the comparison states, and considered competitive.

The ADOC Ancillary benefits programs include the most common expected plan elements, and meet or exceed the program elements offered by the comparison states for similar roles.

Specifically, the ADOC benefits program includes:

- Life
- Accidental Death & Dismemberment
- Cancer
- Hospital Indemnity
- Hospitalization
- Intensive Care

PAID TIME OFF (PTO) BENEFITS

The program elements of ADOC's Paid Time Off Benefits are comparable to those offered by the comparison states, and considered competitive. Without exception, the ADOC Paid Time Off benefits programs include all expected plan elements, and meet or exceed the program elements offered by the comparison states for similar roles. *[See Figure 2 below.]*

Specifically, the ADOC benefits program includes:

- Holidays
- Personal Leave
- Sick Leave
- Vacation Leave
- Military Leave

Table 10: Comparison of Paid Time Off

Paid Time Off Benefit Program (Number of Paid Days Per Year)	Alabama	Tennessee	Georgia	Mississippi	Florida
Annual Holidays	13	11	12	10	10
Annual Personal Leave	13	12	15	18	13
Annual Military Leave	21	-	-	15	-
Annual Sick Leave	13	12	15	18	13

DEFERRED COMPENSATION BENEFITS

The program elements of ADOC's Deferred Compensation Benefits are comparable to those offered by the comparison states, and considered competitive.

The ADOC Deferred Compensation benefits programs include all expected plan elements, and meet or exceed the program elements offered by the comparison states for similar roles. Specifically, the ADOC benefits program includes:

- 457b Deferred Compensation Plan

ADDITIONAL PAY PROGRAMS

Limited information is publicly available on the Additional Pay Programs being offered by the comparison states. However, ADOC's opportunities include several competitive elements, including the following:

- Annual Pay Increases
- Longevity Pay Bonuses
- Employee Suggestion Awards

One notable element of the ADOC benefits program is the provision of Subsistence Pay for Certified Law Enforcement Officers, which is not noted for the comparison states.

GENERAL PERQUISITES

The program elements of ADOC's General Perquisites are comparable to those offered by the comparison states, and considered competitive.

The ADOC Perquisites programs include several expected plan elements, and meet or exceed the program elements offered by the comparison states for similar roles.

Specifically, the ADOC benefits program includes:

- Uniforms Furnished
- Credit Union
- Employee Discount Program

One notable competitive element of the ADOC benefits program is providing access to State Employee Wellness Centers, which is not noted for the comparison states.

CAREER DEVELOPMENT AND ADVANCEMENT BENEFITS

Limited information is publicly available on the specific Career Development and Advancement Benefits being offered by the comparison states. However, ADOC's opportunities include several competitive elements, including the following:

- Lateral Entry Program
- Professional Development Programs
- Career Ladder Advancement Opportunities
- Educational Assistance Program

CONCLUSIONS

Our analysis finds that the current discretionary employee benefits programs offered by ADOC to the Correctional Officer role are comparable and competitive in the overall elements and costs to employees when compared to the programs being offered by the states of Florida, Georgia, Mississippi, and Tennessee for similar roles.

In particular, all elements of ADOC's general health and welfare plans, including medical, dental, vision, flexible spending accounts and health savings accounts are considered to be highly comparable and competitive, as are ADOC's deferred compensation programs. Similarly, ADOC's paid time off programs, including holidays, personal days, sick leave, vacation leave, and military leave, are considered to be highly comparable and competitive.

Accordingly, based upon the results of our research, we believe ADOC's current discretionary employee benefits programs can reasonably be expected to adequately support ADOC's hiring goals as an effective recruiting and retention tool. As market forces change, an analysis similar to this study should be performed to determine if any adjustments to benefits need to be made.

TRAINING AND ONBOARDING ANALYSIS

While previous sections in this report discuss potential best ways to bring the candidates in, this section addresses what happens to candidates once they join ADOC. If recruiting is successful and the number of candidates increases, ensuring new COs are being trained effectively and efficiently contributes to a CO having a successful career with ADOC.

Training is an important way to ensure safety in the prison environment. Historically, COs were called 'prison guards' because their primary role was to keep inmates from escaping; however, with the change to the title 'Correctional Officer' also came new responsibilities. COs have a complicated job—they are tasked with managing the inmates while also facilitating rehabilitation. They have to protect the public from the prisoners, but also protect the prisoners from each other and themselves.⁷⁹ They have to maintain order, keep the prison running efficiently, administer inmate programming, and help provide access to both traditional and mental healthcare.⁸⁰ Training alone cannot make working as a correctional officer easy, but it can prepare officers for the challenges they may face and can help cultivate the knowledge, skills, and confidence they need to respond appropriately in different situations. It is therefore vital that training programs adequately prepare officers for what they will encounter within the prisons.⁸¹

OBJECTIVES

When WA began the engagement with ADOC, one concern was the fact that many COs were separating from ADOC within the first three years. A well-executed training and onboarding program can positively affect retention because employees will have the skills and knowledge necessary to do their jobs effectively and successfully integrate into the organization. WA evaluated ADOC's training and onboarding processes to determine areas where changes may improve retention. Specifically, the main objectives were to:

- 1) Review the requirements, timing, systems, and effectiveness of ADOC's onboarding and training processes
- 2) Benchmark ADOC's training and onboarding processes against other departments to determine aspects which differ from prevailing practices
- 3) Identify potential changes in the onboarding and training processes which may assist ADOC's ability to recruit and retain COs

METHODOLOGY

A variety of sources were used in this analysis. Data about ADOC's current training and onboarding processes was compiled through the following:

- Formal and informal in-person and telephonic interviews with members of ADOC leadership
- Data requests to ADOC
- Site visit to the training center in Selma
- News articles discussing ADOC training
- ADOC's Annual Reports

To determine best practices, WA conducted a literature review of articles discussing the effects of training and onboarding on retention, positive and negative aspects of certain teaching/learning methods, and prevailing trends in the corrections field. Additionally, WA reviewed the training programs and curriculum of several states' departments of corrections.

WA also collaborated with a retired APOSTC certified police officer whose extensive knowledge on law enforcement training procedures was utilized.

What is Onboarding?

'Onboarding' and 'orientation' are not synonymous. Orientation is just one discrete part of the onboarding process. Onboarding, also called organizational socialization, encompasses all processes and mechanisms by which new employees gain the knowledge, skills, and insight necessary to become effective members of an organization.⁸² Onboarding lasts from the time an individual is hired until he or she is fully integrated in the organization.

What is Training?

In the case of COs, training is a part of the onboarding process, during which recruits learn and develop the job-specific knowledge and skills necessary for employment with ADOC. During training, trainees are introduced to ADOC's mission, values, and culture. They prepare physically for the demands of work as a CO, such as self-defense, restraint tactics, and the appropriate use of force. They learn the administrative methods and protocol used by ADOC.

Perhaps most importantly, they learn how to interact with, protect, and manage the day-to-day lives of inmates. If management styles are not articulated in training, trainees may learn outdated or incorrect behavior. A successful onboarding and training program can not only provide the tools and knowledge to succeed in the workplace, but may also promote camaraderie and teambuilding so new employees are committed to the organization. Training is also important as it is a chance for ADOC to instill the values and ethics they expect from COs before they ever enter the facilities.

Because turnover is high in the corrections industry, often a staff could be made up of inexperienced COs, and there may not be a seasoned colleague nearby to ask for help. This is why training is crucial to the success of both the organization and the individual—it is the reservoir from which COs can draw the knowledge necessary to perform their duties and react to crisis situations. It is possible the only thing standing between new officers and disaster is what they learned in training.⁸³

The Effect of Onboarding and Training on Retention

According to the SHRM Foundation,^{iv} there are four major areas addressed during a successful onboarding process which affect the future of an employee, shown in the figure to the right.⁸⁴

Studies specifically addressing correctional officers link quality job training to higher levels of job satisfaction and organizational commitment, more positive feelings towards their jobs, and lower prevalence of work-related burnout.⁸⁵ Some turnover in corrections is unavoidable—it is a difficult job that is not suited to everyone. Indeed, losing employees who are not performing well, or are otherwise unsuited to the position, is perhaps better in the long run. However, losing employees because they are not adequately prepared for the job, are confused about their role within an organization, feel alienated, or lack confidence is unfortunate and unnecessary.⁸⁶



Self-Efficacy in Job Performance

When employees are confident they are doing well, they will be more motivated and successful. This leads to increased organizational commitment and lower turnover.



Role Clarity

When training adequately explains the expectations of each role, employees will be more productive. Role conflict or ambiguity, on the other hand, causes dissatisfaction and higher turnover.



Social Integration

When the onboarding process promotes successful integration into a new organization by facilitating relationships between newcomers and veteran employees, this has a positive influence on employees' commitment to the organization and also mitigates turnover intentions. High-quality relationships with leaders and colleagues also promote job satisfaction and produce high-performing employees.



Organizational Culture

When employees learn about the organization's goals, values, and mission during training, they are able to settle into their places within that culture.

^{iv} The SHRM foundation is an affiliate of the Society for Human Resource Management.

CURRENT STATE OF ADOC TRAINING AND ONBOARDING

FACILITIES

Basic training for COs is held at the Alabama Department of Corrections Academy (the Academy) located on the Wallace Community College campus in Selma, Alabama. The Academy has three classrooms, a 110 bed dormitory, and shares a dining hall and fitness center with the State Trooper Academy, which is run by the Department of Public Safety.⁸⁷

OVERSIGHT

In 1973, the Alabama legislature passed a bill placing CO training under the jurisdiction of the Alabama Peace Officers Standards and Training Commission (APOSTC), which is an agency created to ensure that Alabama law enforcement officers have adequate training in their functions.

STAFF

Training and Development is overseen by a Director who reports to the Associate Commissioner of Administrative Services. In addition to overseeing the Training Center in Selma, this role is responsible for managing Regional Training sites where required (ADOC, APOSTC and various court-mandated) continuing education is completed. There are 51 staff positions in the Training and Development Division, of which 45 are required to be APOSTC certified.^v Of these positions, there is one Director of Training and Development, 13 positions assigned to the Academy, 30 positions assigned to regional training, and seven support personnel. Four Academy positions and nine regional positions are currently vacant.⁸⁸

While current vacancies are not affecting ADOC's ability to train new recruits, when classes are at capacity, the unfilled training positions may cause difficulties.

REQUIREMENTS

APOSTC currently requires 480 hours of training to be conducted at an approved Academy.⁸⁹ Trainees reside on-site at the facility and attend training for 40 hours per week, split into 10-hour days from Monday-Thursday. Trainees are generally required to be on-site Sunday evening in advance of Monday morning's training.⁹⁰

There is a general understanding that all Academy training must be completed under the direct supervision of an APOSTC certified instructor.⁹¹ The requirements for graduating from the Academy are as follows:⁹²

- An overall score of 70% or higher on all written exams
- Pass the First Aid exam with a score 70% or higher
- Pass the Legal Issues exam with a score of 70% or higher
- Pass the physical agility/ability test
- Pass 43 hours of handgun firearms training and qualify two of three attempts on the handgun firearms course
- Pass shotgun firearms training and the shotgun firearms course
- Absent no more than 5% of the required training hours
- Comply with all rules and regulations promulgated by APOSTC and the Academy

^v Recruiting (four positions) was recently moved to the Personnel Department.

PHYSICAL FITNESS REQUIREMENTS

The physical requirements for trainees are a condition of gaining entry into the Academy. At the initial on-site test, candidates attempt the physical ability portion of the test, and those who are in the 'grey area' (close to passing scores) are conditionally accepted. All candidates must re-take the Physical Ability/Agility Test (PAAT) during the Academy. One re-test is permitted 48-72 hours after the initial test if a trainee fails any portion of the test. Current requirements are as follows:⁹³

Physical Agility Test

- Event 1 – Pushing
Push a vehicle a distance of 15 feet on a paved, level surface with the gear in neutral
- Event 2 – Climbing
Run a distance of 50 yards and then scale a six foot wood or chain-link fence
- Event 3 – Window Entry
Run a distance of 50 yards and climb through a 24 inch square window
- Event 4 – Balance
Run 25 yards, step up one foot onto a six inch wide balance beam suspended one foot in the air, walk 15 feet across, and step back to the ground
- Event 5 – Weight Drag
Run 25 yards and then lift, pull, or drag a dead weight object (dummy) weighing approximately 165 pounds a distance of 15 feet

Physical Ability Test

- Push Ups – 22 in one minute
- Sit Ups – 25 in one minute
- Run – 1.5 miles in 15 minutes and 28 seconds

Trainees are only required to pass the PAAT once at the Academy—they are not tested for physical fitness again during their career as a CO.⁹⁴ The PAAT is the same test required for all sworn law enforcement officers in the State and has recently been reviewed by an APOSTC vendor and “validated” as an adequate measure of a law enforcement officer’s ability to complete physical job requirements.⁹⁵ However, portions of the PAAT seem more applicable to police work—for instance, COs working at a prison are unlikely to need to push an automobile out of an intersection.

The physical requirements required by the APOSTC are more demanding than for COs in many other states. Some states do not require a PAAT for COs, and those that do generally do not use the same test as required for police officers. Furthermore, the PAAT is somewhat redundant because officers are never tested again and are not required to maintain the same level of fitness.

RECORDS MANAGEMENT

ADOC does not have an electronic learning management system. Paper records for all graduates are maintained at the Selma location. Currently, approximately 80% of the allocated records storage space is filled.⁹⁶

TEACHING

Classes at the Academy are taught by certified peace officers. Material is primarily delivered through lectures; however, case studies, handouts, instructional videos, and role-playing are also used.⁹⁷

BASIC TRAINING COURSE OF STUDY

The Academy curriculum is authored by ADOC and approved by APOSTC, which has the legislative mandate to oversee and certify all training for sworn law enforcement officers in the state.⁹⁸ The bulk of the curriculum for COs was written between 1990 and 2000, and last updated in 2008-2009, with some minor additions within the last ten years.⁹⁹ According to Administrative Regulation Number 219, the Academy Training Captain must submit a scheduling proposal and curriculum updates to the Director of Training and Development no later than July 1st of each year for the next calendar year.

The Course of Study for CO Basic Training is as follows:

- Administrative/Personnel Time (44 hours)
- Ethics and Professionalism (44 hours)
- Communication (27 hours)
- Inmate Management (29 hours)
- Officer Safety/Fitness (188 hours)
- Medical and Mental Health (36 hours)
- Legal Issues (39 hours)
- Security, Custody, and Control (27 hours)
- Conflict and Crisis Management (20 hours)
- Correctional Operations (18 hours)

Recruits must also complete 12 days of on-the-job training (OJT) in their assigned facilities after completing the Academy.

PROFESSIONAL DEVELOPMENT TRAINING

Currently, COs must complete 32 hours of professional development training annually. These requirements are fulfilled in regional training centers throughout the state.

LEADERSHIP TRAINING

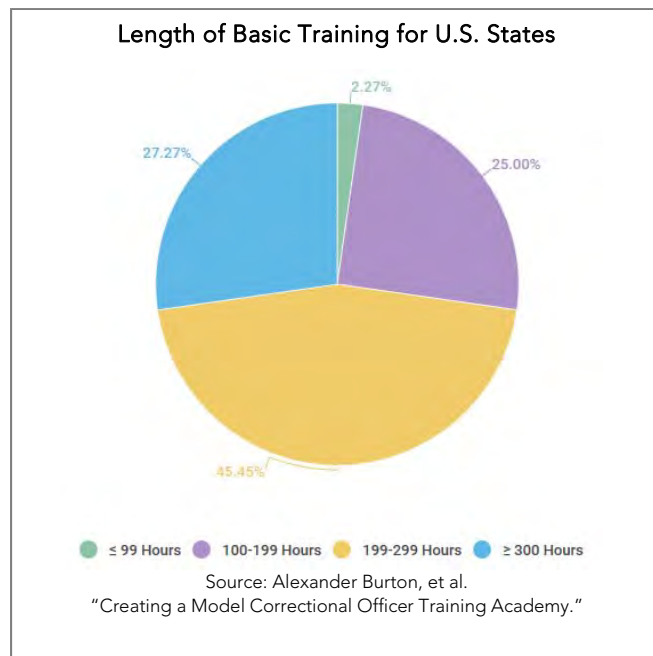
ADOC began offering leadership training (i.e. professional development courses for sergeants, lieutenants, captains, division directors, and staff) in 2017. The leadership academies consist of two weeks of training at the Selma training center, and teach “the necessary skills, behaviors, and attributes needed to effectively lead correctional officers.”¹⁰⁰ ADOC stated that their goal is to have all sergeants attend the leadership training before progressing to a higher rank, but this is not a formal requirement.

BEST PRACTICES

In June 2018, a team of researchers from the University of Cincinnati and the University of Arkansas at Little Rock released the results of a project in which they compared the training programs of various states' departments of corrections in order to determine what a model training program might look like.¹⁰¹ The researchers assessed five main areas: 1) location of training, 2) training hours, 3) training methods, 4) continuing in-service training, and 5) the recruiting process.¹⁰² The results of the survey show that ADOC's training program aligns with national trends/standards in most areas, with the major exceptions being the length of the basic academy training and the length of required on-the-job-training (OJT).

LENGTH OF TRAINING

The figure below shows the average length of basic training for correctional officers in 44 states.



The majority of states have a program which lasts from 199-299 hours. There are 12 states which require less than 199 hours and 12 states which require more than 300 hours. Upon further research, it was determined that Alabama has the third longest basic training requirement in the U.S., behind Utah and New Jersey.¹⁰³ The recommended length of academy training determined by the researchers conducting the survey is 300 hours.¹⁰⁴

While Alabama has one of the longest basic training programs at an academy, it also has one of the shortest on-the-job training requirements. Of the 44 states surveyed, 75% required trainees to shadow an officer, with the average time requirement being 44 days.¹⁰⁵ ADOC does not have a formalized job shadowing requirement, although trainees are not permitted to interact with inmates unsupervised until they are fully certified. ADOC only requires trainees to complete 12 days of OJT upon graduating the Academy.

One reason why training for ADOC is longer than training required by most other states is the firearms component. Because trainees are required to be APOSTC certified, they must complete 80 hours of firearms training, which is longer than other states' requirements. Alabama is one of only five states which requires COs to be certified by a peace officers standards and training commission (or equivalent entity).¹⁰⁶ Additionally, 36 hours are devoted to physical fitness, which is not required by all states.

While sufficient training is essential for COs, some states have implemented training programs combining traditional classroom learning with online learning modules and on-the-job training to maximize efficiency and academy space.

Currently, ADOC's Academy can only graduate a maximum of four classes per year, which limits the number of COs ADOC can hire.

The inability to hold simultaneous classes and the 12 week timeline also have other less direct effects on ADOC's ability to successfully hire candidates.

As it stands, trainees must start the Academy within six months of conditional hire.¹⁰⁷ Since training at the Academy lasts for 12 weeks, ADOC prefers to hire trainees within approximately two months of an Academy start date to allow sufficient time to enroll in the next available Academy should a trainee be unable to complete the first Academy for an approved reason.¹⁰⁸ Because the Academy only starts every three to four months, by the time ADOC hires trainees, some candidates who passed on-site testing and all other requirements may no longer be available for the position.

There are several strategies/policies utilized by other states and law enforcement agencies which might reduce the time spent in the Academy without sacrificing the high standards expected of those representing ADOC.

These strategies, which involve modifications to the training process, can potentially have a positive effect on ADOC's ability to increase staffing at the facilities. Such strategies include using blended learning, utilizing a learning management system, or implementing a field training program.

LEARNING MANAGEMENT SYSTEM

A Learning Management System (LMS) is a framework that oversees the learning process, facilitating the creation, distribution, and tracking of online training programs. It allows participants to partake in a variety of modules and complete assessments and exams, tracks those who have attended and completed courses, and organizes grades and progress.¹⁰⁹

The benefits of using an LMS are many. First of all, because participants can access the material anywhere with Internet access, it reduces in-house training, which is a cost-saving measure. It can also increase learning outcomes as students can complete courses at their own pace and review information which they find difficult before taking exams. Furthermore, it streamlines recordkeeping, as all records for both initial training and continuing education are automatically stored. Lastly, it makes gathering feedback on the training material incredibly easy—updates or modifications to the curriculum based on feedback can also be implemented through the LMS.¹¹⁰

Several states, including North Carolina, Indiana, Washington State, Montana, and Oregon have adopted an LMS to make training more efficient.¹¹¹ Several corrections-specific learning management systems are already available, with courses accredited by the American Correctional Association.¹¹²

If ADOC were to utilize an LMS, there are several ways it could be beneficial. It allows for extra classroom learning because core concepts are introduced online, with the students reviewing and moving forward at their own pace/ability. More complex subjects can be augmented and reinforced so that mastery is ensured. Moreover, an LMS has the added benefit of keeping all training records organized and tracking whether an employee has met training requirements, thus eliminating the need for the archaic paper system currently used and potentially saving time, space, and resources.

Using an LMS also allows management to easily conduct efficiency reviews of training. They can assess how well trainees are responding to training, update content and curriculum, study trends in testing, and assess the need for remedial training. Wardens can also access the LMS records to assist in assignments based on strengths/weaknesses in certain areas.

BLENDED LEARNING

An LMS is often a component of a blended learning style, which combines both traditional, face-to-face teaching and online/digital learning. One strategy is to introduce knowledge-based material in an online setting, while utilizing the classroom and on-the-job training for skills development.¹¹³ This allows the agency to maximize classroom space and instructors' knowledge, while also allowing

trainees to bond and learn the organizational culture in a classroom setting. An extensive study conducted by the U.S. Department of Education found that "students in online conditions performed modestly better, on average, than those learning the same material through traditional, face-to-face instruction," while "instruction combining online and face-to-face elements had a larger advantage to purely face-to-face instruction than did online instruction."¹¹⁴ That is to say, the "blended" method of online learning combined with face-to-face instruction had the best overall learning outcomes, especially for adult learners.

Online/digital learning is becoming very advanced, with new technology being employed in innovative ways. For example, the military has used virtual reality training for years, and private companies are also integrating this technology into training programs.¹¹⁵ Some law enforcement agencies are also using virtual reality—current uses include training recruits how to react in certain situations, such as in the presence of an active shooter, and how to use the appropriate level of force.¹¹⁶

FIELD TRAINING PROGRAM

Another way in which part of the training can be moved out of the classroom is by creating a Field Training Program (FTP). This is a program that pairs newly graduated trainees with veteran officers. This allows a trainee to apply the skills and knowledge learned in training to the real prison environment while under the guidance of an experienced officer. FTPs were first developed and used by police forces, but are now implemented in many agencies. FTPs can have very positive effects on retention, as they eliminate the stress resulting from being assigned to a post and given duties before one feels confident and ready.¹¹⁷

While ADOC does not have a formalized FTP,¹¹⁸ several states have successfully implemented an FTP.¹¹⁹ North Carolina describes their FTP as being ‘overwhelmingly well-received by staff,’ and asserts that the facility-based, hands-on experience immediately following basic training better prepares front-line staff with the necessary skills, qualities, and confidence to effectively meet the challenges they will face on a daily basis once assigned to an individual post.¹²⁰ North Carolina COs interviewed about the FTP agreed with this sentiment, with one CO saying that while previously he had been moved around to different facilities which all had different procedures, since the implementation of the FTP, “you are training where you are working. You learn all about the inmates you’ll see every day and build relationships with the staff.”¹²¹

One benefit of an FTP is that it moves more learning to the prison environment. This not only frees up space at the Academy for other types of training or additional basic training courses, but it also results in trainees being more prepared for their job duties. While the centralized Academy lends a productive environment for the introduction of concepts and an opportunity to build camaraderie, it cannot duplicate a prison setting. Trainees may not understand the application of best practices until forced to perform under the actual circumstances involving prisoners. The lessons introduced in an academic environment may be retained more readily when reinforced by a disciplined and well-trained cadre at the practical level.

Successful FTPs are particularly effective because they serve the dual purpose role of having the trainees assist the officer in his or her job duties while the trainee is also learning necessary skills. While initially the Field Training Officer (FTO) will have to devote significant

attention to the trainees, as training progresses and trainees gain confidence in the performance of assigned duties, they become a stronger asset to their fellow officers.

FTP are also beneficial in that they utilize trainers from the operational divisions, which promotes a more uniform and unified staff. It is not just the trainees who benefit from the program—the FTP provides a new area of career progression for those wishing to advance beyond CO level. Providing professional development and ample career progression opportunities is a recognized way to promote organizational commitment.

FTP also have the potential to improve morale and the organizational culture within the facilities because the program encourages rookies and senior officers to form relationships and build trust. Social integration into an organization is one of the most important parts of a successful onboarding process.¹²² When FTPs are used, FTOs function as mentors to new COs, providing a source of advice and leadership within the facilities, even after training has ended. Additionally, if ADOC were to implement an FTP, it could provide a proactive mechanism for preparing a new generation of leaders for ADOC.

Additionally, the FTP program benefits organizations because it presents an opportunity to influence organizational culture. This can be accomplished by determining overall strategic standards for the FTO force that support an organization’s mission and values. The FTO position can be integrated into the career progression process, which allows the current leadership of an organization to play an active role in developing leadership for the future.

RECOMMENDATIONS

1. CONSIDER REVISIONS TO THE CURRENT TRAINING PROGRAM

During our interviews, we learned that the Associate Commissioner of the Administrative Services Division and the Director of Training and Development are in the process of updating the curriculum. ADOC should be mindful of their current hiring needs as revisions are made.

ADOC may wish to consider alternative training programs such as blended learning in place of traditional classroom learning.

Should ADOC make changes to the basic training program, decreasing time spent in the Academy should be considered. This can be accomplished by moving some skill-related aspects of training into the field.

Exploring curriculum changes to more closely align with the majority of state corrections departments across the country would be one method to reduce the amount of time spent at the Academy.

ADOC should evaluate possible benefits of implementing a Learning Management System to streamline the training process and keep track of all records.

2. EVALUATE FITNESS STANDARDS

ADOC should consider commissioning a vendor to research CO fitness standards which do not disqualify candidates who are capable of performing CO job duties. Until new standards are developed, ADOC leadership should discuss which aspects of the current fitness requirements could be waived for the BCO position, should this position be created.

3. TRAINING BASIC CORRECTIONAL OFFICERS

If ADOC adopts the BCO model, management should create a corresponding training program for the position.

ADOC may wish to align this program with the certified correctional officer training program as much as possible, while minimizing time at the Academy and removing or reducing aspects which will not be used by BCOs, such as firearms training.

ADOC should consider creating a round out course which fills requirements for certification not included in the BCO training program. The round out course could be utilized for any BCOs wishing to become certified COs.

The APOSTC or other certifying body should approve the curriculum.

4. FIELD TRAINING PROGRAM

ADOC should give consideration to a Field Training Program which may facilitate moving some of the training out of the Academy. If ADOC chooses to adopt this program, they should use best practices as a guideline for the program.

5. TRAIN THE TRAINER

If ADOC implements a Field Training Program, they should create a corresponding training program for the Field Training Officers. Design and implementation of such program will be at the discretion of ADOC leadership. An introductory session in this program led by the Commissioner is one way to emphasize the importance of such a program.

ADOC may consider promoting FTOs to the rank of Corporal. Corporals have historically been recognized as field supervisors and ADOC may wish to differentiate this class with a special insignia.

6. FURTHER INVEST IN LEADERSHIP TRAINING

ADOC should continue to develop a progressive leadership training program. This training may include:

- A. Basic Leadership Training for Correctional Officers – this training may focus on core areas including but not limited to: Inmate Service, Professional Acumen and Situational Awareness, and Communication and Influence.
- B. Field Training Officer Program (Train the Trainers) – this program could be designed to teach Field Training Officers specific skills and behaviors that they can share with new COs joining the ADOC team.
- C. Professional Development Coaching for Senior Leadership – this component of professional development could help wardens and other senior leaders set and make key personal goals that have a positive impact on the organization.

7. FILL VACANCIES IN THE TRAINING DIVISION

In due time, Administrative Services will need a plan to fill vacant training positions in anticipation of increased numbers of trainees and additional training programs.

WORKING CONDITIONS EVALUATION

While recruiting is an important aspect of building a talented workforce, it is also important for an organization to retain those employees it works so hard to find. While the HR/Recruitment section briefly discussed some strategies for retention, this section will provide a deeper look into how working conditions, and in a broader sense the work environment, affect employees' decisions to stay or leave an organization and what can be done to help retain those employees.

Correctional officers, and indeed all correctional staff, have a vital role to play in the public safety mission. They are responsible for securing potentially dangerous inmates, protecting those inmates, their fellow officers, and themselves from violence, and ensuring the prison functions successfully at the operational level. They also have a unique role in inmate rehabilitation. They interact with inmates more than anyone else and therefore are in the ideal position for positively affecting rehabilitation outcomes and reducing recidivism by acting as role models for inmates and preparing them for crime-free lives when they are released.

OBJECTIVES

When WA was contracted by ADOC, the overall objectives were to identify and evaluate factors contributing to staffing shortages and to provide insight to help attract and retain correctional officers. With those objectives in mind, the team at Warren Averett chose to review the working conditions of COs employed by ADOC. Specifically, the objectives were to:

- 1) Understand how working conditions present at ADOC's facilities, and prisons in general, contribute to recruitment and retention; and
- 2) Identify how working conditions and the overall work environment can be improved to promote recruitment and retention.

ORGANIZATION

The physical and mental challenges of working in a prison setting include the culture of the workplace, public perception of COs, and other sources of work-related stress, such as burnout and work/home conflict. Some conditions are an unavoidable aspect of corrections work, while others are the result of policy decisions. Many of these conditions present are inherent in corrections and there is little that can be done to make drastic changes or improvements. Following is a discussion of certain aspects of working conditions, and recommendations for potential improvements, with the ultimate goal of assisting with recruitment and retention.

METHODOLOGY

Primary data was gathered in the form of interviews with line staff at ADOC facilities and interviews with COs who recently resigned. Secondary data used in this section includes information available in ADOC monthly and annual reports, news articles referencing conditions in ADOC facilities, previous surveys of ADOC employees, and reports on working conditions in other states. Best practices were determined by completing a literature review on topics related to the effect of working conditions on retention and the resulting impact on job satisfaction and organizational commitment.

LIMITATIONS

Other sections of this report focus on areas which are common organization-wide, such as officer pay and recruiting strategies, thus allowing for recommendations which are applicable to all facilities. Working conditions, conversely, can vary depending on the prison in which a CO works. Each prison has its own workplace culture and management style. Physical conditions can vary greatly depending on the age, design, and custody level of the facility, as well as staffing level and number of inmates. ADOC management will need to consider these recommendations in the context of their institutional knowledge to determine the best approach for addressing suggestions in this area.

For this report, we focus on work-environment related conditions which are common in the prison setting, as well as a limited number of ADOC-specific conditions which were explicitly brought to our attention. Our recommendations focus on general methods for improving employee morale and job satisfaction.

WHAT IS THE WORK ENVIRONMENT?

When we initiated the review of working conditions, we wanted to look at more than just the physical aspects involved in working in a prison setting. While the physical environment does play a role, there is far more at play when determining the factors that affect employees and their ability to carry out their work. Eric Lambert describes the work environment as including, "the factors or characteristics that comprise the overall work conditions and situations for an employee, both tangible and intangible."¹²⁸ This includes both organizational factors, such as management and operational practices (and the resulting workplace culture), as well as intrinsic factors related to the job itself, such as the tasks performed.¹²⁹

HOW DO WORKING CONDITIONS AFFECT RECRUITMENT AND RETENTION?

Poor working conditions or a negative workplace environment can seriously hinder an organization's ability to recruit and retain a qualified workforce. Multiple surveys have indicated that personal referrals are the number one source of recruitment for correctional officers.¹³⁰ In a 2017 survey of ADOC correctional officer trainees, shown in Figure 21, the top source of recruitment (38%) was an ADOC employee. The next-highest source stated that trainees learned about the job opportunity from a friend or family member.

These results align with the National Jail Workforce Survey, which determined that most people found out about their current job through personal contacts. While personal referrals are a cost-effective and successful recruiting method for ADOC, when working conditions are poor, it decreases the likelihood that an employee or former employee will be willing to recommend working for the department to a friend or family member.¹³¹

According to a report on CO retention, the turnover for COs is much higher than for many other jobs, and this rapid turnover is making it very difficult to maintain an experienced security workforce in prisons nationwide.¹³² Turnover for ADOC was approximately 22% in 2016 and 17% in 2017.¹³³ Additionally, turnover is very expensive for an organization, as recruiting and training each new CO requires a substantial investment. This problem has the potential to get worse as there is a bulge of workers reaching retirement age and a deficit of skilled workers entering the workforce to replace those retiring.¹³⁴

In order to slow, and eventually reverse, turnover trends, it is helpful to understand the reasons COs are leaving their job. Improving working conditions is not just valuable for the employee, it is also valuable for the organization, as studies have shown that employees who work in a safe, healthy environment are more positive, productive, and engaged.¹³⁵ In a study which surveyed correctional administrators and human resource managers from 47 states, the most prevalent causes of COs leaving their jobs were: demanding hours and shift work; inadequate pay and benefits; stress and burnout; and employees not being suited to the job.¹³⁶ This mostly aligns with surveys conducted by WA of COs who had recently resigned.

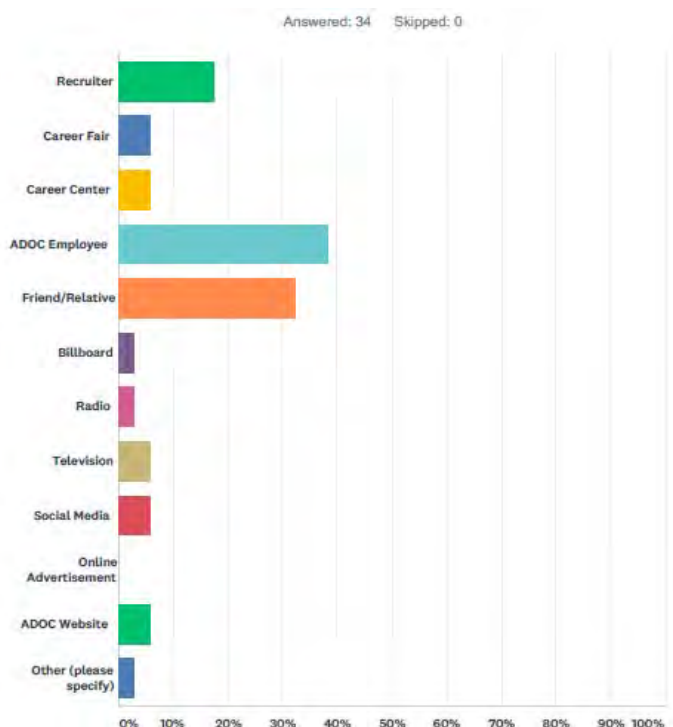
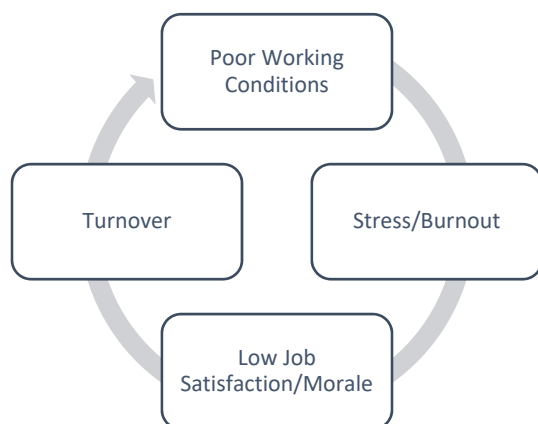


Figure 20: ADOC Survey of Correctional Officer Trainees (2017)

WHEN THE WORK ENVIRONMENT CAUSES STRESS



Working in corrections is a demanding and difficult job. COs experience bouts of monotony interspersed with moments of extreme stress. Several studies have named stress as a central cause of turnover. This is particularly dangerous, because as stress causes workers to leave, remaining employees become more overworked, leading to more stress—this continual cycle is demonstrated above.

Job stress is defined as “the psychological stress or strain that arises from both individual and organizational stressors in the workplace.”¹³⁷ Long-term stress can lead to burnout, which is characterized by “feelings of exhaustion, cynicism, detachment, ineffectiveness and lack of personal accomplishment,” and arises in part from an imbalance between the demands expected of an individual and his or her ability to cope.¹³⁸ While some of these stressors are inherent aspects of corrections work, there are still strategies to improve conditions and help COs handle related stress. Identifying stressors allows an organization to identify potential interventions and strategies to reduce stress.¹³⁹

Causes of stress and turnover in a prison environment include interacting with disruptive inmates, potential violence, mandatory overtime, and difficult physical conditions. It is

outside the scope of this report to make recommendations in these areas.

Following are some of the sources of stress found in corrections work. These sources have been identified through a synthesis of related studies, reports, and surveys of correctional officers, as well as from responses given by ADOC employees.

EXCESSIVE WORKLOAD/ UNDERSTAFFING/ OVERTIME

In a correctional setting, there are only so many duties that can be eliminated. COs are responsible for securing, but also protecting, prisoners within their facilities. Therefore, when staffing levels are low (as is the current situation for ADOC), once all non-essential tasks are eliminated the remaining work falls to the limited staff. As the staff gets smaller and the workload does not, this increases the strain on each CO who must take on more and more responsibility. COs feel strain when they feel pressured to complete required tasks such as head counts, paperwork, and searches at breakneck speed.¹⁴⁰

As staffing levels decrease, employees also work more overtime. COs interviewed in ADOC facilities expressed concern that the amount of overtime they were working was not conducive to optimal operations, nor did it allow the COs to have a normal work/life balance. COs reported regularly working 60-80+ hours per week, and also expressed dissatisfaction with shifts lasting up to 17 hours. Overtime not only leads to stress, fatigue, and burnout, but can also lead to conflicts in work/life balance because a CO is unable to devote sufficient time to family or home life, especially when requests for time off for special occasions are denied.¹⁴¹ The problem is exacerbated because COs frequently have to commute long distances because prisons tend to be located in remote, rural areas.

In a report which interviewed prison administration personnel from several states, representatives stated that the number one complaint heard from staff was excessive overtime/ lack of days off. This is especially resented by staff when they are not given adequate time to prepare, such as when they are informed shortly before the end of their shift that they must stay an additional four hours; this does not allow adequate time to make adjustments to their home responsibilities. Numerous COs interviewed for a National Institute of Justice report admitted to ignoring calls for fear they would be called in to work, with some even going so far as to get a second unlisted number which they kept secret from their departments.¹⁴² While some COs volunteer for overtime because they need the extra hours to make up for low wages, this does not prevent them from experiencing burnout.

Work Life Conditions

Certain aspects of a prison work environment are either difficult or impossible to change. Others are a result of aging facilities and improvements are limited by infrastructure and capital expenditure budgets. Examples include limited natural light, standing on concrete floors for long periods of time, poor ventilation, constant noise from inmates and radio feedback, and lack of heating and cooling systems. While the severity of these aspects varies between ADOC facilities, there are one or more of these problems present at every facility.

One source of job satisfaction amongst COs is whether employees feel rewarded and valued

for the work they are doing. Because there can be a lack of outside motivation for COs, in that there is not the same public appreciation for the job as is expressed for other public safety officers, a sense of pride and accomplishment must be fostered through other avenues. On the whole, correctional officers industry-wide have reported that they do not feel the work they are doing is appropriately valued. In a study of COs in Georgia, inadequate recognition from supervisors was the number one reason for resigning.¹⁴³

An increase in prison populations in combination with limited state resources due to periods of recession, have left many departments of corrections overcrowded and underfunded. This has put some correctional officers in a position where they must try to do their jobs with limited physical resources to do so. This can include a lack of proper safety equipment, like radios, batons, and pepper spray, or shortages of vehicles necessary to sufficiently patrol the prison grounds.

CONSEQUENCES OF STRESS ON COS

Problems at Home

'Eight and gate' is purportedly the unofficial motto for correctional officers—meaning that they do whatever they have to at work and then leave it at the gate when they go home.¹⁴⁴ However, while inmates being released back into society are prepared through a process known as "re-entry," COs have to transition between prison and normal life on a daily basis. Sometimes the trauma and stress they experience in their work life bleeds over, causing a variety of problems.

RECOMMENDATIONS

While there is no easy, instantaneous solution to improving working conditions for COs, ADOC can demonstrate their commitment to employees by making incremental changes which will improve the work environment over time. Some of these recommendations echo those of other sections—this is because all of the areas discussed in this report aim to improve recruitment and retention of correctional officers, and understaffing is one problem contributing to the current work environment. We therefore recommend that ADOC strive to continue improving working conditions and the work environment. Some suggestions to consider which may influence positive outcomes related to stress reduction, job satisfaction, and organizational commitment, include, but are not limited to, the following:

1. POSITIVE CULTURE

A positive workplace culture boosts employee morale and increases organizational commitment. The culture should promote professionalism, ethical behavior, and mutual respect between COs, supervisors, and inmates.

A positive culture would help each facility to operate in a team first, professional mindset. Understanding what the team is feeling is crucial to ensuring that ADOC gets the very best from their employees.

ADOC may consider having employee satisfaction surveys conducted by a third party, with the results given to ADOC top leadership. ADOC may then look at each facility and work with the facility leadership on ways to improve on the findings. Any surveys should be comprehensive and anonymous in nature. Survey topics might include, but are not limited

to: communication, trust, management, corruption, corporate mission and values, and overall job satisfaction. Employees can also be given the opportunity to offer insight on what they would do differently if given the chance, and what changes they feel would help their facility.

In addition to employee surveys, ADOC may elect to have the same external group conduct exit interviews with departed ADOC employees, assuming the separation situation supports this. Exit interviews can provide insight that management may never otherwise receive. Exit interview information can be collected and reviewed with facility leadership as ADOC management sees fit.

2. WORK LIFE CONDITIONS

ADOC should focus on making sure employees know that they are valued and appreciated. Examples of ways to invest in employees and increase employee morale may include:

- Provide comfortable dri-fit shirts*
- Provide adequate breakroom and restroom facilities
- Provide water and/or sports drinks
- Provide adequate office equipment.

*This recommendation has already been adopted by ADOC and has resulted in positive feedback from the COs.

ADOC should periodically assess the resource needs of the COs to ensure they have what is needed to do their jobs effectively. Some items to consider include, but are not limited to, personal safety equipment (radios, pepper spray, handcuffs, etc.) in proper working order. Consider the need for investing in further personal safety equipment such as body armor for COs who are responsible for high risk tasks such as transporting inmates.

ADOC should evaluate and promote wellness in correctional staff. Some ways to encourage good health might include, but are not limited to, the following:

- Ensure that work practices, the work environment, and culture will value, enhance, and protect the health and well-being of employees.
- Support workplace wellness by creating and supporting a wellness initiative that offers programs for the personal and professional well-being of its employees.
- Educate and raise awareness about how to mitigate the stressors related to working in a correctional environment.
- Share practices and evidence-based research with correctional partners.¹⁴⁵

3. REWARD HIGH ACHIEVING EMPLOYEES

One way to improve morale and create a positive workplace culture is by rewarding those employees who are doing great work and representing the values of ADOC within the facilities. We recommend that ADOC establish procedures for rewarding these employees for achievements such as perfect attendance, always being on-time, volunteering to cover shifts when coworkers call in, and other instances of going “above and beyond” as determined by ADOC. Possible ways to do this include:

- Monetary or other rewards (such as first choice of shifts/posts)
- Display in public area recognizing COs
- Kudos program in which employees can nominate coworkers

CONCLUSION

The problems plaguing ADOC are found throughout the corrections industry and there is no easy solution. If ADOC implements the recommendations provided in this section, it may help the department and bring about the positive culture change to attract not only more applicants, but applicants of a higher quality, and to assist in keeping those COs. Correctional officers are an essential element in the criminal justice system, and the work they do truly matters. They are in a unique position to affect the outcomes of thousands of inmates who will either go on to become valuable members of the community, or end up back in prison. By committing to improving the work environment and supporting all staff working in correctional facilities, ADOC leadership will show that they value their employees, which may lead to better recruitment and retention outcomes.

TECHNOLOGY OVERVIEW

Technology is constantly evolving—any organization that fails to keep up with the rapid pace of change risks falling behind in efficiency and effectiveness. In this section, WA looks at a few important areas where ADOC currently uses technology in the CO recruitment process. Further details on some of the recommendations discussed here can be found in the Recruiting Analysis section.

OBJECTIVES

During our review of processes and systems at ADOC, we determined that a good portion of the technology used by ADOC is outdated and not user-friendly. We evaluated ADOC's use of technology in the recruitment process to determine areas for improvement. This evaluation was conducted from a user perspective, not a programming perspective, as the goal was to determine how the current technology affects those who use it, namely applicants, recruiters, and HR personnel.

Specifically, the main objectives were to:

- 4) Review the effectiveness of ADOC's use of technology in the recruitment process
- 5) Identify potential enhancements to ADOC's use of technology which could improve ADOC's ability to recruit and retain COs

METHODOLOGY

A variety of sources were used in this review. Data about ADOC's current use of technology was compiled through the following:

- Formal and informal in-person and telephonic interviews with members of ADOC leadership
- Data requests to ADOC
- Review of ADOC's website, including going through the process of completing an application for employment
- Attendance at multiple on-site testing events

This report contains confidential and sensitive information which, if made public, would likely undermine the efforts of ADOC to comply with the Court's orders. Therefore, It is the request of Warren Averett that certain portions of this document reside under seal with the Court.

SCOPE OF OVERVIEW

This section is an overview of technology utilized in the recruitment process, and is therefore limited to the website, application and on-site testing events. However, technology based recommendations not directly related to recruiting can be found in other sections of this report.

CURRENT STATE OF ADOC TECHNOLOGY

WEBSITE

WA's positive impressions of ADOC's website are that it was easy to find with a web search, is more visually appealing than some other departments of corrections websites, appears to be mobile-friendly and the images show diversity within the ADOC team.

WA noted potential areas for improvement with the current website, as follows:

- There is one website and it contains information related to the entire operations of ADOC, not just information related to a potential recruit. The website is not easy to use as a tool to look for a job. The hiring link is easily overlooked because some of the other links are more pronounced.

- There is no site-wide search function.
- Buried within paragraphs on the site are the applications for employment. There are two applications, which is confusing. The SPD application is required, and the COT packet application appears to only be encouraged. However, the COT packet provides helpful information regarding the testing at the on-site.
- Training officers used tablets where the information was automatically added to an Excel spreadsheet, which was used for headcount and to log the results of physical fitness testing.
- Since testing results were entered electronically, there was no duplication of effort or re-keying of information.

WA noted the following areas where technology was not effectively used:

APPLICATION PROCESS

WA noted a number of issues with the job application(s) on the website, including:

- The State Personnel Department (SPD) application was a fillable pdf, but when we completed it and tried to print it, only every other page actually printed.
- Some of the information in the COT packet appears to conflict with some of the information on the website, including whether completion of the documents in the COT packet is actually required, or only encouraged.
- The forms are not fillable on a mobile device.
- Dates and locations of on-sites are shown on the website, but there is no way to register to attend an upcoming on-site.

RECRUITING/ON-SITE TESTING

WA noted positive uses of technology during the on-site events, as follows:

- Driver's licenses were swiped to record relevant information on each candidate.

- Because there is no way to register to attend an on-site, the recruiting team does not have confirmation of attendance prior to the event. This makes it difficult to plan.
- Many candidates were filling the applications out by hand while waiting for the on-site to begin.
- Everything is done on paper except for the Excel spreadsheet with contact info and physical fitness testing results. The spreadsheet does not track missing information/paperwork.
- The paper application, copies of supporting documentation, and test results are brought back to ADOC for sorting and follow-up with background checks. All of this paper is carried in folders by ADOC personnel.
- There is no applicant portal where applicants can log in to check the status of their application after the on-site event.

RECOMMENDATIONS

REVISION OF THE WEBSITE

The ADOC website is often the first impression to a candidate; therefore, it should represent the department in the best light possible in order to drive interest in a career with ADOC. It should be simple and easy to use, as well as visually attractive and intuitive.

We recommend that ADOC revise the website to make it easier for job applicants to navigate. There are numerous ways to present information on a website, and applicants are more likely to stay engaged if a website is clear and easy to use. A suggestion to consider would be having a section dedicated to recruitment. Sample topics may include, but are not limited to, the following:

- Careers with ADOC
 - o A Day in the Life Video
 - o Career Opportunities, Pay and Benefits
 - o Job Descriptions for COT, CO and CCO
 - o Career Progression
 - o Facility Locations
 - o Recruiter Contact Info
 - o I'm Interested
 - o Apply Here

The Careers with ADOC section could serve as a mechanism to communicate a consistent message to candidates. The "I'm Interested" section might include a quick way for a candidate to send basic contact information to a recruiter so the recruiter can reach out and start the discussion. The "Apply Here" section might contain detailed information regarding job qualifications and physical fitness requirements, and a discussion of the time at the Academy. Helpful content might include step-by-step instructions regarding completing the application, attending the on-site, and next steps after the on-site event, including average time frames for the process, so that candidates will know what to expect.

It may also be helpful if information on other related state agency websites (i.e. SPD and APOSTC) is consistent with that on the ADOC website, and links between the sites are in working order.

Based on the results of the research done for the Bibb Pilot Program, it is critical that every part of the website be mobile and tablet friendly.

ELECTRONIC APPLICATION

In today's instant gratification society, if tasks are cumbersome and complicated, people often give up and choose another path. Applying for a job is not exception, particularly in a low unemployment environment. Currently there are multiple versions of an employment application for candidates to complete while applying for employment with ADOC. Enhancements ADOC may want to consider include:

- Consolidate all information needed from candidates into one easy to read, fillable pdf that can be submitted online. Auto-population within the form would help expedite the process and reduce redundancy.
- Scrutinize the need for every question on the application to avoid duplication.
- The ability for the revised application to work well on mobile devices, and be submitted to the recruiters in advance of the on-site as part of an online registration process, would streamline the effort required from the applicants.
- ACT Workkeys/BAT available at the on-site
- An effective Applicant Tracking System (ATS) allowing information such as the employment application and supporting documentation, correspondence, physical fitness test results, background checks and other pertinent information to be stored electronically in one place, where ADOC personnel can easily access it. This will allow ADOC recruiters to log into a candidate's file to easily determine the candidate's point in the hiring process and address any open items.
- An ATS might include an applicant portal for communication of missing documents and notification to applicants of their progress in the application process.

RECRUITING/ON-SITE TESTING

Increasing the efficiency of the recruiting/on-site testing process will help ensure a positive experience by applicants. Some ways technology can aid in this are:

- An online registration process so that candidates can sign up to attend an on-site event and recruiters will be able to better prepare for the event
- A software (possibly including a scanning app) mechanism that allows for required supporting documents to be uploaded along with the application ahead of time so that candidates don't have to bring so much paper with them to the on-site, and recruiters have earlier access to the information

CONCLUSION

Technology is a tool that can help organizations be more efficient and effective in all phases of their operations. Better use of technology by ADOC will help ensure a smooth recruitment process for the candidate and lead to a higher level of conversion from candidate to employee.

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APPENDICES

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APPENDIX A - DEMOGRAPHIC ANALYSIS

Hamilton Aged and Infirm Hamilton, AL Population by Age

Year	Radius	Total Population	Ages 18 to 24 (College Age)	Ages 25 to 44 (Young Adult)	Age - 45 to 64 (Older Adult)	Female	Male
2016	30 Miles	99,073	8,344	23,714	26,404	50,263	48,810
	45 Miles	334,385	26,897	80,815	89,764	171,956	162,429
	60 Miles	667,192	58,645	160,230	179,197	344,034	323,158
2014	30 Miles	99,372	8,757	23,756	26,462		
	45 Miles	335,372	28,458	80,944	89,951		
	60 Miles	670,534	62,133	160,302	180,565		
Increase (Decrease)							
	30 Miles	(299)	(413)	(42)	(58)		
	45 Miles	(987)	(1,561)	(129)	(187)		
	60 Miles	(3,342)	(3,488)	(72)	(1,368)		

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APPENDIX A - DEMOGRAPHIC ANALYSIS

Hamilton Aged and Infirm Hamilton, AL Population Breakdown

Radius	Geography Name	Year	Total Population	Ages 18 to 24 (College Age)	Ages 25 to 44 (Young Adult)	Age - 45 to 64 (Older Adult)	Female	Male
30 Miles	Franklin County, AL	2016	31,628	2,641	8,062	8,062	15,846	15,782
	Lamar County, AL	2016	13,918	956	3,149	3,886	7,140	6,778
	Marion County, AL	2016	29,998	2,240	6,831	8,413	15,089	14,909
	Itawamba County, MS	2016	23,529	2,507	5,672	6,043	12,188	11,341
45 Miles	Colbert County, AL	2016	54,216	4,221	12,994	15,091	28,084	26,132
	Fayette County, AL	2016	16,546	1,349	3,666	4,615	8,372	8,174
	Franklin County, AL	2016	31,628	2,641	8,062	8,062	15,846	15,782
	Lamar County, AL	2016	13,918	956	3,149	3,886	7,140	6,778
	Marion County, AL	2016	29,998	2,240	6,831	8,413	15,089	14,909
	Winston County, AL	2016	23,805	1,693	5,261	6,902	12,045	11,760
	Itawamba County, MS	2016	23,529	2,507	5,672	6,043	12,188	11,341
	Lee County, MS	2016	85,381	6,917	22,345	21,667	44,484	40,897
	Monroe County, MS	2016	35,873	2,830	8,494	9,667	18,690	17,183
	Tishomingo County, MS	2016	19,491	1,543	4,341	5,418	10,018	9,473
60 Miles	Colbert County, AL	2016	54,216	4,221	12,994	15,091	28,084	26,132
	Fayette County, AL	2016	16,546	1,349	3,666	4,615	8,372	8,174
	Franklin County, AL	2016	31,628	2,641	8,062	8,062	15,846	15,782
	Lamar County, AL	2016	13,918	956	3,149	3,886	7,140	6,778
	Lauderdale County, AL	2016	92,318	10,530	20,942	24,681	48,190	44,128
	Lawrence County, AL	2016	33,244	2,596	7,820	9,700	17,021	16,223
	Marion County, AL	2016	29,998	2,240	6,831	8,413	15,089	14,909
	Pickens County, AL	2016	20,324	1,746	5,075	5,764	10,162	10,162
	Walker County, AL	2016	64,967	5,080	15,163	17,981	33,263	31,704
	Winston County, AL	2016	23,805	1,693	5,261	6,902	12,045	11,760
	Chickasaw County, MS	2016	17,246	1,601	4,142	4,408	8,830	8,416
	Clay County, MS	2016	19,850	1,754	4,812	5,184	10,501	9,349
	Itawamba County, MS	2016	23,529	2,507	5,672	6,043	12,188	11,341
	Lee County, MS	2016	85,381	6,917	22,345	21,667	44,484	40,897
	Lowndes County, MS	2016	59,602	5,869	15,347	15,218	31,231	28,371
	Monroe County, MS	2016	35,873	2,830	8,494	9,667	18,690	17,183
	Prentiss County, MS	2016	25,256	2,572	6,114	6,497	12,881	12,375
	Tishomingo County, MS	2016	19,491	1,543	4,341	5,418	10,018	9,473

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APPENDIX A - DEMOGRAPHIC ANALYSIS

Hamilton Aged and Infirm Hamilton, AL Labor Force Overview

Year	Radius	Labor Force - Not Seasonally Adjusted	Employed Labor Force - Not Seasonally Adjusted	Unemployed Labor Force - Not Seasonally Adjusted	Unemployment Rate
2017	30 Miles	42,822	41,281	1,541	3.6
	45 Miles	147,931	142,233	5,698	3.9
	60 Miles	288,957	277,420	11,537	4.0
2014	30 Miles	41,497	37,843	3,654	8.8
	45 Miles	143,211	130,294	12,917	9.0
	60 Miles	285,434	259,377	26,057	9.1
Increase (Decrease)					
	30 Miles	1,325	3,438	(2,113)	(5.2)
	45 Miles	4,720	11,939	(7,219)	(5.1)
	60 Miles	3,523	18,043	(14,520)	(5.1)

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APPENDIX A - DEMOGRAPHIC ANALYSIS

**Hamilton Aged and Infirm
Hamilton, AL
Labor Force Breakdown**

Radius	Geography Name	Year	Month	Labor Force - Not Seasonally Adjusted	Employed Labor Force - Not Seasonally Adjusted	Unemployed Labor Force - Not Seasonally Adjusted	Unemployment Rate
30 Miles	Franklin County, AL	2017	11	13,929	13,463	466	3.3
	Lamar County, AL	2017	11	5,708	5,508	200	3.5
	Marion County, AL	2017	11	12,642	12,157	485	3.8
	Itawamba County, MS	2017	11	10,543	10,153	390	3.7
45 Miles	Colbert County, AL	2017	11	23,563	22,612	951	4
	Fayette County, AL	2017	11	6,469	6,202	267	4.1
	Franklin County, AL	2017	11	13,929	13,463	466	3.3
	Lamar County, AL	2017	11	5,708	5,508	200	3.5
	Marion County, AL	2017	11	12,642	12,157	485	3.8
	Winston County, AL	2017	11	9,589	9,199	390	4.1
	Itawamba County, MS	2017	11	10,543	10,153	390	3.7
	Lee County, MS	2017	11	41,461	39,975	1,486	3.6
	Monroe County, MS	2017	11	15,654	14,940	714	4.6
	Tishomingo County, MS	2017	11	8,373	8,024	349	4.2
60 Miles	Colbert County, AL	2017	11	23,563	22,612	951	4
	Fayette County, AL	2017	11	6,469	6,202	267	4.1
	Franklin County, AL	2017	11	13,929	13,463	466	3.3
	Lamar County, AL	2017	11	5,708	5,508	200	3.5
	Lauderdale County, AL	2017	11	42,768	41,223	1,545	3.6
	Lawrence County, AL	2017	11	13,723	13,204	519	3.8
	Marion County, AL	2017	11	12,642	12,157	485	3.8
	Pickens County, AL	2017	11	8,156	7,827	329	4
	Walker County, AL	2017	11	25,155	24,165	990	3.9
	Winston County, AL	2017	11	9,589	9,199	390	4.1
	Chickasaw County, MS	2017	11	6,845	6,510	335	4.9
	Clay County, MS	2017	11	7,808	7,335	473	6.1
	Itawamba County, MS	2017	11	10,543	10,153	390	3.7
	Lee County, MS	2017	11	41,461	39,975	1,486	3.6
	Lowndes County, MS	2017	11	25,635	24,440	1,195	4.7
	Monroe County, MS	2017	11	15,654	14,940	714	4.6
	Prentiss County, MS	2017	11	10,936	10,483	453	4.1
	Tishomingo County, MS	2017	11	8,373	8,024	349	4.2

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APPENDIX A - DEMOGRAPHIC ANALYSIS

Hamilton Aged and Infirm Hamilton, AL Households Overview

Year	Radius	Total Households	Family Households	Family Households - Married w/ Children	Family Households - Married w/o Children	Family Households - Single Parents	Family Households - Other	Non-family Households	Non-family Households - Living Alone	Avg. Household Size	Avg. Family Household Size
2016	30 Miles	39,051	27,354	7,041	13,432	3,627	3,254	11,697	10,602	2.47	3.06
	45 Miles	131,750	91,126	23,228	43,288	12,556	12,054	40,624	36,494	2.49	3.09
	60 Miles	262,816	180,287	45,269	85,153	25,358	24,507	82,529	73,346	2.5	3.13
2014	30 Miles	39,848	28,234	7,529	13,861	3,576	3,268	11,614	10,514	2.43	2.98
	45 Miles	131,911	93,232	24,414	43,411	12,814	12,593	38,679	34,946	2.48	3.04
	60 Miles	264,731	184,158	47,015	85,516	26,401	25,226	80,573	72,042	2.49	3.07
Increase (Decrease)											
	30 Miles	(797)	(880)	(488)	(429)	51	(14)	83	88	0.04	0.08
	45 Miles	(161)	(2,106)	(1,186)	(123)	(258)	(539)	1,945	1,548	0.01	0.05
	60 Miles	(1,915)	(3,871)	(1,746)	(363)	(1,043)	(719)	1,956	1,304	0.01	0.06

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APPENDIX A - DEMOGRAPHIC ANALYSIS

Hamilton Aged and Infirm Hamilton, AL Households Breakdown

Radius	Geography Name	Total Households	Family Households	Family Households - Married w/ Children	Family Households - Married w/o Children	Family Households - Single Parents	Family Households - Other	Non-family Households	Non-family Households - Living Alone	Avg. Household Size	Avg. Family Household Size
30 Miles	Marion County, AL	12,486	8,932	2,295	4,507	1,063	1,067	3,554	3,224	2.37	2.86
	Franklin County, AL	11,697	8,111	1,930	3,895	1,219	1,067	3,586	3,246	2.67	3.36
	Lamar County, AL	6,010	4,114	1,009	2,239	519	347	1,896	1,785	2.31	2.88
	Itawamba County, MS	8,858	6,197	1,807	2,791	826	773	2,661	2,347	2.53	3.14
45 Miles	Colbert County, AL	22,105	15,052	3,403	7,361	1,879	2,409	7,053	6,287	2.44	3.05
	Fayette County, AL	6,850	4,754	1,165	2,407	544	638	2,096	1,946	2.4	2.99
	Franklin County, AL	11,697	8,111	1,930	3,895	1,219	1,067	3,586	3,246	2.67	3.36
	Lamar County, AL	6,010	4,114	1,009	2,239	519	347	1,896	1,785	2.31	2.88
	Marion County, AL	12,486	8,932	2,295	4,507	1,063	1,067	3,554	3,224	2.37	2.86
	Winston County, AL	9,436	6,389	1,547	3,450	712	680	3,047	2,790	2.51	3.16
	Itawamba County, MS	8,858	6,197	1,807	2,791	826	773	2,661	2,347	2.53	3.14
	Lee County, MS	32,591	22,339	6,168	9,477	3,816	2,878	10,252	9,018	2.59	3.24
	Monroe County, MS	13,949	9,665	2,458	4,402	1,426	1,379	4,284	3,908	2.55	3.19
	Tishomingo County, MS	7,768	5,573	1,446	2,759	552	816	2,195	1,943	2.48	3.01
60 Miles	Colbert County, AL	22,105	15,052	3,403	7,361	1,879	2,409	7,053	6,287	2.44	3.05
	Fayette County, AL	6,850	4,754	1,165	2,407	544	638	2,096	1,946	2.4	2.99
	Franklin County, AL	11,697	8,111	1,930	3,895	1,219	1,067	3,586	3,246	2.67	3.36
	Lamar County, AL	6,010	4,114	1,009	2,239	519	347	1,896	1,785	2.31	2.88
	Lauderdale County, AL	38,361	24,836	6,502	12,484	3,025	2,825	13,525	11,427	2.36	2.98
	Lawrence County, AL	13,321	9,456	2,466	4,764	1,042	1,184	3,865	3,465	2.49	3.04
	Marion County, AL	12,486	8,932	2,295	4,507	1,063	1,067	3,554	3,224	2.37	2.86
	Pickens County, AL	7,618	4,800	1,040	2,277	695	788	2,818	2,749	2.5	3.36
	Walker County, AL	25,194	18,118	4,082	9,139	2,309	2,588	7,076	6,114	2.57	3.1
	Winston County, AL	9,436	6,389	1,547	3,450	712	680	3,047	2,790	2.51	3.16
	Chickasaw County, MS	6,398	4,326	1,093	1,712	886	635	2,072	1,920	2.66	3.41
	Clay County, MS	7,781	5,439	974	2,157	1,130	1,178	2,342	2,148	2.56	3.19
	Itawamba County, MS	8,858	6,197	1,807	2,791	826	773	2,661	2,347	2.53	3.14
	Lee County, MS	32,591	22,339	6,168	9,477	3,816	2,878	10,252	9,018	2.59	3.24
	Lowndes County, MS	22,821	15,470	3,852	6,497	2,818	2,303	7,351	6,497	2.55	3.21
	Monroe County, MS	13,949	9,665	2,458	4,402	1,426	1,379	4,284	3,908	2.55	3.19
	Prentiss County, MS	9,572	6,716	2,032	2,835	897	952	2,856	2,532	2.54	3.1
	Tishomingo County, MS	7,768	5,573	1,446	2,759	552	816	2,195	1,943	2.48	3.01

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APPENDIX A - DEMOGRAPHIC ANALYSIS

Hamilton Aged and Infirm Hamilton, AL Income and Poverty Overview

Year	Radius	Median household income	Per Capita Income	Total Poverty Rate	Poverty rate under 18	Poverty rate - Children 5 to 17 (living in families)
2016	30 Miles	\$38,109	\$30,999	18.8	26.7	25.3
	45 Miles	\$39,601	\$32,582	18.4	25.9	24.8
	60 Miles	\$39,358	\$33,006	19.6	27.9	26.5
2014	30 Miles	\$36,127	\$29,716	20.3	28.5	27.3
	45 Miles	\$37,449	\$30,919	19.6	28.6	26.9
	60 Miles	\$37,047	\$31,713	21.0	30.3	28.4
Increase (Decrease)						
	30 Miles	\$1,983	\$1,283	(1.5)	(1.9)	(1.9)
	45 Miles	\$2,152	\$1,663	(1.2)	(2.8)	(2.1)
	60 Miles	\$2,310	\$1,294	(1.4)	(2.3)	(1.9)

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APPENDIX A - DEMOGRAPHIC ANALYSIS

Hamilton Aged and Infirm Hamilton, AL Income and Poverty Breakdown

Radius	Geography Name	Year	Median household income	Per Capita Income	Total Poverty Rate	Poverty rate under 18	Poverty rate - Children 5 to 17 (living in families)
30 Miles	Itawamba County, MS	2016	\$40,644	\$31,565	18.1	22.9	21.7
	Franklin County, AL	2016	\$37,049	\$32,203	20.1	29.4	28.6
	Lamar County, AL	2016	\$38,358	\$30,954	18.6	27.1	24.6
	Marion County, AL	2016	\$36,386	\$29,273	18.5	27.2	26.4
45 Miles	Colbert County, AL	2016	\$46,572	\$36,422	16.7	25.1	22.9
	Fayette County, AL	2016	\$38,403	\$31,296	20.3	29	27.6
	Itawamba County, MS	2016	\$40,644	\$31,565	18.1	22.9	21.7
	Franklin County, AL	2016	\$37,049	\$32,203	20.1	29.4	28.6
	Lamar County, AL	2016	\$38,358	\$30,954	18.6	27.1	24.6
	Lee County, MS	2016	\$43,834	\$37,821	17	21.9	22.5
	Marion County, AL	2016	\$36,386	\$29,273	18.5	27.2	26.4
	Monroe County, MS	2016	\$38,208	\$33,437	19.4	27.4	27.2
	Winston County, AL	2016	\$38,644	\$33,215	17.3	25.1	24.2
	Tishomingo County, MS	2016	\$37,909	\$29,635	17.6	23.4	21.9
60 Miles	Chickasaw County, MS	2016	\$34,611	\$33,252	22.2	34.2	32.8
	Clay County, MS	2016	\$34,408	\$34,194	23.9	37.7	35.3
	Colbert County, AL	2016	\$46,572	\$36,422	16.7	25.1	22.9
	Fayette County, AL	2016	\$38,403	\$31,296	20.3	29	27.6
	Itawamba County, MS	2016	\$40,644	\$31,565	18.1	22.9	21.7
	Franklin County, AL	2016	\$37,049	\$32,203	20.1	29.4	28.6
	Lamar County, AL	2016	\$38,358	\$30,954	18.6	27.1	24.6
	Lauderdale County, AL	2016	\$44,124	\$35,485	15.2	20.9	19.7
	Lawrence County, AL	2016	\$43,107	\$31,245	16.8	24	23.1
	Lee County, MS	2016	\$43,834	\$37,821	17	21.9	22.5
	Lowndes County, MS	2016	\$44,142	\$37,446	21.2	30.9	29
	Marion County, AL	2016	\$36,386	\$29,273	18.5	27.2	26.4
	Monroe County, MS	2016	\$38,208	\$33,437	19.4	27.4	27.2
	Pickens County, AL	2016	\$35,968	\$29,966	25.8	36.6	33.5
	Prentiss County, MS	2016	\$36,558	\$29,515	24.2	30	27.4
	Walker County, AL	2016	\$39,511	\$37,191	20.5	29.9	28.8
	Winston County, AL	2016	\$38,644	\$33,215	17.3	25.1	24.2
	Tishomingo County, MS	2016	\$37,909	\$29,635	17.6	23.4	21.9

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APPENDIX A - DEMOGRAPHIC ANALYSIS

**Limestone Correctional Facility
Harvest, AL
Population by Age**

Year	Radius	Total Population	Ages 18 to 24 (College Age)	Ages 25 to 44 (Young Adult)	Age - 45 to 64 (Older Adult)	Female	Male
2016	30 Miles	631,684	55,711	160,915	177,117	321,795	309,889
	45 Miles	809,489	69,800	203,290	224,725	412,193	397,296
	60 Miles	1,383,221	118,947	341,996	380,523	706,254	676,967
2014	30 Miles	622,836	56,865	159,306	174,157		
	45 Miles	799,202	71,555	201,698	221,333		
	60 Miles	1,366,571	122,586	338,395	375,635		
Increase (Decrease)							
	30 Miles	8,848	(1,154)	1,609	2,960		
	45 Miles	10,287	(1,755)	1,592	3,392		
	60 Miles	16,650	(3,639)	3,601	4,888		

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APPENDIX A - DEMOGRAPHIC ANALYSIS

Limestone Correctional Facility Harvest, AL Population Breakdown

Radius	Geography Name	Year	Total Population	Ages 18 to 24 (College Age)	Ages 25 to 44 (Young Adult)	Age - 45 to 64 (Older Adult)	Female	Male
30 Miles	Limestone County, AL	2016	92,753	7,088	24,713	26,087	46,284	46,469
	Madison County, AL	2016	356,967	34,177	92,740	99,893	182,767	174,200
	Morgan County, AL	2016	119,012	9,504	29,438	32,903	60,458	58,554
	Giles County, TN	2016	29,307	2,482	6,441	8,476	15,093	14,214
	Lincoln County, TN	2016	33,645	2,460	7,583	9,758	17,193	16,452
45 Miles	Lawrence County, AL	2016	33,244	2,596	7,820	9,700	17,021	16,223
	Limestone County, AL	2016	92,753	7,088	24,713	26,087	46,284	46,469
	Madison County, AL	2016	356,967	34,177	92,740	99,893	182,767	174,200
	Marshall County, AL	2016	95,157	7,706	23,142	24,738	48,245	46,912
	Morgan County, AL	2016	119,012	9,504	29,438	32,903	60,458	58,554
	Giles County, TN	2016	29,307	2,482	6,441	8,476	15,093	14,214
	Lawrence County, TN	2016	43,081	3,317	9,992	11,315	21,971	21,110
	Lincoln County, TN	2016	33,645	2,460	7,583	9,758	17,193	16,452
	Moore County, TN	2016	6,323	470	1,421	1,855	3,162	3,162
60 Miles	Blount County, AL	2016	57,704	4,455	13,926	15,562	29,198	28,506
	Colbert County, AL	2016	54,216	4,221	12,994	15,091	28,084	26,132
	Cullman County, AL	2016	82,471	6,314	20,477	22,094	41,730	40,741
	Jackson County, AL	2016	52,138	3,892	12,296	14,793	26,486	25,652
	Lauderdale County, AL	2016	92,318	10,530	20,942	24,681	48,190	44,128
	Lawrence County, AL	2016	33,244	2,596	7,820	9,700	17,021	16,223
	Limestone County, AL	2016	92,753	7,088	24,713	26,087	46,284	46,469
	Madison County, AL	2016	356,967	34,177	92,740	99,893	182,767	174,200
	Marshall County, AL	2016	95,157	7,706	23,142	24,738	48,245	46,912
	Morgan County, AL	2016	119,012	9,504	29,438	32,903	60,458	58,554
	Winston County, AL	2016	23,805	1,693	5,261	6,902	12,045	11,760
	Bedford County, TN	2016	47,484	4,005	11,971	12,159	24,122	23,362
	Franklin County, TN	2016	41,700	4,708	9,021	11,257	21,350	20,350
	Giles County, TN	2016	29,307	2,482	6,441	8,476	15,093	14,214
	Lawrence County, TN	2016	43,081	3,317	9,992	11,315	21,971	21,110
	Lincoln County, TN	2016	33,645	2,460	7,583	9,758	17,193	16,452
	Marshall County, TN	2016	31,915	2,482	8,004	8,956	16,245	15,670
	Maury County, TN	2016	89,981	6,847	23,814	24,303	46,610	43,371
	Moore County, TN	2016	6,323	470	1,421	1,855	3,162	3,162

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APPENDIX A - DEMOGRAPHIC ANALYSIS

**Limestone Correctional Facility
Harvest, AL
Labor Force Overview**

Year	Radius	Labor Force - Not Seasonally Adjusted	Employed Labor Force - Not Seasonally Adjusted	Unemployed Labor Force - Not Seasonally Adjusted	Unemployment Rate
2017	30 Miles	308,053	298,442	9,611	3.1
	45 Miles	385,240	373,041	12,199	3.2
	60 Miles	648,695	627,669	21,026	3.2
2014	30 Miles	294,488	274,708	19,780	6.7
	45 Miles	368,967	343,414	25,553	6.9
	60 Miles	621,827	577,969	43,858	7.1
Increase (Decrease)					
	30 Miles	13,565	23,734	(10,169)	(3.6)
	45 Miles	16,273	29,627	(13,354)	(3.7)
	60 Miles	26,868	49,700	(22,832)	(3.9)

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APPENDIX A - DEMOGRAPHIC ANALYSIS

Limestone Correctional Facility Harvest, AL Labor Force Breakdown

Radius	Geography Name	Year	Month	Labor Force - Not Seasonally Adjusted	Employed Labor Force - Not Seasonally Adjusted	Unemployed Labor Force - Not Seasonally Adjusted	Unemployment Rate
30 Miles	Limestone County, AL	2017	11	41,823	40,494	1,329	3.2
	Madison County, AL	2017	11	178,330	172,861	5,469	3.1
	Morgan County, AL	2017	11	55,747	53,932	1,815	3.3
	Giles County, TN	2017	11	16,035	15,543	492	3.1
	Lincoln County, TN	2017	11	16,118	15,612	506	3.1
45 Miles	Lawrence County, AL	2017	11	13,723	13,204	519	3.8
	Limestone County, AL	2017	11	41,823	40,494	1,329	3.2
	Madison County, AL	2017	11	178,330	172,861	5,469	3.1
	Marshall County, AL	2017	11	42,004	40,732	1,272	3
	Morgan County, AL	2017	11	55,747	53,932	1,815	3.3
	Giles County, TN	2017	11	16,035	15,543	492	3.1
	Lawrence County, TN	2017	11	17,961	17,260	701	3.9
	Lincoln County, TN	2017	11	16,118	15,612	506	3.1
	Moore County, TN	2017	11	3,499	3,403	96	2.7
60 Miles	Blount County, AL	2017	11	24,490	23,705	785	3.2
	Colbert County, AL	2017	11	23,563	22,612	951	4
	Cullman County, AL	2017	11	37,912	36,788	1,124	3
	Jackson County, AL	2017	11	23,271	22,400	871	3.7
	Lauderdale County, AL	2017	11	42,768	41,223	1,545	3.6
	Lawrence County, AL	2017	11	13,723	13,204	519	3.8
	Limestone County, AL	2017	11	41,823	40,494	1,329	3.2
	Madison County, AL	2017	11	178,330	172,861	5,469	3.1
	Marshall County, AL	2017	11	42,004	40,732	1,272	3
	Morgan County, AL	2017	11	55,747	53,932	1,815	3.3
	Winston County, AL	2017	11	9,589	9,199	390	4.1
	Bedford County, TN	2017	11	20,217	19,517	700	3.5
	Franklin County, TN	2017	11	20,211	19,546	665	3.3
	Giles County, TN	2017	11	16,035	15,543	492	3.1
	Lawrence County, TN	2017	11	17,961	17,260	701	3.9
	Lincoln County, TN	2017	11	16,118	15,612	506	3.1
	Marshall County, TN	2017	11	15,883	15,426	457	2.9
	Maury County, TN	2017	11	45,551	44,212	1,339	2.9
	Moore County, TN	2017	11	3,499	3,403	96	2.7

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APPENDIX A - DEMOGRAPHIC ANALYSIS

Limestone Correctional Facility Harvest, AL Households Overview

Year	Radius	Total Households	Family Households	Family Households - Married w/ Children	Family Households - Married w/o Children	Family Households - Single Parents	Family Households - Other	Non-family Households	Non-family Households - Living Alone	Avg. Household Size	Avg. Family Household Size
2016	30 Miles	243,284	161,703	46,702	74,935	21,290	18,776	81,581	71,590	2.52	3.15
	45 Miles	309,732	208,479	59,324	97,923	27,417	23,815	101,253	88,975	2.54	3.14
	60 Miles	529,610	360,545	98,934	173,941	45,860	41,810	169,065	147,662	2.54	3.15
2014	30 Miles	238,450	160,128	46,035	74,373	21,241	18,489	78,322	69,177	2.51	3.12
	45 Miles	304,662	207,449	59,065	97,337	27,275	23,772	97,213	86,133	2.55	3.13
	60 Miles	524,410	360,615	100,343	172,020	46,511	41,741	163,795	144,381	2.54	3.12
Increase (Decrease)											
	30 Miles	4,834	1,575	677	562	49	287	3,259	2,413	0.01	0.03
	45 Miles	5,070	1,030	259	586	142	43	4,040	2,842	(0.01)	0.01
	60 Miles	5,200	(70)	(1,409)	1,921	(651)	69	5,270	3,281	0.00	0.03

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APPENDIX A - DEMOGRAPHIC ANALYSIS

Limestone Correctional Facility Harvest, AL Households Breakdown

Radius	Geography Name	Total Households	Family Households	Family Households - Married w/ Children	Family Households - Married w/o Children	Family Households - Single Parents	Family Households - Other	Non-family Households	Non-family Households - Living Alone	Avg. Household Size	Avg. Family Household Size
30 Miles	Giles County, TN	11,478	7,761	1,910	3,956	1,058	837	3,717	3,058	2.46	3.05
	Limestone County, AL	32,073	22,861	6,801	11,414	2,521	2,125	9,212	8,309	2.72	3.35
	Madison County, AL	139,949	90,135	27,003	40,356	11,693	11,083	49,814	43,302	2.44	3.13
	Morgan County, AL	46,164	31,712	8,876	14,598	4,574	3,664	14,452	13,099	2.55	3.19
	Lincoln County, TN	13,620	9,234	2,112	4,611	1,444	1,067	4,386	3,822	2.44	3.05
45 Miles	Lawrence County, AL	13,321	9,456	2,466	4,764	1,042	1,184	3,865	3,465	2.49	3.04
	Limestone County, AL	32,073	22,861	6,801	11,414	2,521	2,125	9,212	8,309	2.72	3.35
	Madison County, AL	139,949	90,135	27,003	40,356	11,693	11,083	49,814	43,302	2.44	3.13
	Marshall County, AL	34,461	24,025	6,469	11,670	3,449	2,437	10,436	9,153	2.71	3.37
	Morgan County, AL	46,164	31,712	8,876	14,598	4,574	3,664	14,452	13,099	2.55	3.19
	Giles County, TN	11,478	7,761	1,910	3,956	1,058	837	3,717	3,058	2.46	3.05
	Lawrence County, TN	16,106	11,441	3,246	5,457	1,478	1,260	4,665	4,156	2.6	3.2
	Lincoln County, TN	13,620	9,234	2,112	4,611	1,444	1,067	4,386	3,822	2.44	3.05
	Moore County, TN	2,560	1,854	441	1,097	158	158	706	611	2.43	2.9
60 Miles	Blount County, AL	20,619	15,439	4,553	7,761	1,614	1,511	5,180	4,725	2.77	3.32
	Colbert County, AL	22,105	15,052	3,403	7,361	1,879	2,409	7,053	6,287	2.44	3.05
	Cullman County, AL	31,081	21,594	5,670	11,245	2,168	2,511	9,487	8,515	2.58	3.21
	Jackson County, AL	19,945	13,871	3,470	7,603	1,463	1,335	6,074	5,597	2.6	3.25
	Lauderdale County, AL	38,361	24,836	6,502	12,484	3,025	2,825	13,525	11,427	2.36	2.98
	Lawrence County, AL	13,321	9,456	2,466	4,764	1,042	1,184	3,865	3,465	2.49	3.04
	Limestone County, AL	32,073	22,861	6,801	11,414	2,521	2,125	9,212	8,309	2.72	3.35
	Madison County, AL	139,949	90,135	27,003	40,356	11,693	11,083	49,814	43,302	2.44	3.13
	Marshall County, AL	34,461	24,025	6,469	11,670	3,449	2,437	10,436	9,153	2.71	3.37
	Morgan County, AL	46,164	31,712	8,876	14,598	4,574	3,664	14,452	13,099	2.55	3.19
	Winston County, AL	9,436	6,389	1,547	3,450	712	680	3,047	2,790	2.51	3.16
	Bedford County, TN	17,053	12,461	3,474	5,764	1,929	1,294	4,592	3,580	2.68	3.2
	Franklin County, TN	16,345	11,061	2,766	5,682	1,324	1,289	5,284	4,393	2.41	2.98
	Giles County, TN	11,478	7,761	1,910	3,956	1,058	837	3,717	3,058	2.46	3.05
	Lawrence County, TN	16,106	11,441	3,246	5,457	1,478	1,260	4,665	4,156	2.6	3.2
	Lincoln County, TN	13,620	9,234	2,112	4,611	1,444	1,067	4,386	3,822	2.44	3.05
	Marshall County, TN	12,044	8,456	2,107	4,093	1,235	1,021	3,588	3,034	2.57	3.16
	Maury County, TN	32,889	22,907	6,118	10,575	3,094	3,120	9,982	8,339	2.57	3.17
	Moore County, TN	2,560	1,854	441	1,097	158	158	706	611	2.43	2.9

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APPENDIX A - DEMOGRAPHIC ANALYSIS

**Limestone Correctional Facility
Harvest, AL
Income and Poverty Overview**

Year	Radius	Median household income	Per Capita Income	Total Poverty Rate	Poverty rate under 18	Poverty rate - Children 5 to 17 (living in families)
2016	30 Miles	\$49,384	\$39,343	15.1	21.1	19.0
	45 Miles	\$47,604	\$36,765	15.7	22.4	20.6
	60 Miles	\$46,527	\$35,824	15.3	21.9	20.2
2014	30 Miles	\$47,644	37297.4	15.2	22.1	20.6
	45 Miles	\$44,589	\$35,293	16.6	24.1	22.2
	60 Miles	\$43,361	\$34,372	17.3	24.9	23.1
Increase (Decrease)						
	30 Miles	\$1,740	\$2,046	(0.1)	(1.0)	(1.6)
	45 Miles	\$3,015	\$1,472	(0.9)	(1.7)	(1.6)
	60 Miles	\$3,166	\$1,452	(1.9)	(3.0)	(2.9)

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APPENDIX A - DEMOGRAPHIC ANALYSIS

Limestone Correctional Facility Harvest, AL Income and Poverty Breakdown

Radius	Geography Name	Year	Median household income	Per Capita Income	Total Poverty Rate	Poverty rate under 18	Poverty rate - Children 5 to 17 (living in families)
30 Miles	Giles County, TN	2016	\$43,238	\$37,303	16.7	23	21.7
	Limestone County, AL	2016	\$52,181	\$37,913	12.8	17.8	15.8
	Madison County, AL	2016	\$61,193	\$47,095	13.5	18.4	16.4
	Morgan County, AL	2016	\$46,843	\$36,746	15.8	23.2	21.6
	Lincoln County, TN	2016	\$43,464	\$37,660	16.7	23	19.7
45 Miles	Giles County, TN	2016	\$43,238	\$37,303	16.7	23	21.7
	Lawrence County, AL	2016	\$43,107	\$31,245	16.8	24	23.1
	Limestone County, AL	2016	\$52,181	\$37,913	12.8	17.8	15.8
	Madison County, AL	2016	\$61,193	\$47,095	13.5	18.4	16.4
	Marshall County, AL	2016	\$42,117	\$33,640	21	32.1	30
	Lawrence County, TN	2016	\$41,370	\$31,868	16.7	22.5	21.3
	Morgan County, AL	2016	\$46,843	\$36,746	15.8	23.2	21.6
	Lincoln County, TN	2016	\$43,464	\$37,660	16.7	23	19.7
	Moore County, TN	2016	\$54,922	\$37,415	10.9	17.7	15.9
60 Miles	Bedford County, TN	2016	\$47,295	\$34,069	14.7	22.5	20.6
	Blount County, AL	2016	\$47,213	\$31,470	14.1	19.4	17.6
	Colbert County, AL	2016	\$46,572	\$36,422	16.7	25.1	22.9
	Cullman County, AL	2016	\$41,543	\$36,315	14.9	20.7	18.8
	Franklin County, TN	2016	\$47,562	\$36,366	15.5	20.6	19
	Giles County, TN	2016	\$43,238	\$37,303	16.7	23	21.7
	Jackson County, AL	2016	\$41,407	\$34,151	17.5	23.6	21.7
	Lauderdale County, AL	2016	\$44,124	\$35,485	15.2	20.9	19.7
	Lawrence County, AL	2016	\$43,107	\$31,245	16.8	24	23.1
	Limestone County, AL	2016	\$52,181	\$37,913	12.8	17.8	15.8
	Madison County, AL	2016	\$61,193	\$47,095	13.5	18.4	16.4
	Marshall County, AL	2016	\$42,117	\$33,640	21	32.1	30
	Lawrence County, TN	2016	\$41,370	\$31,868	16.7	22.5	21.3
	Morgan County, AL	2016	\$46,843	\$36,746	15.8	23.2	21.6
	Lincoln County, TN	2016	\$43,464	\$37,660	16.7	23	19.7
	Marshall County, TN	2016	\$50,014	\$34,075	13.2	18.8	17.6
	Maury County, TN	2016	\$51,202	\$38,207	11.5	17.5	16.7
	Moore County, TN	2016	\$54,922	\$37,415	10.9	17.7	15.9
	Winston County, AL	2016	\$38,644	\$33,215	17.3	25.1	24.2

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APPENDIX A - DEMOGRAPHIC ANALYSIS

**Bibb Correctional Facility
Brent, AL
Population by Age**

Year	Radius	Total Population	Ages 18 to 24 (College Age)	Ages 25 to 44 (Young Adult)	Age - 45 to 64 (Older Adult)	Female	Male
2016	30 Miles	91,110	8,066	22,832	24,230	45,765	45,345
	45 Miles	603,258	69,092	157,311	153,979	310,949	292,309
	60 Miles	1,321,779	132,584	349,274	342,268	688,684	633,095
2014	30 Miles	91,308	8,472	22,826	24,474		
	45 Miles	596,478	71,280	156,250	151,781		
	60 Miles	1,315,948	137,189	348,332	342,687		
Increase (Decrease)							
	30 Miles	(198)	(406)	6	(244)		
	45 Miles	6,780	(2,188)	1,061	2,198		
	60 Miles	5,831	(4,605)	942	(419)		

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APPENDIX A - DEMOGRAPHIC ANALYSIS

**Bibb Correctional Facility
Brent, AL
Population Breakdown**

Radius	Geography Name	Year	Total Population	Ages 18 to 24 (College Age)	Ages 25 to 44 (Young Adult)	Age - 45 to 64 (Older Adult)	Female	Male
30 Miles	Bibb County, AL	2016	22,643	1,823	6,449	6,178	10,484	12,159
	Chilton County, AL	2016	43,941	3,498	11,036	11,789	22,322	21,619
	Hale County, AL	2016	14,952	1,311	3,335	3,979	7,895	7,057
	Perry County, AL	2016	9,574	1,434	2,012	2,284	5,065	4,509
45 Miles	Autauga County, AL	2016	55,416	4,558	14,403	14,767	28,428	26,988
	Bibb County, AL	2016	22,643	1,823	6,449	6,178	10,484	12,159
	Chilton County, AL	2016	43,941	3,498	11,036	11,789	22,322	21,619
	Dallas County, AL	2016	40,008	3,667	9,132	10,622	21,524	18,484
	Hale County, AL	2016	14,952	1,311	3,335	3,979	7,895	7,057
	Perry County, AL	2016	9,574	1,434	2,012	2,284	5,065	4,509
	Shelby County, AL	2016	210,622	17,226	55,960	57,460	108,470	102,152
	Tuscaloosa County, AL	2016	206,102	35,575	54,984	46,900	106,761	99,341
60 Miles	Autauga County, AL	2016	55,416	4,558	14,403	14,767	28,428	26,988
	Bibb County, AL	2016	22,643	1,823	6,449	6,178	10,484	12,159
	Chilton County, AL	2016	43,941	3,498	11,036	11,789	22,322	21,619
	Coosa County, AL	2016	10,581	804	2,258	3,557	5,216	5,365
	Dallas County, AL	2016	40,008	3,667	9,132	10,622	21,524	18,484
	Greene County, AL	2016	8,422	726	1,804	2,344	4,422	4,000
	Hale County, AL	2016	14,952	1,311	3,335	3,979	7,895	7,057
	Jefferson County, AL	2016	659,521	58,584	178,415	171,363	347,568	311,953
	Marengo County, AL	2016	19,673	1,632	4,411	5,261	10,368	9,305
	Perry County, AL	2016	9,574	1,434	2,012	2,284	5,065	4,509
	Pickens County, AL	2016	20,324	1,746	5,075	5,764	10,162	10,162
	Shelby County, AL	2016	210,622	17,226	55,960	57,460	108,470	102,152
	Tuscaloosa County, AL	2016	206,102	35,575	54,984	46,900	106,761	99,341

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APPENDIX A - DEMOGRAPHIC ANALYSIS

**Bibb Correctional Facility
Brent, AL
Labor Force Overview**

Year	Radius	Labor Force - Not Seasonally Adjusted	Employed Labor Force - Not Seasonally Adjusted	Unemployed Labor Force - Not Seasonally Adjusted	Unemployment Rate
2017	30 Miles	37,295	35,870	1,425	3.8
	45 Miles	286,456	277,240	9,216	3.2
	60 Miles	618,272	597,520	20,752	3.4
2014	30 Miles	36,984	33,797	3,187	8.6
	45 Miles	281,641	263,306	18,335	6.5
	60 Miles	616,346	574,335	42,011	6.8
Increase (Decrease)					
	30 Miles	311	2,073	(1,762)	(4.8)
	45 Miles	4,815	13,934	(9,119)	(3.3)
	60 Miles	1,926	23,185	(21,259)	(3.4)

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APPENDIX A - DEMOGRAPHIC ANALYSIS

**Bibb Correctional Facility
Brent, AL
Labor Force Overview**

Radius	Geography Name	Year	Month	Labor Force - Not Seasonally Adjusted	Employed Labor Force - Not Seasonally Adjusted	Unemployed Labor Force - Not Seasonally Adjusted	Unemployment Rate
30 Miles	Bibb County, AL	2017	11	8,467	8,179	288	3.4
	Chilton County, AL	2017	11	19,161	18,537	624	3.3
	Hale County, AL	2017	11	6,217	5,922	295	4.7
	Perry County, AL	2017	11	3,450	3,232	218	6.3
45 Miles	Autauga County, AL	2017	11	25,530	24,716	814	3.2
	Bibb County, AL	2017	11	8,467	8,179	288	3.4
	Chilton County, AL	2017	11	19,161	18,537	624	3.3
	Dallas County, AL	2017	11	14,890	14,030	860	5.8
	Hale County, AL	2017	11	6,217	5,922	295	4.7
	Perry County, AL	2017	11	3,450	3,232	218	6.3
	Shelby County, AL	2017	11	108,405	105,568	2,837	2.6
	Tuscaloosa County, AL	2017	11	100,336	97,056	3,280	3.3
60 Miles	Autauga County, AL	2017	11	25,530	24,716	814	3.2
	Bibb County, AL	2017	11	8,467	8,179	288	3.4
	Chilton County, AL	2017	11	19,161	18,537	624	3.3
	Coosa County, AL	2017	11	4,400	4,240	160	3.6
	Dallas County, AL	2017	11	14,890	14,030	860	5.8
	Greene County, AL	2017	11	2,806	2,636	170	6.1
	Hale County, AL	2017	11	6,217	5,922	295	4.7
	Jefferson County, AL	2017	11	308,940	298,426	10,514	3.4
	Marengo County, AL	2017	11	7,514	7,151	363	4.8
	Perry County, AL	2017	11	3,450	3,232	218	6.3
	Pickens County, AL	2017	11	8,156	7,827	329	4
	Shelby County, AL	2017	11	108,405	105,568	2,837	2.6
	Tuscaloosa County, AL	2017	11	100,336	97,056	3,280	3.3

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APPENDIX A - DEMOGRAPHIC ANALYSIS

Bibb Correctional Facility Brent, AL Households Overview

Year	Radius	Total Households	Family Households	Family Households - Married w/ Children	Family Households - Married w/o Children	Family Households - Single Parents	Family Households - Other	Non-family Households	Non-family Households - Living Alone	Avg. Household Size	Avg. Family Household Size
2016	30 Miles	32,813	22,796	5,413	10,526	2,973	3,884	10,017	9,070	2.72	3.45
	45 Miles	216,094	148,216	43,397	66,534	18,878	19,407	67,878	58,059	2.68	3.39
	60 Miles	500,947	328,006	87,296	139,555	49,723	51,432	172,941	149,848	2.62	3.39
2014	30 Miles	32,553	23,706	5,923	10,623	3,546	3,614	8,847	8,065	2.77	3.42
	45 Miles	212,009	146,153	44,372	63,937	19,722	18,122	65,856	56,563	2.72	3.41
	60 Miles	495,352	327,589	88,689	138,395	50,429	50,076	167,763	145,440	2.64	3.36
Increase (Decrease)											
	30 Miles	260	(910)	(510)	(97)	(573)	270	1,170	1,005	(0.05)	0.03
	45 Miles	4,085	2,063	(975)	2,597	(844)	1,285	2,022	1,496	(0.04)	(0.02)
	60 Miles	5,595	417	(1,393)	1,160	(706)	1,356	5,178	4,408	(0.02)	0.03

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APPENDIX A - DEMOGRAPHIC ANALYSIS

Bibb Correctional Facility Brent, AL Family Households

Radius	Geography Name	Total Households	Family Households	Family Households - Married w/ Children	Family Households - Married w/o Children	Family Households - Single Parents	Family Households - Other	Non-family Households	Non-family Households - Living Alone	Avg. Household Size	Avg. Family Household Size
30 Miles	Bibb County, AL	7,048	5,272	1,274	2,654	516	828	1,776	1,628	2.92	3.49
	Chilton County, AL	16,619	11,631	3,311	5,402	1,440	1,478	4,988	4,395	2.61	3.22
	Hale County, AL	5,948	3,813	692	1,715	626	780	2,135	1,967	2.51	3.3
	Perry County, AL	3,198	2,080	136	755	391	798	1,118	1,080	2.84	3.79
45 Miles	Autauga County, AL	20,800	14,653	4,813	6,922	1,516	1,402	6,147	5,441	2.62	3.24
	Bibb County, AL	7,048	5,272	1,274	2,654	516	828	1,776	1,628	2.92	3.49
	Chilton County, AL	16,619	11,631	3,311	5,402	1,440	1,478	4,988	4,395	2.61	3.22
	Dallas County, AL	16,099	10,047	1,281	3,877	2,381	2,508	6,052	5,425	2.54	3.38
	Hale County, AL	5,948	3,813	692	1,715	626	780	2,135	1,967	2.51	3.3
	Perry County, AL	3,198	2,080	136	755	391	798	1,118	1,080	2.84	3.79
	Shelby County, AL	75,942	54,252	19,149	25,457	4,715	4,931	21,690	18,651	2.67	3.26
	Tuscaloosa County, AL	70,440	46,468	12,741	19,752	7,293	6,682	23,972	19,472	2.73	3.43
60 Miles	Autauga County, AL	20,800	14,653	4,813	6,922	1,516	1,402	6,147	5,441	2.62	3.24
	Bibb County, AL	7,048	5,272	1,274	2,654	516	828	1,776	1,628	2.92	3.49
	Chilton County, AL	16,619	11,631	3,311	5,402	1,440	1,478	4,988	4,395	2.61	3.22
	Coosa County, AL	4,206	2,600	542	1,377	180	501	1,606	1,453	2.5	3.35
	Dallas County, AL	16,099	10,047	1,281	3,877	2,381	2,508	6,052	5,425	2.54	3.38
	Greene County, AL	3,107	1,951	252	824	388	487	1,156	1,112	2.75	3.75
	Hale County, AL	5,948	3,813	692	1,715	626	780	2,135	1,967	2.51	3.3
	Jefferson County, AL	261,773	165,637	41,090	66,529	28,638	29,380	96,136	83,393	2.46	3.19
	Marengo County, AL	8,149	4,802	975	2,014	944	869	3,347	3,082	2.43	3.35
	Perry County, AL	3,198	2,080	136	755	391	798	1,118	1,080	2.84	3.79
	Pickens County, AL	7,618	4,800	1,040	2,277	695	788	2,818	2,749	2.5	3.36
	Shelby County, AL	75,942	54,252	19,149	25,457	4,715	4,931	21,690	18,651	2.67	3.26
	Tuscaloosa County, AL	70,440	46,468	12,741	19,752	7,293	6,682	23,972	19,472	2.73	3.43

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APPENDIX A - DEMOGRAPHIC ANALYSIS

**Bibb Correctional Facility
Brent, AL
Income and Poverty Overview**

Year	Radius	Median household income	Per Capita Income	Total Poverty Rate	Poverty rate under 18	Poverty rate - Children 5 to 17 (living in families)
2016	30 Miles	\$36,967	\$31,698	24.3	35.1	33.2
	45 Miles	\$44,317	\$35,803	21.4	31.2	29.9
	60 Miles	\$41,416	\$35,680	22.3	32.6	31.0
2014	30 Miles	\$35,429	\$29,859	27.8	39.3	36.4
	45 Miles	\$42,376	\$33,646	23.4	32.5	30.2
	60 Miles	\$39,227	\$33,694	23.8	33.1	31.2
Increase (Decrease)						
	30 Miles	\$1,539	\$1,839	(3.5)	(4.2)	(3.2)
	45 Miles	\$1,942	\$2,157	(2.0)	(1.3)	(0.3)
	60 Miles	\$2,189	\$1,986	(1.5)	(0.6)	(0.2)

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APPENDIX A - DEMOGRAPHIC ANALYSIS

**Bibb Correctional Facility
Brent, AL
Income and Poverty Overview**

Radius	Geography Name	Year	Median household income	Per Capita Income	Total Poverty Rate	Poverty rate under 18	Poverty rate - Children 5 to 17 (living in families)
30 Miles	Bibb County, AL	2016	\$43,079	\$29,264	20.1	27.5	26.8
	Chilton County, AL	2016	\$44,188	\$32,041	18.3	26.3	24.8
	Hale County, AL	2016	\$35,381	\$35,388	23.7	34.8	32.4
	Perry County, AL	2016	\$25,221	\$30,099	35	51.6	48.9
45 Miles	Autauga County, AL	2016	\$54,487	\$39,721	13.5	19.3	18.4
	Bibb County, AL	2016	\$43,079	\$29,264	20.1	27.5	26.8
	Chilton County, AL	2016	\$44,188	\$32,041	18.3	26.3	24.8
	Dallas County, AL	2016	\$30,488	\$33,578	35.4	58.3	55.8
	Hale County, AL	2016	\$35,381	\$35,388	23.7	34.8	32.4
	Perry County, AL	2016	\$25,221	\$30,099	35	51.6	48.9
	Shelby County, AL	2016	\$74,212	\$50,421	7.9	9.9	9.6
	Tuscaloosa County, AL	2016	\$47,483	\$35,909	17.6	21.9	22.1
60 Miles	Autauga County, AL	2016	\$54,487	\$39,721	13.5	19.3	18.4
	Bibb County, AL	2016	\$43,079	\$29,264	20.1	27.5	26.8
	Chilton County, AL	2016	\$44,188	\$32,041	18.3	26.3	24.8
	Coosa County, AL	2016	\$36,441	\$29,276	17.5	29.3	28.3
	Dallas County, AL	2016	\$30,488	\$33,578	35.4	58.3	55.8
	Greene County, AL	2016	\$26,559	\$32,245	34	49.3	47.2
	Hale County, AL	2016	\$35,381	\$35,388	23.7	34.8	32.4
	Jefferson County, AL	2016	\$50,109	\$49,386	15.3	22	21.8
	Marengo County, AL	2016	\$34,794	\$36,551	25.8	36.8	33.8
	Perry County, AL	2016	\$25,221	\$30,099	35	51.6	48.9
	Pickens County, AL	2016	\$35,968	\$29,966	25.8	36.6	33.5
	Shelby County, AL	2016	\$74,212	\$50,421	7.9	9.9	9.6
	Tuscaloosa County, AL	2016	\$47,483	\$35,909	17.6	21.9	22.1

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APPENDIX A - DEMOGRAPHIC ANALYSIS

**Donaldson Correctional Facility
Bessemer, AL
Population by Age**

Year	Radius	Total Population	Ages 18 to 24 (College Age)	Ages 25 to 44 (Young Adult)	Age - 45 to 64 (Older Adult)	Female	Male
2016	30 Miles	930,590	99,239	248,562	236,244	487,592	442,998
	45 Miles	1,180,401	119,637	314,637	304,497	614,934	565,467
	60 Miles	1,635,636	154,831	426,843	429,524	845,947	789,689
2014	30 Miles	927,968	103,417	247,091	237,943		
	45 Miles	1,173,290	123,574	313,731	304,508		
	60 Miles	1,627,458	160,839	425,990	429,185		
Increase (Decrease)							
	30 Miles	2,622	(4,178)	1,471	(1,699)		
	45 Miles	7,111	(3,937)	906	(11)		
	60 Miles	8,178	(6,008)	853	339		

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APPENDIX A - DEMOGRAPHIC ANALYSIS

**Donaldson Correctional Facility
Bessemer, AL
Population Breakdown**

Radius	Geography Name	Year	Total Population	Ages 18 to 24 (College Age)	Ages 25 to 44 (Young Adult)	Age - 45 to 64 (Older Adult)	Female	Male
30 Miles	Jefferson County, AL	2016	659,521	58,584	178,415	171,363	347,568	311,953
	Tuscaloosa County, AL	2016	206,102	35,575	54,984	46,900	106,761	99,341
	Walker County, AL	2016	64,967	5,080	15,163	17,981	33,263	31,704
45 Miles	Fayette County, AL	2016	16,546	1,349	3,666	4,615	8,389	8,157
	Bibb County, AL	2016	22,643	1,823	6,449	6,178	10,484	12,159
	Walker County, AL	2016	64,967	5,080	15,163	17,981	33,263	31,704
	Tuscaloosa County, AL	2016	206,102	35,575	54,984	46,900	106,761	99,341
	Shelby County, AL	2016	210,622	17,226	55,960	57,460	108,470	102,152
	Jefferson County, AL	2016	659,521	58,584	178,415	171,363	347,568	311,953
60 Miles	Bibb County, AL	2016	22,643	1,823	6,449	6,178	10,484	12,159
	Blount County, AL	2016	57,704	4,455	13,926	15,562	29,198	28,506
	Chilton County, AL	2016	43,941	3,498	11,036	11,789	22,322	21,619
	Cullman County, AL	2016	82,471	6,314	20,477	22,094	41,730	40,741
	Fayette County, AL	2016	16,546	1,349	3,666	4,615	8,389	8,157
	Hale County, AL	2016	14,952	1,311	3,335	3,979	7,895	7,057
	Jefferson County, AL	2016	659,521	58,584	178,415	171,363	347,568	311,953
	Lamar County, AL	2016	13,918	956	3,149	3,886	7,140	6,778
	Marion County, AL	2016	29,998	2,240	6,831	8,413	15,089	14,909
	Pickens County, AL	2016	20,324	1,746	5,075	5,764	10,162	10,162
	St. Clair County, AL	2016	88,019	6,323	23,248	24,091	44,098	43,921
	Shelby County, AL	2016	210,622	17,226	55,960	57,460	108,470	102,152
	Talladega County, AL	2016	80,103	6,658	19,868	22,547	41,333	38,770
	Tuscaloosa County, AL	2016	206,102	35,575	54,984	46,900	106,761	99,341
	Walker County, AL	2016	64,967	5,080	15,163	17,981	33,263	31,704
	Winston County, AL	2016	23,805	1,693	5,261	6,902	12,045	11,760

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APPENDIX A - DEMOGRAPHIC ANALYSIS

**Donaldson Correctional Facility
Bessemer, AL
Labor Force Overview**

Year	Radius	Labor Force - Not Seasonally Adjusted	Employed Labor Force - Not Seasonally Adjusted	Unemployed Labor Force - Not Seasonally Adjusted	Unemployment Rate
2017	30 Miles	434,431	419,647	14,784	3.4
	45 Miles	557,772	539,596	18,176	3.3
	60 Miles	754,705	729,648	25,057	3.3
2014	30 Miles	433,741	403,632	30,109	6.9
	45 Miles	555,549	518,910	36,639	6.6
	60 Miles	749,501	697,830	51,671	6.9
Increase (Decrease)					
	30 Miles	690	16,015	(15,325)	(3.5)
	45 Miles	2,223	20,686	(18,463)	(3.3)
	60 Miles	5,204	31,818	(26,614)	(3.6)

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APPENDIX A - DEMOGRAPHIC ANALYSIS

Donaldson Correctional Facility Bessemer, AL Labor Force Breakdown

Radius	Geography Name	Year	Month	Labor Force - Not Seasonally Adjusted	Employed Labor Force - Not Seasonally Adjusted	Unemployed Labor Force - Not Seasonally Adjusted	Unemployment Rate
30 Miles	Jefferson County, AL	2017	11	308,940	298,426	10,514	3.4
	Tuscaloosa County, AL	2017	11	100,336	97,056	3,280	3.3
	Walker County, AL	2017	11	25,155	24,165	990	3.9
45 Miles	Bibb County, AL	2017	11	8,467	8,179	288	3.4
	Fayette County, AL	2017	11	6,469	6,202	267	4.1
	Jefferson County, AL	2017	11	308,940	298,426	10,514	3.4
	Shelby County, AL	2017	11	108,405	105,568	2,837	2.6
	Tuscaloosa County, AL	2017	11	100,336	97,056	3,280	3.3
	Walker County, AL	2017	11	25,155	24,165	990	3.9
60 Miles	Bibb County, AL	2017	11	8,467	8,179	288	3.4
	Blount County, AL	2017	11	24,490	23,705	785	3.2
	Chilton County, AL	2017	11	19,161	18,537	624	3.3
	Cullman County, AL	2017	11	37,912	36,788	1,124	3
	Fayette County, AL	2017	11	6,469	6,202	267	4.1
	Hale County, AL	2017	11	6,217	5,922	295	4.7
	Jefferson County, AL	2017	11	308,940	298,426	10,514	3.4
	Lamar County, AL	2017	11	5,708	5,508	200	3.5
	Marion County, AL	2017	11	12,642	12,157	485	3.8
	Pickens County, AL	2017	11	8,156	7,827	329	4
	St. Clair County, AL	2017	11	38,519	37,264	1,255	3.3
	Shelby County, AL	2017	11	108,405	105,568	2,837	2.6
	Talladega County, AL	2017	11	34,539	33,145	1,394	4
	Tuscaloosa County, AL	2017	11	100,336	97,056	3,280	3.3
	Walker County, AL	2017	11	25,155	24,165	990	3.9
	Winston County, AL	2017	11	9,589	9,199	390	4.1

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APPENDIX A - DEMOGRAPHIC ANALYSIS

**Donaldson Correctional Facility
Bessemer, AL
Households Overview**

Year	Radius	Total Households	Family Households	Family Households - Married w/ Children	Family Households - Married w/o Children	Family Households - Single Parents	Family Households - Other	Non-family Households	Non-family Households - Living Alone	Avg. Household Size	Avg. Family Household Size
2016	30 Miles	357,407	230,223	57,913	95,420	38,240	38,650	127,184	108,979	2.59	3.24
	45 Miles	447,247	294,501	79,501	125,938	44,015	45,047	152,746	131,204	2.63	3.24
	60 Miles	620,357	415,862	111,078	186,029	58,430	60,325	204,495	177,802	2.56	3.19
2014	30 Miles	353,071	229,133	58,501	95,751	37,241	37,640	123,938	106,465	2.6	3.27
	45 Miles	441,906	292,659	80,187	124,949	43,721	43,802	149,247	128,469	2.64	3.26
	60 Miles	615,178	416,746	113,604	184,025	59,829	59,288	198,432	172,631	2.57	3.16
Increase (Decrease)											
	30 Miles	4,336	1,090	(588)	(331)	999	1,010	3,246	2,514	(0.01)	(0.03)
	45 Miles	5,341	1,842	(686)	989	294	1,245	3,499	2,735	(0.01)	(0.02)
	60 Miles	5,179	(884)	(2,526)	2,004	(1,399)	1,037	6,063	5,171	(0.01)	0.03

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APPENDIX A - DEMOGRAPHIC ANALYSIS

Donaldson Correctional Facility Bessemer, AL Households Breakdown

Radius	Geography Name	Total Households	Family Households	Family Households - Married w/ Children	Family Households - Married w/o Children	Family Households - Single Parents	Family Households - Other	Non-family Households	Non-family Households - Living Alone	Avg. Household Size	Avg. Family Household Size
30 Miles	Jefferson County, AL	261,773	165,637	41,090	66,529	28,638	29,380	96,136	83,393	2.46	3.19
	Tuscaloosa County, AL	70,440	46,468	12,741	19,752	7,293	6,682	23,972	19,472	2.73	3.43
	Walker County, AL	25,194	18,118	4,082	9,139	2,309	2,588	7,076	6,114	2.57	3.1
45 Miles	Bibb County, AL	7,048	5,272	1,274	2,654	516	828	1,776	1,628	2.92	3.49
	Fayette County, AL	6,850	4,754	1,165	2,407	544	638	2,096	1,946	2.4	2.99
	Jefferson County, AL	261,773	165,637	41,090	66,529	28,638	29,380	96,136	83,393	2.46	3.19
	Shelby County, AL	75,942	54,252	19,149	25,457	4,715	4,931	21,690	18,651	2.67	3.26
	Tuscaloosa County, AL	70,440	46,468	12,741	19,752	7,293	6,682	23,972	19,472	2.73	3.43
	Walker County, AL	25,194	18,118	4,082	9,139	2,309	2,588	7,076	6,114	2.57	3.1
60 Miles	Bibb County, AL	7,048	5,272	1,274	2,654	516	828	1,776	1,628	2.92	3.49
	Blount County, AL	20,619	15,439	4,553	7,761	1,614	1,511	5,180	4,725	2.77	3.32
	Chilton County, AL	16,619	11,631	3,311	5,402	1,440	1,478	4,988	4,395	2.61	3.22
	Cullman County, AL	31,081	21,594	5,670	11,245	2,168	2,511	9,487	8,515	2.58	3.21
	Fayette County, AL	6,850	4,754	1,165	2,407	544	638	2,096	1,946	2.4	2.99
	Hale County, AL	5,948	3,813	692	1,715	626	780	2,135	1,967	2.51	3.3
	Jefferson County, AL	261,773	165,637	41,090	66,529	28,638	29,380	96,136	83,393	2.46	3.19
	Lamar County, AL	6,010	4,114	1,009	2,239	519	347	1,896	1,785	2.31	2.88
	Marion County, AL	12,486	8,932	2,295	4,507	1,063	1,067	3,554	3,224	2.37	2.86
	Pickens County, AL	7,618	4,800	1,040	2,277	695	788	2,818	2,749	2.5	3.36
	St. Clair County, AL	31,832	23,359	6,996	11,609	2,124	2,630	8,473	7,283	2.65	3.18
	Shelby County, AL	75,942	54,252	19,149	25,457	4,715	4,931	21,690	18,651	2.67	3.26
	Talladega County, AL	31,461	21,290	4,464	9,886	3,454	3,486	10,171	9,165	2.47	3.1
	Tuscaloosa County, AL	70,440	46,468	12,741	19,752	7,293	6,682	23,972	19,472	2.73	3.43
	Walker County, AL	25,194	18,118	4,082	9,139	2,309	2,588	7,076	6,114	2.57	3.1
	Winston County, AL	9,436	6,389	1,547	3,450	712	680	3,047	2,790	2.51	3.16

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APPENDIX A - DEMOGRAPHIC ANALYSIS

**Donaldson Correctional Facility
Bessemer, AL
Income and Poverty Overview**

Year	Radius	Median household income	Per Capita Income	Total Poverty Rate	Poverty rate under 18	Poverty rate - Children 5 to 17 (living in families)
2016	30 Miles	\$45,701	\$40,829	17.8	24.6	24.2
	45 Miles	\$48,800	\$38,911	17.0	23.4	22.8
	60 Miles	\$44,306	\$34,934	17.7	24.9	23.6
2014	30 Miles	\$42,996	\$38,994	20.3	28.5	26.7
	45 Miles	\$45,605	\$36,977	18.2	25.5	23.8
	60 Miles	\$41,511	\$33,404	19.6	27.4	25.6
Increase (Decrease)						
	30 Miles	\$2,705	\$1,834	(2.5)	(3.9)	(2.4)
	45 Miles	\$3,194	\$1,935	(1.3)	(2.2)	(1.0)
	60 Miles	\$2,795	\$1,530	(1.9)	(2.4)	(1.9)

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APPENDIX A - DEMOGRAPHIC ANALYSIS

**Donaldson Correctional Facility
Bessemer, AL
Income and Poverty Breakdown**

Radius	Geography Name	Year	Median household income	Per Capita Income	Total Poverty Rate	Poverty rate under 18	Poverty rate - Children 5 to 17 (living in families)
30 Miles	Jefferson County, AL	2016	\$50,109	\$49,386	15.3	22	21.8
	Tuscaloosa County, AL	2016	\$47,483	\$35,909	17.6	21.9	22.1
	Walker County, AL	2016	\$39,511	\$37,191	20.5	29.9	28.8
45 Miles	Bibb County, AL	2016	\$43,079	\$29,264	20.1	27.5	26.8
	Fayette County, AL	2016	\$38,403	\$31,296	20.3	29	27.6
	Jefferson County, AL	2016	\$50,109	\$49,386	15.3	22	21.8
	Shelby County, AL	2016	\$74,212	\$50,421	7.9	9.9	9.6
	Tuscaloosa County, AL	2016	\$47,483	\$35,909	17.6	21.9	22.1
	Walker County, AL	2016	\$39,511	\$37,191	20.5	29.9	28.8
60 Miles	Bibb County, AL	2016	\$43,079	\$29,264	20.1	27.5	26.8
	Blount County, AL	2016	\$47,213	\$31,470	14.1	19.4	17.6
	Chilton County, AL	2016	\$44,188	\$32,041	18.3	26.3	24.8
	Cullman County, AL	2016	\$41,543	\$36,315	14.9	20.7	18.8
	Fayette County, AL	2016	\$38,403	\$31,296	20.3	29	27.6
	Hale County, AL	2016	\$35,381	\$35,388	23.7	34.8	32.4
	Jefferson County, AL	2016	\$50,109	\$49,386	15.3	22	21.8
	Lamar County, AL	2016	\$38,358	\$30,954	18.6	27.1	24.6
	Marion County, AL	2016	\$36,386	\$29,273	18.5	27.2	26.4
	Pickens County, AL	2016	\$35,968	\$29,966	25.8	36.6	33.5
	St. Clair County, AL	2016	\$57,856	\$34,676	12	17.1	16.5
	Shelby County, AL	2016	\$74,212	\$50,421	7.9	9.9	9.6
	Talladega County, AL	2016	\$40,555	\$32,172	18	24.6	22.8
	Tuscaloosa County, AL	2016	\$47,483	\$35,909	17.6	21.9	22.1
	Walker County, AL	2016	\$39,511	\$37,191	20.5	29.9	28.8
	Winston County, AL	2016	\$38,644	\$33,215	17.3	25.1	24.2

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APPENDIX A - DEMOGRAPHIC ANALYSIS

**St. Clair Correctional Facility
Springville, AL
Population by Age**

Year	Radius	Total Population	Ages 18 to 24 (College Age)	Ages 25 to 44 (Young Adult)	Age - 45 to 64 (Older Adult)	Female	Male
2016	30 Miles	328,390	25,922	81,995	90,383	167,552	160,838
	45 Miles	1,504,264	127,233	391,956	400,736	779,929	724,335
	60 Miles	1,810,373	151,268	465,350	485,548	935,143	875,230
2014	30 Miles	328,690	27,457	82,707	90,128		
	45 Miles	1,499,240	132,131	393,046	400,833		
	60 Miles	1,807,167	157,660	467,365	485,878		
Increase (Decrease)							
	30 Miles	(300)	(1,535)	(712)	255		
	45 Miles	5,024	(4,898)	(1,090)	(97)		
	60 Miles	3,206	(6,392)	(2,015)	(330)		

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APPENDIX A - DEMOGRAPHIC ANALYSIS

St. Clair Correctional Facility Springville, AL Population Breakdown

Radius	Geography Name	Year	Total Population	Ages 18 to 24 (College Age)	Ages 25 to 44 (Young Adult)	Age - 45 to 64 (Older Adult)	Female	Male
30 Miles	Blount County, AL	2016	57,704	4,455	13,926	15,562	29,198	28,506
	Etowah County, AL	2016	102,564	8,486	24,953	28,183	52,923	49,641
	St. Clair County, AL	2016	88,019	6,323	23,248	24,091	44,098	43,921
	Talladega County, AL	2016	80,103	6,658	19,868	22,547	41,333	38,770
45 Miles	Blount County, AL	2016	57,704	4,455	13,926	15,562	29,198	28,506
	Calhoun County, AL	2016	114,611	10,393	28,941	30,910	59,483	55,128
	Clay County, AL	2016	13,492	1,088	3,026	3,788	6,881	6,611
	Cullman County, AL	2016	82,471	6,314	20,477	22,094	41,730	40,741
	Etowah County, AL	2016	102,564	8,486	24,953	28,183	52,923	49,641
	Jefferson County, AL	2016	659,521	58,584	178,415	171,363	347,568	311,953
	Marshall County, AL	2016	95,157	7,706	23,142	24,738	48,245	46,912
	St. Clair County, AL	2016	88,019	6,323	23,248	24,091	44,098	43,921
	Shelby County, AL	2016	210,622	17,226	55,960	57,460	108,470	102,152
	Talladega County, AL	2016	80,103	6,658	19,868	22,547	41,333	38,770
60 Miles	Blount County, AL	2016	57,704	4,455	13,926	15,562	29,198	28,506
	Calhoun County, AL	2016	114,611	10,393	28,941	30,910	59,483	55,128
	Cherokee County, AL	2016	25,725	1,811	5,516	7,634	12,965	12,760
	Clay County, AL	2016	13,492	1,088	3,026	3,788	6,881	6,611
	Cleburne County, AL	2016	14,924	1,092	3,475	4,103	7,507	7,417
	Coosa County, AL	2016	10,581	804	2,258	3,557	5,216	5,365
	Cullman County, AL	2016	82,471	6,314	20,477	22,094	41,730	40,741
	DeKalb County, AL	2016	70,900	5,744	17,544	18,634	35,805	35,096
	Etowah County, AL	2016	102,564	8,486	24,953	28,183	52,923	49,641
	Jefferson County, AL	2016	659,521	58,584	178,415	171,363	347,568	311,953
	Marshall County, AL	2016	95,157	7,706	23,142	24,738	48,245	46,912
	Morgan County, AL	2016	119,012	9,504	29,438	32,903	60,458	58,554
	St. Clair County, AL	2016	88,019	6,323	23,248	24,091	44,098	43,921
	Shelby County, AL	2016	210,622	17,226	55,960	57,460	108,470	102,152
	Talladega County, AL	2016	80,103	6,658	19,868	22,547	41,333	38,770
	Walker County, AL	2016	64,967	5,080	15,163	17,981	33,263	31,704

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APPENDIX A - DEMOGRAPHIC ANALYSIS

**St. Clair Correctional Facility
Springville, AL
Labor Force Overview**

Year	Radius	Labor Force - Not Seasonally Adjusted	Employed Labor Force - Not Seasonally Adjusted	Unemployed Labor Force - Not Seasonally Adjusted	Unemployment Rate
2017	30 Miles	141,703	136,674	5,029	3.5
	45 Miles	690,218	667,394	22,824	3.3
	60 Miles	821,101	793,722	27,379	3.3
2014	30 Miles	141,796	131,021	10,775	7.6
	45 Miles	688,464	640,968	47,496	6.9
	60 Miles	820,646	762,924	57,722	7
Increase (Decrease)					
	30 Miles	(93)	5,653	(5,746)	(4.1)
	45 Miles	1,754	26,426	(24,672)	(3.6)
	60 Miles	455	30,798	(30,343)	(3.7)

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APPENDIX A - DEMOGRAPHIC ANALYSIS

St. Clair Correctional Facility Springville, AL Labor Force Breakdown

Radius	Geography Name	Year	Month	Labor Force - Not Seasonally Adjusted	Employed Labor Force - Not Seasonally Adjusted	Unemployed Labor Force - Not Seasonally Adjusted	Unemployment Rate
30 Miles	Blount County, AL	2017	11	24,490	23,705	785	3.2
	Etowah County, AL	2017	11	44,155	42,560	1,595	3.6
	St. Clair County, AL	2017	11	38,519	37,264	1,255	3.3
	Talladega County, AL	2017	11	34,539	33,145	1,394	4
45 Miles	Blount County, AL	2017	11	24,490	23,705	785	3.2
	Calhoun County, AL	2017	11	45,520	43,681	1,839	4
	Clay County, AL	2017	11	5,734	5,525	209	3.6
	Cullman County, AL	2017	11	37,912	36,788	1,124	3
	Etowah County, AL	2017	11	44,155	42,560	1,595	3.6
	Jefferson County, AL	2017	11	308,940	298,426	10,514	3.4
	Marshall County, AL	2017	11	42,004	40,732	1,272	3
	St. Clair County, AL	2017	11	38,519	37,264	1,255	3.3
	Shelby County, AL	2017	11	108,405	105,568	2,837	2.6
	Talladega County, AL	2017	11	34,539	33,145	1,394	4
60 Miles	Blount County, AL	2017	11	24,490	23,705	785	3.2
	Calhoun County, AL	2017	11	45,520	43,681	1,839	4
	Cherokee County, AL	2017	11	11,120	10,752	368	3.3
	Clay County, AL	2017	11	5,734	5,525	209	3.6
	Cleburne County, AL	2017	11	5,722	5,518	204	3.6
	Coosa County, AL	2017	11	4,400	4,240	160	3.6
	Cullman County, AL	2017	11	37,912	36,788	1,124	3
	DeKalb County, AL	2017	11	28,739	27,721	1,018	3.5
	Etowah County, AL	2017	11	44,155	42,560	1,595	3.6
	Jefferson County, AL	2017	11	308,940	298,426	10,514	3.4
	Marshall County, AL	2017	11	42,004	40,732	1,272	3
	Morgan County, AL	2017	11	55,747	53,932	1,815	3.3
	St. Clair County, AL	2017	11	38,519	37,264	1,255	3.3
	Shelby County, AL	2017	11	108,405	105,568	2,837	2.6
	Talladega County, AL	2017	11	34,539	33,145	1,394	4
	Walker County, AL	2017	11	25,155	24,165	990	3.9

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APPENDIX A - DEMOGRAPHIC ANALYSIS

St. Clair Correctional Facility Springville, AL Households Overview

Year	Radius	Total Households	Family Households	Family Households - Married w/ Children	Family Households - Married w/o Children	Family Households - Single Parents	Family Households - Other	Non-family Households	Non-family Households - Living Alone	Avg. Household Size	Avg. Family Household Size
2016	30 Miles	123,434	87,186	22,422	42,523	10,823	11,418	36,248	32,189	2.62	3.21
	45 Miles	577,125	387,176	102,806	173,748	55,063	55,559	189,949	165,609	2.59	3.2
	60 Miles	694,333	468,908	124,437	213,639	65,518	65,314	225,425	197,567	2.57	3.2
2014	30 Miles	123,885	88,389	23,233	41,626	11,803	11,727	35,496	31,547	2.61	3.18
	45 Miles	574,676	388,706	104,901	171,790	55,876	56,139	185,970	162,239	2.57	3.17
	60 Miles	692,657	471,721	127,032	212,262	66,500	65,927	220,936	193,825	2.56	3.16
Increase (Decrease)											
	30 Miles	(451)	(1,203)	(811)	897	(980)	(309)	752	642	0.01	0.03
	45 Miles	2,449	(1,530)	(2,095)	1,958	(813)	(580)	3,979	3,370	0.02	0.03
	60 Miles	1,676	(2,813)	(2,595)	1,377	(982)	(613)	4,489	3,742	0.01	0.04

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APPENDIX A - DEMOGRAPHIC ANALYSIS

St. Clair Correctional Facility Springville, AL Households Breakdown

Radius	Geography Name	Total Households	Family Households	Family Households - Married w/ Children	Family Households - Married w/o Children	Family Households - Single Parents	Family Households - Other	Non-family Households	Non-family Households - Living Alone	Avg. Household Size	Avg. Family Household Size
30 Miles	Blount County, AL	20,619	15,439	4,553	7,761	1,614	1,511	5,180	4,725	2.77	3.32
	Etowah County, AL	39,522	27,098	6,409	13,267	3,631	3,791	12,424	11,016	2.58	3.22
	St. Clair County, AL	31,832	23,359	6,996	11,609	2,124	2,630	8,473	7,283	2.65	3.18
	Talladega County, AL	31,461	21,290	4,464	9,886	3,454	3,486	10,171	9,165	2.47	3.1
45 Miles	Blount County, AL	20,619	15,439	4,553	7,761	1,614	1,511	5,180	4,725	2.77	3.32
	Calhoun County, AL	45,071	30,700	7,214	14,279	4,621	4,586	14,371	12,262	2.51	3.11
	Clay County, AL	5,363	3,782	792	2,045	649	296	1,581	1,446	2.47	3.03
	Cullman County, AL	31,081	21,594	5,670	11,245	2,168	2,511	9,487	8,515	2.58	3.21
	Etowah County, AL	39,522	27,098	6,409	13,267	3,631	3,791	12,424	11,016	2.58	3.22
	Jefferson County, AL	261,773	165,637	41,090	66,529	28,638	29,380	96,136	83,393	2.46	3.19
	Marshall County, AL	34,461	24,025	6,469	11,670	3,449	2,437	10,436	9,153	2.71	3.37
	St. Clair County, AL	31,832	23,359	6,996	11,609	2,124	2,630	8,473	7,283	2.65	3.18
	Shelby County, AL	75,942	54,252	19,149	25,457	4,715	4,931	21,690	18,651	2.67	3.26
	Talladega County, AL	31,461	21,290	4,464	9,886	3,454	3,486	10,171	9,165	2.47	3.1
60 Miles	Blount County, AL	20,619	15,439	4,553	7,761	1,614	1,511	5,180	4,725	2.77	3.32
	Calhoun County, AL	45,071	30,700	7,214	14,279	4,621	4,586	14,371	12,262	2.51	3.11
	Cherokee County, AL	10,999	7,919	1,893	4,414	874	738	3,080	2,866	2.32	2.81
	Clay County, AL	5,363	3,782	792	2,045	649	296	1,581	1,446	2.47	3.03
	Cleburne County, AL	5,834	3,888	1,306	1,852	311	419	1,946	1,733	2.54	3.22
	Coosa County, AL	4,206	2,600	542	1,377	180	501	1,606	1,453	2.5	3.35
	Cullman County, AL	31,081	21,594	5,670	11,245	2,168	2,511	9,487	8,515	2.58	3.21
	DeKalb County, AL	24,811	17,495	4,932	8,511	2,207	1,845	7,316	6,693	2.82	3.51
	Etowah County, AL	39,522	27,098	6,409	13,267	3,631	3,791	12,424	11,016	2.58	3.22
	Jefferson County, AL	261,773	165,637	41,090	66,529	28,638	29,380	96,136	83,393	2.46	3.19
	Marshall County, AL	34,461	24,025	6,469	11,670	3,449	2,437	10,436	9,153	2.71	3.37
	Morgan County, AL	46,164	31,712	8,876	14,598	4,574	3,664	14,452	13,099	2.55	3.19
	St. Clair County, AL	31,832	23,359	6,996	11,609	2,124	2,630	8,473	7,283	2.65	3.18
	Shelby County, AL	75,942	54,252	19,149	25,457	4,715	4,931	21,690	18,651	2.67	3.26
	Talladega County, AL	31,461	21,290	4,464	9,886	3,454	3,486	10,171	9,165	2.47	3.1
	Walker County, AL	25,194	18,118	4,082	9,139	2,309	2,588	7,076	6,114	2.57	3.1

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APPENDIX A - DEMOGRAPHIC ANALYSIS

**St. Clair Correctional Facility
Springville, AL
Income and Poverty Overview**

Year	Radius	Median household income	Per Capita Income	Total Poverty Rate	Poverty rate under 18	Poverty rate - Children 5 to 17 (living in families)
2016	30 Miles	\$46,649	\$33,313	15.4	22.0	20.7
	45 Miles	\$47,487	\$37,087	15.7	22.7	21.3
	60 Miles	\$44,983	\$35,541	16.6	24.5	23.1
2014	30 Miles	\$44,010	\$32,011	18.3	26.2	24.4
	45 Miles	\$44,385	\$35,330	18.2	26.0	24.1
	60 Miles	\$42,220	\$33,919	18.7	27.1	25.3
Increase (Decrease)						
	30 Miles	\$2,639	\$1,302	(2.9)	(4.2)	(3.8)
	45 Miles	\$3,102	\$1,757	(2.5)	(3.3)	(2.8)
	60 Miles	\$2,763	\$1,622	(2.1)	(2.7)	(2.2)

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APPENDIX A - DEMOGRAPHIC ANALYSIS

St. Clair Correctional Facility Springville, AL Income and Poverty Breakdown

Radius	Geography Name	Year	Median household income	Per Capita Income	Total Poverty Rate	Poverty rate under 18	Poverty rate - Children 5 to 17 (living in families)
30 Miles	Blount County, AL	2016	\$47,213	\$31,470	14.1	19.4	17.6
	Etowah County, AL	2016	\$40,972	\$34,932	17.5	26.8	25.7
	St. Clair County, AL	2016	\$57,856	\$34,676	12	17.1	16.5
	Talladega County, AL	2016	\$40,555	\$32,172	18	24.6	22.8
45 Miles	Blount County, AL	2016	\$47,213	\$31,470	14.1	19.4	17.6
	Calhoun County, AL	2016	\$41,778	\$34,401	17.1	25.7	24.2
	Clay County, AL	2016	\$38,512	\$33,452	18.9	28.2	26.2
	Cullman County, AL	2016	\$41,543	\$36,315	14.9	20.7	18.8
	Etowah County, AL	2016	\$40,972	\$34,932	17.5	26.8	25.7
	Jefferson County, AL	2016	\$50,109	\$49,386	15.3	22	21.8
	Marshall County, AL	2016	\$42,117	\$33,640	21	32.1	30
	St. Clair County, AL	2016	\$57,856	\$34,676	12	17.1	16.5
	Shelby County, AL	2016	\$74,212	\$50,421	7.9	9.9	9.6
	Talladega County, AL	2016	\$40,555	\$32,172	18	24.6	22.8
60 Miles	Blount County, AL	2016	\$47,213	\$31,470	14.1	19.4	17.6
	Calhoun County, AL	2016	\$41,778	\$34,401	17.1	25.7	24.2
	Cherokee County, AL	2016	\$41,456	\$33,057	16.8	27.5	25.4
	Clay County, AL	2016	\$38,512	\$33,452	18.9	28.2	26.2
	Cleburne County, AL	2016	\$43,483	\$31,917	17.2	24.5	23.2
	Coosa County, AL	2016	\$36,441	\$29,276	17.5	29.3	28.3
	Cullman County, AL	2016	\$41,543	\$36,315	14.9	20.7	18.8
	DeKalb County, AL	2016	\$37,128	\$29,610	20.5	30.9	28.8
	Etowah County, AL	2016	\$40,972	\$34,932	17.5	26.8	25.7
	Jefferson County, AL	2016	\$50,109	\$49,386	15.3	22	21.8
	Marshall County, AL	2016	\$42,117	\$33,640	21	32.1	30
	Morgan County, AL	2016	\$46,843	\$36,746	15.8	23.2	21.6
	St. Clair County, AL	2016	\$57,856	\$34,676	12	17.1	16.5
	Shelby County, AL	2016	\$74,212	\$50,421	7.9	9.9	9.6
	Talladega County, AL	2016	\$40,555	\$32,172	18	24.6	22.8
	Walker County, AL	2016	\$39,511	\$37,191	20.5	29.9	28.8

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APPENDIX A - DEMOGRAPHIC ANALYSIS

**Draper, Elmore, Staton, and Tutwiler Correction Facilities
Elmore County
Population by Age**

Year	Radius	Total Population	Ages 18 to 24 (College Age)	Ages 25 to 44 (Young Adult)	Age - 45 to 64 (Older Adult)	Female	Male
2016	30 Miles	418,086	38,782	112,062	109,080	217,134	200,952
	45 Miles	488,134	46,214	127,201	128,517	253,842	234,292
	60 Miles	1,114,971	120,632	287,017	289,688	575,071	539,900
2014	30 Miles	417,632	41,545	112,183	108,373		
	45 Miles	488,777	49,724	127,407	128,289		
	60 Miles	1,109,274	125,182	287,260	287,219		
Increase (Decrease)							
	30 Miles	454	(2,763)	(121)	707		
	45 Miles	(643)	(3,510)	(206)	228		
	60 Miles	5,697	(4,550)	(243)	2,469		

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APPENDIX A - DEMOGRAPHIC ANALYSIS

Draper, Elmore, Staton, and Tutwiler Correction Facilities Elmore County Population Breakdown

Radius	Geography Name	Year	Total Population	Ages 18 to 24 (College Age)	Ages 25 to 44 (Young Adult)	Age - 45 to 64 (Older Adult)	Female	Male
30 Miles	Autauga County, AL	2016	55,416	4,558	14,403	14,767	28,428	26,988
	Chilton County, AL	2016	43,941	3,498	11,036	11,789	22,322	21,619
	Coosa County, AL	2016	10,581	804	2,258	3,557	5,216	5,365
	Elmore County, AL	2016	81,799	7,118	22,298	21,810	41,881	39,918
	Montgomery County, AL	2016	226,349	22,804	62,067	57,157	119,286	107,063
45 Miles	Autauga County, AL	2016	55,416	4,558	14,403	14,767	28,428	26,988
	Chilton County, AL	2016	43,941	3,498	11,036	11,789	22,322	21,619
	Coosa County, AL	2016	10,581	804	2,258	3,557	5,216	5,365
	Elmore County, AL	2016	81,799	7,118	22,298	21,810	41,881	39,918
	Lowndes County, AL	2016	10,358	825	2,377	2,860	5,459	4,899
	Macon County, AL	2016	18,963	3,474	3,868	4,891	10,316	8,647
	Montgomery County, AL	2016	226,349	22,804	62,067	57,157	119,286	107,063
60 Miles	Tallapoosa County, AL	2016	40,727	3,133	8,894	11,686	20,934	19,793
	Autauga County, AL	2016	55,416	4,558	14,403	14,767	28,428	26,988
	Bibb County, AL	2016	22,643	1,823	6,449	6,178	10,484	12,159
	Bullock County, AL	2016	10,362	879	2,849	2,743	4,767	5,595
	Chambers County, AL	2016	33,843	2,828	7,920	9,467	17,598	16,245
	Chilton County, AL	2016	43,941	3,498	11,036	11,789	22,322	21,619
	Clay County, AL	2016	13,492	1,088	3,026	3,788	6,881	6,611
	Coosa County, AL	2016	10,581	804	2,258	3,557	5,216	5,365
	Crenshaw County, AL	2016	13,913	1,092	3,232	3,795	7,123	6,790
	Dallas County, AL	2016	40,008	3,667	9,132	10,622	21,524	18,484
	Elmore County, AL	2016	81,799	7,118	22,298	21,810	41,881	39,918
	Lee County, AL	2016	158,991	30,048	42,108	35,263	80,608	78,383
	Lowndes County, AL	2016	10,358	825	2,377	2,860	5,459	4,899
	Macon County, AL	2016	18,963	3,474	3,868	4,891	10,316	8,647
	Montgomery County, AL	2016	226,349	22,804	62,067	57,157	119,286	107,063
	Perry County, AL	2016	9,574	1,434	2,012	2,284	5,065	4,509
	Pike County, AL	2016	33,286	7,675	7,260	7,024	17,375	15,911
	Shelby County, AL	2016	210,622	17,226	55,960	57,460	108,470	102,152
	Talladega County, AL	2016	80,103	6,658	19,868	22,547	41,333	38,770
	Tallapoosa County, AL	2016	40,727	3,133	8,894	11,686	20,934	19,793

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APPENDIX A - DEMOGRAPHIC ANALYSIS

**Draper, Elmore, Staton, and Tutwiler Correction Facilities
Elmore County
Labor Force Overview**

Year	Radius	Labor Force - Not Seasonally Adjusted	Employed Labor Force - Not Seasonally Adjusted	Unemployed Labor Force - Not Seasonally Adjusted	Unemployment Rate
2017	30 Miles	189,789	183,288	6,501	3.4
	45 Miles	219,899	212,167	7,732	3.5
	60 Miles	513,796	496,308	17,488	3.4
2014	30 Miles	191,044	177,356	13,688	7.2
	45 Miles	221,373	204,726	16,647	7.5
	60 Miles	509,323	473,000	36,323	7.1
Increase (Decrease)					
	30 Miles	(1,255)	5,932	(7,187)	(3.8)
	45 Miles	(1,474)	7,441	(8,915)	(4.0)
	60 Miles	4,473	23,308	(18,835)	(3.7)

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APPENDIX A - DEMOGRAPHIC ANALYSIS

Draper, Elmore, Staton, and Tutwiler Correction Facilities Elmore County Labor Force Breakdown

Radius	Geography Name	Year	Month	Labor Force - Not Seasonally Adjusted	Employed Labor Force - Not Seasonally Adjusted	Unemployed Labor Force - Not Seasonally Adjusted	Unemployment Rate
30 Miles	Autauga County, AL	2017	11	25,530	24,716	814	3.2
	Chilton County, AL	2017	11	19,161	18,537	624	3.3
	Coosa County, AL	2017	11	4,400	4,240	160	3.6
	Elmore County, AL	2017	11	36,614	35,470	1,144	3.1
	Montgomery County, AL	2017	11	104,084	100,325	3,759	3.6
45 Miles	Autauga County, AL	2017	11	25,530	24,716	814	3.2
	Chilton County, AL	2017	11	19,161	18,537	624	3.3
	Coosa County, AL	2017	11	4,400	4,240	160	3.6
	Elmore County, AL	2017	11	36,614	35,470	1,144	3.1
	Lowndes County, AL	2017	11	3,711	3,474	237	6.4
	Macon County, AL	2017	11	8,090	7,732	358	4.4
	Montgomery County, AL	2017	11	104,084	100,325	3,759	3.6
	Tallapoosa County, AL	2017	11	18,309	17,673	636	3.5
60 Miles	Autauga County, AL	2017	11	25,530	24,716	814	3.2
	Bibb County, AL	2017	11	8,467	8,179	288	3.4
	Bullock County, AL	2017	11	4,860	4,653	207	4.3
	Chambers County, AL	2017	11	15,435	14,902	533	3.5
	Chilton County, AL	2017	11	19,161	18,537	624	3.3
	Clay County, AL	2017	11	5,734	5,525	209	3.6
	Coosa County, AL	2017	11	4,400	4,240	160	3.6
	Crenshaw County, AL	2017	11	6,503	6,274	229	3.5
	Dallas County, AL	2017	11	14,890	14,030	860	5.8
	Elmore County, AL	2017	11	36,614	35,470	1,144	3.1
	Lee County, AL	2017	11	75,936	73,585	2,351	3.1
	Lowndes County, AL	2017	11	3,711	3,474	237	6.4
	Macon County, AL	2017	11	8,090	7,732	358	4.4
	Montgomery County, AL	2017	11	104,084	100,325	3,759	3.6
	Perry County, AL	2017	11	3,450	3,232	218	6.3
	Pike County, AL	2017	11	15,678	15,048	630	4
	Shelby County, AL	2017	11	108,405	105,568	2,837	2.6
	Talladega County, AL	2017	11	34,539	33,145	1,394	4
	Tallapoosa County, AL	2017	11	18,309	17,673	636	3.5

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APPENDIX A - DEMOGRAPHIC ANALYSIS

Draper, Elmore, Staton, and Tutwiler Correction Facilities
Elmore County
Households Overview

Year	Radius	Total Households	Family Households	Family Households - Married w/ Children	Family Households - Married w/o Children	Family Households - Single Parents	Family Households - Other	Non-family Households	Non-family Households - Living Alone	Avg. Household Size	Avg. Family Household Size
2016	30 Miles	160,796	106,719	27,906	44,412	18,133	16,268	54,077	47,539	2.56	3.24
	45 Miles	189,287	125,463	30,859	53,032	21,479	20,093	63,824	56,429	2.49	3.18
	60 Miles	421,934	280,604	73,106	122,639	42,975	41,884	141,330	121,447	2.56	3.27
2014	30 Miles	158,791	106,935	28,210	43,547	19,015	16,163	51,856	45,163	2.58	3.22
	45 Miles	187,554	126,087	31,691	51,939	22,464	19,993	61,467	53,859	2.53	3.18
	60 Miles	418,410	280,324	74,923	119,491	45,103	40,807	138,086	117,453	2.57	3.25
Increase (Decrease)											
	30 Miles	2,005	(216)	(304)	865	(882)	105	2,221	2,376	(0.02)	0.02
	45 Miles	1,733	(624)	(832)	1,093	(985)	100	2,357	2,570	(0.04)	0.00
	60 Miles	3,524	280	(1,817)	3,148	(2,128)	1,077	3,244	3,994	(0.01)	0.02

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APPENDIX A - DEMOGRAPHIC ANALYSIS

Draper, Elmore, Staton, and Tutwiler Correction Facilities Elmore County Households Breakdown

Radius	Geography Name	Total Households	Family Households	Family Households - Married w/ Children	Family Households - Married w/o Children	Family Households - Single Parents	Family Households - Other	Non-family Households	Non-family Households - Living Alone	Avg. Household Size	Avg. Family Household Size
30 Miles	Autauga County, AL	20,800	14,653	4,813	6,922	1,516	1,402	6,147	5,441	2.62	3.24
	Chilton County, AL	16,619	11,631	3,311	5,402	1,440	1,478	4,988	4,395	2.61	3.22
	Coosa County, AL	4,206	2,600	542	1,377	180	501	1,606	1,453	2.5	3.35
	Elmore County, AL	28,890	20,757	5,945	9,767	2,688	2,357	8,133	7,359	2.64	3.24
	Montgomery County, AL	90,281	57,078	13,295	20,944	12,309	10,530	33,203	28,891	2.44	3.17
45 Miles	Autauga County, AL	20,800	14,653	4,813	6,922	1,516	1,402	6,147	5,441	2.62	3.24
	Chilton County, AL	16,619	11,631	3,311	5,402	1,440	1,478	4,988	4,395	2.61	3.22
	Coosa County, AL	4,206	2,600	542	1,377	180	501	1,606	1,453	2.5	3.35
	Elmore County, AL	28,890	20,757	5,945	9,767	2,688	2,357	8,133	7,359	2.64	3.24
	Lowndes County, AL	4,238	2,778	310	979	596	893	1,460	1,373	2.47	3.2
	Macon County, AL	7,915	4,611	494	1,835	956	1,326	3,304	2,901	2.2	2.95
	Montgomery County, AL	90,281	57,078	13,295	20,944	12,309	10,530	33,203	28,891	2.44	3.17
	Tallapoosa County, AL	16,338	11,355	2,149	5,806	1,794	1,606	4,983	4,616	2.47	3.08
60 Miles	Autauga County, AL	20,800	14,653	4,813	6,922	1,516	1,402	6,147	5,441	2.62	3.24
	Bibb County, AL	7,048	5,272	1,274	2,654	516	828	1,776	1,628	2.92	3.49
	Bullock County, AL	3,556	2,318	323	851	560	584	1,238	1,112	2.84	3.76
	Chambers County, AL	13,851	8,654	1,545	4,233	1,354	1,522	5,197	4,657	2.42	3.19
	Chilton County, AL	16,619	11,631	3,311	5,402	1,440	1,478	4,988	4,395	2.61	3.22
	Clay County, AL	5,363	3,782	792	2,045	649	296	1,581	1,446	2.47	3.03
	Coosa County, AL	4,206	2,600	542	1,377	180	501	1,606	1,453	2.5	3.35
	Crenshaw County, AL	5,426	3,648	840	1,735	535	538	1,778	1,620	2.53	3.2
	Dallas County, AL	16,099	10,047	1,281	3,877	2,381	2,508	6,052	5,425	2.54	3.38
	Elmore County, AL	28,890	20,757	5,945	9,767	2,688	2,357	8,133	7,359	2.64	3.24
	Lee County, AL	57,901	36,318	10,984	14,656	5,577	5,101	21,583	16,050	2.56	3.19
	Lowndes County, AL	4,238	2,778	310	979	596	893	1,460	1,373	2.47	3.2
	Macon County, AL	7,915	4,611	494	1,835	956	1,326	3,304	2,901	2.2	2.95
	Montgomery County, AL	90,281	57,078	13,295	20,944	12,309	10,530	33,203	28,891	2.44	3.17
	Perry County, AL	3,198	2,080	136	755	391	798	1,118	1,080	2.84	3.79
	Pike County, AL	12,802	7,480	1,459	3,458	1,364	1,199	5,322	4,184	2.45	3.21
	Shelby County, AL	75,942	54,252	19,149	25,457	4,715	4,931	21,690	18,651	2.67	3.26
	Talladega County, AL	31,461	21,290	4,464	9,886	3,454	3,486	10,171	9,165	2.47	3.1
	Tallapoosa County, AL	16,338	11,355	2,149	5,806	1,794	1,606	4,983	4,616	2.47	3.08

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APPENDIX A - DEMOGRAPHIC ANALYSIS

Draper, Elmore, Staton, and Tutwiler Correction Facilities Elmore County Income and Poverty Overview

Year	Radius	Median household income	Per Capita Income	Total Poverty Rate	Poverty rate under 18	Poverty rate - Children 5 to 17 (living in families)
2016	30 Miles	\$46,956	\$36,334	16.3	24.7	23.5
	45 Miles	\$42,205	\$35,952	20.4	32.1	31.2
	60 Miles	\$41,253	\$34,660	21.9	32.6	31.3
2014	30 Miles	\$45,569	\$33,933	17.4	25.5	24.2
	45 Miles	\$40,477	\$33,903	\$21	\$31	\$29
	60 Miles	\$38,473	\$32,769	23.8	33.0	30.9
Increase (Decrease)						
	30 Miles	\$1,387	\$2,401	(1.1)	(0.8)	(0.7)
	45 Miles	\$1,728	\$2,049	(1.0)	1.0	1.7
	60 Miles	\$2,780	\$1,890	(2.0)	(0.5)	0.4

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APPENDIX A - DEMOGRAPHIC ANALYSIS

Draper, Elmore, Staton, and Tutwiler Correction Facilities Elmore County Income and Poverty Breakdown

Radius	Geography Name	Year	Median household income	Per Capita Income	Total Poverty Rate	Poverty rate under 18	Poverty rate - Children 5 to 17 (living in families)
30 Miles	Autauga County, AL	2016	\$54,487	\$39,721	13.5	19.3	18.4
	Chilton County, AL	2016	\$44,188	\$32,041	18.3	26.3	24.8
	Coosa County, AL	2016	\$36,441	\$29,276	17.5	29.3	28.3
	Elmore County, AL	2016	\$54,553	\$39,226	13.5	20.2	19.6
	Montgomery County, AL	2016	\$45,111	\$41,404	18.8	28.6	26.5
45 Miles	Autauga County, AL	2016	\$54,487	\$39,721	13.5	19.3	18.4
	Chilton County, AL	2016	\$44,188	\$32,041	18.3	26.3	24.8
	Coosa County, AL	2016	\$36,441	\$29,276	17.5	29.3	28.3
	Elmore County, AL	2016	\$54,553	\$39,226	13.5	20.2	19.6
	Lowndes County, AL	2016	\$32,011	\$37,049	31.7	57.5	60.7
	Macon County, AL	2016	\$30,681	\$31,579	30	45.2	43.5
	Montgomery County, AL	2016	\$45,111	\$41,404	18.8	28.6	26.5
	Tallapoosa County, AL	2016	\$40,169	\$37,320	20.2	30.3	27.7
60 Miles	Autauga County, AL	2016	\$54,487	\$39,721	13.5	19.3	18.4
	Bibb County, AL	2016	\$43,079	\$29,264	20.1	27.5	26.8
	Bullock County, AL	2016	\$34,278	\$26,661	32.6	45.7	43.6
	Chambers County, AL	2016	\$39,530	\$31,925	19.9	32.5	32.2
	Chilton County, AL	2016	\$44,188	\$32,041	18.3	26.3	24.8
	Clay County, AL	2016	\$38,512	\$33,452	18.9	28.2	26.2
	Coosa County, AL	2016	\$36,441	\$29,276	17.5	29.3	28.3
	Crenshaw County, AL	2016	\$37,374	\$33,684	20.5	28.8	26.7
	Dallas County, AL	2016	\$30,488	\$33,578	35.4	58.3	55.8
	Elmore County, AL	2016	\$54,553	\$39,226	13.5	20.2	19.6
	Lee County, AL	2016	\$47,749	\$34,372	18.3	18.2	17.8
	Lowndes County, AL	2016	\$32,011	\$37,049	31.7	57.5	60.7
	Macon County, AL	2016	\$30,681	\$31,579	30	45.2	43.5
	Montgomery County, AL	2016	\$45,111	\$41,404	18.8	28.6	26.5
	Perry County, AL	2016	\$25,221	\$30,099	35	51.6	48.9
	Pike County, AL	2016	\$35,172	\$35,287	25.1	36.7	34.9
	Shelby County, AL	2016	\$74,212	\$50,421	7.9	9.9	9.6
	Talladega County, AL	2016	\$40,555	\$32,172	18	24.6	22.8
	Tallapoosa County, AL	2016	\$40,169	\$37,320	20.2	30.3	27.7

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APPENDIX A - DEMOGRAPHIC ANALYSIS

**Kilby Correctional Facility
Montgomery, AL
Population by Age**

Year	Radius	Total Population	Ages 18 to 24 (College Age)	Ages 25 to 44 (Young Adult)	Age - 45 to 64 (Older Adult)	Female	Male
2016	30 Miles	327,111	33,396	88,233	83,858	47,307	279,804
	45 Miles	487,841	51,270	126,274	126,495	253,662	234,179
	60 Miles	882,672	101,137	227,438	224,138	455,712	426,960
2014	30 Miles	327,581	35,843	88,279	83,913		
	45 Miles	488,635	54,425	126,380	126,694		
	60 Miles	882,540	106,303	227,676	223,715		
Increase (Decrease)							
	30 Miles	(470)	(2,447)	(46)	(55)		
	45 Miles	(794)	(3,155)	(106)	(199)		
	60 Miles	132	(5,166)	(238)	423		

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APPENDIX A - DEMOGRAPHIC ANALYSIS

**Kilby Correctional Facility
Montgomery, AL
Population Breakdown**

Radius	Geography Name	Year	Total Population	Ages 18 to 24 (College Age)	Ages 25 to 44 (Young Adult)	Age - 45 to 64 (Older Adult)	Female	Male
30 Miles	Elmore County, AL	2016	81,799	7,118	22,298	21,810	12,112	69,687
	Macon County, AL	2016	18,963	3,474	3,868	4,891	3,442	15,521
	Montgomery County, AL	2016	226,349	22,804	62,067	57,157	31,753	194,596
45 Miles	Autauga County, AL	2016	55,416	4,558	14,403	14,767	28,428	26,988
	Bullock County, AL	2016	10,362	879	2,849	2,743	4,767	5,595
	Coosa County, AL	2016	10,581	804	2,258	3,557	5,216	5,365
	Elmore County, AL	2016	81,799	7,118	22,298	21,810	41,881	39,918
	Lowndes County, AL	2016	10,358	825	2,377	2,860	5,459	4,899
	Macon County, AL	2016	18,963	3,474	3,868	4,891	10,316	8,647
	Montgomery County, AL	2016	226,349	22,804	62,067	57,157	119,286	107,063
	Pike County, AL	2016	33,286	7,675	7,260	7,024	17,375	15,911
	Tallapoosa County, AL	2016	40,727	3,133	8,894	11,686	20,934	19,793
60 Miles	Autauga County, AL	2016	55,416	4,558	14,403	14,767	28,428	26,988
	Barbour County, AL	2016	25,965	2,151	6,914	6,734	12,178	13,787
	Bullock County, AL	2016	10,362	879	2,849	2,743	4,767	5,595
	Butler County, AL	2016	19,998	1,605	4,647	5,228	10,679	9,319
	Chambers County, AL	2016	33,843	2,828	7,920	9,467	17,598	16,245
	Chilton County, AL	2016	43,941	3,498	11,036	11,789	22,322	21,619
	Coosa County, AL	2016	10,581	804	2,258	3,557	5,216	5,365
	Crenshaw County, AL	2016	13,913	1,092	3,232	3,795	7,123	6,790
	Dallas County, AL	2016	40,008	3,667	9,132	10,622	21,524	18,484
	Elmore County, AL	2016	81,799	7,118	22,298	21,810	41,881	39,918
	Lee County, AL	2016	158,991	30,048	42,108	35,263	80,608	78,383
	Lowndes County, AL	2016	10,358	825	2,377	2,860	5,459	4,899
	Macon County, AL	2016	18,963	3,474	3,868	4,891	10,316	8,647
	Montgomery County, AL	2016	226,349	22,804	62,067	57,157	119,286	107,063
	Pike County, AL	2016	33,286	7,675	7,260	7,024	17,375	15,911
	Russell County, AL	2016	58,172	4,978	16,175	14,745	30,017	28,155
	Tallapoosa County, AL	2016	40,727	3,133	8,894	11,686	20,934	19,793

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APPENDIX A - DEMOGRAPHIC ANALYSIS

**Kilby Correctional Facility
Montgomery, AL
Labor Force Overview**

Year	Radius	Labor Force - Not Seasonally Adjusted	Employed Labor Force - Not Seasonally Adjusted	Unemployed Labor Force - Not Seasonally Adjusted	Unemployment Rate
2017	30 Miles	148,788	143,527	5,261	3.5
	45 Miles	221,276	213,331	7,945	3.6
	60 Miles	394,341	380,141	14,200	3.6
2014	30 Miles	150,305	139,237	11,068	7.4
	45 Miles	222,088	205,096	16,992	7.7
	60 Miles	392,487	362,401	30,086	7.7
Increase (Decrease)					
	30 Miles	(1,517)	4,290	(5,807)	(3.9)
	45 Miles	(812)	8,235	(9,047)	(4.1)
	60 Miles	1,854	17,740	(15,886)	(4.1)

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APPENDIX A - DEMOGRAPHIC ANALYSIS

Kilby Correctional Facility Montgomery, AL Labor Force Breakdown

Radius	Geography Name	Year	Month	Labor Force - Not Seasonally Adjusted	Employed Labor Force - Not Seasonally Adjusted	Unemployed Labor Force - Not Seasonally Adjusted	Unemployment Rate
30 Miles	Elmore County, AL	2017	11	36,614	35,470	1,144	3.1
	Macon County, AL	2017	11	8,090	7,732	358	4.4
	Montgomery County, AL	2017	11	104,084	100,325	3,759	3.6
45 Miles	Autauga County, AL	2017	11	25,530	24,716	814	3.2
	Bullock County, AL	2017	11	4,860	4,653	207	4.3
	Coosa County, AL	2017	11	4,400	4,240	160	3.6
	Elmore County, AL	2017	11	36,614	35,470	1,144	3.1
	Lowndes County, AL	2017	11	3,711	3,474	237	6.4
	Macon County, AL	2017	11	8,090	7,732	358	4.4
	Montgomery County, AL	2017	11	104,084	100,325	3,759	3.6
	Pike County, AL	2017	11	15,678	15,048	630	4
	Tallapoosa County, AL	2017	11	18,309	17,673	636	3.5
60 Miles	Autauga County, AL	2017	11	25,530	24,716	814	3.2
	Barbour County, AL	2017	11	8,120	7,721	399	4.9
	Bullock County, AL	2017	11	4,860	4,653	207	4.3
	Butler County, AL	2017	11	8,936	8,541	395	4.4
	Chambers County, AL	2017	11	15,435	14,902	533	3.5
	Chilton County, AL	2017	11	19,161	18,537	624	3.3
	Coosa County, AL	2017	11	4,400	4,240	160	3.6
	Crenshaw County, AL	2017	11	6,503	6,274	229	3.5
	Dallas County, AL	2017	11	14,890	14,030	860	5.8
	Elmore County, AL	2017	11	36,614	35,470	1,144	3.1
	Lee County, AL	2017	11	75,936	73,585	2,351	3.1
	Lowndes County, AL	2017	11	3,711	3,474	237	6.4
	Macon County, AL	2017	11	8,090	7,732	358	4.4
	Montgomery County, AL	2017	11	104,084	100,325	3,759	3.6
	Pike County, AL	2017	11	15,678	15,048	630	4
	Russell County, AL	2017	11	24,084	23,220	864	3.6
	Tallapoosa County, AL	2017	11	18,309	17,673	636	3.5

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APPENDIX A - DEMOGRAPHIC ANALYSIS

Kilby Correctional Facility Montgomery, AL Households Overview

Year	Radius	Total Households	Family Households	Family Households - Married w/ Children	Family Households - Married w/o Children	Family Households - Single Parents	Family Households - Other	Non-family Households	Non-family Households - Living Alone	Avg. Household Size	Avg. Family Household Size
2016	30 Miles	127,086	82,446	19,734	32,546	15,953	14,213	44,640	39,151	2.43	3.12
	45 Miles	189,026	123,630	29,330	51,939	21,963	20,398	65,396	57,330	2.51	3.24
	60 Miles	338,052	219,409	53,688	92,634	37,991	35,696	118,643	101,569	2.53	3.26
2014	30 Miles	125,799	82,607	20,014	31,931	16,652	14,010	43,192	37,612	2.46	3.14
	45 Miles	187,928	124,242	30,026	50,981	22,942	20,293	63,686	55,042	2.52	3.21
	60 Miles	335,396	218,629	53,773	90,367	39,496	34,993	116,767	98,821	2.53	3.24
Increase (Decrease)											
	30 Miles	1,287	(161)	(280)	615	(699)	203	1,448	1,539	(0.03)	(0.02)
	45 Miles	1,098	(612)	(696)	958	(979)	105	1,710	2,288	(0.01)	0.03
	60 Miles	2,656	780	(685)	2,267	(1,505)	703	1,876	2,748	0.00	0.02

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APPENDIX A - DEMOGRAPHIC ANALYSIS

Kilby Correctional Facility Montgomery, AL Households Breakdown

Radius	Geography Name	Total Households	Family Households	Family Households - Married w/ Children	Family Households - Married w/o Children	Family Households - Single Parents	Family Households - Other	Non-family Households	Non-family Households - Living Alone	Avg. Household Size	Avg. Family Household Size
30 Miles	Elmore County, AL	28,890	20,757	5,945	9,767	2,688	2,357	8,133	7,359	2.64	3.24
	Macon County, AL	7,915	4,611	494	1,835	956	1,326	3,304	2,901	2.2	2.95
	Montgomery County, AL	90,281	57,078	13,295	20,944	12,309	10,530	33,203	28,891	2.44	3.17
45 Miles	Autauga County, AL	20,800	14,653	4,813	6,922	1,516	1,402	6,147	5,441	2.62	3.24
	Bullock County, AL	3,556	2,318	323	851	560	584	1,238	1,112	2.84	3.76
	Coosa County, AL	4,206	2,600	542	1,377	180	501	1,606	1,453	2.5	3.35
	Elmore County, AL	28,890	20,757	5,945	9,767	2,688	2,357	8,133	7,359	2.64	3.24
	Lowndes County, AL	4,238	2,778	310	979	596	893	1,460	1,373	2.47	3.2
	Macon County, AL	7,915	4,611	494	1,835	956	1,326	3,304	2,901	2.2	2.95
	Montgomery County, AL	90,281	57,078	13,295	20,944	12,309	10,530	33,203	28,891	2.44	3.17
	Pike County, AL	12,802	7,480	1,459	3,458	1,364	1,199	5,322	4,184	2.45	3.21
	Tallapoosa County, AL	16,338	11,355	2,149	5,806	1,794	1,606	4,983	4,616	2.47	3.08
60 Miles	Autauga County, AL	20,800	14,653	4,813	6,922	1,516	1,402	6,147	5,441	2.62	3.24
	Barbour County, AL	9,122	5,968	1,258	2,710	1,132	868	3,154	2,951	2.6	3.37
	Bullock County, AL	3,556	2,318	323	851	560	584	1,238	1,112	2.84	3.76
	Butler County, AL	7,675	5,139	1,015	2,367	928	829	2,536	2,229	2.6	3.28
	Chambers County, AL	13,851	8,654	1,545	4,233	1,354	1,522	5,197	4,657	2.42	3.19
	Chilton County, AL	16,619	11,631	3,311	5,402	1,440	1,478	4,988	4,395	2.61	3.22
	Coosa County, AL	4,206	2,600	542	1,377	180	501	1,606	1,453	2.5	3.35
	Crenshaw County, AL	5,426	3,648	840	1,735	535	538	1,778	1,620	2.53	3.2
	Dallas County, AL	16,099	10,047	1,281	3,877	2,381	2,508	6,052	5,425	2.54	3.38
	Elmore County, AL	28,890	20,757	5,945	9,767	2,688	2,357	8,133	7,359	2.64	3.24
	Lee County, AL	57,901	36,318	10,984	14,656	5,577	5,101	21,583	16,050	2.56	3.19
	Lowndes County, AL	4,238	2,778	310	979	596	893	1,460	1,373	2.47	3.2
	Macon County, AL	7,915	4,611	494	1,835	956	1,326	3,304	2,901	2.2	2.95
	Montgomery County, AL	90,281	57,078	13,295	20,944	12,309	10,530	33,203	28,891	2.44	3.17
	Pike County, AL	12,802	7,480	1,459	3,458	1,364	1,199	5,322	4,184	2.45	3.21
	Russell County, AL	22,333	14,374	3,524	5,715	2,681	2,454	7,959	6,912	2.6	3.33
	Tallapoosa County, AL	16,338	11,355	2,149	5,806	1,794	1,606	4,983	4,616	2.47	3.08

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APPENDIX A - DEMOGRAPHIC ANALYSIS

**Kilby Correctional Facility
Montgomery, AL
Income and Poverty Overview**

Year	Radius	Median household income	Per Capita Income	Total Poverty Rate	Poverty rate under 18	Poverty rate - Children 5 to 17 (living in families)
2016	30 Miles	\$43,448	\$37,403	20.8	31.3	29.9
	45 Miles	\$40,323	\$35,280	22.5	34.8	33.7
	60 Miles	\$39,361	\$34,048	22.9	34.2	32.9
2014	30 Miles	\$41,957	35086.0	23.0	32.4	30.8
	45 Miles	\$37,866	\$33,334	23.9	33.1	31.5
	60 Miles	\$36,572	\$32,211	24.0	33.3	31.7
Increase (Decrease)						
	30 Miles	\$1,492	\$2,317	(2.2)	(1.1)	(0.9)
	45 Miles	\$2,457	\$1,946	(1.4)	1.6	2.2
	60 Miles	\$2,789	\$1,838	(1.1)	0.9	1.2

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APPENDIX A - DEMOGRAPHIC ANALYSIS

**Kilby Correctional Facility
Montgomery, AL
Income and Poverty Breakdown**

Radius	Geography Name	Year	Median household income	Per Capita Income	Total Poverty Rate	Poverty rate under 18	Poverty rate - Children 5 to 17 (living in families)
30 Miles	Elmore County, AL	2016	\$54,553	\$39,226	13.5	20.2	19.6
	Macon County, AL	2016	\$30,681	\$31,579	30	45.2	43.5
	Montgomery County, AL	2016	\$45,111	\$41,404	18.8	28.6	26.5
45 Miles	Autauga County, AL	2016	\$54,487	\$39,721	13.5	19.3	18.4
	Bullock County, AL	2016	\$34,278	\$26,661	32.6	45.7	43.6
	Coosa County, AL	2016	\$36,441	\$29,276	17.5	29.3	28.3
	Elmore County, AL	2016	\$54,553	\$39,226	13.5	20.2	19.6
	Lowndes County, AL	2016	\$32,011	\$37,049	31.7	57.5	60.7
	Macon County, AL	2016	\$30,681	\$31,579	30	45.2	43.5
	Montgomery County, AL	2016	\$45,111	\$41,404	18.8	28.6	26.5
	Pike County, AL	2016	\$35,172	\$35,287	25.1	36.7	34.9
	Tallapoosa County, AL	2016	\$40,169	\$37,320	20.2	30.3	27.7
60 Miles	Autauga County, AL	2016	\$54,487	\$39,721	13.5	19.3	18.4
	Barbour County, AL	2016	\$32,884	\$31,788	29.9	39.6	36.8
	Bullock County, AL	2016	\$34,278	\$26,661	32.6	45.7	43.6
	Butler County, AL	2016	\$35,409	\$33,694	24.8	36.6	34.2
	Chambers County, AL	2016	\$39,530	\$31,925	19.9	32.5	32.2
	Chilton County, AL	2016	\$44,188	\$32,041	18.3	26.3	24.8
	Coosa County, AL	2016	\$36,441	\$29,276	17.5	29.3	28.3
	Crenshaw County, AL	2016	\$37,374	\$33,684	20.5	28.8	26.7
	Dallas County, AL	2016	\$30,488	\$33,578	35.4	58.3	55.8
	Elmore County, AL	2016	\$54,553	\$39,226	13.5	20.2	19.6
	Lee County, AL	2016	\$47,749	\$34,372	18.3	18.2	17.8
	Lowndes County, AL	2016	\$32,011	\$37,049	31.7	57.5	60.7
	Macon County, AL	2016	\$30,681	\$31,579	30	45.2	43.5
	Montgomery County, AL	2016	\$45,111	\$41,404	18.8	28.6	26.5
	Pike County, AL	2016	\$35,172	\$35,287	25.1	36.7	34.9
	Russell County, AL	2016	\$38,617	\$30,214	19.3	28.1	28.1
	Tallapoosa County, AL	2016	\$40,169	\$37,320	20.2	30.3	27.7

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APPENDIX A - DEMOGRAPHIC ANALYSIS

**Bullock Correctional Facility
Union Springs, AL
Population by Age**

Year	Radius	Total Population	Ages 18 to 24 (College Age)	Ages 25 to 44 (Young Adult)	Age - 45 to 64 (Older Adult)	Female	Male
2016	30 Miles	88,576	14,179	20,891	21,392	44,635	43,941
	45 Miles	616,222	79,265	163,956	151,036	317,630	298,592
	60 Miles	1,049,811	122,753	279,061	258,688	536,562	513,249
2014	30 Miles	90,089	14,486	21,178	22,392		
	45 Miles	613,935	82,875	163,702	150,010		
	60 Miles	1,052,802	129,274	281,072	258,623		
Increase (Decrease)							
	30 Miles	(1,513)	(307)	(287)	(1,000)		
	45 Miles	2,287	(3,610)	254	1,026		
	60 Miles	(2,991)	(6,521)	(2,011)	65		

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APPENDIX A - DEMOGRAPHIC ANALYSIS

Bullock Correctional Facility Union Springs, AL Population Breakdown

Radius	Geography Name	Year	Total Population	Ages 18 to 24 (College Age)	Ages 25 to 44 (Young Adult)	Age - 45 to 64 (Older Adult)	Female	Male
30 Miles	Barbour County, AL	2016	25,965	2,151	6,914	6,734	12,178	13,787.42
	Bullock County, AL	2016	10,362	879	2,849	2,743	4,767	5,595.48
	Macon County, AL	2016	18,963	3,474	3,868	4,891	10,316	8,647.13
	Pike County, AL	2016	33,286	7,675	7,260	7,024	17,375	15,910.71
45 Miles	Barbour County, AL	2016	25,965	2,151	6,914	6,734	12,178	13,787.42
	Bullock County, AL	2016	10,362	879	2,849	2,743	4,767	5,595.48
	Elmore County, AL	2016	81,799	7,118	22,298	21,810	41,881	39,917.91
	Lee County, AL	2016	158,991	30,048	42,108	35,263	80,608	78,382.56
	Macon County, AL	2016	18,963	3,474	3,868	4,891	10,316	8,647.13
	Montgomery County, AL	2016	226,349	22,804	62,067	57,157	119,286	107,063.08
	Pike County, AL	2016	33,286	7,675	7,260	7,024	17,375	15,910.71
	Russell County, AL	2016	58,172	4,978	16,175	14,745	30,017	28,155.25
	Quitman County, GA	2016	2,335	138	417	669	1,203	1,132.48
60 Miles	Barbour County, AL	2016	25,965	2,151	6,914	6,734	12,178	13,787.42
	Bullock County, AL	2016	10,362	879	2,849	2,743	4,767	5,595.48
	Chambers County, AL	2016	33,843	2,828	7,920	9,467	17,598	16,244.64
	Coffee County, AL	2016	51,226	4,188	13,177	13,288	25,920	25,305.64
	Crenshaw County, AL	2016	13,913	1,092	3,232	3,795	7,123	6,789.54
	Dale County, AL	2016	49,226	4,353	12,938	12,600	24,958	24,268.42
	Elmore County, AL	2016	81,799	7,118	22,298	21,810	41,881	39,917.91
	Henry County, AL	2016	17,164	1,247	3,901	4,682	8,857	8,307.38
	Lee County, AL	2016	158,991	30,048	42,108	35,263	80,608	78,382.56
	Lowndes County, AL	2016	10,358	825	2,377	2,860	5,459	4,899.33
	Macon County, AL	2016	18,963	3,474	3,868	4,891	10,316	8,647.13
	Montgomery County, AL	2016	226,349	22,804	62,067	57,157	119,286	107,063.08
	Pike County, AL	2016	33,286	7,675	7,260	7,024	17,375	15,910.71
	Russell County, AL	2016	58,172	4,978	16,175	14,745	30,017	28,155.25
	Tallapoosa County, AL	2016	40,727	3,133	8,894	11,686	20,934	19,793.32
	Chattahoochee County, GA	2016	10,922	3,644	3,693	950	3,440	7,481.57
	Clay County, GA	2016	3,020	202	618	789	1,589	1,431.48
	Muscogee County, GA	2016	197,485	21,242	56,420	46,179	100,915	96,570.17
	Quitman County, GA	2016	2,335	138	417	669	1,203	1,132.48
	Stewart County, GA	2016	5,705	734	1,935	1,356	2,139	3,565.63

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APPENDIX A - DEMOGRAPHIC ANALYSIS

**Bullock Correctional Facility
Union Springs, AL
Labor Force Overview**

Year	Radius	Labor Force - Not Seasonally Adjusted	Employed Labor Force - Not Seasonally Adjusted	Unemployed Labor Force - Not Seasonally Adjusted	Unemployment Rate
2017	30 Miles	36,748	35,154	1,594	4.3
	45 Miles	278,287	268,527	9,760	3.5
	60 Miles	454,101	436,110	17,991	4
2014	30 Miles	36,917	33,437	3,480	9.4
	45 Miles	275,435	255,381	20,054	7.3
	60 Miles	453,280	418,184	35,096	7.7
Increase (Decrease)					
	30 Miles	(169)	1,717	(1,886)	(5.1)
	45 Miles	2,852	13,146	(10,294)	(3.8)
	60 Miles	821	17,926	(17,105)	(3.7)

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APPENDIX A - DEMOGRAPHIC ANALYSIS

**Bullock Correctional Facility
Union Springs, AL
Labor Force Breakdown**

Radius	Geography Name	Year	Month	Labor Force - Not Seasonally Adjusted	Employed Labor Force - Not Seasonally Adjusted	Unemployed Labor Force - Not Seasonally Adjusted	Unemployment Rate
30 Miles	Barbour County, AL	2017	11	8,120	7,721	399	4.9
	Bullock County, AL	2017	11	4,860	4,653	207	4.3
	Macon County, AL	2017	11	8,090	7,732	358	4.4
	Pike County, AL	2017	11	15,678	15,048	630	4
45 Miles	Barbour County, AL	2017	11	8,120	7,721	399	4.9
	Bullock County, AL	2017	11	4,860	4,653	207	4.3
	Elmore County, AL	2017	11	36,614	35,470	1,144	3.1
	Lee County, AL	2017	11	75,936	73,585	2,351	3.1
	Macon County, AL	2017	11	8,090	7,732	358	4.4
	Montgomery County, AL	2017	11	104,084	100,325	3,759	3.6
	Pike County, AL	2017	11	15,678	15,048	630	4
	Russell County, AL	2017	11	24,084	23,220	864	3.6
	Quitman County, GA	2017	11	821	773	48	5.8
60 Miles	Barbour County, AL	2017	11	8,120	7,721	399	4.9
	Bullock County, AL	2017	11	4,860	4,653	207	4.3
	Chambers County, AL	2017	11	15,435	14,902	533	3.5
	Coffee County, AL	2017	11	20,538	19,808	730	3.6
	Crenshaw County, AL	2017	11	6,503	6,274	229	3.5
	Dale County, AL	2017	11	20,024	19,265	759	3.8
	Elmore County, AL	2017	11	36,614	35,470	1,144	3.1
	Henry County, AL	2017	11	6,712	6,445	267	4
	Lee County, AL	2017	11	75,936	73,585	2,351	3.1
	Lowndes County, AL	2017	11	3,711	3,474	237	6.4
	Macon County, AL	2017	11	8,090	7,732	358	4.4
	Montgomery County, AL	2017	11	104,084	100,325	3,759	3.6
	Pike County, AL	2017	11	15,678	15,048	630	4
	Russell County, AL	2017	11	24,084	23,220	864	3.6
	Tallapoosa County, AL	2017	11	18,309	17,673	636	3.5
	Chattahoochee County, GA	2017	11	2,135	1,991	144	6.7
	Clay County, GA	2017	11	874	804	70	8
	Muscogee County, GA	2017	11	79,370	74,858	4,512	5.7
	Quitman County, GA	2017	11	821	773	48	5.8
	Stewart County, GA	2017	11	2,203	2,089	114	5.2

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APPENDIX A - DEMOGRAPHIC ANALYSIS

Bullock Correctional Facility Union Springs, AL Households Overview

Year	Radius	Total Households	Family Households	Family Households - Married w/ Children	Family Households - Married w/o Children	Family Households - Single Parents	Family Households - Other	Non-family Households	Non-family Households - Living Alone	Avg. Household Size	Avg. Family Household Size
2016	30 Miles	33,395	20,377	3,534	8,854	4,012	3,977	13,018	11,148	2.52	3.32
	45 Miles	233,716	149,477	37,370	60,204	27,354	24,549	84,239	70,670	2.51	3.24
	60 Miles	397,531	256,257	63,669	104,748	46,327	41,513	141,274	120,840	2.54	3.27
2014	30 Miles	33,839	21,171	3,926	8,945	4,236	4,064	12,668	10,667	2.51	3.27
	45 Miles	230,805	148,225	37,677	58,923	27,625	24,000	82,580	68,038	2.52	3.23
	60 Miles	394,429	256,167	64,534	102,987	47,881	40,765	138,262	116,934	2.57	3.3
Increase (Decrease)											
	30 Miles	(444)	(794)	(392)	(91)	(224)	(87)	350	481	0	0
	45 Miles	2,911	1,252	(307)	1,281	(271)	549	1,659	2,632	(0)	0
	60 Miles	3,102	90	(865)	1,761	(1,554)	748	3,012	3,906	(0)	(0)

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APPENDIX A - DEMOGRAPHIC ANALYSIS

Bullock Correctional Facility Union Springs, AL Households Overview

Radius	Geography Name	Total Households	Family Households	Family Households - Married w/ Children	Family Households - Married w/o Children	Family Households - Single Parents	Family Households - Other	Non-family Households	Non-family Households - Living Alone	Avg. Household Size	Avg. Family Household Size
30 Miles	Barbour County, AL	9,122	5,968	1,258	2,710	1,132	868	3,154	2,951	2.6	3.37
	Bullock County, AL	3,556	2,318	323	851	560	584	1,238	1,112	2.84	3.76
	Macon County, AL	7,915	4,611	494	1,835	956	1,326	3,304	2,901	2.2	2.95
	Pike County, AL	12,802	7,480	1,459	3,458	1,364	1,199	5,322	4,184	2.45	3.21
45 Miles	Barbour County, AL	9,122	5,968	1,258	2,710	1,132	868	3,154	2,951	2.6	3.37
	Bullock County, AL	3,556	2,318	323	851	560	584	1,238	1,112	2.84	3.76
	Elmore County, AL	28,890	20,757	5,945	9,767	2,688	2,357	8,133	7,359	2.64	3.24
	Lee County, AL	57,901	36,318	10,984	14,656	5,577	5,101	21,583	16,050	2.56	3.19
	Macon County, AL	7,915	4,611	494	1,835	956	1,326	3,304	2,901	2.2	2.95
	Montgomery County, AL	90,281	57,078	13,295	20,944	12,309	10,530	33,203	28,891	2.44	3.17
	Pike County, AL	12,802	7,480	1,459	3,458	1,364	1,199	5,322	4,184	2.45	3.21
	Russell County, AL	22,333	14,374	3,524	5,715	2,681	2,454	7,959	6,912	2.6	3.33
	Quitman County, GA	916	573	88	268	87	130	343	310	2.29	2.98
60 Miles	Barbour County, AL	9,122	5,968	1,258	2,710	1,132	868	3,154	2,951	2.6	3.37
	Bullock County, AL	3,556	2,318	323	851	560	584	1,238	1,112	2.84	3.76
	Chambers County, AL	13,851	8,654	1,545	4,233	1,354	1,522	5,197	4,657	2.42	3.19
	Coffee County, AL	19,375	13,178	3,497	6,140	2,018	1,523	6,197	5,496	2.6	3.28
	Crenshaw County, AL	5,426	3,648	840	1,735	535	538	1,778	1,620	2.53	3.2
	Dale County, AL	18,794	12,499	3,297	5,713	1,649	1,840	6,295	5,372	2.58	3.25
	Elmore County, AL	28,890	20,757	5,945	9,767	2,688	2,357	8,133	7,359	2.64	3.24
	Henry County, AL	6,831	4,530	1,102	2,488	492	448	2,301	2,094	2.48	3.17
	Lee County, AL	57,901	36,318	10,984	14,656	5,577	5,101	21,583	16,050	2.56	3.19
	Lowndes County, AL	4,238	2,778	310	979	596	893	1,460	1,373	2.47	3.2
	Macon County, AL	7,915	4,611	494	1,835	956	1,326	3,304	2,901	2.2	2.95
	Montgomery County, AL	90,281	57,078	13,295	20,944	12,309	10,530	33,203	28,891	2.44	3.17
	Pike County, AL	12,802	7,480	1,459	3,458	1,364	1,199	5,322	4,184	2.45	3.21
	Russell County, AL	22,333	14,374	3,524	5,715	2,681	2,454	7,959	6,912	2.6	3.33
	Tallapoosa County, AL	16,338	11,355	2,149	5,806	1,794	1,606	4,983	4,616	2.47	3.08
	Chattahoochee County, GA	2,578	1,933	1,097	501	254	81	645	416	3.21	3.64
	Clay County, GA	1,160	683	57	335	124	167	477	431	2.6	3.63
	Muscogee County, GA	73,449	46,466	12,328	16,263	9,949	7,926	26,983	23,441	2.6	3.4
	Quitman County, GA	916	573	88	268	87	130	343	310	2.29	2.98
	Stewart County, GA	1,775	1,056	77	351	208	420	719	654	2.28	3.06

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APPENDIX A - DEMOGRAPHIC ANALYSIS

**Bullock Correctional Facility
Union Springs, AL
Income and Poverty Overview**

Year	Radius	Median household income	Per Capita Income	Total Poverty Rate	Poverty rate under 18	Poverty rate - Children 5 to 17 (living in families)
2016	30 Miles	\$33,254	\$31,329	29.4	41.8	39.7
	45 Miles	\$38,836	\$33,118	23.8	34.1	32.5
	60 Miles	\$38,339	\$33,926	23.9	34.5	33.0
2014	30 Miles	\$30,478	29804.0	29.8	39.9	38.75
	45 Miles	\$36,176	\$31,318	25.7	35.3	34.0
	60 Miles	\$36,663	\$32,102	25.0	34.8	33.5
Increase (Decrease)						
	30 Miles	\$2,776	\$1,525	(0.4)	1.9	1.0
	45 Miles	\$2,661	\$1,800	(1.9)	(1.2)	(1.5)
	60 Miles	\$1,676	\$1,824	(1.1)	(0.3)	(0.5)

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APPENDIX A - DEMOGRAPHIC ANALYSIS

Bullock Correctional Facility Union Springs, AL Income and Poverty Overview

Radius	Geography Name	Year	Median household income	Per Capita Income	Total Poverty Rate	Poverty rate under 18	Poverty rate - Children 5 to 17 (living in families)
30 Miles	Barbour County, AL	2016	\$32,884	\$31,788	29.9	39.6	36.8
	Bullock County, AL	2016	\$34,278	\$26,661	32.6	45.7	43.6
	Macon County, AL	2016	\$30,681	\$31,579	30	45.2	43.5
	Pike County, AL	2016	\$35,172	\$35,287	25.1	36.7	34.9
45 Miles	Barbour County, AL	2016	\$32,884	\$31,788	29.9	39.6	36.8
	Bullock County, AL	2016	\$34,278	\$26,661	32.6	45.7	43.6
	Elmore County, AL	2016	\$54,553	\$39,226	13.5	20.2	19.6
	Lee County, AL	2016	\$47,749	\$34,372	18.3	18.2	17.8
	Macon County, AL	2016	\$30,681	\$31,579	30	45.2	43.5
	Montgomery County, AL	2016	\$45,111	\$41,404	18.8	28.6	26.5
	Pike County, AL	2016	\$35,172	\$35,287	25.1	36.7	34.9
	Russell County, AL	2016	\$38,617	\$30,214	19.3	28.1	28.1
60 Miles	Quitman County, GA	2016	\$30,483	\$27,531	27.1	44.8	41.3
	Barbour County, AL	2016	\$32,884	\$31,788	29.9	39.6	36.8
	Bullock County, AL	2016	\$34,278	\$26,661	32.6	45.7	43.6
	Chambers County, AL	2016	\$39,530	\$31,925	19.9	32.5	32.2
	Coffee County, AL	2016	\$48,632	\$39,923	14.4	21.3	19.1
	Crenshaw County, AL	2016	\$37,374	\$33,684	20.5	28.8	26.7
	Dale County, AL	2016	\$40,523	\$34,673	20.6	29.7	27.4
	Elmore County, AL	2016	\$54,553	\$39,226	13.5	20.2	19.6
	Chattahoochee County, GA	2016	\$44,097	\$32,900	21.5	22.8	23.9
	Clay County, GA	2016	\$27,648	\$32,140	35.2	56	51.8
	Henry County, AL	2016	\$41,426	\$36,952	18.7	28.9	26.1
	Lee County, AL	2016	\$47,749	\$34,372	18.3	18.2	17.8
	Lowndes County, AL	2016	\$32,011	\$37,049	31.7	57.5	60.7
	Macon County, AL	2016	\$30,681	\$31,579	30	45.2	43.5
	Montgomery County, AL	2016	\$45,111	\$41,404	18.8	28.6	26.5
	Pike County, AL	2016	\$35,172	\$35,287	25.1	36.7	34.9
	Russell County, AL	2016	\$38,617	\$30,214	19.3	28.1	28.1
	Tallapoosa County, AL	2016	\$40,169	\$37,320	20.2	30.3	27.7
	Muscookee County, GA	2016	\$40,895	\$40,620	21.5	29.4	29.3
	Quitman County, GA	2016	\$30,483	\$27,531	27.1	44.8	41.3
	Stewart County, GA	2016	\$24,945	\$23,277	39.2	45	43.8

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APPENDIX A - DEMOGRAPHIC ANALYSIS

**Easterling Correctional Facility
Cilo, AL
Population by Age**

Year	Radius	Total Population	Ages 18 to 24 (College Age)	Ages 25 to 44 (Young Adult)	Age - 45 to 64 (Older Adult)	Female	Male
2016	30 Miles	136,003	16,305	33,862	33,783	50,758	85,245
	45 Miles	337,167	31,913	83,963	87,308	154,784	182,383
	60 Miles	727,141	70,444	187,033	187,394	373,852	353,289
2014	30 Miles	137,000	16,426	34,331	34,495		
	45 Miles	337,960	32,781	84,598	87,930		
	60 Miles	731,437	74,246	188,857	188,825		
Increase (Decrease)							
	30 Miles	(997)	(121)	(469)	(712)		
	45 Miles	(793)	(868)	(635)	(622)		
	60 Miles	(4,296)	(3,802)	(1,824)	(1,431)		

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APPENDIX A - DEMOGRAPHIC ANALYSIS

Easterling Correctional Facility Cilo, AL Population Breakdown

Radius	Geography Name	Year	Total Population	Ages 18 to 24 (College Age)	Ages 25 to 44 (Young Adult)	Age - 45 to 64 (Older Adult)	Female	Male
30 Miles	Barbour County, AL	2016	25,965	2,151	6,914	6,734	12,178	13,787.42
	Bullock County, AL	2016	10,362	879	2,849	2,743	4,767	5,595.48
	Dale County, AL	2016	49,226	4,353	12,938	12,600	24,958	24,268.42
	Henry County, AL	2016	17,164	1,247	3,901	4,682	8,857	8,307.38
	Pike County, AL	2016	33,286	7,675	7,260	7,024	17,375	15,910.71
45 Miles	Barbour County, AL	2016	25,965	2,151	6,914	6,734	12,178	13,787.42
	Bullock County, AL	2016	10,362	879	2,849	2,743	4,767	5,595.48
	Coffee County, AL	2016	51,226	4,188	13,177	13,288	25,920	25,305.64
	Crenshaw County, AL	2016	13,913	1,092	3,232	3,795	7,123	6,789.54
	Dale County, AL	2016	49,226	4,353	12,938	12,600	24,958	24,268.42
	Geneva County, AL	2016	26,614	1,900	6,091	7,467	13,547	13,067.47
	Henry County, AL	2016	17,164	1,247	3,901	4,682	8,857	8,307.38
	Houston County, AL	2016	104,056	8,088	26,566	27,517	54,213.176	49,842.82
	Pike County, AL	2016	33,286	7,675	7,260	7,024	17,375	15,910.71
	Clay County, GA	2016	3,020	202	618	789	1,589	1,431.48
	Quitman County, GA	2016	2,335	138	417	669	1,203	1,132.48
60 Miles	Barbour County, AL	2016	25,965	2,151	6,914	6,734	12,178	13,787.42
	Bullock County, AL	2016	10,362	879	2,849	2,743	4,767	5,595.48
	Coffee County, AL	2016	51,226	4,188	13,177	13,288	25,920	25,305.64
	Covington County, AL	2016	37,458	2,734	8,587	10,281	19,403.244	18,054.76
	Crenshaw County, AL	2016	13,913	1,092	3,232	3,795	7,123	6,789.54
	Dale County, AL	2016	49,226	4,353	12,938	12,600	24,958	24,268.42
	Geneva County, AL	2016	26,614	1,900	6,091	7,467	13,547	13,067.47
	Henry County, AL	2016	17,164	1,247	3,901	4,682	8,857	8,307.38
	Houston County, AL	2016	104,056	8,088	26,566	27,517	54,213.176	49,842.82
	Macon County, AL	2016	18,963	3,474	3,868	4,891	10,316	8,647.13
	Montgomery County, AL	2016	226,349	22,804	62,067	57,157	119,286	107,063.08
	Pike County, AL	2016	33,286	7,675	7,260	7,024	17,375	15,910.71
	Russell County, AL	2016	58,172	4,978	16,175	14,745	30,017	28,155.25
	Holmes County, FL	2016	19,487	1,633	4,797	5,299	9,100	10,386.57
	Calhoun County, GA	2016	6,324	578	1,954	1,783	2,504	3,819.70
	Clay County, GA	2016	3,020	202	618	789	1,589	1,431.48
	Early County, GA	2016	10,339	845	2,254	2,651	5,490	4,848.99
	Quitman County, GA	2016	2,335	138	417	669	1,203	1,132.48
	Randolph County, GA	2016	7,177	751	1,433	1,923	3,868	3,308.60
	Stewart County, GA	2016	5,705	734	1,935	1,356	2,139	3,565.63

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APPENDIX A - DEMOGRAPHIC ANALYSIS

**Easterling Correctional Facility
Cilo, AL
Labor Force Overview**

Year	Radius	Labor Force - Not Seasonally Adjusted	Employed Labor Force - Not Seasonally Adjusted	Unemployed Labor Force - Not Seasonally Adjusted	Unemployment Rate
2017	30 Miles	55,394	53,132	2,262	4.1
	45 Miles	139,538	134,170	5,368	3.8
	60 Miles	309,412	297,514	11,898	3.8
2014	30 Miles	55,883	51,069	4,814	8.6
	45 Miles	139,496	128,358	11,138	8
	60 Miles	312,008	287,455	24,553	7.9
Increase (Decrease)					
	30 Miles	(489)	2,063	(2,552)	(4.5)
	45 Miles	42	5,812	(5,770)	(4.2)
	60 Miles	(2,596)	10,059	(12,655)	(4.1)

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APPENDIX A - DEMOGRAPHIC ANALYSIS

Easterling Correctional Facility Cilo, AL Labor Force Breakdown

Radius	Geography Name	Year	Month	Labor Force - Not Seasonally Adjusted	Employed Labor Force - Not Seasonally Adjusted	Unemployed Labor Force - Not Seasonally Adjusted	Unemployment Rate
30 Miles	Barbour County, AL	2017	11	8,120	7,721	399	4.9
	Bullock County, AL	2017	11	4,860	4,653	207	4.3
	Dale County, AL	2017	11	20,024	19,265	759	3.8
	Henry County, AL	2017	11	6,712	6,445	267	4
	Pike County, AL	2017	11	15,678	15,048	630	4
45 Miles	Barbour County, AL	2017	11	8,120	7,721	399	4.9
	Bullock County, AL	2017	11	4,860	4,653	207	4.3
	Coffee County, AL	2017	11	20,538	19,808	730	3.6
	Crenshaw County, AL	2017	11	6,503	6,274	229	3.5
	Dale County, AL	2017	11	20,024	19,265	759	3.8
	Geneva County, AL	2017	11	10,952	10,552	400	3.7
	Henry County, AL	2017	11	6,712	6,445	267	4
	Houston County, AL	2017	11	44,456	42,827	1,629	3.7
	Pike County, AL	2017	11	15,678	15,048	630	4
	Clay County, GA	2017	11	874	804	70	8
	Quitman County, GA	2017	11	821	773	48	5.8
60 Miles	Barbour County, AL	2017	11	8,120	7,721	399	4.9
	Bullock County, AL	2017	11	4,860	4,653	207	4.3
	Coffee County, AL	2017	11	20,538	19,808	730	3.6
	Covington County, AL	2017	11	15,472	14,833	639	4.1
	Crenshaw County, AL	2017	11	6,503	6,274	229	3.5
	Dale County, AL	2017	11	20,024	19,265	759	3.8
	Geneva County, AL	2017	11	10,952	10,552	400	3.7
	Henry County, AL	2017	11	6,712	6,445	267	4
	Houston County, AL	2017	11	44,456	42,827	1,629	3.7
	Macon County, AL	2017	11	8,090	7,732	358	4.4
	Montgomery County, AL	2017	11	104,084	100,325	3,759	3.6
	Pike County, AL	2017	11	15,678	15,048	630	4
	Russell County, AL	2017	11	24,084	23,220	864	3.6
	Holmes County, FL	2017	11	6,648	6,354	294	4.4
	Calhoun County, GA	2017	11	2,281	2,164	117	5.1
	Clay County, GA	2017	11	874	804	70	8
	Early County, GA	2017	11	4,517	4,282	235	5.2
	Quitman County, GA	2017	11	821	773	48	5.8
	Randolph County, GA	2017	11	2,495	2,345	150	6
	Stewart County, GA	2017	11	2,203	2,089	114	5.2

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APPENDIX A - DEMOGRAPHIC ANALYSIS

Easterling Correctional Facility Cilo, AL Households Overview

Year	Radius	Total Households	Family Households	Family Households - Married w/ Children	Family Households - Married w/o Children	Family Households - Single Parents	Family Households - Other	Non-family Households	Non-family Households - Living Alone	Avg. Household Size	Avg. Family Household Size
2016	30 Miles	51,105	32,795	7,439	15,220	5,197	4,939	18,310	15,713	2.59	3.35
	45 Miles	128,002	84,351	19,722	39,262	13,384	11,983	43,651	38,023	2.55	3.29
	60 Miles	280,988	181,871	41,402	77,927	32,495	30,047	99,117	86,479	2.51	3.23
2014	30 Miles	52,170	33,922	8,113	15,286	5,484	5,039	18,248	15,453	2.55	3.26
	45 Miles	129,213	86,057	20,742	39,441	14,000	11,874	43,156	37,431	2.54	3.25
	60 Miles	280,242	183,779	42,434	77,644	34,108	29,593	96,463	84,007	2.52	3.24
Increase (Decrease)											
	30 Miles	(1,065)	(1,127)	(674)	(66)	(287)	(100)	62	260	0.04	0.09
	45 Miles	(1,211)	(1,706)	(1,020)	(179)	(616)	109	495	592	0.01	0.04
	60 Miles	746	(1,908)	(1,032)	283	(1,613)	454	2,654	2,472	(0.01)	(0.01)

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APPENDIX A - DEMOGRAPHIC ANALYSIS

Easterling Correctional Facility Cilo, AL Households Breakdown

Radius	Geography Name	Total Households	Family Households	Family Households - Married w/ Children	Family Households - Married w/o Children	Family Households - Single Parents	Family Households - Other	Non-family Households	Non-family Households - Living Alone	Avg. Household Size	Avg. Family Household Size
30 Miles	Barbour County, AL	9,122	5,968	1,258	2,710	1,132	868	3,154	2,951	2.6	3.37
	Bullock County, AL	3,556	2,318	323	851	560	584	1,238	1,112	2.84	3.76
	Dale County, AL	18,794	12,499	3,297	5,713	1,649	1,840	6,295	5,372	2.58	3.25
	Henry County, AL	6,831	4,530	1,102	2,488	492	448	2,301	2,094	2.48	3.17
	Pike County, AL	12,802	7,480	1,459	3,458	1,364	1,199	5,322	4,184	2.45	3.21
45 Miles	Barbour County, AL	9,122	5,968	1,258	2,710	1,132	868	3,154	2,951	2.6	3.37
	Bullock County, AL	3,556	2,318	323	851	560	584	1,238	1,112	2.84	3.76
	Coffee County, AL	19,375	13,178	3,497	6,140	2,018	1,523	6,197	5,496	2.6	3.28
	Crenshaw County, AL	5,426	3,648	840	1,735	535	538	1,778	1,620	2.53	3.2
	Dale County, AL	18,794	12,499	3,297	5,713	1,649	1,840	6,295	5,372	2.58	3.25
	Geneva County, AL	10,657	7,488	1,670	3,671	1,061	1,086	3,169	2,727	2.49	3.04
	Henry County, AL	6,831	4,530	1,102	2,488	492	448	2,301	2,094	2.48	3.17
	Houston County, AL	39,363	25,986	6,131	11,893	4,362	3,600	13,377	11,726	2.61	3.34
	Pike County, AL	12,802	7,480	1,459	3,458	1,364	1,199	5,322	4,184	2.45	3.21
	Clay County, GA	1,160	683	57	335	124	167	477	431	2.6	3.63
	Quitman County, GA	916	573	88	268	87	130	343	310	2.29	2.98
60 Miles	Clay County, GA	1,160	683	57	335	124	167	477	431	2.6	3.63
	Stewart County, GA	1,775	1,056	77	351	208	420	719	654	2.28	3.06
	Quitman County, GA	916	573	88	268	87	130	343	310	2.29	2.98
	Calhoun County, GA	1,852	1,173	205	481	240	247	679	572	2.41	3.1
	Randolph County, GA	2,819	1,831	256	682	386	507	988	790	2.5	3.16
	Bullock County, AL	3,556	2,318	323	851	560	584	1,238	1,112	2.84	3.76
	Early County, GA	4,023	2,725	403	1,113	525	684	1,298	1,179	2.57	3.26
	Macon County, AL	7,915	4,611	494	1,835	956	1,326	3,304	2,901	2.2	2.95
	Crenshaw County, AL	5,426	3,648	840	1,735	535	538	1,778	1,620	2.53	3.2
	Holmes County, FL	6,809	4,562	1,048	2,418	566	530	2,247	2,028	2.6	3.3
	Henry County, AL	6,831	4,530	1,102	2,488	492	448	2,301	2,094	2.48	3.17
	Barbour County, AL	9,122	5,968	1,258	2,710	1,132	868	3,154	2,951	2.6	3.37
	Pike County, AL	12,802	7,480	1,459	3,458	1,364	1,199	5,322	4,184	2.45	3.21
	Geneva County, AL	10,657	7,488	1,670	3,671	1,061	1,086	3,169	2,727	2.49	3.04
	Covington County, AL	15,179	10,110	2,378	5,126	1,240	1,366	5,069	4,529	2.45	3.09
	Dale County, AL	18,794	12,499	3,297	5,713	1,649	1,840	6,295	5,372	2.58	3.25
	Coffee County, AL	19,375	13,178	3,497	6,140	2,018	1,523	6,197	5,496	2.6	3.28
	Russell County, AL	22,333	14,374	3,524	5,715	2,681	2,454	7,959	6,912	2.6	3.33
	Houston County, AL	39,363	25,986	6,131	11,893	4,362	3,600	13,377	11,726	2.61	3.34
	Montgomery County, AL	90,281	57,078	13,295	20,944	12,309	10,530	33,203	28,891	2.44	3.17

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APPENDIX A - DEMOGRAPHIC ANALYSIS

**Easterling Correctional Facility
Cilo, AL
Income and Poverty Overview**

Year	Radius	Median household income	Per Capita Income	Total Poverty Rate	Poverty rate under 18	Poverty rate - Children 5 to 17 (living in families)
2016	30 Miles	\$36,857	\$33,072	25.4	36.1	33.8
	45 Miles	\$37,119	\$33,671	24.0	35.6	33.0
	60 Miles	\$35,793	\$32,578	25.5	36.7	34.5
2014	30 Miles	\$35,053	31563.6	25.3	35.2	33.84
	45 Miles	\$35,289	\$31,931	25.0	36.5	35.0
	60 Miles	\$34,312	\$30,683	27.1	37.7	36.1
Increase (Decrease)						
	30 Miles	\$1,804	\$1,509	0.1	0.9	(0.1)
	45 Miles	\$1,830	\$1,740	(1.0)	(0.9)	(1.9)
	60 Miles	\$1,481	\$1,895	(1.6)	(1.0)	(1.6)

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APPENDIX A - DEMOGRAPHIC ANALYSIS

Easterling Correctional Facility Cilo, AL Income and Poverty Breakdown

Radius	Geography Name	Year	Median household income	Per Capita Income	Total Poverty Rate	Poverty rate under 18	Poverty rate - Children 5 to 17 (living in families)
30 Miles	Barbour County, AL	2016	\$32,884	\$31,788	29.9	39.6	36.8
	Bullock County, AL	2016	\$34,278	\$26,661	32.6	45.7	43.6
	Dale County, AL	2016	\$40,523	\$34,673	20.6	29.7	27.4
	Henry County, AL	2016	\$41,426	\$36,952	18.7	28.9	26.1
	Pike County, AL	2016	\$35,172	\$35,287	25.1	36.7	34.9
45 Miles	Barbour County, AL	2016	\$32,884	\$31,788	29.9	39.6	36.8
	Bullock County, AL	2016	\$34,278	\$26,661	32.6	45.7	43.6
	Coffee County, AL	2016	\$48,632	\$39,923	14.4	21.3	19.1
	Crenshaw County, AL	2016	\$37,374	\$33,684	20.5	28.8	26.7
	Dale County, AL	2016	\$40,523	\$34,673	20.6	29.7	27.4
	Geneva County, AL	2016	\$36,976	\$32,418	20.9	31.4	29.1
	Clay County, GA	2016	\$27,648	\$32,140	35.2	56	51.8
	Henry County, AL	2016	\$41,426	\$36,952	18.7	28.9	26.1
	Houston County, AL	2016	\$42,910	\$39,321	19.4	28.7	26.4
	Pike County, AL	2016	\$35,172	\$35,287	25.1	36.7	34.9
60 Miles	Quitman County, GA	2016	\$30,483	\$27,531	27.1	44.8	41.3
	Barbour County, AL	2016	\$32,884	\$31,788	29.9	39.6	36.8
	Bullock County, AL	2016	\$34,278	\$26,661	32.6	45.7	43.6
	Coffee County, AL	2016	\$48,632	\$39,923	14.4	21.3	19.1
	Calhoun County, GA	2016	\$33,478	\$26,741	33	39.8	37
	Covington County, AL	2016	\$35,010	\$32,340	19.6	28.1	27.9
	Crenshaw County, AL	2016	\$37,374	\$33,684	20.5	28.8	26.7
	Dale County, AL	2016	\$40,523	\$34,673	20.6	29.7	27.4
	Holmes County, FL	2016	\$41,110	\$27,421	24.2	34.5	33.2
	Geneva County, AL	2016	\$36,976	\$32,418	20.9	31.4	29.1
	Clay County, GA	2016	\$27,648	\$32,140	35.2	56	51.8
	Henry County, AL	2016	\$41,426	\$36,952	18.7	28.9	26.1
	Houston County, AL	2016	\$42,910	\$39,321	19.4	28.7	26.4
	Macon County, AL	2016	\$30,681	\$31,579	30	45.2	43.5
	Early County, GA	2016	\$26,934	\$38,193	31.4	46.7	43.4
	Montgomery County, AL	2016	\$45,111	\$41,404	18.8	28.6	26.5
	Pike County, AL	2016	\$35,172	\$35,287	25.1	36.7	34.9
	Russell County, AL	2016	\$38,617	\$30,214	19.3	28.1	28.1
	Quitman County, GA	2016	\$30,483	\$27,531	27.1	44.8	41.3
	Randolph County, GA	2016	\$31,662	\$30,007	30.5	45.9	43.9
	Stewart County, GA	2016	\$24,945	\$23,277	39.2	45	43.8

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APPENDIX A - DEMOGRAPHIC ANALYSIS

**Fountain and Holman Correctional Facilities
Atmore, AL
Population by Age**

Year	Radius	Total Population	Ages 18 to 24 (College Age)	Ages 25 to 44 (Young Adult)	Age - 45 to 64 (Older Adult)	Female	Male
2016	30 Miles	59,258	4,947	14,673	15,901	29,596	29,662
	45 Miles	790,292	75,767	196,336	211,221	398,035	392,257
	60 Miles	1,232,870	116,593	309,365	326,398	628,882	603,988
2014	30 Miles	59,780	5,197	14,714	16,127		
	45 Miles	769,611	77,596	190,182	206,784		
	60 Miles	1,211,872	120,447	302,403	322,919		
Increase (Decrease)							
	30 Miles	(522)	(250)	(41)	(226)		
	45 Miles	20,681	(1,829)	6,154	4,437		
	60 Miles	20,998	(3,854)	6,962	3,479		

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APPENDIX A - DEMOGRAPHIC ANALYSIS

**Fountain and Holman Correctional Facilities
Atmore, AL
Population Breakdown**

Radius	Geography Name	Year	Total Population	Ages 18 to 24 (College Age)	Ages 25 to 44 (Young Adult)	Age - 45 to 64 (Older Adult)	Female	Male
30 Miles	Escambia County, AL	2016	37,728	3,081	9,939	9,854	18,336	19,392.19
	Monroe County, AL	2016	21,530	1,866	4,734	6,047	11,260	10,269.81
45 Miles	Baldwin County, AL	2016	208,563	15,502	49,009	57,618	107,410	101,153.06
	Clarke County, AL	2016	24,392	2,158	5,482	6,758	12,855	11,537.42
	Conecuh County, AL	2016	12,395	1,004	2,651	3,462	6,433	5,962.00
	Escambia County, AL	2016	37,728	3,081	9,939	9,854	18,336	19,392.19
	Monroe County, AL	2016	21,530	1,866	4,734	6,047	11,260	10,269.81
	Escambia County, FL	2016	315,187	38,635	79,078	79,865	158,539	156,647.94
	Santa Rosa County, FL	2016	170,497	13,521	45,443	47,617	83,203	87,294.46
60 Miles	Baldwin County, AL	2016	208,563	15,502	49,009	57,618	107,410	101,153.06
	Clarke County, AL	2016	24,392	2,158	5,482	6,758	12,855	11,537.42
	Conecuh County, AL	2016	12,395	1,004	2,651	3,462	6,433	5,962.00
	Escambia County, AL	2016	37,728	3,081	9,939	9,854	18,336	19,392.19
	Mobile County, AL	2016	414,836	38,379	106,926	107,577	216,544	198,291.61
	Monroe County, AL	2016	21,530	1,866	4,734	6,047	11,260	10,269.81
	Washington County, AL	2016	16,756	1,428	3,745	4,741	8,546	8,210.44
	Wilcox County, AL	2016	10,986	1,019	2,358	2,859	5,757	5,229.34
	Escambia County, FL	2016	315,187	38,635	79,078	79,865	158,539	156,647.94
	Santa Rosa County, FL	2016	170,497	13,521	45,443	47,617	83,203	87,294.46

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APPENDIX A - DEMOGRAPHIC ANALYSIS

**Fountain and Holman Correctional Facilities
Atmore, AL
Labor Force Overview**

Year	Radius	Labor Force - Not Seasonally Adjusted	Employed Labor Force - Not Seasonally Adjusted	Unemployed Labor Force - Not Seasonally Adjusted	Unemployment Rate
2017	30 Miles	21,507	20,546	961	4.5
	45 Miles	344,479	331,645	12,834	3.7
	60 Miles	536,129	514,855	21,274	4
2014	30 Miles	21,845	19,592	2,253	10.3
	45 Miles	326,806	302,787	24,019	7.3
	60 Miles	520,937	479,666	41,271	7.9
Increase (Decrease)					
	30 Miles	(338)	954	(1,292)	(6)
	45 Miles	17,673	28,858	(11,185)	(4)
	60 Miles	15,192	35,189	(19,997)	(4)

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APPENDIX A - DEMOGRAPHIC ANALYSIS

**Fountain and Holman Correctional Facilities
Atmore, AL
Labor Force Breakdown**

Radius	Geography Name	Year	Month	Labor Force - Not Seasonally Adjusted	Employed Labor Force - Not Seasonally Adjusted	Unemployed Labor Force - Not Seasonally Adjusted	Unemployment Rate
30 Miles	Escambia County, AL	2017	11	14,385	13,807	578	4
	Monroe County, AL	2017	11	7,122	6,739	383	5.4
45 Miles	Baldwin County, AL	2017	11	91,584	88,567	3,017	3.3
	Clarke County, AL	2017	11	7,585	7,075	510	6.7
	Conecuh County, AL	2017	11	4,409	4,199	210	4.8
	Escambia County, AL	2017	11	14,385	13,807	578	4
	Monroe County, AL	2017	11	7,122	6,739	383	5.4
	Escambia County, FL	2017	11	142,764	137,354	5,410	3.8
	Santa Rosa County, FL	2017	11	76,630	73,904	2,726	3.6
60 Miles	Baldwin County, AL	2017	11	91,584	88,567	3,017	3.3
	Clarke County, AL	2017	11	7,585	7,075	510	6.7
	Conecuh County, AL	2017	11	4,409	4,199	210	4.8
	Escambia County, AL	2017	11	14,385	13,807	578	4
	Mobile County, AL	2017	11	182,185	174,342	7,843	4.3
	Monroe County, AL	2017	11	7,122	6,739	383	5.4
	Washington County, AL	2017	11	6,704	6,363	341	5.1
	Wilcox County, AL	2017	11	2,761	2,505	256	9.3
	Escambia County, FL	2017	11	142,764	137,354	5,410	3.8
	Santa Rosa County, FL	2017	11	76,630	73,904	2,726	3.6

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APPENDIX A - DEMOGRAPHIC ANALYSIS

Fountain and Holman Correctional Facilities
Atmore, AL
Households Overview

Year	Radius	Total Households	Family Households	Family Households - Married w/ Children	Family Households - Married w/o Children	Family Households - Single Parents	Family Households - Other	Non-family Households	Non-family Households - Living Alone	Avg. Household Size	Avg. Family Household Size
2016	30 Miles	21,852	13,959	2,889	6,835	1,952	2,273	7,893	7,462	2.51	3.49
	45 Miles	287,084	186,291	44,662	94,705	20,522	26,402	100,793	84,386	2.58	3.33
	60 Miles	451,250	296,039	71,277	141,376	38,568	44,818	155,211	131,876	2.63	3.38
2014	30 Miles	22,127	15,027	2,971	6,794	2,710	2,552	7,100	6,813	2.62	3.37
	45 Miles	279,984	185,295	45,468	91,755	23,359	24,713	94,689	79,770	2.59	3.3
	60 Miles	444,445	296,037	72,633	138,556	41,846	43,002	148,408	126,598	2.64	3.35
Increase (Decrease)											
	30 Miles	(275)	(1,068)	(82)	41	(748)	(279)	793	649	(0.01)	0.12
	45 Miles	7,100	996	(806)	2,950	(2,837)	1,689	6,104	4,616	(0.01)	0.03
	60 Miles	6,805	2	(1,356)	2,820	(3,278)	1,816	6,803	5,278	(0.01)	0.03

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APPENDIX A - DEMOGRAPHIC ANALYSIS

Fountain and Holman Correctional Facilities Atmore, AL Households Breakdown

Radius	Geography Name	Total Households	Family Households	Family Households - Married w/ Children	Family Households - Married w/o Children	Family Households - Single Parents	Family Households - Other	Non-family Households	Non-family Households - Living Alone	Avg. Household Size	Avg. Family Household Size
30 Miles	Escambia County, AL	13,536	8,802	1,882	4,187	1,267	1,466	4,734	4,499	2.61	3.44
	Monroe County, AL	8,316	5,157	1,007	2,648	695	807	3,159	2,963	2.61	3.53
45 Miles	Escambia County, AL	13,536	8,802	1,882	4,187	1,267	1,466	4,734	4,499	2.61	3.44
	Baldwin County, AL	75,149	50,190	13,051	27,042	4,494	5,603	24,959	21,774	2.62	3.31
	Clarke County, AL	9,554	6,094	1,353	3,317	736	688	3,460	3,216	2.56	3.4
	Conecuh County, AL	5,090	3,444	601	1,733	510	600	1,646	1,602	2.48	3.16
	Monroe County, AL	8,316	5,157	1,007	2,648	695	807	3,159	2,963	2.61	3.53
	Escambia County, FL	115,984	68,927	13,169	34,688	8,125	12,945	47,057	38,074	2.5	3.34
	Santa Rosa County, FL	59,455	43,677	13,599	21,090	4,695	4,293	15,778	12,258	2.66	3.14
60 Miles	Baldwin County, AL	75,149	50,190	13,051	27,042	4,494	5,603	24,959	21,774	2.62	3.31
	Clarke County, AL	9,554	6,094	1,353	3,317	736	688	3,460	3,216	2.56	3.4
	Conecuh County, AL	5,090	3,444	601	1,733	510	600	1,646	1,602	2.48	3.16
	Escambia County, AL	13,536	8,802	1,882	4,187	1,267	1,466	4,734	4,499	2.61	3.44
	Mobile County, AL	154,261	102,867	25,334	43,226	17,206	17,101	51,394	44,716	2.62	3.33
	Monroe County, AL	8,316	5,157	1,007	2,648	695	807	3,159	2,963	2.61	3.53
	Washington County, AL	6,113	4,529	996	2,364	538	631	1,584	1,440	2.74	3.27
	Wilcox County, AL	3,792	2,352	285	1,081	302	684	1,440	1,334	2.86	3.88
	Escambia County, FL	115,984	68,927	13,169	34,688	8,125	12,945	47,057	38,074	2.5	3.34
	Santa Rosa County, FL	59,455	43,677	13,599	21,090	4,695	4,293	15,778	12,258	2.66	3.14

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APPENDIX A - DEMOGRAPHIC ANALYSIS

**Fountain and Holman Correctional Facilities
Atmore, AL
Income and Poverty Overview**

Year	Radius	Median household income	Per Capita Income	Total Poverty Rate	Poverty rate under 18	Poverty rate - Children 5 to 17 (living in families)
2016	30 Miles	\$35,868	\$31,697	24.5	32.7	31.1
	45 Miles	\$42,812	\$35,490	20.5	29.5	27.6
	60 Miles	\$40,671	\$34,683	21.3	31.2	29.4
2014	30 Miles	\$35,905	29587.5	25.2	32.5	31.2
	45 Miles	\$41,698	\$33,411	20.8	28.5	27.1
	60 Miles	\$39,391	\$32,974	22.5	30.9	29.28
Increase (Decrease)						
	30 Miles	-\$38	\$2,109	(0.70)	0.20	(0.10)
	45 Miles	\$1,115	\$2,079	(0.26)	0.96	0.44
	60 Miles	\$1,280	\$1,709	(1.14)	0.35	0.12

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APPENDIX A - DEMOGRAPHIC ANALYSIS

**Fountain and Holman Correctional Facilities
Atmore, AL
Income and Poverty Breakdown**

Radius	Geography Name	Year	Median household income	Per Capita Income	Total Poverty Rate	Poverty rate under 18	Poverty rate - Children 5 to 17 (living in families)
30 Miles	Escambia County, AL	2016	\$35,096	\$31,174	23.3	30.7	30
	Monroe County, AL	2016	\$36,639	\$32,219	25.7	34.6	32.2
45 Miles	Baldwin County, AL	2016	\$56,460	\$41,286	11.7	17.6	16.6
	Clarke County, AL	2016	\$34,061	\$33,096	29	38.9	34.4
	Escambia County, FL	2016	\$45,004	\$39,582	15.2	25.8	24
	Conceh County, AL	2016	\$29,758	\$30,349	28.1	43.9	42.1
	Escambia County, AL	2016	\$35,096	\$31,174	23.3	30.7	30
	Monroe County, AL	2016	\$36,639	\$32,219	25.7	34.6	32.2
	Santa Rosa County, FL	2016	\$62,668	\$40,727	10.6	14.9	13.7
60 Miles	Baldwin County, AL	2016	\$56,460	\$41,286	11.7	17.6	16.6
	Clarke County, AL	2016	\$34,061	\$33,096	29	38.9	34.4
	Escambia County, FL	2016	\$45,004	\$39,582	15.2	25.8	24
	Conceh County, AL	2016	\$29,758	\$30,349	28.1	43.9	42.1
	Escambia County, AL	2016	\$35,096	\$31,174	23.3	30.7	30
	Mobile County, AL	2016	\$45,233	\$35,951	19.5	30.4	29.5
	Monroe County, AL	2016	\$36,639	\$32,219	25.7	34.6	32.2
	Santa Rosa County, FL	2016	\$62,668	\$40,727	10.6	14.9	13.7
	Washington County, AL	2016	\$37,575	\$33,889	18.2	26.5	24.8
	Wilcox County, AL	2016	\$24,216	\$28,553	31.9	48.8	46.7

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APPENDIX A - DEMOGRAPHIC ANALYSIS

**Ventress Correctional Facility
Clayton, AL
Population by Age**

Year	Radius	Total Population	Ages 18 to 24 (College Age)	Ages 25 to 44 (Young Adult)	Age - 45 to 64 (Older Adult)	Female	Male
2016	30 Miles	89,112	12,090	21,341	21,852	44,379	44,733
	45 Miles	282,601	30,770	71,485	71,444	143,185	139,416
	60 Miles	1,040,193	121,212	276,387	255,008	531,622	508,571
2014	30 Miles	89,951	12,147	21,569	22,739		
	45 Miles	285,175	31,707	72,662	72,618		
	60 Miles	1,044,110	127,395	279,020	254,957		
Increase (Decrease)							
	30 Miles	(839)	(57)	(228)	(887)		
	45 Miles	(2,574)	(937)	(1,177)	(1,174)		
	60 Miles	(3,917)	(6,183)	(2,633)	51		

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APPENDIX A - DEMOGRAPHIC ANALYSIS

**Ventress Correctional Facility
Clayton, AL
Population Breakdown**

Radius	Geography Name	Year	Total Population	Ages 18 to 24 (College Age)	Ages 25 to 44 (Young Adult)	Age - 45 to 64 (Older Adult)	Female	Male
30 Miles	Barbour County, AL	2016	25,965	2,151	6,914	6,734	12,178	13,787.42
	Bullock County, AL	2016	10,362	879	2,849	2,743	4,767	5,595.48
	Henry County, AL	2016	17,164	1,247	3,901	4,682	8,857	8,307.38
	Pike County, AL	2016	33,286	7,675	7,260	7,024	17,375	15,910.71
	Quitman County, GA	2016	2,335	138	417	669	1,203	1,132.48
45 Miles	Barbour County, AL	2016	25,965	2,151	6,914	6,734	12,178	13,787.42
	Bullock County, AL	2016	10,362	879	2,849	2,743	4,767	5,595.48
	Coffee County, AL	2016	51,226	4,188	13,177	13,288	25,920	25,305.64
	Dale County, AL	2016	49,226	4,353	12,938	12,600	24,958	24,268.42
	Henry County, AL	2016	17,164	1,247	3,901	4,682	8,857	8,307.38
	Macon County, AL	2016	18,963	3,474	3,868	4,891	10,316	8,647.13
	Pike County, AL	2016	33,286	7,675	7,260	7,024	17,375	15,910.71
	Russell County, AL	2016	58,172	4,978	16,175	14,745	30,017	28,155.25
	Clay County, GA	2016	3,020	202	618	789	1,589	1,431.48
	Quitman County, GA	2016	2,335	138	417	669	1,203	1,132.48
	Randolph County, GA	2016	7,177	751	1,433	1,923	3,868	3,308.60
	Stewart County, GA	2016	5,705	734	1,935	1,356	2,139	3,565.63
60 Miles	Barbour County, AL	2016	25,965	2,151	6,914	6,734	12,178	13,787.42
	Bullock County, AL	2016	10,362	879	2,849	2,743	4,767	5,595.48
	Coffee County, AL	2016	51,226	4,188	13,177	13,288	25,920	25,305.64
	Crenshaw County, AL	2016	13,913	1,092	3,232	3,795	7,123	6,789.54
	Dale County, AL	2016	49,226	4,353	12,938	12,600	24,958	24,268.42
	Geneva County, AL	2016	26,614	1,900	6,091	7,467	13,547	13,067.47
	Henry County, AL	2016	17,164	1,247	3,901	4,682	8,857	8,307.38
	Houston County, AL	2016	104,056	8,088	26,566	27,517	54,213.176	49,842.82
	Lee County, AL	2016	158,991	30,048	42,108	35,263	80,608	78,382.56
	Macon County, AL	2016	18,963	3,474	3,868	4,891	10,316	8,647.13
	Montgomery County, AL	2016	226,349	22,804	62,067	57,157	119,286	107,063.08
	Pike County, AL	2016	33,286	7,675	7,260	7,024	17,375	15,910.71
	Russell County, AL	2016	58,172	4,978	16,175	14,745	30,017	28,155.25
	Calhoun County, GA	2016	6,324	578	1,954	1,783	2,504	3,819.70
	Chattahoochee County, GA	2016	10,922	3,644	3,693	950	3,440	7,481.57
	Clay County, GA	2016	3,020	202	618	789	1,589	1,431.48
	Early County, GA	2016	10,339	845	2,254	2,651	5,490	4,848.99
	Muscookee County, GA	2016	197,485	21,242	56,420	46,179	100,915	96,570.17
	Quitman County, GA	2016	2,335	138	417	669	1,203	1,132.48
	Randolph County, GA	2016	7,177	751	1,433	1,923	3,868	3,308.60
	Stewart County, GA	2016	5,705	734	1,935	1,356	2,139	3,565.63
	Webster County, GA	2016	2,599	201	517	802	1,310	1,289.10

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APPENDIX A - DEMOGRAPHIC ANALYSIS

Ventress Correctional Facility Clayton, AL Labor Force Overview

Year	Radius	Labor Force - Not Seasonally Adjusted	Employed Labor Force - Not Seasonally Adjusted	Unemployed Labor Force - Not Seasonally Adjusted	Unemployment Rate
2017	30 Miles	36,191	34,640	1,551	4.3
	45 Miles	114,499	109,903	4,596	4
	60 Miles	445,714	427,678	18,036	4
2014	30 Miles	36,217	32,892	3,325	9.2
	45 Miles	116,054	106,443	9,611	8.3
	60 Miles	444,725	410,350	34,375	7.7
Increase (Decrease)					
	30 Miles	(26)	1,748	(1,774)	(5)
	45 Miles	(1,555)	3,460	(5,015)	(4)
	60 Miles	989	17,328	(16,339)	(4)

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APPENDIX A - DEMOGRAPHIC ANALYSIS

Ventress Correctional Facility Clayton, AL Labor Force Breakdown

Radius	Geography Name	Year	Month	Labor Force - Not Seasonally Adjusted	Employed Labor Force - Not Seasonally Adjusted	Unemployed Labor Force - Not Seasonally Adjusted	Unemployment Rate
30 Miles	Barbour County, AL	2017	11	8,120	7,721	399	4.9
	Bullock County, AL	2017	11	4,860	4,653	207	4.3
	Henry County, AL	2017	11	6,712	6,445	267	4
	Pike County, AL	2017	11	15,678	15,048	630	4
	Quitman County, GA	2017	11	821	773	48	5.8
45 Miles	Barbour County, AL	2017	11	8,120	7,721	399	4.9
	Bullock County, AL	2017	11	4,860	4,653	207	4.3
	Coffee County, AL	2017	11	20,538	19,808	730	3.6
	Dale County, AL	2017	11	20,024	19,265	759	3.8
	Henry County, AL	2017	11	6,712	6,445	267	4
	Macon County, AL	2017	11	8,090	7,732	358	4.4
	Pike County, AL	2017	11	15,678	15,048	630	4
	Russell County, AL	2017	11	24,084	23,220	864	3.6
	Clay County, GA	2017	11	874	804	70	8
	Quitman County, GA	2017	11	821	773	48	5.8
	Randolph County, GA	2017	11	2,495	2,345	150	6
	Stewart County, GA	2017	11	2,203	2,089	114	5.2
60 Miles	Barbour County, AL	2017	11	8,120	7,721	399	4.9
	Bullock County, AL	2017	11	4,860	4,653	207	4.3
	Coffee County, AL	2017	11	20,538	19,808	730	3.6
	Crenshaw County, AL	2017	11	6,503	6,274	229	3.5
	Dale County, AL	2017	11	20,024	19,265	759	3.8
	Geneva County, AL	2017	11	10,952	10,552	400	3.7
	Henry County, AL	2017	11	6,712	6,445	267	4
	Houston County, AL	2017	11	44,456	42,827	1,629	3.7
	Lee County, AL	2017	11	75,936	73,585	2,351	3.1
	Macon County, AL	2017	11	8,090	7,732	358	4.4
	Montgomery County, AL	2017	11	104,084	100,325	3,759	3.6
	Pike County, AL	2017	11	15,678	15,048	630	4
	Russell County, AL	2017	11	24,084	23,220	864	3.6
	Calhoun County, GA	2017	11	2,281	2,164	117	5.1
	Chattahoochee County, GA	2017	11	2,135	1,991	144	6.7
	Clay County, GA	2017	11	874	804	70	8
	Early County, GA	2017	11	4,517	4,282	235	5.2
	Muscogee County, GA	2017	11	79,370	74,858	4,512	5.7
	Quitman County, GA	2017	11	821	773	48	5.8
	Randolph County, GA	2017	11	2,495	2,345	150	6
	Stewart County, GA	2017	11	2,203	2,089	114	5.2
	Webster County, GA	2017	11	981	917	64	6.5

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APPENDIX A - DEMOGRAPHIC ANALYSIS

Ventress Correctional Facility Clayton, AL Households Overview

Year	Radius	Total Households	Family Households	Family Households - Married w/ Children	Family Households - Married w/o Children	Family Households - Single Parents	Family Households - Other	Non-family Households	Non-family Households - Living Alone	Avg. Household Size	Avg. Family Household Size
2016	30 Miles	33,227	20,869	4,230	9,775	3,635	3,229	12,358	10,651	2.53	3.3
	45 Miles	107,398	69,101	15,432	30,546	11,657	11,466	38,297	33,207	2.5	3.26
	60 Miles	393,953	252,627	62,525	102,123	46,578	41,401	141,326	120,110	2.55	3.26
2014	30 Miles	33,701	21,623	4,604	9,904	3,692	3,423	12,078	10,180	2.53	3.25
	45 Miles	107,693	70,074	16,142	29,998	12,526	11,408	37,619	32,501	2.53	3.3
	60 Miles	391,475	253,325	63,199	101,588	47,925	40,613	138,150	116,395	2.54	3.26
Increase (Decrease)											
	30 Miles	(474)	(754)	(374)	(129)	(57)	(194)	280	471	0.00	0.05
	45 Miles	(295)	(973)	(710)	548	(869)	58	678	706	(0.03)	(0.04)
	60 Miles	2,478	(698)	(674)	535	(1,347)	788	3,176	3,715	0.01	0.00

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APPENDIX A - DEMOGRAPHIC ANALYSIS

**Ventress Correctional Facility
Clayton, AL
Households Breakdown**

Radius	Geography Name	Total Households	Family Households	Family Households - Married w/ Children	Family Households - Married w/o Children	Family Households - Single Parents	Family Households - Other	Non-family Households	Non-family Households - Living Alone	Avg. Household Size	Avg. Family Household Size
30 Miles	Barbour County, AL	9,122	5,968	1,258	2,710	1,132	868	3,154	2,951	2.6	3.37
	Bullock County, AL	3,556	2,318	323	851	560	584	1,238	1,112	2.84	3.76
	Henry County, AL	6,831	4,530	1,102	2,488	492	448	2,301	2,094	2.48	3.17
	Pike County, AL	12,802	7,480	1,459	3,458	1,364	1,199	5,322	4,184	2.45	3.21
	Quitman County, GA	916	573	88	268	87	130	343	310	2.29	2.98
45 Miles	Barbour County, AL	9,122	5,968	1,258	2,710	1,132	868	3,154	2,951	2.6	3.37
	Bullock County, AL	3,556	2,318	323	851	560	584	1,238	1,112	2.84	3.76
	Coffee County, AL	19,375	13,178	3,497	6,140	2,018	1,523	6,197	5,496	2.6	3.28
	Dale County, AL	18,794	12,499	3,297	5,713	1,649	1,840	6,295	5,372	2.58	3.25
	Henry County, AL	6,831	4,530	1,102	2,488	492	448	2,301	2,094	2.48	3.17
	Macon County, AL	7,915	4,611	494	1,835	956	1,326	3,304	2,901	2.2	2.95
	Pike County, AL	12,802	7,480	1,459	3,458	1,364	1,199	5,322	4,184	2.45	3.21
	Russell County, AL	22,333	14,374	3,524	5,715	2,681	2,454	7,959	6,912	2.6	3.33
	Clay County, GA	1,160	683	57	335	124	167	477	431	2.6	3.63
	Quitman County, GA	916	573	88	268	87	130	343	310	2.29	2.98
	Randolph County, GA	2,819	1,831	256	682	386	507	988	790	2.5	3.16
	Stewart County, GA	1,775	1,056	77	351	208	420	719	654	2.28	3.06
60 Miles	Barbour County, AL	9,122	5,968	1,258	2,710	1,132	868	3,154	2,951	2.6	3.37
	Bullock County, AL	3,556	2,318	323	851	560	584	1,238	1,112	2.84	3.76
	Coffee County, AL	19,375	13,178	3,497	6,140	2,018	1,523	6,197	5,496	2.6	3.28
	Crenshaw County, AL	5,426	3,648	840	1,735	535	538	1,778	1,620	2.53	3.2
	Dale County, AL	18,794	12,499	3,297	5,713	1,649	1,840	6,295	5,372	2.58	3.25
	Geneva County, AL	10,657	7,488	1,670	3,671	1,061	1,086	3,169	2,727	2.49	3.04
	Henry County, AL	6,831	4,530	1,102	2,488	492	448	2,301	2,094	2.48	3.17
	Houston County, AL	39,363	25,986	6,131	11,893	4,362	3,600	13,377	11,726	2.61	3.34
	Lee County, AL	57,901	36,318	10,984	14,656	5,577	5,101	21,583	16,050	2.56	3.19
	Macon County, AL	7,915	4,611	494	1,835	956	1,326	3,304	2,901	2.2	2.95
	Montgomery County, AL	90,281	57,078	13,295	20,944	12,309	10,530	33,203	28,891	2.44	3.17
	Pike County, AL	12,802	7,480	1,459	3,458	1,364	1,199	5,322	4,184	2.45	3.21
	Russell County, AL	22,333	14,374	3,524	5,715	2,681	2,454	7,959	6,912	2.6	3.33
	Calhoun County, GA	1,852	1,173	205	481	240	247	679	572	2.41	3.1
	Chattahoochee County, GA	2,578	1,933	1,097	501	254	81	645	416	3.21	3.64
	Clay County, GA	1,160	683	57	335	124	167	477	431	2.6	3.63
	Early County, GA	4,023	2,725	403	1,113	525	684	1,298	1,179	2.57	3.26
	Muscogee County, GA	73,449	46,466	12,328	16,263	9,949	7,926	26,983	23,441	2.6	3.4
	Quitman County, GA	916	573	88	268	87	130	343	310	2.29	2.98
	Randolph County, GA	2,819	1,831	256	682	386	507	988	790	2.5	3.16
	Stewart County, GA	1,775	1,056	77	351	208	420	719	654	2.28	3.06
	Webster County, GA	1,025	711	140	320	109	142	314	281	2.6	3.25

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APPENDIX A - DEMOGRAPHIC ANALYSIS

**Ventress Correctional Facility
Clayton, AL
Income and Poverty Overview**

Year	Radius	Median household income	Per Capita Income	Total Poverty Rate	Poverty rate under 18	Poverty rate - Children 5 to 17 (living in families)
2016	30 Miles	\$34,849	\$31,644	26.7	39.1	36.5
	45 Miles	\$34,746	\$31,669	26.9	38.9	36.7
	60 Miles	\$36,764	\$33,062	24.9	35.2	33.2
2014	30 Miles	\$32,560	30168.2	26.7	38.2	36.9
	45 Miles	\$33,061	\$29,843	28.2	39.7	38.3
	60 Miles	\$35,332	\$31,032	26.5	36.6	35.1
Increase (Decrease)						
	30 Miles	\$2,288	\$1,476	(0.1)	0.9	(0.4)
	45 Miles	\$1,685	\$1,827	(1.4)	(0.8)	(1.6)
	60 Miles	\$1,432	\$2,031	(1.6)	(1.4)	(1.9)

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ADOC PROJECT

INITIAL STATE-WIDE ANALYSIS

AUGUST 6, 2018



DEGREE OF DIFFICULTY RECRUITMENT SCALE:

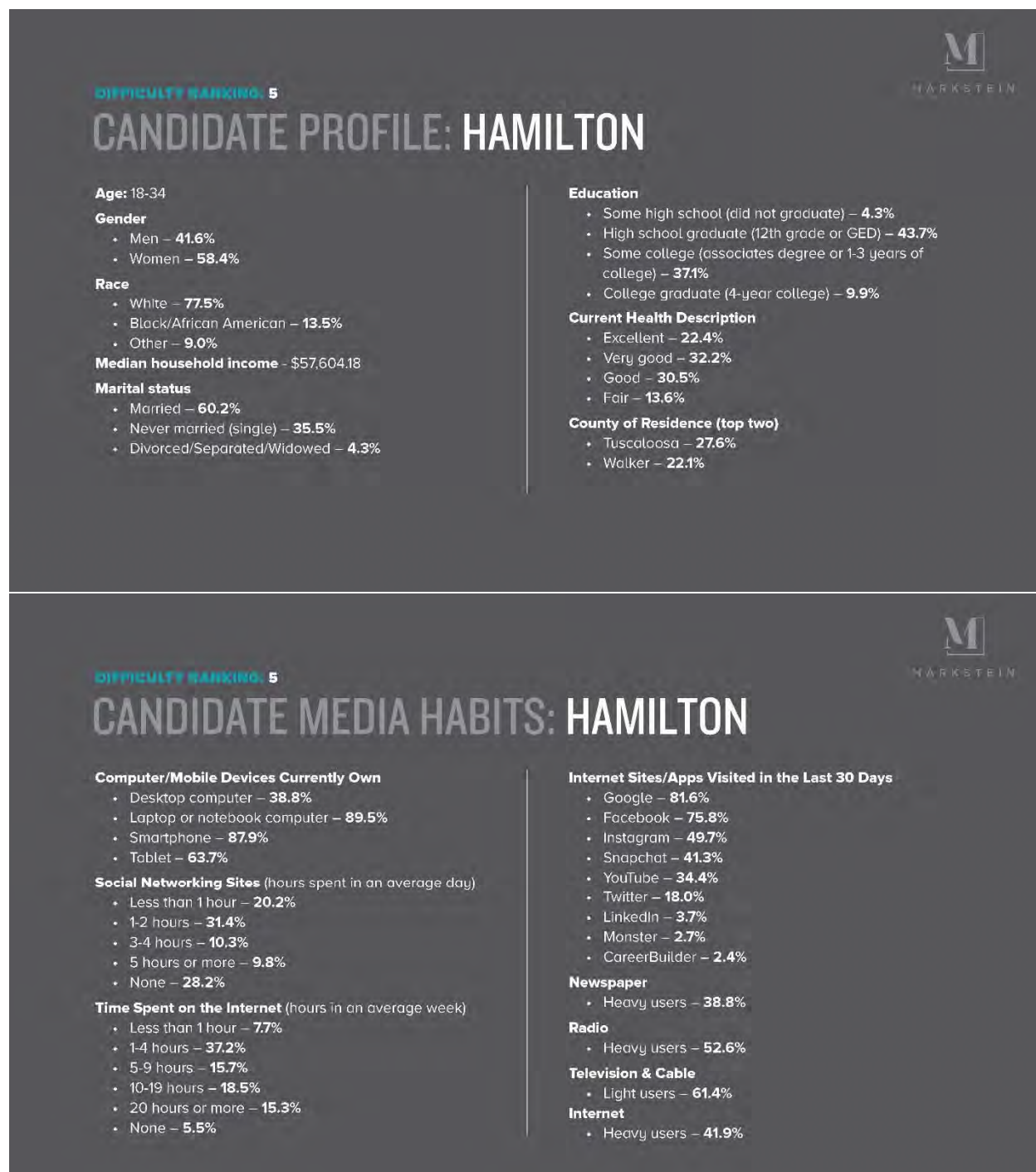
1=HIGH DEGREE OF DIFFICULTY TO RECRUIT, 5=MODERATE DEGREE OF DIFFICULTY TO RECRUIT

FACILITY	RANKING
Hamilton Aged & Infirm	5
Limestone Correctional Facility	5
Draper Correctional Facility	4
Kilby Correctional Facility	4
Staton Correctional Facility	4
William C. Holman Correctional Facility	4
William E. Donaldson Correctional Facility	4
Bullock Correctional Facility	3
Julia Tutwiler Prison for Women	3
St. Clair Correctional Facility	3
Easterling Correctional Facility	2
Ventress Correctional Facility	2
Bibb Correctional Facility	1
Elmore Correction Facility	1
G.K. Fountain Correctional Facility	1

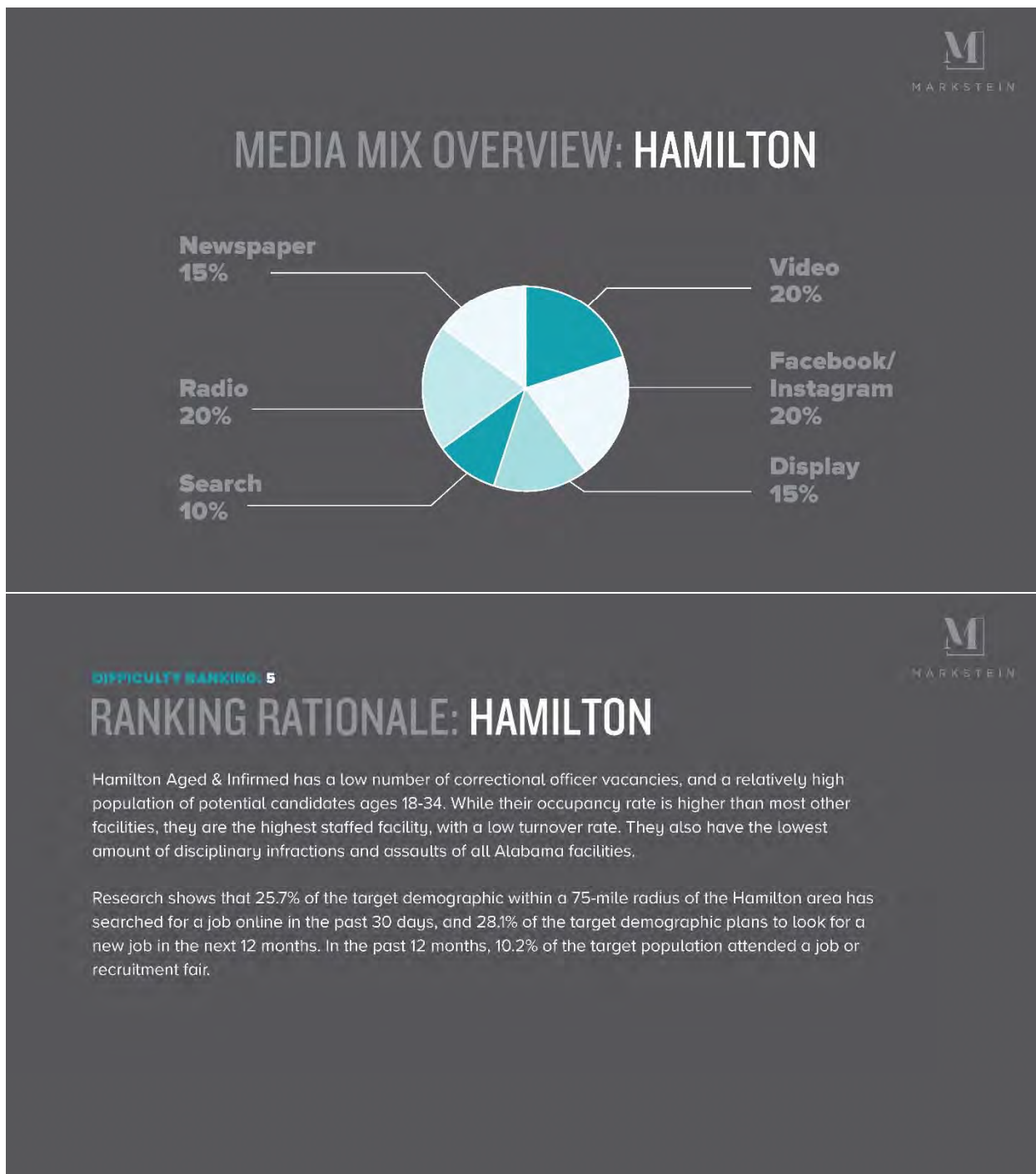
FACTORS CONSIDERED:

- 2018 Census Population
- Target Population (Adults 18-34 in a certain radius around each facility)
- Average Facility Population
- Occupancy Rate
- Facility Staffing
- Number of CO Vacancies
- Percent of CO Vacancies versus the Target Population
- Turnover Rate
- Retention Rate
- Death Row Facilities
- Level of Security of Each Facility
- Disciplinary Infractions
- Assaults
- Deaths
- Escapes
- Percent of Recommended Budget per Facility

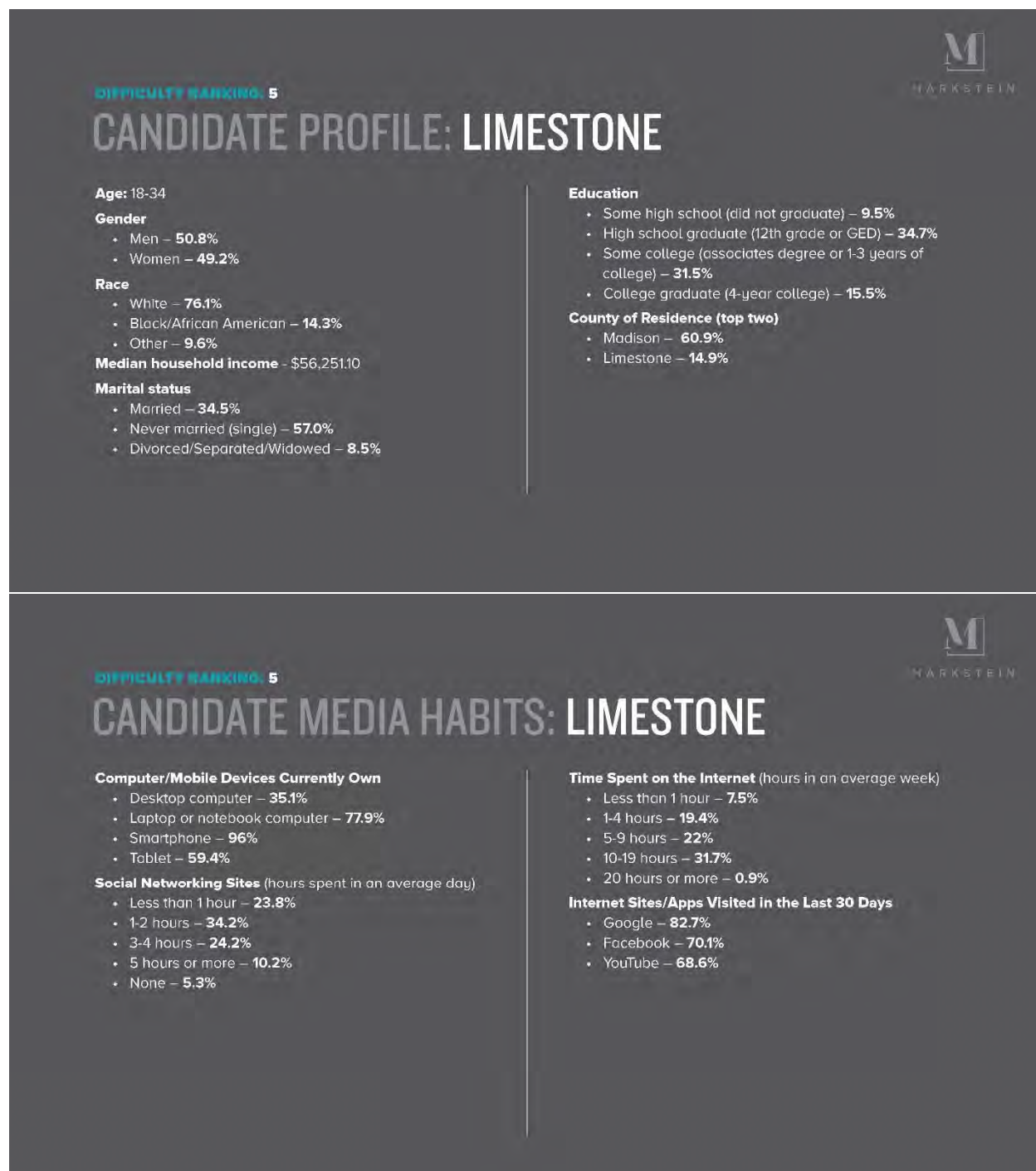
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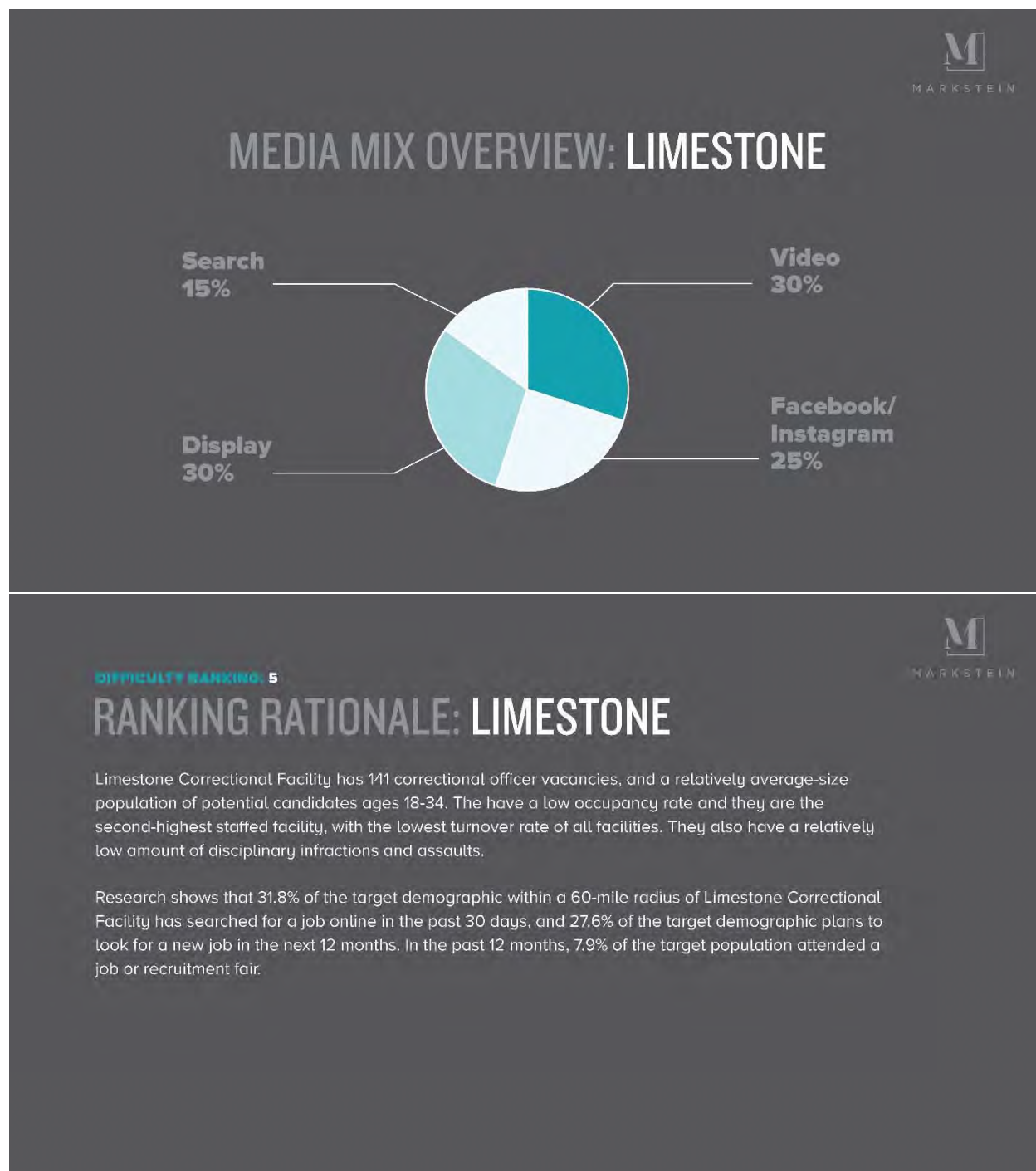
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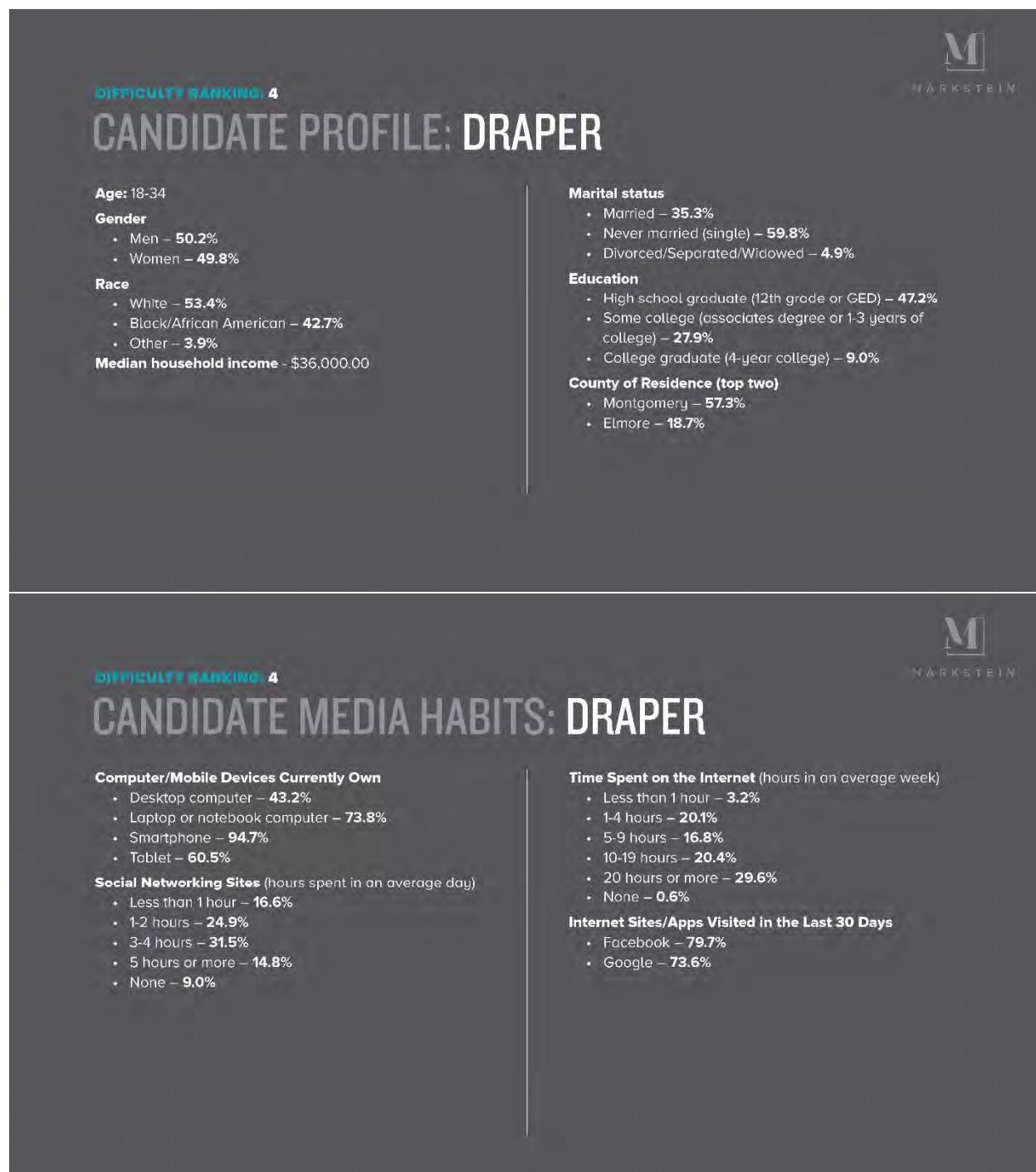
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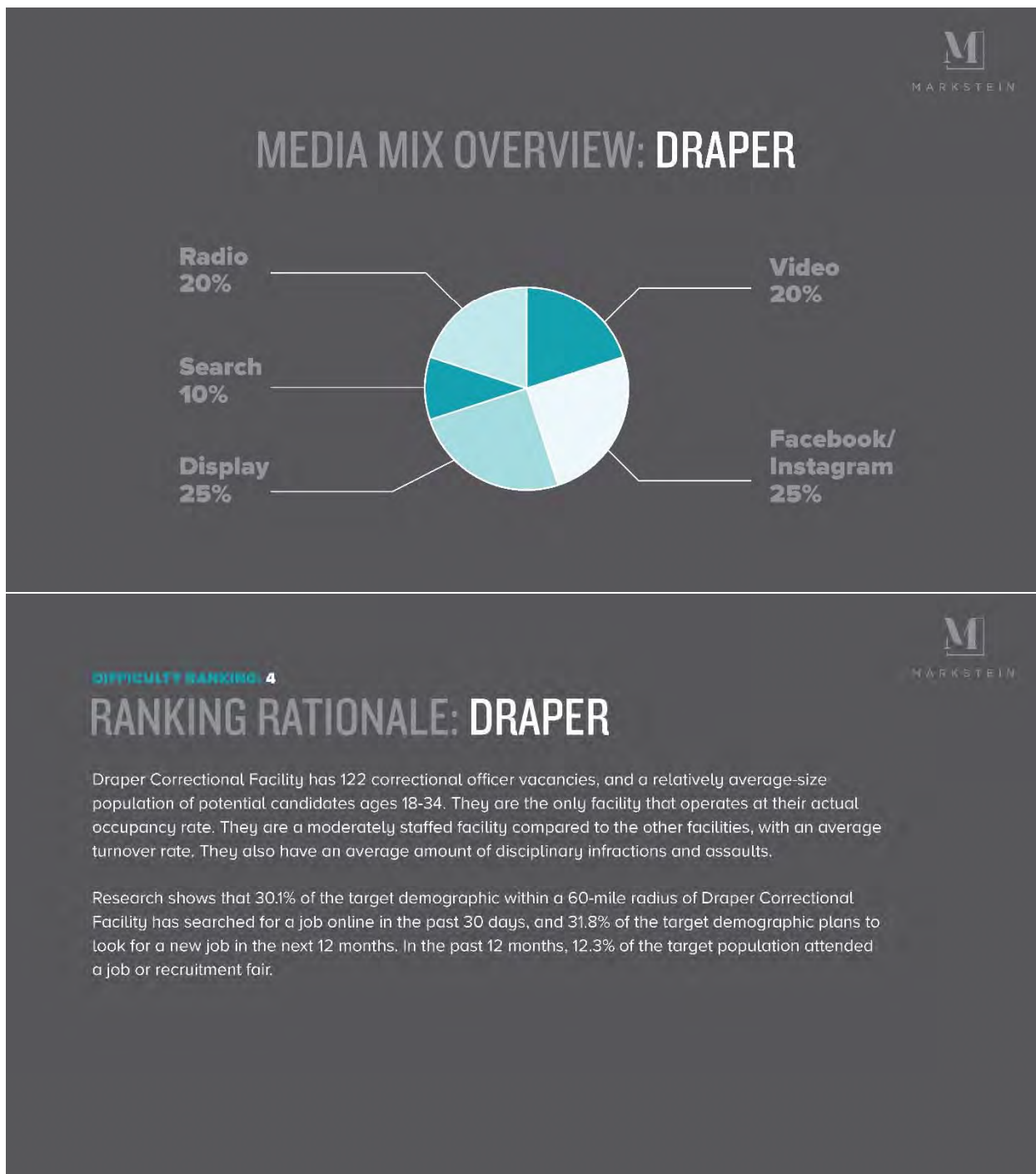
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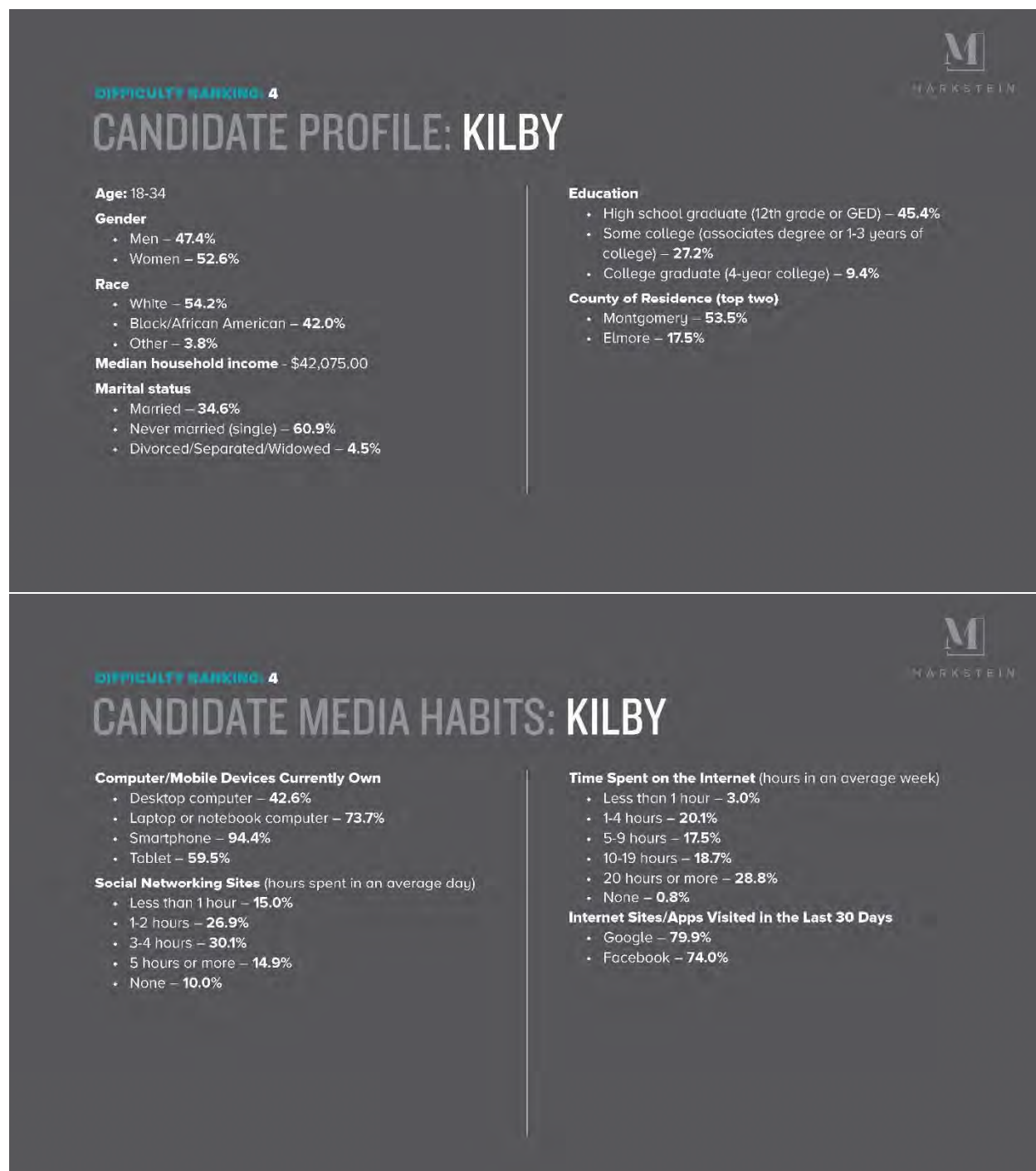
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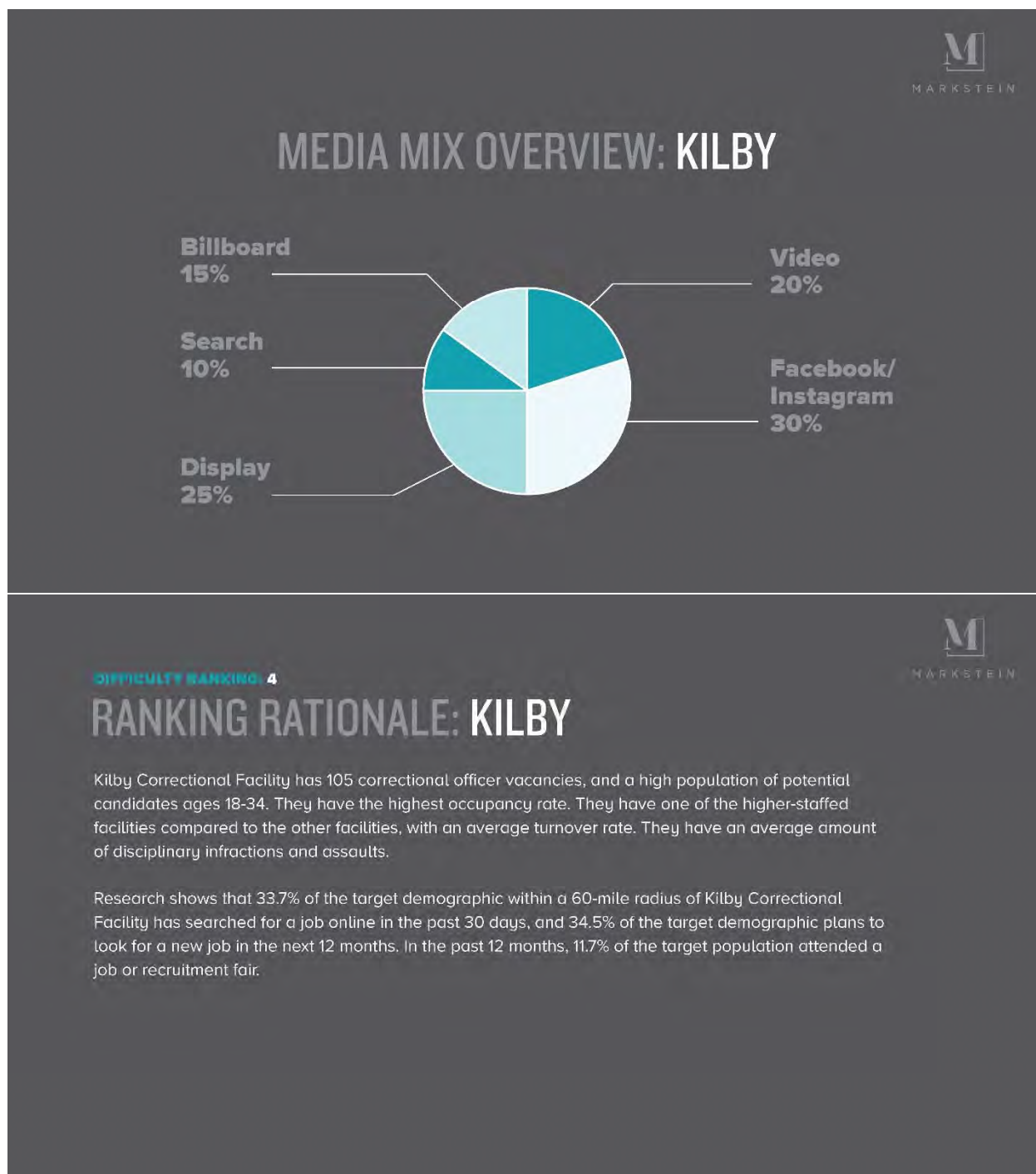
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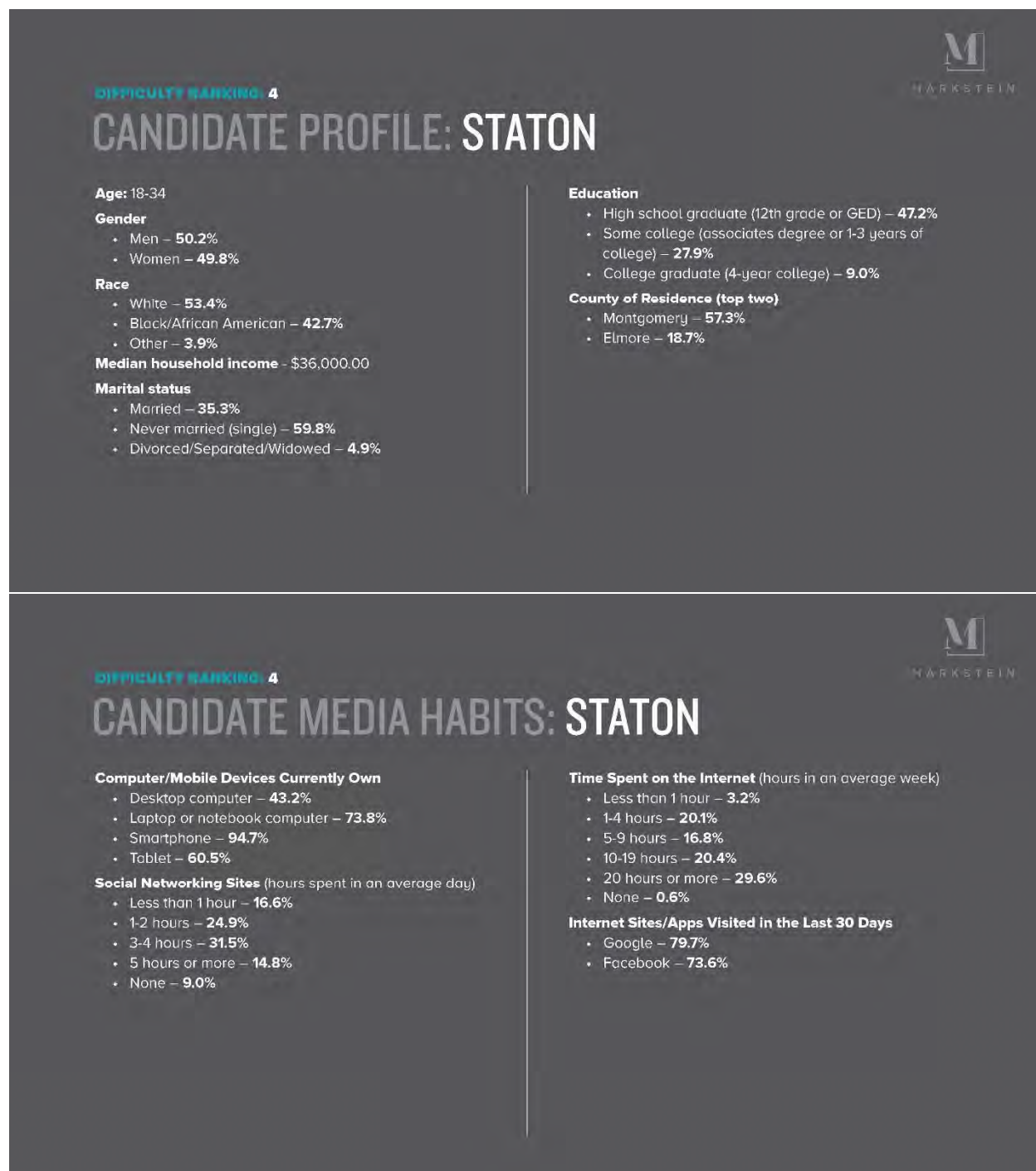
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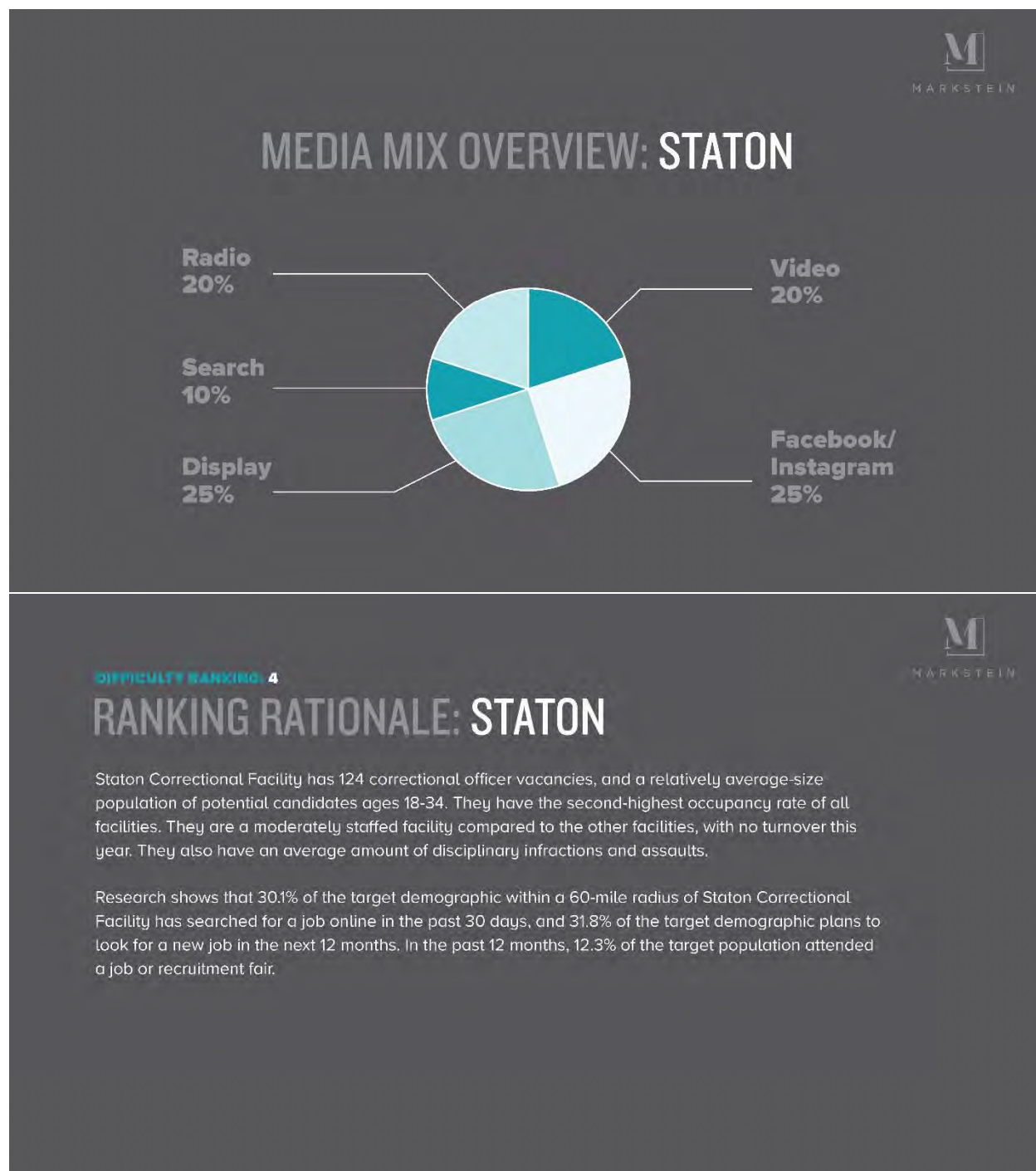
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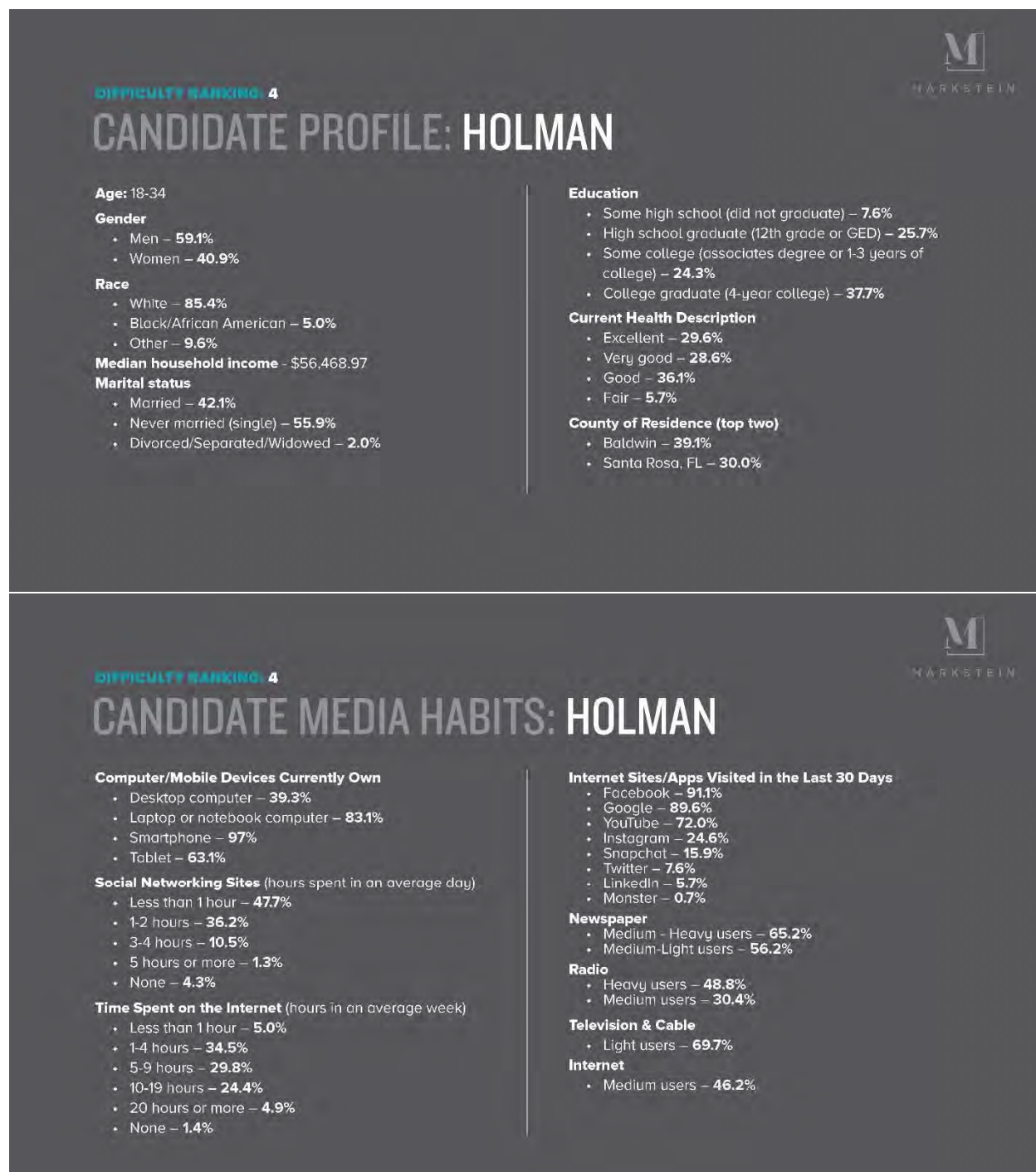
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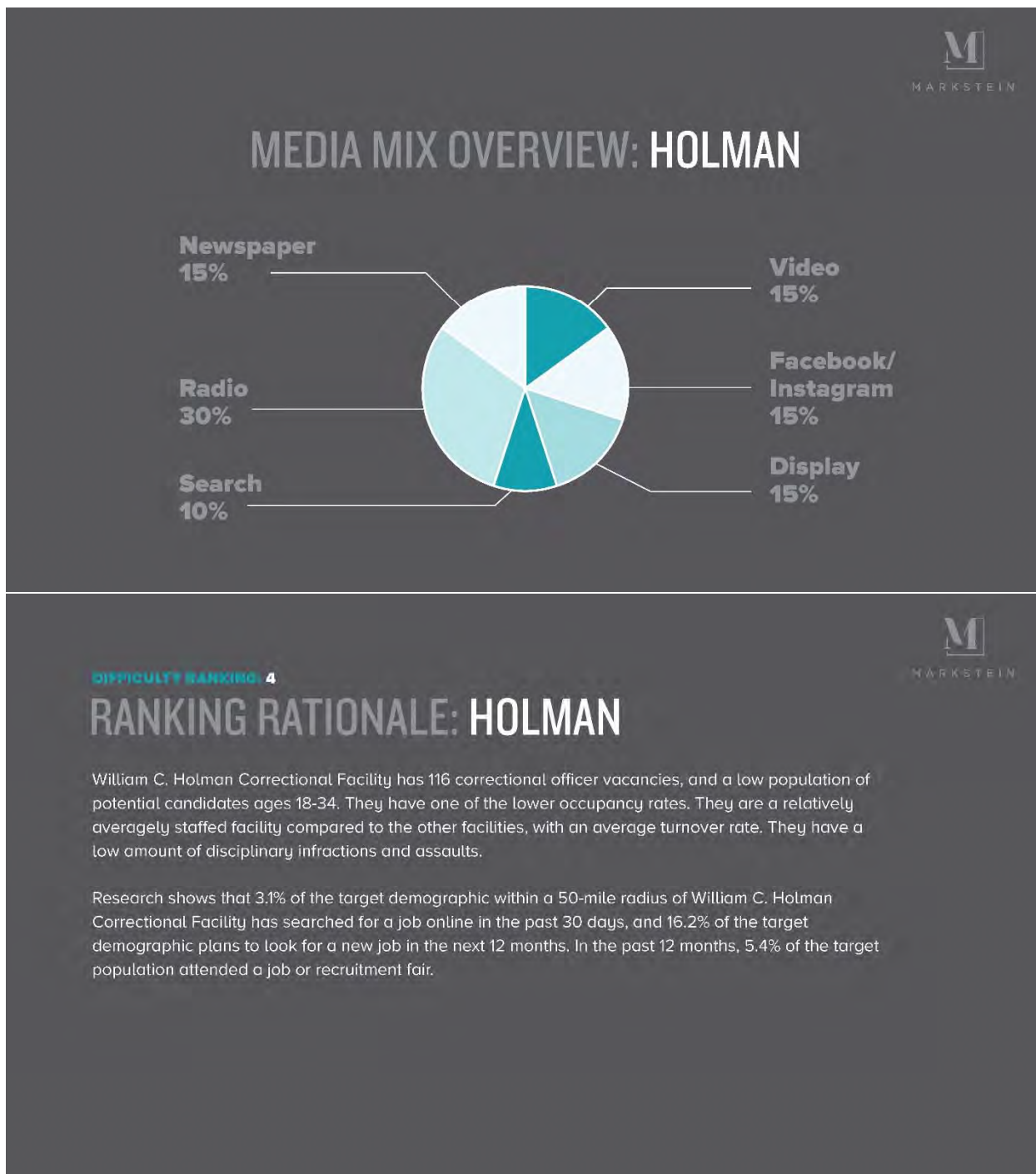
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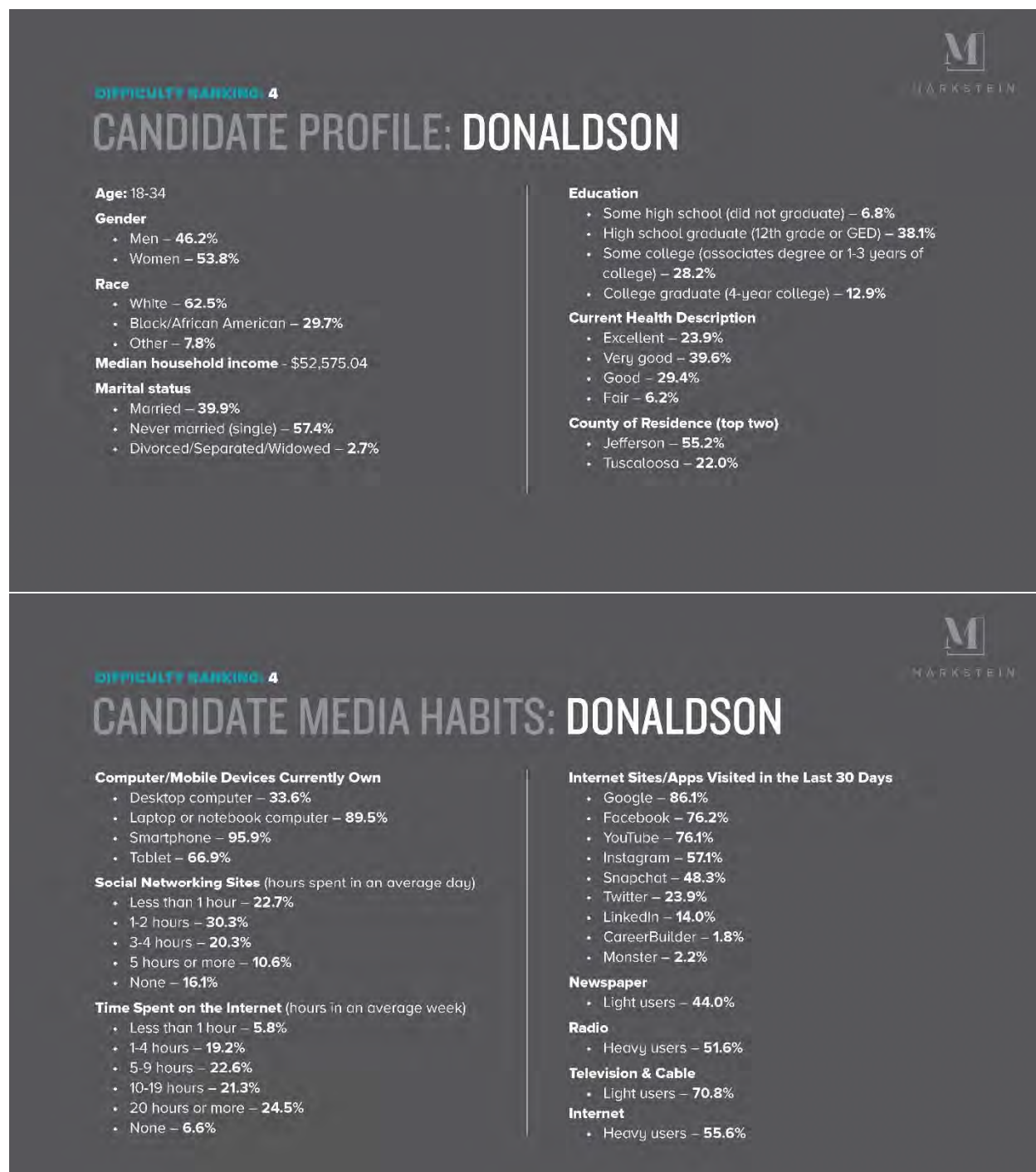
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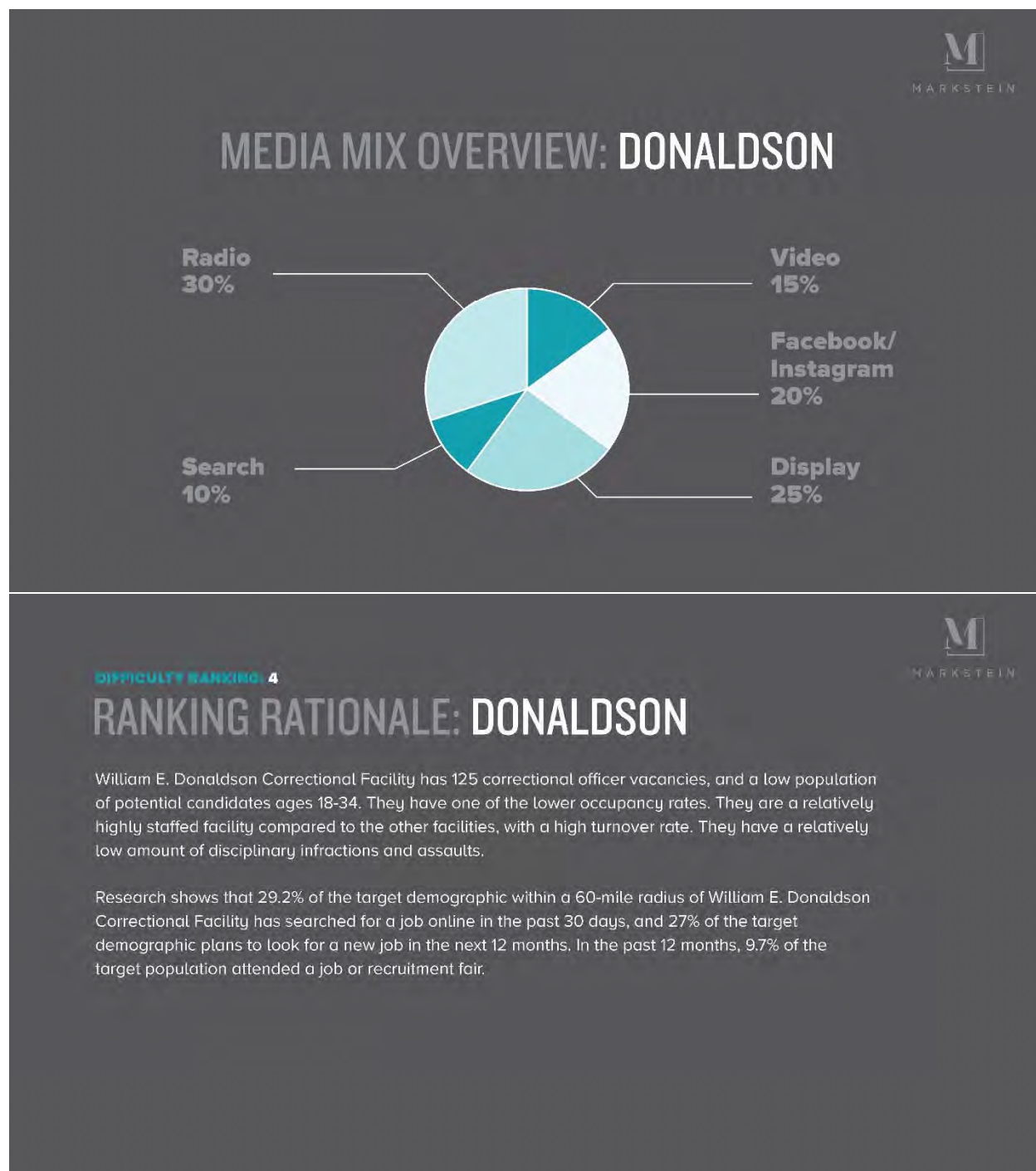
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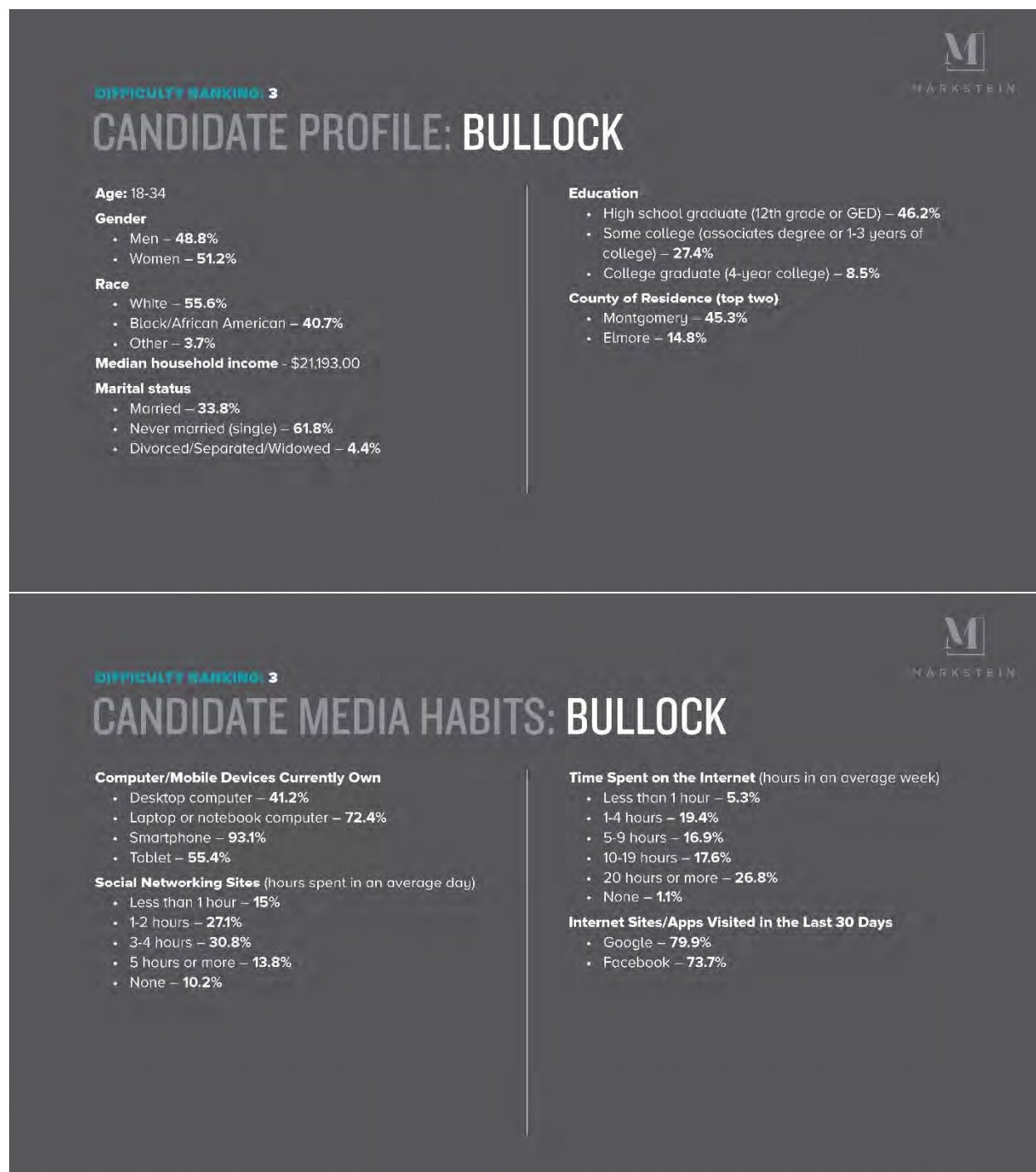
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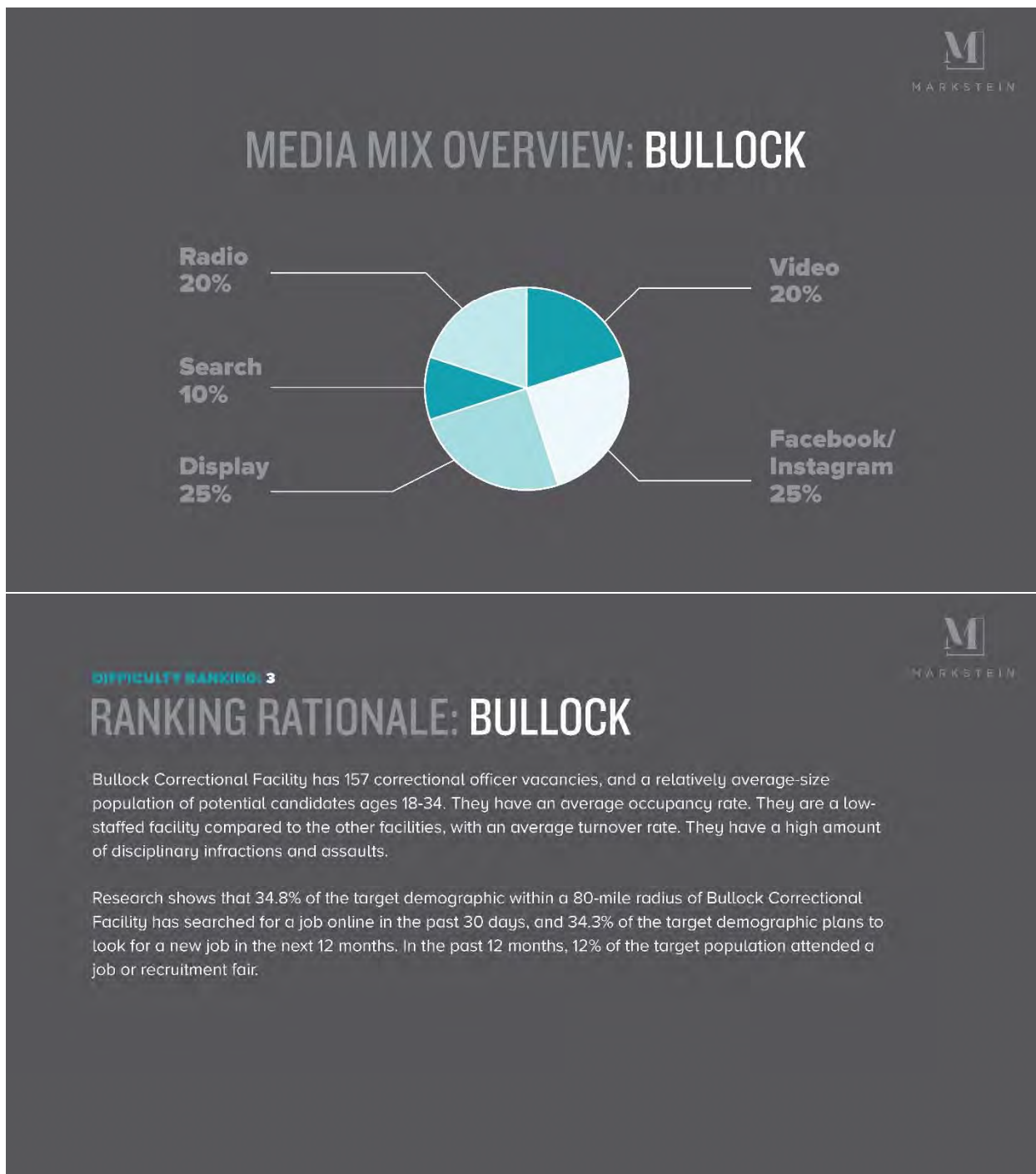
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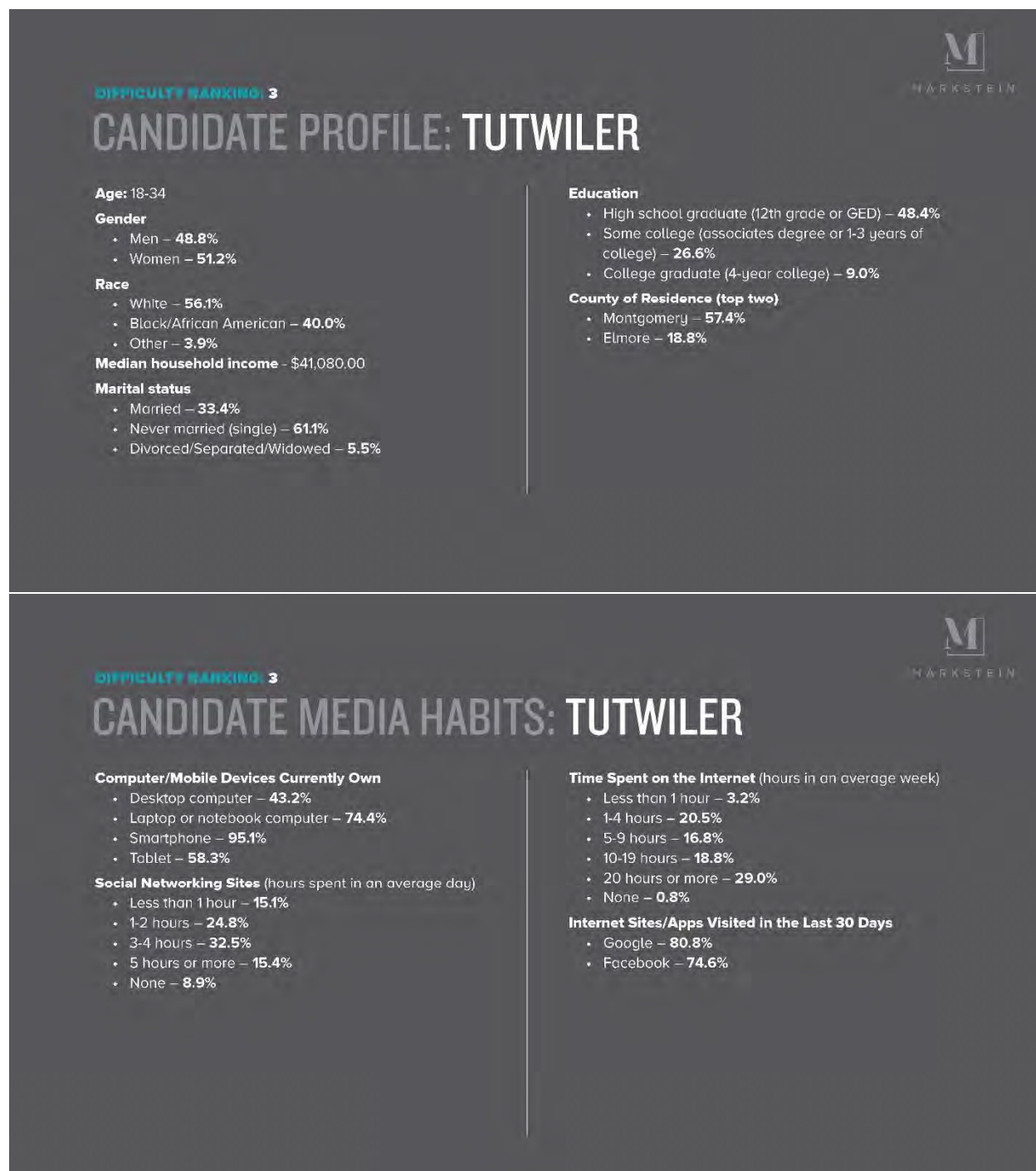
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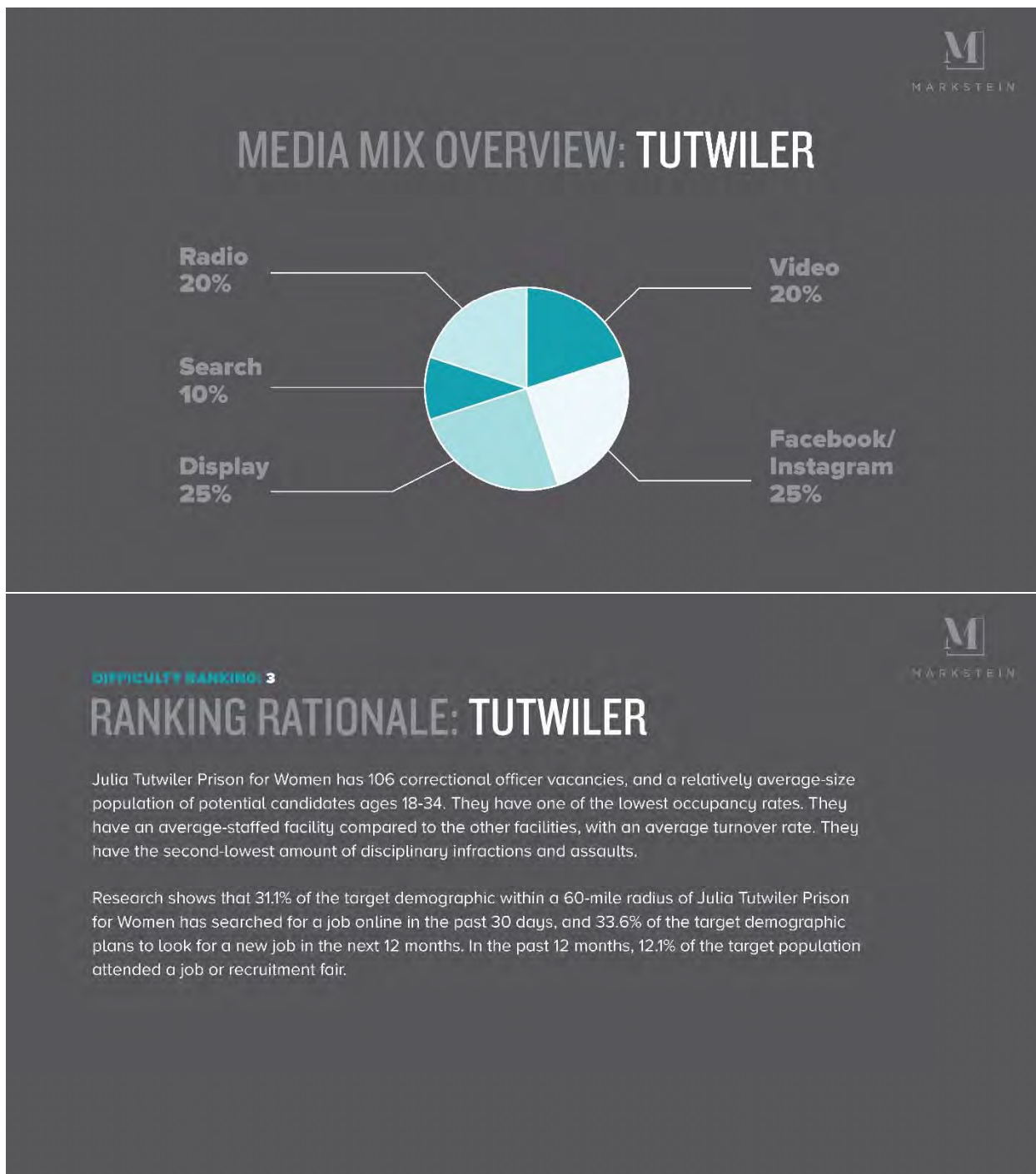
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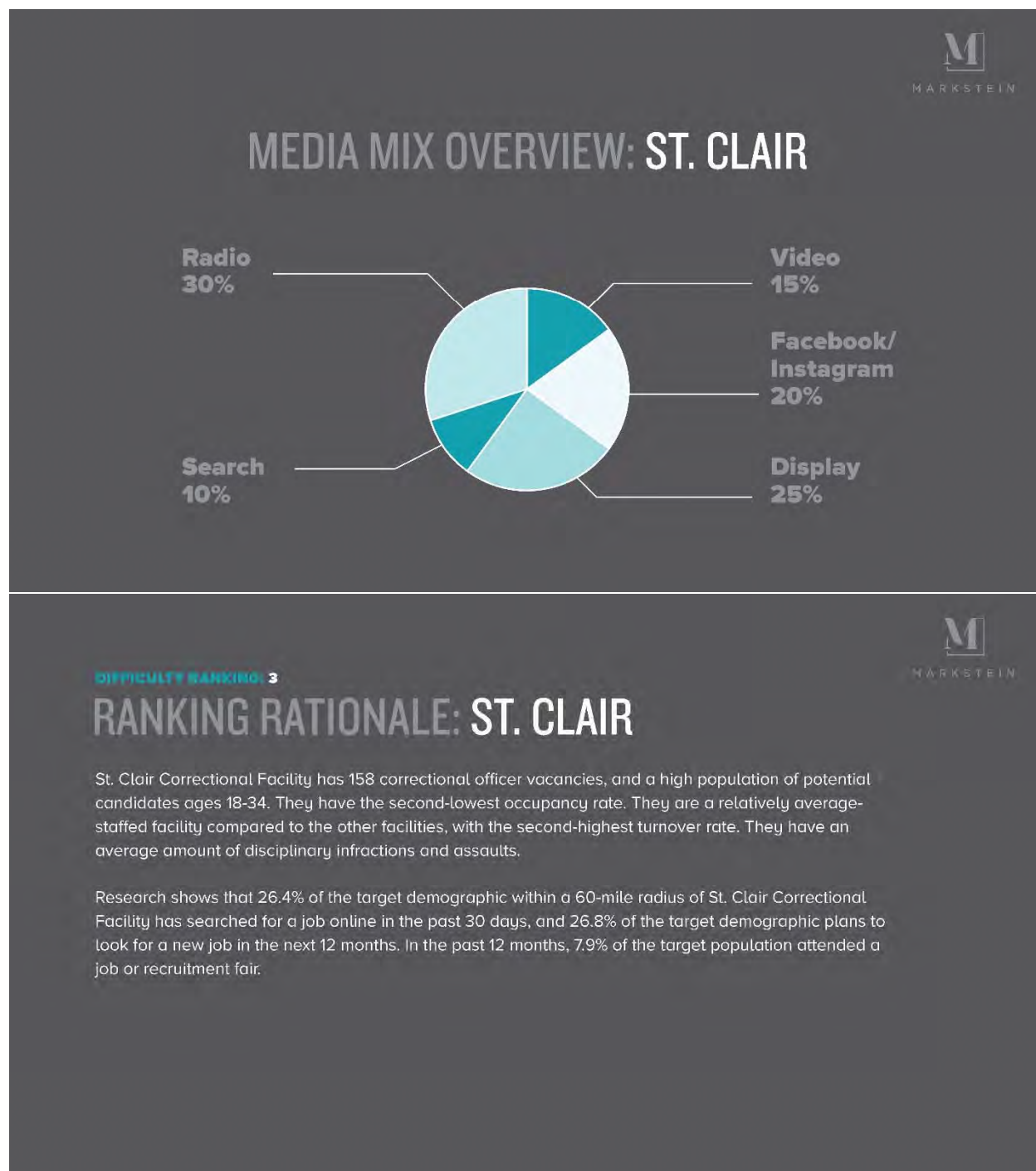
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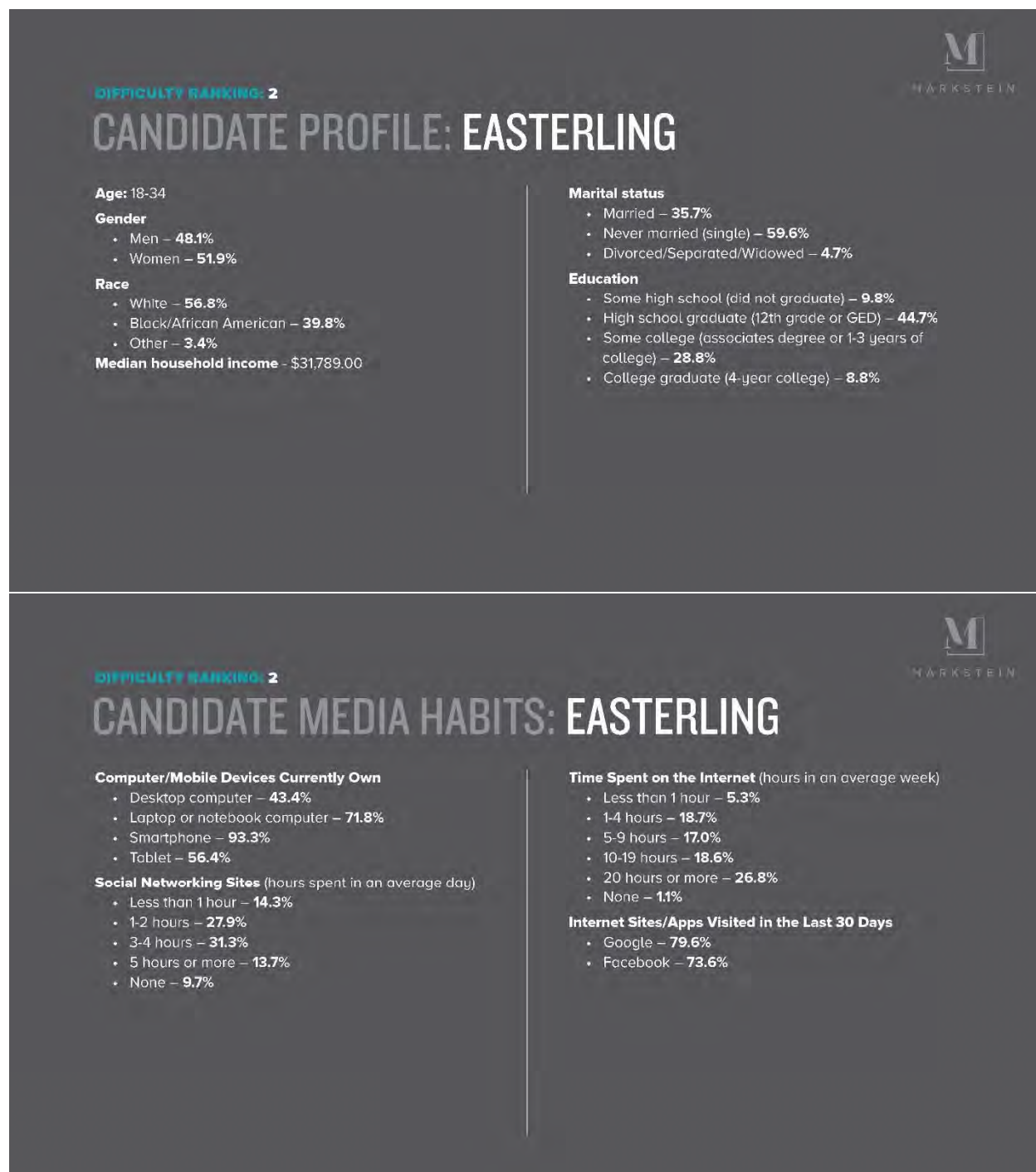
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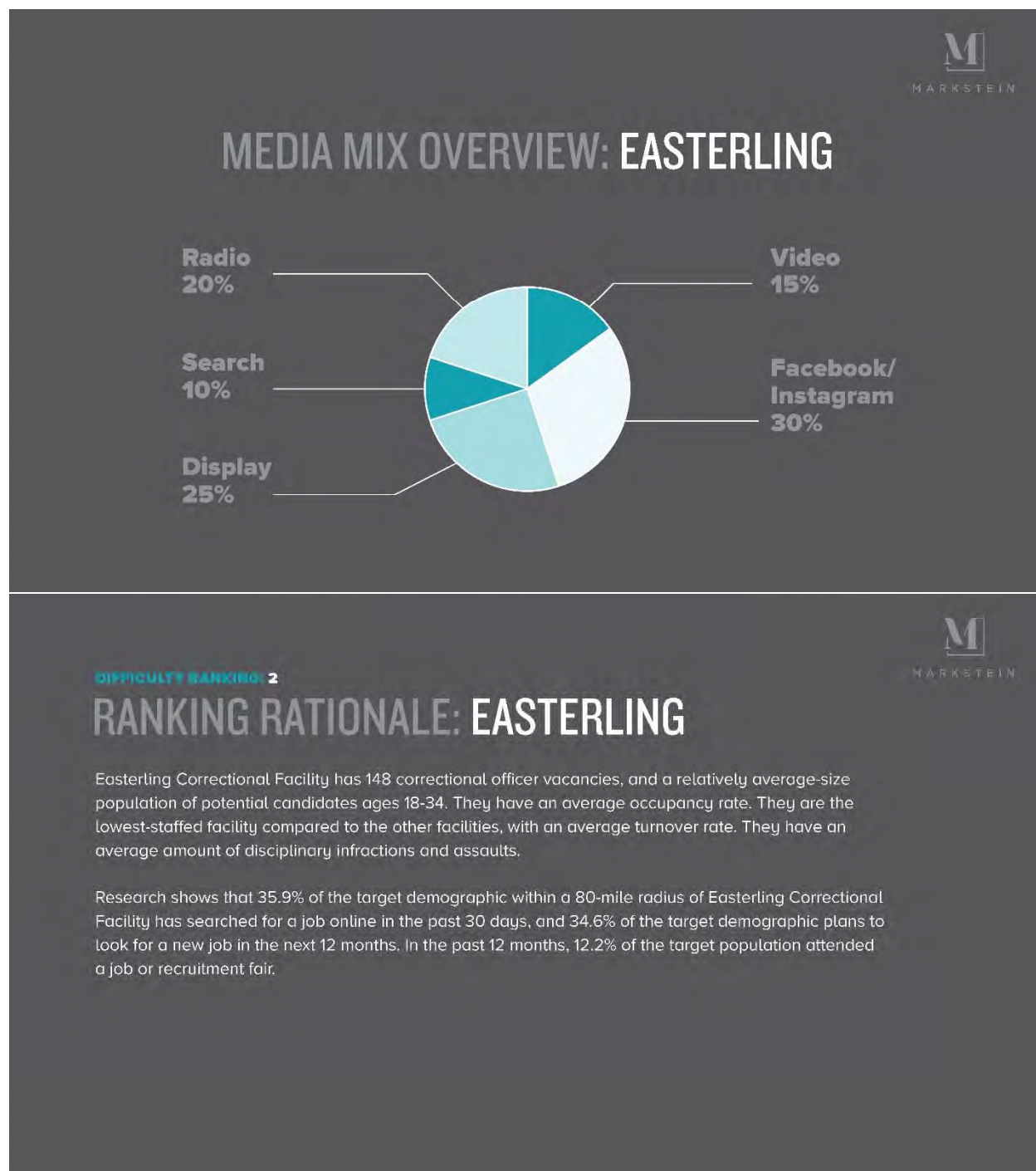
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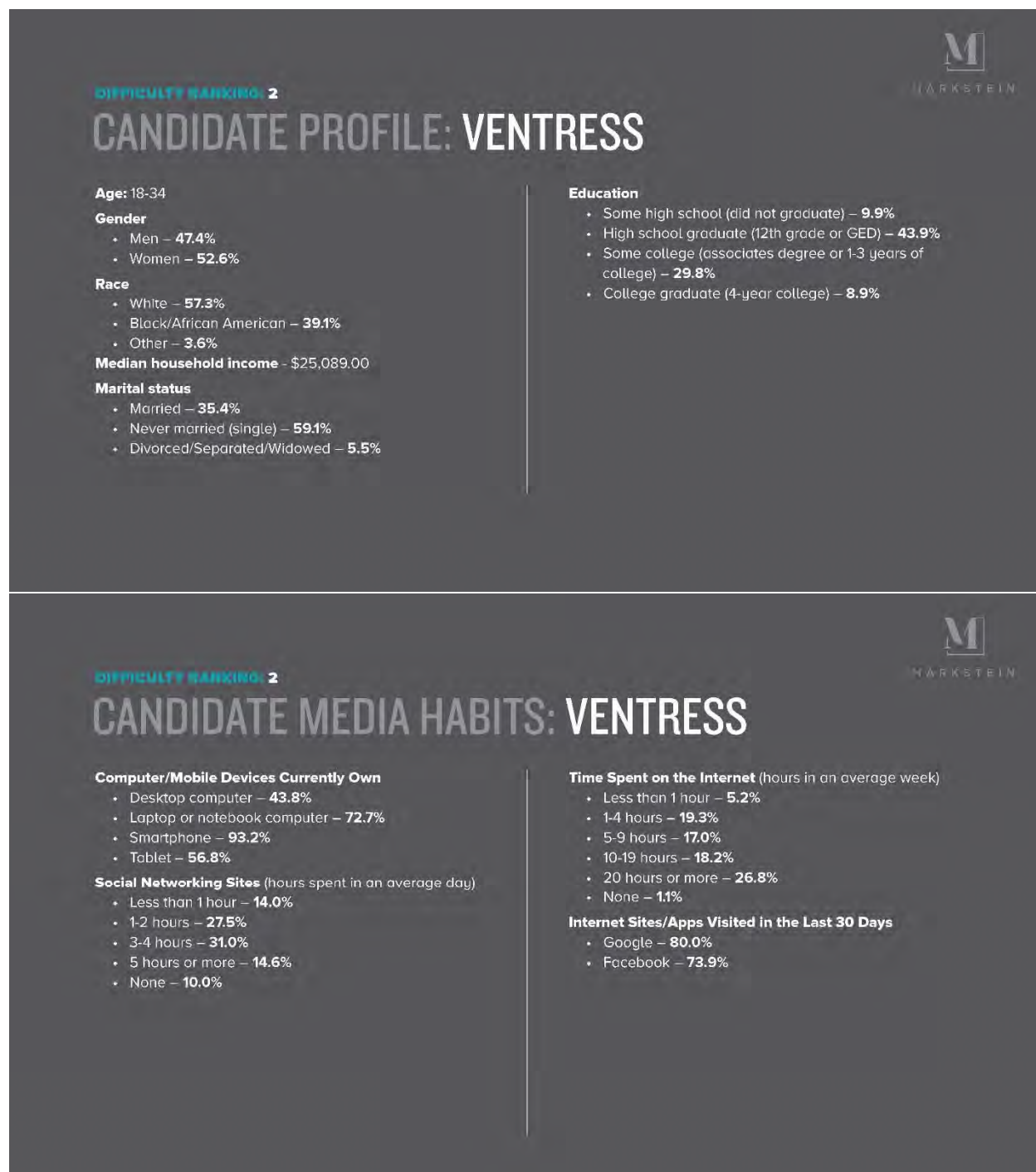
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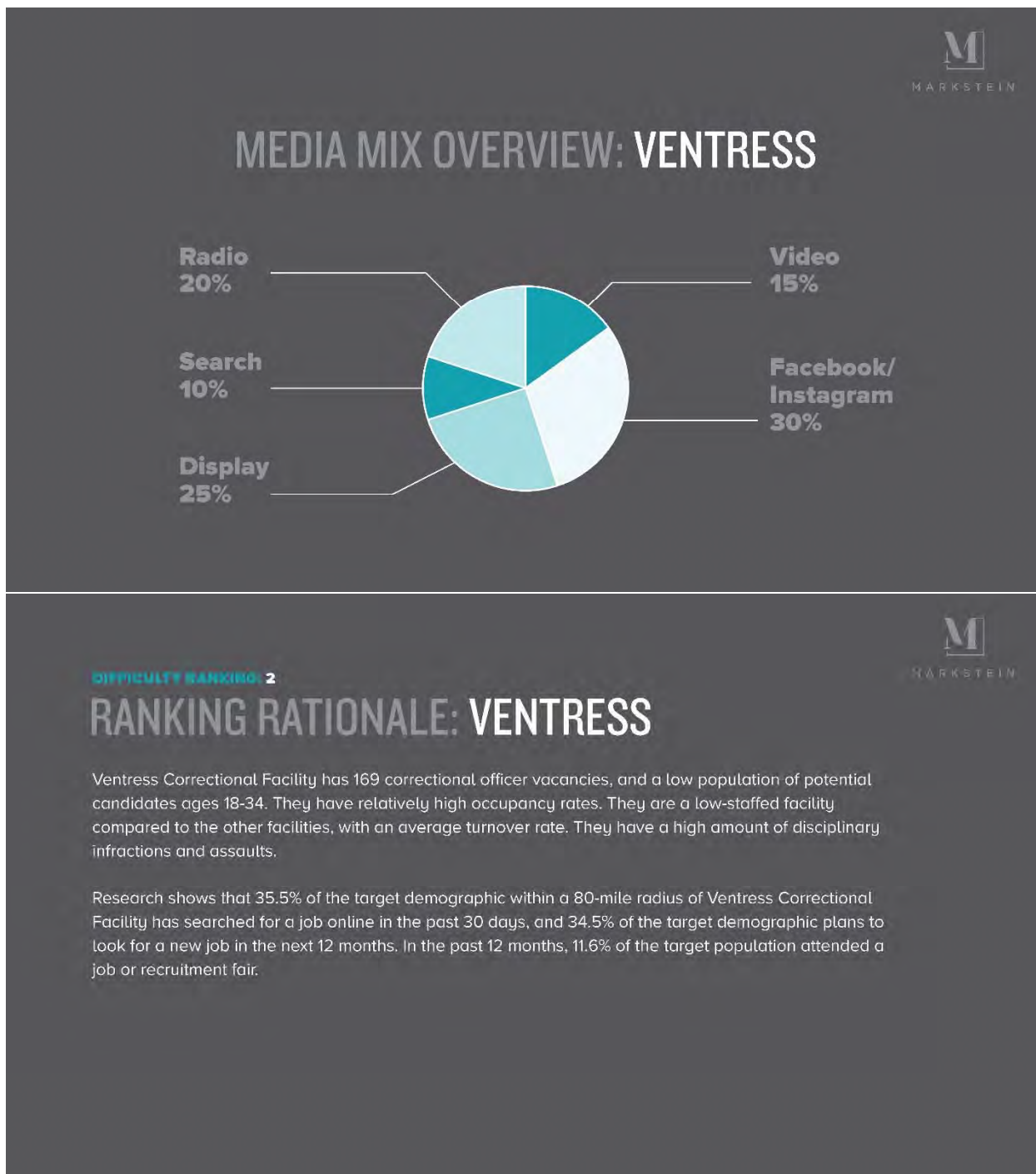
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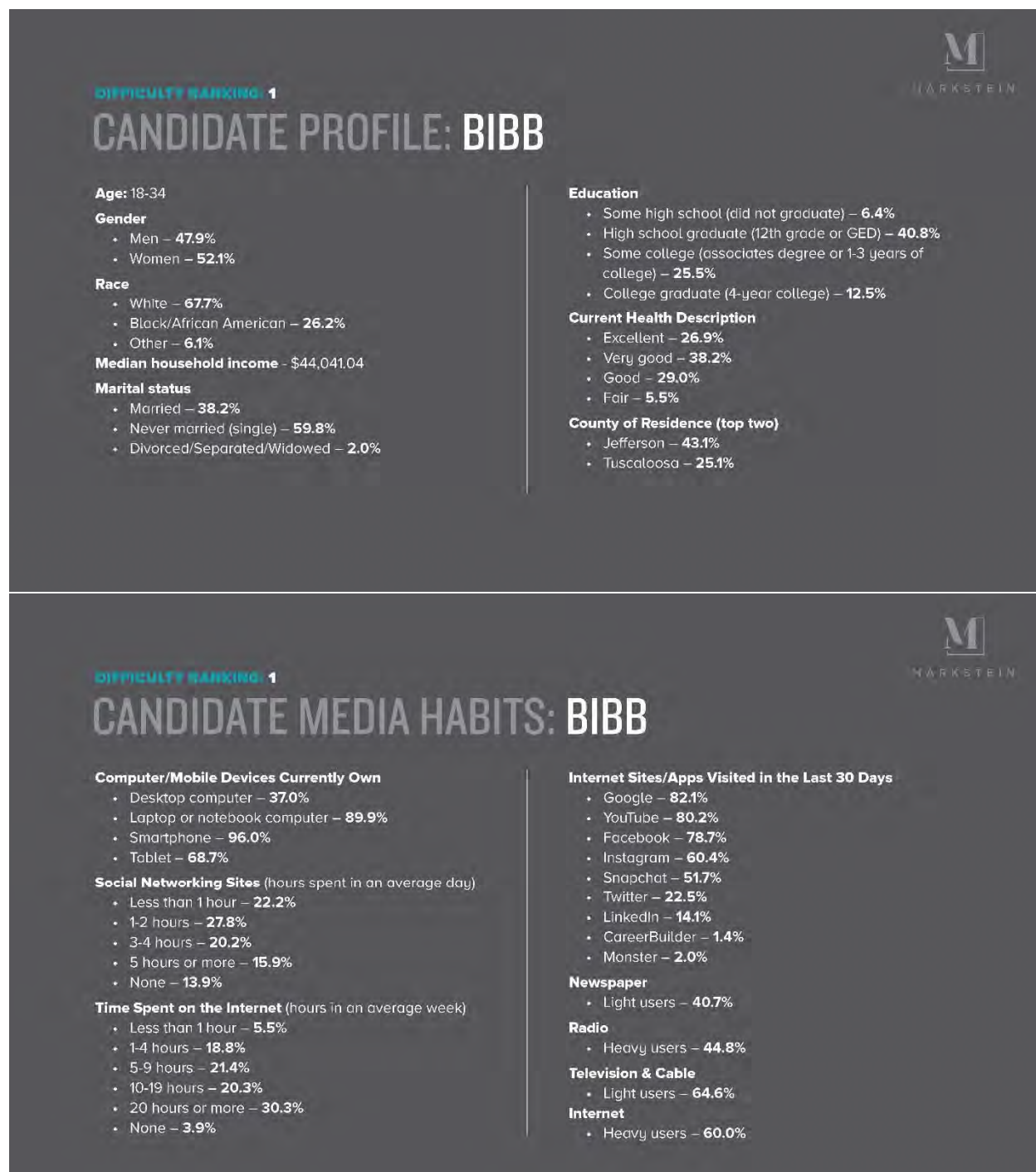
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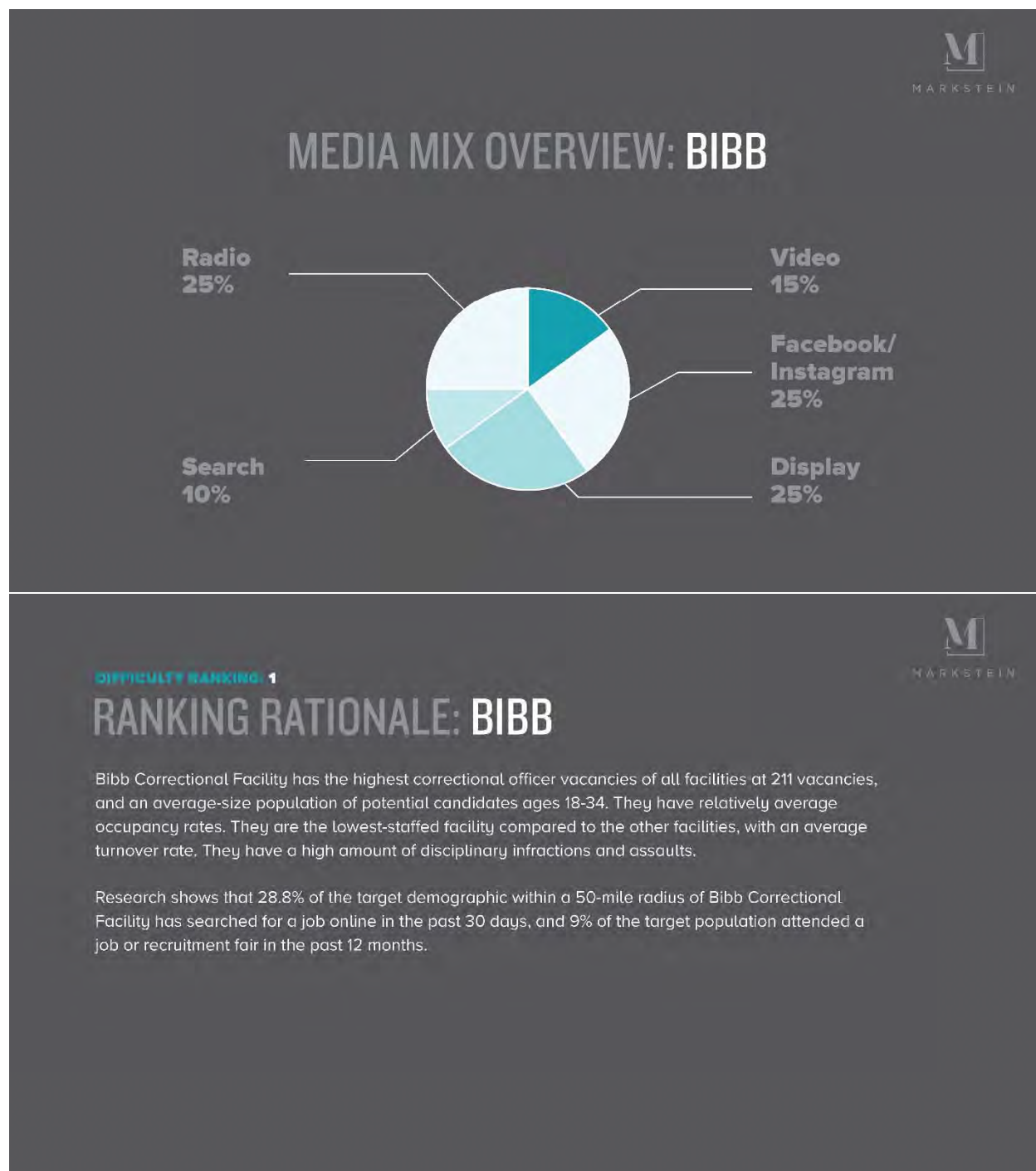
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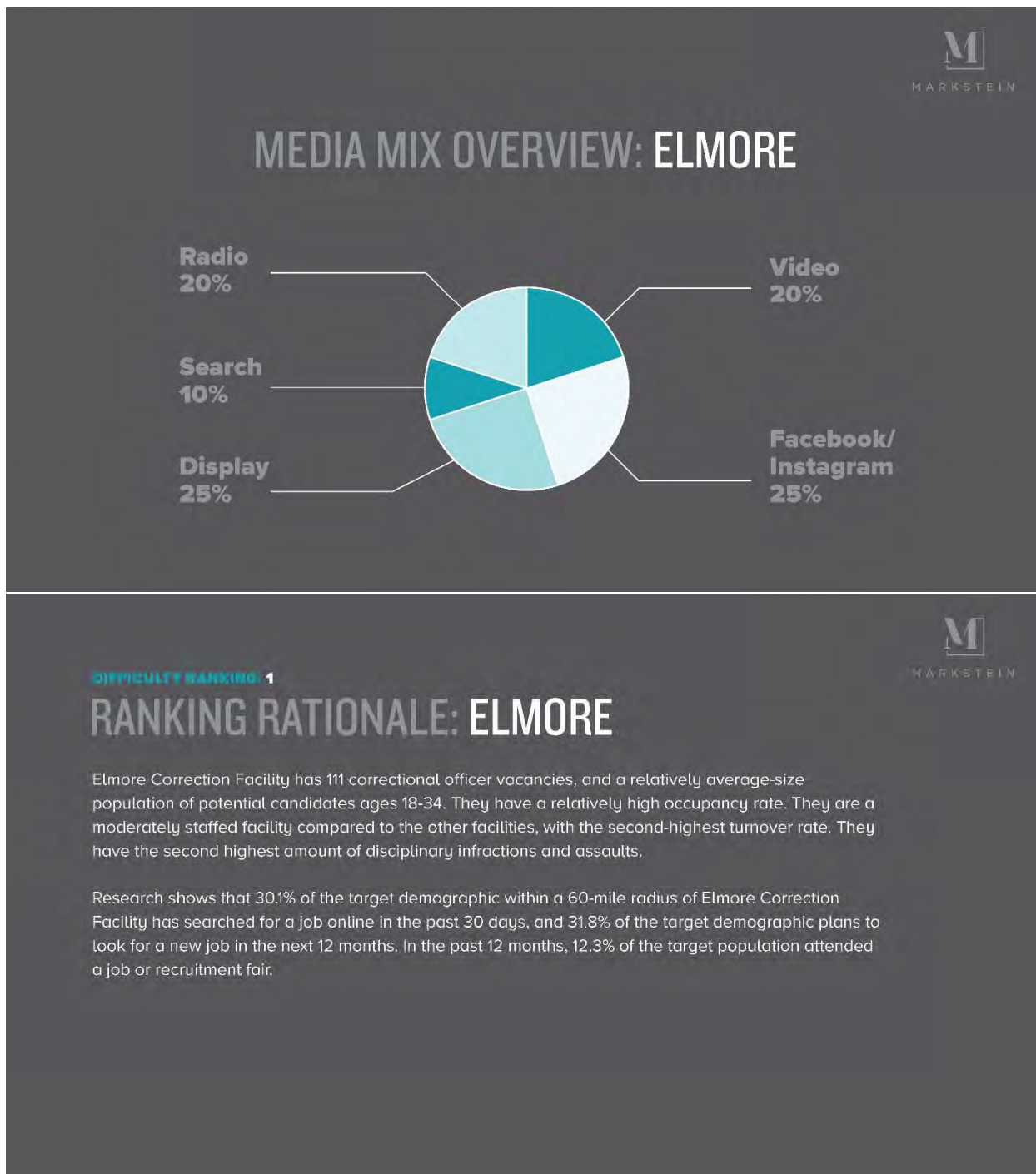
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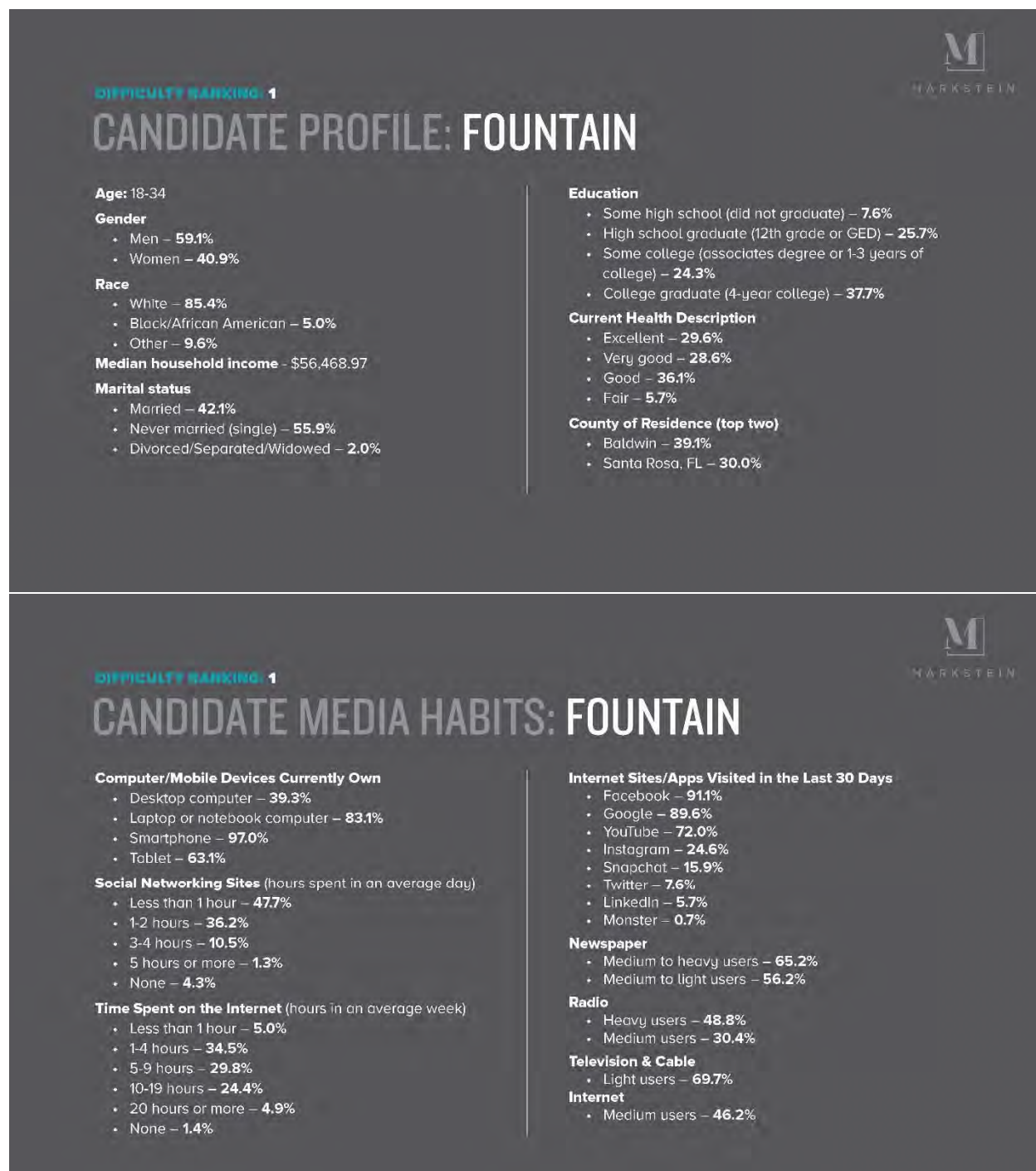
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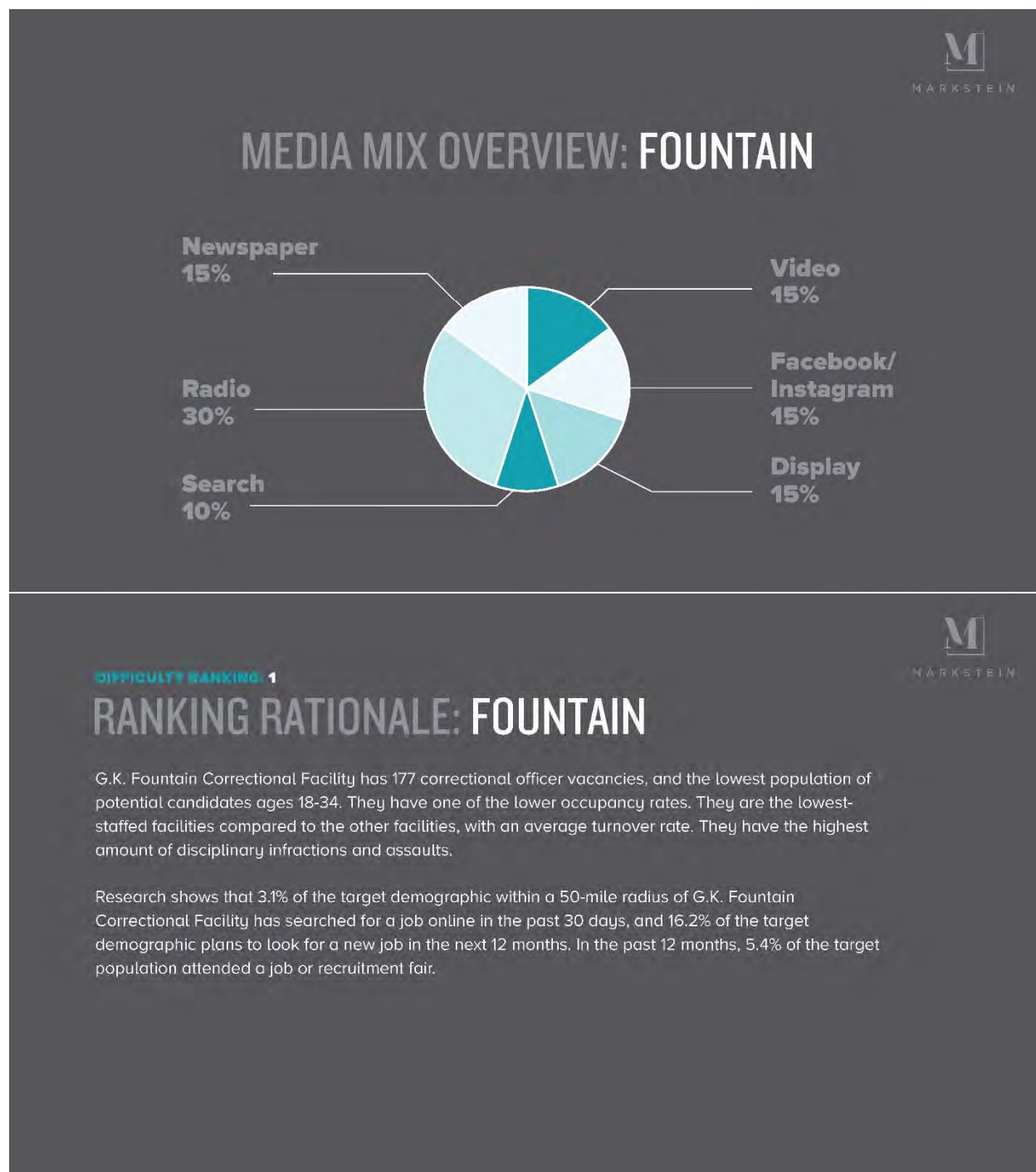
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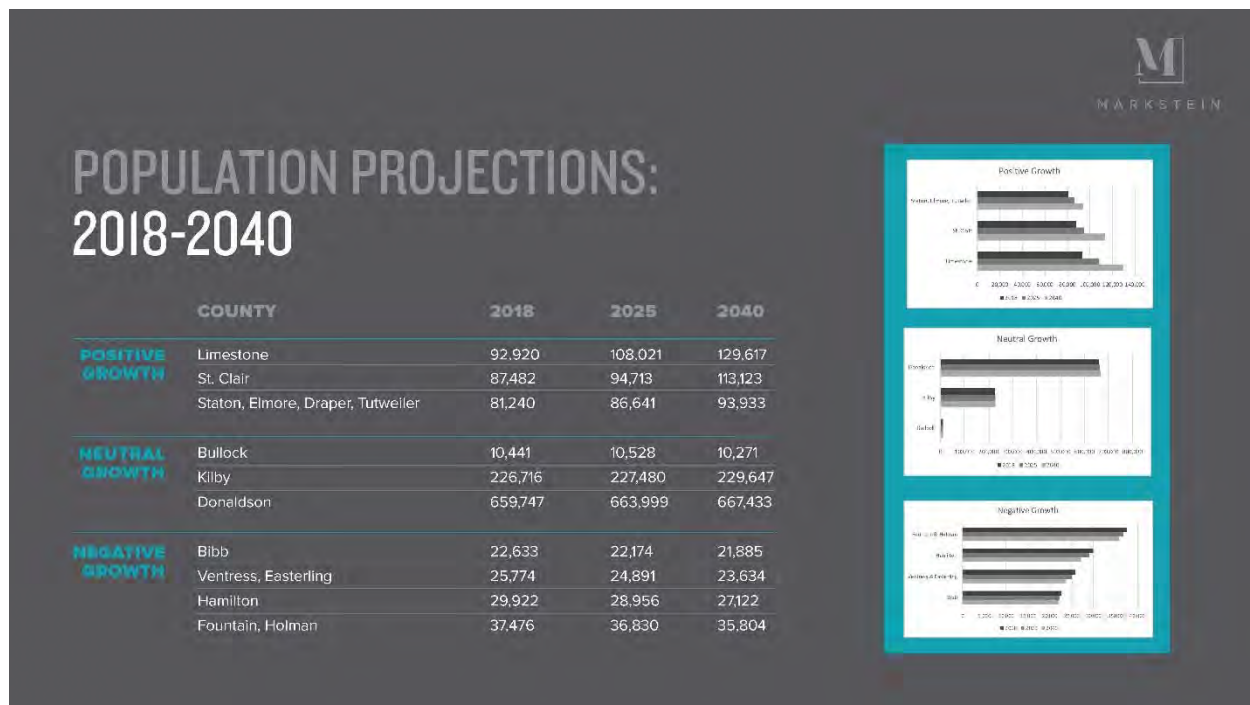
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APPENDIX C – SUMMARY MARKET TABLES FOR PUBLIC SECTOR

Data updated to 1/1/2019 by 3% annually

Deputy Sheriff

Data Source	Scope	Geography	Survey Job Title Match	Effective Date of Data or Date Recorded	Effective Date of Salary Ranges (1)	Starting Pay Posted or Salary Range Minimum (2)	Data updated to 1/1/2019 by 3%
Montgomery County Website	Law Enforcement/ in Public Sector	Montgomery County, AL	Deputy Sheriff Trainee	7/1/18	1/1/18	\$38,236	\$39,383
City of Bessemer Salary Schedule	Law Enforcement in Public Sector	Bessemer, AL	Deputy Sheriff	10/28/17	10/28/17	\$34,216	\$35,414
City of Birmingham Salary Schedule	Law Enforcement in Public Sector	Birmingham, AL	Deputy Sheriff	6/24/17	6/24/17	\$32,822	\$34,299
Madison County Pay Scale	Law Enforcement in Public Sector	Madison County, AL	Deputy Sheriff	10/1/17	10/1/17	\$38,605	\$40,052
Baldwin County Online Job Posting	Law Enforcement in Public Sector	Baldwin County, AL	Deputy Sheriff	7/1/18	1/1/18	\$41,621	\$42,869

Deputy Sheriff Market Value (3) \$37,100 \$38,404

Notes:

(1) Effective Date of Salary Ranges reflects the date posted by the organization as the effective date of their salary ranges. If that information was not available, the Effective Date of Salary Ranges is assumed to be January 1st of the year the data was collected.

(2) The market data represents a trainee pay level (or the entry pay level of a Deputy Sheriff position where the title of "trainee" was not specified).

(3) The Deputy Sheriff Market Value reflects the average of the entry rates for the market matches.

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APPENDIX C – SUMMARY MARKET TABLES FOR PUBLIC SECTOR

Police Officer

Data Source	Scope	Geography	Survey Job Title Match	Effective Date of Data or Date Recorded	Effective Date of Salary Ranges (1)	Starting Pay Posted or Salary Range Minimum (2)	Data updated to 1/1/2019 by 3%
City of Montgomery Website	Law Enforcement in Public Sector	Montgomery, AL	Police Officer Trainee	7/1/18	1/1/18	\$38,236	\$39,383
Mobile County Website	Law Enforcement in Public Sector	Mobile, AL	Police Officer	6/5/18	6/5/18	\$31,679	\$32,233
City of Talladega Website	Law Enforcement in Public Sector	Talladega, AL	Police Officer Rookie	7/1/18	1/1/18	\$27,999	\$28,839
City of Tuscaloosa Website	Law Enforcement in Public Sector	Tuscaloosa, AL	Police Patrol Officer Recruit	7/1/18	1/1/18	\$46,181	\$47,567
City of Wetumpka Website	Law Enforcement in Public Sector	Wetumpka, AL	Police Officer (3)	7/1/18	1/1/18	\$30,638	\$31,558
City of Bessemer Salary Schedule	Law Enforcement in Public Sector	Bessemer, AL	Police Officer	10/28/17	10/28/17	\$34,216	\$35,414
City of Birmingham Salary Schedule	Law Enforcement in Public Sector	Birmingham, AL	Police Officer	6/24/17	6/24/17	\$32,822	\$34,299
Email verification from HR Manager/Risk Manager from the City of Eufaula	Law Enforcement in Public Sector	Eufaula, AL	Police Officer Trainee	11/9/17	1/1/17	\$27,581	\$29,236
Email verification from the HR Contact from the City of Decatur	Law Enforcement in Public Sector	Decatur, AL	Police Officer	11/9/17	1/1/17	\$34,060	\$36,104
Phone call verification with HR Contact from the City of Enterprise (5)	Law Enforcement in Public Sector	Enterprise, AL	Police Officer	11/9/17	1/1/17	\$31,879	\$33,792
Phone call verification with HR Contact from the City of Madison (5)	Law Enforcement in Public Sector	Madison, AL	Police Officer	11/9/17	1/1/17	\$38,191	\$40,482

Police Officer Market Value (4) \$33,953 \$35,355

Notes:

- (1) Effective Date of Salary Ranges reflects the date posted by the organization as the effective date of their salary ranges. If that information was not available, the Effective Date of Salary Ranges is assumed to be January 1st of the year the data was collected.
- (2) The market data represents a trainee or rookie pay level (or the entry pay level of a Police Officer position where the title of "trainee" or "rookie" was not specified).
- (3) For the City of Wetumpka, Police Officers receive an additional \$150/month hazardous duty pay which is not reflected in the data.
- (4) The Police Officer Market Value reflects the average of the entry rates for the market matches.
- (5) Phone calls were made to these organizations by Warren Averett in November, 2017. Information was collected via phone conversation.

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APPENDIX C – SUMMARY MARKET TABLES FOR PUBLIC SECTOR

Correctional Officer

Data Source	Scope	Geography	Survey Job Title Match	Effective Date of Data or Date Recorded	Effective Date of Salary Ranges (2)	Starting Pay Posted or Salary Range Minimum	Data updated to 1/1/2019 by 3%
CompAnalyst (1)	Government	Alabama	Correctional Officer	1/1/2019	1/1/2019	\$41,900	\$41,900
Montgomery County Sheriff's Office Website	Law Enforcement in Public Sector	Montgomery County, AL	Correctional Officer (no experience)	7/1/2018	1/1/2018	\$30,096	\$30,999
Baldwin County Sheriff's Office Website	Law Enforcement in Public Sector	Baldwin County, AL	Correctional Officer Trainee	7/1/2018	1/1/2018	\$31,429	\$32,372

Correctional Officer Market Value **\$34,475** **\$35,090**

Notes:

experience.

(2) Effective Date of Salary Ranges reflects the date posted by the organization as the effective date of their salary ranges. If that information was not available, the Effective Date of Salary Ranges is assumed to be January 1st of the year the data was collected.

(3) The Correctional Officer Market Value represents the average of market matches.

Alabama Law Enforcement Agency Troopers

Data Source	Scope	Geography	Survey Job Title Match	Effective Date of Data or Date Recorded	Effective Date of Salary Ranges (1)	Starting Pay Posted or Salary Range Minimum	Data updated to 1/1/2019 by 3%
State of Alabama Law Enforcement Agency Website	ALEA	Alabama	Trooper, Trainee	7/1/2008	1/1/2018	\$35,590	\$36,657

Trooper Market Value **\$35,590** **\$36,657**

Notes:

(1) Effective Date of Salary Ranges reflects the date posted by the organization as the effective date of their salary ranges. If that information was not available, the Effective Date of Salary Ranges is assumed to be January 1st of the year the data was collected.

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APPENDIX D – SUMMARY MARKET TABLES FOR PRIVATE SECTOR

Data updated to 1/1/2019 by 3% annually

Market Summary Table General Industry/Private Sector Entry Level Jobs

Delivery Route Driver

Survey Name	Industry Scope	Geography	Survey Job Title Match	Base Salary P50	Total Cash P50
ERI Salary Assessor	All Industries	Alabama	Delivery Route Driver Level 1	\$31,477	\$35,282
CompAnalyst	All Industries	Alabama	Delivery Route Driver	\$38,800	\$39,300

Delivery Route Driver Market Value (1) \$35,138 \$37,291

Construction Laborer

Survey Name	Industry Scope	Geography	Survey Job Title Match	Base Salary P50	Total Cash P50
ERI Salary Assessor	All Industries	Alabama	Laborer Construction Level 1	\$24,759	\$25,031
CompAnalyst	All Industries	Alabama	Construction Laborer	\$29,700	\$30,000

Construction Laborer Market Value (1) \$27,229 \$27,515

Production Worker

Survey Name	Industry Scope	Geography	Survey Job Title Match	Base Salary P50	Total Cash P50
ERI Salary Assessor	All Industries	Alabama	Production Technician Level 1	\$29,316	\$30,007
CompAnalyst	All Industries	Alabama	Production Machine Operator I	\$31,600	\$32,200

Production Worker Market Value (1) \$30,458 \$31,103

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APPENDIX D – SUMMARY MARKET TABLES FOR PRIVATE SECTOR

Retail Sales Clerk

Survey Name	Industry Scope	Geography	Survey Job Title Match	Base Salary P50	Total Cash P50
ERI Salary Assessor	All Industries	Alabama	Retail Sales Clerk Level 1	\$22,092	\$27,427
CompAnalyst	All Industries	Alabama	Retail Sales Staff - full time	\$24,700	\$27,300

Retail Sales Clerk Market Value (1) \$23,396 \$27,363

Security Guard

Survey Name	Industry Scope	Geography	Survey Job Title Match	Base Salary P50	Total Cash P50
ERI Salary Assessor	All Industries	Alabama	Security Guard Security Service Level 1	\$21,889	\$22,221
CompAnalyst	All Industries	Alabama	Security Guard	\$29,400	\$29,600

Security Guard Market Value (1) \$25,644 \$25,911

Notes:

(1) Market Value is the average of the market median pay rates for the survey matches.

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APPENDIX E – GEOGRAPHIC DIFFERENTIALS

Geographic Cost of Labor Differentials Comparison 2018 Economic Research Institute

Color Code:

Equal to or Greater than a 3% Premium

Comparison Cities vs. Alabama - State Average	Annual Salary Levels		
	20,000	30,000	40,000
Albertville, Alabama	-1.8	-2.6	-3.0
Alexander City, Alabama	-1.9	-2.7	-3.0
Atmore, Alabama	-1.8	-2.1	-1.9
Bessemer, Alabama	2.9	3.3	3.2
Birmingham, Alabama	2.8	3.3	3.3
Daphne, Alabama	-0.7	-1.4	-1.8
Decatur, Alabama	0.4	1.4	2.0
Enterprise, Alabama	-3.6	-4.1	-4.2
Eufaula, Alabama	-3.8	-4.4	-4.5
Huntsville, Alabama	1.4	3.0	4.1
Mobile, Alabama	-0.8	-0.8	-0.6
Monroeville, Alabama	-2.2	-3.0	-3.3
Montgomery, Alabama	0.2	0.4	0.6
Pell City, Alabama	0.6	0.2	0.1
Prattville, Alabama	0.5	0.4	0.1
Russellville, Alabama	-3.9	-4.6	-4.6
Talladega, Alabama	-2.0	-2.9	-3.2
Troy, Alabama	-3.7	-4.3	-4.3
Tuskegee, Alabama	-3.6	-4.2	-4.3
Alabama - State Average	0.0	0.0	0.0

Facilities Impacted by 3% Premium	Facility Location	ERI Comparison City
Bibb Correctional Facility	Brent	Birmingham
Donaldson Correctional Facility	Bessemer	Bessemer
Limestone Correctional Facility	Harvest	Huntsville
Birmingham Community Based Facility/Community Work Center	Birmingham, AL	Birmingham

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APPENDIX F – STATE PERSONNEL DEPARTMENT COMPENSATION PLAN

STATE OF ALABAMA
PERSONNEL DEPARTMENT

MERIT SEMI-MONTHLY
COMPENSATION PLAN

EFFECTIVE 09/01/2018

THIS PLAN INCLUDES ALL CHANGES THROUGH 09/16/2018

** BY LAW, SALARIES OF STATE EMPLOYEES ARE TO BE PAID SEMI-MONTHLY. THE SEMI-MONTHLY RATES REFLECTED IN THIS PAY PLAN ARE THE OFFICIAL RATES OF PAY. OTHER RATES INCLUDED IN THE COMPARISON TABLE ARE PROVIDED FOR INFORMATIONAL PURPOSES ONLY. STANDARD ROUNDING PRINCIPALS ARE USED IN THE CALCULATIONS. SEE ALA. CODE 36-6-1 (2005 CUM. SUPP.).

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APPENDIX F – STATE PERSONNEL DEPARTMENT COMPENSATION PLAN

10/15/2018

STATE OF ALABAMA PERSONNEL DEPARTMENT 2018 PAY PLAN NUMERIC BY CLASS CODE

PAGE: 14

CLASS CODE	CLASS TITLE	PAY GRADE	CLASS CODE	CLASS TITLE	PAY GRADE
60508	IDENTIFICATION UNIT AST SPV	73	60731	CORR RECORDS ASST DIRECTOR	73
60510	IDENTIFICATION UNIT SUPV	78	60732	CORRECTIONAL RECORDS DIR	78
	SECURITY/LAW ENFORCE GROUP		60733	CORRECTIONAL RECORDS SUPV	79
60609	Y S SECURITY OFFICER	62	60734	CORRECTIONAL CLASS ASST DIR	79
60611	SECURITY GUARD I	54	60735	CORRECTIONAL BOARD ANALYST	74
60612	SECURITY GUARD II	58	60736	CORRECTIONAL WARDEN I	76
60613	Y S CHIEF OF SECURITY	59	60737	CORR TRAINING DIRECTOR	80
60614	MILITARY SECURITY GUARD I	54	60738	CORR RE-ENTRY COORDINATOR	80
60615	MILITARY SECURITY GUARD II	58	60739	CORRECTIONAL WARDEN II	80
60616	MILITARY SECURITY GUARD III	64	60740	CORRECTIONAL WARDEN III	80
60617	CORR CANINE ASST HANDLER	70	60741	CORRECTNL INSTITUTIONL COOR	82
60618	CORRECTIONS CANINE HANDLER	74	60742	CORR INDUSTRIES DIR	82
60619	CORR CANINE HANDLER SUPVSR	74	60743	CORR INDUSTRIES PROG DIR	76
60620	CORR CANINE COORDINATOR	76	60744	CORRECTNL MAINT & CONST DIR	76
60621	ARCH PROTCTN & BLDG SVS SPV	68	60745	CORR IND CONST ESTIMATOR	80
60622	PORT POLICE OFFICER	65	60746	INSTITUTIONAL SERVICES DIR	80
60623	PORT POLICE CORPORAL	69	60747	CORR COMM PROGRAM ASST DIR	80
60624	PORT POLICE SERGEANT	73	60748	CORR COM PROGRAMS DIR	80
60625	PORT POLICE CHIEF	81	60749	CORRECTIONS ASSOCIATE COMM	85
60626	PORT POLICE ASST CHIEF	77			
60627	STATE PORT POLICE CAPTAIN	76		YOUTH SERVICES GROUP	
60628	SECURITY SYSTEMS OPER	57	60801	YOUTH SERVICES AIDE	57
60629	SECURITY SYSTEMS ADMIN	67	60802	YOUTH SERVICES SENIOR AIDE	59
60630	ALEA TROOPER, TRAINEE	72	60803	YOUTH SERV TEAM COORDINATOR	64
60631	ALEA TROOPER	74	60804	YOUTH SERVICES TEAM LEADER	67
60632	ALEA TROOPER, SENIOR	75	60805	YOUTH SERVICES COUNSELOR II	68
60633	ALEA CORPORAL	77	60806	Y S WILDERNESS EXPER SPEC	71
60634	ALEA SERGEANT	78	60807	YOUTH SERVICES SPECIALIST	71
60635	ALEA LIEUTENANT	81	60808	YOUTH SERVICES PROG SPEC	75
60636	ALEA CAPTAIN	83	60809	YOUTH SERVICES CASE MGR	75
60637	ALEA CHIEF	84	60810	Y S SCREENING & PLACMNT COR	81
60638	ALEA PILOT	78	60811	Y S COMMUNITY COORD	79
60639	ALEA PILOT, SENIOR	81	60812	Y S CAMPUS ADMINISTRATOR	79
60640	ALEA PILOT, CHIEF	82	60813	Y S TREATMENT COORDINATOR	81
	CORRECTIONAL SERVICES GROUP		60814	YOUTH SERVICES ASST ADMIN	81
60710	CORRECTIONAL OFF TRAINEE	64	60815	YOUTH SERVICES ADMIN	83
60711	CORRECTIONAL OFFICER	66	60816	YOUTH SERVICES DEPUTY DIR	86
60712	CORRECTIONAL SERGEANT	70		PROBATION AND PAROLE GROUP	
60713	CORRECTIONAL LIEUTENANT	72	60899	PROB & PAROLE OFFICER TRNEE	72
60714	CORRECTIONAL CAPTAIN	74	60901	PROBATION & PAROLE OFF	74
60715	CORRECTIONS PREA DIRECTOR	79	60903	PROB & PAROLE OFFICER, SR	76

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APPENDIX F – STATE PERSONNEL DEPARTMENT COMPENSATION PLAN

10/15/2018

STATE OF ALABAMA PERSONNEL DEPARTMENT 2018 PAY PLAN ANNUAL EQUIVALENT OF STEP RATES

PAGE: 1

PAY GRADE	(01)	(02)	(03)	(04)	(05)	(06)
28	(07) (13) 17,205.60	(08) (14) 17,498.40	(09) (15) 17,930.40	(10) (16) 18,374.40	(11) (17) 18,837.60	(12) (18) 19,298.40
29	(07) (13) 17,498.40	(08) (14) 17,930.40	(09) (15) 18,374.40	(10) (16) 18,837.60	(11) (17) 19,298.40	(12) (18) 19,779.20
30	(07) (13) 17,930.40	(08) (14) 18,374.40	(09) (15) 18,837.60	(10) (16) 19,298.40	(11) (17) 19,779.20	(12) (18) 20,268.60
31	(07) (13) 18,374.40	(08) (14) 18,837.60	(09) (15) 19,298.40	(10) (16) 19,779.20	(11) (17) 20,268.60	(12) (18) 20,758.00
32	(07) (13) 18,837.60	(08) (14) 19,298.40	(09) (15) 19,779.20	(10) (16) 20,268.60	(11) (17) 20,758.00	(12) (18) 21,247.40
33	(07) (13) 19,298.40	(08) (14) 19,779.20	(09) (15) 20,268.60	(10) (16) 20,758.00	(11) (17) 21,247.40	(12) (18) 21,736.80
34	(07) (13) 19,779.20	(08) (14) 20,268.60	(09) (15) 20,758.00	(10) (16) 21,247.40	(11) (17) 21,736.80	(12) (18) 22,226.20
35	(07) (13) 20,268.60	(08) (14) 20,758.00	(09) (15) 21,247.40	(10) (16) 21,736.80	(11) (17) 22,226.20	(12) (18) 22,715.60
36	(07) (13) 20,758.00	(08) (14) 21,247.40	(09) (15) 21,736.80	(10) (16) 22,226.20	(11) (17) 22,715.60	(12) (18) 23,205.00
37	(07) (13) 21,247.40	(08) (14) 21,736.80	(09) (15) 22,226.20	(10) (16) 22,715.60	(11) (17) 23,205.00	(12) (18) 23,694.40
38	(07) (13) 21,736.80	(08) (14) 22,226.20	(09) (15) 22,715.60	(10) (16) 23,205.00	(11) (17) 23,694.40	(12) (18) 24,183.80

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APPENDIX F – STATE PERSONNEL DEPARTMENT COMPENSATION PLAN

10/15/2018

STATE OF ALABAMA PERSONNEL DEPARTMENT ANNUAL EQUIVALENT OF STEP RATES

PAGE: 2

PAY GRADE	(01)	(02)	(03)	(04)	(05)	(06)	(07)	(08)	(09)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(19)	(20)	(21)	(22)	(23)	(24)	(25)	(26)	(27)	(28)	(29)	(30)	(31)	(32)	(33)	(34)	(35)	(36)	(37)	(38)	(39)	(40)	(41)	(42)	(43)	(44)	(45)	(46)	(47)	(48)	(49)
39	(01)	(02)	(03)	(04)	(05)	(06)	(07)	(08)	(09)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(19)	(20)	(21)	(22)	(23)	(24)	(25)	(26)	(27)	(28)	(29)	(30)	(31)	(32)	(33)	(34)	(35)	(36)	(37)	(38)	(39)	(40)	(41)	(42)	(43)	(44)	(45)	(46)	(47)	(48)	(49)
40	(01)	(02)	(03)	(04)	(05)	(06)	(07)	(08)	(09)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(19)	(20)	(21)	(22)	(23)	(24)	(25)	(26)	(27)	(28)	(29)	(30)	(31)	(32)	(33)	(34)	(35)	(36)	(37)	(38)	(39)	(40)	(41)	(42)	(43)	(44)	(45)	(46)	(47)	(48)	(49)
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47	(01)	(02)	(03)	(04)	(05)	(06)	(07)	(08)	(09)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(19)	(20)	(21)	(22)	(23)	(24)	(25)	(26)	(27)	(28)	(29)	(30)	(31)	(32)	(33)	(34)	(35)	(36)	(37)	(38)	(39)	(40)	(41)	(42)	(43)	(44)	(45)	(46)	(47)	(48)	(49)
48	(01)	(02)	(03)	(04)	(05)	(06)	(07)	(08)	(09)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(19)	(20)	(21)	(22)	(23)	(24)	(25)	(26)	(27)	(28)	(29)	(30)	(31)	(32)	(33)	(34)	(35)	(36)	(37)	(38)	(39)	(40)	(41)	(42)	(43)	(44)	(45)	(46)	(47)	(48)	(49)
49	(01)	(02)	(03)	(04)	(05)	(06)	(07)	(08)	(09)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(19)	(20)	(21)	(22)	(23)	(24)	(25)	(26)	(27)	(28)	(29)	(30)	(31)	(32)	(33)	(34)	(35)	(36)	(37)	(38)	(39)	(40)	(41)	(42)	(43)	(44)	(45)	(46)	(47)	(48)	(49)

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APPENDIX F – STATE PERSONNEL DEPARTMENT COMPENSATION PLAN

10/15/2018

STATE OF ALABAMA PERSONNEL DEPARTMENT 2018 PAY PLAN ANNUAL EQUIVALENT OF STEP RATES

PAGE: 6

PAY GRADE	(01) (07) (13)	(02) (08) (14)	(03) (09) (15)	(04) (10) (16)	(05) (11) (17)	(06) (12) (18)
83	6,000.00 6,000.00 6,000.00	7,000.00 7,000.00 7,000.00	8,000.00 8,000.00 8,000.00	9,000.00 9,000.00 9,000.00	10,000.00 10,000.00 10,000.00	11,000.00 11,000.00 11,000.00
84	7,000.00 7,000.00 7,000.00	8,000.00 8,000.00 8,000.00	9,000.00 9,000.00 9,000.00	10,000.00 10,000.00 10,000.00	11,000.00 11,000.00 11,000.00	12,000.00 12,000.00 12,000.00
85	8,000.00 8,000.00 8,000.00	9,000.00 9,000.00 9,000.00	10,000.00 10,000.00 10,000.00	11,000.00 11,000.00 11,000.00	12,000.00 12,000.00 12,000.00	13,000.00 13,000.00 13,000.00
86	9,000.00 9,000.00 9,000.00	10,000.00 10,000.00 10,000.00	11,000.00 11,000.00 11,000.00	12,000.00 12,000.00 12,000.00	13,000.00 13,000.00 13,000.00	14,000.00 14,000.00 14,000.00
87	10,000.00 10,000.00 10,000.00	11,000.00 11,000.00 11,000.00	12,000.00 12,000.00 12,000.00	13,000.00 13,000.00 13,000.00	14,000.00 14,000.00 14,000.00	15,000.00 15,000.00 15,000.00
88	11,000.00 11,000.00 11,000.00	12,000.00 12,000.00 12,000.00	13,000.00 13,000.00 13,000.00	14,000.00 14,000.00 14,000.00	15,000.00 15,000.00 15,000.00	16,000.00 16,000.00 16,000.00
89	12,000.00 12,000.00 12,000.00	13,000.00 13,000.00 13,000.00	14,000.00 14,000.00 14,000.00	15,000.00 15,000.00 15,000.00	16,000.00 16,000.00 16,000.00	17,000.00 17,000.00 17,000.00
90	13,000.00 13,000.00 13,000.00	14,000.00 14,000.00 14,000.00	15,000.00 15,000.00 15,000.00	16,000.00 16,000.00 16,000.00	17,000.00 17,000.00 17,000.00	18,000.00 18,000.00 18,000.00
91	14,000.00 14,000.00 14,000.00	15,000.00 15,000.00 15,000.00	16,000.00 16,000.00 16,000.00	17,000.00 17,000.00 17,000.00	18,000.00 18,000.00 18,000.00	19,000.00 19,000.00 19,000.00
92	15,000.00 15,000.00 15,000.00	16,000.00 16,000.00 16,000.00	17,000.00 17,000.00 17,000.00	18,000.00 18,000.00 18,000.00	19,000.00 19,000.00 19,000.00	20,000.00 20,000.00 20,000.00
93	16,000.00 16,000.00 16,000.00	17,000.00 17,000.00 17,000.00	18,000.00 18,000.00 18,000.00	19,000.00 19,000.00 19,000.00	20,000.00 20,000.00 20,000.00	21,000.00 21,000.00 21,000.00

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STATE OF ALABAMA PERSONNEL DEPARTMENT COMPENSATION PLAN ANNUAL EQUIVALENT OF STEP RATES

PAGE: 5

PAY GRADE	(01)	(07)	(13)	(01)	(07)	(13)	(01)	(07)	(13)	(01)	(07)	(13)	(01)	(07)	(13)	(01)	(07)	(13)	(01)	(07)	(13)
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APPENDIX G – STATE COMPARISON OF EMPLOYEE BENEFITS PROGRAMS

		Alabama	Tennessee	Georgia	Mississippi	Florida
Benefits Category	Benefits Element	334-353-3883 x39510	615-741-3590	478-992-5211	601-359-5600	866-562-3362
Health & Welfare	Health and Dental Insurance	Yes \$115/mth Single Dental \$8/mth	Yes - 80% State Paid; Highest Ins-BCBS Emp\$150 Empr \$599/Emp\$102 Empr \$599 or Cigna Emp\$190 Empr\$599/Emp\$142 Empr\$599, Std Health \$102, CDHP \$66; Dental MetLife \$23.24 & Cigna prepd depends on svc provided	Yes (www.shbp.georgia.gov) 2018 rates 3 Providers (BC/Kizer&UC) BC 3 tier EmpGold \$168.73, Silver \$110.89, Bronze \$72.45, HMO \$135.65; UHC HRM \$172.56, HDHP \$58.03 / Kaiser HMO \$142.71; Dental DHMO \$21.74, Delta Select \$26.20 or Plus \$42.01	Health free for Ees. Dental Avail Emp \$12.40-\$19	Health Yes (Ees pays \$15.00-\$50.00 w/total cost \$657.84 - \$692.84) Dental optional(Ees pays\$22.84-\$45.50/mth)
Health & Welfare	Vision Insurance	Yes Optional \$12/mth	Yes Optional	Yes Optional - BSBC of GA Select \$5.50 or Plus \$9.49	Yes Optional	Yes Optional (\$6.96/mth)
Health & Welfare	Dependent Care Spending Accounts	Yes Optional	Yes Optional	Yes Optional	Yes Optional	Yes Optional
Health & Welfare	Health Care Spending Accounts	Yes Optional	Yes Optional	Yes Optional	Yes Optional	Yes Optional
Health & Welfare	Flexible Spending Accounts	https://www.alseib.org/HealthInsurance/Flex/Default.aspx	Yes Optional	Yes Optional	Yes Optional	Yes Optional
Health & Welfare	Cafeteria Plan	Yes	Yes	Yes	Yes	Yes
Health & Welfare	Health Savings Account		FLEX only	Yes	Yes	Yes
Health & Welfare	State Employee Assistance Program	Yes http://www.riskmgt.alabama.gov/empasstprogram.aspx	https://www.tn.gov/content/tn/finance/fa-benefits/other-benefits/fa-benefits-eap.html	Yes	Yes	
Health & Welfare	State Employee Wellness Program	Yes Optional	https://www.tn.gov/partnersforhealth.html			
Health & Welfare	Short and Long Term Disability	Yes, Opt thru payroll/all emp pay	Yes	Yes		Yes Optional
Ancillary	Life Insurance	Yes, Opt thru payroll/all emp pay	Yes	Yes	Yes	Yes, at no cost to employee
Ancillary	AD&D Insurance	Yes, Opt thru payroll/all emp pay	Yes	Yes		Yes, at no cost to employee
Ancillary	Cancer Coverage	Yes Optional \$12/mth				Yes Optional
Ancillary	Hospital Indemnity	Yes Optional		Yes		
Ancillary	Hospitalization Coverage	Yes 100% w/\$200 co-pay		Yes		Yes Optional
Ancillary	Intensive Care Coverage	Yes 100% w/\$200 co-pay		Yes		Yes Optional
Ancillary	Pre-Paid Legal Insurance	NO		Yes		Yes Optional
Deferred Comp	401K or 457K Deferred Comp Program	Yes https://alabamaretire.empower-retirement.com	Yes	Yes	Yes	Yes Optional
Deferred Comp	Supplemental Retirement Inv. Program	Yes			Yes	
Additional Pay						
Pay Increases	Annual Merit Salary Raises	Yes	Yes	Yes	Yes	Yes
Paid NonWork Time	Annual Holidays	13	11	12	10	9 + 1 personal holiday each fiscal year
Paid NonWork Time	Annual Leave Days/Personal Days	13	12/year - One day/month	15 accrued/year	12 hours accrued monthly or 18 days accrued annually	13 accrued/year (4 hours earned bi-weekly)
Paid NonWork Time	Annual Paid Days of Military Leave	21			15	
Paid NonWork Time	Annual Sick Leave Days	13	12/year - One day/month, https://www.tn.gov/content/tn/hr/employees1/sick-leave-bank.html	15 accrued/year	12 hours accrued monthly or 18 days accrued annually	13 accrued/year (4 hours earned bi-weekly)

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		Alabama	Tennessee	Georgia	Mississippi	Florida
Benefits Category	Benefits Element	334-353-3883 x39510	615-741-3590	478-992-5211	601-359-5600	866-562-3362
Employee Bonus Program	Employee Referral Program	No	Yes, \$100 for each new correction officer referred https://www.tn.gov/content/dam/tn/correction/documents/ReferralProgramInformation.pdf			
Employee Bonus Program	Longevity Bonus	After 5 years State Service				
Employee Bonus Program	Sign-On Bonus Program	No	Yes - \$600 https://www.tn.gov/content/dam/tn/correction/documents/SignOnBonusProgramGuidelines.pdf			\$1,000 select institutions
Employee Bonus Program	Criminal Justice Incentive Pay					Correction Officers may receive up to \$130/month for post-secondary education, career development courses, and advanced training courses.
Employee Bonus Program	Employee Suggestion Program	Yes https://personnel.alabama.gov/Downloads/ESIPGuide.pdf	Yes https://www.tn.gov/content/tn/hr/employees1/employee-suggestion-program.html			
Career Development/Advancement						
Career Development/Advancement	Lateral Entry Program for Certified Law Enforcement Officers	Yes				Yes Optional
Career Development/Advancement	Pre-Paid College Tuition Program		Tuition Reimbursement Program			No Exp necessary, All Training provided
Career Development/Advancement	Training and Professional Dev. Program	Yes		Yes		
Career Development/Advancement	Advancement Opportunities	Yes				
Other Perks						
Additional Fringe Benefits	State Employee Credit Union	Yes https://personnel.alabama.gov/Downloads/ASECU_Benefits.pdf	Yes	Yes	Yes	Yes
Additional Fringe Benefits	State Employee Discount Program	Yes www.alabama.perksconnection.com	Yes https://www.tn.gov/hr/employees1/employee-discounts.html			
Additional Fringe Benefits	State Retirement Plan	Yes https://www.rsa-al.gov/	Yes with Continuing of Insurance Options https://www.tn.gov/content/tn/finance/for-benefits/for-retirement.html	Yes	Yes	Yes http://fldcjobs.com/benefits/retirement.html
Additional Fringe Benefits	State Wellness Center	https://www.alseib.org/HealthInsurance				
Additional Fringe Benefits	Subsistence Pay for Certified Law Enforcement Officers	\$12/day worked				
Additional Fringe Benefits	Support Fund College Scholarships	Yes	Yes https://www.tnstars.com/ Tuition Reimbursement Program	Yes		
Additional Fringe Benefits	Uniforms Furnished	Yes	Yes		Yes	\$325 annually for uniform and shoe allowance

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