



STRATEGIC PLAN 2019-2022





ALABAMA DEPARTMENT OF CORRECTIONS





INTRODUCTION



The following plan lays out the strategic direction for the Alabama Department of Corrections (ADOC) through the year 2022, including the Department's vision, mission, and core values, along with four strategic focus areas. The Plan was developed after extensive feedback from department staff and observations from its leadership. This Plan is designed to focus the Department's resources on areas that are most critical to the successful implementation of the ADOC's mission.

Today, the ADOC faces numerous challenges that revolve around inmate population, staffing, and infrastructure - all of which impact the ability of ADOC to provide effective rehabilitation programs designed to ensure the successful re-entry of offenders into society. Many of these challenges arose as a direct result of a dramatic rise in the number of incarcerated persons over the last three decades. Between the late 1970s and 2001, the ADOC's inmate population rose from 5,000 to over 32,000. In recognition of this population growth, the state provided resources for the Department to construct many new prisons in the 1970s and the 1980s, with the newest facility coming on line in 1998. Legislative efforts in criminal justice reform have reversed the upward trend in inmate population growth. However, the current infrastructure remains insufficient and inadequate. With most of Alabama's prisons exceeding 30 years of age, the backlog of on-going maintenance needs continues to hamper the operational safety and security of these facilities. While the condition of Alabama's prisons impact the inmate population, the condition of these facilities further exacerbate the Department's ability to recruit and retain a professional workforce. As discussed in the pages that follow, the necessary infrastructure improvements in this Plan ensure the long-term safety, security and integrity of our correctional system.

In addition to the challenges mentioned above, one final key ingredient required for improving the ADOC's ability to most successfully perform its mission is a healthy organizational culture. The ADOC staff deserves to work in an environment where leaders motivate, engage and encourage subordinates, and employees feel valued, with a sense of belonging and working toward a shared vision.

To deal with these challenges and to foster the positive work climate mentioned above, the following Strategic Plan has four focus areas:

- 1. Staffing**
- 2. Infrastructure**
- 3. Programming**
- 4. Culture**

By achieving the goals specified in each of these four strategic focus areas, the ADOC will go a long way toward becoming a fully transformed organization that becomes a national model for corrections excellence. The goal is for the ADOC to be a professional organization where recidivism is reduced through effective inmate rehabilitation, and where motivated employees with a sense of belonging and camaraderie up and down the chain of command are working in fully staffed, new and/or improved facilities.

**“The pessimist sees difficulty in every opportunity.
The optimist sees opportunity in every difficulty.”**

-Winston Churchill



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The DEPARTMENT

The Alabama Department of Corrections is Alabama's largest law enforcement agency. With more than 3,000 employees covering a wide variety of jobs, the ADOC operates 25 correctional institutions, housing over 20,000 offenders.



VISION

IMPACTING LIVES FOR A SAFER ALABAMA

MISSION

DEDICATED PROFESSIONALS PROVIDING PUBLIC SAFETY THROUGH THE SAFE AND SECURE CONFINEMENT, REHABILITATION, AND SUCCESSFUL RE-ENTRY OF OFFENDERS

VALUES

**PROFESSIONALISM
INTEGRITY
ACCOUNTABILITY**

From the COMMISSIONER

Welcome to the ADOC Strategic Plan for 2019-2022! We are a public safety institution committed to creating a safer Alabama for all her citizens. This plan is our roadmap to realize this vision and guide the Department into the future. Scores of people, multiple focus groups, numerous interviews, surveys and feedback contributed to the creation of this plan – it was a total team effort. Anchored by our core values of *professionalism, integrity and accountability*, our goal is to communicate a clear



vision, mission, and set of focus areas, each with its own goals, strategies and action plans aimed at improving the ADOC. We have a generational opportunity to reform and reshape the future of corrections in Alabama, and this is our roadmap. The Strategic Plan supports the Department's new vision and mission by concentrating our efforts and resources over the next three years in the following four strategic focus areas: staffing, infrastructure, programming, and culture.

Staffing focuses, first and foremost, on people. Hiring, training, developing and retaining highly qualified professionals is a top priority. The *infrastructure* focus area recognizes the importance of the work environment for the

well-being of staff and inmates, while seeking to maximize the Department's mission to rehabilitate and prepare offenders for successful re-entry into society, leading directly to our third focus area. A renewed commitment to rehabilitative *programming* will increase and improve educational and technical training capacity, treatment services and life-skills training that are necessary to reduce recidivism. Finally, a positive organizational *culture* is the foundation upon which the first three focus areas rest, and is the lynchpin for the ADOC to best protect and serve the citizens of Alabama.

We have experienced challenging times for many years, but this strategic plan gives us a clear blueprint to build a better ADOC. Please join me and all those who contributed to this plan on a journey to a brighter future.

**Jefferson S. Dunn
Commissioner**

Focus Area 1: STAFFING

The goal of Focus Area 1 is to be fully staffed with high-quality professionals working in the security, medical and other non-security fields of the ADOC. This area of the plan will focus on ways to recruit, retain and grow the ADOC workforce through better compensation and improved workplace conditions.



GOAL A

The Department will have a fully staffed, high-quality, professional security workforce (Correctional Officers "COs" and correctional supervisors).

- *KPI 1. The Correctional Officer staffing level will be maintained at 85 percent or greater. (12/31/21)
- KPI 2. Security supervisor staffing level will be maintained at 85 percent or greater. (12/31/21)
- KPI 3. The annual CO turnover rate will be maintained at 15 percent or less.
- KPI 4. Job satisfaction will be 70 percent or greater. (12/31/21)

STRATEGIES

a. Develop a clear, efficient, streamlined onboarding program.

Action Plan 1.A.a.

1. Develop or procure a paperless application process. (12/31/19)
2. Work with the State Personnel Department and other partners to ensure the new paperless application process is compatible with the state system. (12/31/19)



*Key Performance Indicator

b. Develop an effective Correctional Officer recruiting and retention program.

Action Plan 1.A.b.

1. Implement recommendations from culture and infrastructure Strategic Focus areas to improve working conditions inside our prisons.
2. Compensation.
 - a) Seek legislative support for an across-the-board pay raise in all security classes from Correctional Officer through Warden III, including canine officer classifications, that makes the ADOC competitive with in-state companies and law enforcement agencies. (12/31/19)
 - b) Seek to establish a rank/pay structure that makes promotions desirable. (12/31/20)
 - c) Seek legislative support to enact a recruiting and retention bonus program for new and current Correctional Officers to the new Correctional Officer/Correctional Officer trainee. (9/30/19)
 - d) Explore the feasibility of contracting out the recruiting function. (Decision by 9/30/19)
3. Improve Communications within ADOC.
 - a) Continue to develop and broadly implement the ADOC professional development and leadership program to increase communications throughout the Department. (program at full operational capacity by 12/31/20)
 - b) In coordination and compliance with the new Communication Plan chartered in the culture section of this plan, develop new communication strategies to disseminate information to front line officers. (12/31/19)
 - c) Broadly advertise and disseminate the work of the Commissioner's regional officer council meetings. (3/31/2019)
 - d) Conduct annual staff satisfaction surveys. (3/31/2019)
4. Identify and implement smaller scale initiatives that will impact the work environment and improve morale.
5. Improve and expand training opportunities for Correctional Officers.
 - a) Conduct a holistic training review to update curricula and resources, with a particular emphasis on incorporating blended learning into ADOC training. (4/30/20)
 - b) Continue to develop and implement professional leadership development courses for all correctional classes, from CO through warden. (ongoing)
6. Improve the overall quality of life for security staff.
 - a) Reduce mandatory overtime as staffing levels increase. (12/31/19)
 - b) Explore opportunities to subsidize external quality of life initiatives for employees. (12/31/19)
 - c) Seek legislative approval to implement pay incentives for those who can pass the Physical Ability and Agility Test (PAAT). (12/31/19)
 - d) Seek approval to expand education discounts and departmental tuition assistance programs. (12/31/19)

Focus Area 1: STAFFING

GOAL B

The Department will have a fully staffed, high-quality professional Health Care and Recidivism Programming Workforce.

- KPI 1. Healthcare staffing levels will average 85 percent, monitored by position, with control reports quarterly.
- KPI 2. Bi-annual job satisfaction surveys will show 70 percent or greater satisfaction, on average.

STRATEGIES

- a. Positions with a turnover rate higher than 15 percent will be monitored on a quarterly basis.
- b. Support recruitment efforts targeted to specific healthcare and programming specialized positions requiring licenses and certifications at the state level.
- c. Support Wexford Health Sources, Inc.
Action Plan 1.B.c
 1. Develop partnerships with higher education institutions with healthcare, behavioral, and social sciences educational programs.
 2. Implement internships (Wexford fellowships) in cooperation with colleges and universities.
 3. Conduct bi-annual market surveys of community market offerings.
- d. Provide recognition and awards programs by ADOC specific to healthcare and programming for ADOC and vendor personnel.
- e. Implement recommendations from *Culture* and *Infrastructure* Strategic Focus areas to improve working conditions inside our prisons.



GOAL C

The Department will have a fully staffed, high-quality, workforce (non-security/support personnel).

- KPI 1. Non-security staffing levels will be maintained at 95 percent or greater. (12/31/21)
- KPI 2. The non-security annual turnover level will be maintained at 15 percent or less.
- KPI 3. Job satisfaction will be 70 percent or greater.

STRATEGIES

- a. Develop a recruiting strategy for support personnel.
Action Plan 1.C.a.
 1. Explore the possibility of outsourcing non-security recruiting.
- b. Develop a clear, efficient, streamlined onboarding program.
Action Plan 1.C.b.
 1. Develop a paperless application process.
 2. Work with the State Personnel Division and other partners to ensure the new paperless application process is compatible with the state system.
- c. Implement recommendations from *Culture* and *Infrastructure* Strategic Focus areas to improve working conditions inside our prisons.
- d. Improve and expand training opportunities for non-security personnel.
Action Plan 1.C.d.
 1. Continue to develop and conduct professional development opportunities for all staff.
 2. Improve annual in-service training by updating the curriculum and exploring a blended learning construct.
- e. Seek approval to expand education discounts and departmental tuition assistance programs. (12/31/19)



PROFESSIONALISM

INTEGRITY

ACCOUNTABILITY



Focus Area 2: INFRASTRUCTURE

The goal of Focus Area 2 is to upgrade ADOC infrastructure to improve the working conditions for staff and living conditions for the offenders. This area will examine what short and medium-term repairs and other maintenance should be accomplished and what long-term measures, including new prison construction, should be pursued.

GOAL A

Improve the working conditions for staff and living conditions for offenders through modifications to the physical plant.

- KPI. Establish a baseline of current operating expenses and cost-saving goals for plan implementation.

STRATEGIES

- a. Develop and implement a preventative maintenance pilot program at Donaldson Correctional Facility.

Action Plan 2.A.a

1. Develop a contract to provide services.
 - a) Complete a Request for Proposal (RFP), advertise, and take bids for a preventative maintenance contract covering a three-year period. (3/31/20)
2. Select a vendor.
 - a) Complete the Request for Qualifications (RFQ), advertise, and enter an agreement with the most qualified contractor to perform preventative maintenance.
3. Provide accountability for the work provided by the vendor items once completed.
4. Hire and secure additional maintenance staff on site. (3/31/21)
 - a) Work with State Personnel to investigate an increase in the salary range for Plant Maintenance Supervisor III.
 - b) Begin the process to utilize inmate labor to supplement maintenance.



- b. Evaluate pilot program for full implementation across ADOC facilities.

GOAL B

More effectively utilize the infrastructure to maintain security of offenders in a humane manner.

- KPI 1. Establish current baseline of number of violent incidents in major facilities and set a percentage reduction goal.
- KPI 2. After reviewing the "Savage" study of ADOC facilities, establish updated Correctional Officer manning documents and set a goal for minimum coverage for each correctional facility.

STRATEGIES

- a. Design, develop and construct large new regional correctional complex(es) that will meet a variety of correctional missions.

Action Plan 2.B.a

1. Design the new regional correctional complex(es).
 - a) Appoint a stakeholders/design team.
 - b) Finalize the award for Phase I.
 - c) Submit Phase II for approval.
 - d) Complete construction drawings and specifications.
2. Build new regional correctional complexes.
 - a) Develop the RFQ and advertise.
 - b) Award the contract to the most qualified contractor(s).

- b. Develop and implement a plan to consolidate facilities.

Action Plan 2.B.b

1. Appoint a Consolidation Committee. (4/30/21)
 - a) Identify facilities for consideration of repurposing.
 - b) Work with local civic leaders to gain acceptance.
 - c) Set timeline to reduce the inmate population at facilities selected for repurposing.
 - d) Communicate Consolidation Plan and timelines to staff. (9/30/21)
2. Reassign existing population to other institutions.
3. Reassign staff members to other institutions.
4. Repurpose the closed facilities.

GOAL C

Provide a robust and secure IT infrastructure that supports on-demand access to information.

- KPI. Increase use of data analytics tools to inform policy and business decisions.

STRATEGY

- a. Replace the current Inmate Management System (IMS).

Action Plan 2.C.a

1. Acquire and begin the implementation of a new Offender Management System (OMS).
2. Identify someone to write the RFP and award to the most qualified vendor. (3/1/19)
3. Develop an RFP for OMS and award to the most qualified vendor. (11/30/19)
4. Approve/select vendor or in-house staff to develop OMS (IT Steering Committee).
5. Develop the new OMS system.
6. Implement and provide training for the new OMS system. (7/31/21)

Focus Area 3: PROGRAMMING

The goal of Focus Area 3 is to improve the delivery of research and evidence-based rehabilitative programs for ADOC's inmates. This area will rely heavily on the recently published Male Inmate Risk Reduction Plan and Women's Services Strategic Plan. This plan details a strategy that will create an environment supportive of positive offender change and rehabilitation, where the Ohio Risk Assessment System and Women's Risk & Needs Assessment tools are used to inform case management, and where proactive assessment-driven case management connects inmates to programs and services.

GOAL A

Promote safe facility operations, successful re-entry and recidivism reduction.

- KPI 1. The number of incidents of institutional misconduct will be reduced by 10 percent per year.
- KPI 2. Recidivism will decrease by three percent.
- KPI 3. Seventy percent of inmates participating in behavioral modification programming will

STRATEGIES

a. Develop a gender-based classification system.

Action Plan 3.A.a.

1. Formally adopt evidence-based risk/needs assessments.
2. Integrate risk/needs assessment automation tools.
3. Incorporate risk/needs outcomes into the classification decision-making process (Manual).
4. Provide case planning, case management, and re-entry planning.
 - a) Obtain the commissioner's signature on agency policy.
 - b) Fully implement the Women's Risk Needs Assessment system.
 - c) Begin fully utilizing the Noble software for Women's Risk Needs Assessment and Ohio Risk Needs Assessment System assessments, case-planning, and reporting.
 - d) Pilot Ohio Risk Needs Assessment System at two male facilities. (2022)
 - e) Complete Women's Risk Needs Assessment implementation and validation on intake/reclassification. (11/31/21)

b. Develop the staff organizational structure needed for additional programming.

Action Plan 3.A.b.

1. Identify support positions for delivery and tracking of required programs.
2. Gain Finance and State Personnel approvals to hire necessary staff.
3. Develop staff selection protocol.
 - a) Implement a policy that requires adherence to the staff selection protocol.
 - b) Fill all required positions. (11/31/19)

c. Complete program implementation readiness steps.

Action Plan 3.A.c.

1. Educate and train staff on program goals.
2. Educate inmate population regarding program implementation.
3. Partner with National Institute of Corrections (NIC) and/or vendor(s) to assist with staff and inmate education/readiness.
 - a) Secure agreements with non-ADOC entities necessary to assist.
4. Market to stakeholders. (3/31/20)
5. Implement staff training at basic academy and regional in-service training. (3/31/20)
6. Develop protocol to continue staff/inmate education/readiness.

d. Deliver evidence/research-based programs.

Action Plan 3.A.d.

1. Convene Program Selection Committee. (2/31/20)
2. Identify evidence/research-based programs.
3. Collaborate with re-entry partners.
4. Designate office and classroom space suitable for program delivery.
 - a) Modify facilities as needed to provide office and classroom space. (4/31/20)
5. Integrate electronic methods of program delivery. (12/31/21)
6. Incorporate facilitator training for each program to provide sustainability.
7. Implement programs. (5/31/21)

e. Evaluate program effectiveness.

Action Plan 3.A.e.

1. Select quality assurance assessment tools.
2. Establish data tracking system. (6/31/19)
3. Develop protocol for monitoring program fidelity. (1/31/20)
4. Implement quality assurance assessment tools. (3/31/20)



Focus Area 4: CULTURE

The goal of Focus Area 4 is to improve the professional operating environment that exists within our various facilities. Improving the ADOC operating culture will be done through the development and implementation of a strategic communication plan, the continued expansion of a holistic leadership development program, and added staff wellness policies, procedures, programs, and infrastructure.

GOAL A

Improve communications internally and externally.

- KPI 1. Strategic Communication Plan goals will be achieved.

STRATEGIES

- a. Launch a Strategic Communications Plan. (4/1/19)
- b. Reinstitute shift briefings in selected facilities (12/31/19) and assess the potential broadening of the program (12/31/20).

Action Plan 4.A.b.

1. Determine alternative options for conducting shift briefings.
2. Select three major facilities to participate.
3. Obtain approval for initial cost.

GOAL B

Build a positive, productive, leadership development program.

- KPI 1. Fifty percent of sergeants will attend the Sergeants Academy. (12/31/21)
- KPI 2. Fifty percent of employees in intermediate-level leadership positions will participate in the leadership development program. (12/31/21)
- KPI 3. All wardens and division directors will participate in the senior leadership development program. (12/31/21)

STRATEGIES

- a. Publish an employee development plan for the department.

Action Plan 4.B.a.

1. Create a rough draft of the plan. (4/30/2019)
2. Publish the plan. (6/30/2019)

Action Plan 4.B.b.

1. Disseminate professional development participation records annually. (Training Director)

GOAL C

Increase Staff Wellness.

- KPI 1. Ninety-five percent of eligible employees participate in wellness screenings.
- KPI 2. The number of employee sick days will be reduced by 20 percent.



STRATEGIES

- a. Develop a Correctional Worksite Wellness Program

Action Plan 4.C.a.

1. Prepare materials for staff to communicate a healthy diet and lifestyle. (departmental nutritionist)
2. Designate an area in each facility where health-related materials will be displayed.

- b. Designate Correctional Wellness point of contact.

Action Plan 4.C.b.

1. Define the responsibilities of the correctional wellness point of contact.
2. Promote resources and awareness to wellness point of contact.

- c. Host an Annual Employee Wellness Day with expert speakers.

Action Plan 4.C.c.

1. Utilize the employee picnic as an opportunity to host an Annual Employee Wellness Day, providing presentations by experts and health screening by Alabama Department of Public Health.

- d. Offer wellness screenings for employees.

Action Plan 4.C.d.

1. Work with ADPH to ensure screenings conducted at all ADOC facilities.

- e. Designate employee wellness areas (workout room/gym/etc.).

- f. Add the State Employee Wellness Website link to the ADOC website.

- g. Use social media to promote ADOC wellness program.

- h. Seek legislative authority to provide a pay incentive to those that pass the PAAT annually.



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