



# Annual Report Fiscal Year 2016



**Professionalism—Integrity—Accountability**

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# ALABAMA DEPARTMENT OF CORRECTIONS

## Annual Report for the Fiscal Year 2016

*October 01, 2015 through September 30, 2016*



**Kay Ivey**  
***Governor***

**Jefferson S. Dunn**  
***Commissioner***

This publication prepared by the  
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KAY IVEY  
GOVERNOR

# State of Alabama Department of Corrections

Alabama Criminal Justice Center  
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Jefferson Dunn  
COMMISSIONER

April 18, 2017

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

Dear Governor Ivey:

On behalf of the Alabama Department of Corrections, I am pleased to submit to you the ADOC Annual Report for Fiscal Year 2016.

In 2016, legislation was considered for replacing 14 of 16 major correctional facilities with one women's facility and three large-scale regional men's facilities. While the bill authorizing the construction of the facilities did not pass in the Legislative Session, ADOC brought to the public forefront the need to address systemic problems within the prison system such as overcrowding, understaffing, deteriorating infrastructure and limited rehabilitative programming.

As part of the U.S. DOJ Settlement Agreement at the Julia Tutwiler Prison for Women, inspections found the facility to be substantially in compliance with the provisions contained in the agreement. In addition, Tutwiler was the first state correctional facility to receive and pass a Prison Rape Elimination Act (PREA) audit with no deficiencies found. All 28 ADOC facilities became PREA compliant in 2016.

Facility improvements included a \$4 million lock replacement project and security system upgrades at the St. Clair Correctional Facility in Springville. In addition, ADOC augmented security staff by hiring Correctional Cubicle Operators for major facilities that gives wardens the capability of assigning Correctional Officers to areas where they are most needed.

The ADOC established the Office of Inspector General (IG) to promote the department's values of Professionalism, Integrity and Accountability. The IG will conduct comprehensive facility inspections and internal investigations, oversee management audits and policy reviews, and provide program evaluations to increase the effectiveness and efficiency of the department.

During the fiscal year, there was a 6.4% decrease in the inmate population resulting from 2006 sentencing legislation which became presumptive in 2013. Although this is a positive trend, at year-end the ADOC security staff fell by 13%. To improve staffing levels, the ADOC increased recruiting and retention initiatives, expanded marketing efforts, and continues to seek an increase in compensation for correctional officers.

We were saddened by the tragic loss of Corrections Officer Kenneth Bettis who was killed in the line of duty in September 2016. Officer Bettis exemplified ADOC's core values and was respected for his professionalism, integrity and fairness. We will be forever grateful for Officer Bettis' public service, and his sacrifice will never be forgotten.

I am honored to serve alongside our corrections professionals who proudly safeguard the citizens of Alabama.

  
Jefferson S. Dunn  
Commissioner

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# Our Mission and Values

## The ADOC Mission

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

## DEPARTMENT PRIORITIES

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

## DEPARTMENT VALUES

- We value upholding the public trust and a positive public image
- We value the dignity of every human being
- We value a safe, secure and rehabilitative environment for the inmate population
- We value leadership, which promotes a safe, fair and equitable work environment
- We value operating in the most effective and economically efficient manner possible
- We value the ethical conduct of all ADOC's employees



# FY2016 Executive Summary

- **DEPARTMENT FINANCIALS**
  - FY2016 General Fund Appropriation—\$398,962,996
  - FY2016 Expenditures—\$450,609,424
  - Average Daily System-Wide Inmate Cost—\$48.47
- **ALABAMA PRISON SYSTEM**
  - Major Correctional Facilities—16
  - Community-Based Facilities—12
  - Contracted Prison Beds at Year End—377
  - Total Staff at Year End— 3,167
  - Security Staff at Year End —2,279
  - Inmate to Correctional Officer (CO I) Ratio—13.4:1
  - Average Monthly In-House Inmate Population—24,016
  - Recidivism Rate—31.9% - All Cohorts
- **END OF YEAR OFFENDER POPULATIONS**
  - Jurisdictional—29,626
    - Male—27,171 Female—2,455
    - Black— 16,535 White—12,977 Other—134
  - Custody—23,759
  - In-House—23,328
- **OFFENDER ADMISSIONS / RELEASES**
  - Offenders Admitted to ADOC Jurisdiction— 11,556
  - Offenders Admitted to ADOC Custody— 7,531
  - Offenders Released From ADOC Jurisdiction— 13,274
  - Offenders Released From ADOC Custody— 8,658
  - Offenders Released on Parole (includes re-instatements)—2,794
- **OFFENDER PROGRAM COMPLETIONS**
  - Inmates Completing In-House Re-entry Program—2,684
  - Inmates Completing Drug Treatment Programs—2,760
  - Therapeutic Education Facility Graduates— 545
  - Offenders Completing a GED— 245
  - Offenders Earning a Vocational Education Certificate—2,105
- **COMMUNITY CORRECTIONS PROGRAM (CCP)**
  - Community Corrections Programs—in 47 Counties
  - Offenders in Community Corrections at Year End— 3,605
  - Offenders Sentenced to Community Corrections — 2,923
- **SUPERVISED RE-ENTRY PROGRAM (SRP)**
  - Offenders in SRP at Year End— 48
  - SRP Admissions (new and transfers) — 382



# Department Executive Directory

<b>COMMISSIONER</b>	<b>Jefferson S. Dunn</b>	<b>353-3870</b>
<b>Chief of Staff</b>	<b>Steve Brown</b>	<b>353-3870</b>
Executive Assistant	Paula Argo	353-3870
Public Information	Bob Horton	353-3870
<b>Inspector General</b>	<b>Mark Fassl</b>	<b>353-3870</b>
<b>General Counsel</b>	<b>Anne Hill</b>	<b>353-3885</b>
<b>Investigations and Intelligence</b>	<b>Arnaldo Mercado</b>	<b>353-8927</b>
<b>Dep. Comm. — Gov. Relations / CCP</b>	<b>Jeffery Williams</b>	<b>353-3878</b>
Constituent Services	Janet LeJeune	353-3883
<b>Assoc. Comm. — Operations</b>	<b>Grantt Culliver</b>	<b>353-3813</b>
Institutional Coordinator	Gwen Mosley	353-3813
Institutional Coordinator	Cheryl Price	353-3813
Central Transportation	Linda Miller	353-9704
<b>Dep. Comm. — Women's Services</b>	<b>Dr. Wendy Williams</b>	<b>353-9989</b>
<b>Assoc. Comm. — Plans and Programs</b>	<b>Steve Watson</b>	<b>353-9989</b>
Central Records	Mark Bruton	353-9772
Classification	Cassandra Conway	353-9764
Re-entry Program Coordinator	Dr. Eddie Lancaster	353-3883
Religious Programs	Thomas Woodfin	353-3883
Research and Planning	Glen Casey	353-3883
Supervised Re-entry Program	Vacant	353-3883
<b>Assoc. Comm. — Admin. Services</b>	<b>Vacant</b>	<b>353-3870</b>
Accounting	Rodney Blankenship	353-5515
Correctional Industries (ACI)	Vacant	261-3619
Information Systems	Willie Fields	353-3635
Institutional Services	Scott Cornette	567-1566
Personnel	William Lawley	353-9510
<b>Dep. Comm. — Training and Development</b>	<b>Matt Brand</b>	<b>242-0570</b>
Corrections Academy and Training	Elliott Sanders	263-8900
Recruiting	Capt. Mark Loman	261-3658
<b>Assoc. Comm. — Health Services</b>	<b>Ruth Naglich</b>	<b>353-3887</b>
Medical Health Director	Laura Ferrell	353-3887
Chief Psychologist	Dr. David Tytell	353-3887
Regional Clinical Manager	Lynn Brown	353-3887
Regional Clinical Manager	Brandon Kinard	353-3887
<b>Dep. Comm. — Facilities Management</b>	<b>Greg Lovelace</b>	<b>567-1554</b>
Engineering	Ken Smith	567-1554
Environmental Supervisor	Henrietta Peters	353-3887

## Executive Leadership

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

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

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

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

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

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

## Executive Leadership

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

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

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

Commissioner Watson is responsible for the Classification Review Board, Central Records Division, Research and Planning Division, Supervised Re-entry Program, Religious Programs, and Educational and Vocational Education Programs. Mr. Watson is also responsible for introducing validated risk and needs assessments for inmates, and requisite evidence-based programming to impact deficiencies within the criminogenic domains. Commissioner Watson began his career with the department in 1987 as a Correctional Officer at the Kilby Correctional Facility and was promoted through the ranks to Warden where he served in various assignments to include: Alexander City WR/WC, Childersburg WR/Boot Camp/WC, Birmingham WR/WC, and Elmore CF. Commissioner Watson graduated from Auburn University Montgomery, summa cum laude, with a Bachelor of Science and a Masters of Science degrees in Justice and Public Safety.

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

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

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

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

## Executive Leadership

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

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

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

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

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

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

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

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

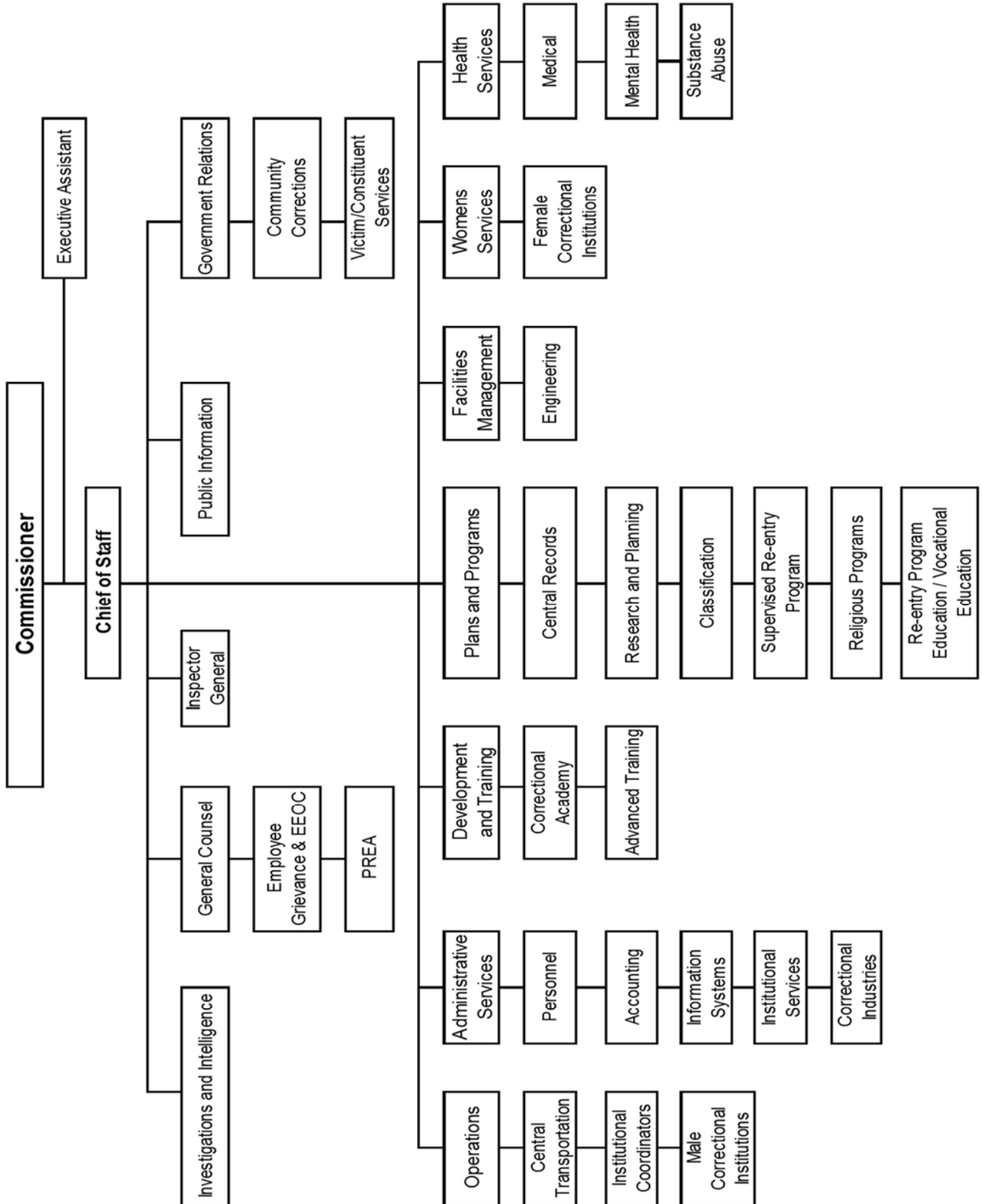
### **GREG LOVELACE, *Deputy Commissioner for Facilities Management***

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

The Alabama Department of Corrections is organized under Alabama Code Section 14-1-1.1. The Commissioner is an appointed member of the Governor's cabinet. The Commissioner has three Deputy Commissioners and four merit employee Associate Commissioners on his senior staff. The 3,100+ merit employees of the divisions and correctional institutions are aligned under one of the Deputy Commissioners or Associate Commissioners.

## Alabama Department of Corrections

### Organization Chart





## Department Highlights

### *Prison Transformation Initiative*

On February 2, 2016, Governor Robert Bentley announced a new and daring proposal that would radically change the state's penal system. The Alabama Prison Transformation Initiative would consolidate fourteen high and medium custody level prisons into four regional, state-of-the-art super prisons at the cost of \$800 million. The proposal included three prisons for male offenders, each housing 4,000 beds, and one female facility with a 1,200 bed capacity. The governor's proposal was required to address decades long issues of prison crowding, staffing shortages, and deteriorating facility infrastructure. Deferred maintenance to bring the existing correctional facilities up to code, as well as new expansion construction to provide sufficient capacity would cost taxpayers hundreds of millions of dollars. Renovation to existing facilities would not address the issues of staffing shortage, nor the lack of adequate space for treatment, rehabilitation, and education of inmates.

### APTI

According to the proposal, the new prisons would be funded by bond issue. The debt would be offset by the savings from a reduction in annual personnel costs, operational savings achieved from consolidating the facilities, reduced transportation costs, and reduced medical and mental health costs. The proposed construction period is estimated to be approximately 3 to 5 years.



Support for the initiative is strong, but concerns are vast and widespread as well. Both houses of the Alabama legislature debated the proposal during the 2016 legislative session, but ultimately failed to reach a consensus. Primary concerns related to the proposal centered on the locations of the new super prisons, the cost and ability to pay back the bond debt, and the potential economic impacts to local communities as a result of closing current prisons. The construction proposal will be introduced again in the 2017 legislative session.

## Department Highlights

### *Second Chance Pell Grant*

U.S. Secretary of Education John B. King Jr. joined Governor Bentley and Commissioner Dunn on a tour of Limestone Correctional Facility in Harvest, AL on September 14th. This event was part of Secretary King's 7th annual Back-to-School bus tour. The purpose of the tour was to highlight the ongoing postsecondary education efforts made by Calhoun Community College inside the prison and to accept the award for the Second Chance Pell Grant. Calhoun Community College, J. F. Ingram State Technical College, and Auburn University have been chosen, along with 67 other colleges and universities across the nation, to be a part of the Second Chance Pell Pilot program. This program will enable eligible student inmates to receive Pell Grants to pursue postsecondary education certifications and associate degrees which will enhance their ability to attain gainful employment and successfully transition back to the community upon release from incarceration. There are 11 training programs ranging from carpentry and welding to horticulture and mechanical design.





## Department Highlights

### *Birmingham Theological Seminary Prison Initiative Program*

The Birmingham Theological Seminary began the Prison Initiative Program on September 12, 2016 at the Bibb Correctional Facility in Brent, AL. Modeled after other successful programs across the U.S., and in partnership with the South Carolina Department of Corrections, the Prison Initiative Program conducts graduate level religious education for eligible inmates. The program is privately funded, operated by volunteers, and designed to help meet the spiritual needs of inmates throughout the Department of Corrections.

Birmingham Theological Seminary (BTS) raised the funds needed for books, computer equipment, and monetary allocations for professors. Each week day, on-site instruction is provided during a study hall time period each afternoon. Students are taught the same graduate level information as that received by students training at BTS. If all other academic requirements are met, inmate students are eligible to earn a Master's Degree. If students do not have the academic background in order to qualify for a Master's, then they be awarded a certificate of completion at the end of the 2-year, 6-semester long program. During academic holiday breaks and between semesters, student inmates continue to learn practical subjects such as conflict resolution, counseling techniques, and other similar subjects.

Through an application process, 15 inmates with a medium or lower custody level, were selected to participate in this program. Those selected were transferred to Bibb Correctional Facility. After completing the program, inmates agree to transfer to any institution within the state in order to minister where they are needed. To further ensure the success of the program, two inmate volunteers who completed a similar seminary program in South Carolina, transferred to Alabama to serve as Teacher's Aides.



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*Birmingham Theological Seminary*

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## Department Highlights

### *Executive Leadership Conference: Reaching Beyond Boundaries*

The ADOC hosted the 11<sup>th</sup> Annual Executive Leadership Conference from Aug 31<sup>st</sup> to Sept 2<sup>nd</sup> at the Grand Hotel Marriott Resort in Fairhope. Department Leaders from administrative divisions and correctional institutions heard various presentations from seasoned corrections professionals and inspirational leaders. Attendees discussed upcoming transformational efforts needed to continue moving the agency beyond its current capabilities, along with the new attitudes and practices needed to continue to improve the effectiveness of ADOC's mid-to-senior level leaders.

Opening the conference was renowned former United States Navy Seal Team Six trainer, New York Times best-selling author, and survival adventurer Don Mann. Mr. Mann inspired the ADOC leaders to set high goals, be very deliberate about their daily plan to achieve their goals, and to reach beyond their own boundaries to achieve ultimate success.

Another key speaker was former police officer, and current criminal justice professor Dr. Butch Beach. Dr. Beach discussed the Servant Leader perspective and its application on contemporary public administration. Servant leadership focuses on enriching the lives of individuals and creating a more caring world. Dr. Beach explained the importance of servant leadership and the impact it would have on the department.

The first day closed with sage words from renowned Criminal Justice Consultant, Odie Washington. Mr. Washington described the challenges of leading a department of corrections during difficult periods. His discussion focused on internal leadership considerations, as well as external outreach to improve messaging to the public.

The agenda for the second conference day included group break-out sessions for hour-long presentations on various leadership topics. Deputy Commissioner Matthew Brand discussed how the principles of transformational leadership can improve morale, retention and the overall effectiveness of a work environment. Inspector General (IG) Mark Fassl described the role of the IG and how the inspections process meshes in the mission of the department. The Tennessee DOC's Director of Training, Terence Davis, spoke of today's correctional workforce, examining the Millennial and i-Generation populace and their impact on recruitment and retention. The final speaker, Mr. Jeff Byard from the Alabama Emergency Management Agency explained the key issues related to leading an organization through a disaster.

Dr. Hank Dasinger, President of Ingram State Technical College, was the key-note speaker on the final conference day. Dr. Dasinger discussed the relationship of effective communication to leadership, as well as the importance of leaders investing time into their relationship with their subordinates. Chief of Staff Steve Brown and Commissioner Jeff Dunn closed the conference. Mr. Brown updated the participants with key statistics from the department, including the reduction in the overall inmate population, staffing levels, and incident trends. Commissioner Dunn concluded the conference by updating the staff on his transformation efforts within the department, and reminding participants of his vision for improving the department.



Inspector General,  
Mark Fassl



Keynote speaker,  
Don Mann

## Department Highlights

### *Alabama Prisons Add Propane Vehicles to Fleet*

Inspired by the Annual Propane Road Show held in 2012 by the Alabama Clean Fuels Coalition (ACFC), ADOC has been inspired to see if propane fuel would work well within its fleet. Through the Coalition's resources such as industry contacts, educational information, and fuel conversion kits, the idea came to fruition in 2014 with a two-year pilot program. This pilot program saw the conversion of 10 Ford F-350 vans from conventional gasoline to propane fuel. These vans, located at the Loxley Work Release Center, have had tremendous operational results.

So far, the program is highly effective, showing an annual fuel cost savings of \$6,612 per vehicle for those converted to propane. Prior to this propane conversion initiative, ADOC was spending more than \$1.3 million per year on fuel for about 80 passenger vans, each of which holds about 15 passengers, and are used daily to transport inmates to their work assignments. After seeing the incredible success of the 10 van pilot program, the Department has now converted 55 more vans to propane, constructed on-site propane fueling stations at ADOC facilities throughout the state, and contracted with propane dealers to service the ADOC fleet in other areas of the state.

Since 2014, more than 1.4 million miles have been driven using propane fuel, with no reported equipment problems. The performance data over the two years has shown more than just cost savings; propane has less energy than gas (one gallon of propane has roughly 73% of the energy of one gallon of gasoline).

However, even with gasoline costs coming down, the cost savings from switching to propane are still quite substantial, an advantage of \$0.086 per mile. The fuel savings will pay back the conversion costs of the vans within 13.5 months and the refueling stations within 16.4 months. It is expected these cost savings benefits will be experienced for years to come.



### Project at a Glance

- **Type of Fleet:** Medium-duty vans
- **Alternative Fuel:** Propane
- **Number of Vehicles:** 65 alternative fuel vehicles in a fleet of 630
- **Gasoline Replacement:** 96,500 gallons of gasoline over 2 years
- **Emissions Reductions:** Nearly 130 tons of CO<sub>2</sub>

## Department Highlights

### *Social Media Initiative*

The Alabama Department of Corrections launched its Social Media Initiative (SMI), September 14th, to both Facebook and Twitter. This initiative serves as a means to better inform the general public, stakeholders, and employees about our mission, the various events, activities, job opportunities, and employee recognitions that occur within the agency.



These sites proved to be very helpful in having general public correctly informed when exaggerated reports began circulating regarding prison fights, riots, and such. The general public and media outlets were able to see the news releases on our Facebook and Twitter sites to see the reality of the situations.

The ADOC hired a Digital Content Manager to oversee the social media sites. The ADOC is dedicated to sharing information, innovation, and communication so that we can maintain public trust and a positive public image as per our mission.





# Department Highlights

## *Records Management Policy*

The Research and Planning Division began drafting a new policy for management, preservation, and disposition of agency records in late 2014. The Department worked several months with the Alabama Department of Archives and History to identify various records, their uses, and finalize the new records management policy. On October 21, 2015, the State Records Commission approved The Alabama Department of Corrections Records Disposition Authority. The State Records Commission regulates disposition of government records under Ala. Code § 41-13-1, et. seq. (1975).

The new policy addresses vital records management needs of the Department. It ensures that the ADOC retains, as required by law, records that are essential to its course of operation; and that outdated or unnecessary documents are destroyed in a systematic, procedural method.



In addition to approval of the new policy, Commissioner Dunn approved the related Administrative Regulation Number 027 – entitled Records Retention on July 25, 2016, which ensures compliance with responsibilities and procedures under the new policy. In September 2016, ADOC collaborated with the Alabama Department of Archives and History to provide training to its facilities and divisions in an effort to deliver the necessary guidance and understanding to effectively carry out this important task of records management. This is a milestone achievement for the ADOC that will lead to efficiency, increased transparency, and accountability through effective records management on a statewide level.

## Department Highlights-Fiscal Year Accomplishments

### *Leadership Academy*

The Sergeants Academy is an 80-hour leadership course conducted over a two week period intended to be a new first level of leadership development within our department. Participants selected to attend the academy will receive advanced education on principles of leadership, motivation, team unity, and resource management. Participants are required to demonstrate their commitment to excellence, dedication to their department and co-workers, and a willingness to be a positive role model. Graduates earn a special insignia on their uniform, recognizing their accomplishment and commitment to being effective leaders in the ADOC

### *PREA Compliance*

As part of the Prison Rape Elimination Act (PREA), audits were conducted at twenty-eight facilities, twenty-six male and two female. At the end of the fiscal year, all but three of the male facilities had passed the audits. These audits check to confirm each facility is doing a prodigious job in implementing policies to ensure a reduction in sexual violence. The audits are exceptionally in-depth documents, with more than forty compliance standards, with every standard describing each prison's level of compliance. To pass, a prison must either "meet" or "exceed" each standard without failing even one of those standards. The facilities that did not pass the first audits, made corrective actions and passed the audits by October of 2016.

### *Correctional Cubicle Operators*

As a way to address understaffing, a new position was created: the correctional cubicle operator, which is also known as a level I security guard. This position requires 80 hours of training instead of the 12 weeks of training correctional officers receive in the academy. Due to the reduced amount of training, cubicle operators do not interact with inmates. These positions were previously occupied by APOSTC certified correctional officers. As the positions were filled by cubicle operators, the seasoned correctional officers were moved to be better utilized in the facilities supervising inmates.

## Department Highlights-Fiscal Year Accomplishments

### *Women's Risk and Needs Assessments*

In an effort to improve better supervision of female inmates, a different type of assessment was needed at Tutwiler to evaluate the risk factors of the women offenders, instead of using the old type of risk and needs assessments that were traditionally tailored for men. The need was great because women have separate pathways to criminal behaviors than men, often due to histories of abuse, violence, trauma, mental ailments, and/or unhealthy relationships; all of which become risk factors for reoffending and needs that must be addressed. This new assessment, the Women's Risk and Needs Assessment (WRNA), looks at risk factors, chances of recidivism, and possibility of future misconduct. The assessment process involves having a case file review, interview, survey, case management treatment plan; all of which are specifically tailored to each offender as they enter the various stages of the criminal justice system: probation, incarceration, and pre-release. This program was fully implemented at Tutwiler on August 15, 2016.

### *Prison Doula Program*

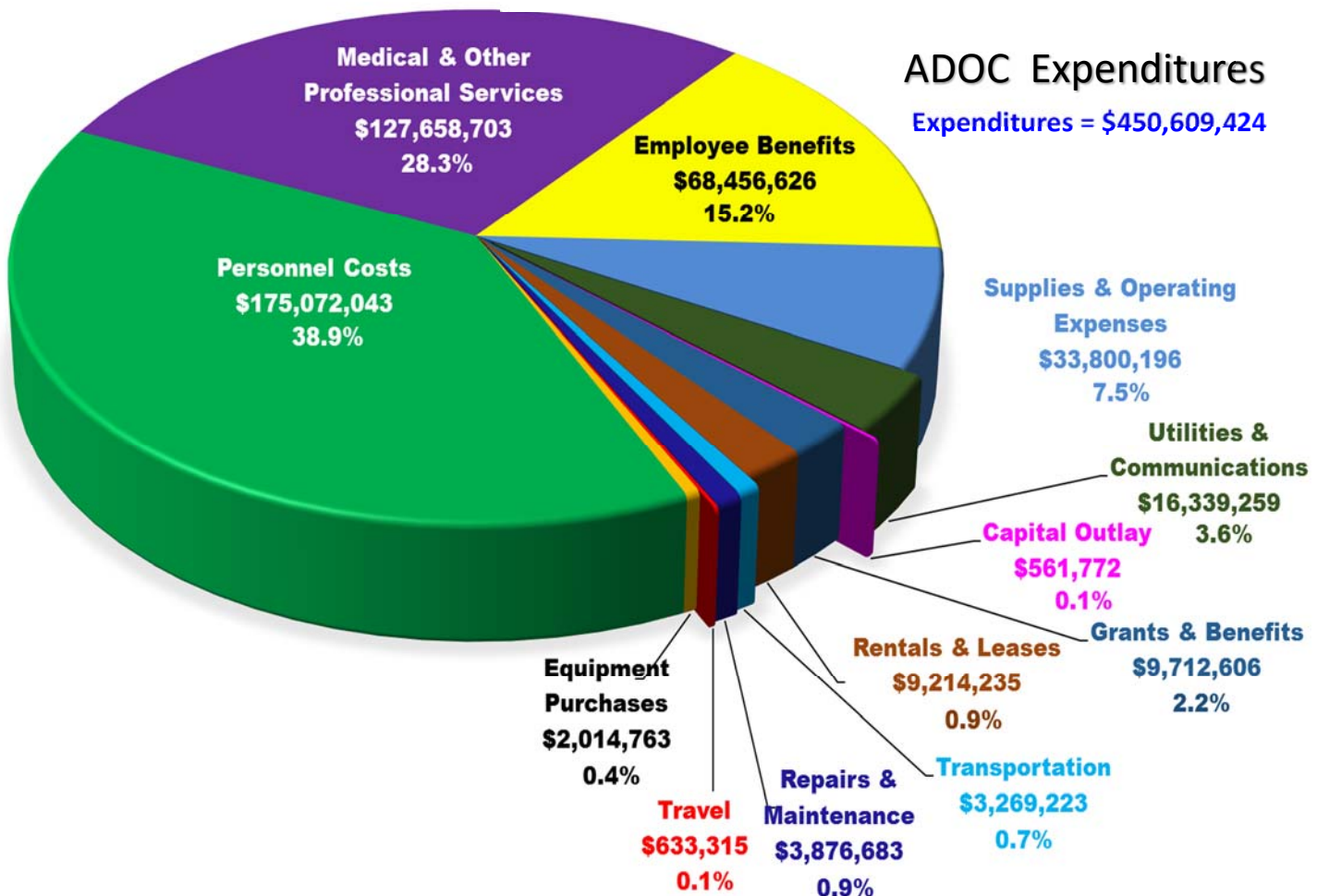
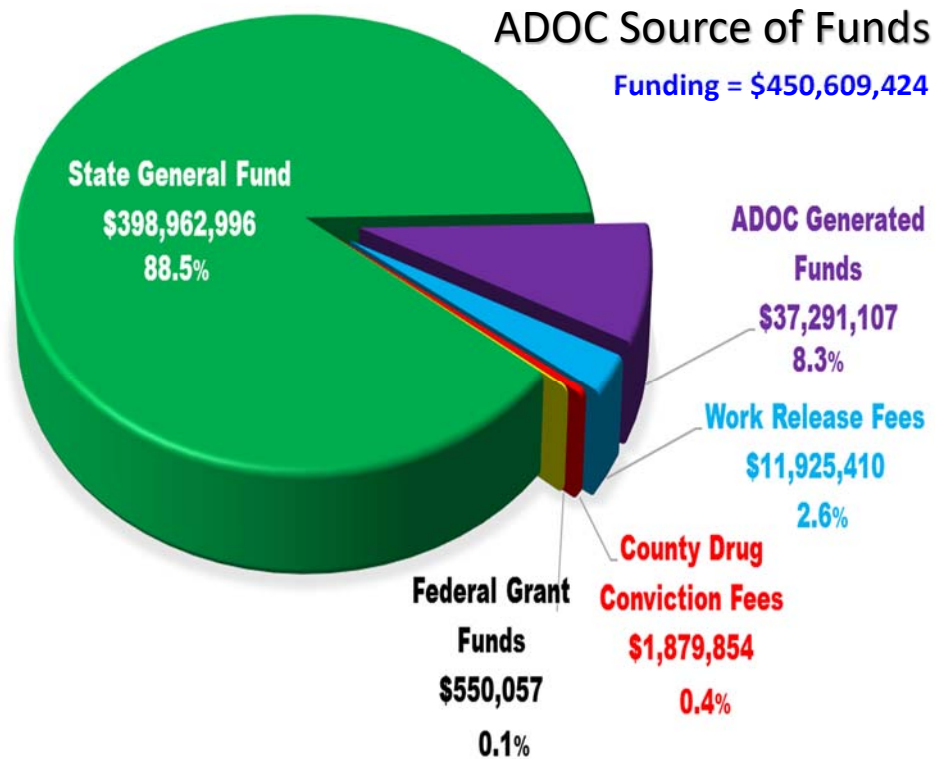
The Alabama Prison Birth Project, inspired by a similar program in Minnesota, pairs certified doulas with inmates during their pregnancy and childbirth. The Minnesota women who participated in the doula program had significantly lower numbers of C-sections and pre-term births, thus saving the state money on medical expenses. This is a viable program as there are nearly a dozen pregnant women at Tutwiler at any given time. The babies experience a stressful pregnancy through no fault of their own and the doula program helps the women learn ways to reduce physical and emotional stress. The doulas also teach them how to quickly bond with their babies, as they will not have much time with them before they are separated. The women must say goodbye to their babies to continue their sentences.



## Fiscal Summary

*Detailed by Funding Source and Expenditures*

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

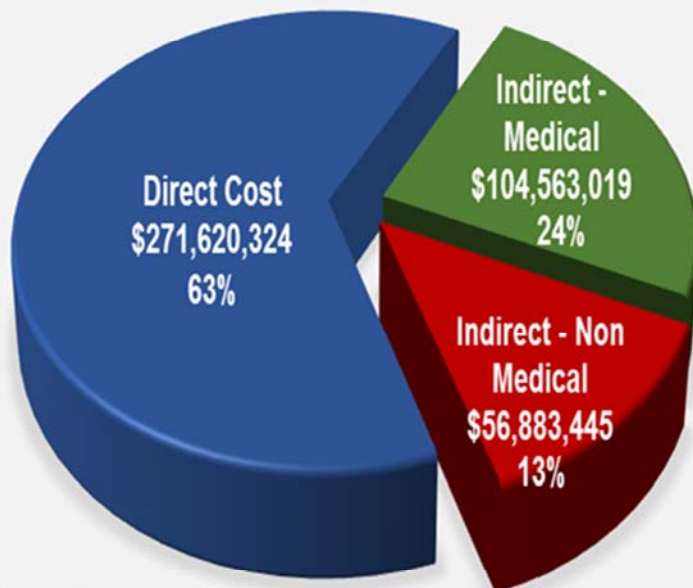
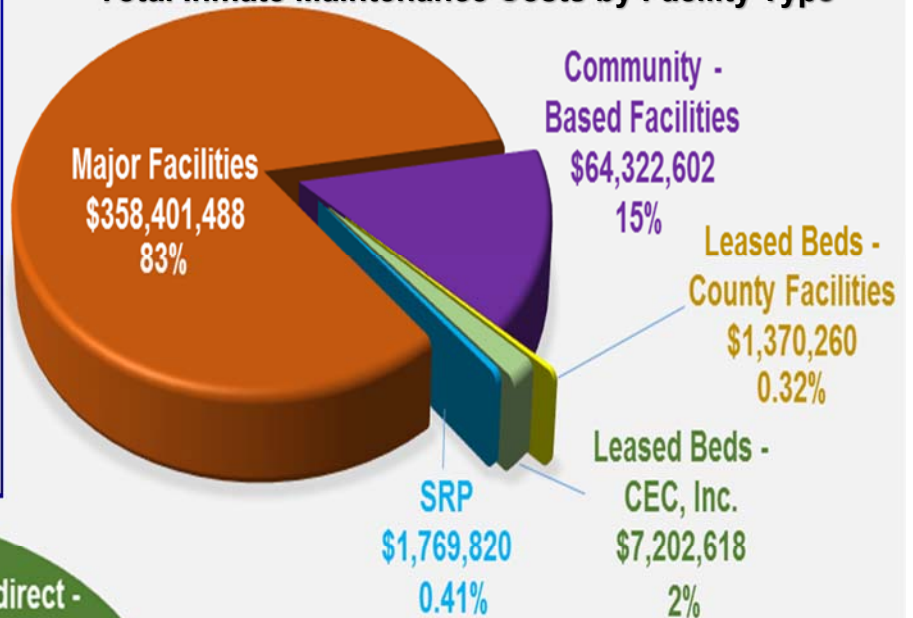


## Fiscal Summary

### Detailed Daily Inmate Maintenance Cost

*Direct Costs* are those associated with a facility or program—this includes personnel costs, inmate food and clothing, supplies, utilities, repairs and vehicle operating costs.

**Total Inmate Maintenance Costs by Facility Type**

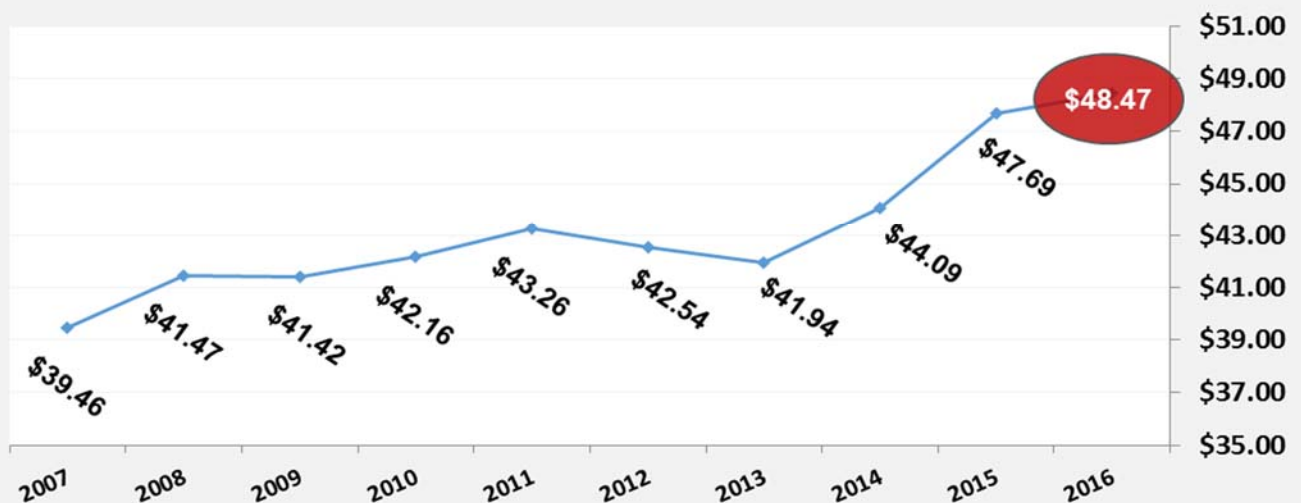


Allocated *indirect costs* include expenses such as inmate healthcare, salaries and benefits for administrative support personnel, supplies, professional services, and Central Office rent and utilities.

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

**Total Inmate Maintenance Costs**

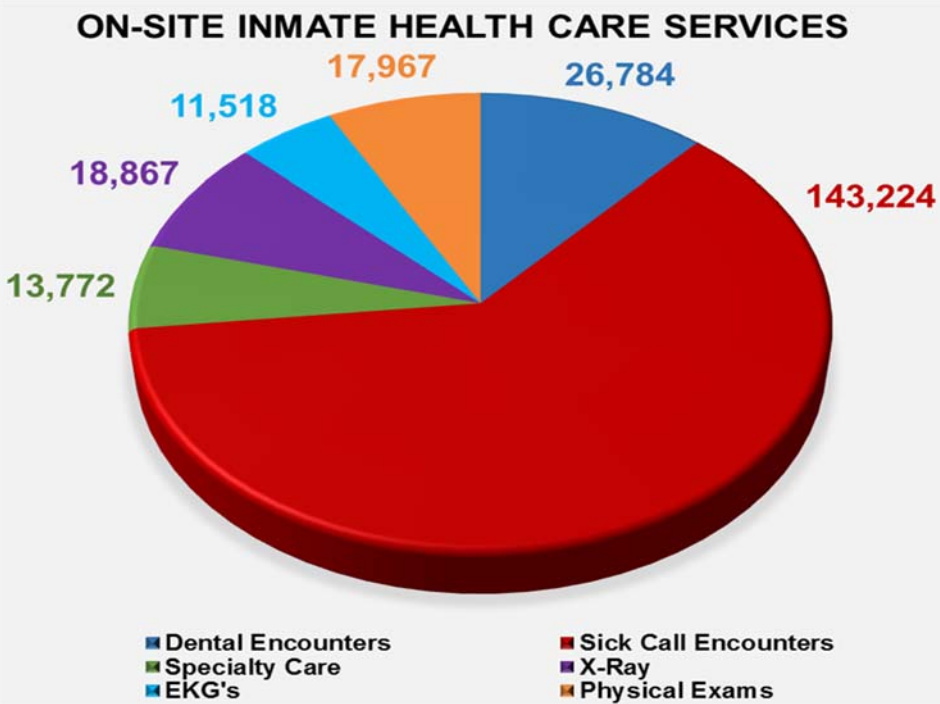
**Average Daily System-wide Inmate Cost Trend**



# Office of Health Services

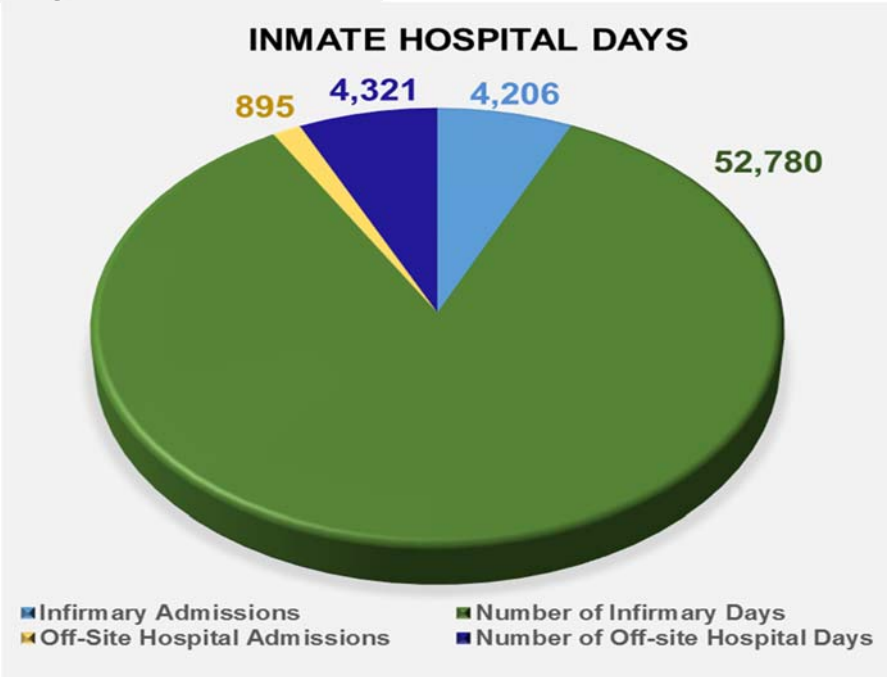
## Inmate Health Care

The Office of Health Services (OHS) is responsible for the management, implementation, and oversight of the medical, mental health, and drug treatment provided to the inmates assigned to the custody of the ADOC. OHS provides administrative oversight of the contracted health care professionals—[Corizon](#)—and the mental health care professionals—[MHM Correctional Services](#). OHS performs contract audits for both medical and mental health as part of the OHS Quality Assurance Program. The Department’s intent is to ensure that the 23,000+ inmates in the custody of ADOC have access to medical, dental, and mental health services and are housed in institutions that can provide for each inmate’s specific health care needs.



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

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





# Alabama Therapeutic Education Facility

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

**Director:** George Edwards      **Telephone:** 205-669-1187      **Address:** 102 Industrial Parkway (Physical Address)  
**Number of Staff:** 53 (33 Contract)      P.O. Box 1970 (Mailing Address)  
**Capacity:** 718 Offenders (325 Males)      Columbiana, Alabama 35051



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

## ATEF Statistical Summary

Measure	Y-T-D	FY 15 Change
· Number of Enrollments	649	-358
· Number of Graduates	545	-64
· Number of Withdrawals	104	-213
· Number Awarded Vocational Education Cert	575	-4
· Number Earning Alabama High School Equivalency Diploma through GED Testing	27	+15
· Participant Substance Abuse Program / Testing Statistics:		
· Number of Random Tests Given	2,196	-2,619
· Number of Positive Drug Screens	3	-38
· Number of Positive Tests for New Enrollees	29	-36
· Number Who Completed SAP	353	-256

# Community Corrections Program (CCP)

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

## Director—Jeffery Williams

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

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

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

Currently community corrections programs operate in 47 counties and comprise over 12% of the ADOC's jurisdictional population. Research shows that offenders serving a community corrections sentence are less likely to return to prison. Additionally, the cost per inmate is significantly lower—slightly more than \$10 per day, compared to approximately \$48 per day for offenders in an ADOC facility.

## Fiscal Year 2016 Program Summary

**3,605**—Felony offenders in a CCP as of September 30, 2016

**2,923**—“Front-End” diversions to a CCP

**341**—“Institutional” diversions to a CCP

**3,423**—Offenders successfully completing an imposed sentence through CCP

**1,189**—Offenders released from CCP to probation supervision

**860**—Offenders released from CCP to end of sentence

**442**—Offenders returned to prison for new offenses or technical violations while on CCP

## Community Corrections Program Budget

**Legislative Appropriations—\$10,000,000**

**Reimbursements to Individual CCP Programs—\$9,085,480**

**ADOC Administration Cost—\$296,330**


**Total Expenditures—\$9,381,810**

## Participants at Year-End

10-year trend summary



# Community Corrections Program (CCP) — continued

	CCP Participants By County, Race, & Gender											
	2016						2015					
	White		Black		Unknown	TOTAL	White		Black		Unknown	TOTAL
Male	Female	Male	Female	Male			Female	Male	Female			
4th Circuit <i>Bibb-Dallas-Hale-Perry-Wilcox</i>	0	0	1	0	0	1	0	0	3	0	0	3
17th Circuit <i>Greene-Marengo-Sumter</i>	3	1	18	5	0	27	2	0	20	5	0	27
24th Circuit <i>Fayette-Lamar-Pickens</i>	4	5	3	0	0	12	4	1	2	0	0	7
25th Circuit <i>Marion-Winston</i>	55	12	2	0	0	69	61	20	1	0	0	82
Autauga	18	3	8	1	1	31	14	5	13	0	0	32
Barbour	2	0	11	1	0	14	1	0	10	0	0	11
Bibb [4th JC]	0	0	0	0	0	0	0	0	0	0	0	0
Blount	10	5	1	0	0	16	22	2	2	1	0	27
Calhoun	72	25	38	1	0	136	44	28	38	4	0	114
Cherokee	28	7	1	0	0	36	35	7	4	0	0	46
Chilton	15	8	10	0	0	33	20	11	7	1	0	39
Colbert	24	5	13	1	0	43	29	7	21	4	0	61
Cullman	76	25	6	0	0	107	66	27	5	0	0	98
Dale	6	6	9	4	0	25	13	4	10	1	0	28
Dallas [4th JC]	0	0	0	0	0	0	0	0	3	0	0	3
Dekalb	52	8	3	0	0	63	58	12	1	0	0	71
Elmore	14	1	11	0	0	26	19	8	15	5	0	47
Escambia	21	9	34	1	2	67	28	3	36	2	3	72
Etowah	177	60	101	12	0	350	173	57	92	17	2	341
Fayette [24th JC]	3	1	1	0	0	5	2	1	2	0	0	5
Franklin	56	20	13	0	0	89	58	15	11	1	0	85
Geneva	8	7	5	0	0	20	12	2	1	0	0	15
Greene [17th JC]	1	0	1	1	0	3	1	0	3	1	0	5
Hale [4th JC]	0	0	0	0	0	0	0	0	0	0	0	0
Houston	66	23	88	17	0	194	66	30	100	22	0	218
Jackson	65	17	7	0	0	89	81	17	9	0	0	107
Jefferson	130	50	337	45	1	563	143	51	341	42	0	577
Lamar [24th JC]	1	2	1	0	0	4	1	0	0	0	0	1
Lauderdale	68	19	48	2	1	138	59	20	43	2	0	124
Lawrence	30	14	7	0	0	51	42	29	9	0	1	81
Limestone	102	32	24	1	0	159	90	23	23	3	0	139
Madison	14	1	15	3	1	34	14	3	19	4	1	41
Marengo[17th JC]	2	1	14	2	0	19	1	0	15	3	0	19
Marion [25th JC]	28	6	2	0	0	36	39	12	0	0	0	51
Marshall	37	5	1	0	0	43	30	5	1	0	0	36
Mobile	68	29	137	17	2	253	51	19	123	17	1	211
Montgomery	18	6	110	21	0	155	12	5	81	16	0	114
Morgan	71	34	41	4	0	150	105	42	55	15	1	218
Perry [4th JC]	0	0	1	0	0	1	0	0	0	0	0	0
Pickens [24th JC]	0	2	1	0	0	3	1	0	0	0	0	1
Randolph	23	9	12	2	0	46	29	5	13	1	0	48
Russell	10	1	13	2	1	27	9	1	13	4	0	27
Shelby	37	9	18	5	0	69	43	12	21	1	0	77
St. Clair	47	15	19	4	0	85	51	26	32	3	1	113
Sumter [17th JC]	0	0	3	2	0	5	0	0	2	1	0	3
Tallapoosa	6	3	22	1	0	32						
Tuscaloosa	83	35	143	11	1	273	123	50	201	17	0	391
Walker	44	10	6	1	0	61	30	11	6	0	0	47
Wilcox [4th JC]	0	0	0	0	0	0	0	0	0	0	0	0
Winston [25th JC]	27	6	0	0	0	33	22	8	1	0	0	31
Totals	1,560	519	1,336	162	10	3,587	1,637	558	1,382	188	10	3,775

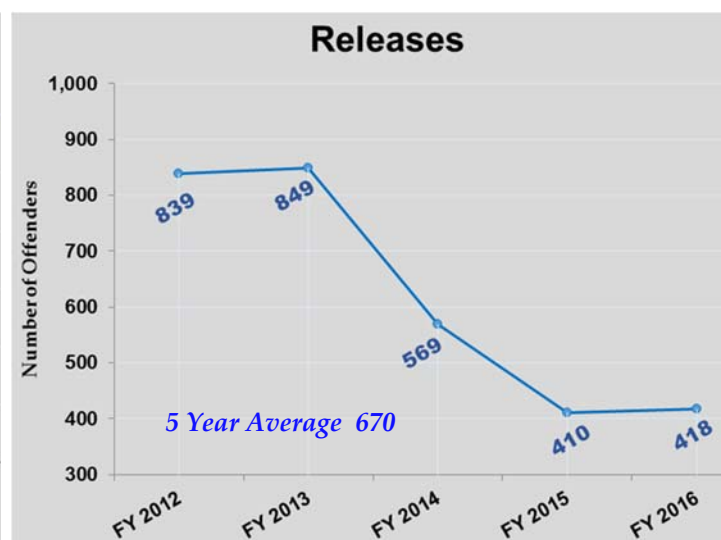
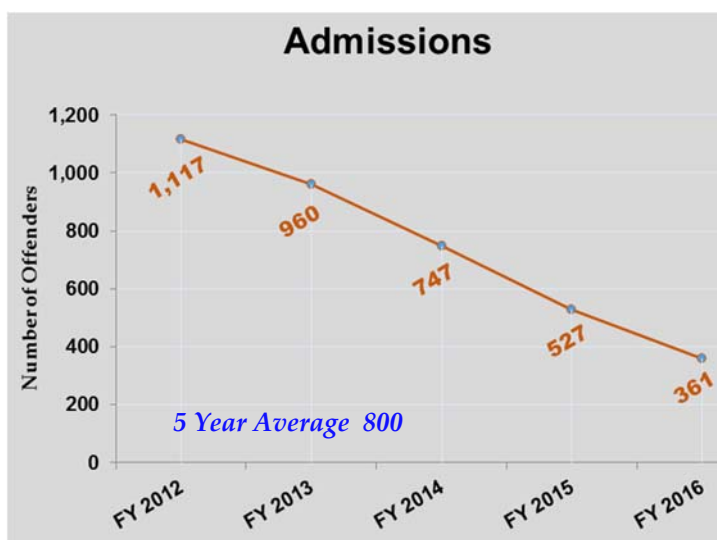


## Supervised Re-entry Program (SRP)

In 2007, the Department stood up the Supervised Re-Entry Program (SRP) as a tool to assist in managing chronic bed shortages. The program has been an unqualified success for the past 9 years. This program has served as a precursor to the legislation passed last year in the form of Senate Bill 67. To truly impact recidivism, the bill addresses the need for adequate community supervision for all re-entering inmates, which the SRP program has proven over the past 9 years. As the criminal justice system fully implements prison reform legislation, the Board of Pardons and Parole will increase capacity to adequately provide community supervision. Effective prison reform legislation, coupled with the implementation of presumptive sentencing guidelines has resulted in a substantial decrease in inmate population.

In fiscal year 2016, the ADOC began to slowly downsize the SRP program and transition the community supervision component to the Board of Pardons and Parole. Male inmates remained in the program until they completed their incarceration sentence. The SRP Program continues to function as part of the services provided for female inmates. The Lovelady Center in Birmingham, AL continues to partner with ADOC in providing quality services and support to women re-entering the community.

The program has been extremely successful, and practically every element of the ADOC staff has contributed, demonstrating that effective collaboration across many disciplines is key to implementing the mission of the ADOC.





# Institutional Pre-Release and Re-entry

## Alabama Dept. of Corrections

### Screening and Selection

Inmates who are within 30–90 days of the following:

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

### Transitional Needs Assessment and Program Orientation

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

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

#### Life Enrichment Program Modules

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

#### Extracurricular Modules

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

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

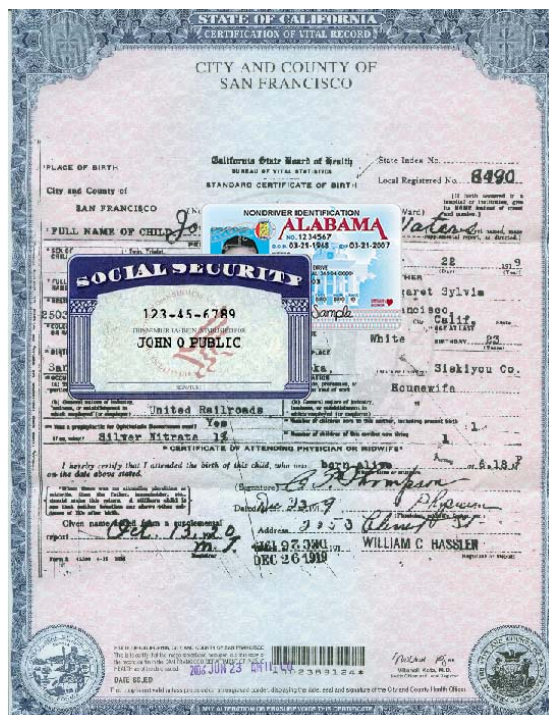
Statewide direct services linkages for assistance with the following:

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

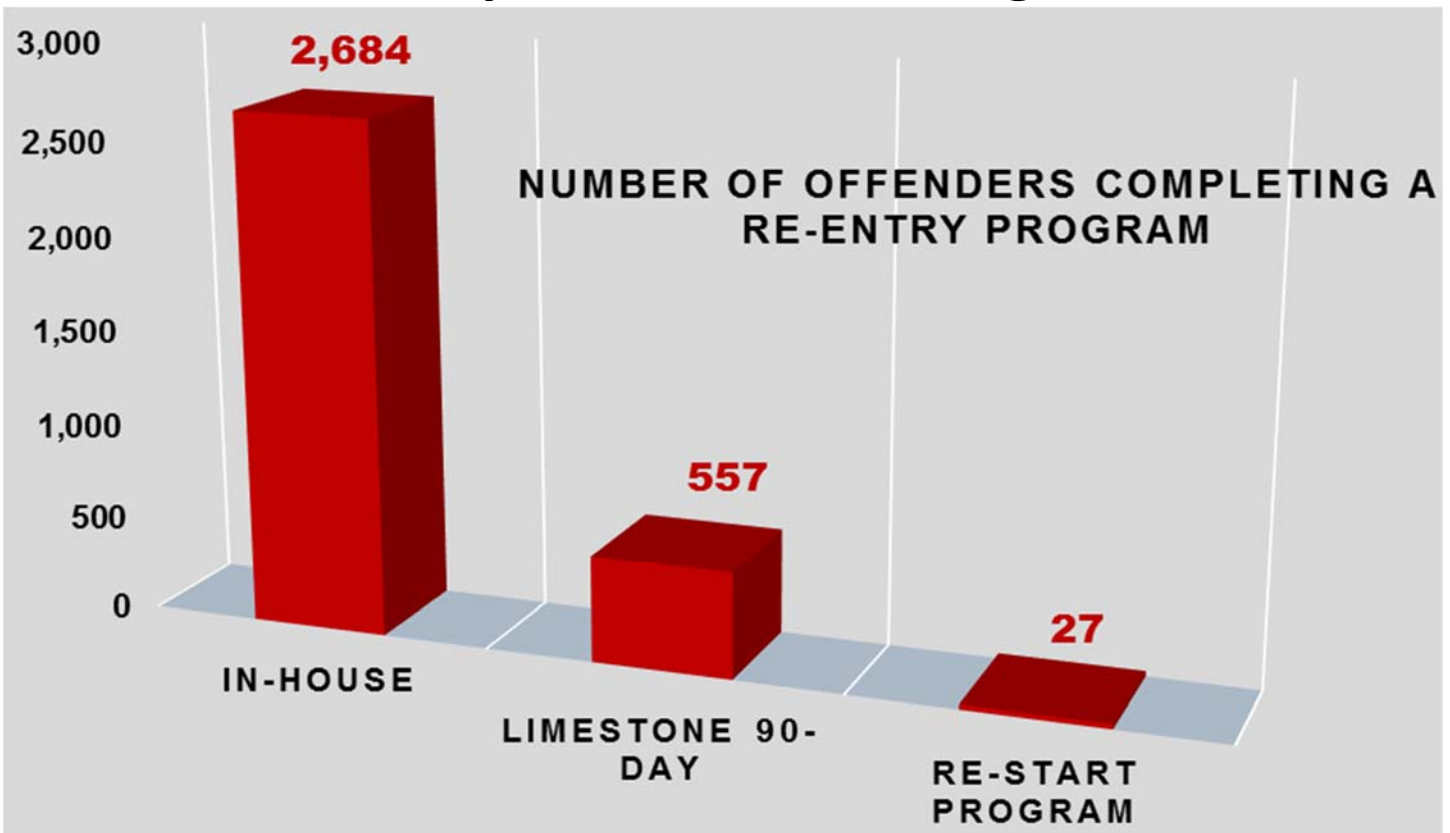
## Community

Inmate is released back into the community with the following:

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



## Re-entry and Education Programs



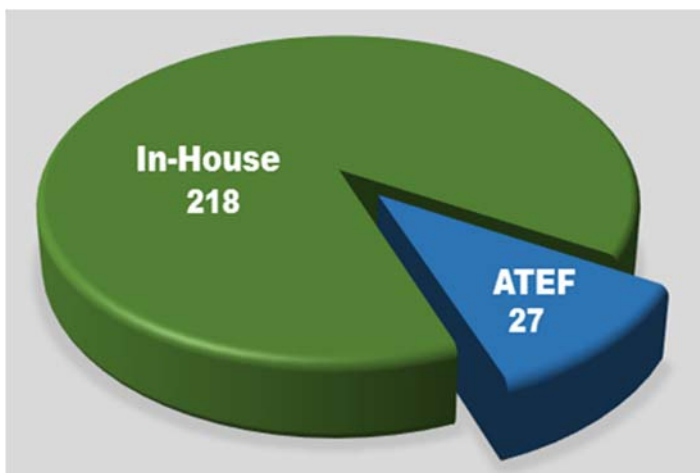
**In-House Re-entry:** All ADOC correctional facilities provide a 2-week re-entry program to offenders prior to release.

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

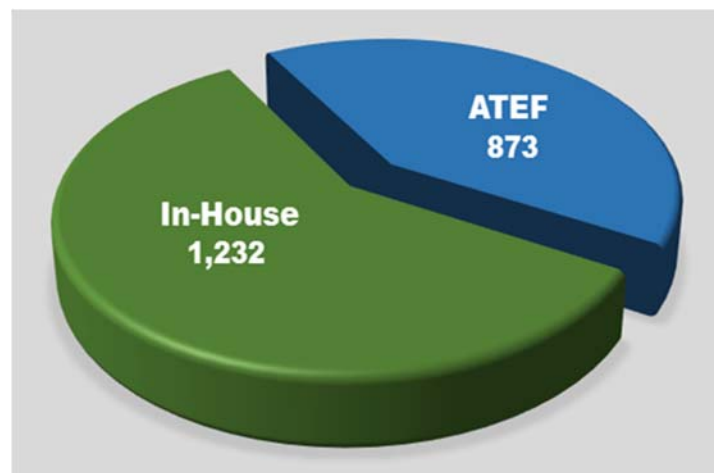
**Alabama Prisoner Re-entry Initiative:** An initiative which provides enhanced pre- and post-release services for male and female inmates returning to Jefferson County after release from prison.

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

### GED Completions



### Vocational Certificate Completions



**General Education Development (GED certificate):** a battery of four tests that measure proficiency in math, science, social studies, reading comprehension / writing skills. Upon successful completion of the tests, the offender receives a high school equivalency diploma. The GED pass rate for inmates in 2016 was 87%, which is above the National average of 82%.

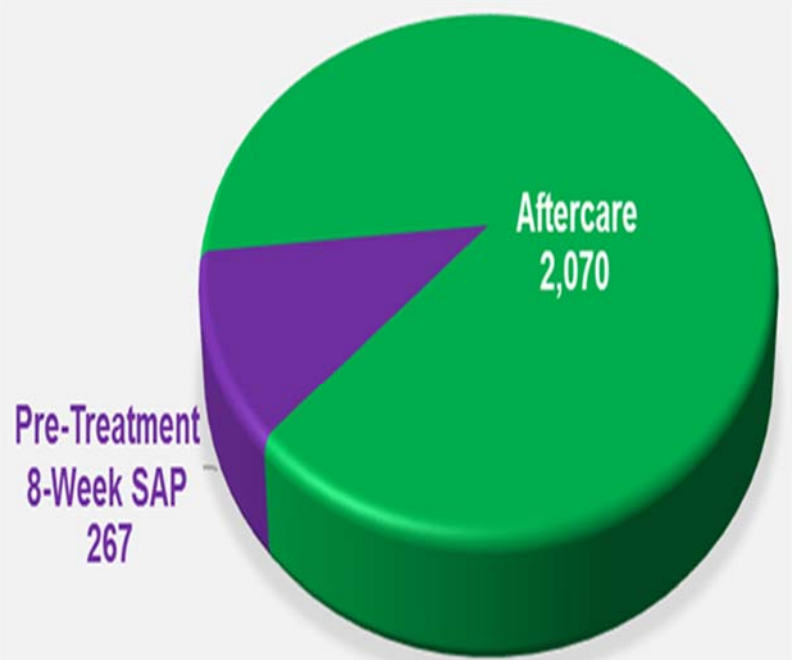
**Vocational Certificate:** offenders earn through the successful completion of a technical training program provided by a partner in education.

## Inmate Drug Treatment Programs

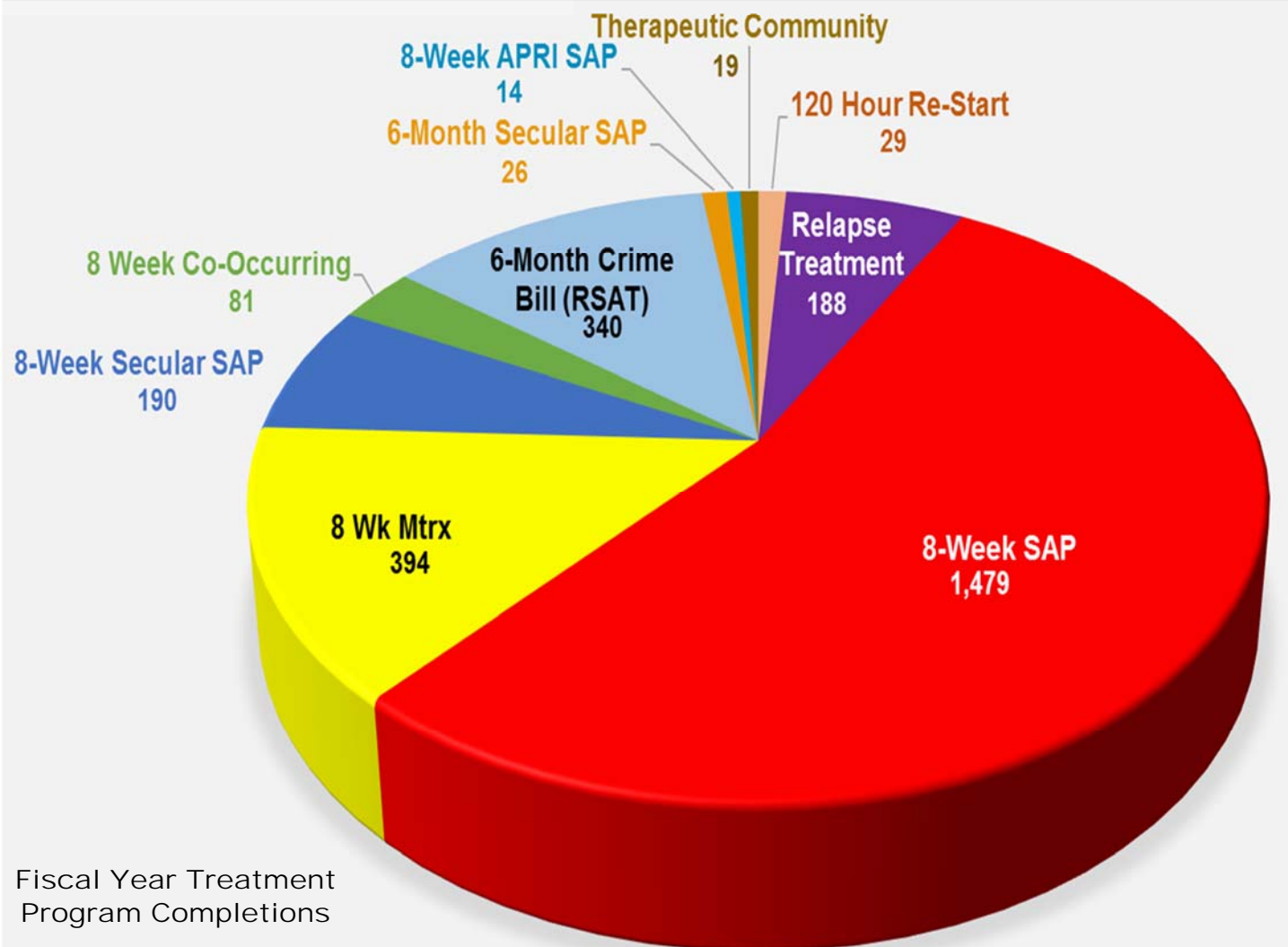
**Bruce Kimble**

**Drug Program Supervisor**

It is estimated that 75 to 80 percent of the offenders that are in the custody of the ADOC have documented of self-reported histories of substance abuse. With a custody population well over 23,000, the department has implemented the largest substance abuse program within the State of Alabama. The program includes two pretreatment programs eight treatment programs and two aftercare programs of varying lengths and content. All programs are evidenced based, gender responsive, and developed to meet the individual offender needs. The Office of Health Services continues to provide evidence based co-occurring substance abuse programming in the ADOC in-patient Residential Treatment Units located at Tutwiler and Bullock Correctional Facilities.



Fiscal Year End Program Population

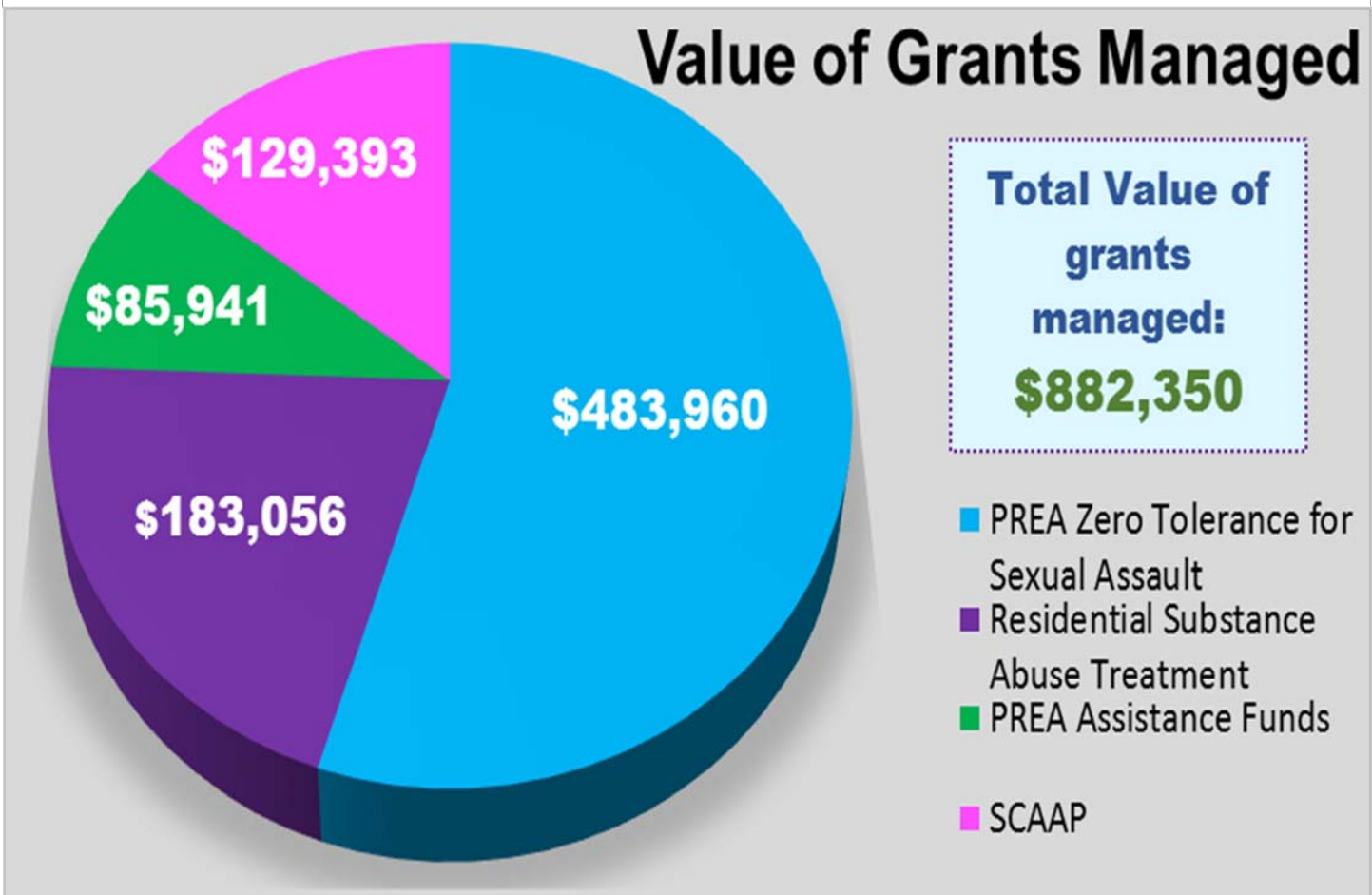


Fiscal Year Treatment Program Completions



## Federal and State Grants *(Administered During Fiscal Year 2016)*

During fiscal year 2016, the department managed approximately \$882K in federal formula and competitive awards. The majority of awards were from the Department of Justice.

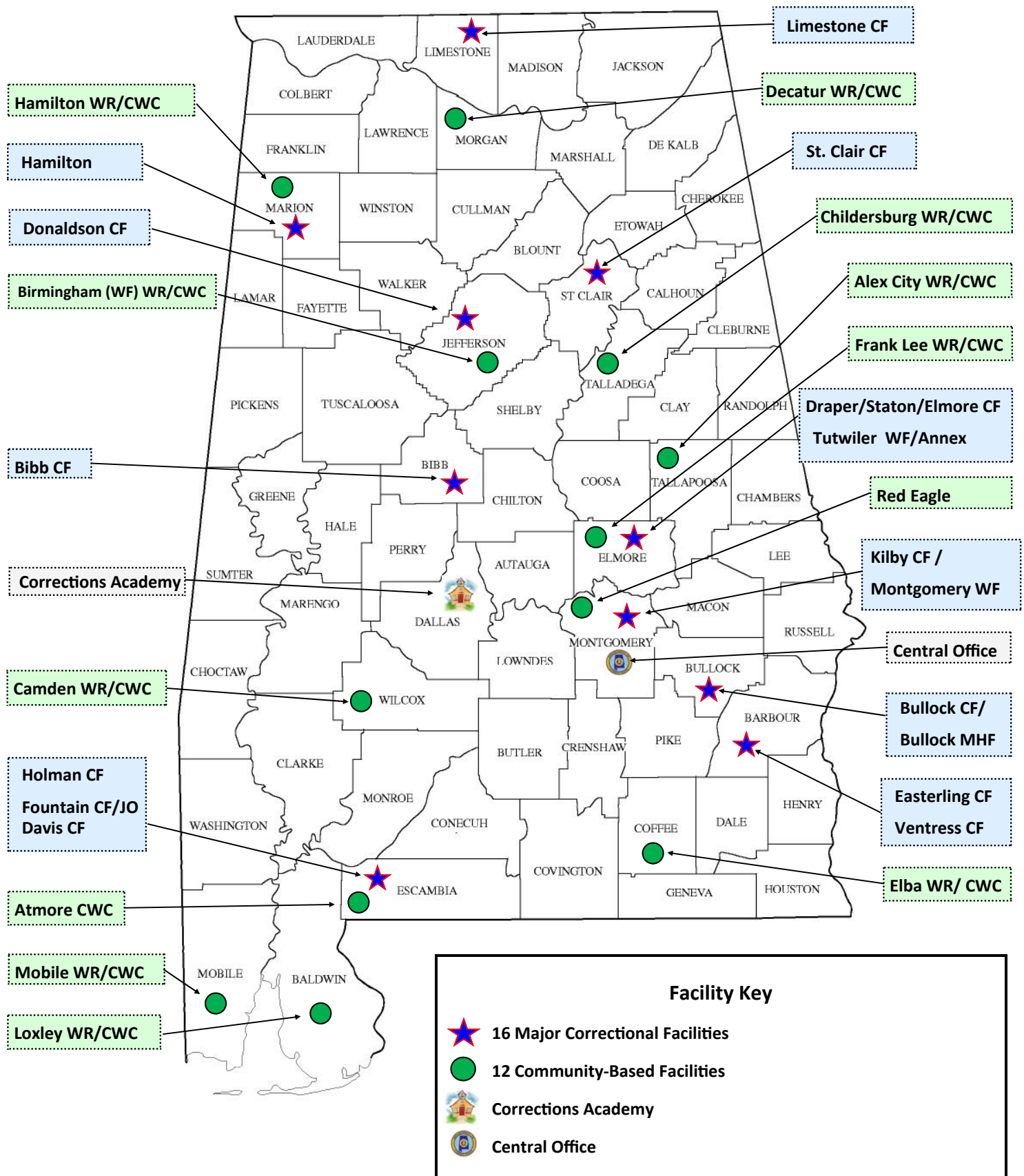


The Department of Justice, through the Bureau of Justice Assistance (BJA) awarded formula and competitive grants of approximately \$880,000 dollars:

- The BJA provided awards for the *State Criminal Alien Assistance Program (SCAAP)* in the amount of \$129,393 that partially reimburses ADOC for the cost of housing non-U.S. citizens; and \$483,960 for the *Prison Rape Elimination Act (PREA) "Zero Tolerance" Program*. The funds were used for PREA related training along with PREA readiness assessments to identify strengths and gaps in PREA compliance while addressing leadership and culture to promote sexual safety. This preliminary work prepared the ADOC for the required PREA audits which have recently been completed. Additional grant funds will be used to comply with PREA standard limiting cross gender viewing by installing privacy partitions and curtains in bathrooms.
- BJA also provided the awards for the *Residential Substance Abuse Treatment (RSAT)* for the *State Prisoner Program* in the amount of \$183,056 and PREA Assistance funding through the Edward Byrne Memorial JAG Fund in the amount of \$85,941. ADECA is the State Administrator of the RSAT and Edward Byrne Memorial JAG Fund awards.



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



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

## Close Custody—Correctional Facilities

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

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

### William E. Donaldson

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

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

### William C. Holman

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

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

### Kilby

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

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



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



### Limestone

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

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

### Saint Clair

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

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

### Julia Tutwiler Prison for Women

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

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



## Medium Custody—Correctional Facilities

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

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

### Bibb

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

### Bullock

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



**Bullock Prison opened in 1987**

### Draper

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

### Easterling

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

### Elmore

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

### G.K. Fountain

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

### Hamilton Aged and Infirm

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

### Montgomery Women's Facility

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

### Staton

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

### Ventress

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



## Minimum Custody—Correctional Facilities

There were nearly 4,200 *minimum custody* offenders incarcerated in minimum custody correctional facilities at year end—this includes minimum custody camps, work release (WR) centers, and community work centers (CWC). Seventeen percent of the in-house population are classified as *minimum custody* offenders—minimum-in, minimum-out, and minimum community.

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

### Alexander City

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

### Atmore

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

### Birmingham

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

### Camden

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

### Childersburg

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

### Decatur

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

### Elba

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

### J.O. Davis

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

### Frank Lee

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

### Hamilton

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

### Loxley

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

### Mobile

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

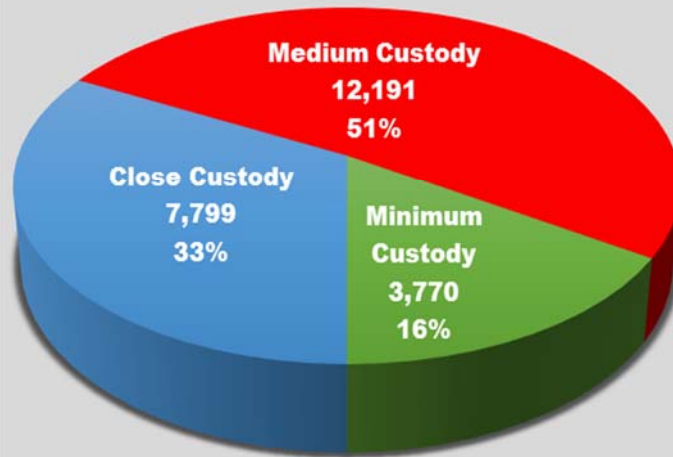
### Red Eagle

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

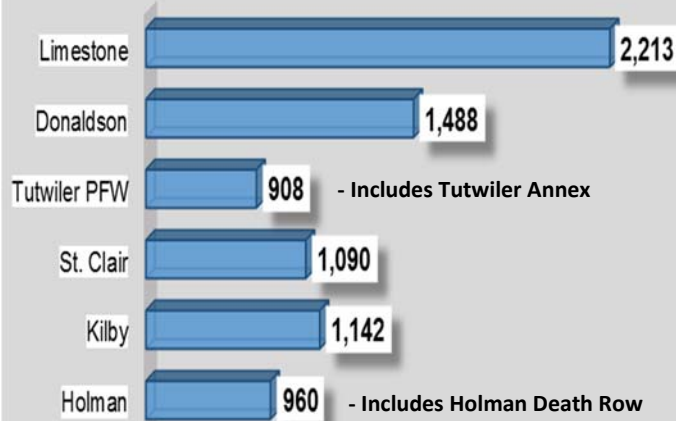
## Facility Operations Statistics

These statistical graphics represent the distribution of the inmate population housed within ADOC correctional facilities. The twenty-eight correctional facilities operated by the ADOC are characterized by custody level of the inmates housed : Close, Medium, and Minimum.

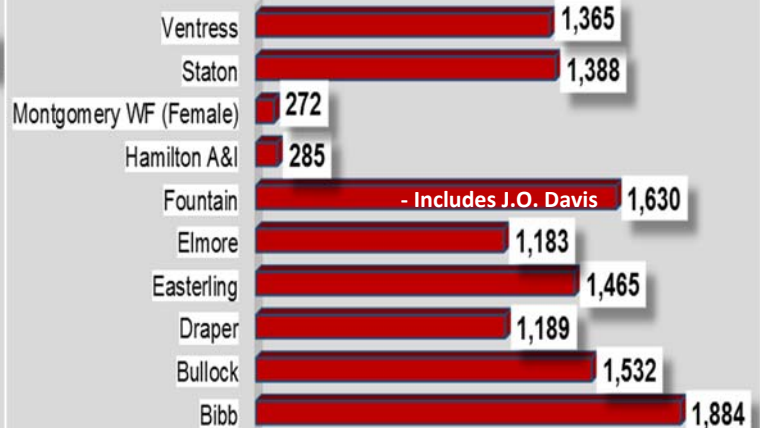
**Average Population by Custody**  
number in each custody category & percentage of the total number



**AVERAGE ANNUAL POPULATIONS  
FOR CLOSE CUSTODY INSTITUTIONS**



**AVERAGE ANNUAL POPULATIONS  
FOR MEDIUM CUSTODY INSTITUTIONS**

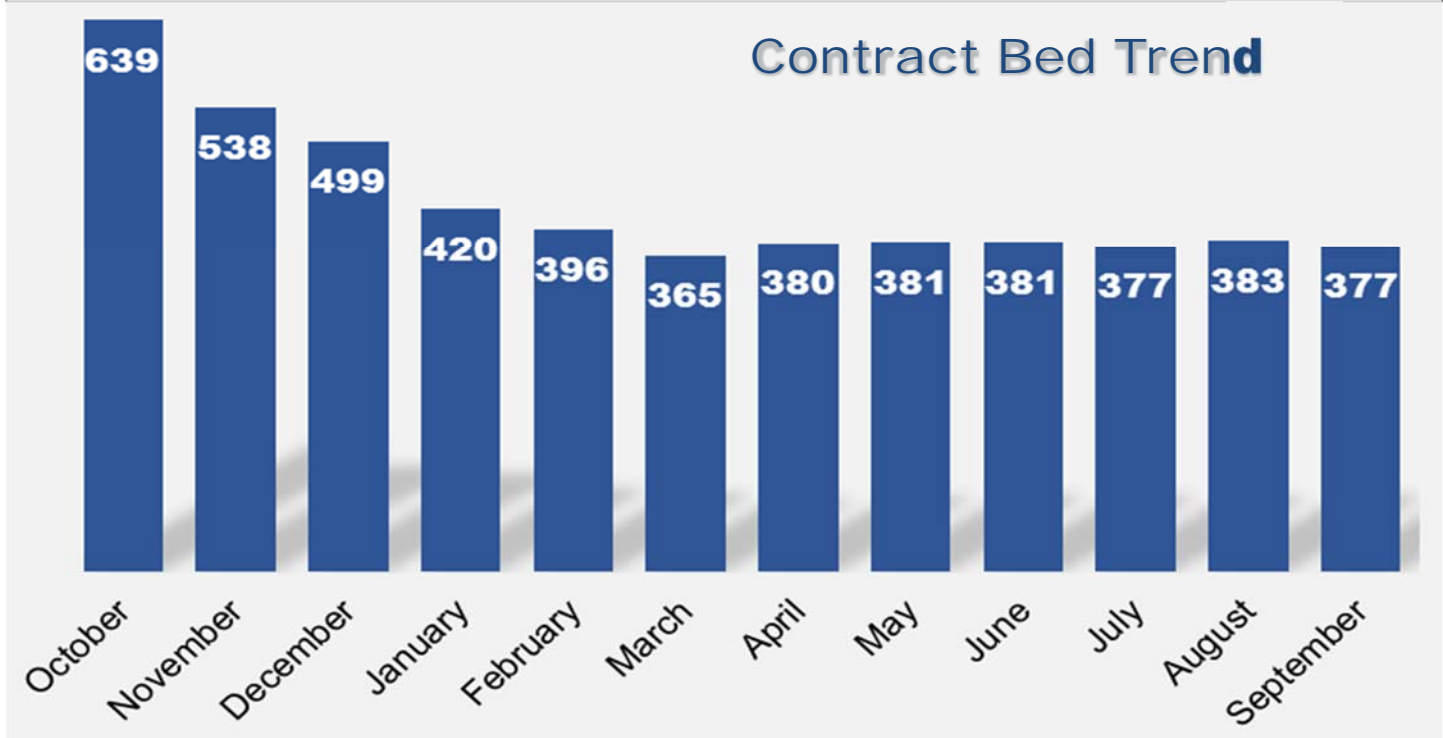


**AVERAGE ANNUAL POPULATIONS  
FOR MINIMUM CUSTODY INSTITUTIONS**



## Contract Supplemental Beds

During Fiscal Year 2016, ADOC supplemented prison system bed capacity by contracting with private entities and county jails. The monthly contract bed average was **428** beds. Total direct costs for contracted county jail beds was **\$403,978.00**. Total direct cost for the ATEF Program operated by Community Education Center in Columbiana was **\$4,280,608.00**.



## Contract Bed Summary

*for Fiscal Year 2016*

Contracted Entity	Months Contracted	Average Monthly	Gender Housed	Per Diem Cost
ATEF Program	12	341	M	\$32
Pre-Therapeutic Community	2	7	M	\$26
Autauga County Jail	3	4	M	\$15
Butler County Jail	4	7	M	\$15
Clarke County Jail	4	8	M	\$15
Clay County Jail	3	2	M	\$15
Crenshaw County Jail	2	1	M	\$15
Lowndes County Jail	4	6	M	\$15
Pickens County Jail	3	7	M	\$15
Talladega County Jail	12	45	F	\$15
Wilcox County Jail	3	1	M	\$15

# Alabama Correctional Industries

Director—Vacant

Profit—\$1,270,575.23

Revenues—\$15,050,467.46

Expenses—\$13,779,892.23



Average Number of Inmates Employed at Year End—449

## Fiscal Year 2016 Program Summary

FY 2016 was a notable year for ACI from many facets. A long-awaited certification was achieved, a modern financial software application was implemented, new challenges arose with inmate labor, and a long-time leader retired.

ACI sales totals were buoyed by the Department of Human Resources' on-going modular office system upgrade project initiated late in FY 2015. Five phases of the \$2.8 million project were completed with two left to be undertaken. Sales were boosted by two large furniture and chair projects commissioned by the Department of Transportation and the City of Prattville, with a total value of over \$520,000. Mattress production was relocated from St. Clair Industries to the Ventress Chair Plant partly in response to staff retirements at St. Clair, but also to help level production demands at the Chair Plant.

The long-awaited receipt of certification by the US Department of Justice's Bureau of Justice Assistance authorizing the implementation of Prison Industry Enhancement Certification Programs (PICEP or PIE) was fulfilled this year. The PIECEP certificate will allow ACI to partner with private sector companies to bring factories "inside the fence" and produce goods destined for interstate commerce. Wage scales for inmate pay in these programs are required to be the same as those of workers in the private sector performing comparable tasks.

This was the first full year ACI operations and financials were tracked by the Global Shop Solutions (GSS) enterprise resource planning software application acquired in FY 2015. GSS replaced the mainframe-based LGFS governmental financial application originally implemented in 1991.

Finally, FY 2016 saw the retirement of long-time ACI Director Dr. Andy Farquhar after 30 years of service to ADOC

## DOC Fleet Management

February 2016 marked the completion of the 24 month assessment of ADOC's initial propane van project at Loxley Work Release Center. The ten 15-passenger vans converted with bi-fuel (propane/gasoline) kits accumulated over 1.4 million miles of service with virtually no issues. Over this period the vans used 120,000 gallons of propane and 11,000 gallons of gasoline. The annual savings per van was approximately \$6,600 while the 24-month project savings totaled over \$190,000 when the \$.50 per gallon Alternative Fuels Tax Credit was factored in. ADOC has received national and international recognition for this innovative project. Articles about the project have been published in a number of alternative fuel web sites, and the data from the project has been accepted as a case study by the U.S. Department of Energy for inclusion on their Alternative Fuels Data Center website. An article authored by Dr. Andy Farquhar detailing the project also appears in the September/October 2016 edition of *Corrections Today*.



# Alabama Correctional Industries

Profit—\$1,270,575.23

Revenues—

Expenses—\$13,779,892.23

Average Number of Inmates Employed at Year End—449

## Fiscal Year 2016 Fiscal Summary

### Detailed by Activity

Activity	Average Inmates	Expenses YTD	Revenues YTD	Profit/Loss
Chair Plant	28	\$571,596.10	\$698,898.71	\$127,302.61
Chemical Plant	20	\$925,391.04	\$1,089,072.10	\$163,681.06
Tutwiler/Holman Clothing	86	\$1,551,919.16	\$2,114,801.31	\$562,882.15
Draper/Bibb Furniture	49	\$594,037.01	\$555,978.51	(\$38,058.50)
Furniture Restoration	45	\$169,614.40	\$208,052.15	\$38,437.75
Mattress Plant	3	\$455,013.80	\$342,066.35	(\$112,947.45)
Modular Plant	18	\$958,118.54	\$1,667,807.43	\$709,688.89
Printing Plant	90	\$1,849,745.28	\$1,834,853.91	(\$14,891.37)
Vinyl Products	2	\$1,217.93	\$6,744.75	\$5,526.82
Vehicle Tag Plant	33	\$2,692,185.99	\$4,596,993.91	\$1,904,807.92
	33			
<b>Sub-Total</b>	<b>374</b>	<b>9,768,839.25</b>	<b>13,115,269.12</b>	<b>3,346,429.87</b>
Fleet Services	62	\$1,890,420.08	\$1,907,757.78	\$17,337.70
<b>Sub-Total</b>	<b>62</b>	<b>\$1,890,420.08</b>	<b>\$1,907,757.78</b>	<b>\$17,337.70</b>
Admin and Warehouse Services	13	\$2,120,632.90	\$27,440.56	(\$2,093,192.34)



## Work Release Program

### End of Year Program Summary

FY 2015 Inmates Carried Forward  
1,843

FY 2016 Admissions 2,240

Participants at Year End 1,787

Black Males—53.3%

White Males—35.1%

Other Males—0.1%

Black Females—3.5%

White Females—7.8%

Other Females—0.05%

Gross Salaries Earned  
\$26,258,703.47

Taxes and Other Deductions  
\$4,845,576.78

Net Inmate Salaries Earned  
\$21,398,094.98

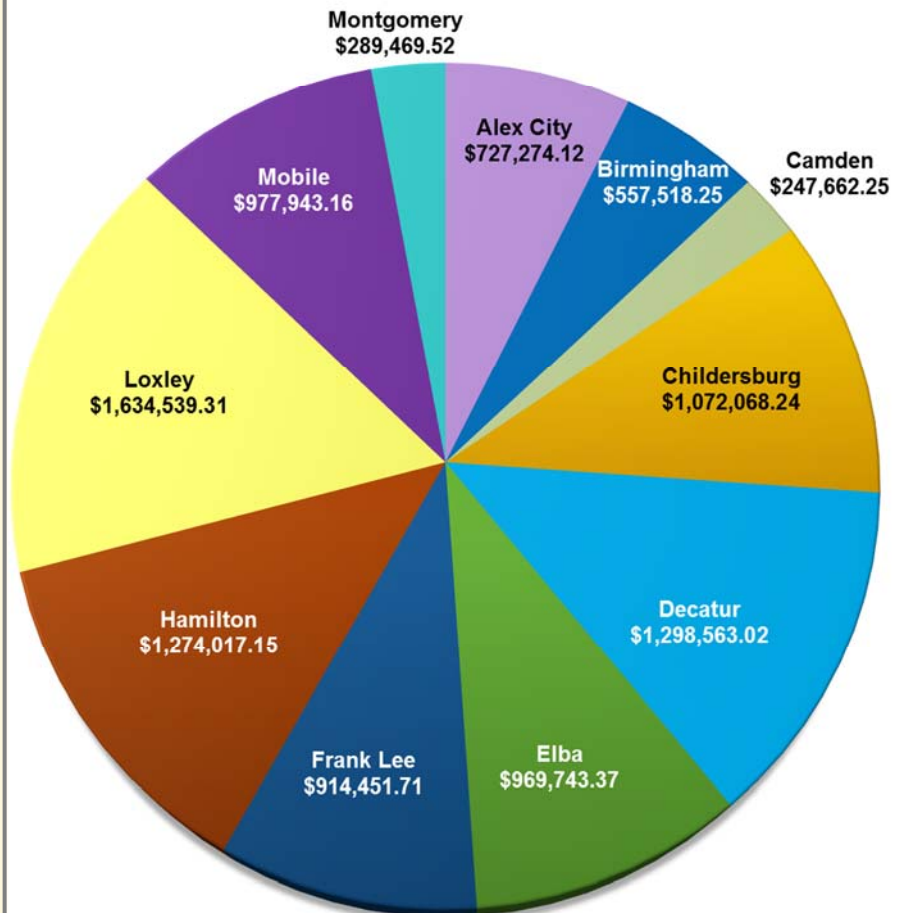
Fees and Restitution Paid  
\$4,179,011.00

Average Inmate Monthly Salary  
\$1,616.93

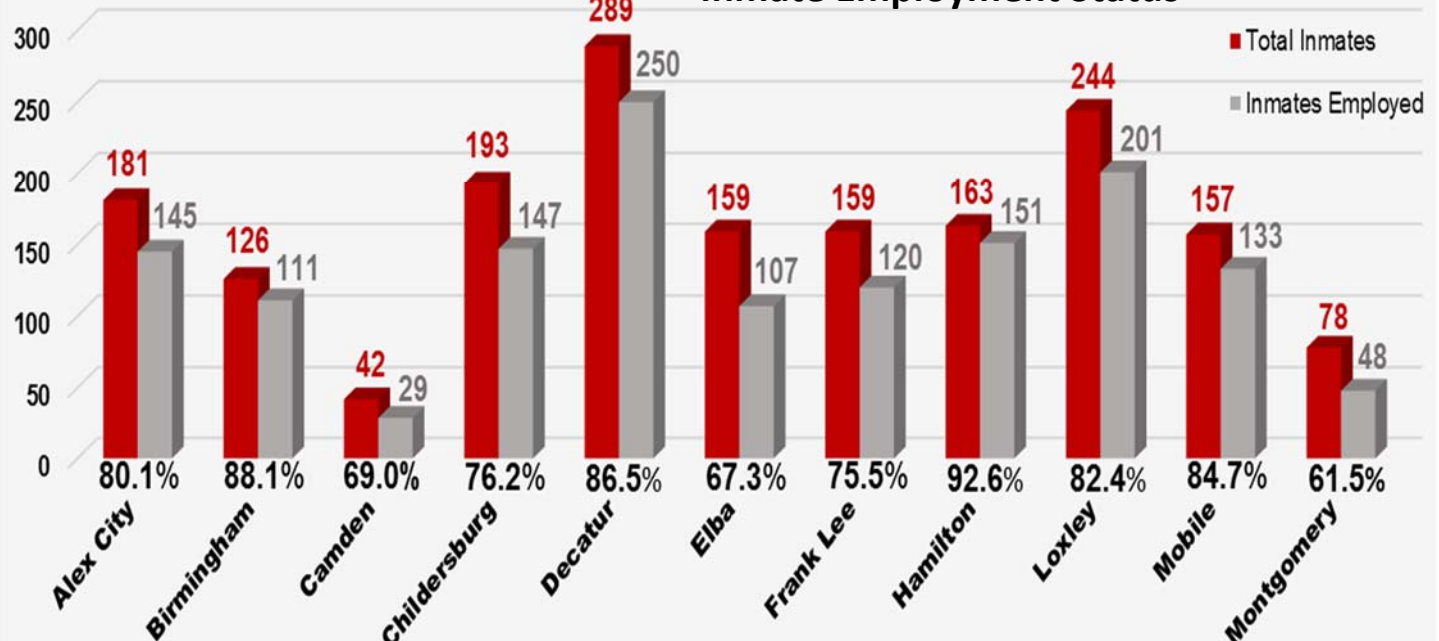
Percentage Employed—80.7%

### ADOC 40% Assessment Collections

Total = \$11,173,057



### Inmate Employment Status



# Staff Education and Training

Acting Training Director, Captain Elliot Sanders

## Overview

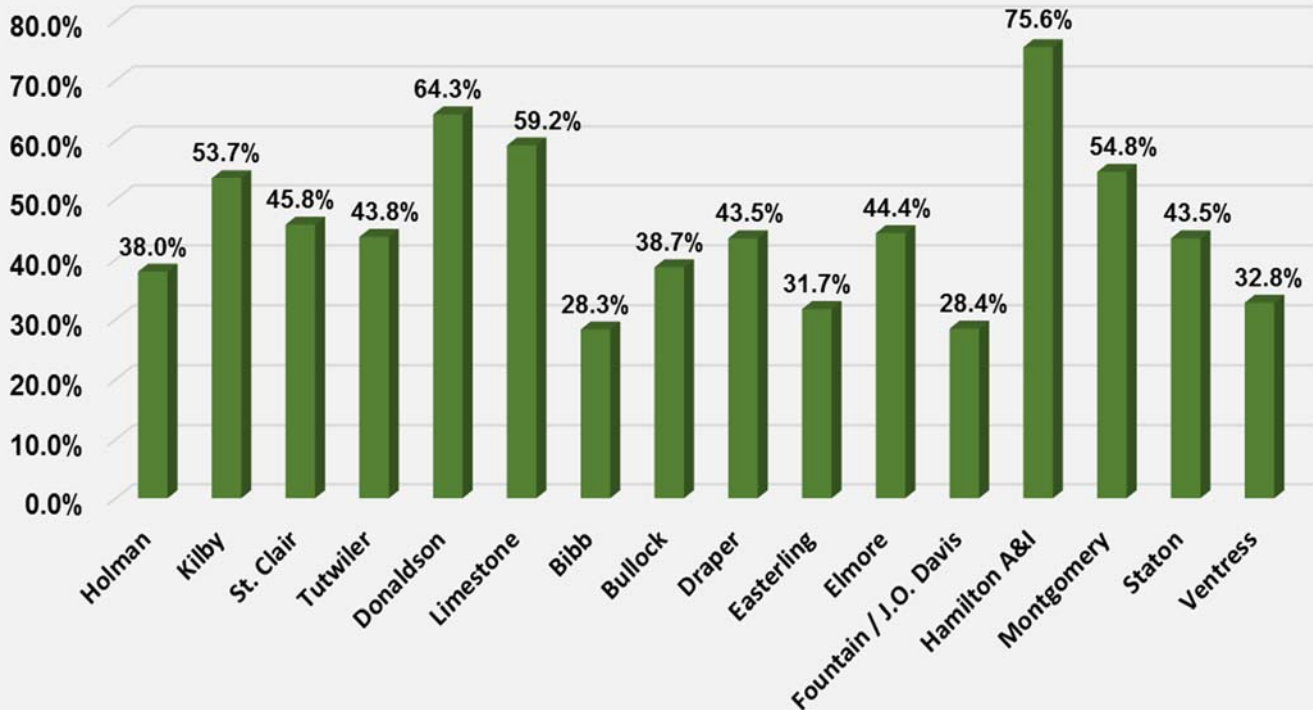
- The Annual Executive Leadership Conference provided education on leadership and management to the departments executive leadership, wardens, division directors and members of the future warden training program
- The Alabama Corrections Academy graduated **103** new Correctional Officers, and also trained **16** newly hired former officers through the lateral refresher course.
- Approximately **4,000** security and support staff received training at the Regional Training Centers, including many specialized training events to address inmate management and security response procedures.
- The division developed and executed the first-ever two-week Sergeants Academy held at the Criminal Justice Training Center in Selma.
- This course will educate approximately **24** Correctional Sergeants per class and will be conducted four times annually
- The Sergeants Academy provides leadership and management skills necessary for successful front-line leadership in ADOC institutions
- The hiring and initial training process for Correctional Officers was modified to allow physical ability testing later in the course, which should increase the graduation rate of correctional officer trainees
- New hiring procedures have been approved for Correctional Officer Trainees, who now will be hired one week prior to the start of their Corrections Academy start date.

## Regional and Specialized Training Summary

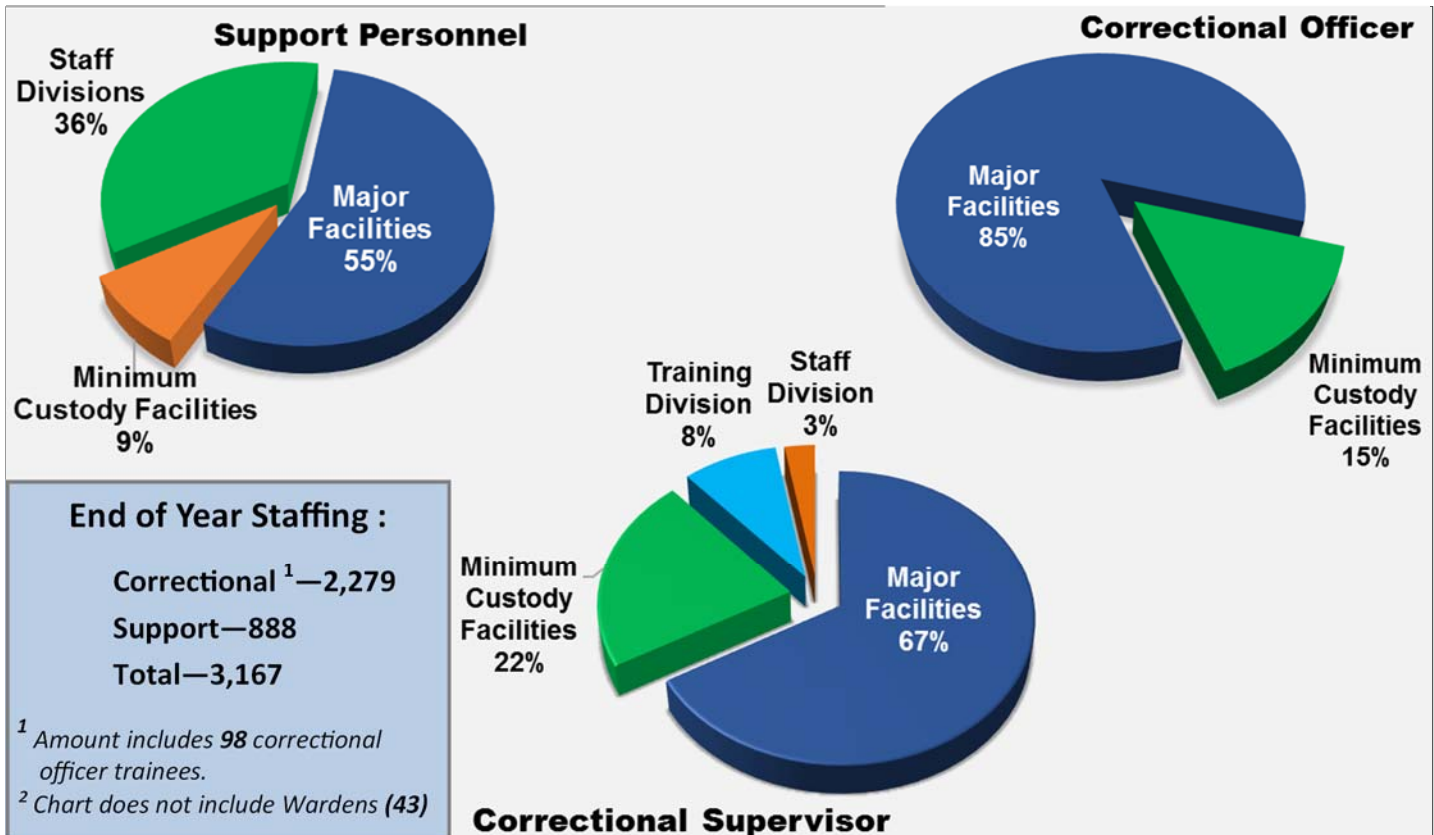
# Trained	Course of Study
<b>Regional Training</b>	
<b>2,374</b>	<b>Correctional Law Enforcement staff received 32 hours of in-service training to meet APOSTC requirements.</b>
<b>325</b>	<b>New ADOC, Contract Support staff, and Contract Vendors received 16 to 40 hours of orientation training for new employees.</b>
<b>1,686</b>	<b>ADOC and Contract Support staff received 8 hours of in-service training</b>
<b>67</b>	<b>Law Enforcement Officers were certified / recertified for AR-15 High Powered Rifle.</b>
<b>Specialized Training</b>	
<b>11</b>	<b>ADOC Law Enforcement Officers received recertification training and certification with the TASER X2 and X26.</b>
<b>116</b>	<b>New ADOC supervisors received 40 hours of New Supervisor Training.</b>
<b>73</b>	<b>ADOC law enforcement officers received SABRE RED-Cell Buster training.</b>
<b>19</b>	<b>ADOC law enforcement officers completed the Firearms Familiarization Course.</b>
<b>157</b>	<b>Employees received Hazard Communication and Chemical Labeling training.</b>
<b>43</b>	<b>Cubical Control Officers received 80 hours of Correctional Training.</b>
<b>50</b>	<b>Correctional Canine Handlers and Training Division staff completed 16 hours of ALERRT Active Shooter Response Level I training.</b>
<b>18</b>	<b>Correctional Canine Handlers received 45 hours of K-9 Tactical/Man Tracking Field Training.</b>
<b>30</b>	<b>Correctional Sergeants and select Training Staff graduated from the new 80 hours Sergeants Academy.</b>

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

### Correctional Officer Staffing Levels

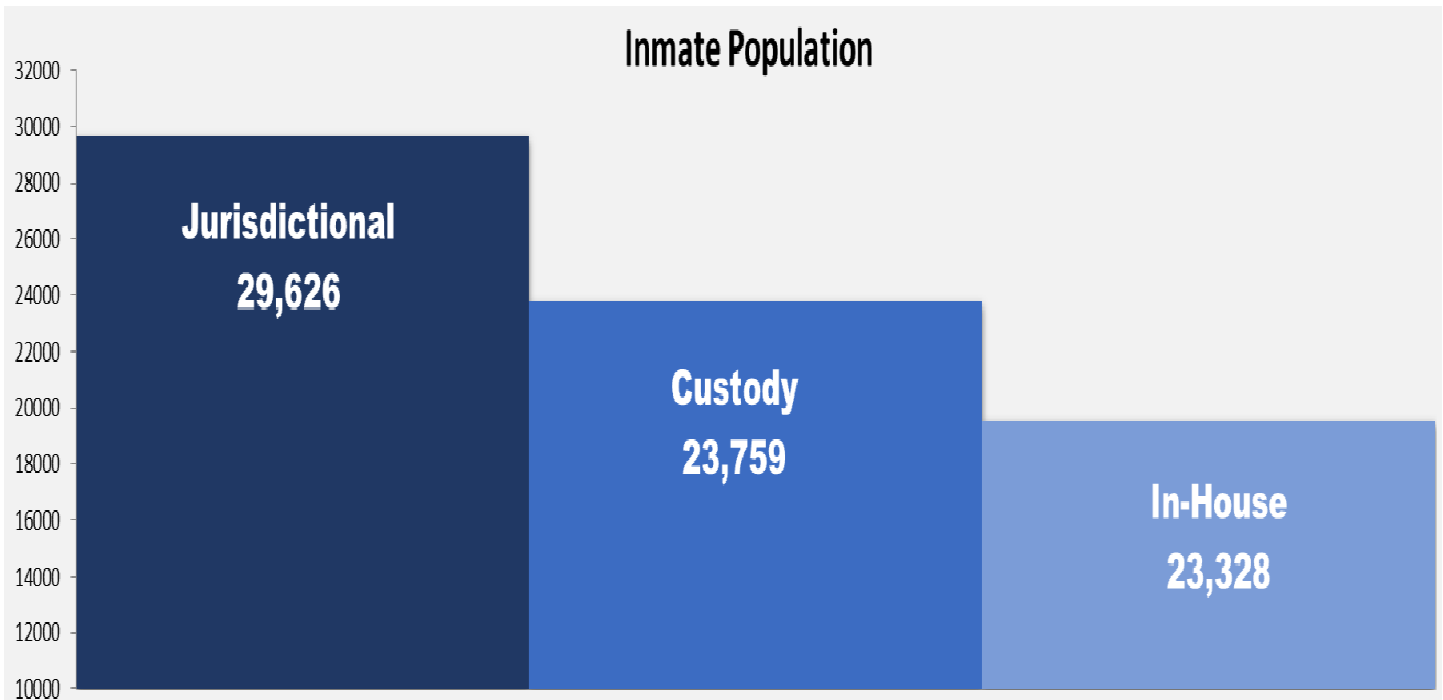


## STAFFING

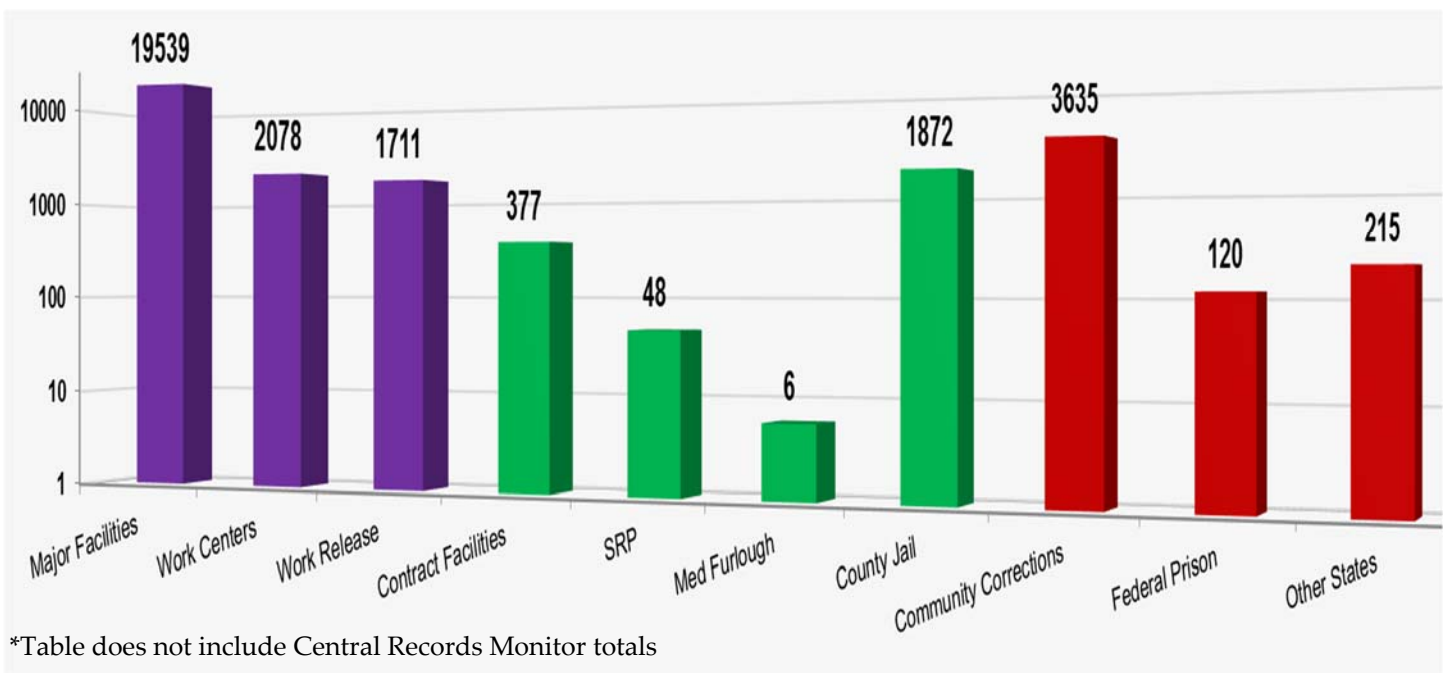




## Distribution Of Inmate Population

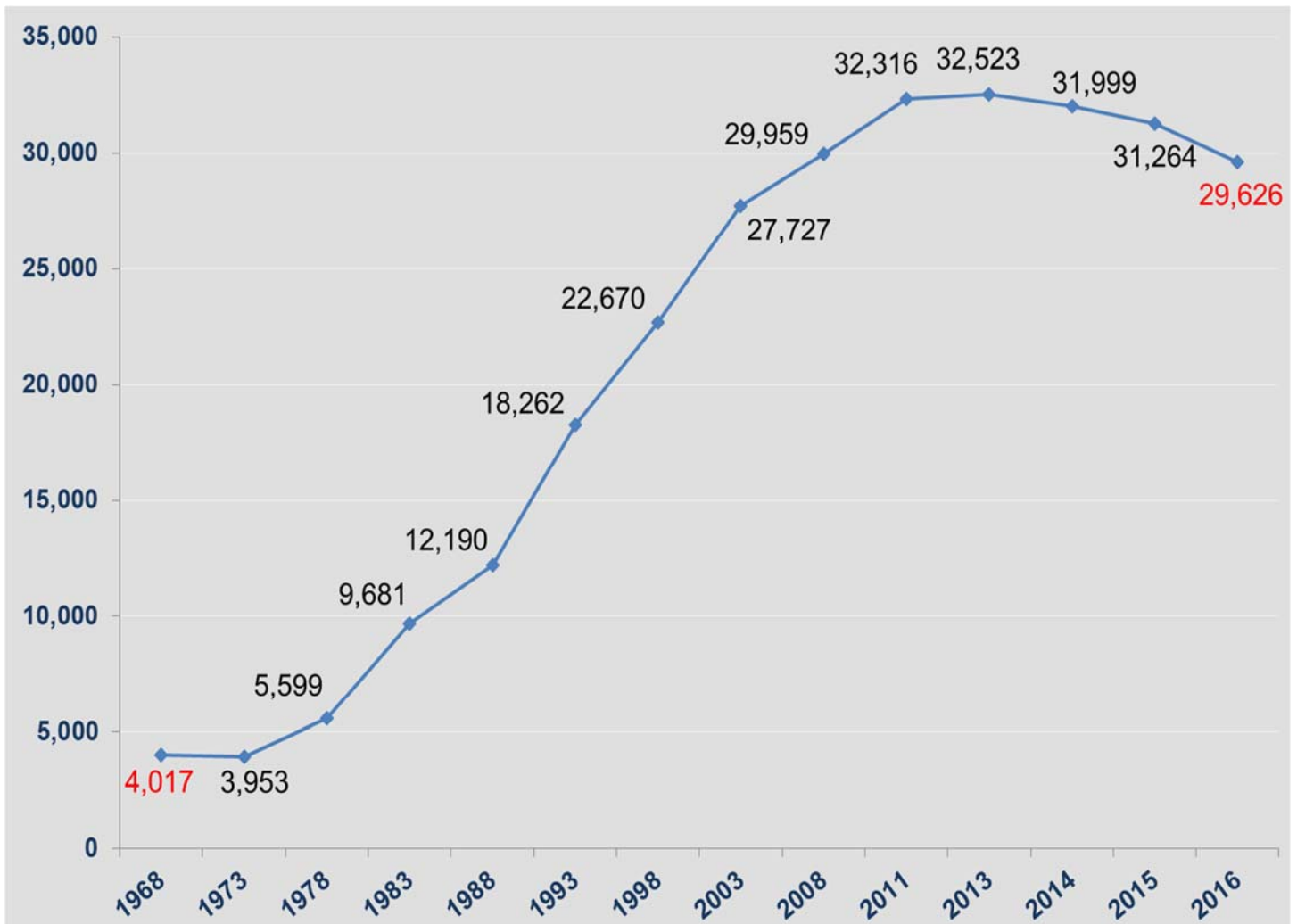


- **Jurisdictional population** includes all inmates sentenced to the ADOC, independent of their current custody location. This includes those housed in ADOC facilities as well as community corrections, federal, other states, and county jail custody.
- **Custody population** includes all inmates sentenced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



# Inmate Population Trend

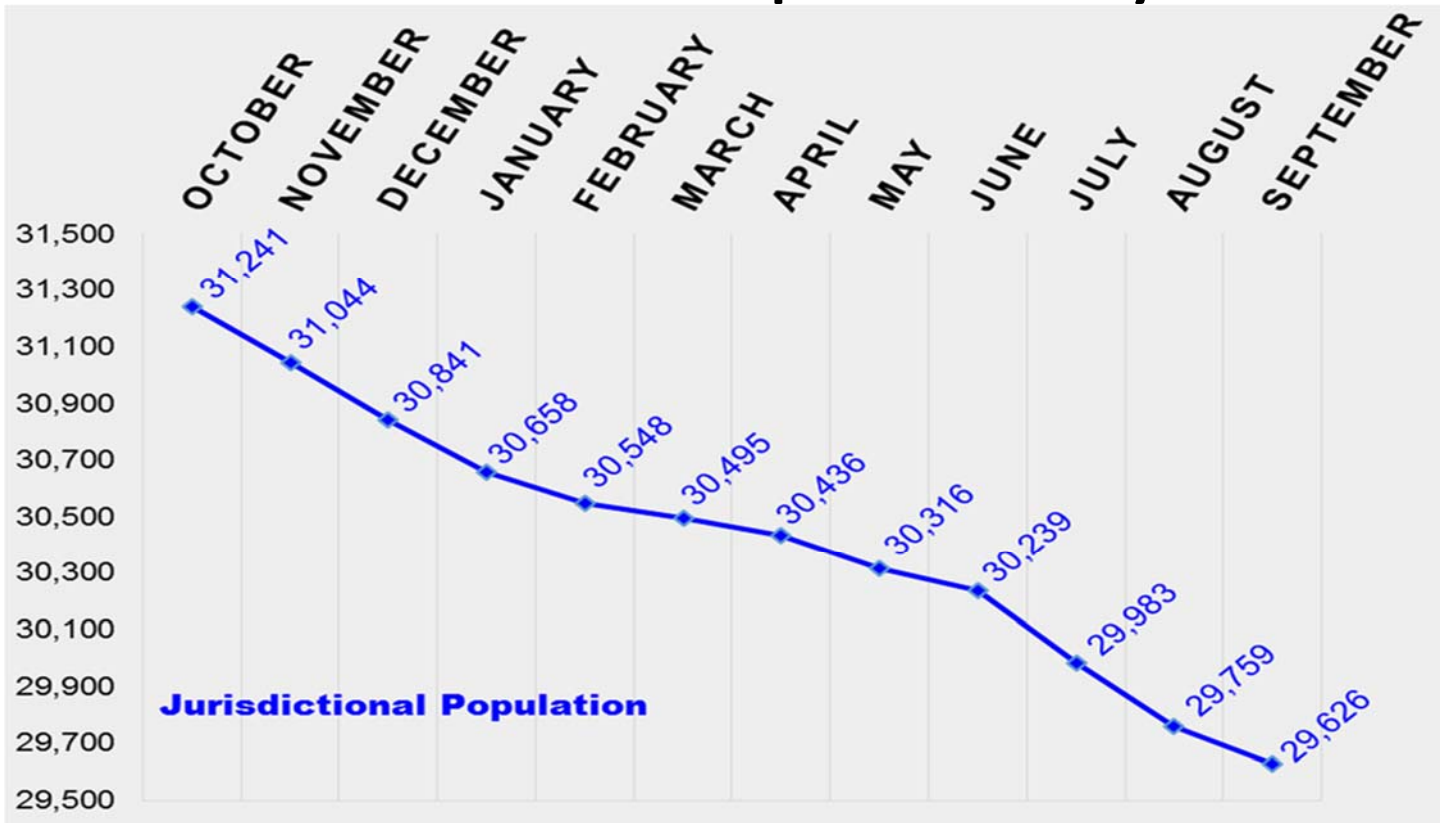
## Jurisdictional Population



## Detail Population Trend

Sub-Group	1968	2008	2011	2013	2014	2015	2016
<b>Jurisdictional</b>	<b>4,017</b>	<b>29,959</b>	<b>32,316</b>	<b>32,523</b>	<b>31,999</b>	<b>31,264</b>	<b>29,626</b>
		+8.0%	+1.1%	-0.2%	-1.6%	-2.3%	-5.2%
<b>Males</b>	<b>3,888</b>	<b>27,799</b>	<b>29,740</b>	<b>29,835</b>	<b>29,345</b>	<b>28,656</b>	<b>27,171</b>
		+7.2%	+1.0%	-0.3%	-1.6%	-2.3%	-5.2%
<b>Females</b>	<b>129</b>	<b>2,160</b>	<b>2,576</b>	<b>2,688</b>	<b>2,654</b>	<b>2,608</b>	<b>2,455</b>
		+20.7%	+1.6%	+1.6%	-1.3%	-1.7%	-5.9%
<b>Custody</b>	—	<b>25,874</b>	<b>26,602</b>	<b>26,569</b>	<b>26,006</b>	<b>25,201</b>	<b>23,759</b>
			-0.6%	-0.7%	-2.1%	-3.1%	-5.7%
<b>In-House</b>	—	<b>25,303</b>	<b>25,638</b>	<b>25,299</b>	<b>24,813</b>	<b>24,191</b>	<b>23,328</b>
			+1.0%	-0.2%	-1.9%	-2.5%	-3.6%

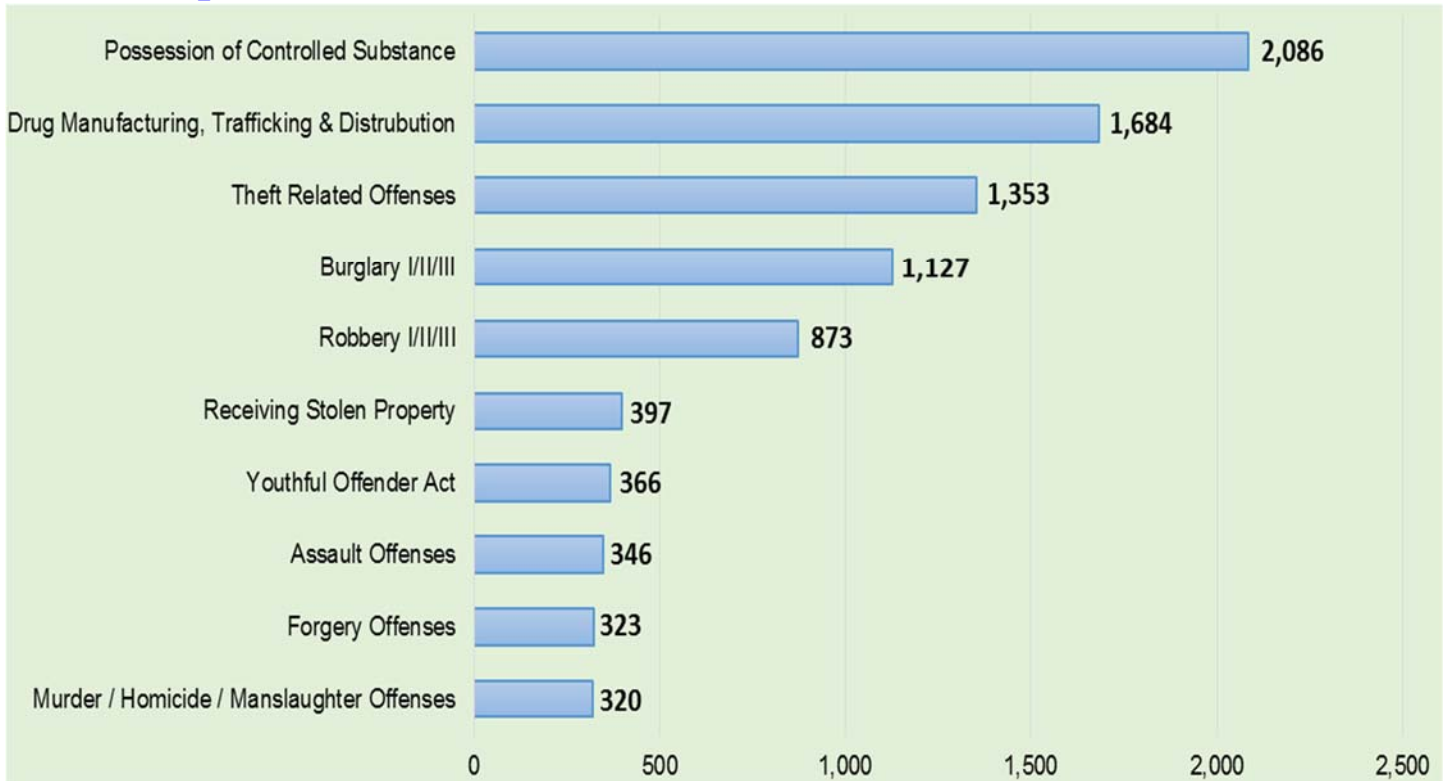
## 12-Month Inmate Population Analysis



# Jurisdictional Admissions

year-end Summary

## Top 10 Convictions of Inmates Admitted in Fiscal Year 2016



### Top 10 Admitting Counties

Committing County	Inmates	Size Rank
MOBILE	1300	1
JEFFERSON	1268	2
MADISON	693	3
MONTGOMERY	468	4
TUSCALOOSA	450	5
ETOWAH	444	6
CALHOUN	419	7
BALDWIN	405	8
SHELBY	388	9
HOUSTON	357	10

### Summary of Fiscal Year Admissions

Category	2015	2016	Change
<b>Total Jurisdictional Admissions</b>	11,435	11,556	+121
<b>New Commitments</b>	5,357	4,255	-1102
<b>Split Sentence (Act 754)</b>	4,521	4,501	-20
<b>Parole Re-Admissions</b>	988	1202	+214
<b>Captured Escapees <sup>1</sup></b>	421	870	+449
<b>Other <sup>2</sup></b>	142	726	+584
<b>Monthly Average Jurisdictional Admission Rate</b>	953	963	+10
<b>Total Custody Admissions</b>	7,478	7,531	+53
<b>Monthly Average Custody Admission Rate</b>	623	629	+6

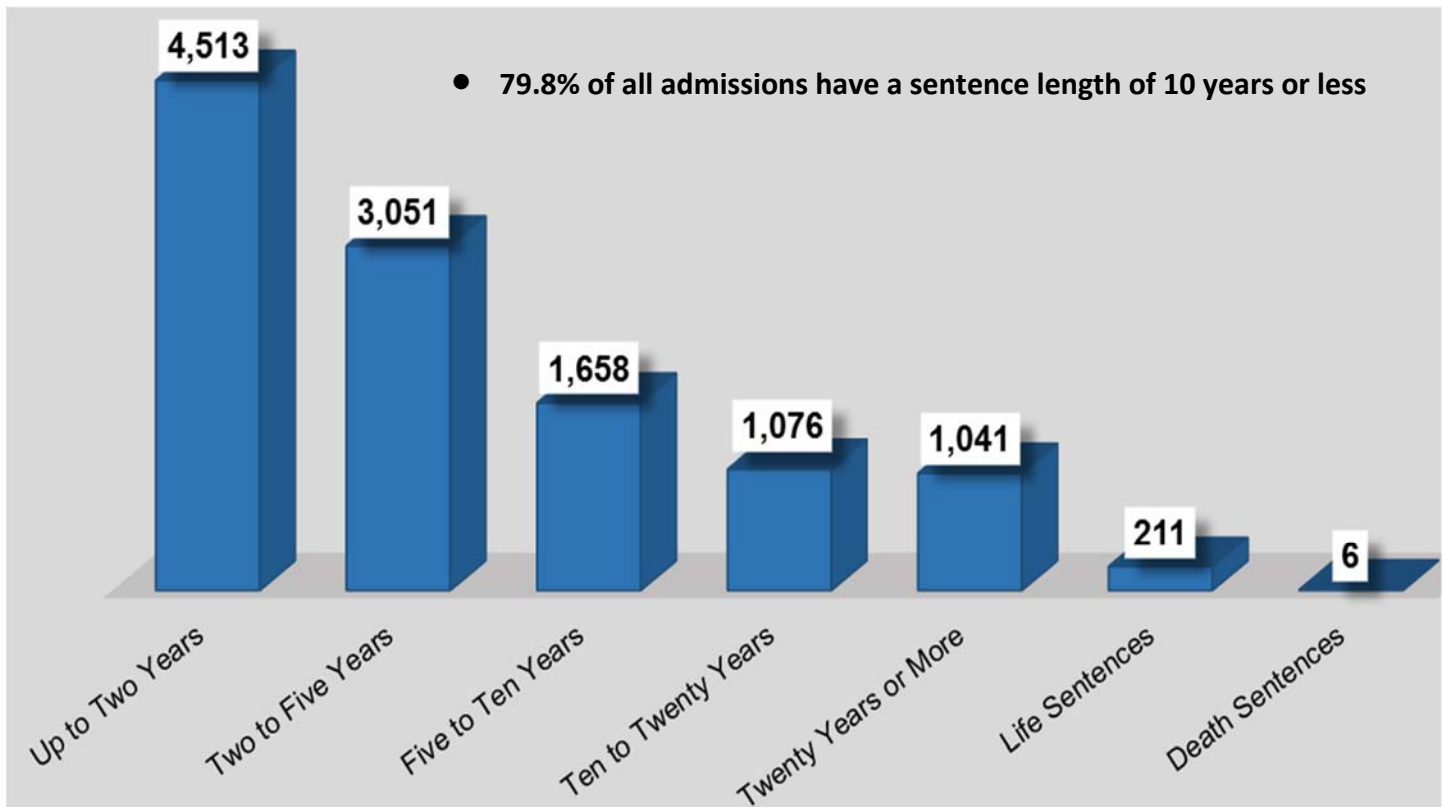
<sup>1</sup> The majority of captured escapees are from county community correction programs. <sup>2</sup> Jurisdictional admission type "other" may include types such as bond, appeal, another jurisdiction, or case reopened.



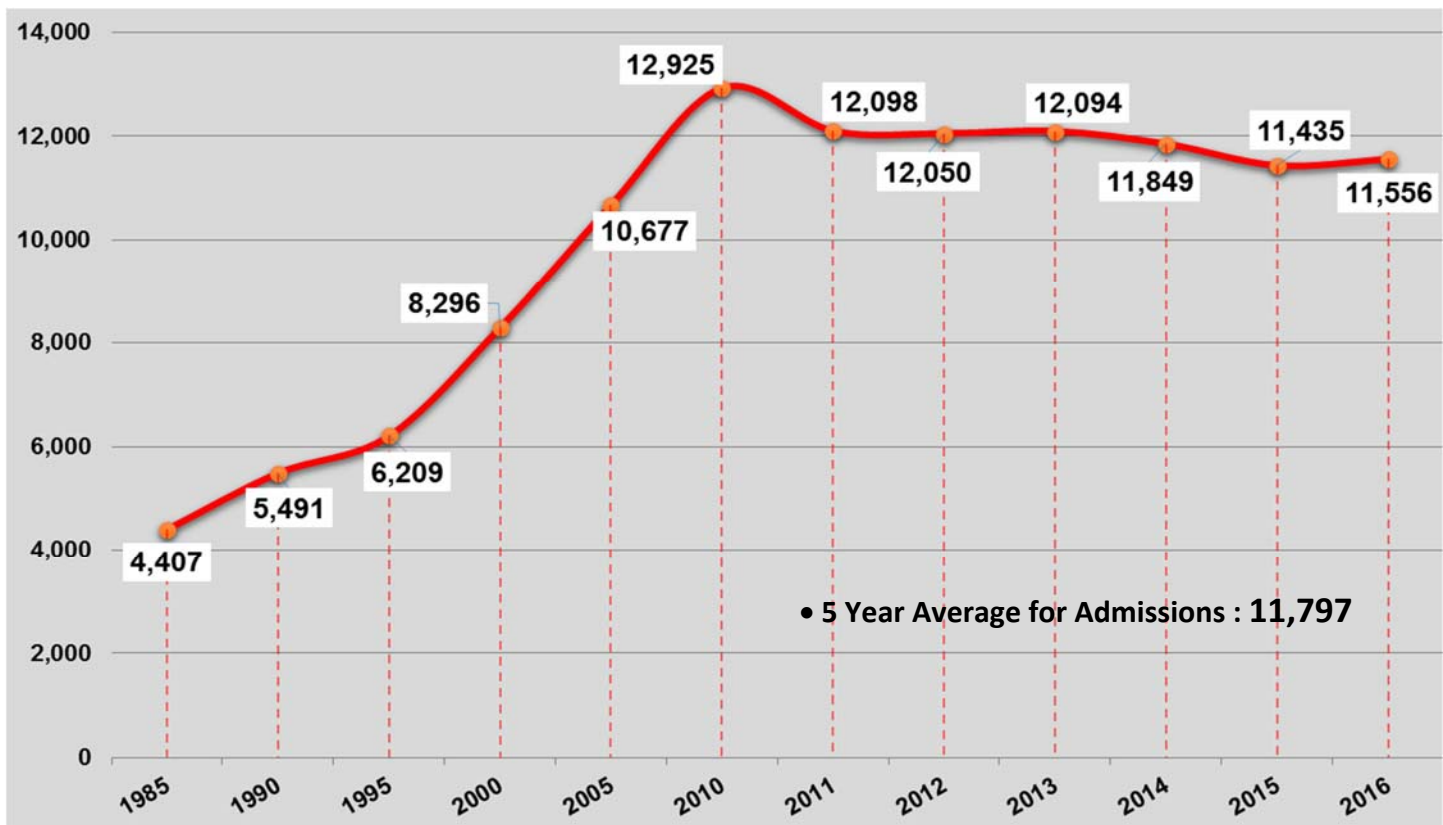
# Jurisdictional Admissions (Continued)

2016 Year-end Summary

## Sentence Length Summary

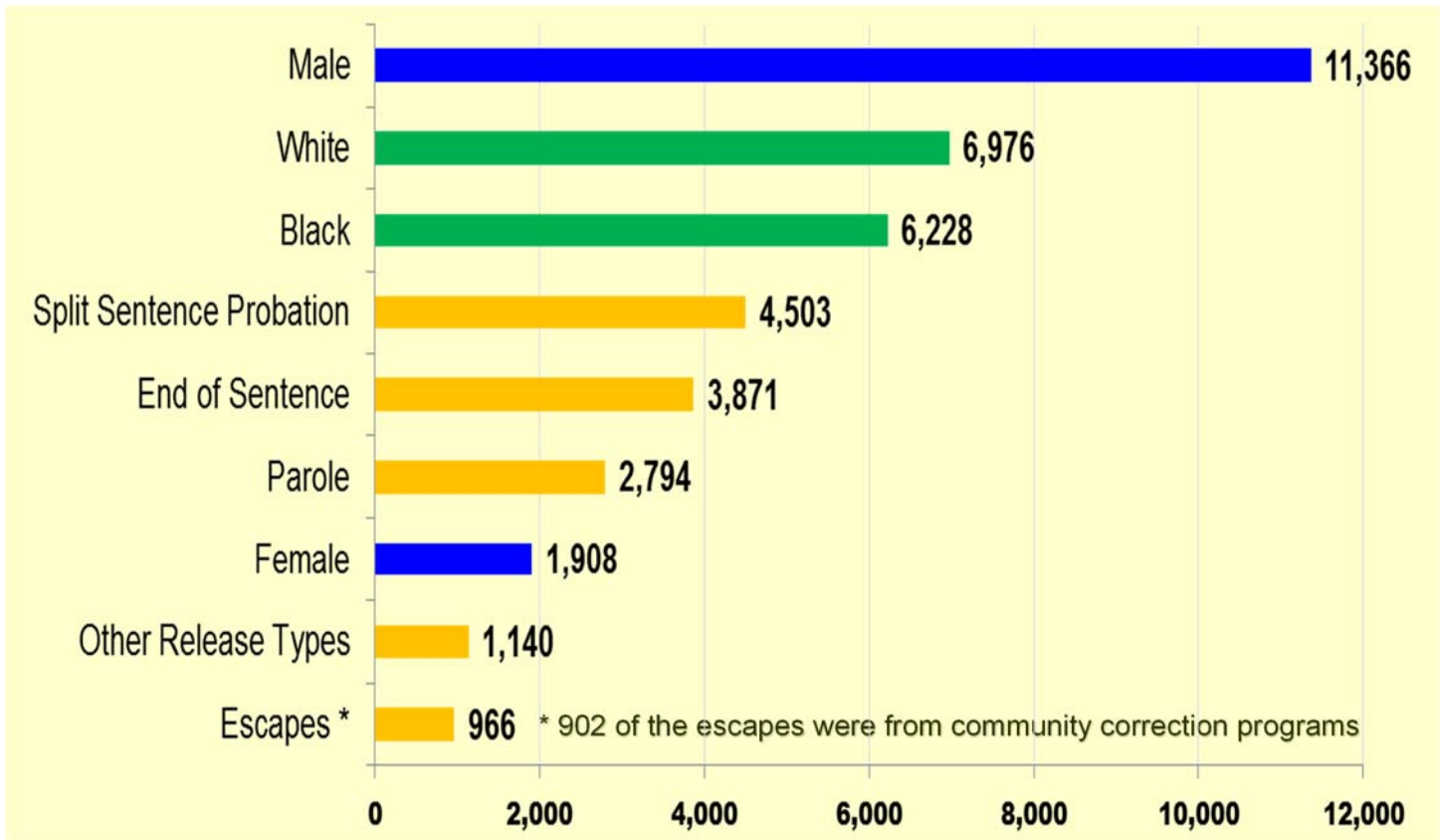


## 30-Year Annual Admission Trend



# Jurisdictional Releases

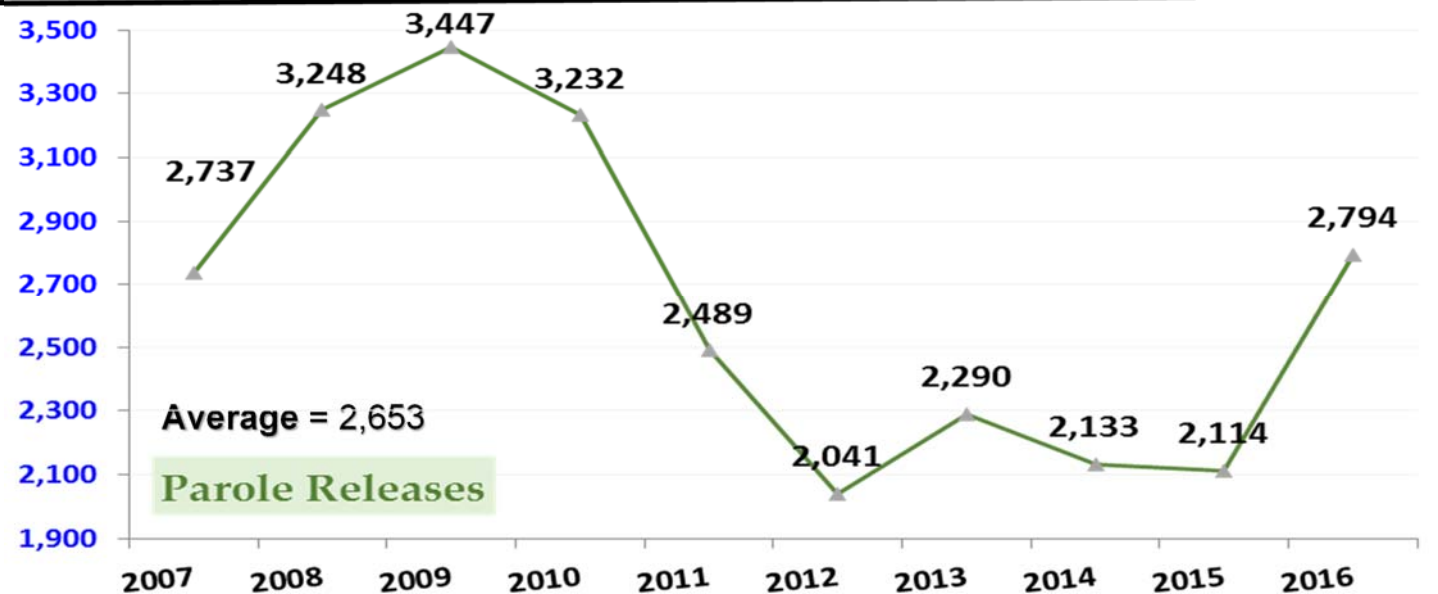
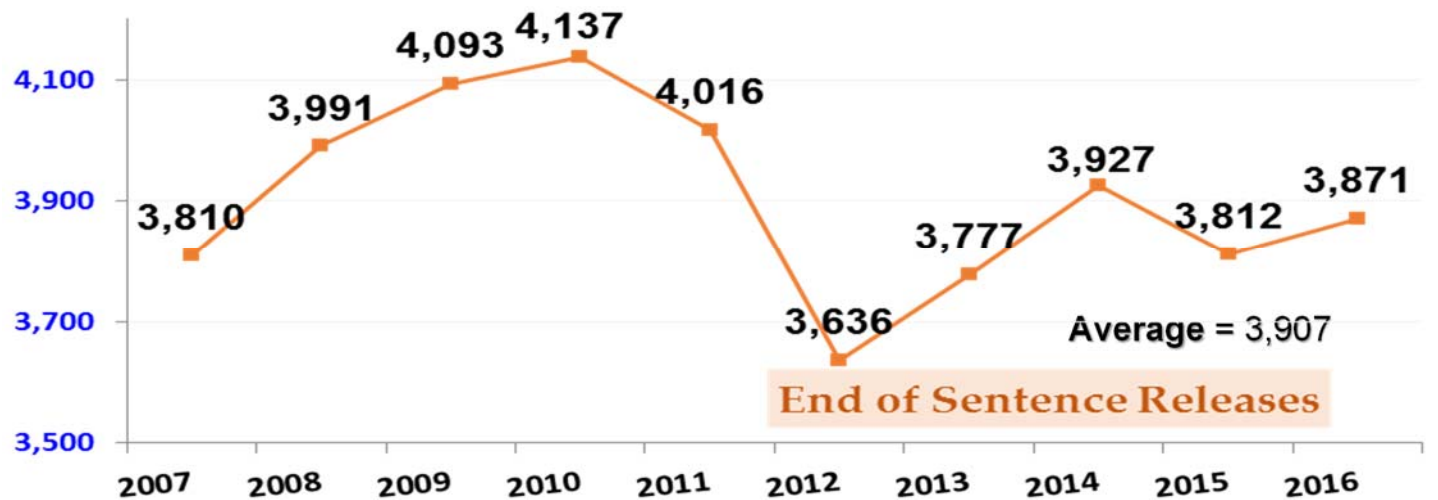
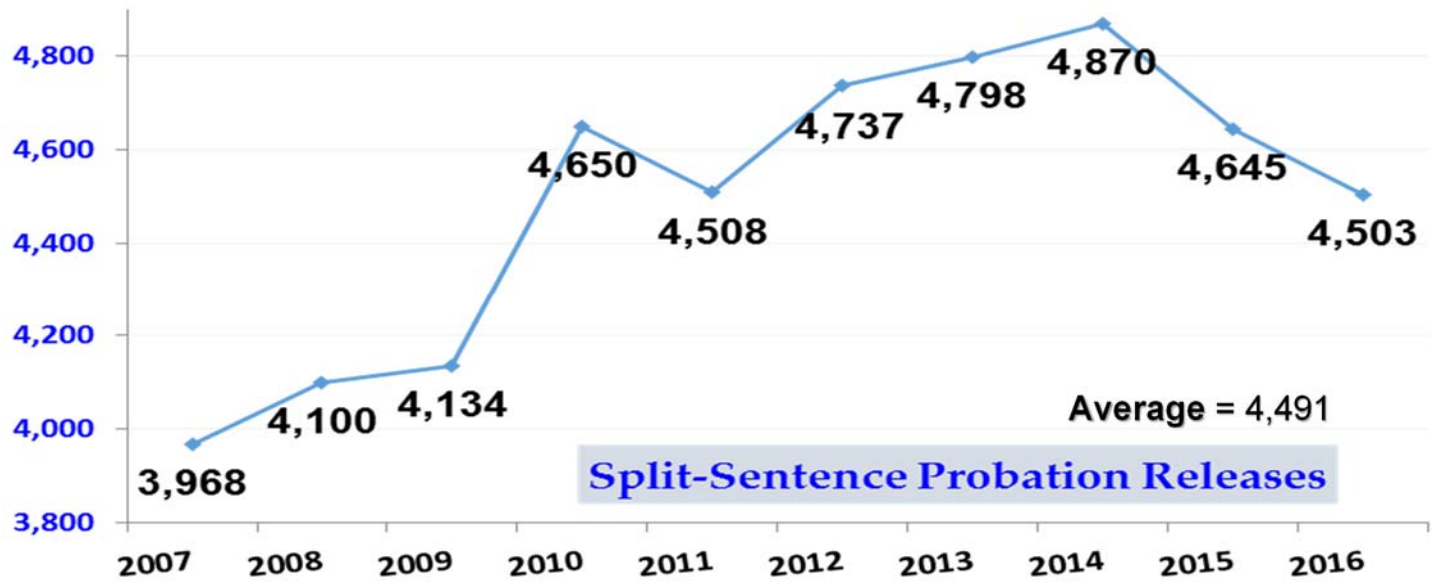
## Releases Detailed for Fiscal Year 2016



Releases / Sentencing			Summary of Fiscal Year Releases			
Sentence Length	Released	ATS <sup>1</sup>	Category	2015	2016	Change
UP to TWO YEARS	4,467	10	<b>Total Jurisdictional Releases</b>	12,240	13,274	+1,034
TWO to FIVE YEARS	3,488	25	End of Sentence (EOS)	3,812	3,871	+59
FIVE to TEN YEARS	2,129	35	Split Sentence Probation (Act 754)	4,645	4,503	-142
TEN to TWENTY YEARS	2,297	103	Parole <sup>1</sup>	2,114	2,794	+680
TWENTY to THIRTY-FIVE YEARS	439	185	Escapes <sup>2</sup>	874	966	+92
THIRTY-FIVE or MORE YEARS	114	237	Other <sup>3</sup>	795	1,140	+345
LIFE	310	247	Monthly Average Jurisdictional Release Rate	1,020	1,106	+86
LIFE W/O PAROLE	23	275	<b>Total Custody Releases</b>	7,898	8,658	+760
DEATH ROW	7	238	Monthly Average Custody Release Rate	658	722	+64
<b>Total Releases</b>	<b>13,274</b>	<b>45</b>				
<sup>1</sup> Average time served (in months)			<sup>1</sup> Parole total includes parole reinstated (354)			
			<sup>2</sup> The majority of inmate escapes were from community correction programs (902).			
			<sup>3</sup> Jurisdictional release type "other" may include types such as bond, appeal, death by natural causes, or case reopened.			
<b>Jurisdictional Population Average Sentenced Time Served = 45 Months</b>			<b>Custody Population Average Sentenced Time Served = 58 Months</b>			

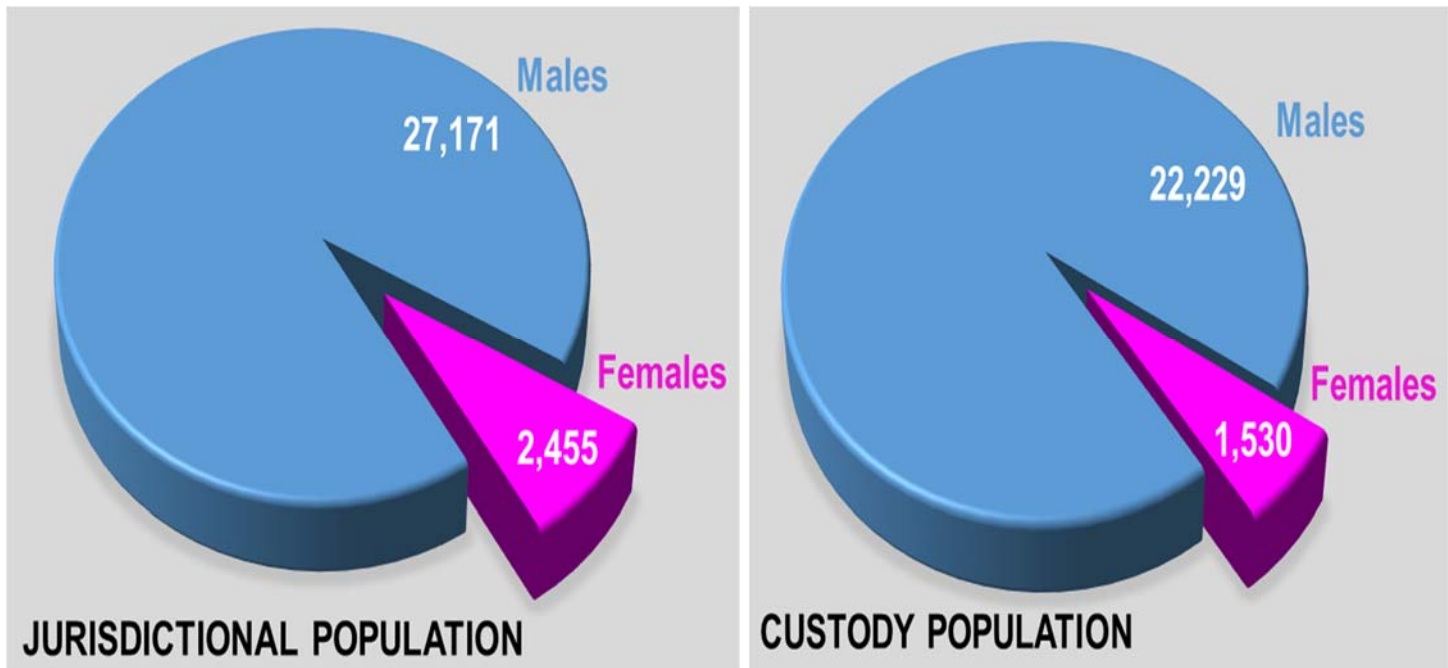
## Jurisdictional Releases (Continued)

10-Year Release Trends  
by top-three release types



# Demographics of Inmate Population

*by gender*



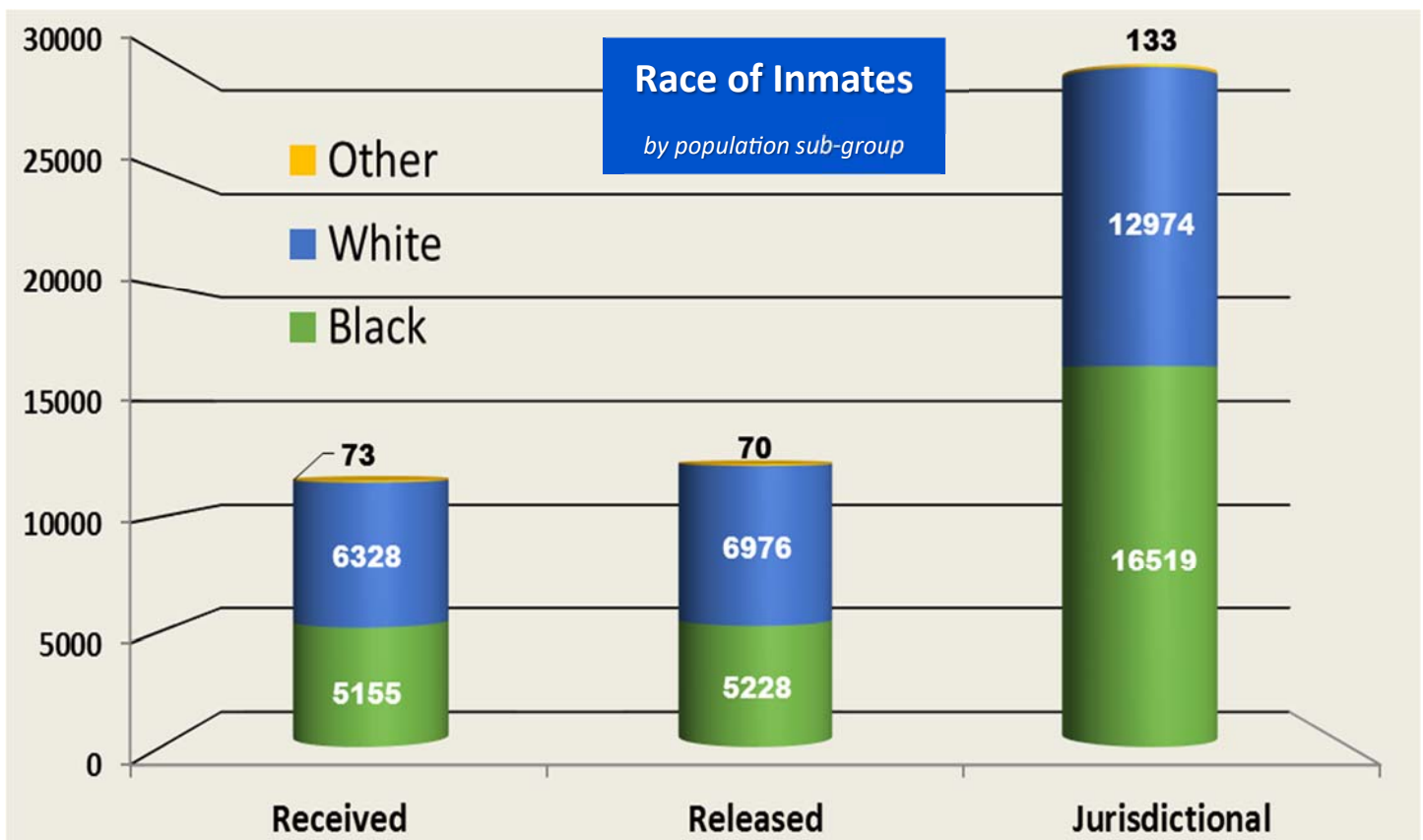
Gender of Inmates <i>by facility or program</i>		
Facility or Program	Male	Female
Major Facilities	18,411	1,128
Minimum Facilities	3,537	252
Contract Facilities	325	52
Supervised Re-Entry Program (SRP)	11	37
Medical Furlough	5	1
County Jail	1,591	281
County Community Corrections Programs (CCP)	2,951	684
Federal Facilities	113	7
Out of State Facilities	207	8

\*Table does not include Central Records Monitor totals



## Demographics of Inmate Population

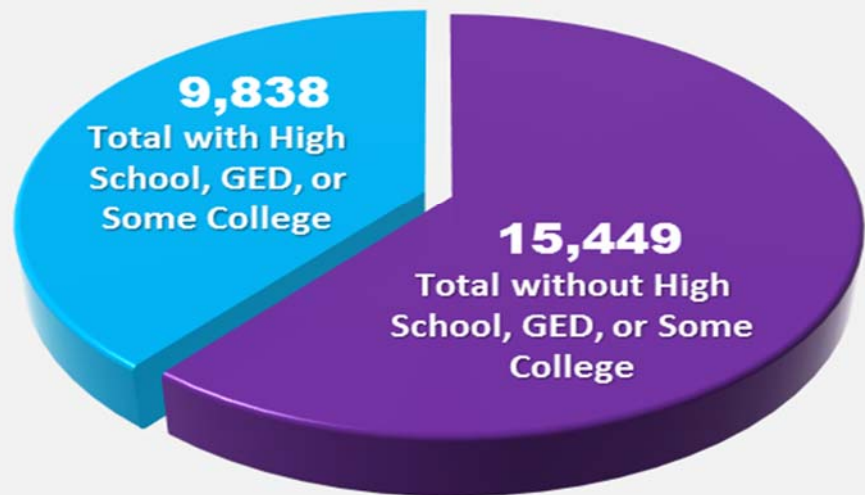
*By Age and Race*



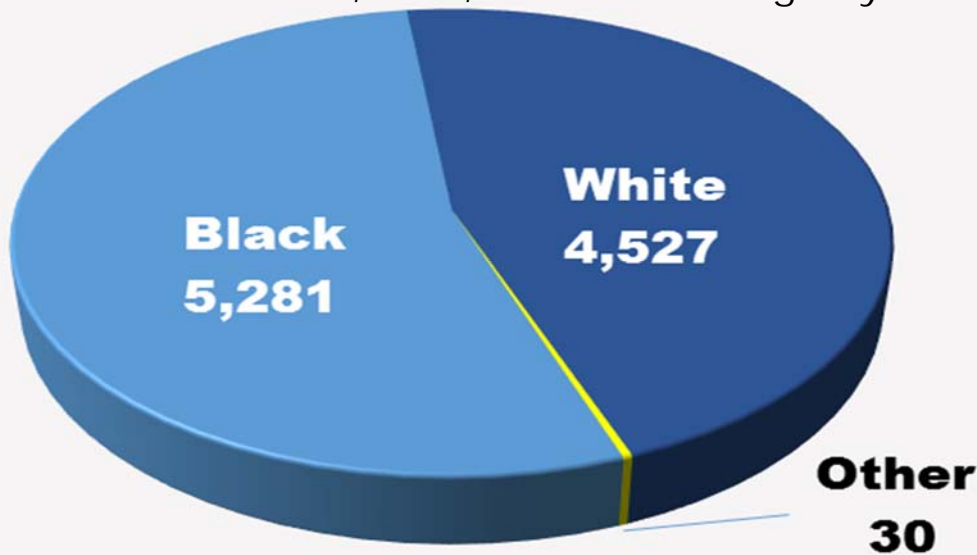
## Self-Reported Inmate Education Statistics

**7th Grade =**  
Average  
Education  
Level of  
Inmate

### Educational Accomplishment

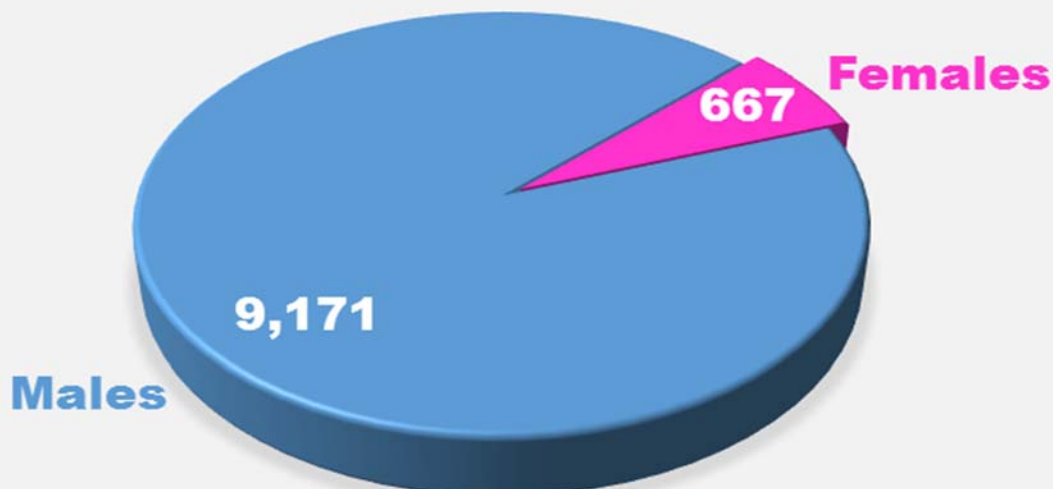


Inmates with H.S., GED, or Some College by Race



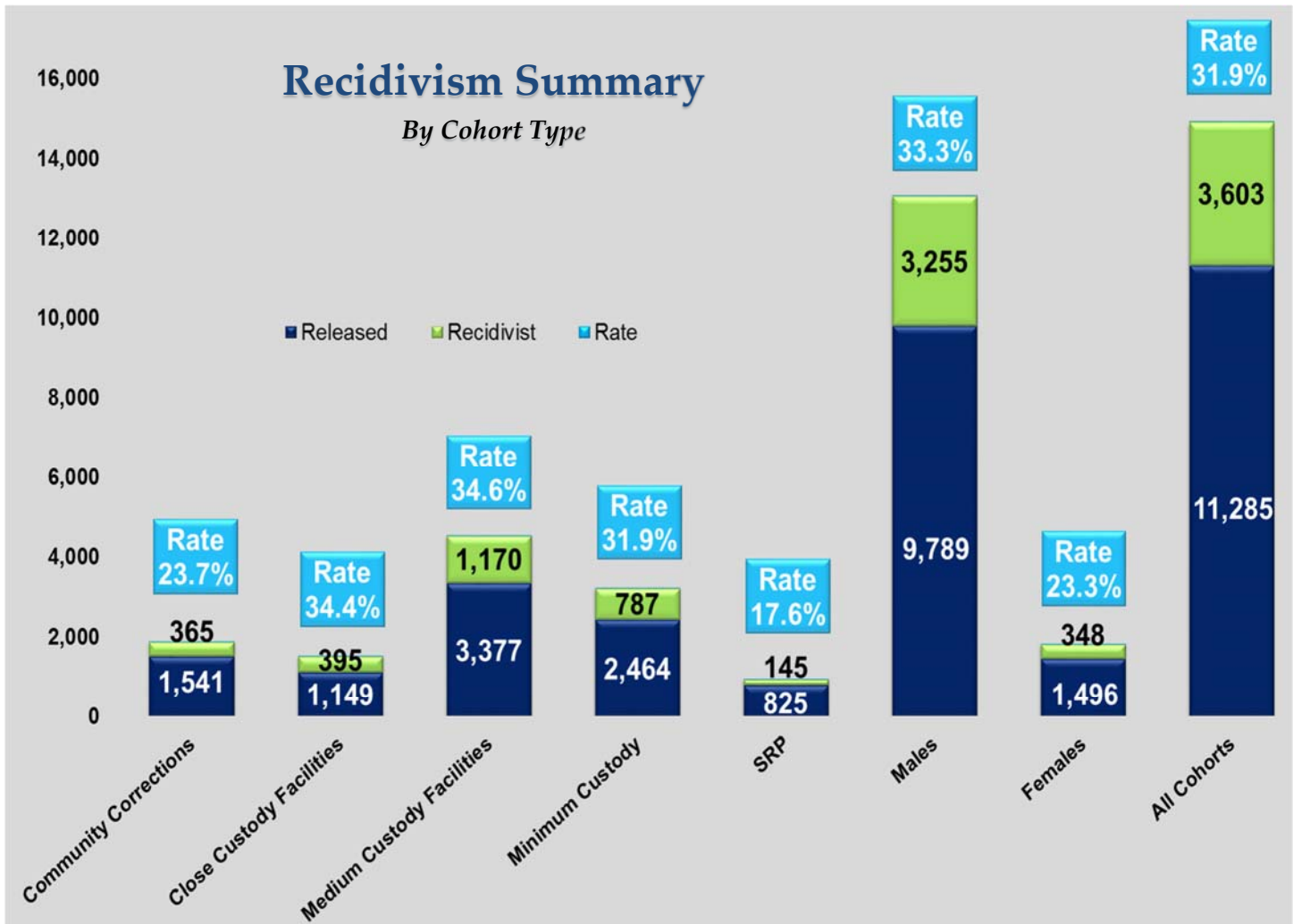
Statistics on this page represent self-reported education levels from **25,287** inmates out of the total **29,651** inmates assessed

Inmates with H.S., GED, or Some College by Gender



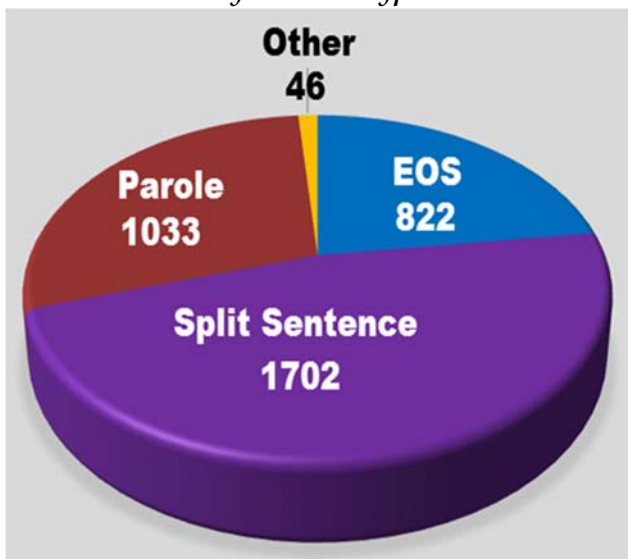
# Annual Recidivism Study *for Calendar Year 2013 Releases*

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

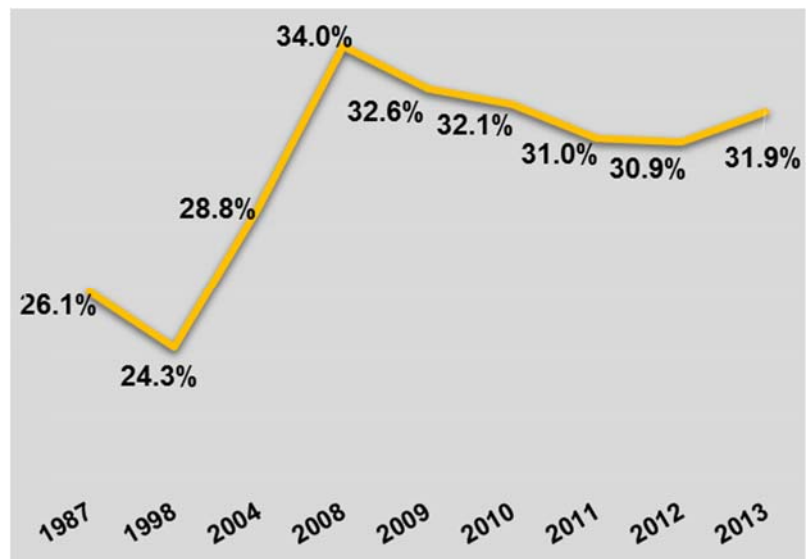


**Total Recidivists = 3,603**

*by Release Type*



## Recidivism Trend



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