

ALABAMA DEPARTMENT OF CORRECTIONS



Official Alabama State Coat of Arms

...proudly serving since 1842

RICHARD F. ALLEN
Commissioner

ANNUAL REPORT
FISCAL YEAR 2007

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Our Mission Statement:

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.

Our Values:

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



Julia Tutwiler Prison for Women

Constructed in 1942 with a designed capacity for 400 female inmates at a cost of \$350,000.

Named in honor of Julia S. Tutwiler, a noted Alabama educator and crusader for inmate education, classification, and improvement of conditions.

Our priorities:

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





Commissioner's Message

It is said that the Chinese character for "crisis" is made up of two other characters -- one being danger and the other opportunity. There is, of course, always the danger that we will not be able to do in such a short period of time the things we need to do, and that we will fail in the attempt. But this is a great opportunity to do some things for the Department that have been left undone for many years. – Richard Allen, Commissioner, August 5, 2007

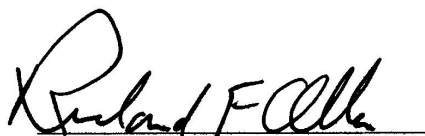
Fiscal Year 2007 was a year of opportunity for the Alabama Department of Corrections (ADOC). I would also characterize Fiscal Year 2007 as one of action. We continued to initiate the "ADOC Action Plan" developed during Fiscal Year 2006, the foundation of which was provided by the Governor's Task Force on Prison Crowding. During Fiscal Year 2007, the Action Plan was monitored and updated to create a framework of strategies to address the many issues and challenges we face on a daily basis, while effectively implementing the mission of the ADOC, including the safe and humane management of the inmates in our custody. With a professional workforce of over 3,700 hard working and dedicated employees, we were able to manage the incarceration of over 25,000 inmates in facilities designed to house a population half that size.

Throughout the course of the year, we worked to implement and revise the best course of action that would provide the most effective use of our critically-limited resources to get the "Best Bang for the Buck." Our efforts have paid-off, and we have been recognized for our hard work and initiative, both individually and as an organization.

On behalf of the administrative and operational staff of the ADOC, I am pleased to present this Annual Report for Fiscal Year 2007. We hope the information contained in this report will provide an insight into the operations of the Alabama Department of Corrections and the offender population. Your continued support to our critical public safety mission is requested and appreciated.



The Center for Government recognized Commissioner Allen with the Innovative Alabama Governments Award.


Richard F. Allen, Commissioner



2007 CORRECTIONS ANNUAL AWARDS



Brian Corbett accepts the Employee of the Year Award from Commissioner Allen

The Corrections Annual Awards for 2007 were presented at the Christmas Luncheon held at the Wynfrey Hotel in Birmingham, Alabama on December 14, 2007.

- Employee of the Year.....***Brian Corbett, Central Office**
- Professional Secretary of the Year.....***Melissa Johnson, Training Division**
- Clerical Personnel of the Year.....***Naomi D. Harrelson, Elba Community Based Facility**
- Security Personnel of the Year.....***Anthony Brooks, Limestone Correctional Facility**
- Support Personnel of the Year.....***Pam McCafferty, Loxley Community Work Center**
- Support Supervisor of the Year.....***Kim Thomas, Legal Division**
- ACI Employee of the Year.....***David Freeman, Kilby Printing Plant**
- Outstanding Maintenance Employee of the Year.....***Norman Robinson, Fountain Correctional Facility**
- Outstanding Chaplain of the Year.....***Bill Lindsey, Donaldson Correctional Facility**
- Outstanding Steward of the Year.....***Patricia Brown, Bibb Correctional Facility**
- Security Supervisor of the Year.....***David Craft, Holman Correctional Facility**
- Correctional Officer of the Year*
 - Northern Region.....***Eddie Jones, Donaldson Correctional Facility**
 - Central Region.....***Randy Staples, Kilby Correctional Facility**
 - Southern Region.....***Allen Lang, Holman Correctional Facility**
- Division Director of the Year.....***Wendy Williams, Training Division**
- Warden of the Year*
 - Warden I.....***Mary Carter, St. Clair Correctional Facility**
 - Warden II.....***Gary Hetzel, Donaldson Correctional Facility**
 - Warden III.....***J.C. Giles, Ventress Correctional Facility**
- Commissioner's Award of the Year.....***Holman Correctional Facility Execution Team**



EXECUTIVE DIRECTORY



Alabama Department of Corrections
Alabama Criminal Justice Center
301 South Ripley Street
Montgomery Al 36104-4425
334-353-3883

COMMISSIONER	Richard F. Allen	353-3870
Chief Deputy Commissioner	A. Vernon Barnett	353-3870
Executive Assistant	Kay Hope	353-3870
Special Counsel	Anne Adams	353-3877
Public Information & Recruiting	Brian Corbett	353-4053
General Counsel	Kim Thomas	353-3884
Investigations & Intelligence	Randy Yarbrough	353-8916
Community Corrections	Jeffery Williams	353-4633
Deputy Commissioner for Maintenance & Construction	Greg Lovelace	353-3872
Engineering	Larry Kelly	567-1554
Associate Commissioner for Plans & Programs	Terry McDonnell	353-4803
Central Records	Kathy Holt	353-9772
Research and Planning	Glen Casey	353-9504
Supervised Re-Entry Program	Steve Watson	353-9702
Religious Programs	Chaplain Steve Walker	334-738-5625
Victims/Constituent Services	Janet LeJeune	353-3879
Associate Commissioner for Operations	James DeLoach	353-3872
Institutional Coordinator	Roy Hightower	353-4997
Institutional Coordinator	Gwen Mosley	353-3854
Central Transportation	Linda Miller	353-9708
Classification	Carolyn Golson	353-9706
Training	Wendy Williams	872-6228
Associate Commissioner for Administrative Services	Steve Brown	353-4803
Accounting	Janice Hamm	353-5508
Personnel	Dora Jackson	353-9562
Information Systems	Marty Redden	353-4314
Institutional Services	Jimmy Rhodes	567-1559
Communications	William Haynes	567-1590
Alabama Correctional Industries (ACI)	Andy Farquhar	260-3636
Associate Commissioner of Health Services	Ruth Naglich	353-3887
Mental Health Director	Ronald Cavanaugh	353-3887
Substance Abuse	Don Dietz	353-5844
Medical Systems Administrator	Laura Ferrell	251-368-7847
Regional Clinical Manager	Lynn Brown	738-5625
Regional Clinical Manager	Brandon Kinard	205-921-7453



EXECUTIVE LEADERSHIP

RICHARD F. ALLEN **COMMISSIONER**

Commissioner Allen joined the Riley administration as Commissioner of Corrections on February 15, 2006. Prior to his appointment, the Decatur native was a member of the Capell & Howard law firm in Montgomery. On December 31, 2004, Commissioner Allen retired from the Alabama Attorney General's Office where he served as Chief Deputy Attorney General under Alabama Attorney Generals Jeff Sessions, Bill Pryor, and Troy King. During his career, Commissioner Allen has also served as a law clerk to former Alabama Supreme Court Chief Justice Howell Heflin and later served as Chief Legislative Assistant to Heflin after he was elected to the U.S. Senate. Commissioner Allen received his Bachelor of Arts Degree from the University of North Alabama and his Jurist Doctorate from the University of Alabama. He also attended the U.S. Army War College in 1983. Allen, a Vietnam veteran, retired from the Army Reserve in 1993 having attained the rank of Brigadier General.

VERNON BARNETT **CHIEF DEPUTY COMMISSIONER**

Chief Deputy Commissioner Barnett was appointed to his present position in February, 2006. He is responsible for providing leadership and management of day-to-day activities along with short and long-term strategic planning. Commissioner Barnett previously served on Governor Riley's staff as the Deputy Legal Advisor and Chief Ethics Officer. He has also served as a Deputy Solicitor General and an Assistant Attorney General. Commissioner Barnett has a Jurist Doctorate from the University of Alabama and a Bachelor of Arts Degree from Vanderbilt University.

GREG LOVELACE **DEPUTY COMMISSIONER – MAINTENANCE & CONSTRUCTION**

Deputy Commissioner Lovelace has served in the Department since 1999 under three different administrations. Commissioner Lovelace previously served 24 years with the Chambers County Sheriff's Department, 21 years of which he served as Jail Administrator and Chief Deputy Sheriff. This extensive jail operations experience has proven invaluable to Commissioner Lovelace while serving this Department over the past 8 years.

TERRANCE G. MCDONNELL **ASSOCIATE COMMISSIONER – PLANS & PROGRAMS**

Associate Commissioner McDonnell is responsible for Central Records, Research and Planning, Supervised Reentry Program, Religious Programs, Educational and Vocational Education Programs, and Victim-Constituent Services. Commissioner McDonnell began his career with the Department in 1981 as a Correctional Officer at the Staton Correctional Facility and worked his way up through the ranks to, most recently, Warden III at Kilby Correctional Facility. Commissioner McDonnell has a B.S. Degree in Criminal Justice and a M.S. Degree in Criminal Justice, both from Auburn University Montgomery.



JAMES DELOACH

ASSOCIATE COMMISSIONER – OPERATIONS

Associate Commissioner DeLoach is responsible for ensuring the effective daily operations of prison facilities. He supervises the ADOC Classification Review Board, the Training Division, the Transfer Division, and the Institutional Coordinators. Mr. DeLoach began his career with the Department in 1976 as a Correctional Officer and worked his way up through the ranks to Warden III at the Draper Correctional Facility. He accepted his current position on July 2, 2007. Commissioner DeLoach is a graduate of Alabama State University with a B.S. degree in Criminal Justice and also a graduate of the Montgomery Police Academy.

STEVE BROWN

ASSOCIATE COMMISSIONER – ADMINISTRATIVE SERVICES

Associate Commissioner Brown is responsible for all administrative services within the Department to include Personnel, Finance, Procurement, Information Systems, Communications, Food Service, and Correctional Industries. Commissioner Brown served on active duty 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. He has a B.S. degree in Business Administration from Auburn University and a M.S. Degree in Management Information Systems from the University of Arizona.

RUTH NAGLICH

ASSOCIATE COMMISSIONER – HEALTH CARE SERVICES

Associate Commissioner Naglich has more than twenty years of administrative and clinical management experience within the healthcare industry. Sixteen of those years include administrative experience in the medical specialty of providing correctional healthcare to local and state governmental entities. Commissioner Naglich has worked to create and insure additional means of accountability and effectiveness for our contracted health service providers. Furthermore, Commissioner Naglich has helped the ADOC to establish long term care for chronically ill inmates with increased quality and manageability of associated costs for said care.



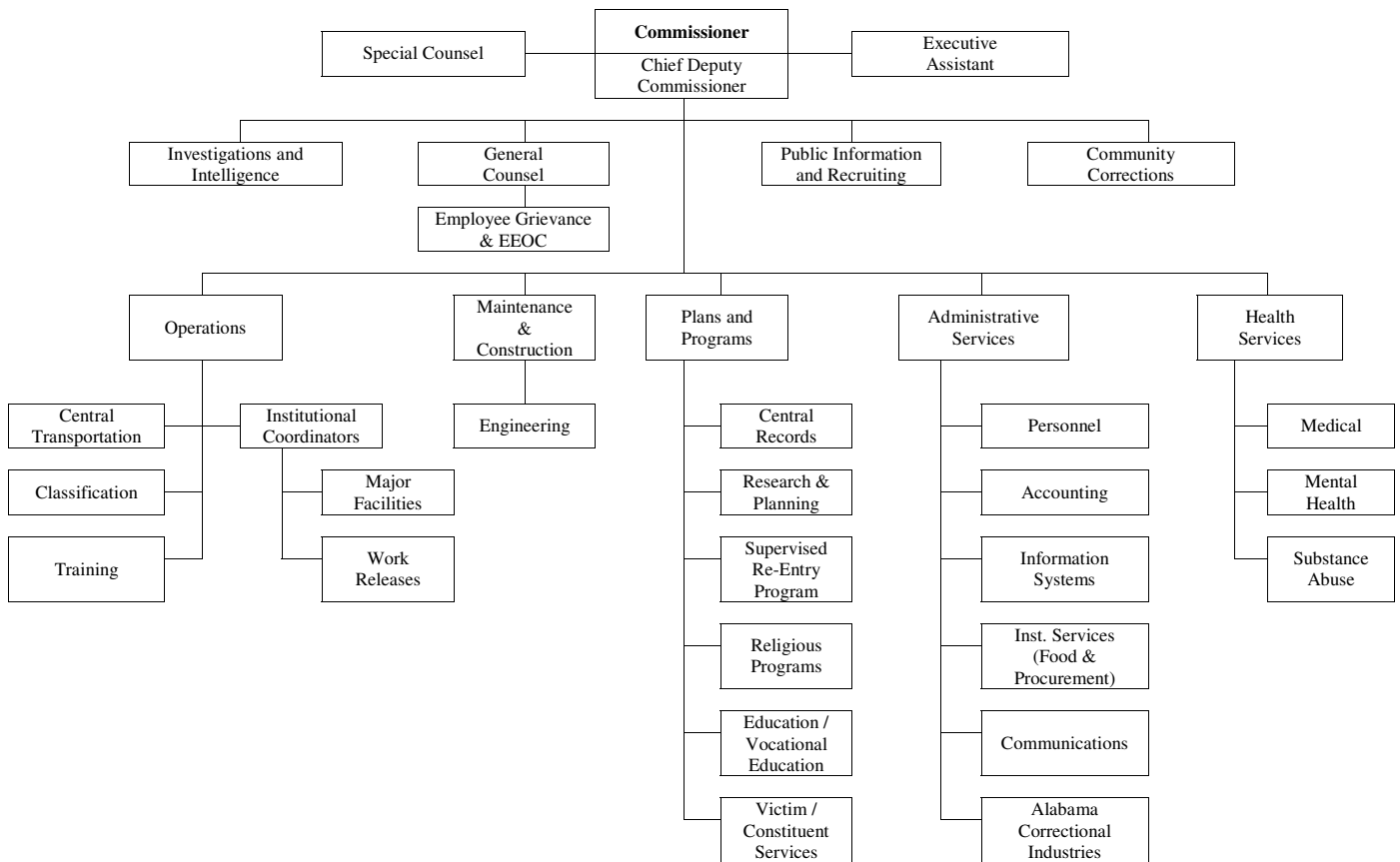
ORGANIZATIONAL CHART

The Alabama Department of Corrections is organized under the Code of Alabama, Section 14-1-1.1. The Commissioner is an appointed cabinet level position. The Commissioner has one appointed Chief Deputy Commissioner, one Deputy Commissioner, and four merit employee Associate Commissioners on staff. The 3700+ merit employees of the 20 divisions and 30 correctional institutions are aligned under one of the Deputy Commissioners or Associate Commissioners.

Alabama Department of Corrections

Organization Chart

As of September 19, 2007



“If we are to live with the resources made available by the State, we must do two simple things – reduce our expenditures and increase revenues we generate from our own internal operations.”

-- Commissioner Richard Allen, September, 2007



Correctional Sergeant Richard Stover and Correctional Officer Darwin Halbrooks receive a TOP COPS Honorable Mention Award from the National Association of Police Organizations. This national recognition was for their heroic actions in rescuing an elderly couple from a house fire.

- In June 2007, Commissioner Allen announced a prisoner reentry program designed to help inmates transition from incarceration to life outside of prison and, as a result, reduce the overall recidivism rate. The new transition program is based on an existing program for inmates living with HIV/AIDS within the ADOC, and will be supervised by Elana M. Parker. Ms. Parker, an employee of the Alabama Department of Public Health, is working as a consultant to the ADOC for a period of two years. Ms. Parker will design and implement the program as Reentry Coordinator and Public Health Liaison.
- In an effort to recruit and retain Correctional Officers, the ADOC has entered into a partnership with the U.S. Army’s Partnership for Youth Success (PaYS) program. This program will link the ADOC with Army personnel in need of potential job opportunities when their tour of duty is complete.
- National nonprofit organizations, including the Pew Charitable Trusts and the Vera Institute of Justice, have chosen to work with Alabama to reform sentencing practices. Alabama was chosen as a partner in these projects because of the foundation of reforms that have already been initiated within the State. Analysts from both nonprofits will help the ADOC and the Alabama Sentencing Commission identify policy options.
- The ADOC held the first Executive Leadership Conference (ELC) in Florence, Alabama. This conference, planned and implemented by ADOC Training Division Director Wendy Williams and her ELC Committee, broadened the scope of what was commonly referred to as “Warden’s Training.” In addition to all Institutional Wardens, other conference attendees included the Commissioner’s Executive Staff, Division Directors, and Assistant Directors. The ELC featured a “workshop” style format that provided opportunities for training on multiple administrative and operational subjects. The ELC further benefited the Department by providing a forum to bridge the communications gap between security and support personnel, while enhancing seamless leadership within the Department.
- The Auburn Montgomery Center for Government presented Commissioner Richard F. Allen with the Innovative Alabama Governments Award. Commissioner Allen was honored as an elected / appointed official for his efforts in leading the Department to reach new levels of efficiency and responsiveness. The award is the only such honor in the State of Alabama that targets individuals or teams that have brought about constructive change in local, county, or state government.
- Correctional Sergeant Richard Stover and Correctional Officer Darwin Halbrooks were honored nationally for their assistance in rescuing an elderly couple from their burning home. Both officers received “Honorable Mention” at the TOP COPS Awards presented by the National Association of Police Organizations (NAPO) in Washington D.C. Both had previously received a Certificate of Commendation from Governor Bob Riley.



- The ADOC joined the Habitat for Humanity Prison Partnership program. Habitat partners will work with correctional systems and offenders to develop better communities through construction of homes and rebuilding of lives. “We are extremely pleased to be joining Habitat for Humanity’s Prison Partnership. Not only does this program provide meaningful work opportunities for inmates, it allows ADOC to take an active role in effecting our communities in a positive way.” – Commissioner Richard Allen, October 2007
- Newly elected Alabama Senator Parker Griffith (D-Huntsville) engaged in a fact finding mission by visiting two Alabama Department of Corrections facilities - the Julia Tutwiler Prison for Women in Wetumpka and the Kilby Correctional Facility in Mt. Meigs. “The thing that impresses me most about the prison system is the culture created by the people working here. Your people are the story. It’s obvious to me that they are excellent caregivers and care deeply about the Alabama prison system.” Senator Parker Griffith, January 2007.
- Commissioner Allen hosted Alabama House Government Appropriations Committee members John Knight (D-Montgomery), Jack Page (D-Gadsden), Gerald Allen (R-Tuscaloosa), Greg Canfield (R-Vestavia Hills), Neal Morrison (D-Cullman), and Ron Grantland (D-Hartselle) at Julia Tutwiler Prison for Women in February of 2007. Commissioner Allen selected Tutwiler for the meeting because it exemplifies the problems found at all 14 of Alabama’s major correctional facilities -- overcrowding, personnel shortages, an aging physical plant, and soaring healthcare costs.
- On February 15 2007, the ADOC executive level staff, wardens, and division directors attended a demonstration of the new web-based Inmate Management System (IMS). Over the next 18 months, the IMS will replace current processes located on the legacy main frame and Network Applications. The conversion/merging of the two systems will utilize state of the art technology crafted by Advanced Systems Design (ASD) and ADOC Information Systems personnel. A “work breakdown structure” was distributed to attendees to provide an overview of the processes being converted.
- The ADOC collected \$2.62 million from the sale of the former headquarters building in the Capitol Complex and 540 acres of the Farquhar State Cattle Ranch in Hale County.
- The ADOC announced a new payment policy for inmate “Work Squad” details. During the latter part of FY 2007, all agencies utilizing inmate work squad labor were encouraged to voluntarily pay a daily amount per inmate. Beginning in FY 2008, each agency that uses inmate labor will be required to pay a fee of \$10 per inmate per day. Inmates participating in ADOC work squads will be compensated \$2 per day. This revenue generating initiative, though minor, will help to offset the cost of incarceration for these inmates who provide a valuable service to local, county, and state agencies.
- The Department announced the introduction of the Supervised Re-Entry Program (SRP). The purpose of the SRP is to place selected inmates back in the community, under the supervision of their sponsors and a Correctional Sergeant SRP Supervisor. All participants must obtain employment, education, and / or training and pay court-ordered restitution. Rehabilitation, re-socialization, and reintegration of an offender are the SRP’s primary goals while allowing reentry of the offenders to the community in a structured, supervised manner.
- The Labor Management System (LMS), an automated system that maintains an employee’s time and attendance, was introduced to the ADOC in October of 2006. The first LMS installation was completed at the Fountain Correctional Facility in the third quarter of FY 2007. The LMS installations were completed for all administrative divisions and correctional institutions during FY 2007. Training and implementation of all aspects of the system will continue through FY 2008.



Action Plan Overview

MAJOR PROBLEMS

The Alabama Department of Corrections (ADOC) continues to confront four major problems, the first two of which were addressed by the Governor's Task Force on Prison Crowding:

- Prison crowding at medium or higher level security facilities;
- Personnel shortages, especially at the Correctional Officer level;
- An aging and poorly maintained physical plant; and
- Soaring healthcare costs for inmates.

A multi-faceted Action Plan that includes potential solutions for each of these problems, a timeline for bringing these problems under control, and identification of required resources was drafted in FY 2006. Some projects noted in the plan were initiated in that year while others carried over to FY 2007 for additional planning and implementation. Additional funding sources necessary for implementation must be developed before some of the planned projects can be initiated. Some sources may be realized by increasing the funds generated by inmates themselves while some must come from other areas, primarily the state general fund. The Department has also received approval to go forward with the sale of unproductive acreage to generate revenue for facility renovation projects. Most, if not all, of these problems are the result of the unprecedented growth in inmate population in the last 15 years, and the solutions all hinge on achieving a reversal in inmate growth. The reversal of this growth trend is critical and, while possible, is by and large beyond the control of the Department of Corrections.

The Overcrowding Problem: Inmate overcrowding continued to be a problem during FY 2007. The ADOC jurisdictional population increased from 27,915 to 29,235 by the end of the fiscal year, a rate of 110 more admissions than releases per month. The number of inmates incarcerated under ADOC custody grew at a rate of 43 inmates per month, or a total of 516 inmates for the year. Unless the "admissions" to "releases" ratio can be reduced to zero or become a negative number, all solutions - such as squeezing more beds into existing space, outsourcing prisoners to private contractors, building new facilities, and/or moving inmates to minimum security work release facilities - are only temporary fixes. All existing space will eventually be filled and the acquisition of additional space will be cost prohibitive.

Staff Shortages: The ADOC was authorized to hire 5,043 personnel in FY 2007 for all categories, but had on hand only 3,739, nearly 25% fewer than authorized at the end of the fiscal year. The numbers for Correctional Staff were 3,672 authorized and 2,675 on hand, or a shortage of 997 (about 27%). It is likely, moreover, that the authorized number of Correctional Officers is substantially lower than the optimum level required for efficient operation. In Alabama, our officer to prisoner ratio is 1:10 while in surrounding states it averages 1:6. While 1:10 may seem adequate on its face, it must be remembered that prisoners must be guarded 24 hours per day, 7 days per week, requiring a 3 shift operation. On any given day, hundreds of Correctional Officers are either on military duty, sick leave, annual leave, in a training mode, guarding prisoners in hospitals where two COs must be on duty for each hospitalized prisoner 24-hours a day, providing security for prisoners in transit, or fulfilling other important but distracting functions. Accordingly, it is not uncommon for a single Correctional Officer to be supervising 250 - 300 medium or higher level prisoners for an extended period of time. Retention of Correctional Officers continues to be an obstacle to achieving the optimal manning strength. While extensive recruiting efforts have had positive effects, the current loss rate of about 28 Correctional Officers each month is negating the increased number of cadets and officers employed this year. The ADOC Training Academy has the capacity to train 450 or more new Correctional Officers each year. It is imperative that we meet this goal, but the continued loss of over 300 Officers each year, some due to retirement but many due to transfers to other law enforcement jobs, will make it extremely difficult to overcome our staffing shortages in the short term.



Aging Facilities: The newest correctional facility we operate was constructed in 1998; the oldest still in use was constructed in 1939. The only facility for housing female inmates was constructed in 1942, and the average age of our major facilities is 32 years. Repairs and renovations have been basically on an emergency basis – no systematic preventative or routine maintenance program has been in existence except where required by a court settlement. Roofs leak, sewage systems overflow, kitchen equipment is worn out, plumbing and electrical problems are widespread, locks don't work properly, and no smoke or fire alarms exist in some prisoner sleeping areas. Many prisoners are housed in temporary shelters (mobile homes or portable classrooms) long past the useful life of those facilities, while others reside in warehouses or industrial facilities (i.e., a canning shop) converted to inmate housing. All facilities are in need of some repair; some need major renovations and some may not be economically repairable at all. Almost none of our facilities meet the federal Americans with Disabilities Act requirements that recently became mandated under federal court litigation.

Inmate Health Care: The cost of inmate health care has spiraled in recent years, driven by four factors: (1) the increased number of inmates incarcerated, (2) an increase in the severity of illness and degenerative disease in inmates received into the system resulting from a lack of free world health care coverage, (3) an improvement in healthcare services as a result of new medical technology, including advanced drug treatment and mandated access to higher levels of care resulting from federal court litigation, and (4) the physical plant limitations of the institutional health care units that do not allow for onsite long-term or advance care services, resulting in a dependency on costly, free world community providers. Transportation and security coverage are required for inmates receiving care in the free world. This has a direct effect on both the cost of salaries as well as staff resources. It is necessary to pull from institutional staff to provide security in the community. Over the last five years, the cost of inmate health services has risen from \$44.1 million to more than \$82 million annually. The \$82.9 million spent on inmate healthcare during FY 2007 represented 22% of the total ADOC expenditures for that fiscal year.

PROPOSED SOLUTIONS

Overcrowding: The highest priority must be given to programs that have the potential to change the positive growth of 110 inmates per month to a negative number. As stated above, until that number is reversed, all "fixes" are temporary and become increasingly costly. The Governor's Task Force on Prison Crowding conducted thorough analysis of the prison system's problems and provided recommendations for solution. The ADOC continued to work toward implementation of these recommendations during FY 2007. A summary of these recommendations, with the current status of implementation, is detailed below.

- **Pass and implement sentencing reform, especially the Sentencing Commission's sentencing guidelines:** This legislation was passed and implemented across the State. Analysis to determine the short term effects on admissions to ADOC custody is ongoing.
- **Create and aggressively implement a statewide Community Corrections System:** 33 programs are currently operating in 44 counties. There were 1,354 total diversions from ADOC custody in FY 2007 and 1,666 total active offenders at the end of the fiscal year.
- **Establish and fully utilize a technical violator's center for minor probation and parole violations:** No progress has been made to implement this recommendation. Funding and resources necessary for implementation were not available to Pardons & Paroles in FY 2007.
- **Establish and fully utilize education and/or transition centers to take medium and higher inmates and prepare them for reentry to outside life or prepare them for lower classification of incarceration earlier in their sentence:** A contract was established with Community Education Centers to implement a Therapeutic Education Center in Columbiana, Alabama. The facility will have a capacity for 400 offenders and will begin operation in FY 2008.



- **Develop and Implement the Supervised Reentry Program:** Policies were developed, districts organized, personnel hired, and procedures implemented for this program that facilitates release of qualified inmates to the custody of an approved sponsor while maintaining ADOC community supervision. The goal of this program is to consistently maintain 500 to 600 inmate participants under ADOC community supervision throughout the State.

In addition to these initiatives, the ADOC aggressively worked in FY 2007 to plan and implement other capacity increasing projects in an effort to manage the growing offender population. These projects included: a Work Release expansion initiative; conversion of a minimum custody male facility to a medium custody women's facility to allow for the return of female inmates from leased facility beds in Louisiana; initiation of construction of a 300 bed pre-release facility for male inmates at Limestone Correctional Facility; restructuring existing ADOC facility bed space; and continued administration of a contract to lease bed space in private facilities.

Recruiting and Retention: Recruiting and retention of ADOC staff continued to be a high priority in FY 2007. Intensive recruiting efforts utilized all available media outlets, and partnerships were developed with the Alabama National Guard and Army Reserve to recruit active and retired military personnel. A full time recruiting person was hired to ensure the ADOC would be effectively represented at job fairs throughout the State.

A 10% pay raise for ADOC security personnel is included in Governor Riley's "2010 Plan" for the State. While this pay raise legislation was not passed in the 2007 Session, the Department will continue to seek additional funding from the Legislature to make the salary adjustments necessary to enable the recruitment of required staff and allow for the retention of those we have recruited and trained.

The estimated cost to achieve salary parity with other law enforcement agencies is between \$11 and \$12 million annually. It is important to note that the savings from reduced overtime costs may be enough to cover the cost of hiring up to 300 additional Correctional Officers. Our goal remains to employ and train at least 450 new Correctional Officers each year, while reducing our attrition rate by making employment with ADOC more financially attractive to young Correctional Officers. An independent consultant worked with ADOC in FY 2007 to scientifically validate our personnel requirements for support staff and Correctional Officers.

Renovation of old facilities and construction of a new facility: The Department contracted with an engineering/architectural firm that specializes in correctional facilities to thoroughly inspect our existing physical plant and determine cost effective repairs and renovations that can be accomplished. The facility survey determined it would cost approximately \$94 million to bring all facilities up to currently accepted codes, including the Americans with Disabilities Act. All recommended repairs and renovations will be prioritized based on the most urgent needs of the Department and, with the implementation of a preventative maintenance program, will be scheduled to be accomplished over a period of seven to eight years. The ADOC, with the approval of Governor Riley, is pursuing the sale of prison system land at multiple facilities that has been determined to be unproductive for departmental use. Revenues generated from the sale of this property will be utilized to pay for facility renovation projects.

In FY 2007, the ADOC contracted out its sewage treatment operations for correctional facilities in litigation due to failure in meeting environmental management codes. This helped the Department avoid capitol outlays of between \$6 and \$8 million that would have been necessary to correct the environmental problems. This initiative, however, increased monthly operating expenses during the year.

The facility survey team also established the parameters for a new 1,600 bed women's correctional facility. It is anticipated that Tutwiler Prison for Women would be closed if this new facility is constructed and brought online. Construction plans would also include a new 200 bed infirmary facility to provide comprehensive health care services. If approved to go forward with this project, Request for Proposal documents could be developed and bids solicited to determine the actual construction cost for a new facility. Rough estimates indicate a cost up to \$120 million to be amortized over 25 to 30 years. The cost of the new facility would be borne by funds generated by increased inmate labor, supplemented by the General Fund.



Health Care: The work of health care administrative and clinical staff in the ADOC Central Office during FY 2007 ensured that the proper levels and standards of care were provided to inmates within the prison system. Great efforts were also made to monitor and audit the medical service provider's costs for prisoner healthcare. Health Services staff members worked to establish standards of care through implementation of policies and procedures that the contractors were required to meet, as well as implemented a viable quality improvement program and engaged in service contracts based on shared risks that enabled the provision of cost effective, constitutionally adequate healthcare. Discounted inpatient hospital rates through the Blue Cross/Blue Shield hospital network continued to have a positive impact on our overall healthcare costs. Implementing wellness and preventative healthcare programs will assist in maintaining a proactive approach to healthcare, with the ultimate goal of reducing the severity and longevity of illness and degenerative disease, thus, reducing the incidence of catastrophic illness and the associated cost of treatment.

Finally, in conjunction with the initiative to construct a new 1,600 bed women's facility, plans call for establishing a minimum 200-bed inpatient long-term and special needs infirmary. This medical unit will enable the ADOC to centralize long-term and specialty care for inmates as well as reduce the associated cost of security and transportation.

The State of Alabama on August 16, 2007, issued *Intent to Award* notification to Correctional Medical Services, Inc. (CMS) of St. Louis, Missouri. The contract is for a three-year period, with two potential one-year renewals. CMS will provide comprehensive medical coverage for inmates on a statewide basis beginning November 1, 2007. CMS was awarded the contract through a Request for Proposal (RFP) process. The parties have since completed negotiations with a final contract presented to the Alabama Contract Review Oversight Committee on September 6, 2007. The contract calls for a payment to CMS of \$67,248,203.00 for the first eleven months and an additional \$156,025,596.00 over the next two years.

"Our staff worked hard to develop an all-encompassing RFP," said Richard Allen, ADOC Commissioner. "This request gave us the opportunity to find the best value for our health services dollar. I think the difficult work performed by our staff, including the evaluation of all three bidders, resulted in a selection that gives ADOC the best value possible. The new contract has many improvements over the existing contract, including limiting the State's potential liability for in-patient and out-patient care and pharmaceutical costs."

The new contract will benefit ADOC by placing additional financial responsibility on the vendor, thus reducing risk to the State. This reduced financial risk diminishes the Department's need to seek additional supplemental funding as it relates to inmate healthcare. The contract also requires the contractor to pay and be responsible for several items the Department paid for directly in previous years, such as the cost for inmates in the hospital receiving in-patient care. Furthermore, the contract establishes a means of both performance and financial accountability, while increasing the overall level of services received.

SUMMARY

In summary, the ADOC continued to work in FY 2007 to implement the recommendations of the Governor's Task Force on Prison Crowding and Governor Riley's directives to Commissioner Allen. The Department will continue in FY 2008 to take whatever actions are necessary and expedient to bring the operations of the Department into the 21st century with the ultimate goal of efficiently operating a prison system that will result in lowered tax payer cost for inmate incarceration in the years to come.



CORRECTIONAL FACILITIES

Correctional Facility Listing

MAXIMUM SECURITY CORRECTIONAL FACILITIES



*Holman Correctional Facility
Established in 1969
Named in honor of
Warden William C. Holman*

William E. Donaldson
Warden Kenneth L. Jones
100 Warrior Lane
Bessemer, AL 35023-7299
205-436-3681

Holman
Warden Grantt D. Culliver
Holman 3700
Atmore, AL 36503-3700
251-368-8173

Kilby
Warden Arnold M. Holt
P.O. Box 150
Mt. Meigs, AL 36057
334-215-6600

St. Clair
Warden David J. Wise
1000 St. Clair Road
Springville, AL 35146-9790
205-467-6111

Tutwiler Prison for Women
Warden Frank Albright
8966 US Highway 231 North
Wetumpka, AL 36092
334-567-4369

MEDIUM SECURITY CORRECTIONAL FACILITIES

Bibb County
Warden Cheryl E. Price
565 Bibb Lane
Brent, AL 35034-4040
205-926-5252

Bullock County
Warden John F. Cummins
P.O. Box 5107
Union Springs, AL 36089-5107
334-738-5625

Draper
Warden Leeposey Daniels
P.O. Box 1107
Elmore, AL 36025
334-567-2221

Easterling
Warden Louis D. Boyd
200 Wallace Drive
Clio, AL 36017-2615
334-397-4471

G. K. Fountain
Warden Jerry L. Ferrell
Fountain 3800
Atmore, AL 36503-3800
251-368-8122

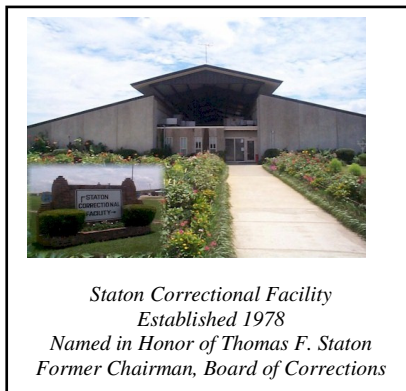
Hamilton Aged & Infirm
Warden Freddie W. Butler
223 Sasser Drive
Hamilton, AL 35570-1568
205-921-7453

Limestone
Warden Billy L. Mitchem
28779 Nick Davis Road
Harvest, AL 35749-7009
256-233-4600

Montgomery Prerelease Center
Warden Edward D. Ellington
P.O. Box 75
Mt. Meigs, AL 36057
334-215-0756

Staton
Warden Leon Forniss
P.O. Box 56
Elmore, AL 36025
334-567-2221

Ventress
Warden J.C. Giles
P.O. Box 767
Clayton, AL 36016-0767
334-775-3331



*Staton Correctional Facility
Established 1978
Named in Honor of Thomas F. Staton
Former Chairman, Board of Corrections*



MINIMUM SECURITY CORRECTIONAL FACILITIES

Farquhar State Cattle Ranch

Warden James Tubbs
1132 County Road 32
Greensboro, AL 36744-9313
334-624-3383

Frank Lee Youth Center

Warden Levan Thomas
P.O. Box 220410
Deatsville, AL 36022
334-290-3200

J.O. Davis

Warden Jerry L. Ferrell
Fountain 3800
Atmore, AL 36503-3800
251-368-8122

Elmore

Warden Willie J. Thomas
P.O. Box 8
Elmore, AL 36025
334-567-1460

Red Eagle Honor Farm

Warden Ralph Hooks
1290 Red Eagle Road
Montgomery, AL 36110
334-242-2510



*Farquhar State Cattle Ranch
Established 1940
Renamed in honor of Warden Charles Farquhar*

MINIMUM and COMMUNITY SECURITY FACILITIES Work Release (WR), Community Work Center (CWC), and Boot Camp (BC)

Alexander City WR/CWC

Warden Glenn D. Newton
P.O. Drawer 160
Alexander City, AL 35011-0160
256-234-7533

Atmore CWC

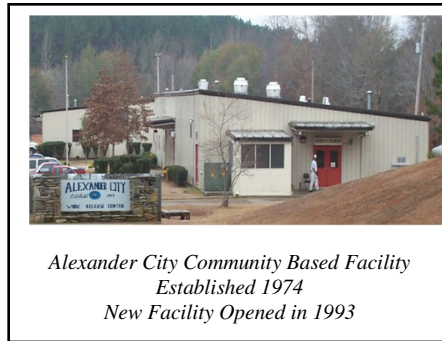
Warden Tony Patterson
9947 Highway 21 North
Atmore, AL 36503
251-368-9115

Birmingham WR/CWC

Warden Cynthia S. Wheeler
1216 North 25th Street
Birmingham, AL 35234-3196
205-252-2994

Decatur WR/CWC

Warden Bettinna S. Carter
1401 Hwy 20 West
Decatur, AL 35601-1325
256-350-0876



*Alexander City Community Based Facility
Established 1974
New Facility Opened in 1993*

Camden WR/CWC

Warden Donald T. Adair
1780 Alabama Highway 221
Camden, AL 36726-9542
334-682-4287

Loxley WR/CWC

Warden James E. Reynolds
P.O. Box 1030
Loxley, AL 36551-1030
251-964-5044

Childersburg WR/CWC/BC

Warden Rodney Huntley
P.O. Box 368
Childersburg, AL 35044-0368
256-378-5034

Elba WR/CWC

Warden Lillie M. Watson-Foster
P.O. Box 710
Elba, AL 36323-0361
334-897-5738

Hamilton WR/CWC

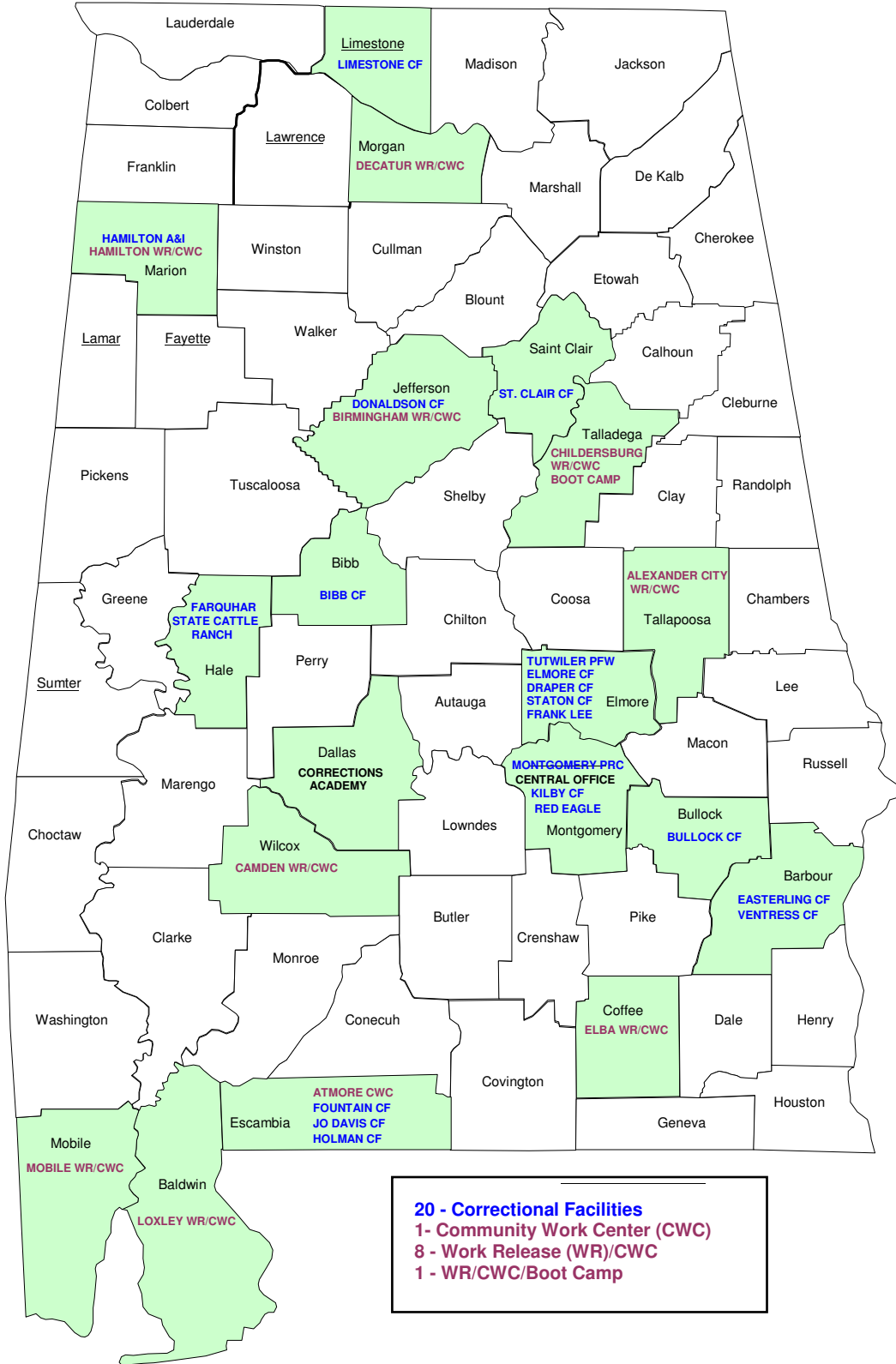
Warden Robert E. Danford
1826 Bexar Avenue East
Hamilton, AL 35570-1628
205-921-9308

Mobile WR/CWC

Warden Kieff W. Lambert
P.O. Box 13040
Mobile, AL 36663-0040
251-452-0098

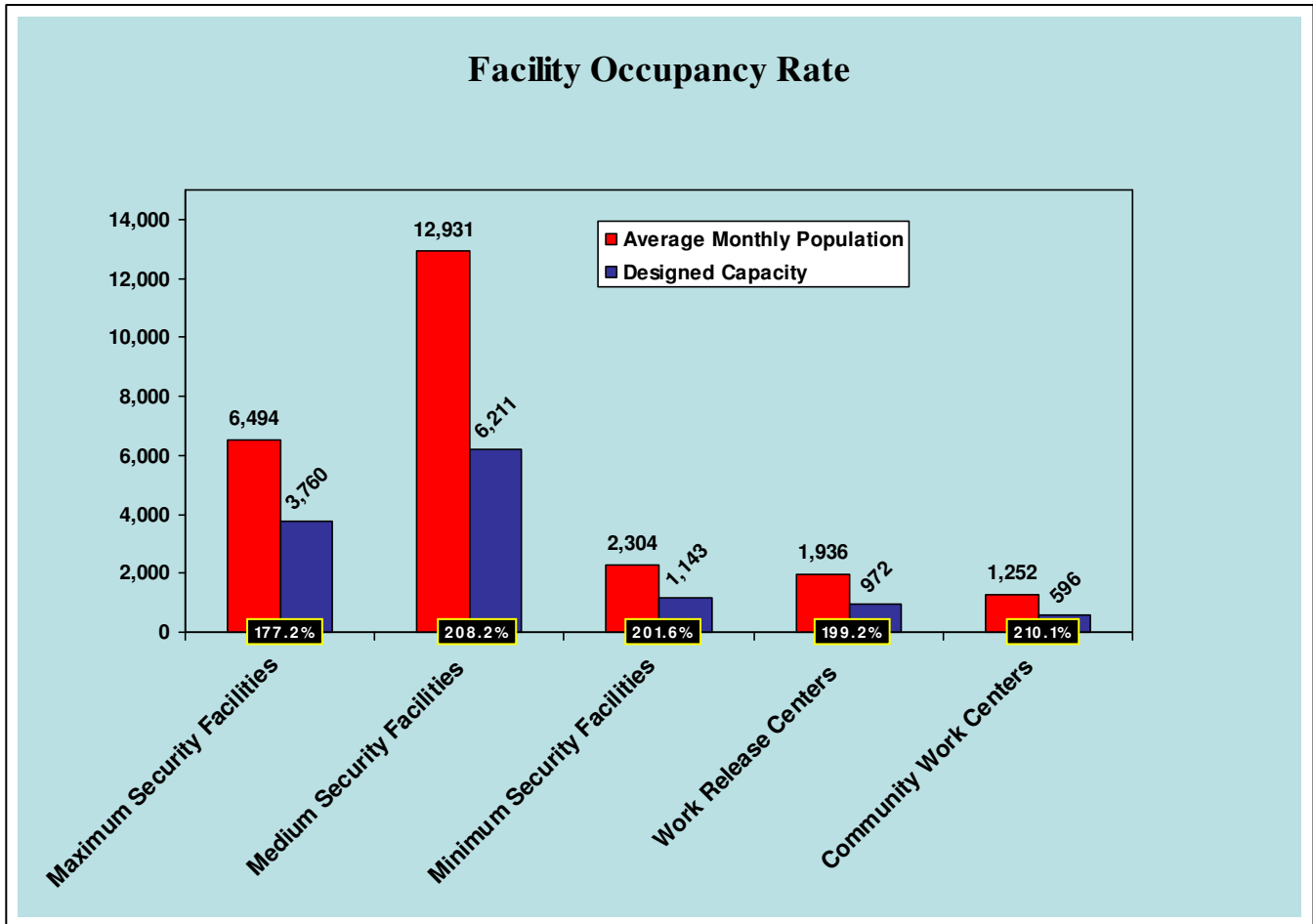


The State of Alabama Prison System



Facility Occupancy Rate

One of the major problems confronting the Alabama Prison System is overcrowding - simply put, the inmate population critically exceeds the designed capacity of our system. At the end of FY 2007, all categories of correctional institutions housed nearly double the number of inmates that the facilities were designed to hold. The ratio of inmates to designed housing capacity is commonly referred to as the "Overcrowding Index" which, at the end of the fiscal year, was 196.5% for all combined ADOC facilities. The majority of institutions have an individual occupancy rate above 200%. The worst case of overcrowding is demonstrated in medium security institutions, housing the largest percentage of the total inmate population at an occupancy rate of 208.2%.



Major Facilities' Operations Statistics Fiscal Year End Summary

As detailed in the table below, all major facilities, with a few exceptions, have been forced to use all available space to maximize the number of operational beds and house inmate populations beyond the original designed capacity. In comparison to FY 2006, the year end *Occupancy Rate* slightly decreased as a result of a minor increase in *Designed Capacity* within the overall system. The year end *Average Monthly Population* in FY 2007 was 21,729, an increase of 395 from the previous year. All three categories of Major Facilities experienced increases in the year end *Average Monthly Population*. The number of *Escapes* for FY 2007 was 3, which was half the number reported in the previous year. The number of *Disciplinaries* totaled 18,226, a 62% increase from the previous year. Nearly 78% of that increase can be attributed to Medium Security Institutions where *Disciplinaries* increased by 5,366. The number of *Assaults* totaled 688, a 14% decrease or 111 less than the previous year. The majority of the drop in the number of *Assaults* occurred within the Medium Security Institutions.

FACILITY	Designed Capacity¹	Avg. Monthly Population	Occupancy Rate²	Escapes	Disciplinaries	Assaults
Donaldson	968	1,738	165.2%	0	1,338	76
Death Row	24	24	83.3%	0	4	0
Holman	581	830	142.9%	0	501	54
Death Row	56	176	312.5%	0	32	0
Kilby	440	1,421	318.9%	1	663	22
St. Clair	984	1,514	153.7%	0	2,039	87
Tutwiler	702	985	135.5%	0	454	7
Death Row	5	4	80.0%	0	0	0
Max Subtotal	3,760	6,494	172.7%	1	5,031	246
Bibb	918	1,911	208.2%	0	1,677	19
Bullock	919	1,513	164.6%	1	1,485	58
Bullock MH	(280)	(194)	69.3%	0	689	26
Draper	656	1,224	186.6%	0	1,063	72
Easterling	652	1,274	195.4%	0	1,414	39
Fountain	719	1,212	168.6%	0	1,660	52
Hamilton A/I	123	291	236.6%	0	150	5
Limestone	874	2,327	266.2%	0	916	46
Dorm 6 & 7	(210)	(285)	135.7%	0	464	21
Montgomery PRC	192	140	72.9%	0	50	10
Staton	508	1,374	270.5%	0	709	24
Ventress	650	1,665	256.2%	0	582	32
Med Subtotal	6,211	12,931	208.2%	1	10,859	404
Cattle Ranch	85	108	127.1%	0	12	0
Elmore	600	1,175	195.8%	0	944	29
Frank Lee	104	285	274.0%	0	617	8
JO Davis	250	398	159.2%	0	457	1
Red Eagle	104	338	325.0%	1	306	0
Min Subtotal	1,143	2,304	201.6%	1	2,336	38
<i>1-Original architectural design plus renovations</i>						
<i>2-Occupancy Rate is the result of average monthly population divided by designed capacity</i>						



Work Release / Community Work Center Facilities' Operations Statistics Fiscal Year End Summary

Similar to ADOC Major Facilities, and as detailed in the table below, most Work Release (WR) and Community Work Center (CWC) Facilities also used available space to maximize operational beds and house inmate populations beyond the original designed capacity. In comparison to FY 2006, the year end *Occupancy Rate* has fluctuated by approximately +27% for work release and + 3% for work centers. In an effort to initiate the Commissioner's work release expansion directive, actions were taken to reassign inmate beds within the system to maximize the number of community custody level inmates that could be housed in the WR / CWC facilities. The year end *Average Monthly Population* for WR was 1,936, representing a 41% increase of 566 inmates from the previous year. As a result of the reassignment of beds from CWC to WR, the year end *Average Monthly Population* for CWC dropped by 95. The number of *Escapes* for FY 2007 totaled 23 from WR and 10 from CWC – a total increase of 9 escapes from the previous year. The total number of inmate *Disciplinarys* given in WR and CWC was 3,691, an increase of slightly more than 1,000 compared to FY 2006. As noted with Major Institutions, Work Releases and Work Centers had a decrease in the number of *Assaults* in comparison to the previous year, dropping from 29 to 22, statistically representing a 30% decrease.

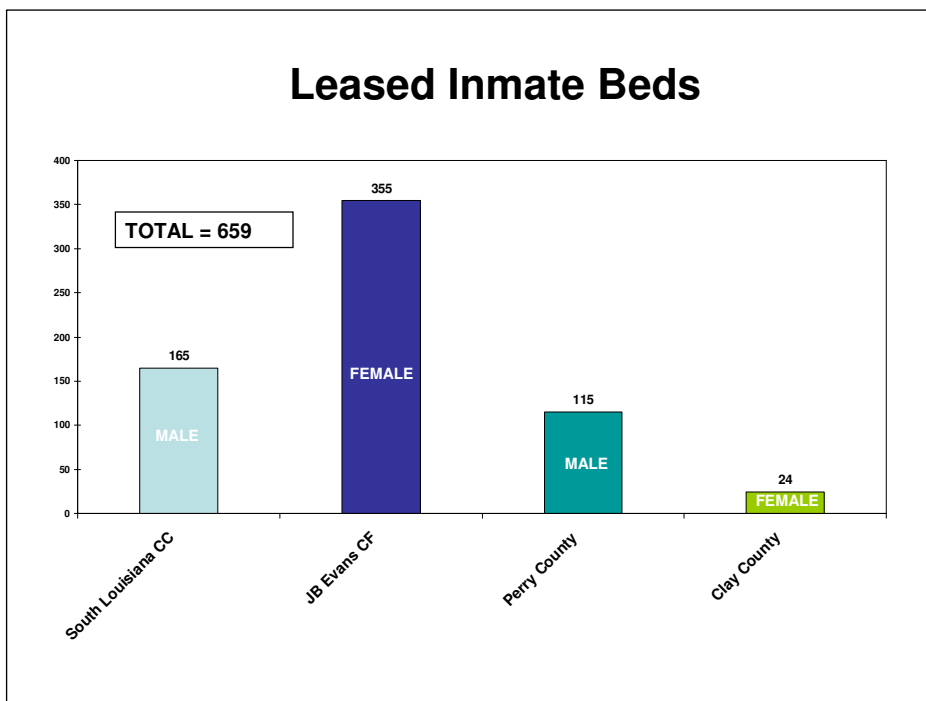
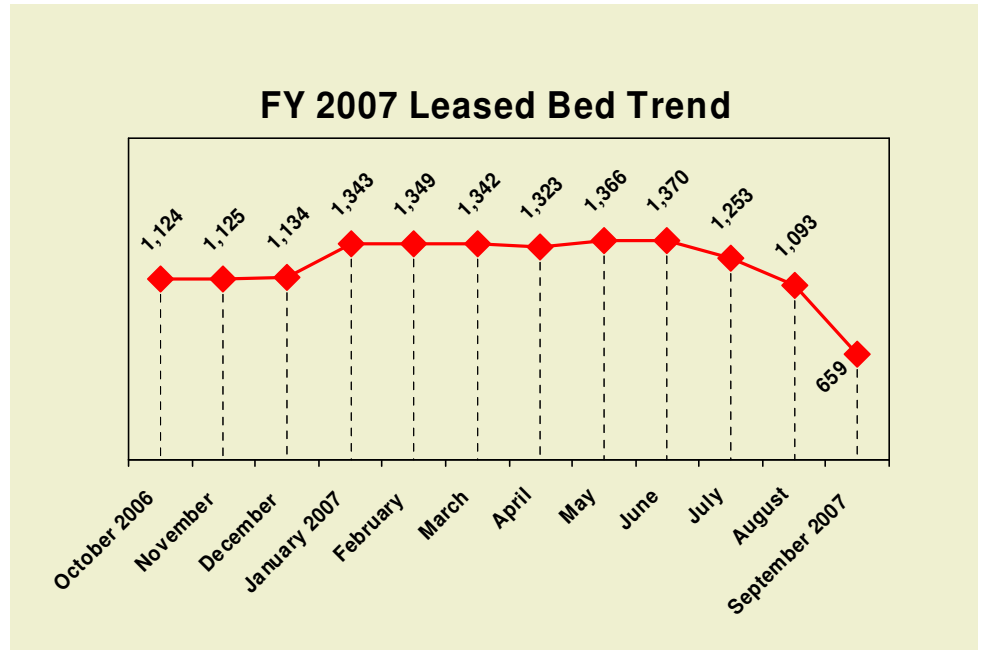
FACILITY	Designed Capacity¹	Avg. Monthly Population	Occupancy Rate²	Escapes	Disciplinarys	Assaults
Alex City	145	203	140.0%	0	186	2
Birmingham	120	217	180.8%	5	102	2
Camden	40	124	310.0%	0	252	0
Childersburg	135	178	131.9%	3	304	2
Decatur	1	280	307.7%	3	236	1
Elba	40	197	492.5%	8	352	0
Hamilton	91	170	186.8%	0	135	2
Loxley	175	389	222.3%	2	302	1
Mobile	135	178	131.9%	2	256	4
WR Subtotal	972	1,936	199.2%	23	2,125	14
Alex City WC	35	115	328.6%	0	105	1
Atmore WC	112	248	221.4%	0	434	2
Birmingham WC	30	74	246.7%	0	18	0
Boot Camp	128	29	22.7%	0	0	0
Camden WC	15	58	386.7%	0	104	0
Childersburg WC	64	249	389.1%	7	374	3
Decatur WC	37	146	394.6%	1	162	0
Elba WC	15	53	353.3%	0	66	0
Hamilton WC	25	74	296.0%	1	76	1
Loxley WC	120	131	109.2%	0	132	1
Mobile WC	15	75	500.0%	1	95	0
W/BC Subtotal	596	1,252	210.1%	10	1566	8
<i>1-Original architectural design plus renovations</i>						
<i>2-Occupancy Rate is the result of average monthly population divided by designed capacity</i>						



Leased Beds

Since 2003, the Department has leased privately owned correctional facility bed space as a strategy to reduce the strain of overcrowding. During FY 2007, the ADOC had contracts with Louisiana-based Louisiana Correctional Services, Inc. (LCS) and Emerald Correctional Management. Inmates were also housed in the Alabama-based Perry County Detention Center and the Clay County Jail. A portion of the LCS leased bed-space was funded through the Department of Justice, Violent Offender Incarceration and Truth-in-Sentencing Incentive Grant.

Extreme overcrowding conditions within the Alabama Prison System forced the ADOC to continually rely upon private leased correctional bed space as a capacity increasing strategy during most of the fiscal year. Alternative plans, however, were developed and initiated during FY 2007 in an effort to reduce and eventually eliminate the use of leased inmate housing. As a result of these new capacity expansion projects and programs, the number of inmates in leased beds was reduced to 659 by fiscal year end, a 711 inmate decrease from the highest total recorded during the month of June.



At the end of fiscal year 2007, 520 of the 659 inmates incarcerated in leased facilities were housed in Louisiana institutions. 53.8 % of the total leased bed population was female inmates. The year end number of inmates in leased facilities represents 2% of the 27,235 inmates in ADOC custody.

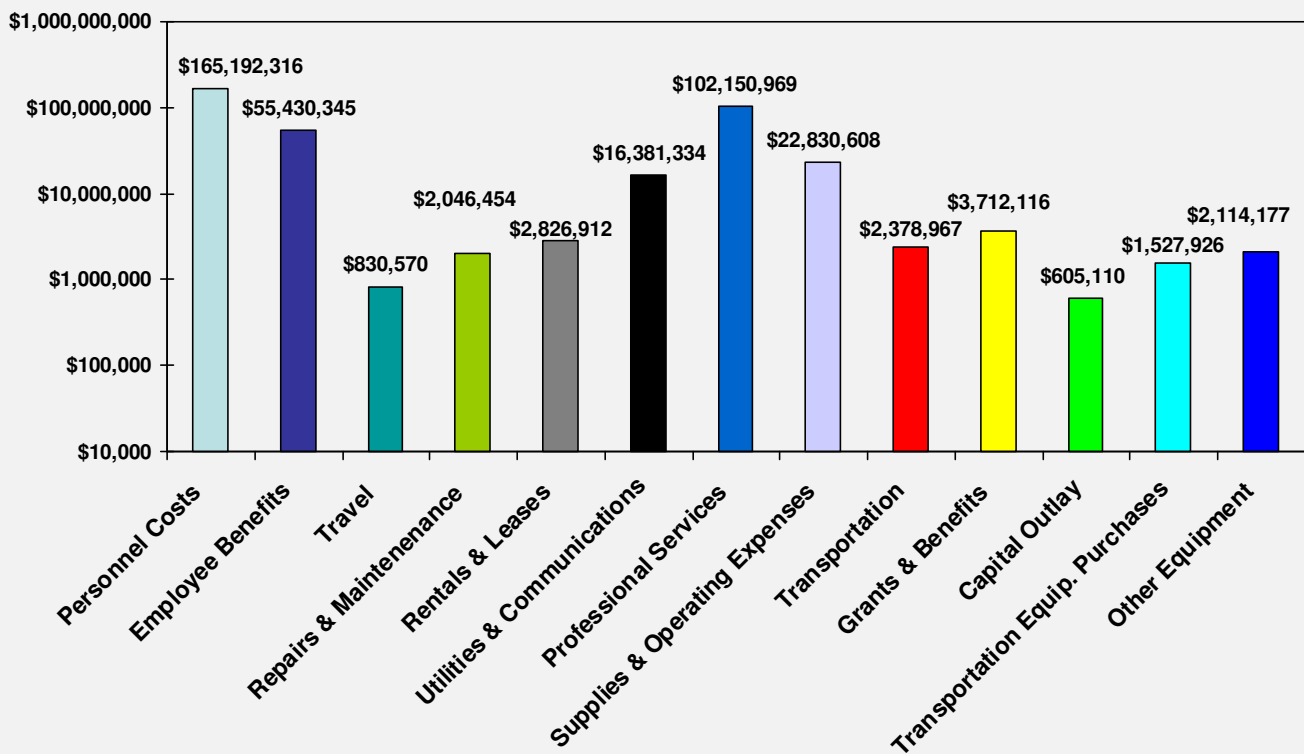
The contracted daily rate per inmate with LCS and Perry County Detention Center is \$30.30 (males) and \$27.00 (females); the Emerald rate is \$26.75 (all males) per day; and the Clay County rate is \$15 per day (females).



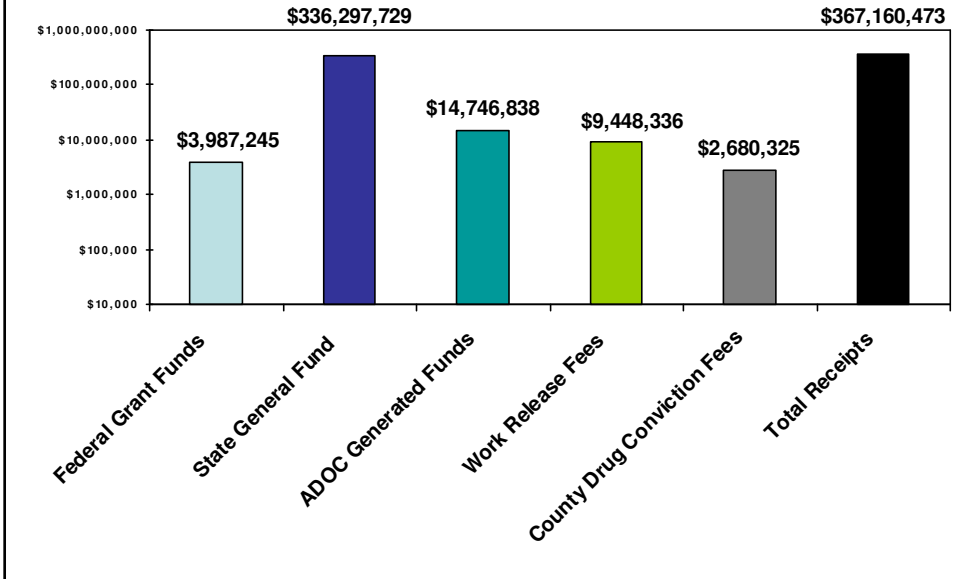
FISCAL SUMMARY

The ADOC expenditures for FY 2007 were \$408,720,691, a \$36 million increase from the previous fiscal year. The single largest expenditure continues to be employee salaries and fringe benefits, accounting for over 56% of the fiscal year total. The Department's personnel cost for our 3,715 employees increased by over \$25 million, primarily resulting from a 4% cost of living increase as well as an increase in the cost of health insurance and retirement contributions. Additionally, the Department had a net gain of 89 employees during 2007. This trend may continue as efforts are made to fill the total personnel authorizations for Correctional Officers that increased by 733 during FY 2007. In addition to personnel costs, the Department's other major expenditures included Inmate Health Costs, accounting for 22%, or \$82.9 million, of the budget, and the Leased Bed Contracts that accounted for 3.3%, or \$12,424,546. Both of these are included as part of the Professional Services expenditure category.

FY 2007 Expenditures Summary



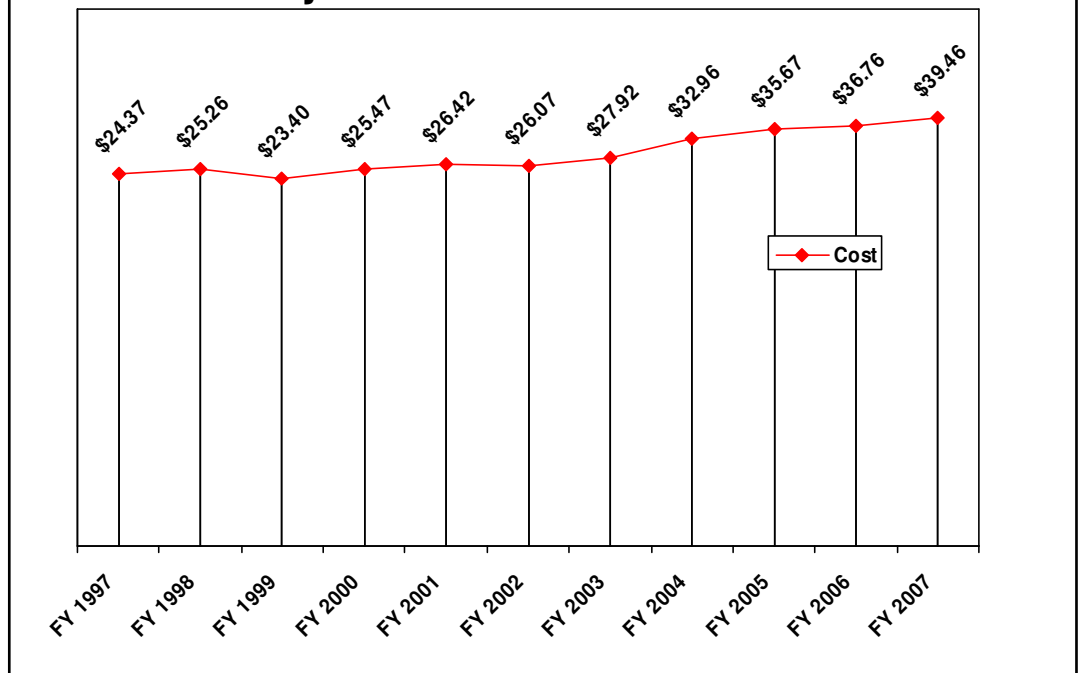
FY 2007 Revenue Summary



The Alabama Department of Corrections' revenue stream consists primarily of funds appropriated by the State Legislature. In FY 2007, over 90% of the revenue for the Department was a State General Fund appropriation. 6.5% of the remaining revenue was generated through ADOC operations and fees collected from work release inmates. (The revenue total depicted does not include \$27.9 million carried forward from the previous fiscal year.)

The calculated Daily Inmate Maintenance Cost is based on the total allocated costs divided by the average inmate population housed within ADOC facilities. The daily inmate maintenance cost has increased at a rate of \$2.30 per year over the past five years. Rising inmate health care costs, increasing inmate populations, and required officer overtime are primary rate increase factors.

Daily Inmate Maintenance Cost



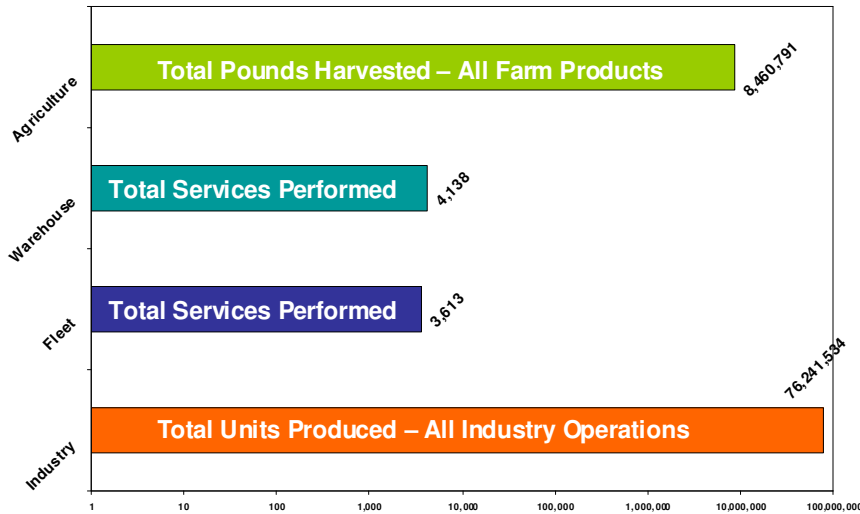


Alabama Correctional Industries (ACI)

Fiscal Year 2007 Update:

- Under Commissioner Allen, the mission and goals of ACI have been re-oriented to become more profit-driven, with emphasis on the generation of excess funds to subsidize ADOC deficiencies in the areas of deferred maintenance and capital improvements. To effect this change, a reorganization plan was developed and implemented to close non-profitable operations and expand the profitable ones.
- Agricultural operations were targeted first in the reorganization plan. ACI farms have been severely affected by steep increases in fuel and fertilizer costs following hurricanes in 2004 and 2005. Crops and livestock gains suffered due to intense heat in 2006 and a record drought in 2007. The combined effect was too devastating to overcome. Livestock herds were liquidated and plans were laid to dispose of equipment and sell idled lands. A 540-acre parcel at the Cattle Ranch known as the “West Swamp” was sold for \$1,625,000.
- The reorganization plan mandated the closure of the Box Plant, the Paint Plant, and Data Entry Services, as well as an assessment to determine the potential for the outsourcing of the Fleet Service operations and the Janitorial and Laundry products operations. Additionally, efforts will be directed at decentralizing warehousing operations and verifying the accuracy of current financial reporting methods. Approximately 5,950 acres of idled land are scheduled to be appraised and sold.
- The direct sales of ACI Products and Services rose a modest 4% in 2007; but nevertheless set a record total of over \$10.2 million dollars. Total revenues for the year topped \$20.6 million, also a record. At least three individual plants posted record revenues: Kilby Printing (\$3.4 million); Tutwiler Clothing (\$1.5 million); Ventress Chair (\$0.8 million).
- FY 2007 marked a milestone in production of motor vehicle tags in Alabama with the introduction of digitally-produced license plates. The \$850,000 system acquired by ACI from the 3M Company enables the production of virtually any graphic plate design in any succession. The new process eliminates the necessity to maintain large inventories of reflective vinyl sheeting with pre-printed graphics.
- With FY 2007 also came the implementation of a new pay system for inmates working within ACI operations. The new system classifies the inmate jobs into five general categories, each with its own two-tiered pay scale. The inmates are evaluated on job performance every six months and can earn up to \$.60 per hour depending upon their job class. This doubles the top wage they could earn previously. In FY 2007, ACI paid out approximately \$475,000 in inmate wages.

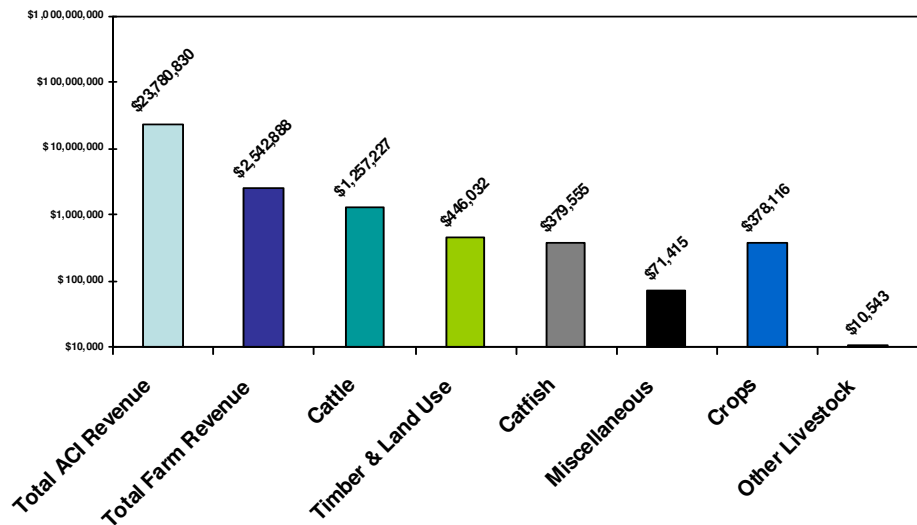
ACI Production



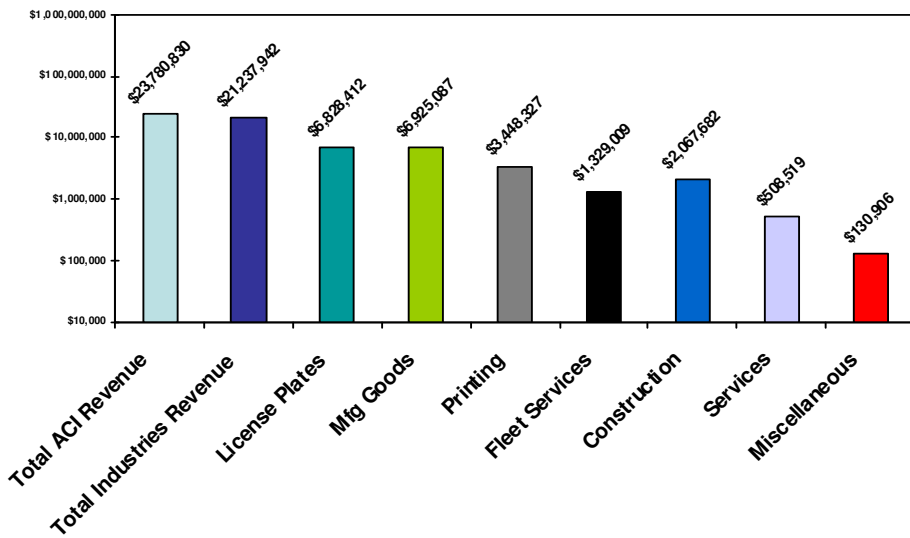
ACI Production during FY 2007 includes: 1) crop activities such as row crops, hay, contract vegetables, and catfish (represented in lbs harvested); 2) Fleet and warehouse, represented as individual work-units performed in a garage or warehouse activity; 3) Industry Operations, represented as a production item manufactured, such as boxes, furniture, mattresses, license plates, or work-unit performed, such as construction or data entry. FY 2007 ACI production was accomplished with an average inmate work force of 1,081.

The total ACI Farm Revenue accounted for slightly more than 10% of the total ACI revenue. More than half of the farm revenues came from the sale of cattle.

FY 2007 ACI Farm Revenue Summary



FY 2007 ACI Industries Revenue Summary



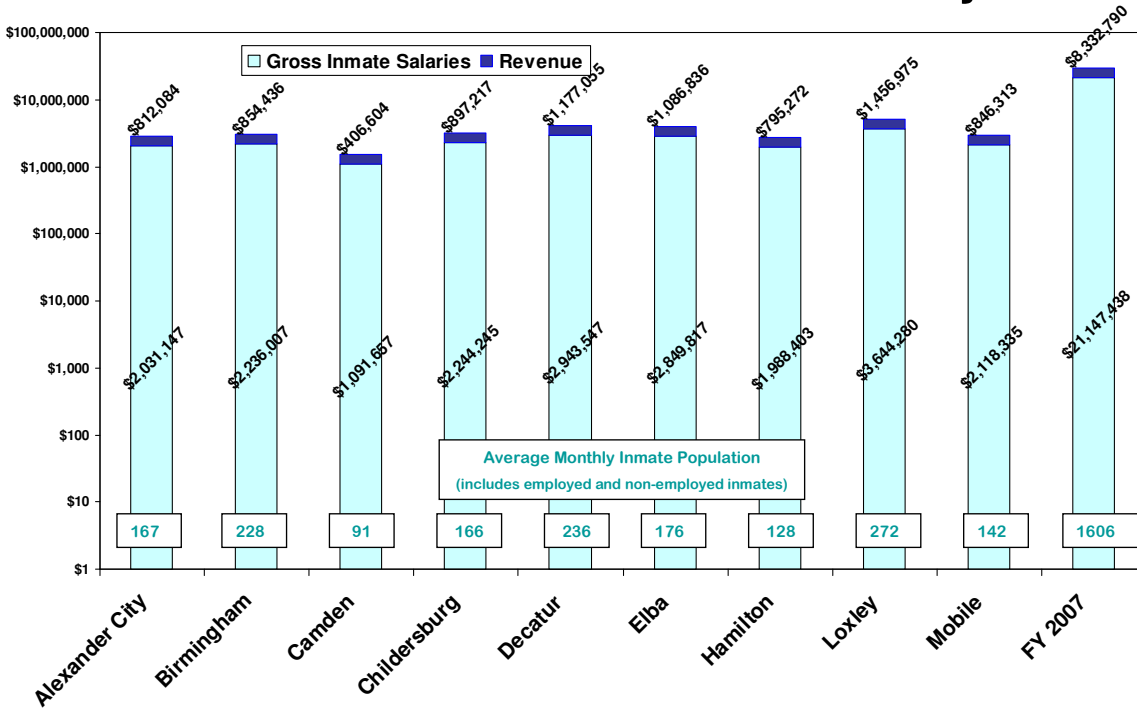
The majority - 89% - of ACI Revenue is attributed to ACI Industries. The production of license plates and manufactured goods were the two largest revenue generators, both collecting close to \$7 million each. In comparison, the ACI total revenues of \$23,780,830 represent approximately 6.2% of the more than \$384 million of ADOC revenues.



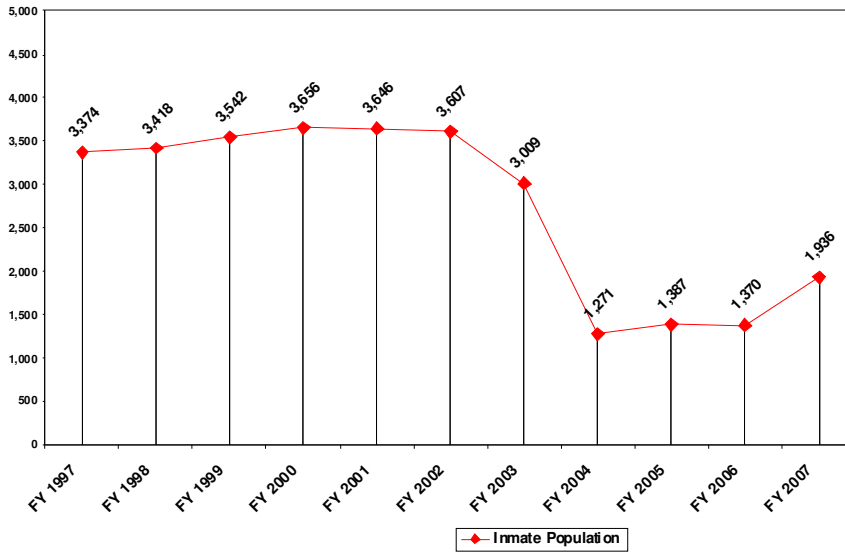
WORK RELEASE PROGRAM

3,000 is the Work Release Program population goal that Commissioner Allen has established as part of the ADOC plan to fully utilize the operational bed capacity available at Work Release and Work Center facilities while, at the same time, implementing an effective transitional program that will enhance the successful reentry of inmates into society. The Work Release Program allows inmates to earn a salary, pay restitution, and pay a portion of the cost of their incarceration. At the end of FY 2007, Work Release Programs were operated within nine correctional facilities with an average monthly population of 1,936 inmates. The gross salaries of these community custody inmates totaled over \$21 million during the 12 month period. ADOC collects 40% of gross salaries to offset some of the costs of incarceration and program implementation. The total fee amount collected by the Department was more than \$8.3 million.

Work Release FY 2007 Summary



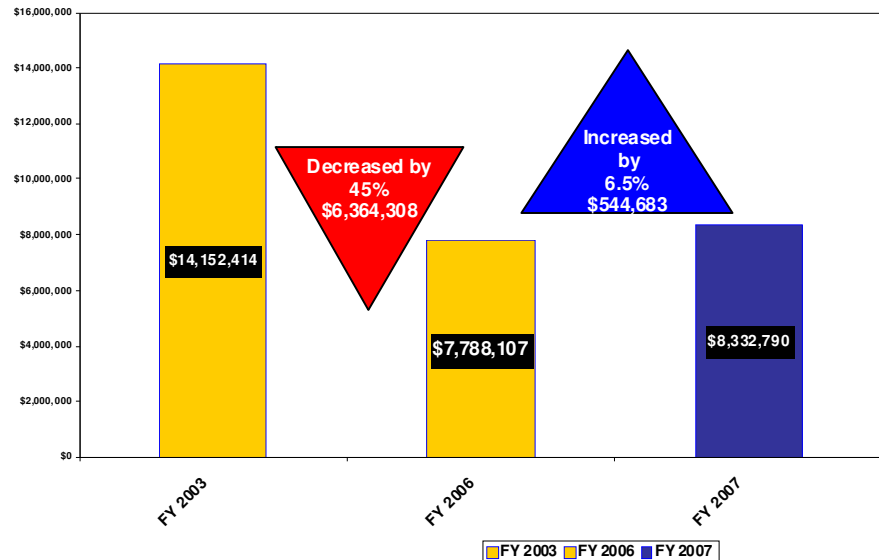
Work Release EOY Population Trend



During FY 2007, the downward trend of the Work Release inmate population was significantly reversed. Work Release expansion initiatives resulted in the addition of 566 inmates, a 41% increase over the previous year end total. An additional 1,064 inmates will be required to further expand the program and meet the stated goal of 3,000 participants by the end of FY 2008. The drastic reduction of inmates in this program started in FY 2003 and primarily resulted from the establishment of a second parole board, whose mandate was to accelerate the release of non-violent offenders.

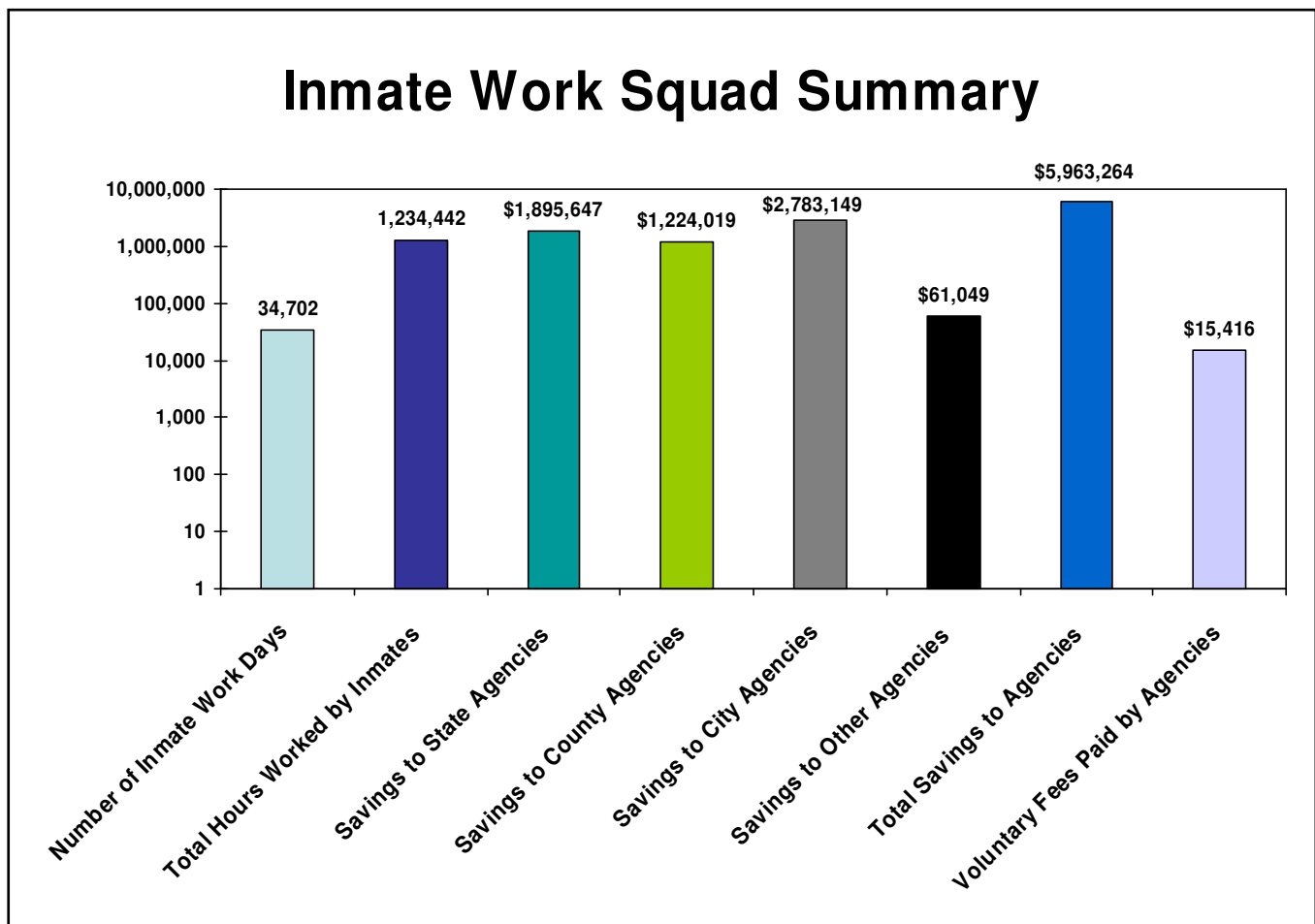
FY 2007 brought about a change in the downward trend in the amount of Work Release revenue collected by the Department from the salaries of Work Release inmates. The 6.5% increase in revenue in FY 2007 reverses a 45% decrease in revenue that the Department experienced between FY 2003 and FY 2006. This decrease in revenue paralleled the decrease in inmate population during the same period. With the goal of increasing the Work Release inmate population to 3,000, a corresponding increase in revenue should be realized.

Work Release Revenue Trend Summary



WORK SQUAD SUMMARY

In FY 2007, 14 ADOC correctional institutions organized inmate work crews to provide daily services for various state, county, and local agencies. Those 14 ADOC institutions provided nearly 103,000 man hours per month, equivalent to a labor savings of almost \$6 million to government agencies within the State. The types of jobs these inmate crews handled included street cleaning, roofing repairs, building and grounds clean up, trash pick up, yard work, and road construction work. The Inmate Work Squad Program benefits the inmate, the ADOC, and the community. In the last quarter of FY 2007, the ADOC requested that all agencies utilizing inmate work squads implement a voluntary pay for service program for the remainder of the fiscal year. Notice was also given that a mandatory fee of \$10 per inmate per day worked would be charged beginning in FY 2008. Twenty-two agencies participated in the voluntary pay-for-labor program in FY 2007, resulting in more than \$15,000 collected in Work Squad fees. The additional revenue expected in FY 2008 should help to offset the cost of incarceration and program implementation for these inmates.



TRAINING PROGRAMS

The purpose of the Training Division is to establish, develop, and implement training programs that meet the requirements of the Alabama Peace Officers' Standards and Training Commission (APOSTC) and provide for the professional development of all ADOC personnel.

The ADOC is the State's largest law enforcement Agency, with the State's most well trained officers. Upon graduation, each new officer is certified by the Alabama Peace Officers Standards Training Commission and is required to complete an additional forty hours of In-service training per calendar year.



Overview

The Training Division is responsible for all ADOC training, program research and development, as well as the development and delivery of programs for private prisons and city and county jails. The Training Division is headquartered in Selma and is centrally managed and executed through three operational areas:

- 1) Basic Training – Alabama Corrections Academy
- 2) Regional Training
- 3) Specialized Training

Basic Training – Alabama Corrections Academy

On May 1, 1984, the Alabama Corrections Academy received certification from the Alabama Peace Officers' Standards and Training Commission as a Corrections' Law Enforcement Training Academy. The Training Academy consists of three buildings, including two former Air Force dormitories and one auditorium. The auditorium has a seating capacity of 150 and is used for classroom instruction. The living quarters can house approximately 150 residents. The Academy's "Basic Training" curriculum includes a residential, APOSTC accredited program with 480 instruction hours over a 12 week period. The Training Academy staff includes 10 APOSTC certified instructors.

Regional Training

Regional Training consists of nine separate Training Centers located around the state designed to accomplish all annual in-service training for ADOC employees. All locations have training classrooms, staff offices, and a firing range.

Regional Training's curriculum usually consists of 40 hours of in-service training for law enforcement personnel and eight hours of in-service training for support personnel. The Regional Training staff includes 20 APOSTC certified instructors.

Specialized Training

Specialized Training is on-going, conducted through out the year, and includes topics such as New Supervisor Training, Jail Detention Officer Training, PREA (Prison Rape Elimination Act) Staff Training and Offender Education, K-9 Tactical Training, and other topics as a need is identified.

The Regional PREA Program consists of nine APOSTC certified instructors who are trained and educated by the Department of Justice and National Institute of Corrections. The nine Regional PREA Coordinators are designated



to conduct training of staff as well as the education of inmates as it relates to PREA, and to assist the I & I Division in investigating and gathering intelligence on sexual offenses.

Other specialized training programs are conducted at each of the training locations around the State, utilizing any of the 43 training personnel assigned to the Training Division statewide.

FY 2007 Training Statistics

Basic Training

- 223 Basic Training Graduates
- 33 Lateral Entry / Refresher Graduates

Regional Training

- 2,421 correctional law enforcement staff received 40 hours of training to meet APOSTC requirements
- 1,345 support staff and contract vendors received eight hours of training for professional development

Specialized Training

- 3,766 ADOC employees received four hours of training on PREA
- 9,432 ADOC offenders received two hours of education on PREA
- 74 ADOC new supervisors received 40 hours of New Supervisor Training
- 63 city / county jail staff received 80 hours of instruction as part of the Jail Detention Training Program
- 24 private prison staff received 120 hours of instruction specific to the Perry County Detention Facility

Training Site Locations and Points of Contact

Alabama Corrections Academy Lt. Elliott Sanders 334-872-6228	Atmore Regional Training Center Sgt. Cynthia McCoverly 251-368-7871	Bibb County Regional Training Center Lt. Eric Teske 205-926-5252, ext 273
Donaldson Regional Training Center Sgt. Toni Crenshaw 205-436-3681	Draper Regional Training Center Lt. Deidra Wright 334-567-1594	East Thomas Residential Training Annex Lt. James Earp 205-251-1798
Kilby Regional Training Center Lt. Vicky Lewis 334-215-6713 or 334-215-6612	Limestone Regional Training Center Lt. Scarlotte Carroll 256-233-8543	St. Clair Regional Training Center Lt. Karen Carter 205-467-6111, ext 288
Ventress Regional Training Center Lt. Clifford Jordan 334-775-3331	Basic Training Commander Cpt. Jeff Boutwell 334-872-6228	Regional Training & PREA Commander Cpt. Charles Blevins 205-251-1798



CORRECTIONAL OFFICER RETENTION AND RECRUITING

During FY 2007, the number of new security personnel employed was 440, 25% higher than the 345 added in FY 2006 and 10 short of the goal established for the year. Unfortunately, our security personnel losses for the year totaled 332, a slight increase over the previous year. The net gain for Correctional Officers stands at 108 for an average monthly gain of nearly 9 Officers per month.



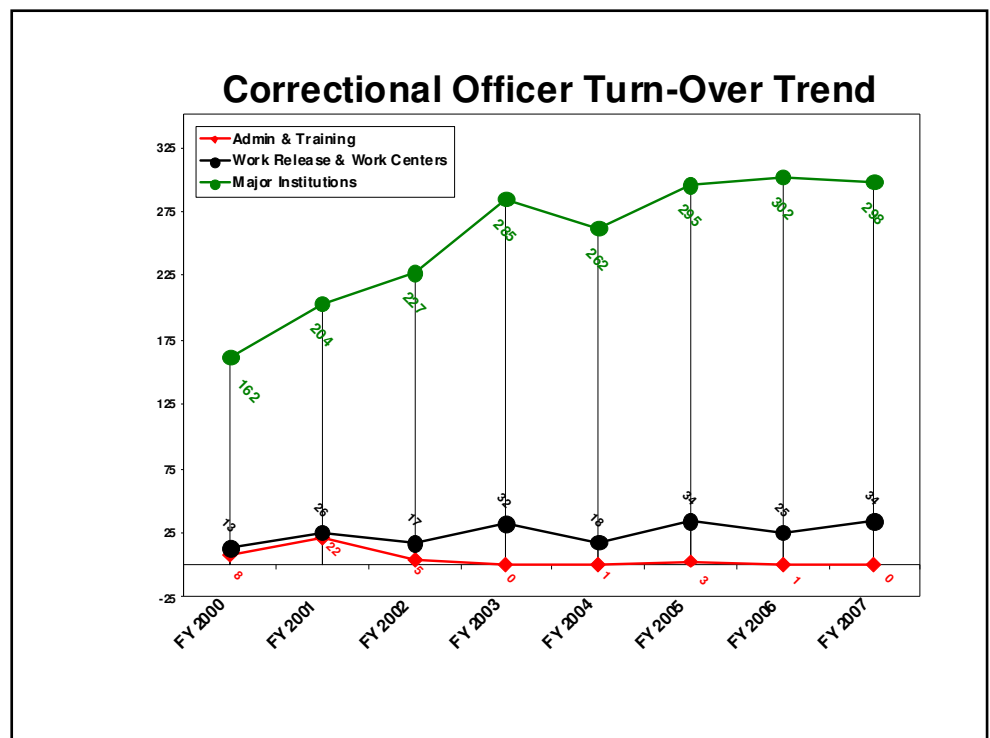
The ADOC is in the process of establishing and growing a new recruiting division with four regional areas across the State. At present, this division has a recruiting coordinator with one full time recruiter, Lt. Cynthia Nelson. Eight other recruiters, working out of various ADOC facilities, serve on a part-time volunteer basis to assist with this employment initiative.

The ADOC has established an Employee Incentive Program authorizing a monetary incentive to employees who recruit Correctional Officer Trainee applicants. Recruitment of family members is authorized and encouraged. Incentive award(s) offered for recruitment of COT applicants are as follows: \$200 upon successful assignment and attendance at Alabama Corrections Academy and \$300 one year after graduation from Alabama Corrections Academy.

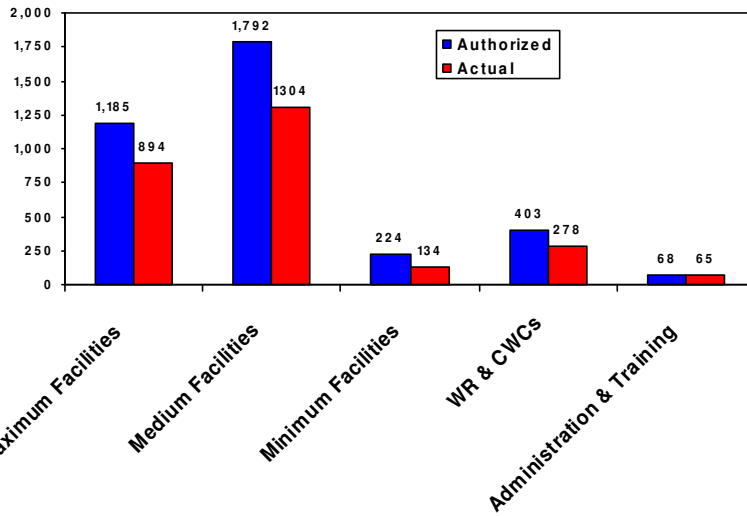
Recruiting initiatives are ongoing, to include mass media advertising, partnerships with the Alabama National Guard, Army Reserves, Job Corps, and Alabama Industrial Relations, attending job fairs, and more.

In-house advertising campaigns for both television and radio have also been developed at very little cost. These ads are currently airing statewide. A new recruiting video has also been developed and posted on the ADOC website allowing potential recruits to visualize both training and job requirements. A new anti-crime public service announcement is being developed that will compliment the Department's recruiting ads. The PSA campaign will air in 2008.

Major correctional institutions have borne the brunt of the correctional officer turn-over and resulting shortages. During the last three years, the correctional officer turn-over trend has appeared to reach a plateau. The five-year average is 288, 14 short of the 302 experienced in 2005 and 26 above the 262 recorded in 2004. Correctional Officer salaries and employment benefits are primary considerations in the ADOC plan to create incentives that will increase the retention rate of security personnel.



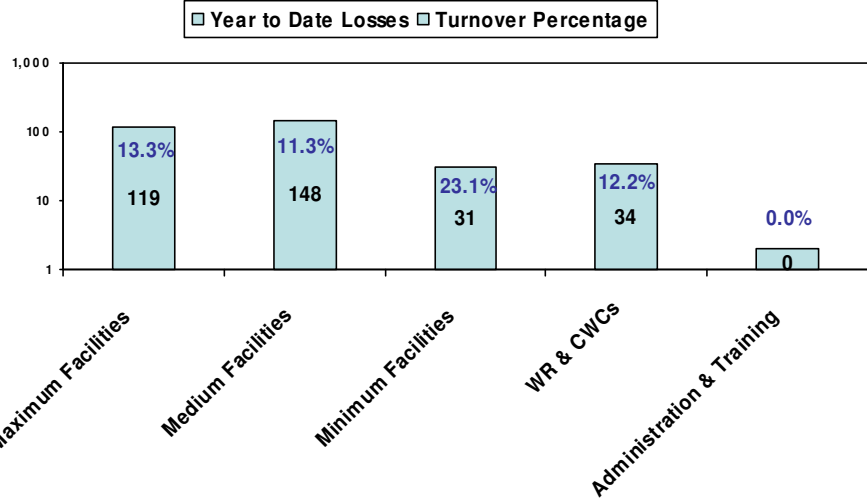
Correctional Officer Staffing



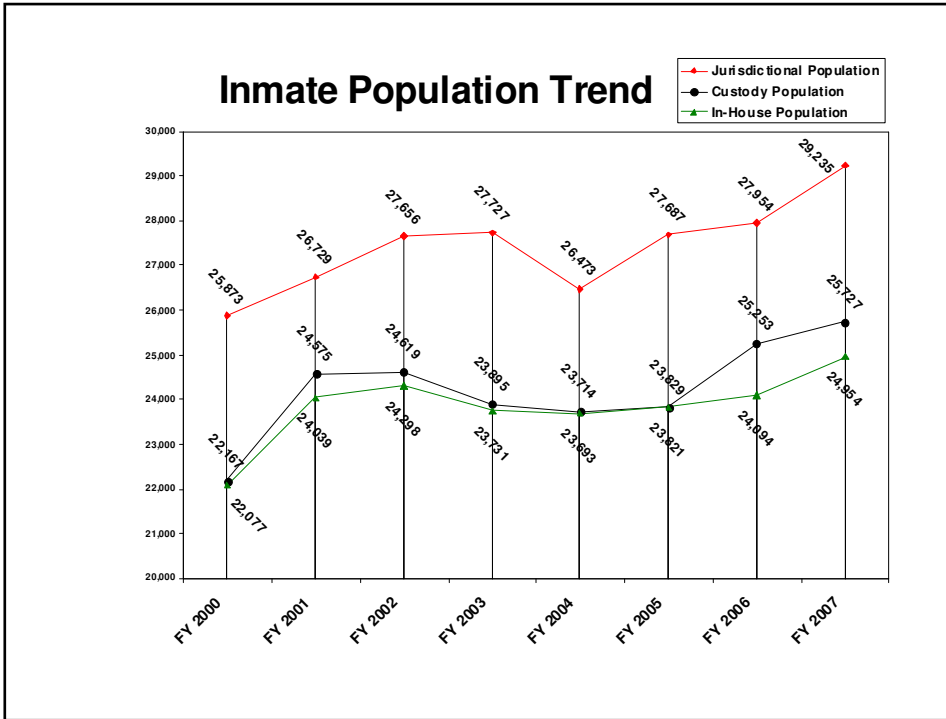
The Department is authorized 3,672 correctional personnel in eight classifications, ranging from Correctional Officer Trainee through Warden III. At the end of Fiscal Year 2007, 2,675 of those positions were filled, for an employment rate of 72.8% - leaving a shortage of 997 unfilled security positions. The impact of this shortage is that 1 of every 4 authorized positions are vacant, leaving the remaining 3 Officers to work overtime to fill the 40-hour void left by the unfilled position.

Three hundred thirty-two Correctional Officers left in FY 2007 resulting in a turnover rate of 12.4%. Retirement attributed to 22% of the departures and retirements are projected to increase in the coming years. Minimum Security Facilities had the highest turnover at 23.1% and Administration & Training had the lowest at 0.0%. Elmore CF's staff of 67 experienced the highest turn-over at 31.3% and the lowest was the Cattle Ranch whose staff of eight had no losses. In terms of losses, the Medium Security Facilities had the highest at 148 Correctional Officers lost, with the Maximum Security Facilities second with 119.

Correctional Officer Turnover

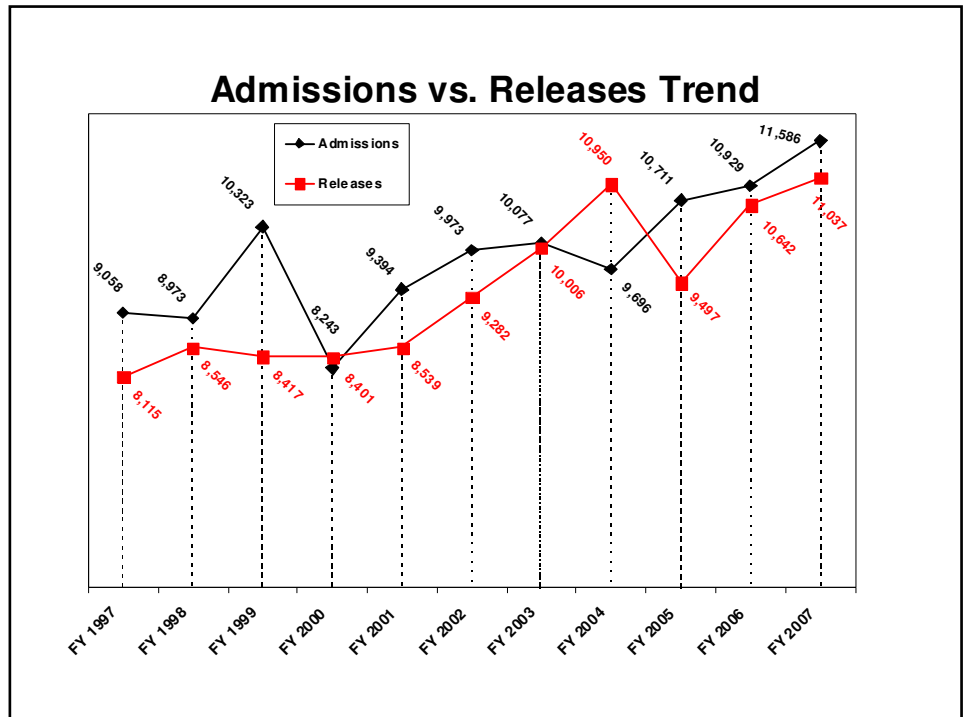


STATISTICAL OVERVIEW

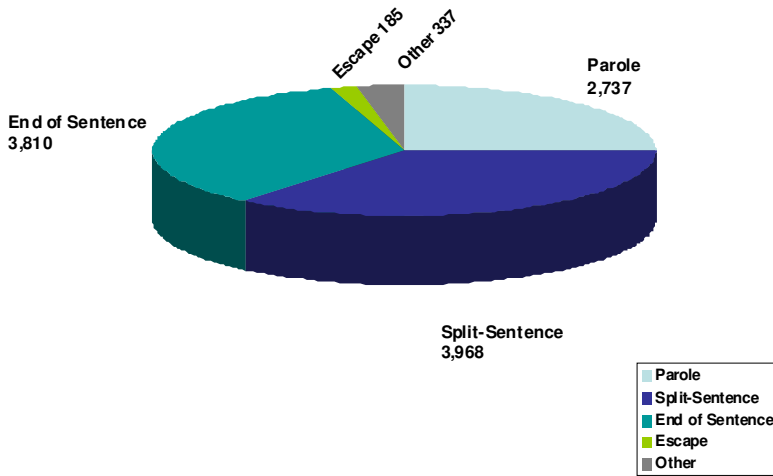


Alabama's inmate population has increased by 6,478 over the last ten years, or a little over 23%. The one exception to this trend occurred during FY 2004, when the population dropped by 1,254 inmates. During that fiscal year, a second parole board was convened with a mandate of increasing the number of non-violent offenders to be released on parole. The term of the second parole board expired this fiscal year. The 659 difference in the custody versus in-house population for FY 2007 represents the inmates being held in leased beds.

Over the last 10 years, with the exception of two occurrences in FY 2000 and FY 2004, the number of offender admissions into ADOC jurisdiction has outpaced releases by nearly 5,000 offenders. The total number of inmate admissions recorded within the ADOC inmate database during FY 2007 was 11,586. Based on the net increase in the total jurisdictional population, it is estimated that approximately 700 additional inmates were admitted with new crimes, or as the result of the revocation of probation or parole.



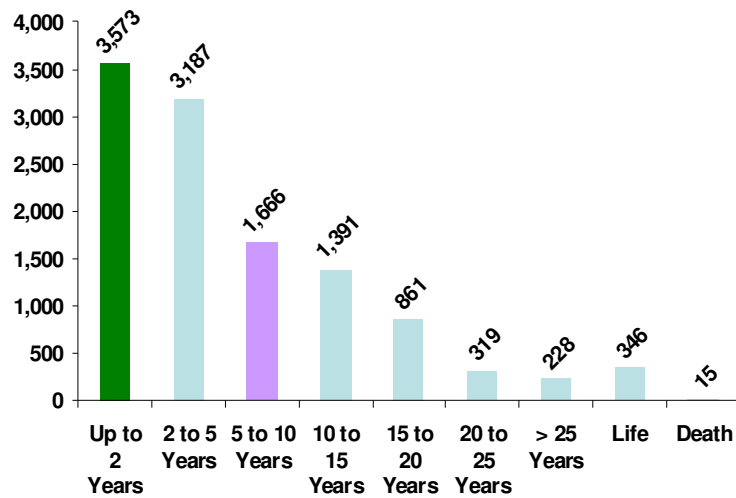
Inmate Release Summary



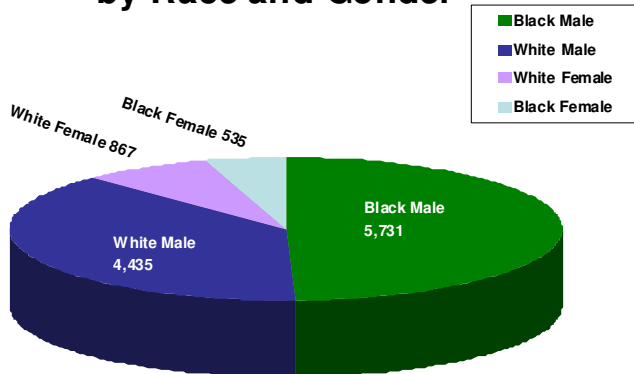
During Fiscal Year 2007, releases totaled 11,037. The majority of inmates were released under the split-sentence sentencing option, Alabama Legislative Act 754, followed by end of sentence and paroles respectively. This fiscal year realized 1,211 more releases than in the previous fiscal year. Significant increases were noted in split-sentence probations (583) and end of sentence releases (664) compared to the previous fiscal year. Inversely, the number of releases by parole dropped this fiscal year by 375 comparatively.

The majority (58%) of inmates admitted during FY 2007 were sentenced to prison for a period of five years or less, with the largest group sentenced to two years or less. Only 7% of the inmates admitted during FY 2007 had sentence lengths greater than twenty years, excluding inmates sentenced to the death penalty.

Sentences of Admitted Inmates



Demographics of Admitted Inmates by Race and Gender



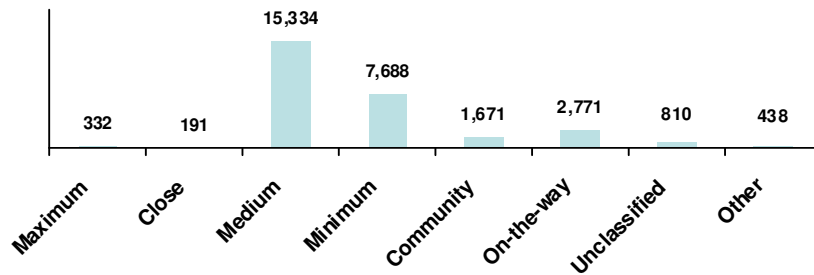
Analysis of the admitted inmate population indicates that black males represent the largest admission demographic group, and experienced an increase of 436 compared to FY 2006. Black females represent the smallest admission group. All demographic categories experienced increases compared to FY 2006.

The majority of inmates within the Alabama Prison System are classified as *Medium*, with *Minimum* represented as the 2nd largest custody level. In comparison, less than 2% of inmates are in a *Maximum* or *Close* custody level.

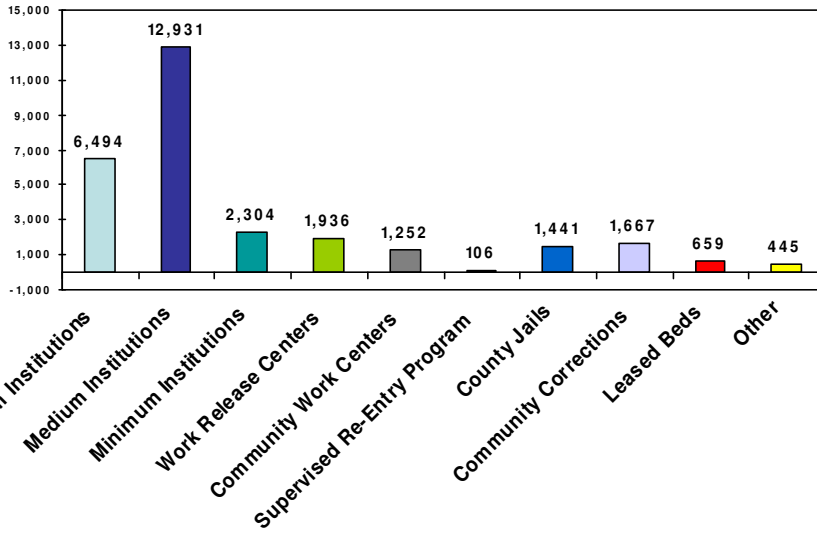
Implementation of the Work Release Expansion initiative resulted in an increase of inmates in the *Community* custody level.

The fiscal year end total represented a 216% increase over the FY 2006 total.

Inmate Population Demographics by Custody Level



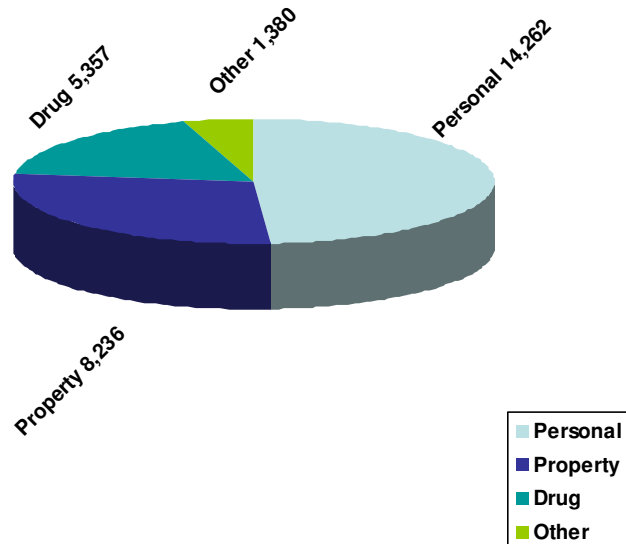
Inmate Population Distribution



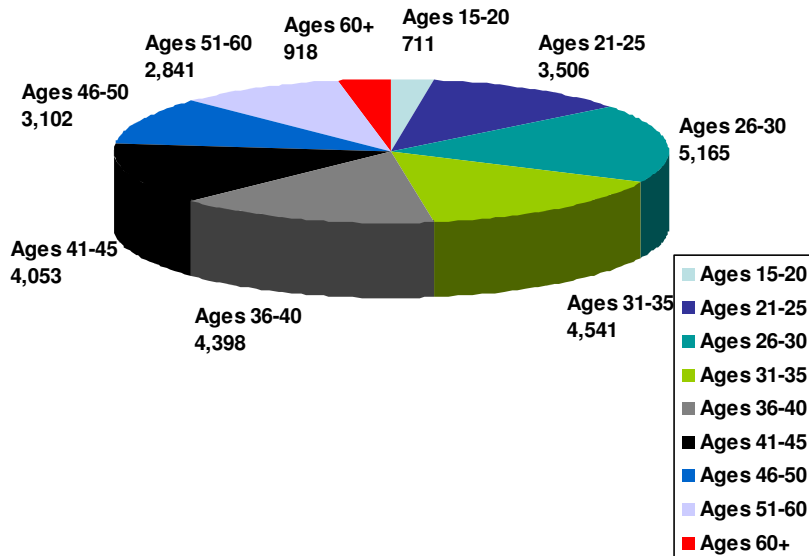
The majority of inmates – 74.3% of the population - are serving their sentence in one of the 20 major correctional facilities within the State. The number of inmates in Work Release increased by 142% and inmates housed in leased beds decreased by 58%. The *Other* category includes federal institutions, other state prisons, medical facilities, and inmates in a transient status within the ADOC or waiting to be released.

The overwhelming majority of inmates are incarcerated for felonies classified as *Personal* crimes (against a person), making up 48.8% of the inmate population. 28.2% are incarcerated for *Property* crimes and 18.3% are felony *Drug* offenders. These statistics do not address associated crimes, such as an inmate who commits a property crime to support a substance addiction.

Inmate Population Demographics by Crime



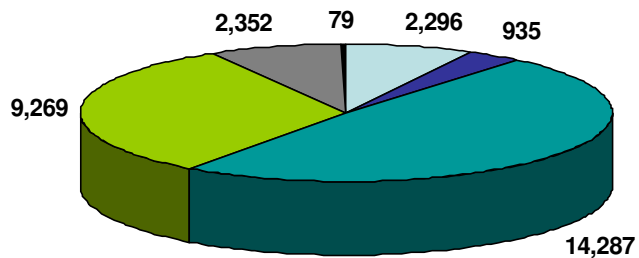
Total Inmate Population by Age



The largest age demographic remains the 26 to 30 age group. The analysis of the population, broken down into age groups spanning 10 years, shows the 21 to 30 (8671) and the 31 to 40 (8939) age groups to be the two largest groups relevant to age demographics. In comparison to FY 2006, all age groups increased during the past year with the exception of the 21-25 age group which dropped by 68 inmates. The age groups 36-40 grew by 301 inmates followed by 51-60 which increased by 274.

An inmate's education level is obtained during institutional in-processing at the Kilby Correctional Facility or Tutwiler Prison for Women. The average education level of the inmate population is the 10th grade level. The lowest educational level reported is none and the highest reported is the PhD. level. The number of inmates without a high school diploma or GED is 17,518, or 60% of the total population.

Inmate Education Levels



- None Reported
- Seventh - Eleventh Grade
- Some College
- First - Sixth Grade
- High School or GED
- College or Higher



**ALABAMA DEPARTMENT OF CORRECTIONS
CY 2003 RECIDIVISM RATE SUMMARY**

<u>Cohort Type</u>	<u>Inmates Released</u>	<u>Returned 3yr After</u>	<u>EOS Rate</u>	<u>Parole Rate</u>	<u>Total Rate</u>
All Cohorts	10,956	3,056	29.8	23.5	27.9

By Facility from which released

County Jails	1,249	430	34.5	32.4	34.4
Major Institutions	5,233	1,117	26.3	8.5	21.4
Work Release	3,240	483	21.1	6.2	14.9
SIR	381	56	13.5	15.6	14.7

By Crime serving when released

Robbery	620	188	33.1	23.6	30.3
Burglary	1,016	403	40.3	38.5	39.7
Forgery	739	241	36.4	25.7	32.6
Rape & Sex	288	65	22.3	100.0	22.6
Assault	361	78	21.4	25.0	21.6
Drugs	3,491	836	26.9	19.5	24.0

By Ethnicity & Gender

Black Male	5,620	1,610	30.9	23.8	28.7
White Male	3,976	1,148	29.9	26.2	28.9
White Female	755	178	27.1	17.3	23.6
Black Female	605	120	22.4	15.4	19.8
Males	9,596	2,758	30.5	24.7	28.7
Females	1,360	298	25.0	16.4	21.9

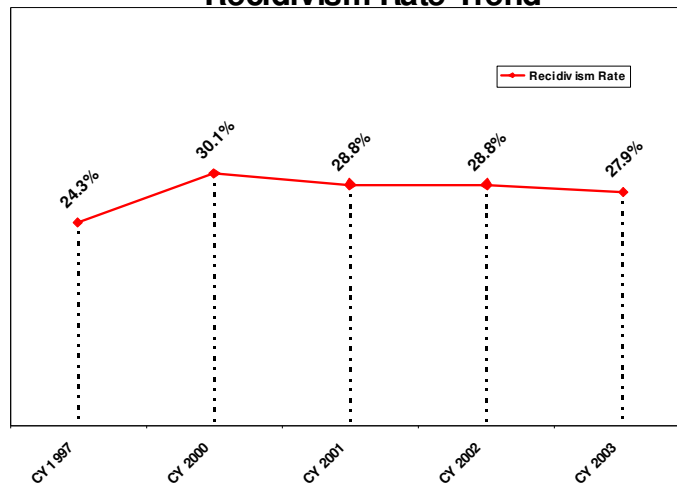
Inmate Recidivism The ADOC recidivism is analyzed and published each calendar



year for the previous three year period. A **recidivist** is defined as an inmate who returns within three years of release from ADOC jurisdiction. The last analysis of

recidivism was conducted at the end of calendar year 2006 for inmates released in the calendar year 2003. A cohort population of 10,956 was analyzed and was determined to have a total recidivism rate of 27.9%. This overall rate equated to 3,056 inmates who returned to ADOC jurisdiction within the three year study period. In comparison, the recidivism rate in CY 1997 was 24.3% for the 7,991 inmates included in the analysis. In the last three years, the change in the recidivism rate has varied less than 3%. The last U.S. Department of Justice recidivism study was conducted for CY 1994 and included the statistics for the 15 participating states. This study showed a 67.5% recidivism rate, significantly higher than the rate for Alabama.

Recidivism Rate Trend



COMMUNITY CORRECTIONS PROGRAM REPORT FOR FY 2007

The Community Punishment and Corrections Act of 1991 (§§15-18-170 et al.), amended in 2003, intends to provide safe, cost-efficient programs that include alternative punishment for convicted offenders in the community. The Act gives the Judiciary additional sentencing options that can not only significantly reduce the state prison population, but also the county jail population. By developing and utilizing a range of sanctions and community services, the Judiciary maintains greater control over the various components of the offender's sentence including personal accountability and financial restitution to his/her victim. The Act further stresses the involvement of public officials and community leaders in the development, administration, and success of the local Community Corrections Program.

The Community Corrections Program (CCP) is designed for offenders who commit felony and misdemeanor offenses. The Program is established as a county operated authority or non-profit entity (501 c. 3) that supervises and provides treatment services to those offenders assigned to it by the Judges. Currently, there are 33 CCPs in 44 counties, accounting for over 75% of the total ADOC inmate population from those counties. Of the 33 programs, 48.5% of the CCPs have been established since FY 2000. Twenty-seven percent have been established since FY 2005. Of the State's 67 counties, 44 counties have ADOC approved Community Corrections Programs.

CCPs offer much needed services to the offender population served. The following represent some of the services provided by the CCPs: Supervised pre-trial release; County/State Probation; Court Referral; Residential Substance Abuse Treatment; Domestic Abuse Treatment; Adult Basic Education (ABE); Graduation Equivalency Diploma (GED); House Arrest; Residential Work Release; Community Service; Drug Use Testing; Drug Court Programs; and Job Placement Services. Offenders assessed as having special needs are given the opportunity to receive services designed to enhance their abilities to provide for their families. As an additional benefit, they become contributors to their communities. Participation in these interventions has proven to be successful in reducing the likelihood of reentry into the criminal justice system.

Community Corrections Programs that contract with the ADOC are paid a per diem for monitoring prison diversions. The prior per diem rates ranged from \$5 to \$15 per day per offender from the date of entry into the CCP up to a maximum of two years. All ADOC approved diversions assigned to a CCP on or after April 1, 2007, are paid \$15 per day per offender for supervision reimbursement up to a two-year maximum.

The following judicial circuits or counties have expressed an interest in the development of a Community Corrections Program during FY 2008: 1st Circuit (Choctaw, Clarke, Washington), 35th Circuit (Conecuh, Monroe), 40th Circuit (Clay, Coosa), and Autauga/Elmore, Baldwin, Cleburne, Covington, Russell, and Talladega counties.



COMMUNITY CORRECTIONS PROGRAM FISCAL SUMMARY

Set forth below are the total amounts reimbursed to individual programs during FY 2007. Programs that were not reimbursed in FY 2007 are not listed. The Jefferson County CCP had the largest reimbursement of \$503,110 and the Morgan County CCP had the lowest with \$7,170.

Supervision Reimbursement Expenditures Summary

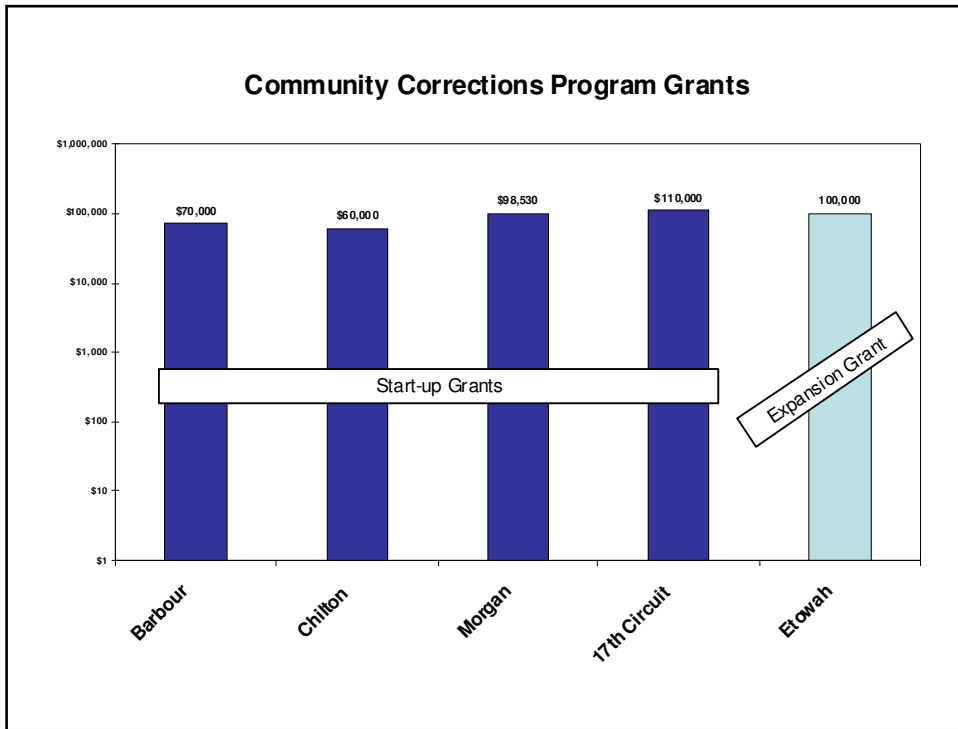
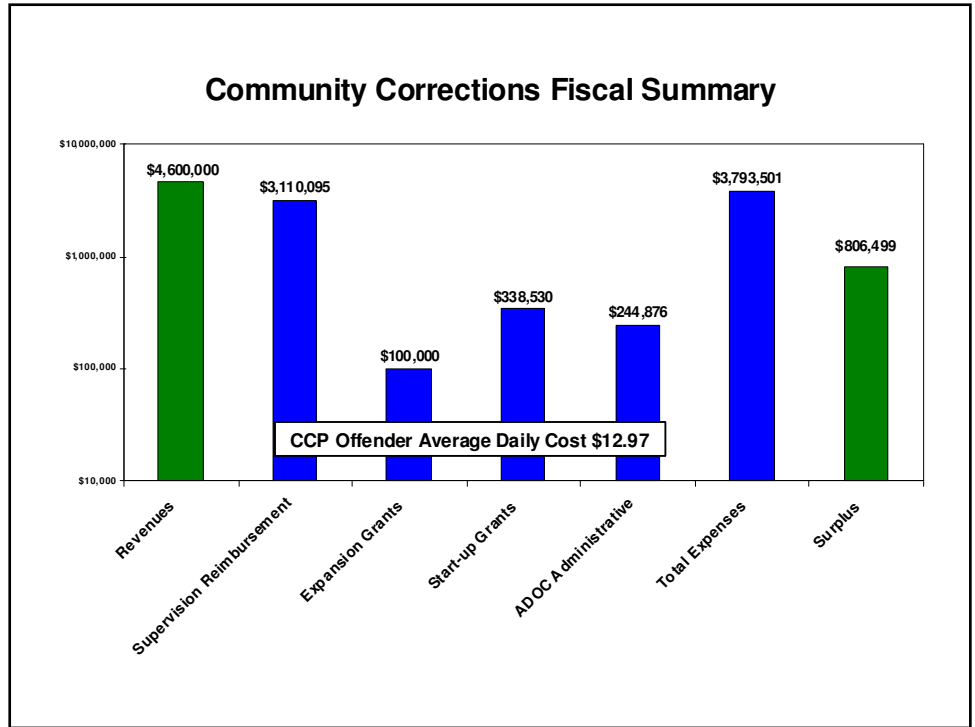
4 th Circuit \$13,620	Franklin County \$63,295	<i>Morgan County..... \$7,170</i>
24 th Circuit \$7,195	Geneva County \$35,810	St. Clair County \$49,880
25 th Circuit \$119,095	Houston County \$144,715	Shelby County \$127,710
Blount County \$24,680	Jackson County..... \$39,235	Tuscaloosa County \$87,930
Calhoun County \$70,600	<i>Jefferson County..... \$503,110</i>	Walker County \$36,655
Cherokee County \$58,620	Lauderdale County \$104,060	Total \$3,110,095
Colbert County \$131,610	Lawrence County..... \$78,020	Average..... \$107,245
Cullman County \$68,595	Limestone County \$39,095	
Dale County..... \$95,945	Madison County \$49,205	
DeKalb County..... \$149,860	Marshall County \$136,525	
Escambia County..... \$36,555	Mobile County \$374,540	
Etowah County \$215,285	Montgomery County..... \$241,480	

Summary of Program Facts for Fiscal Year 2007

- \$ 6,100,000—the revenues designated by the Alabama Legislature to the CCP for FY 2002
- \$1,500,000—the amount re-designated to the ADOC General Fund during FY 2007
- \$4,600,000—the amount remaining for CCP operations during FY 2007
- \$3,793,501—the expense of operating the ADOC CCP during FY 2007
- \$39.46—the average daily cost of an ADOC incarcerated inmate for FY 2007
- \$12.97—the average daily cost of a CCP offender for FY 2007
- 33—the number of individual CCPs operating in 44 Alabama Counties during FY 2007
- 1,354—the number of new “prison bound” offenders diverted to a CCP during FY 2007
- 1,666—the actual number of felony offenders participating in the CCP as of September 30, 2007
- 2,079—the number new “prison bound” offenders diverted to CCP for which ADOC paid reimbursement during FY 2007
- Participant demographics are – White Males - 47.9%, Black Males - 33.1%, White Females – 13.4%, Black Females – 5.6%, Youngest Age – 17, Oldest Age – 72, and Average Age – 35.



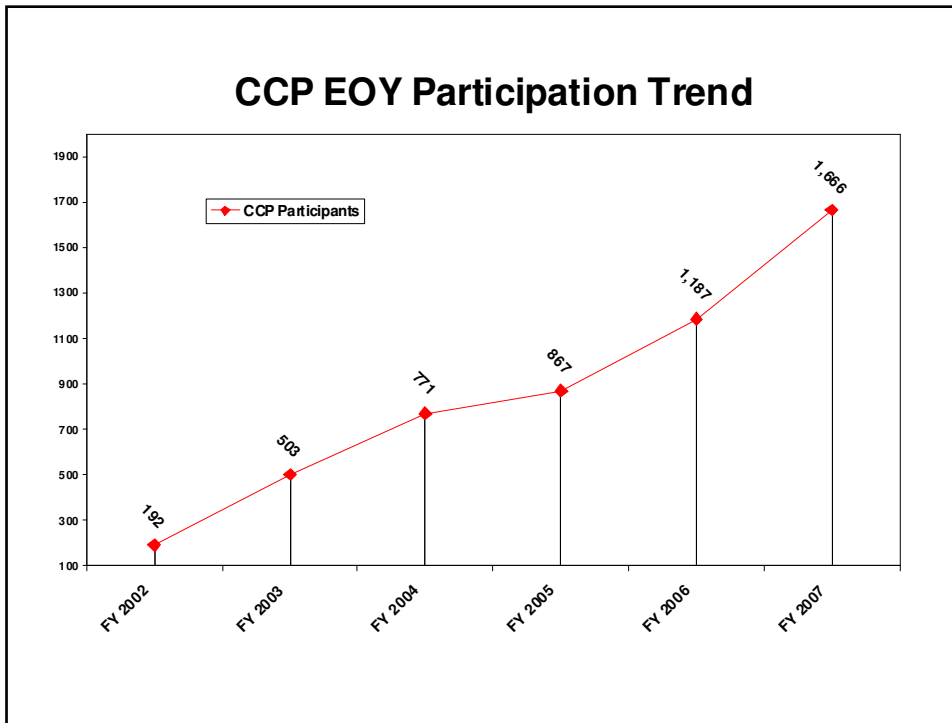
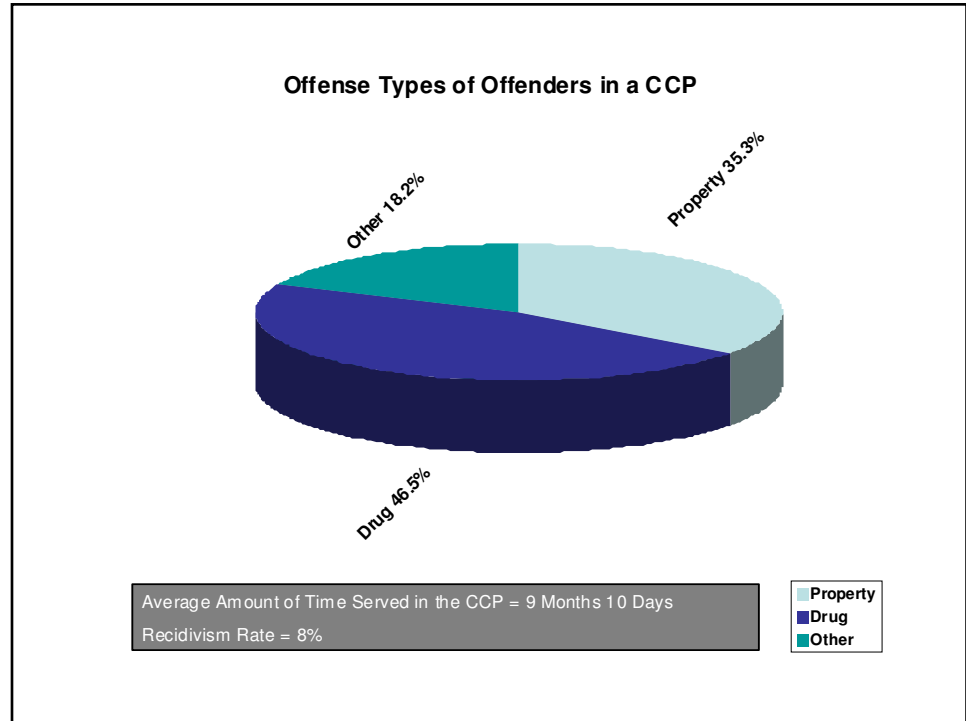
CCP *Revenues* are derived from legislative and special appropriations. *Supervision Reimbursement* is the per diem rate paid to individual programs for supervising offenders in the CCP. Grants were made directly to individual CCPs to expand capabilities or to assist with the start-up of new programs.



During FY 2007, the ADOC CCP awarded five start-up and expansion grants to individual CCPs. Four start-up grants of \$338,530 were awarded in six counties to newly established CCPs to assist with start-up operating expenses. One expansion grant was awarded to Etowah County for the purpose of expanding offender capacity and treatment programs.



In comparison to 2006, the offenders in a CCP have approximately the same distribution of offense type. There was a small shift in distribution from the categories *property* and *other* to *drug*; *drug* increased by 3.1% from 2006 to 2007. During that same period, the recidivism rate increased by 1% and the average time served decreased by two days.



The number of offenders in a community corrections program has increased significantly over the last five years. The number of offenders in the CCP is equivalent to a major prison institution. The largest yearly increase has been from fiscal year 2006 to 2007 - an increase of more than 480 offenders. This alternative provides another offender sentencing option, frees-up prison space for offenders requiring closer supervision, and is cost effective in comparison to traditional incarceration.



STATEWIDE COMMUNITY CORRECTIONS PROGRAMS



STATEWIDE COMMUNITY CORRECTIONS PROGRAM DIRECTORY

Contracted Community Operated Diversion Programs

**New Programs in FY 2007*

Barbour County *

303 East Broad St.
Eufaula, AL 36027
334-687-6632

Colbert County

108 North Water Street
Tuscumbia, AL 35674
256-381-3643

Cullman County

500 2nd Avenue South West, Room 31
Cullman, AL 35055
256-775-4734

Escambia County

P.O. Box 1273
Brewton, AL 36427
251-867-0200

Geneva County

P.O. Box 508
Geneva, AL 36340
334-684-5628

Jefferson County

401 Beacon Parkway West
Birmingham, AL 35209
205-917-3780 (ext. 231)

Limestone County

P.O. Box 1322
Athens, AL 35612
256-216-3437

Mobile County

111 Canal Street
Mobile, AL 36603
251-574-6444

St. Clair County

1815 Cogswell Ave. Suite B-10
Pell City, AL 35125
205-338-5560

Walker County

P.O. Box 1385
Jasper, AL 35502
205-384-7251

17th Judicial Circuit *

(Green, Marengo, and Sumter County)
P.O. Drawer 1439
115 Franklin Street
Livingston, AL 35470
205-652-6169

Blount County

P.O. Box 772
Oneonta, AL 35121
205-274-0624

Cherokee County

201 South Rover Street
Centre, AL 35960
256-927-3111

Dale County

P.O. Box 2513
Ozark, AL 36361
334-774-9135

Etowah County

801 Forrest Avenue, Suite 102
Gadsden, AL 35901
256-439-6035

Houston County

P.O. Box 6406
Dothan, AL 36302
334-671-8725

Lauderdale County

200 South Court Street, Room 506
Florence, AL 35630
256-768-7557

Madison County

715-C Wheeler Avenue
Huntsville, AL 35801
256-533-8940

Montgomery County

301 Adams Avenue, P.O. Box 1667
Montgomery, AL 36104
334-832-7734

Shelby County

P.O. Box 70
Columbiana, AL 35051
205-669-3950

2nd Judicial Circuit

(Butler, Crenshaw, and Lowndes County)
104A Camellia Ave.
Greenville, AL 36037
334-371-0371

24th Judicial Circuit

(Fayette, Lamar, and Pickens County)
310 1st Court North West
Fayette, AL 35555
205-932-5624

Calhoun County

1702 Noble Street Suite 117
Anniston, AL 36201
256-231-1877

Chilton County *

P.O. Box 1019
Clanton, AL 35046
205-280-1030

Dekalb County

P.O. Box 681031
Fort Payne, AL 35697
256-845-8542

Franklin County

P.O. Box 790
Russellville, AL 35653
256-332-8856

Jackson County

301 S. Houston Street
Scottsboro, AL 35768
256-259-3570

Lawrence County

P.O. Box 715
Moulton, AL 35650
256-974-2570

Marshall County

119 Sand Mountain Drive West
Albertville, AL 35950
256-894-9969

Morgan County *

P.O. Box 668
Decatur, AL 35601
256-351-4739

Tuscaloosa County

3130 35th Street
Tuscaloosa, AL 35401
205-759-2137

4th Judicial Circuit

(Bibb, Dallas, Hale, Perry, and Wilcox County)
P.O. Box 1435
Selma, AL 36702
334-877-1778

25th Judicial Circuit

(Marion and Winston County)
P.O. Box 1555
Winfield, AL 35594
205-487-0608

