



ANNUAL REPORT

2020

Alabama Department of Corrections

Tel: 1-855-WE-R-ADOC

Website: www.doc.alabama.gov

301 South Ripley Street

Montgomery, Alabama 36130



ALABAMA DEPARTMENT OF CORRECTIONS

Annual Report for Fiscal Year 2020

October 01, 2019, through September 30, 2020



KAY IVEY

Governor



JEFFERSON S. DUNN

Commissioner

Executive Leadership

Anne A. Hill
Chief of Staff

Jenny Abbott
Director
Facilities Management

Rodney Blankenship
Chief Financial Officer
Alabama Correctional Industries

Matthew C. Brand
Associate Commissioner
Administrative Services

Mark Fassl
Inspector General

Linda Mays
Communications Director

Arnaldo Mercado
Chief Law Enforcement Officer
Law Enforcement Services Division

Carrie McCollum
General Counsel
Legal

Ruth Naglich
Associate Commissioner
Office of Health Services

Dennis W. Stamper
Deputy Commissioner
Operations

Steve Watson
Associate Commissioner
Plans and Programs

Jeffery Williams
Deputy Commissioner
Community Corrections &
Governmental Relations





KAY IVEY
GOVERNOR

State of Alabama

Department of Corrections

Alabama Criminal Justice Center
301 South Ripley Street
P. O. Box 301501
Montgomery, AL 36130-1501
(334) 353-3883



JEFFERSON S. DUNN
COMMISSIONER

July 21, 2021

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

Dear Governor Ivey,

I am honored to submit this annual report which is representative of the unwavering commitment of the men and women serving in Alabama's largest law enforcement agency. We stand firm in dedication to our mission of public safety for the citizens of Alabama, the Alabama Department of Corrections' staff, and the ADOC inmate population.

This report comprises highlights, accomplishments, and challenges encountered within our agency during Fiscal Year 2020. This includes the Department's development and execution of emergency response efforts to mitigate the spread of the coronavirus and maintain the safety, security, and well-being of our inmate population, staff, and the public.

Just the mention of the year 2020 leads everyone's minds to reflect on the COVID-19 global pandemic. However, prior to the Coronavirus, the ADOC continued progress in the four critical areas of the Department's strategic plan: staffing, infrastructure, rehabilitative programming, and departmental culture.

In order to address the COVID-19 pandemic head-on, I created a COVID-19 Task Force made up of our executive team leaders, Division heads and facility leaders. We developed and executed our agency's continuity plan or COOP. The ADOC collaborated with the Alabama Department of Public Health and the Center for Disease Control and Prevention to develop the necessary guidelines and measures to help mitigate the spread of COVID-19.

With you leading the way, we forged ahead in FY 2020 with our transformative plan to build three new regional prisons in Alabama. To reimagine Alabama's correctional system redesigned and rebuilt from the ground up means improved safety and security for staff and inmates alike, more desirable working conditions that attract prospective correctional personnel, and increased space for rehabilitation of incarcerated individuals.

In order to address the challenge of a more violent inmate population, the Department launched an internal task force to examine inmate-on-inmate violence, as well as alleged excessive use of force by correctional staff. I directed the task force to assess measures including tactics and techniques, reinforcement training programs, health and wellness interventions for correctional officers and staff, additional rehabilitation programs and resources, and the reexamination of enhanced surveillance measures such as the use of body cameras by on-duty correctional officers.

The level of dedication that I witnessed among our employees was nothing short of heroic. ADOC employees have faithfully served the citizens of Alabama, despite incredible personal risks, as evident in their actions during the unprecedented health crisis. I am proud to serve alongside the men and women of the ADOC as we strive for excellence in our mission of public safety on behalf of the citizens of Alabama.

Sincerely,

Jefferson S. Dunn
Commissioner



Reimagine Alabama's Correctional System

Alabama Prison Program

The Alabama Prison Program is vital for the long-term success and safety of our state and communities. Alabama prisons are dilapidated, aging, and failing structurally. The institutions, built decades ago, were not designed to house or rehabilitate the inmate population in Alabama.

We must reimagine, reinvent and rebuild Alabama's correctional institutions using state-of-the-art structures that offer increased public safety, safer working conditions, improved operations in recruiting and retaining staff, an intentional design with built-in technologies to support an effective staffing model; centralized healthcare delivery, expanded evidence-based inmate rehabilitation programming, greater reentry program capacity, less crowding and reduced recidivism.

In the 2018 State of the State Address, Governor Kay Ivey stated, "We will no longer guess about possible fixes. Instead, I will present to the people a workable solution to this generational problem. I am committed to meeting this challenge head-on. Together, with the support of the Legislature, we will solve this problem for generations to come. This is an Alabama problem that must have an Alabama solution. Now is the time to act."

"Thanks to Governor Ivey's vision, tenacity, and leadership, we have reached an important step in our continued work to chart a transformative new course for the Department," said ADOC Commissioner Jeff Dunn.

Action steps made in a new prison plan provided progress in meeting aspects of the Department's strategic plan and the ADOC mission:

Dedicated Professionals Providing Public Safety Through the Safe and Secure Confinement, Rehabilitation, and Successful Re-Entry of Offenders



Key Dates Related to the RFP

- May 2020- Receipt / Virtual Opening of Proposals by Evaluation Committee
- July 2020- Announcement of Successful Teams for Facilities 1, 2, and 3
- September 2020- Governor Ivey and the ADOC announced their intent to enter negotiations with the successful developer teams

New Facilities Will Have

- Centralized medical and mental health care services in every facility
- Improved safety and security for staff and inmates
- Accommodations for effective evidenced-based inmate programming and rehabilitation

Skilled in Healing & Compassion

Office of Health Services



Health Services (OHS) remained unyielding in its mission to manage, implement, administer and monitor the provisions of health services, and medical, mental health, and drug treatment to the inmates assigned to the custody of the ADOC during FY 2020.

OHS worked in conjunction with the Alabama Department of Health, ADOC security staff, ADOC's contracted medical and mental health vendor to ensure best clinical and health services administrative practices were utilized in the prevention, mitigation, surveillance and containment of the COVID-19 in the correctional



environment. During this time OHS also increased staff.

OHS's most critical role in ADOC's emergency response plan to Covid-19 was to ensure the development of the Continuity of Operations Plan (COOP). The COOP, the Department's pandemic strategic plan, prepared ADOC for the on-set of COVID-19 to mitigate the associated risks and to assist in keeping essential functions of operating as close to normal as possible. OHS implemented multiple policies and procedures, as well; implemented intensive screenings, and subsequent assessments, quarantine and isolation measures, utilization of PPE, temperature checks for employees upon entry into the facility, inmate and staff COVID-19 testing, and vaccinations, just to name a few things.

"The key to adapting to the changes was the leadership and employees of every ADOC division working together for the same goal," Brandon Kinnard, Associate Director of Health Services

The greatest challenge for OHS was having to continually adapt policies and procedures within our Infection Control Plan to decrease the risk associated with the additional challenges the virus presented on almost a daily basis while still providing for the routine, daily provisions of medical and mental health care.



Operations in Offender Management

Operations Division

In Fiscal Year 2020, the ADOC Operations Division continued its effective collaboration with the Law Enforcement Services Division to combat violence in the prisons. These positive steps included facility raids, the creation of a violence reduction task force, the expectation of body-worn cameras within facilities, and security officers' refresher training.

The ADOC continued its zero tolerance for violence policy within its facilities, including the excessive use-of-force by staff. In December 2019, Commissioner Jeff Dunn announced new actions to significantly mitigate the risk of excessive use-of-force incidents in Alabama's correctional facilities, including the formation of a new Violence Reduction Task Force.

The Task Force's work resulted in protocol, programmatic, staffing, and training assessments as well as actions of which the full benefits have yet to be realized. The Task Force recommendations included refresher protocol and procedure training for all security staff; health and wellness interventions for correctional officers and staff; an emphasis on inmate rehabilitation programs and resources; and the re-examination of enhanced surveillance measures such as facility cameras.

The ADOC completed use-of-force refresher training for correctional staff at each of its major facilities as well as its work release and work center facilities.

Critical Infrastructure Challenges

The Operations Division had many challenges and successes in Fiscal Year 2020. In January 2020, prior to the onset of the COVID-19 pandemic, the Operations Division completed its second decommissioning of one of its major correctional facilities. After 51 years of full operational capacity, Holman Correctional Facility, located in Atmore, Alabama, was partially decommissioned. The tunnel which housed the main facility's electrical, water, and sewer control systems created



The Operations Division, plans, directs, and governs staff and offender management in a manner as to ensure the effective

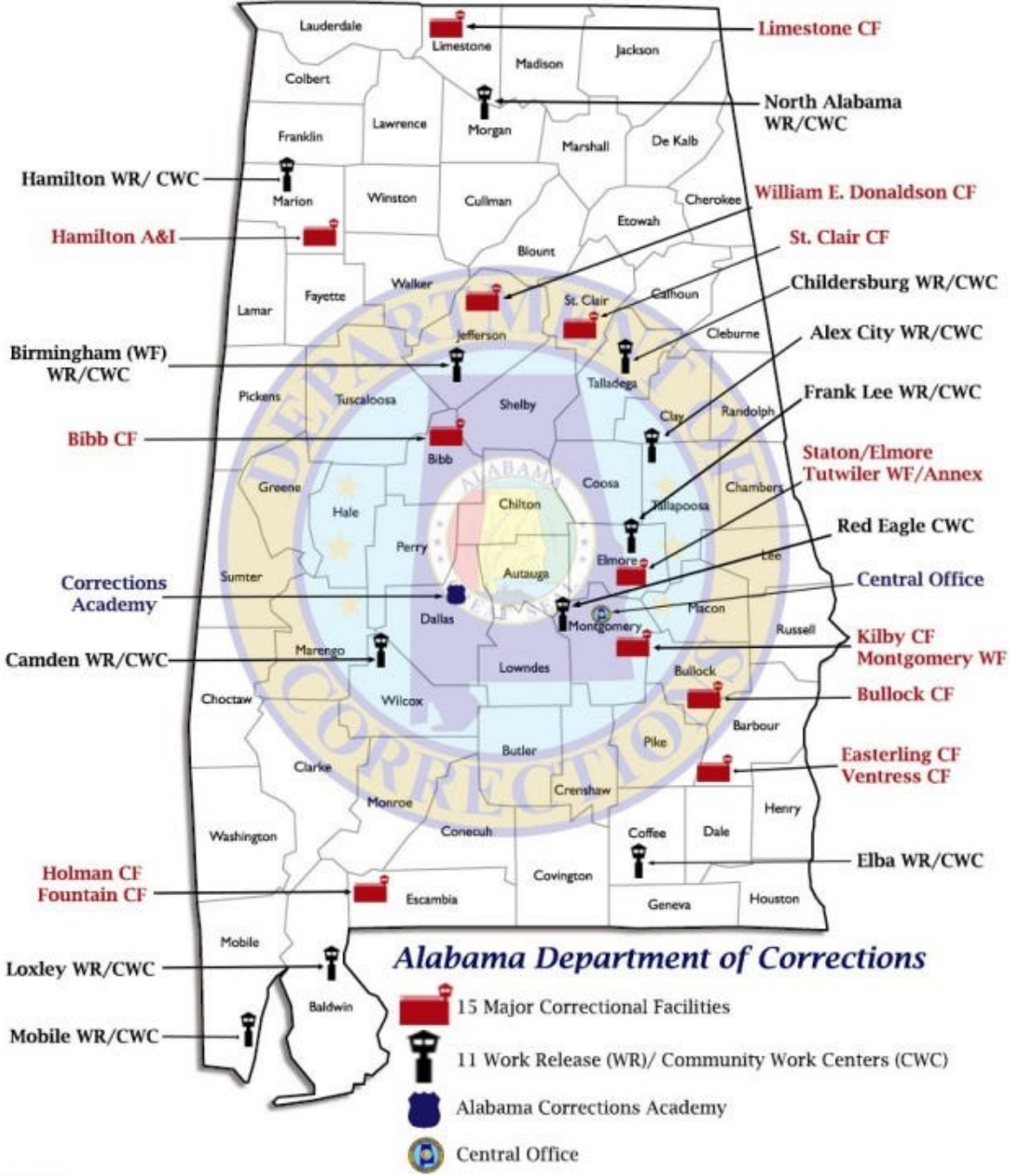
increased safety concerns and risks to anyone who entered the tunnel. The possibility of ongoing maintenance or repairs was described as "unsustainable." Holman's partial decommissioning involved the relocation of several hundred inmates to other facilities.

Upon the partial decommissioning process of the main facility at Holman, approximately 422 general population inmates and 195 restrictive housing inmates will be relocated to other ADOC facilities. Approximately 150 of Holman Correctional Facility's low-risk inmates serving life without parole sentences were moved to the facility's standalone E-dorm (formerly the faith-based dormitory) and will continue to work at the prison's tag and clothing plants. Holman Correctional Facility's restrictive housing unit will be modified appropriately to house and serve the ADOC's male death row population, now all housed at Holman.

In July 2020, Department of Corrections Commissioner, Jeff Dunn, provided an update to state legislators on the status of the state prison system. He stated that the current number of inmates being housed at Holman was 314 following the closure of much of the facility and relocation of many inmates.

Operations Division

Alabama Department of Corrections Facilities Map



Nov. 2017



Engineering A Better Infrastructure

Facilities Management Division

Facilities Management completed countless projects, including upgrades, renovations, and repairs to the Department's dilapidated and aging structures throughout FY 2020. This Division is made up of the Engineering Administrative, Environmental, and Security Technologies Divisions. Just a few highlights from FY 2020.

Expedited Work for the Americans with Disabilities Act Upgrades at Various Facilities

The ADOC expedited work at various facilities' to meet compliance with the 2010 Americans with Disabilities Act (ADA). Project modifications focused on suicide resistance criteria for crisis cells, upgrades to mental health units, and areas accommodating aging inmate populations.



Tutwiler Quarantine Intake with new perimeter fence

Renovation of and New Perimeter Fence at Tutwiler Intake and Infirmary Building at the Wetumpka Complex

The Division installed a new perimeter fence, including electronic front entry gates, around the new Tutwiler Intake Building and Infirmary Building. New security grade exterior doors, frames and electronic controls were added to each building. This enabled an expansion of the COVID-19 intake process for Julia Tutwiler Prison for Women.

HVAC Upgrades to Dorms at Donaldson Correctional Facility

Facilities Management went above and beyond to install new ductwork and roof top units on three correctional facility housing units. To keep the security of the perimeter fence maintained, a helicopter was utilized to lower all equipment. The aircraft leveraged cargo hooks to suspend the units in the air. The chopper carried several HVAC units, hovered over the facility to strategically place the units on the dorms' roof.



A helicopter suspending several HVAC units for strategic placement on the facility's roof.

Compliance Assurance



Office of Inspector General

Office of the Inspector General (OIG) serves as the compliance assurance advisory division. The OIG continued its primary mission in oversight of three (3) major categories: Assistance, Inspection, and Inquiries in three (3) major subdivisions: Equal Employment Opportunity (EEO), Prison Rape Elimination Act (PREA), and Americans with Disabilities Act (ADA). The Division supports compliance with certain state and federal laws and promotes efficiency and effectiveness through objective and independent audits, investigations, and regulatory reviews.

EEO—Ensuring Fairness & Protection

The Alabama Department of Corrections (ADOC) invests in its Equal Employment Opportunity (EEO) Office to effectively assist employees in the grievance process.

A workplace grievance or complaint is often defined as a real or imagined wrong, unfair treatment, or other cause for complaint or protest. "A complaint can be a possible policy violation or almost anything as defined by an individual. My job is to help guide them through the grievance process, investigate the complaint, and to resolve it, not to agree or take sides," said Tamara Rogers, Equal Employment Opportunity, Senior. Concerns regarding disciplinary actions and appraisals are not investigated nor resolved by the Office of Inspector General's Equal Employment Opportunity Office.

The EEO Officer is a neutral party. An officer serves as a guide, a counselor, and a liaison between the individual who files a complaint and the individual who is accused in the grievance. EEO Officer, Sr. Rogers has worked more than six years in

the ADOC's Office of Inspector General on grievances investigation which may include harassment, Americans with Disabilities Act issues, verbal complaints, or hostile work environment allegations.

"The ADOC EEO team is an impartial subdivision of the Office of Inspector General (OIG) who assists ADOC staff and leadership in ensuring that a fair and productive work environment is appreciated by all personnel," said ADOC Inspector General, Mark Fassl. The EEO team comprises of Ms. Rogers, and an assistant, EEO Officer Angela Powe. In addition, an extension of their commitment and service to employees reaches beyond the downtown Montgomery headquarters. ADOC implemented a statewide network of institutional EEO representatives. Therefore, each of the 26 correctional institutions has a trained EEO representative.

"An investment in the division is a direct investment in all ADOC staff," said Inspector General Fassl.

Recommendations & Resolutions

A common misconception is that workplace grievance recommendations and/or resolutions are based on the EEO Officer's emotions, partial to one party in the complaint, or partial to leadership. All EEO final recommendations are based on ADOC policies and regulations.

The Office of Inspector General's Equal Employment Opportunity subdivision, along with its statewide network is a valuable resource available to all ADOC employees.



Left Photo: Angela Powe displays her OIG—Inspector/Evaluator Certification

Right Photo: Tamara Rogers earns a Certified Public Manager certification. Rogers is pictured with her Auburn University - Montgomery instructors.





Changing and Transforming Lives

Plans and Programs Division



Staff assigned to the Male Risk Reduction Pilot Program

Plans and Programs Division continued best practices in program administration while expanding programs. Three years of steadfast progress in the delivery of effective, proven, and life-changing evidence-based programs continued throughout Fiscal Year 2020. Subsequently, the ADOC corrections professionals provided clear traction to advance in two of the Department’s Strategic Plan, focus areas—Programming and Culture. With technical assistance provided by the National Institute of Corrections (NIC), and the expertise of The Moss Group (TMG), the Plans and Programs Division poised itself to expand and execute evidence-based cognitive behavior programs systemwide.

This effort, along with other program endeavors, served to improve staff-inmate interactions, reduce misconduct in prison, and provide avenues to reduce recidivism and improve the outcome of released inmates. Advancing the Plans and Programs mission necessitated the creation of a \$1.5 million, state-of-the-art Programs Building, at Staton Correctional Facility. The new location provided the ideal environment to change the lives and transform the minds of our inmate participants.

Male Risk Reduction

The ADOC piloted facility-wide use at Staton Correctional Facility and Elmore Correctional Facility the Male Risk Reduction Pilot Program, which included assignment of a supervisor and 10 dedicated staff members. The evidence based program was carefully merged with the risk and needs assessment processes, case planning results for each inmate, and facilitation of carefully selected programs by credentialed staff. The ADOC staff received certification to deliver programs which addressed a myriad of complex needs faced by the inmate population. These professionals alongside subject matter experts synchronized and demonstrated efforts to deliver programs on substance abuse, anger management, cognitive behavioral, life skills, basic and vocation education needs, employability skills, and attention to issues related to medical and mental health situations. Select staff members at all major facilities are now credentialed to deliver the programs, posturing the agency to rapidly expand beyond the pilot stage when appropriate.

Staff Achieve Certifications in New Programs

Staff assigned to the male inmate pilot program received training in the utilization of the Ohio Risk and Needs Assessment (ORAS), as well as the following additional programs:

- Thinking for a Change (T4C 4.0)
- Getting Ahead While Getting Out
- Motivational Interviewing
- Active Adult Relationships
- Parenting Inside and Out

The established ADOC programs continued to provide life-changing opportunities for inmates. ADOC is grateful to those agencies that help make opportunities available through their valued collaboration.

These focal areas include:

- **Limestone Pre-Release/Re-Entry Program** (Expanded from 6 months to 9 months)
- **Religious Programs:** Birmingham Theological Seminary Prison Initiative (BTS), Jumpstart-Alabama, and LifeLink CORE at Bibb Correctional Facility, Transformational Ministries, Pathway to Freedom, Prison Fel-





Plans and Programs Division

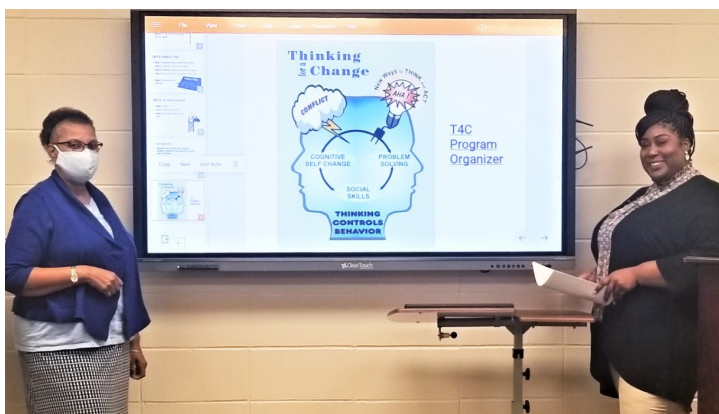
lowship Academy, and Offender Alumni programs

- **Self-help and psychosocial programs** administered by ADOC Psychologists and Wexford Health
- **Educational and vocational training** expanded to include Commercial Driver’s License (CDL), additional classes at Bibb Correctional Facility, and Limestone Pre-Release / Re-entry Program (6 to 9 months).
- **Alabama Prison Arts and Education Project**
- **Alabama Therapeutic Education Facility (ATEF)** continued to provide a unique opportunity for evidence-based program delivery, substance abuse programs, and re-entry services.
- **Veterans Affairs** was maintained through, co-chairing the Justice-Involved Veterans Task Force with Alabama Department of Veteran Affairs (ADVA), Federal Veteran’s Administration (VA), and the Alabama Bureau of Pardons and Paroles.
- **Alabama Governor’s Office of Education and Workforce Transformation and Success+ Initiative.** The agency achieved “special population” status, which will result in consideration for resource allocation and potential for grant funding in future budget years. Efforts designed to increase the credentialing of the State of Alabama workforce 500,000 by the year 2025.

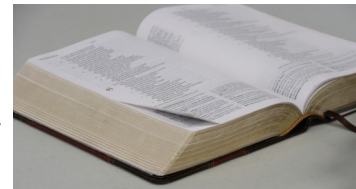
The ADOC was proud to provide high quality programs delivered by dedicated professionals to improve outcomes and change lives of inmates under our jurisdiction, which will promote public safety and reduced recidivism for generations to follow.

Delivering Prison Ministries Chaplaincy

Ministry volunteers responded in creative ways after



COVID-19 mitigating protocols were put in place preventing volunteers from entering ADOC facilities starting in March 2020. These volunteers delivered audio and visual recordings of ministry services to ADOC facilities, conducted services just outside the perimeter fence while the inmates gathered on the yard to partake, and scheduled various types of correspondence courses utilizing printed materials. One of the services conducted outside the fence of St. Clair Correctional Facility featured the award-winning gospel artist, LeCrae.



Virtual-Based Prison Ministry Training

The volunteers of First Baptist Church in Montgomery began development of a volunteer web-based training site. The site is designated to provide PREA training for religious volunteers, general volunteers, and women’s services volunteers training necessary to enter our facilities. Online training became paramount in light of restrictions on large gatherings under COVID-19 guidelines. Upon resumption of normal activities, it will allow volunteers to receive annual training without delay.

New Grant—Staff Wellness Support and Mentoring

The ADOC received a grant from Community Oriented Policing Services (COPS), a Department of Justice agency, to enhance our capabilities for Peer to Peer support. The Law Enforcement Mental Health and Wellness Act has provided \$106,377.00 in federal funds to develop a Peer Support and Mentoring Team to help correctional staff maintain health and wellness. These funds will be utilized for training in order to expand services provided by the Critical Incident Stress Management team (CISM).

The ADOC 2019-2022 Strategic Plan puts a focus on the increase of staff wellness. The Peer Support and Mentoring Team will provide support and referrals when appropriate by peers who understand the challenges and stressors of this type of work.



Positively Influencing Female Offenders

Women's Services Division



Governor Ivey & Women's Legislative Caucus Tutwiler Tours

Governor Kay Ivey and the Women's Legislative Caucus received first-hand insight into the aging infrastructure at Julia Tutwiler Prison for Women in Wetumpka, Alabama on January 6, 2020, and February 26, 2020, respectively. Deputy Commissioner of Women's Services, Dr. Williams, and Warden Deidra Wright shared facility-specific information regarding programming and infrastructure which are two focus areas in the Alabama Department of Corrections' Strategic Plan.

Gov. Ivey and the Caucus members visited some of the renovated areas that increase space for programming, as well as the ACI's Tutwiler Clothing Plant which manufactures institutional clothing items for the ADOC, city and county jails, and detention centers.

Inmate Programming

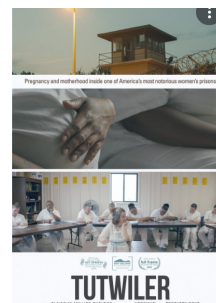
As outlined in the Department's Strategic Plan, programming is a primary focus in the three women's facilities. Women's Services has continued to implement evidence-based programming geared toward personal growth and development, as well as substance use treatment. These evidence-based programs are gender-responsive and trauma-informed to effectively serve the population. These programs include: Active Adult Relationships, Beyond Trauma, Helping Women Recover, Beyond Violence, Getting Ahead While Getting Out, Moving On, and Parenting Inside Out.

Contributions to National Research

In March 2020, the Urban Institute selected Women's Services as

one of only five case study sites to highlight programming and services offered to address trauma and victimization for incarcerated women. The report describes how state DOCs address the trauma and victimization histories of women who are incarcerated including partnerships with local victim services providers, other community-based organizations, and state Domestic Violence/Sexual Assault Coalitions.

A second published report examined the extent to which state DOCs and selected facilities apply a trauma-informed lens to adapt commonly used custodial practices with incarcerated women to reduce trauma. It also offered recommendations for expanding these practices.



On May 8, 2020, the Marshall Project released a documentary entitled, *Tutwiler*, a unique portrait of motherhood and women who gave birth while incarcerated at Julia

Tutwiler Prison for Women. The documentary received glowing reviews and has been screened both nationally and internationally.

ADOC applauded its community stakeholders' support throughout the year. Two examples are the Alabama Prison Birth Project (APBP), and Aid to Inmate Mothers (AIM) who donated video-conferencing equipment to Wom-



Women's Services Division

en's Services to assist with virtual programming during the pandemic. This enabled their continued work with the pregnant and postpartum women, while also allowing virtual programming by other stakeholders.

Concerts and Outdoor Events

Several events showcased singers and performers at socially-distanced concerts at Women's Services facilities. Singer/songwriter Nicole Atkins performed for the women at Tutwiler. The Alabama Prison Art and Education Project supported Atkins' concert while Prison Fellowship hosted other events at all three women's facilities. Women's Services held these concerts outdoors with the performing artists positioned outside the fence, respecting COVID-19 related concerns as well as ADOC security restrictions.

Facility Renovations - More Space to Better Serve

Julia Tutwiler Prison for Women opened the new Tutwiler Activity Center on March 12, 2020. The Center provides program and class space for women to meet in an environment conducive to learning, as well as providing an ideal location for mother and child visits.

Strategic Plan Implementation

Women's Services implemented its second strategic plan since 2016. On January 10, 2020, the Women's Services Leadership Team began the new year with a "kick-off" meeting in Birmingham in an effort to prioritize the 2020-2022 Women's Services Strategic Plan strategies. Throughout the year, Women's Services worked on the strategies, which included ensuring staff under-

stood how the Women's Services Strategic Plan connects to the ADOC Strategic Plan; to work on a gender-responsive PREA risk assessment; to continue review/updates to gender-responsive standard operating procedures; and to implement formal communication systems within Women's Services to keep all staff updated on activities and progress.

Research

The WRNA Validation study is in its third year of implementation. This collaborative exercise utilizing both Auburn University and University of Alabama focuses on validating the WRNA tool to verify its accuracy in assessing an inmate's risks and needs. Auburn University's Prison Rape Elimination Act (PREA) related polling continued in all three women's facilities in an effort to identify PREA-related concerns and inform the ADOC.

Collaborative Efforts

Women's Services continued in supporting the Operations Division in conducting Operation Restore Order events in this fiscal year.

Tutwiler continued its implementation of the DOJ Settlement Agreement



New Activity Center at Tutwiler

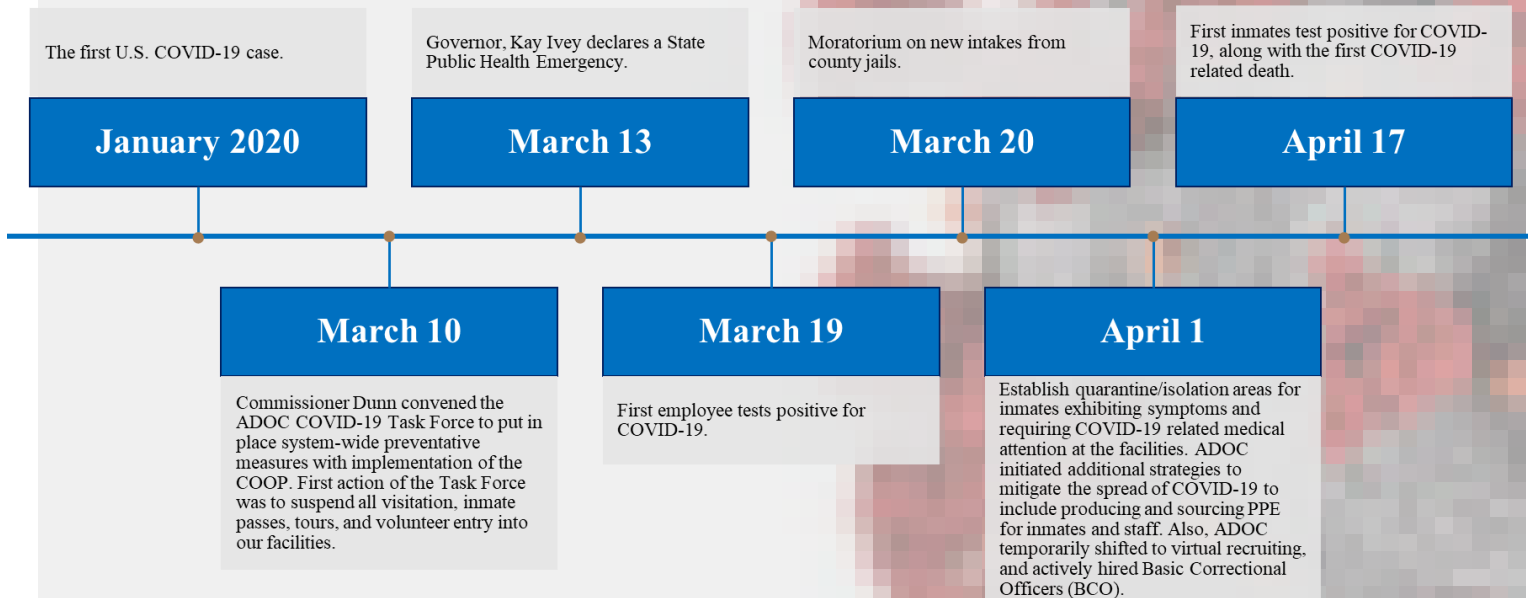
during FY 2020, sustaining substantial compliance with 41 of 44 provisions and partial compliance with the remaining provisions. Compliance visits with the DOJ and the court-appointed monitor continued to be conducted throughout the year, virtually.



Ribbon-cutting ceremony for renovated activity center, an environment for visitation, children, and classrooms.



THE IMPACT AND Continuity of

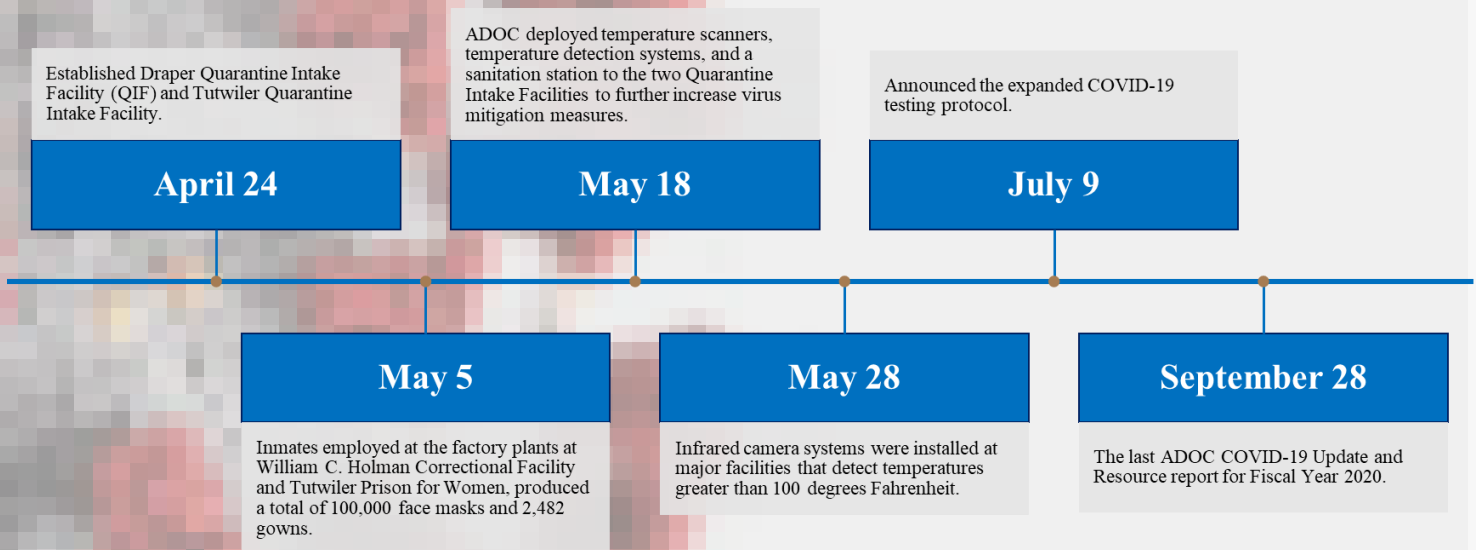


We are grateful to those across our communities who donated over 37,000 hygiene and personal care supplies for our inmate population. Donated hygiene supplies will continue to be distributed strategically across our facilities



RESPONSE TO COVID-19

Leadership in Action





Emergency Response to COVID-19

Adaptability, Perseverance, Resilience

How did the ADOC combat an unprecedented pandemic within the confines of 26 corrections facilities statewide? With a great team, all Divisions worked as one adhering to the mandate by Governor, Kay Ivey and the recommendations, and guidelines provided by the Governor's COVID Task Force, the Alabama Department of Public Health (ADPH), and the Centers for Disease Control and Prevention (CDC).

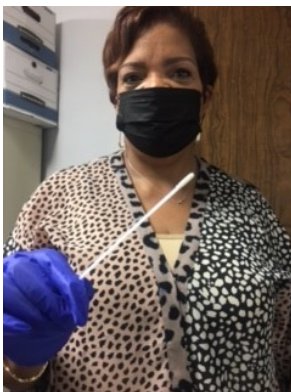
Corrections Work is Teamwork

Every Division, every employee and every leader worked in unison for the prevention and mitigation of COVID -19.

Each division played a role in establishing vital processes, policies, and procedures to enable the Department to address all of the intricacies of the coronavirus. Upholding the Department's mission, values, and priorities, while providing for the safety of employees, inmates and the public remained the highest priority.

On March 10, 2020, Commissioner Jeff Dunn convened the ADOC COVID-19 Task Force to develop system-wide preventative measures and implement the Department's Continuity of Operations Plan (COOP). This task force was comprised of the Department's executive staff and division leaders. The Department's Office of Health Services (OHS) steered the COVID-19 Task Force in the development of the COOP.

The team leveraged previous experience with communicable diseases among the inmate population to advance the ADOC's plan of action and did so with perseverance and resilience. The pandemic presented a complex and rapidly evolving challenge that demanded an aggressive and effective response.



The plan utilized the best clinical and administrative practices for prevention, surveillance, and virus



"We already had a fully developed infectious disease plan on the shelf that we could pull and modify for COVID-19," said Commissioner Jeff Dunn. "The basic policies, procedures, and practices were generally the same but, this was obviously of a different magnitude."

containment within the correctional environment, as recommended by ADPH and the CDC. Additionally, the COOP provided supportive and protective measures for employees and inmates.

Pivot to New Processes and Procedures

The activation of early system-wide prevention measures enabled the ADOC to prepare a response to the virus before activity was seen in the ADOC system and to mitigate the spread of COVID-19 once it was here.

On March 18, 2020, the ADOC implemented aggressive prevention and mitigation processes and procedures that aligned with the health experts' recommendations.

The Department:

- Shut down visitation and non-essential entries.
- Reduced staffing to those who perform mission-critical job functions.
- Halted inmate transfers, with few exceptions.
- Paused our educational and rehabilitative programming.
- Restricted inmate intakes from county jails, providing an opportunity to develop a COVID-19-sensitive intake process.
- Installed infrared thermal cameras to support enhanced entry screening processes.
- Manufactured over 100,000 face masks to protect our inmates and staff.
- Implemented strict sanitation measures and cleanliness protocols.

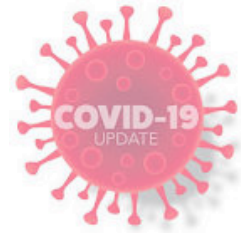
The four-fold measure of success in the fight against COVID-19 involved:

- Slowing the impact of the virus.
- Maintaining critical medical services.
- Protecting those who were exposed and prevent them from potentially infecting others.
- Caring for the sick and helping them recover, whenever able.

Production of Personal Protective Equipment

Prior to the COVID-19 onset, one of the major challenges faced by the ADOC Office of Health Services, like others nationwide, was the shortage of medical supplies including personal protective equipment (PPE) and thermometers. In collaboration with OHS, ADOC's Alabama Correctional Indus-





Adaptability, Perseverance, Resilience

tries' (ACI) plants manufactured more than 250,000 cloth face masks at its inmates-employed clothing and sewing plants. Employees and inmates received masks and followed required COVID mitigation protocols of hand washing and social distancing. In addition, ACI made countless medical gowns and produced sanitizing supplies and products.

Moratorium of the Intake Process

Effective March 20, 2020, the ADOC placed a 30-day moratorium on new county jails intakes based on Governor Ivey's declared State of Emergency related to COVID-19. Operations, Women's Services, and the Health Services Divisions the developed and initiated a multi-stage intake pilot program in an effort to resume intakes while exercising strict protective measures to combat COVID-19.

Renovations for Increased/New Intakes

The ADOC opened two intake facilities to minimize COVID-19 infection and transmission from the community. Increased temporary housing areas enabled the Department to conduct intake and more effectively care for smaller quarantine groups of inmates. ADOC's Facilities Management Division refurbished two large, previously decommissioned dormitories at the Draper Facility for male offenders.

The Julia Tutwiler Prison for Women opened a new Quarantine Intake Facility (QIF) in April of 2020. Facilities Management renovated a cottage at the old Life-Tech facility. The new intake centers allowed for the quarantine of new transfers from non-ADOC facilities. The cohorts of individuals awaited test results to confirm negative COVID-19 outcomes prior to moving into the general population.

The Department deployed temperature scanners, temperature detection systems, and a sanitation station at two quarantine intake facilities to further increase virus mitigation measures. Maintaining the safety, security, and well-being of the overall correctional system remained the ADOC's highest priority. The Department appreciated the partnership with and cooperation of the sheriffs and county commissions across Alabama during this unforeseen and challenging time.



OHS and Inmate Testing Protocol

As of September 28, 2021, near the close of FY 2020, OHS had tested 10,971 inmates in 24 correctional facilities in the State. The Rate of Infection was 3% which ranked well below the national and community COVID-19 infection rate.

ADOC Employee-Led Programs /Job Assignments

On May 11, 2020, the Department allowed specific facilities to resume programs and job assignments led by ADOC and Wexford Health Sources employees contingent upon the continuation of strictly enforced protective measures including: maintaining a social distance of at least 6', splitting the class or class schedule and arranging of classroom furniture to meet this criterion, and extensive daily cleaning and sanitizing of the utilized space.



Communications to Inform and Engage

The ADOC Communications Team/Office of Public Information Division, in collaboration with OHS, developed a system of communication to report Covid-19 statistics in real time. The ADOC produced and posted daily online COVID updates on its intranet and website. This consistent communication system enabled the Department to inform and engage internal and external stakeholders. The Department remains committed to providing substantive and thorough updates regarding the virus' evolving impact on the inmate population as well as on new phases of COVID-19 testing.

In addition, the Division established an Employee Call Center to answer employee COVID-related work questions. Other channels of communication included email, Microsoft Teams, Zoom, phones, and radios.

"ACI is grateful to have these committed and dedicated individuals as employees. They are ADOC Heroes amid this COVID pandemic," said Rodney Blankenship, Chief Financial Officer.





ADOC Heroes Campaign

Heroes Work Here



The ADOC Celebrates its Employees

On July 7, 2020, the Alabama Department of Corrections launched the ADOC Heroes Campaign to recognize and show appreciation to its employees. The staff rose to the occasion and demonstrated resilience, courage, and selflessness throughout the challenging changes of COVID-19.

The Department displayed large banners which read Heroes Work Here at the entrance of its 26 facilities. In collaboration with the Operations Division, the transfer agents, and community and church volunteers, the Heroes campaign produced 5,000 Heroes bags which were disseminated on November 12, 2020, the first ADOC Heroes Recognition Day. Each bag included face masks, hand sanitizer, an ADOC Hero window decal, a note of appreciation from Commissioner Jeff Dunn, and snacks.

The Department's executive leadership staff, along with leaders from various divisions, traveled to each of the 26 facilities and hand-delivered the Heroes bags to the shift employees statewide.

"Internal messaging like this creates a sense of appreciation among employees. It communicates to them that they, as well as their hard work, are valued. This direct message drives us toward the change in culture that we seek. In addition, it fosters increased commitment and dedication to organizational culture and the ADOC," said Commissioner Dunn.





Developing Professional Leaders in Corrections

Training and Personnel



Thirty-five Cadets earned their badge, beginning their career as Correctional Officers.

The 2020 training year started off very well for the Training Division with a mandate by Commissioner Dunn to provide refresher Use of Force training to all security staff. This training was tailored to meet the requirements stipulated by the internal ADOC Violence Reduction Task Force.

Aligned with ongoing major Department initiatives to increase staffing, improve training, and optimize facilities, the ADOC opened a regional training center in Birmingham in January 2020. The new training center replaced the existing two centers, that were located on ADOC property near Donaldson and St. Clair Correctional Facilities. The regional training center allows the ADOC to facilitate integrated satellite campus operations for training new correctional officers, and also conduct additional professional training for staff located in the northern region of the State. The newly leased facility features extra office space, which allows other ADOC functional divisions to have small satellite operations working from the site as well.

Leadership and Professional Development

This year, the ADOC also added a new component to its growing leadership development program. The ADOC and Auburn University conducted the first Basic Leadership Academy. This one-week course is designed for first-line, non-security supervisors. The

course includes transformational leadership, understanding personality traits so that students can know themselves and understand others, as well as communication and ethical decision-making.

When the worldwide pandemic, COVID-19, erupted onto the scene, it effectively shut down all training for the ADOC. All plans for conducting in person training were suspended temporarily, including the Training Division's plan to implement 2020 in-service training throughout the State.

Priority for training resources and capabilities was placed, however, directly on the basic training function. In-service training was conducted using non-traditional methods, while regional training locations around the state focused on providing basic training for Basic Correctional Officers which allowed the ADOC to keep pace with demands while honoring CDC guidelines.

Despite many challenges and adjustments to normal operations in FY 2020, the Division successfully trained more than 500 security staff for the year. This is attributed to the Training Division staff's ability to be flexible, their dedication to the ADOC mission, and positive attitudes through it all.



A Collaboration in Law and Order

Law Enforcement Services Division



ADOC Deputy Commissioner briefs law enforcement officers before a joint operation

Law Enforcement Services Division (LESD) is a law enforcement police body comprised of several bureaus to include: Criminal Investigations, White Collar and Civil Rights, Internal Affairs, Canine (K-9), Criminal Intelligence and Backgrounds, Security Threat Group (STG), and Evidence and Forensics. The Division also collaboratively works with several federal task forces including the FBI, DEA, and the USMS. LESD agents are state police officers tasked by law to investigate any and all crimes within the Alabama Corrections system.

During Fiscal Year 2020, LESD worked tirelessly to provide the ADOC with better services and products to meet the needs and demands associated with the Department's ultimate operational and law enforcement goals. LESD has reaffirmed and strengthened its relationship with other local, state, and federal agencies in order to collaborate in joint investigations to help develop an even better ADOC.

Combating Illegal Contraband

LESD, in collaboration with the Operations Division, increased its efforts with contraband control, detestation, and deterrence by implementing more proactive and strategic methods and tactics. The law enforcement division revamped its K-9 Bureau and provided strategic training and resources. Almost two-thirds of the K-9 Bureau staff completed the Alabama Peace Officers' Standards & Training Commission (APOSTC) law enforcement-approved academies to enhance their capabilities and knowledge of proper enforcement procedures; hence, guaranteeing the rights of those suspected of committing crimes are protected. In addition, LESD acquired additional narcotics and electronics detection canines to improve search procedures and capa-

bilities.

K9 Partnerships -Pursuing Public Safety

In Fiscal Year 2020, the on-going battle against illegal contraband in state corrections facilities called for some of the ADOC's most driven, fast, skilled, and dedicated members to search for and uncover narcotics. Highly trained detection canines were uniquely matched and trained with a corrections officer turned handler who has the equivalent drive, skills, and talents and sensing.

The ADOC Law Enforcement Services Division's (LESD) K9 Bureau conducted random narcotic searches at the 26 state prisons. The canines and their handlers assisted in the discovery and identification of evidence and illegal contraband, as the units promoted the safety of staff, inmates, and facilities.

K9 Bureau Coordinator, Major Jody Gilchrist, has worked with the K9 narcotics and K9 tracking units for more than twenty years. Gilchrist said, "Every narcotics search by the K9 units turns up illegal contraband including drugs that are removed from the correctional facilities." Major Gilchrist credited forty-five K9 units for not only seizing drugs and illegal contraband, but also, saving lives and contributing to the ADOC's public safety mission.



ADOC remembers K9 Jake, a skilled canine

New Use of Force Review Unit

The LESD established a Use of Force Review Unit under the Bureau of Professional Standards (Internal Affairs) and a Forensics Unit. The Use of Force Review Unit will review use of force incidents to meet all state and federal requirements for appropriate administrative and/or criminal investigation. Use of Force Review Officers, agents of ADOC's Law Enforcement Services Division, will lead all use of force investigations, which means a special investigator outside the facility and outside the Operations chain-of-command will review each use of force incident. The Forensics Unit is tasked with responding to major incidents to properly collect, tag, and process evidence to further enhance criminal investigations and subsequent prosecutions.

Products, Services, and Restorations



Alabama Correctional Industries

During the COVID-19 pandemic, Alabama Correctional Industries (ACI) warehouse operations employees' dedication and service exceeded expectations. They served as ADOC Heroes during a global health crisis. They received, stored, and delivered, in excess of, 1,000,000 items of personal protective equipment, along with chemical and clothing supplies to all ADOC operations. The ACI personnel whose plant operations were suspended worked alongside the warehouse staff as a team to accomplish labored tasks required for the safety of the ADOC staff and inmate population.

The ACI staff's commitment to meet the needs of the ADOC and its customers was the method of operations throughout Fiscal Year 2020. ACI credited its successful outcomes to outstanding employee and team leadership and its customers cooperation during many restrictions on deliveries and supplies resulting from the pandemic.

Inmates Carve out a Niche in the Work-Training Program

Alabama Correctional Industries (ACI) is known to build and restore office furniture as well as provide products and various services, but ACI has also carved out a niche to meet a high demand for custom woodwork. ACI prides itself in training Alabama Department of Corrections (ADOC) inmates to learn leading competitive skills including Custom Millwork to assist them in securing better paying jobs in the free world.

Justice Architecture

During FY 2020, Tuscaloosa County commissioned ACI to provide their quality workmanship to render a complete facelift to the county courthouse. In addition, ACI's workmen installed five offices and renovated two large courtrooms which had not seen any major changes since the 1960s. Corrections construction experts refer to this type construction project as Justice Architecture.

The two custom woodwork courtroom projects entailed wooden wall treatments, a judge's box, jury box, witness stand, and spectator areas. ACI workers at the Draper Furniture Plant and the Ventress Chair Plant, primarily, produced the custom-built wood products to the architect's specifications. The Draper Furniture Plant crew shaped the custom raised panel designs on the walls, the judge's bench, the courtroom reporter area, the jury box, and the wall that separates the audience.

The courtrooms and county offices' jobs included updated features such as flooring, granite tops, furniture, technology, and special lighting. ACI's St. Clair Modular Furniture Restoration Plant work crew members applied their expertise to restore and refinish the furniture. They completed the wooden pews in a traditional cherry mahogany finish and accented the jury box chairs with white leather seat pillows.





Providing a New Direction for Offenders

Community Corrections Division

The Community Corrections Division undertook an initiative during FY 2020 that offered prison bound offenders institutional diversions to community corrections programs – this provided some relief to the county jail system and added offenders to community corrections programs.

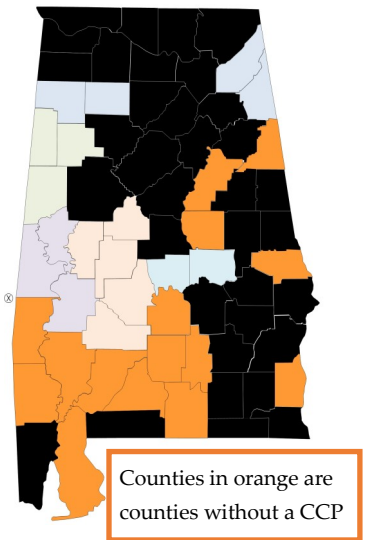
The pandemic restricted the Division’s statutorily mandated Community Corrections programs assessment of corrections programs which is an on-site visit to statutory, contract, and standards compliance. In September 2020, the ADOC implemented a “virtual” program assessment. Despite the pandemic, ADOC continued to process contractual financial obligations, ensuring CCP’s payrolls were met and operations continued.

The Community Punishment and Corrections Act of 1991, as amended in 2015 by Act 2015-185, 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. The Act tasks the Community Corrections Division with implementing and administering the Act and any provisions of law relating to the operation and management of the community-based sentencing program.

Fiscal Year 2020 was exceptionally difficult for staff and offenders in all 37 community corrections programs within the State. Programs suffered through COVID-19, at times sick staff and offenders forcing closure of both the courts and the program offices. The impact of COVID-19 and the closure of the courts can be directly associated with a reduction of diversions to community corrections by nearly twenty percent. With court closures, fewer offenders had hearings for technical or new offense violations which reduced revocations to prison by over 30 percent.

Goals of Community Corrections Programs

1. To promote accountability of offenders to their local community by requiring direct financial restitution to be made to victims of crime and that community service be made to local governments and community agencies representing the community;
2. To provide a safe, cost-efficient, community punishment and correctional program which provides punishments through the development of a range of sanctions and community services available for the judge at sentencing;
3. To reduce the number of offenders committed to correctional institutions and jails by punishing such offenders in alternative punishment settings;
4. To provide opportunities for offenders demonstrating special needs to receive services that enhance their abilities to provide for their families and become contributing members of their community;
5. To encourage the involvement of local officials and leading citizens in their local punishment and correctional system.



Community Corrections Program Budget

Legislative Appropriations — \$14,000,000
 Reimbursements to CCP Programs — \$9,124,536
 ADOC Administration Cost — \$297,188
Total Expenditures — \$9,421,724

Fiscal Year 2020 CCP Program Summary

3,185 — Felony offenders as of September 30, 2020
 2,910 — Front-End diversions
 235 — Institutional diversions
 2,104 — Offenders successfully completing an imposed sentence through CCP
 1,164 — Offenders released from CCP to probation supervision
 940 — Offenders released from CCP to end of sentence
 410 — Offenders returning for new offenses or technical violations while on CCP
 51 — Counties served by a community corrections program
 37 — CCP state-wide programs, some serving multiple counties



FY 2020 Statistical Analysis

Nation-wide spread of the novel coronavirus SARS-CoV-2 (COVID-19) had a profound and unprecedented impact on the Alabama Department of Corrections (ADOC) in Fiscal Year 2020. Every aspect of the ADOC administration and operation was affected to some degree. Implementation of system-wide emergency response plans to combat the spread of COVID-19 within the correctional system resulted in Fiscal Year statistics which were well outside the norm compared to previous years.

Statistical analysis of key correctional metrics revealed a direct correlation to strategic initiatives that were implemented to mitigate the COVID-19 pandemic. As an example, suspension of inmate admissions to prevent introduction and spread of COVID-19 among inmates and staff resulted in a significant decline in the prison population. Although this served to free up critical bed space during the pandemic, other required pandemic response actions negatively affected the inmate population and the correctional system as a whole. Key areas of the system such as inmate work release, correctional education, and comprehensive rehabilitation programs were effectively shut down due the suspension of inmate movement and a desire to curb the spread of COVID-19. Some of the most significant impacts to key operational indicators are noted below. Comprehensive analysis of system-wide statistical information is depicted in tables, charts and graphics on subsequent pages of this Report. The following statistics represent end-of-year metrics with percentage changes from previous fiscal year.

* Jurisdictional Population.....	26,014 (-6.5%)
* Custody Population.....	19,014 (-12%)
* Correctional System Occupancy Rate.....	148.4% (-20%)
* Jurisdictional Admissions.....	10,080 (-28%)
* Custody Admissions.....	4,861 (-51%)
* Work Release Inmates—Net Salaries Earned.....	\$9.4 million (-43%)
* Re-entry Program Completions.....	1,227 (-48%)
* ATEF Graduates.....	437 (-23%)
* Vocational Certificates Awarded.....	919 (-21%)
* GEDs Earned.....	143 (-47%)



FY 2020 Executive Summary

DEPARTMENT FINANCIALS

FY 2020 General Fund Appropriations — **\$499,307,120**
FY 2020 Total Expenditures — **\$567,661,732**
Average Daily System-Wide Inmate Cost — **\$72.28**

ALABAMA PRISON SYSTEM

Major Correctional Facilities — **15**
Community-Based Facilities — **11**
Contracted Prison Beds at Year End — **583**
Average Monthly In-House Inmate Population — **19,681**
Recidivism Rate (All Cohorts) — **28.74%**

END OF YEAR POPULATIONS

Jurisdictional — **26,014**
Custody — **19,014**
In-House — **18,409**

ADMISSIONS / RELEASES

Admissions to ADOC Jurisdiction — **10,080**
Admissions to ADOC Custody — **4,861**
Releases From ADOC Jurisdiction — **12,078**
Releases From ADOC Custody — **7,310**
Releases on Parole (includes re-instatements) — **1,053**

PROGRAM / EDUCATION COMPLETIONS

Re-entry Programs — **1,227**
Drug Treatment Programs — **2,861**
Therapeutic Education Facility Graduates — **566**
GEDs — **143**
Vocational Education Certificates — **919**
Community Corrections Programs — **37 Programs serve 51 Counties**

COMMUNITY CORRECTIONS PROGRAM

Community Corrections Population — **3,185**
Sentenced to Community Corrections — **3,145**

MEDICAL FURLOUGH PROGRAM

Medical Furlough Program Population at Year End — **13**

PRISON REFORM / JUSTICE REINVESTMENT INITIATIVE (JRI)

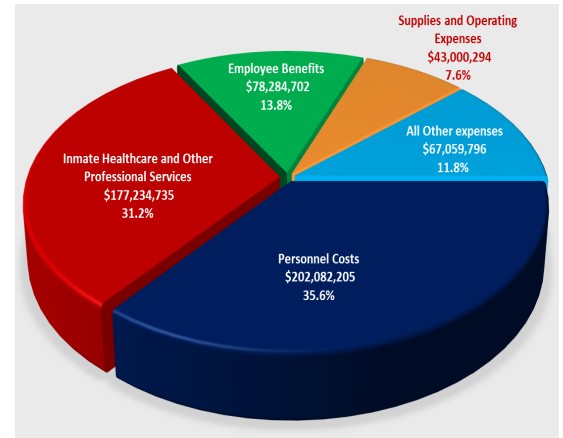
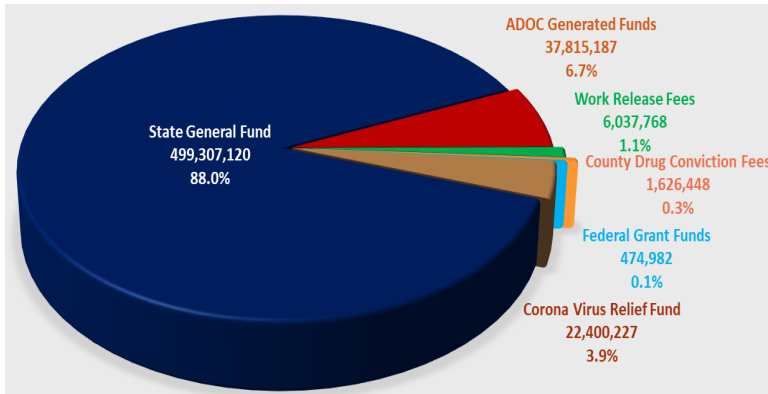
Probation Sanction Admissions (Dunks)— **816**
Parole Sanction Admissions (Dunks)— **242**
Class D In-House Population — **1,261**



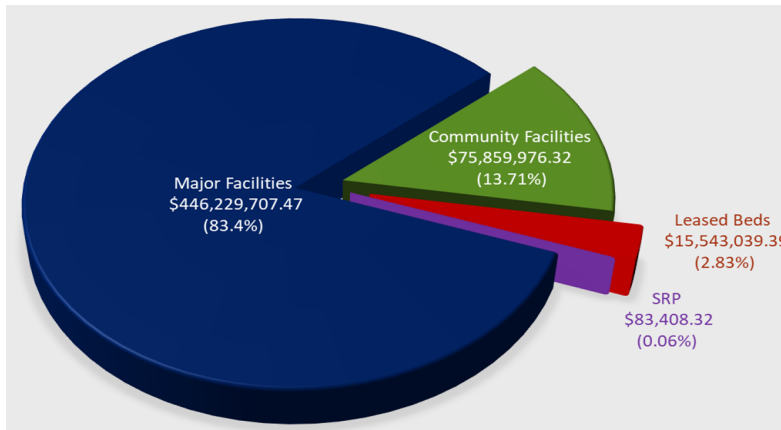
FY 2020 Fiscal Summary

Total Revenues = \$ 567,661,732

Total Expenditures = \$ 567,661,732



Total Inmate Maintenance Costs by Facility

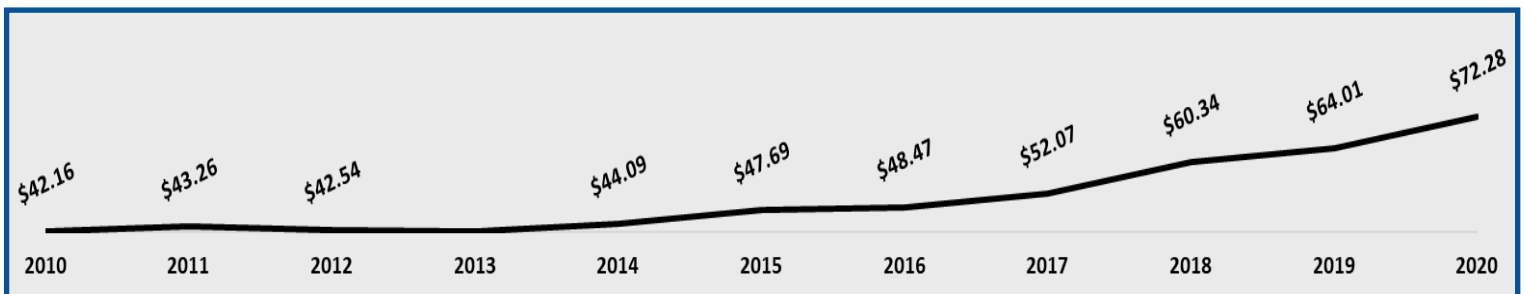


Fiscal Year Comparative Analysis (Key Expenditures)

Line Item	2019	2020	Change
Personnel	\$183.6m	\$202.1m	10%
Benefits	\$69.9m	\$78.3m	12%
Supply/Op.	\$32.9m	\$43.0m	30.5%
Inmate Health	\$172.6m	\$177.2m	2.7%
Utilities/Comm.	\$17.4m	\$17.8m	2.1%
Capital Outlay	\$544.2k	\$11.7m	2056%
Rentals/Leases	\$9.3m	\$3.4m	-63.7%

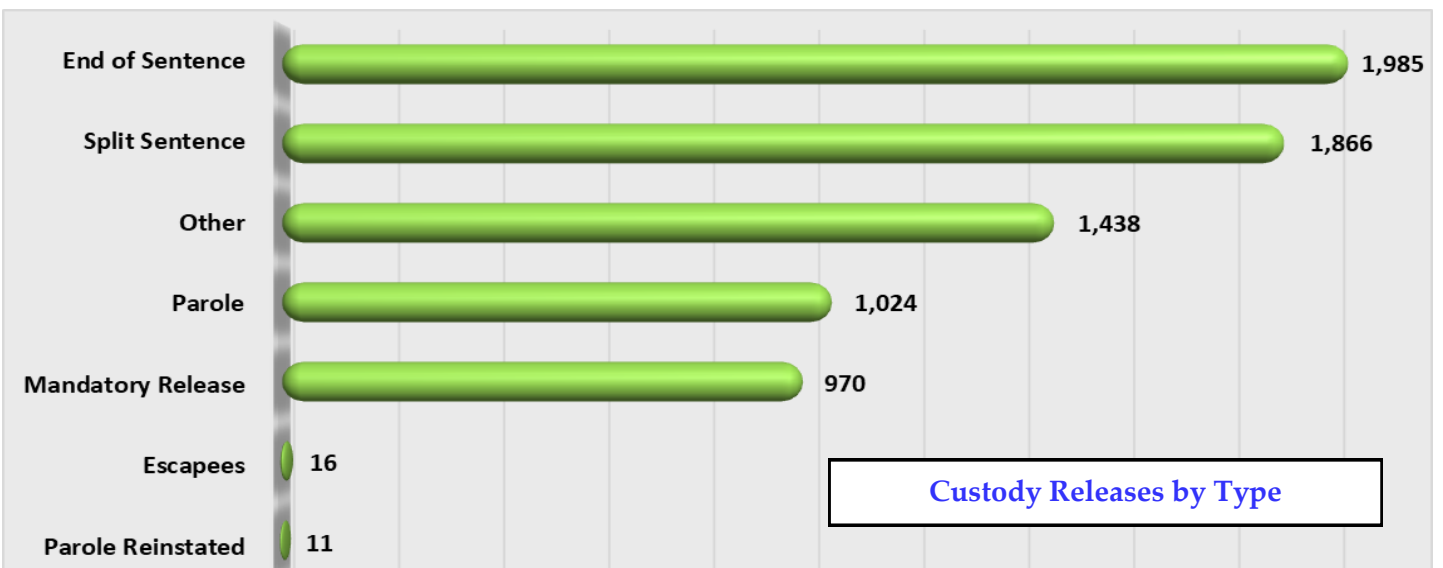
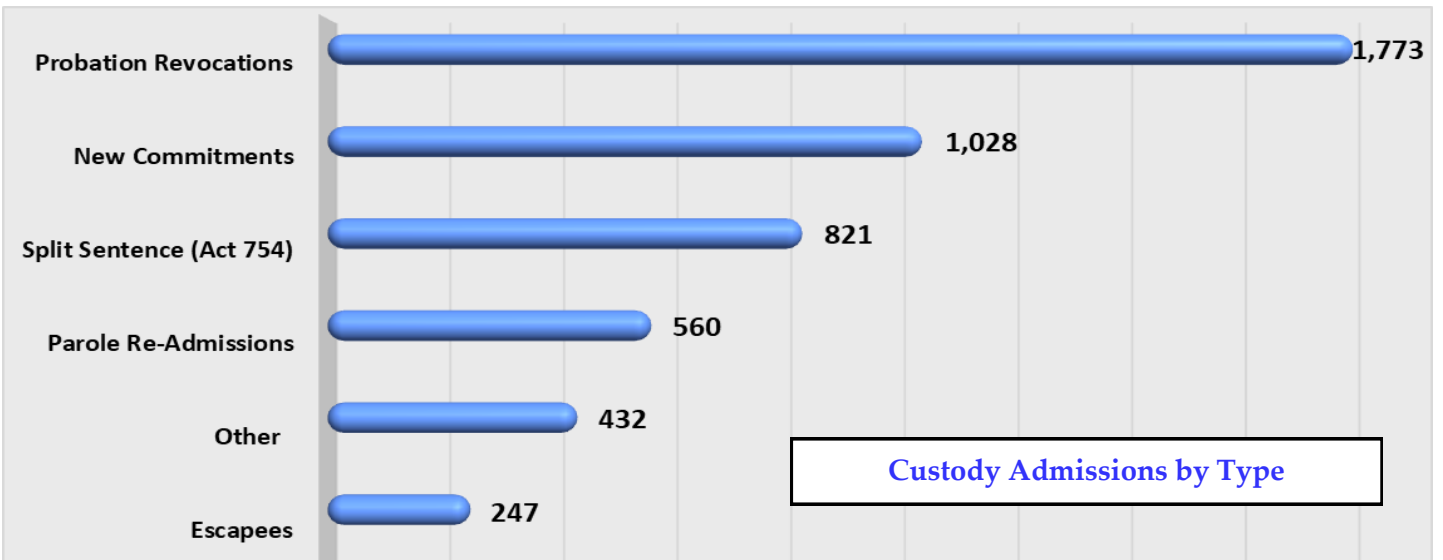
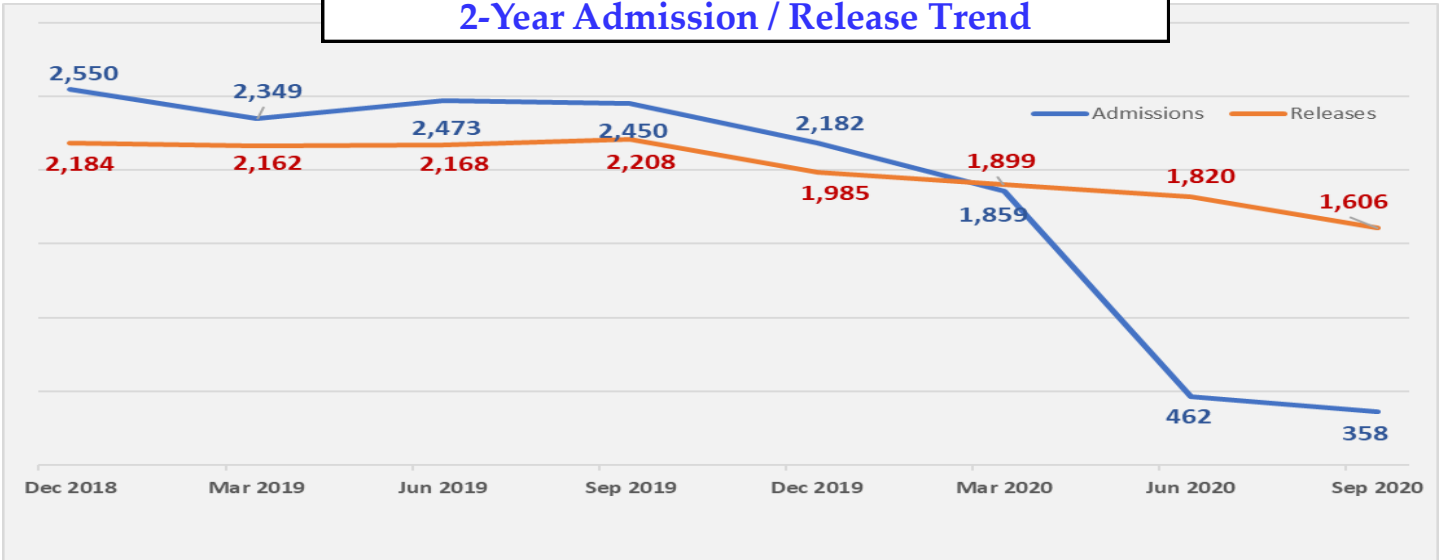
* ADOC received \$22.4m in Coronavirus Relief Funds which offset the significant increases in Capital Outlay, supplies, and operating expenses.

Average Daily Inmate Cost Trend



FY 2020 Custody Admission / Release Statistics

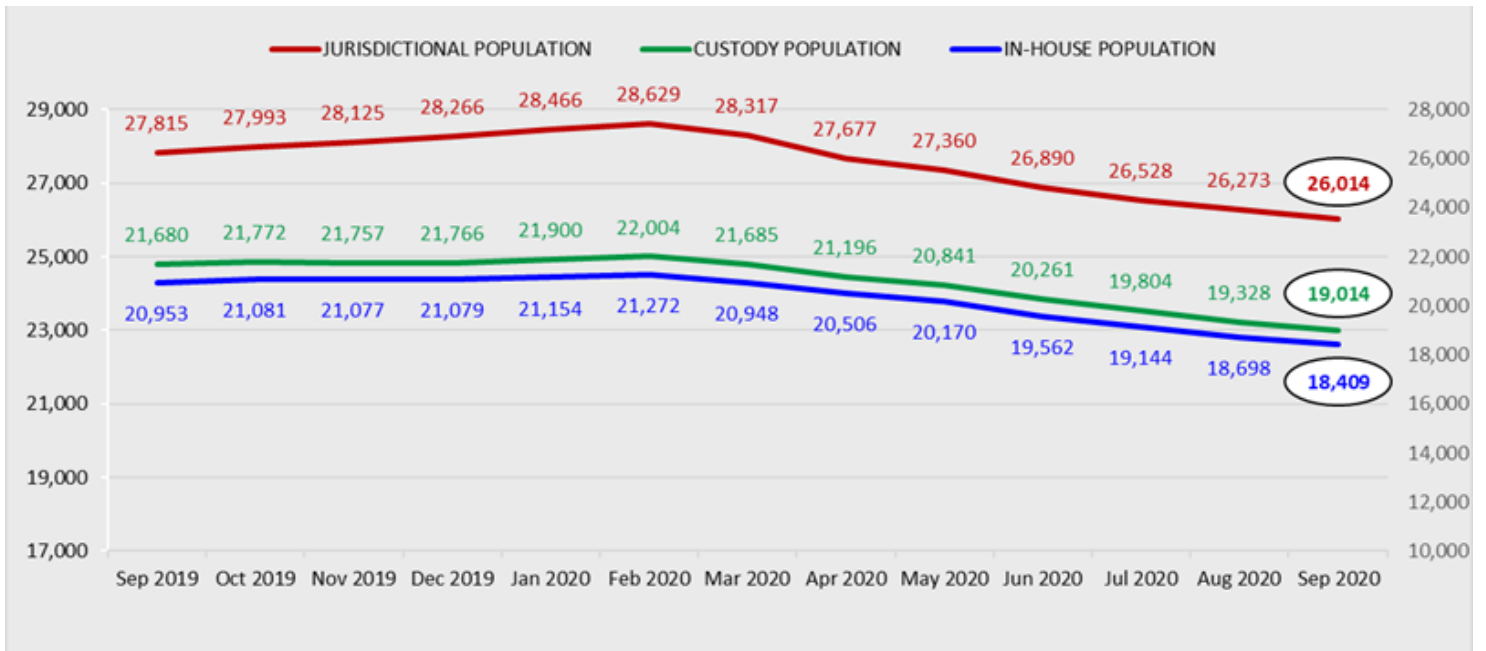
2-Year Admission / Release Trend



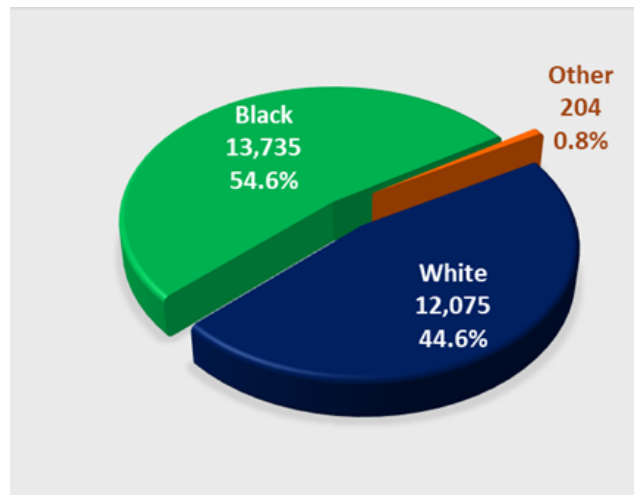
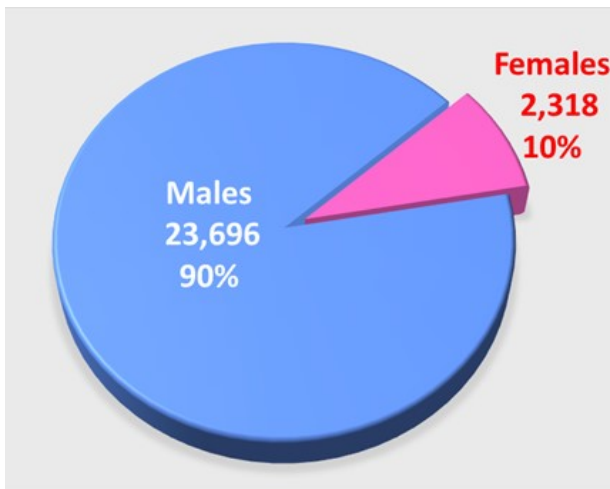
FY 2020 Population Trends and Demographics

- **Jurisdictional population** includes all inmates sentenced to the ADOC, independent of their current custody location. This includes those housed in ADOC facilities, community corrections, as well as federal, other state, and county jail custody.
- **Custody population** includes all inmates sentenced to the ADOC and who are under the Department’s day-to-day supervision. This includes inmates in contract facilities, or those being supervised on the medical furlough program, placed with the Central Records Monitor, and those in the Supervised Re-entry Program.

2-Year Population Trend



Population by Gender and Race



ANNUAL REPORT

FISCAL YEAR 2020



Published by the

Alabama Department of Corrections

Alabama Criminal Justice Center

301 South Ripley Street

Montgomery AL 36104-4425

334-353-3883

www.doc.alabama.gov