

# STATE OF ALABAMA

## BOARD OF PARDONS AND PAROLES

### FY 2017 ANNUAL REPORT



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**ASSOCIATE BOARD MEMBER**  
**ASSOCIATE BOARD MEMBER**  
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**EXERCISING ALABAMA'S CLEMENCY POWER TO ISSUE PARDONS AND RESTORE VOTING RIGHTS; SERVING AS ALABAMA'S PAROLE DECISION-MAKING BODY FOR ADULT FELONY OFFENDERS SENTENCED TO STATE PRISON; PROVIDING STATEWIDE SUPERVISION FOR ALABAMA'S ADULT FELONY PAROLE AND COURT ORDERED PROBATION POPULATION; CONDUCTING PRE-SENTENCE INVESTIGATIONS FOR ALABAMA'S COURT SYSTEM IN EVERY FELONY CONVICTION**



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# Message from the Executive Director

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CLIFF WALKER  
Chairman of the Board

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December 20, 2017



EDDIE COOK, JR.  
Executive Director

DARRELL MORGAN  
Assistant Executive Director

On October 24, 2017, I had the privilege of being promoted to the position of Executive Director for the Alabama Board of Pardons and Paroles. I am very humbled, grateful, and excited about this opportunity to lead a dynamic group of hard working professionals at a time when the State Criminal Justice System is under major reforms.

The 2017 year brought many internal and external challenges, but our agency has worked cooperatively to overcome all obstacles. As we continue to work towards implementing and maintaining the requirements set forth in Act 2015-185 (Prison Reform), our Board has opened additional Day Reporting Centers (DRCs) to assist offenders. These centers provide additional hands-on treatment to target the special needs of the individual offender.

The Agency has been successful in hiring additional probation and parole officers, so officers can have manageable caseloads. This will continue to be a priority as we transition into the next fiscal year. This time of transition also provides us with an opportunity for examination and consideration of where we can make improvements in our performance so that we are better able to serve our offenders and citizens of this great state. We are committed to this endeavor and we must work cooperatively to complete our mission.

In summary, please be assured that our focus is to seek and continuously improve our organization, to protect the public by providing supervision to those individuals placed on supervision by the courts and the Parole Board. As Executive Director of this agency, I am looking forward to working with the Governor, the Legislature, the Department of Corrections, and other criminal justice agencies as well as the victims and other community stakeholders as we develop new and innovative programs for adult criminal offenders reentering society as productive citizens. Our agency is dedicated to practices that best serve the citizens of the State of Alabama.

Sincerely,

Eddie Cook, Jr.  
Executive Director

# Mission Statement

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The mission of the Alabama Board of Pardons and Paroles is to promote and enhance public safety through cooperation with the Legislature, the Court System, the Governor, the Department of Corrections, other criminal justice agencies, victims, and the community by providing effective investigation, supervision, and surveillance services in a holistic approach to rehabilitating adult criminal offenders and facilitating their successful reentry to society as productive citizens.

## Values

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- We value the ability to assist in protecting the public from those offenders who would re-offend.
- We believe that victims are entitled to restorative justice.
- We value the opportunity for offenders to be rehabilitated and, thus, become productive citizens.
- We value the effectiveness and efficiency of offender supervision in the community.
- We believe that all persons should be treated with dignity and respect.
- We value each employee and their contribution to achieving the agency's mission.

## Ethics

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We value each member of our staff, working to achieve the agency's mission, while adhering to the following Code of Ethics:

- Serving with Humility
- Upholding the Law with Dignity
- Objectively Performing My Duties
- Respecting the Inalienable Rights of All Persons
- Holding Inviolable those Confidences Reposed in Me
- Cooperating with My Fellow Workers and Related Agencies
- Being Aware of My Responsibilities to the Individual and the Community
- Improving My Professionalism through Continuously Seeking Knowledge, Understanding, and Opportunities for Growth



## Justice Reinvestment Initiative

### Reforming Alabama’s Probation and Parole System

Since the passage of the “Justice Reinvestment Act” (Act 2015-185) in 2015, the Alabama Board of Pardons and Paroles has been tasked with implementing specific reforms targeted at reducing the prison population and offender recidivism rates. The Board has focused on seven key areas of evidence-based reforms: risk and need assessments, work force increases and caseload caps, work force training and development, parole guidelines, a supervision response matrix, programming and treatment, and early discharge and mandatory release.

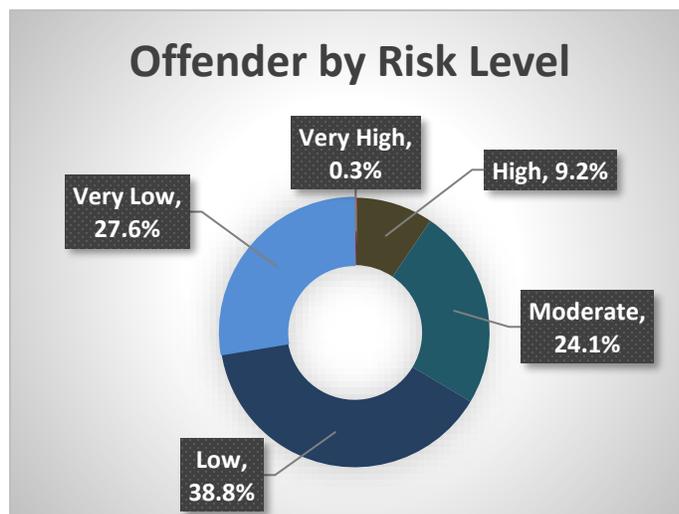
#### Board of Pardons and Paroles’ JRI Focus

- Offender Risk Assessment
- Work Force Increases & Caseload Caps
- Work Force Training & Development
- Parole Guidelines
- Supervision Response Matrix
- Programming and Treatment
- Early Discharge & Mandatory Release

#### Validated Risk and Needs Assessments:

Risk of re-offense is measured by a validated risk and needs assessment tool, the Ohio Risk and Needs Assessment System (ORAS). The tool provides officers with a basic understanding of the potential risk and the identified needs of each individual they supervise.

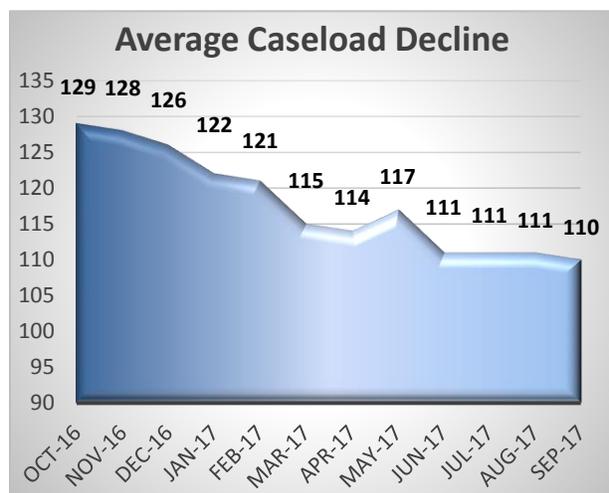
The amount of time and resources invested by supervising officers in specific cases is determined by the offender’s assessed risk; higher risk cases require a greater investment of time and resources to decrease the likelihood of re-offense. The ORAS assists in parole and probation decision making including sentencing decisions by courts, parole decision-making, supervision intensity, case planning, program referral and placement, and treatment intervention. Internal audits are completed in each District within the agency to ensure fidelity to the tool. Data will be collected on Alabama’s supervised population over the course of the next two years to scientifically validate the



tool for Alabama’s offender population. The chart illustrates the percentage of actively supervised offenders by their assigned ORAS risk level.

In addition to the ORAS, field officers also use a mental health screener, the UNCOPE, and Static 99 assessment tools. These tools assist the officer in creating case plans for offenders under supervision. UNCOPE is a substance abuse screening tool that allows officers to make accurate referrals to substance treatment providers for a full substance abuse assessment to determine if treatment is required. The same applies to the mental health screening tool. If the tool indicates a need for a full assessment the individual is referred to a local mental health authority for full assessment. Static 99 is an assessment tool used for risk assessment on sex offenders. It assists officers in determining what risk level to place a sex offender in while they are under supervision.

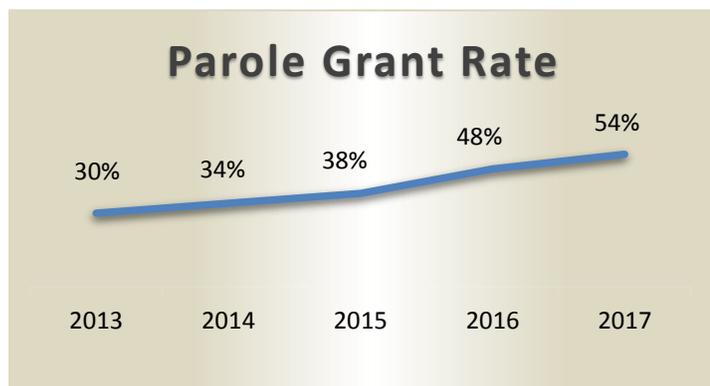
**Work Force Increase-Caseload Caps:** The agency has made great progress in its efforts to recruit, hire and train professional staff to fill vacant officer and specialist positions throughout the state. The agency has focused on areas of the state where caseloads and number of required investigations were higher than average. The current staffing level of supervising officers stands at 293. Our agency hired 66 new officers in FY 2017 and 14 new specialists. Due to the increased number of offenders being supervised through additional granted paroles and the new mandatory release policy, the active caseload average has not dropped to the goal of one officer per every 100 offenders, however, as illustrated below there has been much progress towards that goal.



**Work Force Development-Training Requirements:** The agency has continued its efforts to provide advanced training to its officers in a wide range of law enforcement and evidence-based treatment techniques. To better meet the needs of officers in the field and provide them with the most up to date training on evidence-based practices, the Training Division was moved under the umbrella of Special Populations and Programs. It works hand in hand with program managers within this division and with Field Services Division Directors to anticipate the training needs of the supervising officers.

The Training Section has provided a total of 154.5 hours of Case Planning, 155.5 hours of Core Correctional Practices, 169.5 hours of Behavioral Health, 248 hours of ORAS and 114 hours of Effective Communication instruction. In total, the Training Section conducted 264 classes for 2,525 students.

**Parole Guidelines:** The Act requires a clear definition of the parole standard of release and establishment of actuarially based “parole guidelines,” which include reasons for granting and denying parole. Reforms involving the Board’s paroling process achieve greater transparency for the public, crime victims, inmates, and system stakeholders regarding the process, itself, and factors guiding release decisions. In FY 2016 the agency completed Phase I of the



Parole Guidelines which were fully implemented in August 2016. Phase II of the Parole Guidelines has been developed and will be implemented when appropriate correctional programming is available.

**Supervision Response Matrix and Dips/Revocation Caps (“Dunks”):** The Act required development of a “supervision response Matrix” to identify appropriate sanctions or responses to violations, factoring in the risk level of the probation/parole violator. The Matrix guides an officer in determining the appropriate sanction for a specific violation, as well as a lesser response. Different matrices were created for use with the different programs offered by the Agency. This allows staff to tailor the supervision response tool to fit the specialized needs of a program. Specialized matrices were developed for the Agency’s LIFE Tech Program, DRC’s, and ACES.

Sanctions can include “Dips” or “Dunks”. “Dips” are short jail stays for lower level technical violations of probation/parole to incentivize compliance. Probation/parole “dunks” were also included in Matrix tool to reduce full revocation of supervision for technical violations. “Dunk” sanctions became effective in February 2016 while “Dip” sanctions became effective once each Probation and Parole District was trained in use of the Matrix. These intermediate sanctions are partly responsible for a decline in the revocation rate for technical violations. The Matrix also provides incentives to encourage offender compliance with supervision terms. Rewards range from verbal praise and removal of sanctions to early discharge and less intensive supervision.

#### FY 2017 Dips and Dunks

	Ordered by the Parole Board	Ordered by the Court	Ordered by Probation Officers
Dips			855
Dunks	680	1,620	

**Programming and Treatment:** Justice Reinvestment funding has increased programming and treatment services for those offenders who need it the most. Both programming and treatment are being provided through the Agency’s Day Reporting Centers (DRCs), the Alabama Certain Enforcement Supervision (ACES) program, Moral Reconciliation Therapy Groups (MRT), Cognitive Behavioral Interventions for Substance Abuse Groups (CBI-SA), and LIFE Tech Transition Center. For an in-depth description and analysis of programmatic outcomes and successes, see section titled A Plan for Statewide Recidivism Reduction.

**Early Discharge/Mandatory Release:** The agency created policy and procedure for both early discharges from supervision and mandatory releases from ADOC on supervision as mandated by the Act.

Early discharge of probation is the prerogative of the court; however, supervising officers can recommend termination of probation after an offender shows continued satisfactory compliance. Officers review probation candidates for early discharge on their caseloads and make appropriate referrals with approval of the Senior Officer or District Manager.

The Board may discharge a non-violent parolee, as defined by Alabama Code 12-25-32, from supervision early and relieve the individual from making further reports if financial obligations owed to the court, including restitution, have been satisfied and the parolee has not been revoked during the instant supervision term. Non-violent parolees who meet these criteria are to be reviewed by the Board every two years. During FY 2017, the Board granted twenty-four early discharges from parole and the courts granted approximately 1,700 early discharges from probation.

The Act created a new category of supervised offenders, to be supervised by Pardons and Paroles, called “mandatory releases.” These individuals would have ended their sentence with no supervision under the previous system, but are now released by the ADOC and intensively supervised by Pardons and Paroles for a mandatory period of time. During FY 2017, the agency supervised sixty-six mandatory release offenders.

**Intensive Supervision Defined:** “Intensive supervision” is formally defined by the Board and the Alabama Sentencing Commission as directed by the Act. This affects Mandatory Release cases as well as Class D offenses where no Community Corrections Programs exist, regardless of assessed risk level.

Intensive supervision is supervision provided by the Alabama Board of Pardons and Paroles’ Probation and Parole Officers for probationers, parolees, and mandatory releases that requires compliance with more stringent conditions of supervision established by the Board, emphasizing heightened control over the offender in the community, punishment, and rehabilitation.

Intensive supervision is achieved by providing for smaller officer caseloads, which allows for increased surveillance through more frequent personal and collateral contact requirements and a range of potential required activities, to include, but not limited to payment of court ordered monies (including victim restitution), community service, employment, drug and alcohol testing, electronic/GPS monitoring, and payment of an intensive supervision fee.

Specific, evidence-based programming offered by Pardons and Paroles to address offender needs, including drug/alcohol and mental health treatment, as well as education and vocational training, qualify as intensive supervision programs. These programs are LIFE Tech, Day Reporting Centers (DRC), and Alabama Certain Enforcement Supervision (ACES).

**Quality Assurance and Programmatic Analysis:** The agency’s data collection unit provides data analysis and quality assurance for many of the agency’s functions and responsibilities. A statistical report is prepared each month to enhance the strategic decision-making capabilities of the Board and executive staff. The ability to track and measure justice reinvestment efforts will be incorporated into the newly developed offender management system.

A major accomplishment for Alabama Board of Pardons and Paroles, in collaboration with the Alabama Sentencing Commission, the Alabama Department of Corrections, and the Administrative Office of the Courts, was the work of the Data Monitoring and Information Sharing Subcommittee. This Subcommittee was formed at the direction of the Alabama Criminal Justice Oversight and Implementation Council to monitor implementation of Act 2015-185. The Subcommittee brought together employees from each agency mentioned to develop a plan to effectively measure and report important metrics pertaining to Act 2015-185. The members of the subcommittee reviewed voluminous amounts of data and discussed programming, data architecture, and information sharing while deliberating on the best way to modify existing practices. Substantial changes were made to monthly reports authored by the Alabama Department of Corrections that capture changes to law pursuant to Act 2015-185 including Class D felony information and responses to technical violations of probation and parole.



# State of the Agency

## Meeting Statewide Community Supervision Needs

The Alabama Board of Pardons and Paroles currently operates 63 probation and parole field offices throughout the state. In addition, it operates the Central Office in Montgomery, two residential transition centers in Thomasville and Columbiana, and two Day Reporting Centers in Birmingham and Mobile. Two additional DRCs will soon be open in Montgomery and Huntsville.

Over the course of FY 2017, the agency supervised 54,401 probationers, 11,849 parolees, and 417 offenders serving both probation and parole (altogether nearly 67,000 adult offenders). On any given day during the last fiscal year, the agency averaged supervising 51,071 total offenders—41,202 probationers, 9,527 parolees, and 342 offenders under supervision for both probation and parole.

### Probation and Parole Officers:

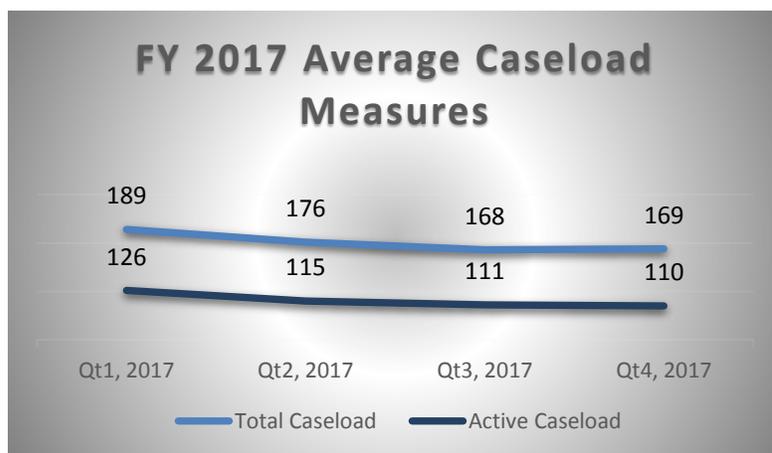
Pardons and Paroles currently employs 293 supervising Probation and Parole Officers. These officers are state law enforcement officers, holding the power of arrest. The total caseload average per officer on any given day is measured at 169:1.

Pardons and Paroles has recently developed two measures of supervised caseloads, an active caseload and a total caseload. Both measures indicate an offender to

officer average. The active caseload measure includes only those offenders that are categorized as annual reporting, active, and special supervision. The total caseload measure considers all offenders assigned to Pardons and Paroles which are the previously mentioned categories as well as administratively inactive, delinquent wanted, delinquent jailed, detainers, and split sentences currently serving the incarceration portion of their sentences. In addition, the number of officers who carry a caseload can vary from month to month. At the end of FY 2017, there were 44 officers who were not carrying a caseload, of which 29 were new hires waiting to attend the policy academy. Other reasons officers may not carry a caseload are extended leave, specialized assignments and military obligations.

Alabama caseloads still far exceed recommended national caseload standards of 75:1 (in reference to mixed caseloads). Other states handling combined parole and probation caseloads have instituted by law or otherwise much lower caseload numbers, some of which limit caseloads to ratios of 60:1 or 65:1, with even lower numbers for specialized caseloads of 30:1 for high risk offenders and 20:1 for sex offenders.

Act 2015-185 specifically requires the Board to “maximize case supervision practices such that no probation and parole officer is assigned more than 20 active high-risk cases at any one time.” Funding provided to Pardons and Paroles to accompany this mandate is helping reduce caseloads by giving the agency a means to hire, train, and equip more Probation and Parole Officers.



The basic supervision duties of a Probation and Parole Officer in Alabama include: monitoring compliance with supervision conditions of parolees/probationers on assigned caseloads; imposing available sanctions in response to violations; seeing offenders during reporting periods; conducting home visits, employment verifications, and making other collateral contacts; drug screening offenders; collecting DNA samples as statutorily required; collecting and monitoring supervision fees as statutorily required; monitoring payment of court ordered fees/restitution; making referrals to treatment/programs; completing violation reports/delinquency reports; using arrest authority when necessary; preparing for revocation proceedings for parolees/probationers; among other things.



Not only are the agency's 293 supervising probation and parole officers charged with supervising probation and parole offender caseloads, they are also required to perform a variety of other important duties and functions, all within a 40-hour work week.

Probation and Parole Officers are statutorily charged with completing electronic pre-sentence or post-sentence investigation reports for every offender convicted of a felony in the state, preliminary investigations, personal/social history investigations, Youthful Offender investigations, and sentencing standards worksheets. Officers working as Institutional Parole Officers (IPOs) are responsible for completing IPO Reports regarding candidates for parole consideration by the Board. During FY 2017, the Board's officers completed 58,941 investigations.

The agency's supervising officers utilize risk and needs assessments to provide court services and perform supervision functions, as well as to assist with identifying state inmates for parole consideration by the Board. The results of assessments are incorporated into presentence investigations prepared for judges throughout the state. During FY 2017, officers completed 15,402 ORAS assessments.

Additional officer duties include: handling out-of-state transfers and supervising offenders from other states through the Interstate Compact, determining eligibility and docketing inmates for parole consideration, completing pardon and voter restoration investigations, docketing pardon applicants for Board consideration; conducting revocation hearings for parolees, investigating and approving parole plans, locating, registering, and notifying crime victims and officials as required by law of Board hearings, and meeting law enforcement training and qualification requirements.

### Supervising Officer Statistics

	Investigations Completed	Drug Screens Conducted	ORAS Assessments
Screenings and Investigations	58,941	22,557	15,402

**Probation and Parole Specialists:** Since FY 2012, the agency has strategically invested in hiring Probation and Parole Specialists (non-law enforcement personnel). This position alleviates some of the burden on probation and parole officers by having Specialists perform investigative and report writing functions, thereby freeing up the agency’s law enforcement officers to focus on managing caseloads and supervising offenders. As of September 30, 2017, the agency has employed 28 Probation and Paroles Specialists.

**Pardoning/Paroling Authority:** The Board docket cases for parole consideration. As a result, inmates can be paroled with supervision by the agency’s Probation and Parole officers to foster successful reentry into the community.

**Alabama Medical Parole Act:** Act 2017-355, which became effective November 24, 2017, introduced a requirement for the Department of Corrections to annually identify inmates who have spent thirty days or more in an infirmary or under the care of a physician. Additionally, it requires for the above information to be provided to the Alabama Board of Pardons and Parole to schedule Medical Parole considerations for those identified as meeting the following classifications and under certain additional conditions:

- Geriatric Inmate
- Permanently Incapacitated Inmate
- Terminally Ill Inmate

The Medical Parole Act does not apply to those inmates convicted of the offense of Capital Murder or of a Sex Offense.

**Felony Voter Disqualification Act:** Act 2017-378, which became effective August 01, 2017, established that the citizens of the State of Alabama shall lose the right to vote when convicted of a crime only if the conviction was for a felony involving moral turpitude. This Act serves to ensure that no one is wrongly excluded from participating in the electoral process and to provide a comprehensive list of acts that constitute moral turpitude specifically for the purpose of disqualifying a person from exercising his/her right to vote.

## Parole Board Action

	Considered	Denied	Granted	Grant Rate
Pardons	782	211	571	73%
Paroles	7,098	3,151	3,847	54%

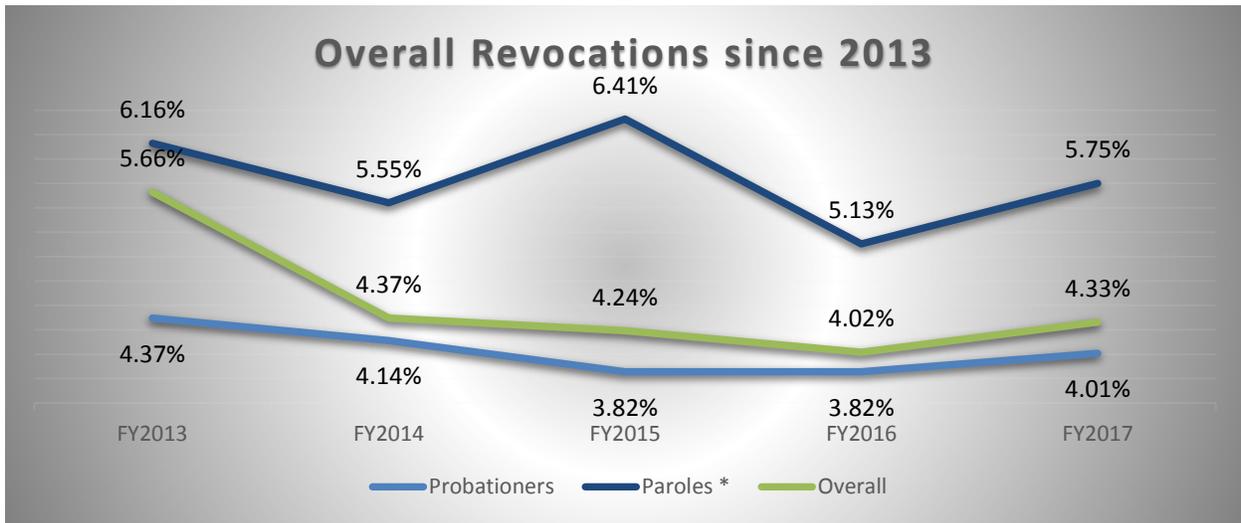
Over the course of FY 2017, the Board considered 7,098 paroles, of which 3,847 were granted. This resulted in an overall grant rate of 54%. In addition, the Board granted 571 pardons of 782 pardons heard and processed 1,265 voter rights restorations. The overall grant rate for pardons in FY 2017 was 73%.

## Board Operations Statistics

	Voter's Rights Applications Processed	Voter's Rights Restored	Percentage of Voter's Rights Application Approved
Supervised Population	1,265	490	39%

## 96% Supervision Success Rate

In FY 2017, 11,173 parolees, 52,217 probationers, and 388 offenders serving both probation and parole were supervised by Pardons and Paroles without being revoked. Of the 66,667 people under supervision during FY 2017, 95.67% completed supervision successfully. As seen in the illustration below, the overall revocation rate has seen an overall decline since FY 2013.



\* Total includes revocation of 18 individuals on both probation and parole

Of the 54,401 probationers under supervision with Pardons and Paroles during FY 2017, only 0.83% (454) were revoked for technical violations and 1.12% (610) were revoked for a combination of technical violations/new offenses. Probationers revoked for new offenses (1,120) represent 2.06% of those supervised.

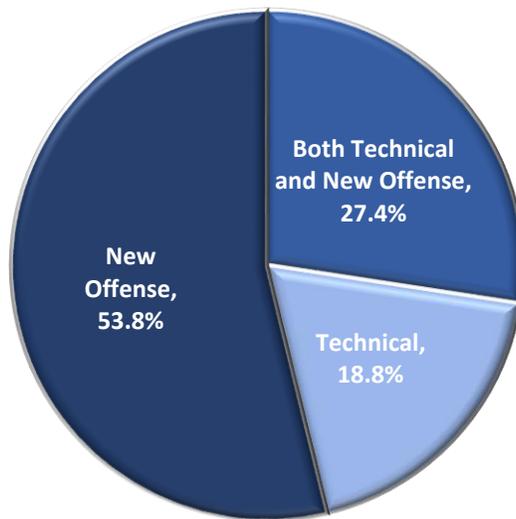
Of the 12,266\* parolees under supervision with Pardons and Paroles during FY 2017, only 0.73% were revoked for technical violations (89). A combination of technical violations and new offenses resulted in revocation for 182 parolees (1.48%) and 434 parolees (3.54%) were revoked for new offenses.

### Revocation Action by Population

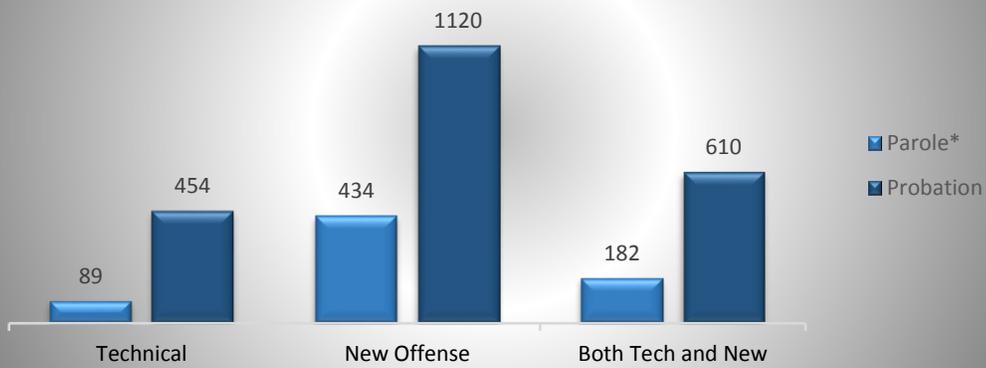
	Supervised	Revoked Technical	Revoked New Offense	Revoked Both New and Technical
Parolees	11,849	87	413	176
Probationers	54,401	454	1,120	610
Both*	417	2	21	6

(\*Total includes parolees as well as those serving both probation and parole.)

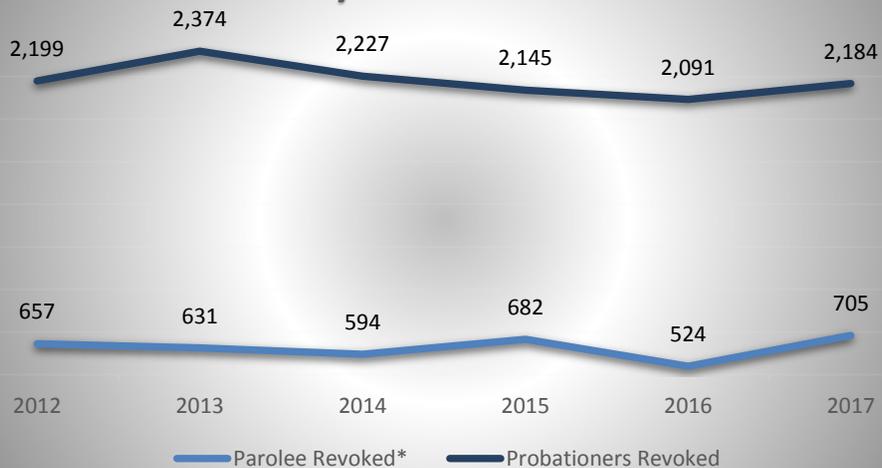
## 2017 Revocations by Type



## Revocations by Type and Population, FY 2017



## Revocation by Fiscal Year



\*Total includes parolees as well as those serving both probation and parole.

# A Plan for Statewide Recidivism Reduction

**Day Reporting Centers:** The non-residential, three-phase DRC model offers medium to high risk probationers and parolees access to services, including targeted drug treatment, substance abuse intervention and rehabilitation, cognitive behavioral therapy, educational training, and assistance with employment. The program requires participation in community service projects and fosters opportunities for life change amongst program participants. The DRC model promotes a holistic approach to reducing crime—that is smart on crime—through focusing efforts on prevention, enforcement, and reentry.

## Day Reporting Center Focus

- Education
- Employment
- Substance Abuse
- Mental Health
- Cognitive Restructuring Needs

Establishment of the agency’s first DRC, located in Birmingham, was made possible by an FY 2014 Department of Justice, Bureau of Justice Assistance, Second Chance Act grant, totaling \$687,176. The program opened in December of 2015, accepting its first participants. Jefferson County was chosen for the pilot site because it has the highest commitment rate of inmates to state prisons than any other county. After observation of early successes at the Birmingham DRC, the agency decided to expand the DRC concept by opening its second DRC in Mobile in October 2016.

The DRC programs include provision of adult instruction and job readiness programs provided by the Alabama State

Community College system. The Alabama Cooperative Extension System, in Birmingham, provides reentry programs including nutrition, parenting and life skills.

In FY 2017 twenty-seven participants graduated the DRC program. At the two graduation ceremonies that were held, participants were given an opportunity to share their DRC experience with Board members and executive staff. Emotional testimonies were offered to the difference this program makes in the lives of participants.



To determine program success, ability to maintain employment and housing, all DRC graduates will be monitored for three years after graduation. To date no graduates have reoffended. During FY 2018, DRCs will open in Montgomery and Huntsville with other locations to be determined. Day Reporting Center Lites, a condensed version of the Day Reporting Center program, will open in select field offices across the state. The DRC Lite program will also have three phases for participants to complete along with the main components of a full DRC. The components include cognitive behavioral treatment, education/job training, and drug treatment. These programs will be implemented within a field office with a social worker or psychological associate to assist with programming.

## DRC Statistics

	Participants Served	% Receiving Cognitive Behavioral Therapy
Birmingham DRC	225	93%
Mobile DRC	213	91%

**Alabama Certain Enforcement Supervision (ACES):** An FY 2014 Swift, Certain, and Fair (SCF) program grant award of \$370,000 from the Department of Justice established the state's first four ACES pilot sites – Butler, Mobile, Montgomery, and Morgan counties. Those counties collectively contribute to more than 20% of inmates admitted annually to the Alabama Department of Corrections. The first expansion grant, an FY 2015 award totaling \$600,000 expanded the ACES program to Blount, Covington, Houston, Madison, and Tuscaloosa counties. The latest award, in September 2016, of \$600,000 allowed for further expansion of the ACES program to Baldwin, Clarke, Choctaw, Lee, Talladega, and Washington counties.

The ACES program is ordered by the probationary judge. Participants are closely monitored and assigned to a color code (daily hotline call in), which requires them to drug test 3-5 times per month with no additional cost. The offender calls a toll-free number each day for their color and is to report in for a drug screen. Offenders are required to maintain employment, pay supervision fees and pay court ordered monies.

**3142 Random Drug Tests Administered during FY 2017, of which 88% were Negative**

There is a separate Behavioral Matrix for ACES sanctions that include violations for missing drug screens, altering or refusing drug screens, and not attending treatment as ordered. The sanctions are swift, certain and proportionate to the violation. While in ACES offenders are to abide by the rules and regulations of probation as well as ACES rules and regulations.



Upon successful completion of ACES an offender may return to normal supervision or an officer can request early termination based on the offender's success in the ACES Program.

ACES is not voluntary for probationers, and potential probationers are not offered any legal incentives to participate. Probationers are notified of their probation terms as well as the consequences for violating the terms of their probation. Sanctions are not individualized as they are for problem-solving courts; and incentives, mandatory treatment, or ancillary referrals are based solely on compliance or need. Probationers are only required to appear before the judge at an initial warning hearing and for probation violations, but judges maintain the discretion to set review hearings as they see fit.

There 277 participants who were being supervised under the ACES program during FY 2017. Participants are arrested as soon as a violation is detected and the Judge imposes a sanction based on the matrix. Continued violations are addressed in a consistent manner to ensure fairness.

Programs like ACES, that follow the HOPE model, have led to lower recidivism rates around the country by not waiting to act until a probationer becomes a repeat offender and using swift, certain, and fair sanctions to encourage sobriety and rules compliance. Following the success of the state's initial pilots, the agency to incorporate beneficial components of the ACES strategy statewide.

**Moral Reconciliation Therapy (MRT):** Moral Reconciliation Therapy seeks to decrease recidivism among criminal offenders by increasing moral reasoning. MRT is systematic and implements a cognitive-behavioral approach, which positively addresses ego, social, moral, and positive behavioral growth.

MRT uses 12-16 objectively defined steps, which focus on seven basic treatment issues:

- Confrontation of beliefs, attitudes, and behaviors
- Assessment of current relationships
- Reinforcement of positive behavior and habits
- Positive identity formation
- Enhancement of self-concept
- Decrease in hedonism and development of frustration tolerance
- Development of higher stages of moral reasoning

During FY 2017, 586 offenders participated in MRT classes that were offered in 21 field offices throughout Alabama. The agency calculates a 50% successful completion rate; however, 422 offenders are still enrolled in classes.

**Cognitive-Behavioral Interventions for Substance Abuse (CBI-SA):** The CBI-SA curriculum is designed for individuals who have a moderate to high need for substance abuse and well suited for criminal justice populations. The curriculum can be delivered as a stand-alone substance abuse intervention, or incorporated into a larger program, particularly those designed for clients in the corrections system. As the name of the curriculum suggests, this intervention relies on a cognitive behavioral approach to teach participants strategies for avoiding substance abuse. The program places heavy emphasis on skill building activities to assist with cognitive, social, emotional, and coping skill development. Such cognitive behavioral strategies have routinely demonstrated high treatment effects, including when used with a correctional population. The curriculum is non-proprietary, but training is required. The components of the curriculum include pretreatment (optional), Motivational Enhancement, Cognitive Restructuring, Emotional Regulation, Social Skills, Problem Solving, and Relapse Prevention.

During FY 2017, the agency enrolled offenders in one CBI-SA course that began in May 2017, in Decatur, Alabama. A graduation was held on 11/02/2017 for four participants. A second class started with sixteen participants.

**LIFE Tech Thomasville:** LIFE Tech is a residential transition center offering vocational and educational training, in conjunction with mental health counseling and drug treatment, for offenders on parole or probation who would not otherwise be eligible for community supervision. Residents voluntarily agree to abide by parole conditions and transition center rules. The center is staffed and operational 24 hours a day, 7 days a week. The residents are provided housing, meals, and laundry facilities. Since the program's inception, 5,724 male offenders have entered the program.

**Partner Agencies:**

- Alabama Department of Mental Health
- Alabama Department of Postsecondary Education
- Alabama Southern Community College
- Alabama Department of Economic & Community Affairs
- Alabama Department of Rehabilitation Services
- City of Thomasville
- Local law enforcement
- Faith-based ministries
- Community organizations

The adult education program, through Costal Alabama Community College's Life Tech Institute, gives parolees and probationers, without a high school diploma, an opportunity to better themselves by earning their General Education Development Diploma (GED). Thirty-nine offenders earned their GED while at LIFE Tech during FY 2017, which is a 56% increase from FY 2016.

LIFE Tech defines recidivism as re-arrest, reconviction, or return to incarceration with or without a new sentence during a three-year period following a resident's completion of the LIFE Tech program. Both new offenses and technical offenses are included. Of the 1,047 program completers being tracked, 71.29% are employed or receiving Supplemental Security Income (SSI). The recidivism rate of program completers over the previous three years is 12.70%.

Upon completion of the program a graduation ceremony is held. Residents do return to the field office in the county in which they live to complete the remainder of their supervision.

For many children, Christmas means waking up to a kaleidoscope of colored packages under a cheerfully lit tree, but for some children, there are no gifts, no stockings, no Christmas cheer. That's why the carpentry and painting classes at Thomasville Life Tech Institute make wooden rocking horses, doll bassinets, airplanes, easels, and push toys. This project is not only a way for supervised offenders to hone their carpentry skills, but also a way that they can give back to the community. Each year, Life Tech partners with community organizations, such as Ronald McDonald House, Penelope House, DHR for Clark and contiguous counties, and the Salvation Army, to provide toys to children in the local area. Over 400 toys were gifted this year.

## 2017 Recivist Rate

Recidivist 12.7



**Tuscaloosa County Legal Clinic:** The agency has assisted with special projects around the state to help with successful rehabilitation. One example of the agency's continued effort to foster rehabilitation and successful reentry is the Law Clinic in the Tuscaloosa Office. This clinic is the collaboration with the U. S. Attorney's Office from the Northern District and the University of Alabama Law School. This effort launched in the Fall of 2014 and continues today. This clinic stresses the importance of employment and offers assistance with housing, medical care, obtaining identification, and assisting offenders who are filing for disability.

**Jefferson County Probation and Parole Re-entry Education Program Call-ins:** The Birmingham Office also participates in Re-entry efforts in collaboration with the U. S. Attorney's Office from the Northern District. This collaboration began in 2015 with a Department of Justice Federal Firearms Violation Call-in-Program for parolees and probationers in the Jefferson County area. These call-ins are held quarterly to inform recently released parolees and probationers of the restrictions placed upon them due to their felony conviction(s) as it relates to firearms. It also connects them with reentry resources that can assist them within the community. The local call-ins are called the Jefferson County Probation and Parole Re-entry Education Program Call-ins. The Call-ins are an extension of Project Safe Neighborhoods which is a nationwide commitment to reduce gun and gang crime in America by networking existing local programs that target gun and gun crime and providing these programs with additional tools necessary to be successful. The Birmingham Office is also partnered with the National Public Safety Partnership which is under the direction of Department of Justice. This organization targets violent crimes in Birmingham, Alabama. In addition, the Birmingham office makes referrals to the agency's Day Reporting Center in Birmingham so that specific needs can be addressed.

**Training:** The Board embraces the fact that public policy and practice must be based on the best available, scientific evidence to be effective in the achievement of goals and to be efficient in the use of taxpayer dollars. To be evidence-based means to implement practices, both at the individual and the organizational levels, guided by sound, empirical research. Practices that are evidence-based in the realm of community supervision include policies, procedures, and programs proven by widely accepted and published research to reliably produce reductions in recidivism. The result is more efficient and effective outcomes—outcomes that make better use of public resources and, ultimately, reduce future crime by preventing re-



offense. Using a combination of grant funds and state dollars, the agency is providing officer training on evidence-based practices, including Motivational Interviewing, Moral Reconciliation Therapy, Thinking for a Change, and other proven techniques employed at various locations throughout the state. The Board will continue to invest resources in this critical area to promote and bolster the agency's use of evidence-based practices, to successfully implement prison reform.

Orientation classes were conducted for the Probation and Parole Officer, Manager, and Specialist classifications. The Probation and Parole Officers' orientation course is a two-week training designed to provide new officers with a basic overview of the various aspects of their jobs. The goal is to help the officers understand their role, agency expectations, and help them perform their jobs more efficiently. The Probation and Parole Managers' orientation course is a two-day training designed to help new managers perform their job more effectively. The Probation and Parole Specialists' orientation course is a one-week course to allow employees to meet their counterparts, become familiar with various aspects

of their job, and provide an open forum for questions. This class is designed to provide an overview of their job and provide basic instruction.

Accomplishments of the Training Division during FY 2017:

- 85% of all new hires have been trained on the use of Motivational Interviewing techniques.
- All new employees were trained in use of ORAS-CST.
- 44 new officers were registered to attend an APOSTC academy.
- Firearms instructors spent approximately 150 hours instructing new officers on authorized shooting techniques. Each new officer received, at minimum, forty hours of classroom instruction to familiarize, increase safety, and increase proficiency with their agency issued firearm.
- 330 staff were trained in the Case Planning.
- 274 staff members were trained in the use of Core Correctional Practices.
- 277 staff members were trained in the used of the Mental Health Screener Tool.
- 244 staff members were trained in the use of Mental Health First Aid.
- 62 staff members were trained in Static 99r.
- 15 staff members were trained in Cognitive-Behavioral Interventions for Substance Abuse.

	<i>CASE PLANNING</i>	<i>CORE CORRECTIONAL</i>	<i>BEHAVIORAL HEALTH</i>	<i>ORAS</i>	<i>LAW ENFORCEMENT</i>	<i>EFFECTIVE COMMUNICATION</i>	<i>TOTAL</i>
NUMBER OF CLASSES	12	10	16	25	191	10	264
NUMBER OF HOURS	154.5	155.5	169.5	248	2106.5	114	2948
NUMBER OF OFFICERS TRAINED	330	274	387	245	1245	246	2525

# Agency Vision

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**Automated Offender Management:** Because of the need to improve data collection processes, especially in a way that preserves data over time, the Alabama Board of Pardons and Paroles is in the process of replacing its current offender management and data systems to streamline functionality, save valuable officer time, and to allow for capabilities to track the success of implemented policies and practices more effectively.

In 2018, the agency plans to replace its legacy application systems with an integrated offender case management system. The agency's existing main-frame case management system houses basic data for offenders on supervising officers' caseloads, allowing supervisor-level officers to perform audits. A separate web-based system allows users to complete electronic pre-sentence investigation reports. Statistical data can be pulled from these systems by running certain reports, but the agency is currently unable to collect historical data and it is limited on the types of reports it can run. As such, the agency is currently able to perform only limited data analysis directly with existing data systems that have undergone very limited updating for over a decade.

The offender management project will consolidate existing databases and records to provide a fully automated system and replace some manual paper processes. This project will upgrade and standardize adult probation and parole data, investigations, and population management practices to further enhance staff efficiency, offender rehabilitation, and public safety.

Until the new system is implemented, the agency will continue tracking prison reform and other important data manually.

**Transitional Services Program:** The Board hopes to exercise existing statutory authority to operate half-way houses and provide transitional housing and support to offenders. Inmates are required to have a viable home plan prior to being released on parole. The transitional services program will provide monitoring and support as well as aid offenders in their reintegration into society. Offenders will be referred by staff operating these programs to community resource agencies, operated by the Board or otherwise, that provide employment skills, educational classes, financial planning, and substance abuse and relapse prevention education. Stable housing and support networks are proven to reduce recidivism. This approach for Alabama will free up scarce prison beds and create a significant savings for the state while increasing public safety.

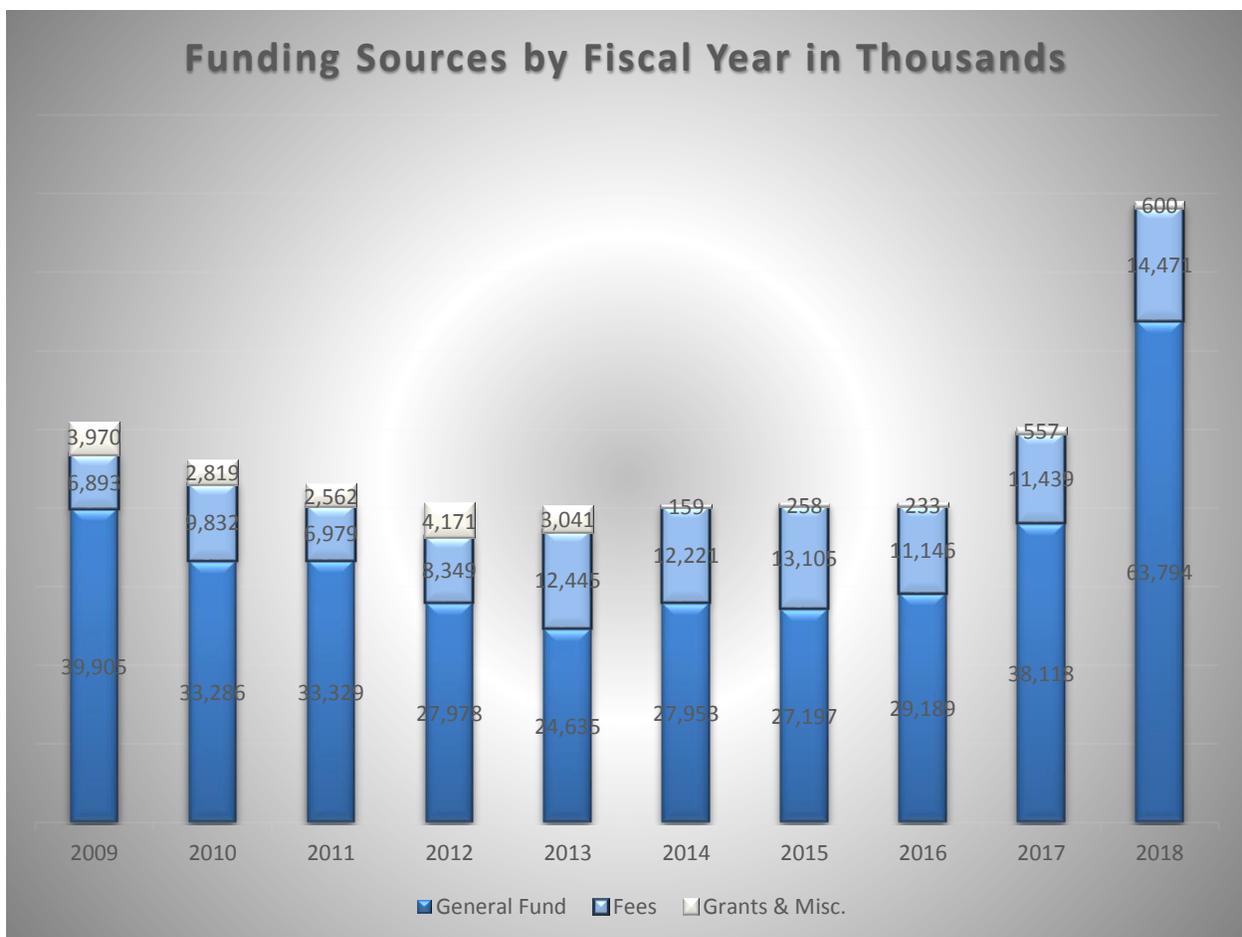
**Technical Violator Center:** Statistics show that the fastest growing category of admissions to Alabama prisons is composed of offenders who were under some form of community-based supervision, many of whom were recently released from jail or prison. To curtail this source of prison admissions and contain spending, Alabama must find a way to manage this population.

The establishment of Technical Violator Centers will ease the burden on overcrowded court dockets and local jails, allow technical violators to pay financial obligations, as well as meet family responsibilities. Technical violators who sign waivers will not face revocation hearings or new parole dates, but will receive evidence-based programming to correct behavior and criminal thinking that caused them to violate.

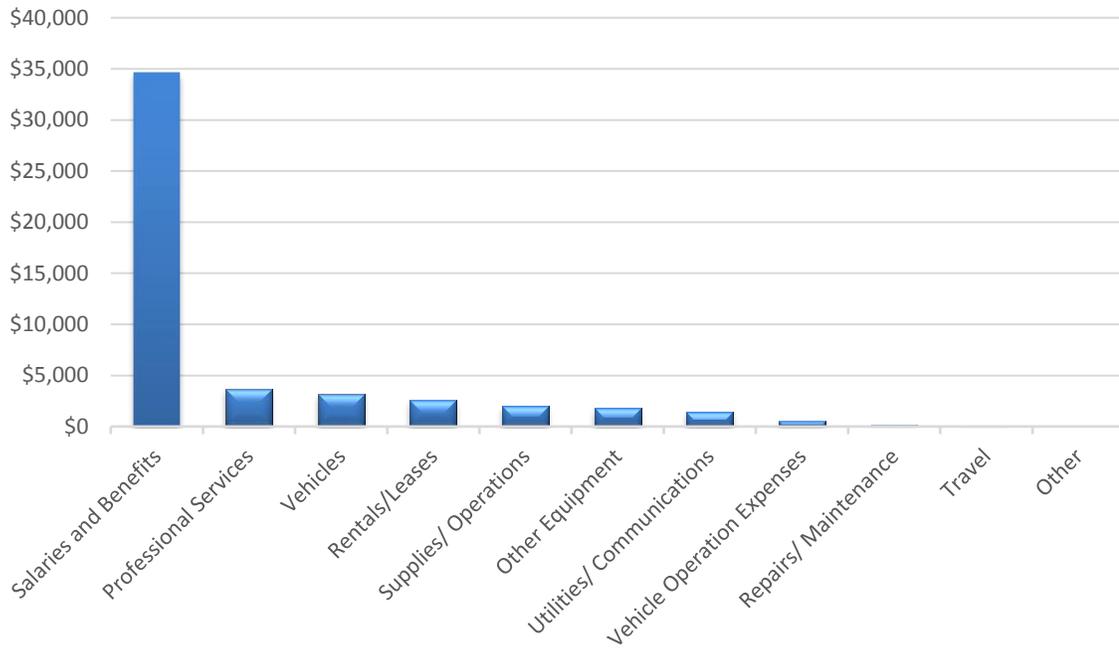
# Financial Report

Community supervision under the statewide purview of the Board of Pardons and Paroles—including court ordered probation, parole, LIFE Tech, and other programs—when viewed as alternatives to incarceration—remains the most viable, economically responsible way for the state to manage its scarce resources. Parole not only frees up beds in overcrowded state prisons at a significantly lower cost per day, but also encourages payment of court-ordered restitution and court costs, taxes by employed offenders, and reduction in welfare, food stamp, and Medicaid costs. Furthermore, parole makes Medicaid and other benefits an option after reapplication for offenders under supervision when such are terminated upon incarceration.

The agency’s FY 2017 and 2018 budgets included an additional \$18.5 million in funding for each year—the state’s Justice Reinvestment—to implement prison reform according to Act 2015-185. This funding is substantially increasing the state’s probation and parole workforce, providing officers with training to employ evidence-based practices, establishing community treatment and programming, and establishing quality assurance measures to ensure that reforms are implemented properly. This funding to Pardons and Paroles is directly increasing and improving programing and treatment services for those offenders who need them the most to improve outcomes, thereby reducing recidivism rates and increasing public safety.



## 2017 Expense Summary in \$1,000's



	2017 Expenses	% of Total Expenditures
Salaries and Benefits	\$34,602,860	69.05%
Professional Services	\$3,664,777	7.31%
Transportation	\$3,208,016	6.40%
Rentals/Leases	\$2,548,753	5.09%
Supplies/ Operations	\$2,003,542	4.00%
Other Equipment	\$1,819,260	3.63%
Utilities/ Communications	\$1,442,770	2.88%
Vehicle Operation Expense	\$566,727	1.13%
Repairs/ Maintenance	\$152,849	0.30%
Travel	\$89,853	0.18%
Other	\$15,147	0.03%

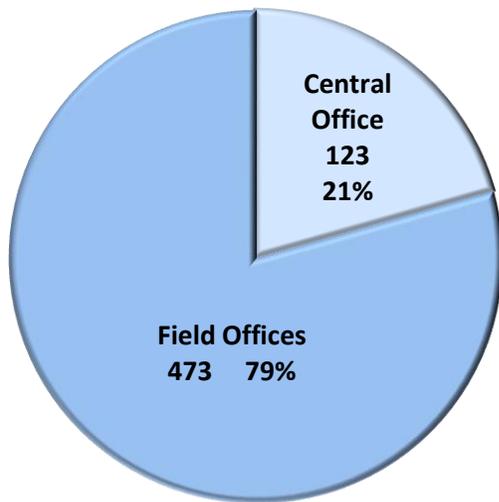
# Organization

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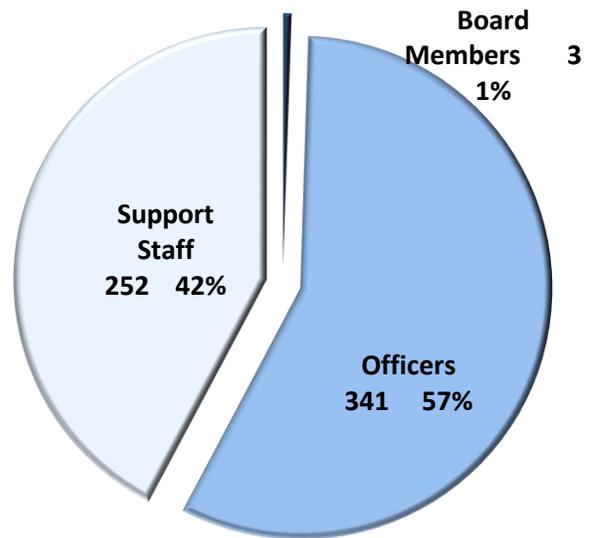
During FY 2017 the agency processed: 124 appointments, 33 promotions, 33 transfers and 68 separations. 333 employees were awarded annual performance increases and 158 employees were awarded probationary increases.

## Personnel and Demographic Statistics

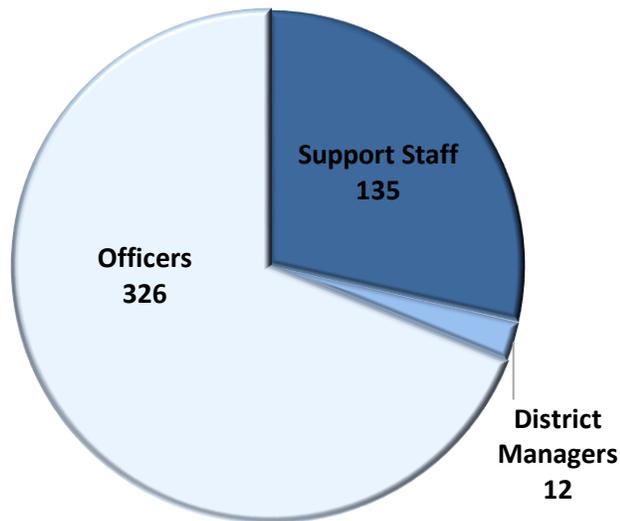
### Personnel by Location



### Personnel by Type



### Field Personnel

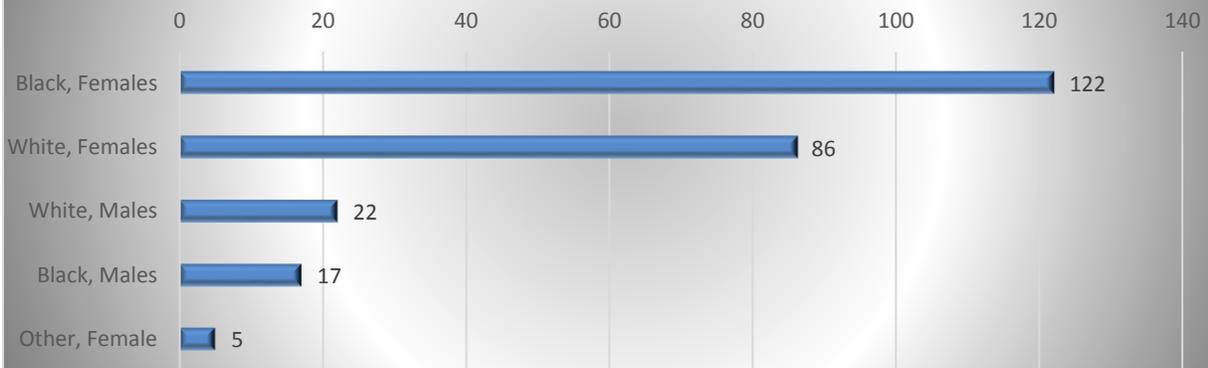


### Central Office Staff Job Classifications

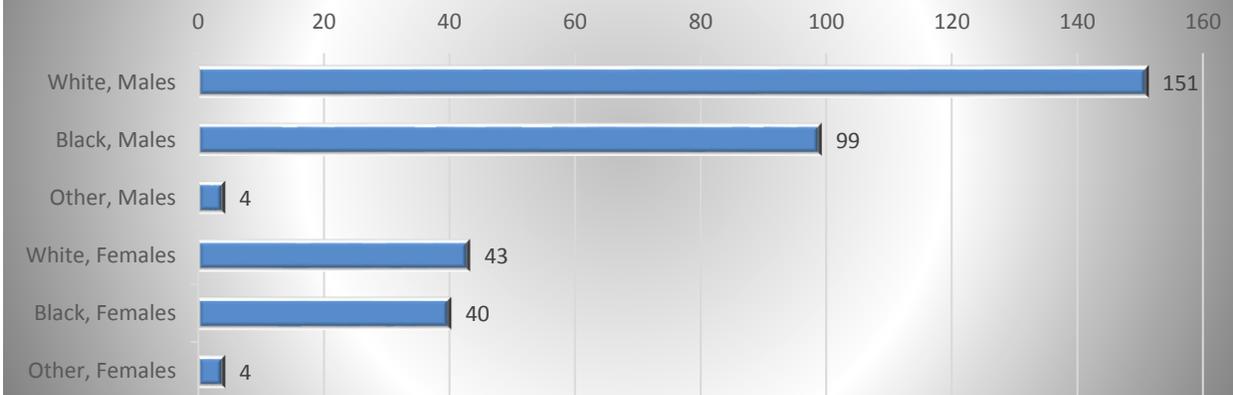


### EEO Data

#### Support Staff by Race and Gender

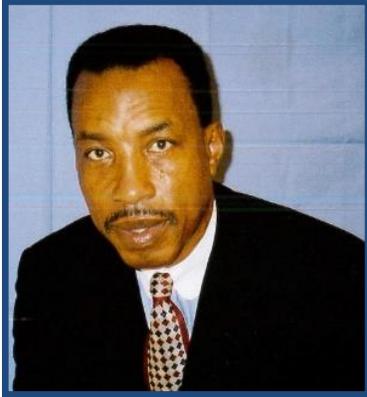


#### Officers by Race and Gender



## Board Members

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Clifford Walker  
Chairman



Lyn Head  
Associate Member



Terry G. Davis  
Associate Member

## Executive Staff

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Eddie Cook, Jr.  
Executive Director

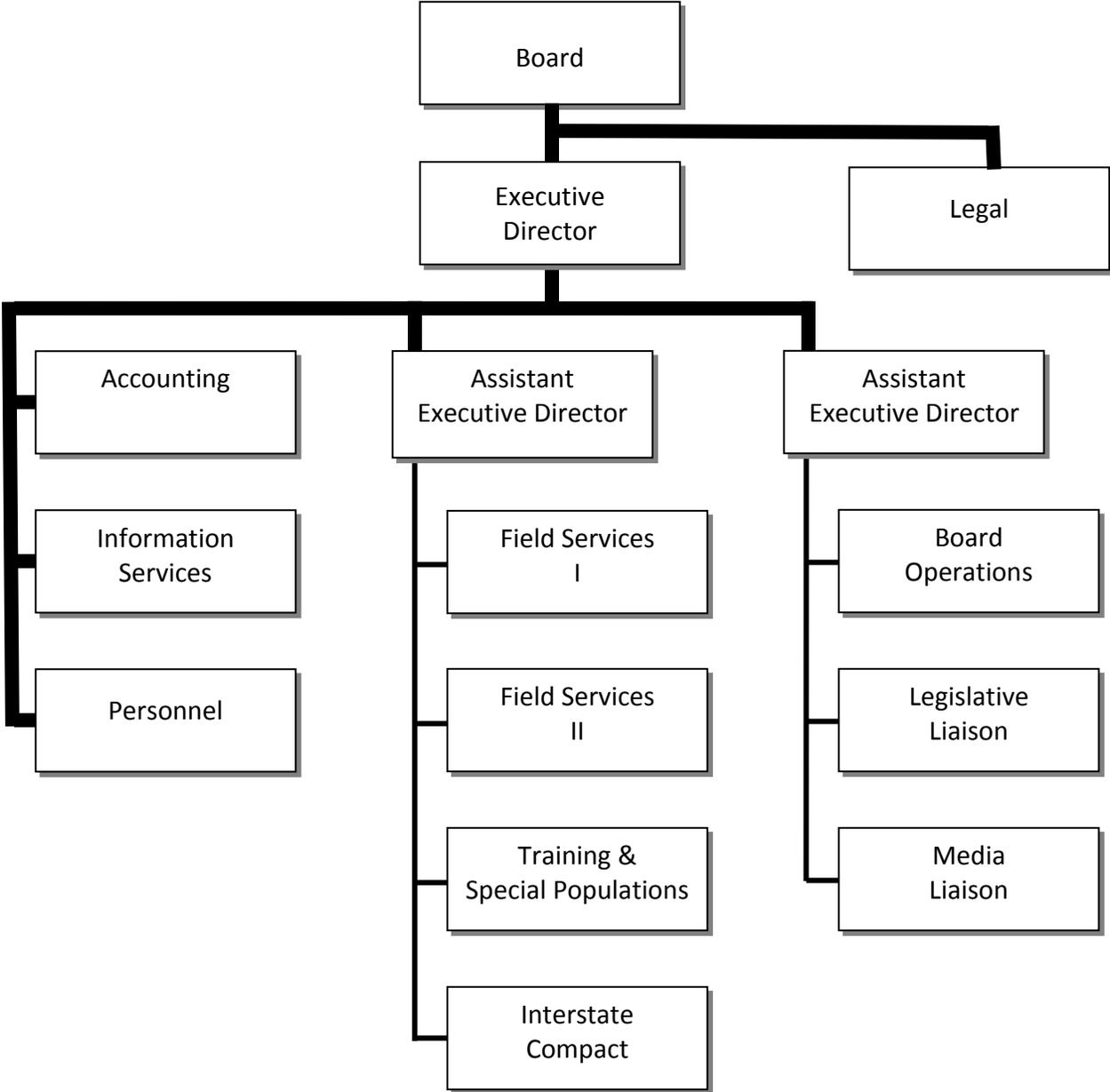


Darrell Morgan  
Assistant Executive  
Director

For additional information, visit our website at [www.pardons.alabama.gov](http://www.pardons.alabama.gov)

# Organizational Chart

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# Senior Leadership

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## Accounting Division

**Jo Wood, Chief Fiscal Officer**  
Jo.wood@paroles.alabama.gov  
334-353-7294

## Board Operations

**Askisha Jones, Director**  
Askisha.jones@paroles.alabama.gov  
334-353-8797

## Field Services

**Sarah Still, Division I Director**  
Sarah.still@paroles.alabama.gov  
334-242-8725

**Stacey Brown, Division II Director**  
Stacey.brown@paroles.alabama.gov  
334-353-7497

## Interstate Compact

**Chris Norman, Director**  
Chris.norman@paroles.alabama.gov  
334-242-1695

## Information Technology

**Vacant, Director**  
334-242-0507

## Legal

**Meridith Barnes, Chief Legal Counsel**  
Meridith.barnes@paroles.alabama.gov  
334-242-8710

## Personnel

**Belinda Johnson, Director**  
Belinda.johnson@paroles.alabama.gov  
334-242-8780

## Training and Special Populations

**Jeff Jeter, Director**  
Jeff.jeter@paroles.alabama.gov  
334-242-0418

## Field Offices

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### **Abbeville**

101 Court Square, Suite H  
Abbeville, AL 36310

### **Andalusia**

1 N Court Square, Suite A  
Andalusia, AL 36420

### **Ashland**

Clay County Courthouse Annex  
PO Box 187  
Ashland, AL 36251

### **Athens**

412 South Jefferson Street  
Athens, Alabama 35611

### **Bessemer**

1812 5th Avenue North  
Bessemer, AL 35020

### **Brewton**

400 Belleville Avenue  
Brewton, Alabama 36426

### **Carrollton**

Pickens County Courthouse  
155 Reform Street  
PO Box 81  
Carrollton, AL 35447

### **Centreville**

320 Market Street  
Centreville, AL 35042

### **Clanton**

232 Town Mart  
Clanton, AL 35045

### **Columbiana**

22708 Highway 25, Suite B  
PO Box 425  
Columbiana, AL 35051

### **Alexander City**

Tallapoosa County Courthouse Annex  
395 Lee Street, Room 128  
Alexander City, AL 35010

### **Anniston**

1702 Noble Street, Suite 110  
Anniston, AL 36201

### **Ashville**

213 6th Avenue  
PO Box 979  
Ashville, AL 35953

### **Bay Minette**

209 Rain Drive  
PO Box 1148  
Bay Minette, AL 36507

### **Birmingham**

2721 2nd Avenue North  
Birmingham, AL 35203

### **Butler**

Choctaw County Courthouse, Suite 8  
117 South Mulberry Avenue  
Butler, AL 36904

### **Centre**

203 South River Street  
Centre, AL 35960

### **Chatom**

100 Court Street, B2  
PO Box 896  
Chatom, AL 36518

### **Clayton**

2 North Midway Street  
PO Box 441  
Clayton, AL 36016

### **Cullman**

Cullman County Courthouse, Room 30  
500 2nd Avenue SW  
Cullman, AL 35055

**Dadeville**

Tallapoosa County Courthouse, Room 18  
125 North Broadnax Street  
Dadeville, AL 36853

**Dothan**

230 N. Oates Street  
Dothan, AL 36303

**Elba**

Coffee County Courthouse, 1st Floor  
230 Court Avenue  
PO Box 215  
Elba, AL 36323

**Evergreen**

111 Court Street, Suite 205  
Evergreen, AL 36401

**Florence**

Lauderdale County Courthouse, Room 504  
200 South Court Street  
Florence, AL 35630

**Gadsden**

Judicial Building, Suite 100  
801 Forrest Avenue  
Gadsden, AL 35901

**Greenville**

104 Camelia Avenue, Suite A  
Greenville, AL 36037

**Guntersville**

Marshall County Courthouse, Room BG01  
424 Blount Avenue  
Guntersville, AL 35976

**Huntsville**

2801 Westcorp Boulevard  
Huntsville, AL 35805

**Lafayette**

58 1st Ave SW  
LaFayette, AL 36862

**Mobile**

1514 South Broad Street  
Mobile, AL 36605

**Decatur**

Morgan County Courthouse  
302 Lee Street  
PO Box 937  
Decatur, AL 35601

**Double Springs**

24714 Highway 195 South  
Double Springs, AL 35553

**Enterprise**

Coffee County Courthouse, 1st Floor  
101 S. Edwards Street  
Enterprise, AL 36330

**Fayette**

310 1st Court NW, Suite 1  
Fayette, AL 35555

**Fort Payne**

211 South Gault Avenue  
PO Box 680333  
Fort Payne, AL 35968

**Geneva**

1124 W. Maple Avenue  
Geneva, AL 36340

**Grove Hill**

Clarke County Courthouse, Suite 302  
PO Box 2  
Grove Hill, AL 36451

**Hamilton**

Marion County Courthouse, Room 310  
132 Military Street  
Hamilton, AL 35570

**Jasper**

301 19th Street East  
Jasper, AL 35501

**Linden**

Marengo County Courthouse, Basement Level  
101 E. Coats Avenue  
Linden, AL 36748

**Monroeville**

36 North Alabama Avenue  
Monroeville, AL 36460

**Montgomery**  
804 South Perry Street  
Montgomery, AL 36104

**Oneonta**  
106 2nd Street North, Suite A  
Oneonta, AL 35121

**Ozark**  
Dale County Courthouse, 2nd Floor, Room 2  
PO Box 305  
Ozark, AL 36360

**Phenix City**  
510 13th Place  
Phenix City, AL 36867

**Russellville**  
Byars Building, Suite 8  
501 N. Jackson Avenue  
Russellville, AL 35653

**Selma**  
23 Broad Street  
Selma, AL 36701

**Talladega**  
Talladega County Jail Admin Building  
150 East Renfroe Road  
PO Box 1111  
Talladega, AL 35160

**Tuscaloosa**  
220-D 14th Street  
Tuscaloosa, AL 35401

**Tuskegee**  
Macon County Courthouse, Room 201-B  
101 East Rosa Parks Avenue  
Tuskegee, AL 36083

**Wedowee**  
Randolph County Courthouse, Room 1  
10 Broad Street East  
PO Box 876  
Wedowee, AL 36278

**Moulton**  
14365 Court Street  
Moulton, AL 35650

**Opelika**  
Lee County Justice Center, Suite 119  
2311 Gateway Drive  
Opelika, AL 36801

**Pell City**  
1815 Cogswell Avenue, Suite 136  
Pell City, AL 35125

**Prattville**  
Pratt Plaza Mall, Suite 15  
740 E. Main Street  
PO Box 680008 (Zip Code 36068)  
Prattville, AL 36067

**Scottsboro**  
Jackson County Courthouse, Room 46  
102 East Laurel Street  
Scottsboro, AL 35768

**Sylacauga**  
400 N. Norton Avenue, Room 211  
Sylacauga, AL 35150

**Troy**  
199 Scouting Circle  
Troy, AL 36081

**Tuscumbia**  
Colbert County Courthouse Annex  
116 West 5th Street  
Tuscumbia, AL 35674

**Vernon**  
330 1st Street NE  
PO Box 952  
Vernon, AL 35592

**Wetumpka**  
Elmore County Judicial Complex, Room 173  
8935 US Highway 231  
Wetumpka, AL 36092

## Facilities

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Birmingham Day Reporting Center  
2020 12th Avenue North  
Birmingham, AL 35234

Huntsville Day Reporting Center  
2801 Westcorp Boulevard  
Huntsville, AL 35805

Mobile Day Reporting Center  
3410 Demetropolis Road  
Mobile, AL 36693

Montgomery Day Reporting Center  
231 Clayton Street  
Montgomery, AL 36104

LIFE Tech Transition Center  
2115 Bashi Road  
Thomasville, AL 36784

## Probation and Parole Officer of the Year

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Officer Jeremy Williams began his career in law enforcement in June 2004 as a police officer at Tuscumbia Police Department. He was promoted to an investigator in 2007 and to sergeant in 2009. He began working with the Alabama Board of Pardons and Paroles in April 2011. He was initially assigned to the Double Springs office and transferred to the Florence office in March of 2015. Jeremy received his Bachelor of Arts Degree in Criminal Justice from the University of North Alabama in 2005.

Officer Williams transferred to the Florence office amid a severe staffing shortage. He has selflessly taken on numerous extra duties and a complex caseload. He worked non-stop until a former officer's caseload was brought up-to-date. His work has been outstanding and his attention to detail is excellent. He goes above and beyond what is asked of him with no complaints or hesitation. Officer Williams is also an ALERRT and Run, Hide, Fight instructor.

On May 25, 2017, Officer Williams was conducting home visits when he drove upon on a wreck involving three small children. When he saw the wreck, he stopped and stayed with the children until their grandfather arrived to take care of them. He then spoke with the driver of the vehicle (which was the father of the three children) and determined that he had been drinking. Officer Williams immediately started asking the driver questions about the wreck to assist local law enforcement with their investigation. While waiting on responding officers to arrive, Officer Williams managed to gather the driver's personal information and blocked the roadway to prevent another accident from occurring.

Officer Williams went out of his way to make sure three innocent children were safely removed from a frightening situation and placed them with their grandfather. He also made sure they did not see their father get handcuffed and placed in a patrol car to be transported to jail.

Officer Williams currently resides in Sheffield with his wife, Jessica. They have a four-year-old daughter named Julianna. In his spare time, Jeremy enjoys spending time with his family.



## Support Staff Employee of the Year

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Ms. Glory Cook began her career with the Board of Pardons and Paroles in March of 2016. She previously worked for the Alabama Department of Public Health for twenty-two years. During that time, she processed vital records and worked in the clinic interviewing clients and processing their paper work.

Upon Ms. Cook's employment with the Anniston office, the office had been without an Administrative Support Assistant for four months. Ms. Cook stepped in after very little training and direction and quickly learned the job. She created a system to monitor the status of all probation investigation assignments requested by the courts and Board. She ensures parole plans are logged and properly routed. She is quick to learn, recognizes needs that require attention, has the professional drive to accomplish tasks with minimal supervision, and takes initiative to curtail potential problems before they occur.

A few months after Ms. Cook was hired, a second ASA was hired for Anniston. Ms. Cook has done an exceptional job training and supervising the new ASA.

When you walk in the Anniston office you can count on a greeting from Ms. Cook. She has a very good rapport with people from all walks of life and communicates in a positive manner no matter what the situation. She reasons with people

who come into the office with problems and assists those who are upset without the situation becoming volatile.

Ms. Cook also has a very good rapport with the judges and their staff, the District Attorney's office, various law enforcement agencies, and the public. Offenders' family members, attorneys, judges, and Central office staff have expressed how professional and helpful she is. Two judges have personally visited the probation office so to meet her in person. One judge, from time to time, comes to the probation office just to tell Ms. Cook hello and let her know he appreciates her help when he or his staff need anything. Glory's dedication and drive are what cause her to stand out as an exceptional employee.

Glory is a member of Bethel Missionary Church where she is active in the choir, is a Sunday School teacher, and assists with secretarial duties. She has one daughter, Lasundra Mallard, who works for the Alabama Department of Human Resources.