

# **STATE OF ALABAMA**

## **BOARD OF PARDONS AND PAROLES**

### **FY 2018 ANNUAL REPORT**



**CHAIRMAN OF THE BOARD  
ASSOCIATE BOARD MEMBER  
ASSOCIATE BOARD MEMBER  
EXECUTIVE DIRECTOR**

**LYN HEAD  
CLIFF WALKER  
DWAYNE SPURLOCK  
EDDIE COOK, JR.**

**PHYSICAL ADDRESS**

**CRIMINAL JUSTICE CENTER, BUILDING D  
301 SOUTH RIPLEY STREET  
MONTGOMERY, AL 36130-2405**

**MAILING ADDRESS**

**ALABAMA BOARD OF PARDONS AND PAROLES  
P.O. BOX 302405  
MONTGOMERY, AL 36130-2405**

**PHONE: (334) 242-8700**

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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 FELONY CONVICTIONS.**



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# Message from the Executive Director

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LYN HEAD  
Chairman of the Board

CLIFF WALKER  
Associate Member

TERRY G. DAVIS  
Associate Member

STATE OF ALABAMA  
BOARD OF PARDONS AND PAROLES  
Justice Center  
301 South Ripley, Building D  
P. O. Box 302405  
Montgomery, Alabama 36130-2405  
(334) 242-8700 FAX: (334)  
[www.pardons.state.al.us](http://www.pardons.state.al.us)



EDDIE COOK, JR.  
Executive Director

DARRELL MORGAN  
Senior Assistant Executive Director

SARAH STILL  
Assistant Executive Director

CHRISTOPHER NORMAN  
Assistant Executive Director

After one year of being at the helm of the agency, I am extremely encouraged about the progress we have made. The professional, hardworking and dedicated employees in the agency have made and embraced many changes that will enable us to be better stewards to this state. For that, I am not only encouraged but humbled and grateful.

Just like past years, FY2018 had its share of internal and external challenges. Those challenges did not stop us from focusing on our mission and doing the job we are required to do. At any given time in the United States, there are over 5 million individuals on parole, probation, or some kind of supervision. In FY2018, we supervised 69,000 adult offenders. While all of these did not successfully complete their supervision term, thousands of them did, thereby saving the state valuable resources. Parole and Probation community supervision must be supported by all state stakeholders.

The Board is still working towards implementing and maintaining the requirements set forth in Act #2015-185 (Prison Reform). Hiring officers to reduce the officer offender ration and educating the local stakeholders of the Board's role in this act is still a work in progress. We have made further advancements in our Day Reporting centers (DRC) for our offenders. These centers provide specialized and hands on treatment of offenders. One center has been added Huntsville and one is soon to open in Tuscaloosa. Not only has the Board continued its quest for treatment programs and risk assessment tools for offenders, the Executive leaders, Directors and Managers are attending mandatory leadership training.

In FY2019, we know there is still much work to be done and public safety must be our number one priority. We are committed to working with the Governor as she leads this state, the law enforcement community, the Department of Corrections, the Legislature, the victims and victim groups and all other stakeholders. Together, we can keep Alabama a safe and gr

A handwritten signature in blue ink, reading "Eddie Cook, Jr.".

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



## State of the Agency

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### Meeting Statewide Community Supervision Needs

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The Alabama Board of Pardons and Paroles currently operates:

- 63 probation and parole field offices
- 1 central office in Montgomery
- 1 residential transition center in Thomasville
- 4 Day Reporting Centers in Birmingham, Huntsville, Mobile, and Montgomery
- 3 Day Reporting Center “Lites” in Fort Payne, Opelika, and Bay Minette

Over the course of FY 2018, the agency supervised 55,332 probationers, 12,971 parolees, 490 offenders serving both probation and parole, and 507 mandatory release offenders (altogether over 69,000 adult offenders). On any given day during FY 2018, the agency averaged supervising 52,786 total offenders—41,912 probationers, 10,157 parolees, 393 offenders under supervision for both probation and parole and 324 mandatory release supervision offenders.

It is worth noting that the agency has supervised 2,633 more offenders in FY 2018 than in FY 2017.

**Probation and Parole Officers:** The Alabama Board of Pardons and Paroles currently employs 295 probation and parole officers assigned to the Field Services Division and the Special Populations Division. Probation and parole officers work in a dual capacity, providing services for the parole board and the court system. The probation and parole officers’ duties are to ensure that the offenders are being supervised according to policy and to impose sanctions in response to violations. Probation and parole officers wear many hats when supervising offenders, but their main objective is to promote the safety and welfare of society.

The total caseload number supervised by Probation and Parole Officers consists of all offenders that are currently under the jurisdiction of the Board. This includes offenders on both probation and parole that are actively being supervised, as well as those offenders that may be in an inactive status due to being classified as administratively inactive, delinquent wanted, delinquent jailed, having detainers, and those serving the incarceration portion of their split sentences. The total caseload numbers do not include out-of-state offenders that are being supervised in other states, although these individuals are under our jurisdiction and are included in our overall supervision totals.

The number of officers who carry a caseload varies from month to month. This fluctuation is due to new officers being hired, officers separating from the Agency or officers being placed on extended leave -- including absences due to medical issues, military duty, or assignment to the United States Marshal’s Task Force. At the end of FY 2018, there were 34 officers who were not carrying a caseload, 20 of which were new hires waiting to attend a police academy.

The Alabama Field Services caseload to officer ratio is 198:1, which exceeds the recommended national caseload standards of 75:1. That statistic was derived from a total supervised population at the end of FY 2018 of approximately 49,116 and 248 officers with a caseload in field service offices. Other states that

are similar to Alabama in handling a combined probation and parole caseload have much lower caseload numbers, some of which limit caseload ratios to 60:1 or 65:1. These states also set limits on specialized caseloads, such as a 30:1 ratio for high risk offenders and a 20:1 ratio for sex offenders. The Alabama Special Populations caseload to officer ratio is 78:1. Because of the intensive nature of the Special Populations supervision, these caseloads are kept lower than traditional supervision in the field offices. That statistic was derived from a total supervised population at the end of FY 2018 of approximately 1,008 and 13 officers with caseloads in four Day Reporting Centers and the Life Tech residential facility.

In addition to the above measure of supervised caseloads, Pardons and Paroles also tracks the average caseload for active offenders. These offenders are defined as active, annual reporters under special supervision. These offenders report to their supervising officers and are required to pay supervision fees.

The role of a Probation and Parole officer is not limited to the supervision of offenders. They are also tasked with completing numerous types of investigations that include: pre-sentence, pre-probation, preliminary, youthful offender, legal facts, post sentence, personal histories, parole plans and record checks. During the FY 2018, probation and parole officers completed 38,736 investigations and 16,211 ORAS assessments. The Board has adopted the Ohio Risk Assessment System (ORAS), a nationally validated tool, for the agency to use in assessing risk of re-offense and identifying needs.

### Supervising Officer Statistics

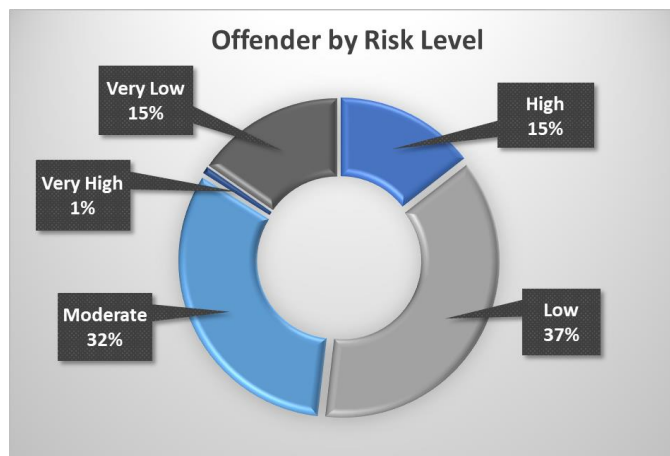
	Investigations Completed	Drug Screens Conducted	ORAS Assessments
Screenings and Investigations	48,189	32,968	16,211

**Probation and Parole Specialists:** The Board established the classification of Probation and Parole Specialist in 2015. The Board currently employs thirty-eight Probation and Parole Specialists. The position requires a bachelor's degree from an accredited four-year college. The Specialist is trained side-by-side with the Probation and Parole Officer Trainees in all aspects of their job. The Specialist position holds many of the same responsibilities as a Probation and Parole Officer, except for the supervision of offenders; the Specialists currently complete investigations and risk assessments, facilitate treatment groups and complete other tasks assigned to them. During FY 2018 the Pardons and Paroles Specialists completed an average of 30 investigations per month per Specialist.

**Probation and Parole Officer Trainee:** In FY 2018, the Board established the position of Probation and Parole Officer Trainee. This is the entry-level position into the Probation and Parole Officer promotional classification series administered by the State of Alabama Personnel Department. The position requires a bachelor's degree from an accredited four-year college or university. Officer Trainees hired into this classification train side-by-side with Probation and Parole Officers and Senior Officers to become Probation and Parole Officers. Prior to becoming permanent full-time Probation and Parole Officers with a caseload, all Probation and Parole Officer Trainees (that are not already sworn law enforcement officers in the State of Alabama when they are hired) must graduate from the Academy. Upon graduation, they can complete the process of becoming sworn law enforcement officers and becoming fully certified by the Alabama Peace Officers Standards and Training Commission (APOSTC).

**Risk and Needs Assessments:** Alabama continues to use the Ohio Risk Assessment System (ORAS) assessment tool to provide valuable information to assist the Board in determining which offenders to

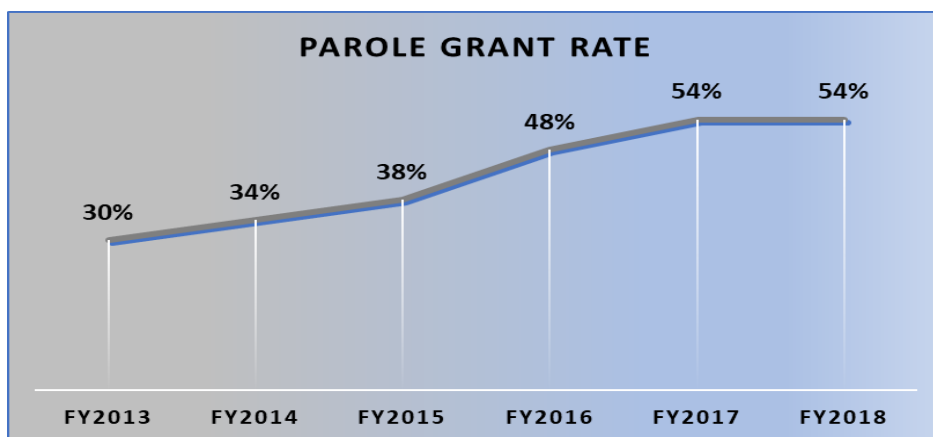
release, which programs an offender may need, and the level of supervision to supervise an offender upon release.



**Felony Voter Disqualification Act:** In 2017, the Legislature enacted Alabama Act No. 2017-378, codified at Alabama Code § 17-3-30.1. The statute sets forth a list of felonies involving moral turpitude which disqualify a person from exercising his or her right to vote. ABPP has participated, by invitation, in educational presentations in Birmingham, Huntsville, and Mobile, in an effort to educate the public about this law.

**Victim Notification System:** ABPP currently serves on the multi-member Victim Notification Task Force. This task force consists of stakeholders who are working with a vendor to create an automated victim notification system that would allow victims to create and manage personalized accounts. This would facilitate notification for upcoming Board hearings. This system will also provide other services to victims and interested parties.

**Board Operations:** The agency is currently collecting data so that Phase II Parole Guidelines can be developed to comply with Justice Reinvestment Reforms. In FY 2018, the Board assessed 6,996 parole candidates, of which 3,732 were granted parole. This resulted in an overall grant rate of 54%. The chart shows the percentage of paroles granted from FY 2013 to present.





### Parole Hearings with Action

	Considered	Denied	Granted	Grant Rate
Paroles	6,996	3,264	3,732	54%

### Pardon Hearings with Action

The Board heard 1,038 pardon hearings in FY 2018. The Board granted pardons to 830 applicants, for an overall grant rate in FY 2018 of 80%.

	Considered	Denied	Granted	Grant Rate
Pardons	1,038	208	830	80%

### Voter Rights Applications and Issuances

In FY 2018 the Board processed 1,611 voting rights applications which resulted in the issuance of 349 Certificates of Restoration of Voter Registration Rights, for an overall issuance rate of 22%.

	Voter's Rights Applications Processed	Voter's Rights Restored	Percentage of Voter's Rights Application Approved
	1,611	349	22%

**Mandatory Release:** Alabama Act No. 2015-185 created a new category of supervised offenders, to be supervised by Pardons and Paroles, referred to as “mandatory releases.” These individuals would have ended their sentence with no supervision under the previous system, but are now released by the ADOC to be supervised by Pardons and Paroles for a mandatory period of time. During FY 2018, the agency supervised 507 mandatory release offenders.

**Training:** The Board's Training Unit is tasked with organizing all training provided by the Board. They often develop curriculum and conduct individual or group training sessions. The unit currently has three trainers strategically located to serve the northern, central, and southern regions of our state with minimal disruption to the day to day operations of the field offices.

The Training Unit provides new employees with training in the ORAS assessment tool, Case Planning, Motivational Interviewing, and Core Correctional Practices. The Board also recognizes the increasing need for Officers to receive vital training on issues of safety to enhance their ability to protect themselves and the public from any potential threats. The Board adopted the Strategic Self Defense & Gun Fighting Tactics (SSGT) Vanguard, as the agency's defensive tactics program. The Training Unit began the process of training the agency's Law



Enforcement Officers in SSGT during FY 2018 and will continue to conduct additional trainings throughout FY 2019 until all sworn officers have been trained.

The Training Unit organized training on the Board's recently-adopted Records Disposition Authority (RDA), through the Alabama Department of Archives and History. The training was given to the Agency's Division Directors and District Managers, who were then responsible for disseminating the information to the employees in their chain of command. After the training, agency employees were made aware of the proper timelines for disposing of agency records.



Beginning in June 2018, the Training Unit organized the training of all Agency staff in the use of the newly-developed Offender Automated Supervision Investigation System (OASIS). OASIS is the agency's new offender management system, which was launched October 1, 2018. In advance of the launch, the agency's Training Unit developed a training curriculum, conducted train the trainer sessions with select staff, and conducted training for the remaining agency staff. This training was critical to the success of the implementation of this new system.

#### Training Hours Conducted

	Case Planning	Core Correctional Practices	Behavioral Health	Effective Communication	Law Enforcement
Number of Classes	1	2	3	4	116
Number of Hours	81	310.5	94.5	112	5,566

**Alabama Interstate Compact:** The Interstate Compact Unit, a division of ABPP, guides the transfer of offenders in a manner that promotes effective supervision that is consistent with public safety, victim's rights, and ensures offender accountability.

Its operational concerns are the supervision and regulation of interstate movement of offenders among the compact states. The compacting states are governed by the Interstate Commission for Adult Offender Supervision (ICAOS).

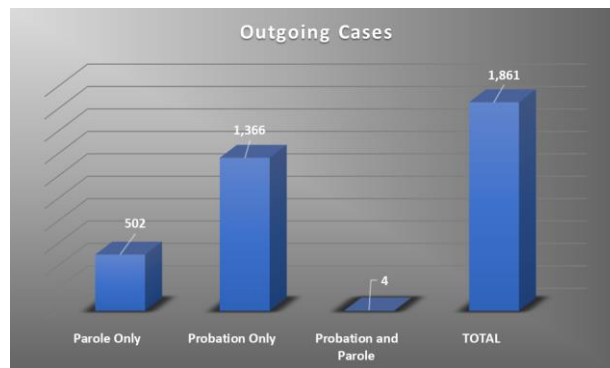
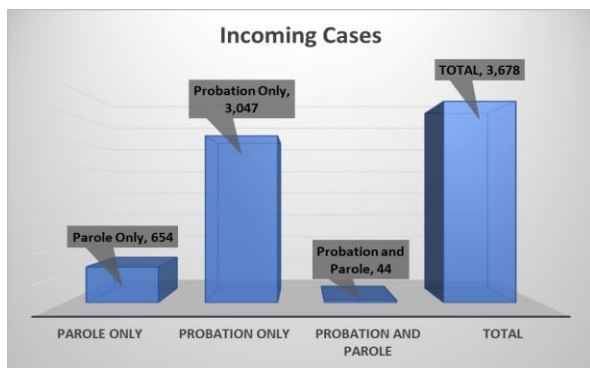
The Interstate Commission is a joint agency of the compacting states. Membership consists of the Commissioners and Chair of the State Council for Interstate Adult Supervision as voting members. In Alabama, a Division Director or higher rank with 10 years of service shall serve as the Compact Administrator. Non-voting members include members of interested organizations such as governors, state chief justices, attorney generals, and crime victims. Each compacting state is entitled to one vote, and a majority of compacting states present constitute quorum. Meetings are held yearly at a minimum, and upon the request of twenty-seven or more compacting states. The Interstate Commission established an executive committee which includes commission officers, members, and others as determined by its bylaws. The executive committee oversees day to day activities administered by its Executive Director.

In Alabama, the State Council is composed of nine members as follows: three members appointed by the Governor representing the executive branch, crime victim's organization, and one at large; one judge

appointed by the Chief Justice of the Supreme Court; one member appointed by the Attorney General; one member appointed by the Lieutenant Governor; one member appointed by the Speaker of the House of Representatives; and one member appointed by the Commissioner of the Department of Corrections. The ninth member is the Interstate Compact Commissioner/Administrator. The State Council Members serve a term of four years and meet at least twice a year.

The duties of the Interstate Commission, and goals of ABPP's Compact Unit, include overseeing, supervising, tracking, coordinating, rehabilitating, and enforcing compliance of interstate movement of offenders subject to the terms of this Compact. The latest developments in ICAOS is to enhance community safety by holding interstate probationers and parolees accountable for their behavior. ICAOS also aims to recognize and implement the single standard of supervision, to promote the use of incentives and graduated sanctions in all states consistent with the principles of evidence-based-practice and documentation of supervision practices. The Commission also establishes uniform procedures to manage the movement between states and ensure an opportunity for input and timely notice to victims and to jurisdictions where defined offenders are authorized to travel or to relocate across state lines. In 2008, the Commission established a uniform data collection system for access to information on active cases by authorized criminal justice officials. The web-based system, known as Interstate Compact Offender Tracking System (ICOTS), facilitates the transfer of supervision for probationers and parolees from one state to another. Each year, the fifty states and three territories that comprise the ICAOS use ICOTS for notifications of departures, arrivals, progress, violations, and case closures. ICOTS also serves as a conduit for miscellaneous communication exchanges and helps to promote effective supervision strategies for offenders under supervision in another state. Each state is responsible for implementing and administering ICOTS in their jurisdiction. Although a few states limit access of ICOTS to the compact office staff, most states give probation/parole officers and institution staff the permissions necessary to process transfer requests and manage offender data. In addition to serving as the main communication tool for processing compact transfer requests, ICOTS also serves as a clearinghouse for compact offender information. The implementation of ICOTS promotes public safety by providing an electronic method for processing transfer requests and tracking of compact offenders.

### Alabama Incoming and Outgoing Cases for Offenders on Compact Supervision



**Justice Reinvestment:** Implementation of the "Justice Reinvestment Act" (Alabama Act No. 2015-185) continues to be a priority for the Alabama Board of Pardons and Paroles. The Act's reforms target Alabama's "prison overcrowding crisis" with policies intended to reduce recidivism rates and increase public safety by focusing on Alabama's Community supervision practices. The Board is maintaining its focus on the seven evidence-based reforms: offender risk and need assessments, work-force training and

development, parole guidelines, supervision response matrix, programming and treatment, as well as early discharge and mandatory release.

**Quality Assurance and Programmatic Analysis:** The Data Unit was created in February of 2016, in conjunction with other Justice Reinvestment initiatives. This unit is tasked with tracking and analyzing agency data to provide statistics for internal and external reporting, including developing:

- Internal monthly statistical reports: a comprehensive field staffing report that calculates caseload averages and the impacts of new hires and officers on extended leave;
- a Metric report that tracks end-of-month counts of probations, parolees, and mandatory releases, as well as new placements and terminations to include successful discharges and revocations;
- District Data Audits that consist of comprehensive statistical audits that include supervision fee collection, investigatory work, arrests, drug testing, out of state offender workload, offender required contacts and caseloads by risk-level. LIFE Tech- analysis of the recidivism rate for our residential treatment facility. All offenders that complete LIFE Tech are tracked for a three-year period.
- ACES- analysis is done quarterly and reported to the Bureau of Justice Assistance.
- Day Reporting Center-summary reports are produced monthly to assist division with management of programming.
- Reports to assist with the management of cognitive behavioral therapy programming.
- Analysis of Board operations data to include collection of data on inmates that are eligible for parole, Board decisional outcomes and parole outcomes.

Various other projects and statistical requests are presented to the Unit throughout the year. The reports assist in predicting and better understanding trends in parole outcomes.

## Supervision Analysis

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The Board engages in analysis of offender supervision by auditing officers' performance of their duties on a semi-annual basis. Included in this audit process is a review of the management of officer's caseload. There are several measures of proper caseload management such as a review of their active and inactive caseloads, completion of required contacts with each offender, completion of the initial or updated ORAS, proper documentation within the Offender Case Management System, and a physical file review of a random selection of 10% of the active caseload.

In addition to the officer audits, the Board also measures supervision by analyzing the use of supervision tools, such as the "supervision response Matrix," "dips" and "dunks," as well as trends in parole outcomes.

**Supervision Response Matrix:** As part of the Justice Reinvestment Initiative in Alabama, the Board implemented 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 are used for the different programs offered by the Agency. Officers and their supervisors can assess the use of this tool and measure how often the officer's responses to an offender's behavior are in compliance with the Matrix recommendations.

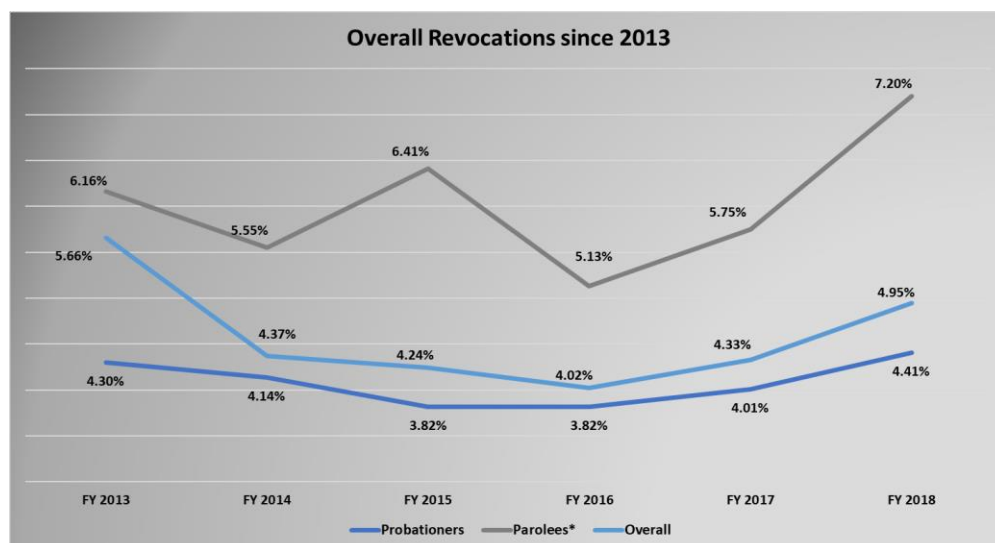
Officers are provided with a wide range of responses that include both sanctions and rewards. Sanctions vary in severity from a simple verbal warning to a recommendation for full revocation. Officers are also encouraged to incentive good behavior with rewards. These rewards include verbal praise, certificate, removal of sanctions or restrictions, early discharge of supervision, and travel passes.

**"Dips" and "Dunks":** Sanctions can include "Dips" or "Dunks," which are short jail stays for lower-level technical violations of probation/parole. These consequences provide accountability while incentivizing future compliance with parole requirements. The 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 2018 Dips and Dunks

	Ordered by the Parole Board	Ordered by the Court	Ordered by Probation Officers
Dips			856
Dunks	1142	1846	

In FY 2018, 12,042 parolees, 52,893 probationers, and 452 offenders serving both probation and parole were supervised by Pardons and Paroles without being revoked.



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

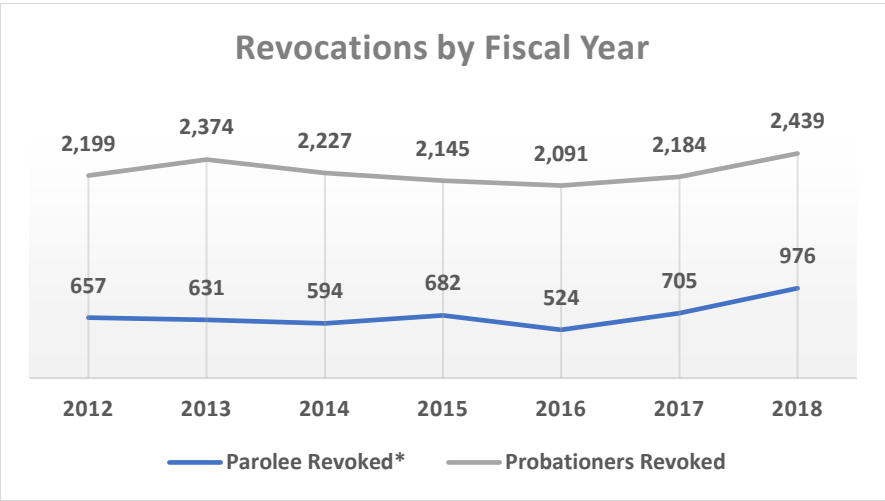
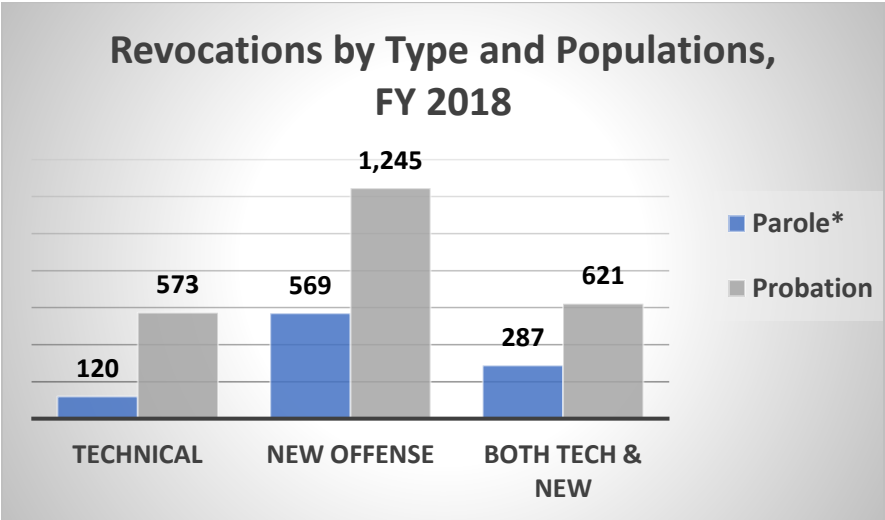
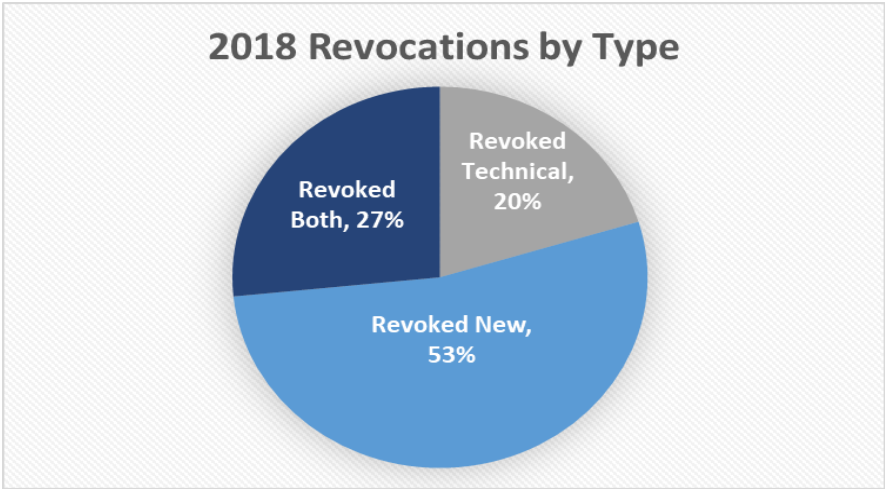
Of the 55,332 probationers under supervision with Pardons and Paroles during FY 2018, only 1.04% (573) were revoked for technical violations and 1.12% (612) were revoked for a combination of technical violations/new offenses. Probationers revoked for new offenses (1,245) represent 2.25% of those supervised.

Of the 13,887 parolees\* under supervision with Pardons and Paroles during FY 2018, only .86% were revoked for technical violations (120). A combination of technical violations and new offenses resulted in revocation for 287 parolees\* (2.07%) and 569 parolees (4.10%) were revoked for new offenses. (\*Parolees statistics include Parolees, offenders serving under both probation and parole and Mandatory Supervision offenders)

#### Revocation Action by Population

	Supervised	Revoked Technical	Revoked New Offense	Revoked Both New and Technical
Parolees	12,971	115	540	274
Probationers	55,332	573	1,245	621
Both*	490	3	24	11
Mandatory Release	507	2	5	2

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



\*Total includes parolees as well as those serving both probation and parole and mandatory release supervision offender.



# Recidivism Reduction Programs

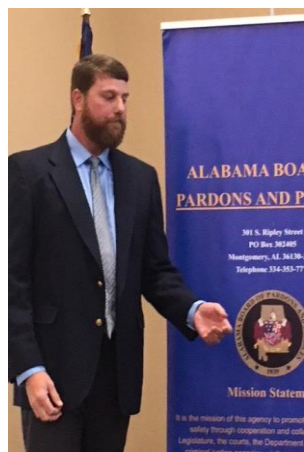
**Day Reporting Centers (DRCs):** The non-residential, three-phase DRC program offers medium- to high-risk probationers and parolees in the Jefferson, Montgomery, Madison, and Mobile County areas access to services, including targeted drug treatment, substance abuse intervention and rehabilitation, cognitive 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. During FY 2018, ABPP began the process to establish a new DRC in Tuscaloosa with an anticipated opening in March 2019.

## Day Reporting Center Focus

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

The DRC model promotes a holistic approach to reducing crime through focusing efforts on prevention, enforcement, and reentry.

During FY 2018 a Memorandum of Understanding (MOU) was established between ABPP and A Cut Above the Rest Program. This agreement provides for job-readiness training in construction. Also, a treatment contract was executed with AltaPointe Health to provide intensive outpatient drug treatment, outpatient drug treatment, counseling, mental health assistance, and reentry services to participants.



In FY 2018, commencement ceremonies were held at three Day Reporting Centers. A total of seventy-four participants graduated from the programs. Participants were given an opportunity to share their DRC experiences with Board members, executive staff, and others attending the graduations. These were emotional testimonies to the difference this program makes in the lives of our offenders. Please see pictured Mobile DRC Administrator Leslie C Cooper at the Mobile DRC Commencement ceremony held on October 18, 2018.

All DRC clients are monitored for three years after graduation in areas such as stable housing, employment, and commission of new offenses to gauge the success of these programs.

## DRC Statistics

	Participants Served	% Receiving Cognitive Behavioral Therapy
Birmingham DRC	366	98%
Mobile DRC	377	93%
Montgomery DRC	127	92%
Huntsville DRC	134	76%

**Day Reporting Center Lites (DRC Lites):** The Day Reporting Center Lite is a smaller version of the Day Reporting Center program and operate out of existing field offices rather than a stand-alone facility. DRC



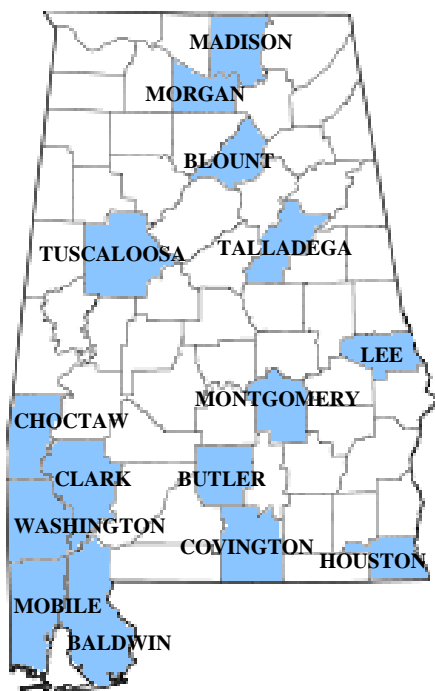
Lites are tailored for participants in need of a higher-level supervision and structure. DRC Lites serve both probationers and parolees and specialize in the rehabilitation of those who have violated supervision. The program addresses issues such as employment, education, mental health, life skills, substance abuse, and improved thinking.

DRC Lite Program goals are:

- To reduce recidivism through improved thinking processes
- To reduce jail/prison overcrowding with alternative sentencing to revocations
- To improve public safety in the community by guiding individuals to become productive citizens.
- To provide a low cost and successful program to probationers and parolees with a demonstrated desire to change their criminal behavior and/or address drug addiction issues.

The DRC Lites are located within the Bay Minette, Fort Payne, and Opelika field offices. Due to the success of the program, DRC Lites in the Guntersville, Columbiana, Gadsden, and Dothan will be established in FY 2019.

DRC Lite staff include a social worker and a probation and parole officer. ABPP partners with community colleges to assist with the rehabilitation and training of participants. A DRC Lite committee has been established to discuss and implement policies and procedures that would be beneficial to the DRC Lite Program. The Bay Minette Field Office held the first DRC Lite graduation with four graduates on October 18<sup>th</sup>, 2018.



**Alabama Certain Enforcement Supervision (ACES):** ACES is ordered by the probationary judge. Participants are closely monitored and assigned a color code, which generally requires them to drug test 3-5 times per month with no additional cost. The participant calls a toll-free number each day for their color and is to report in for a drug screen. Contested drug tests are sent to a laboratory for confirmation. Offenders are required to maintain employment, pay supervision fees, and pay court-ordered monies.

There is a separate Behavioral Matrix for ACES sanctions that includes violations for missing drug screens, altering or refusing drug screens, and not attending treatment as ordered.

A Behavioral Matrix is a graduated response instrument that provides officers with a range of options to be selected and applied to address the specific parole violation. The Behavioral Matrix also provides the officers the flexibility to respond to an offender's underlying needs and life circumstances. 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 may request early termination based on the offender's eligibility and success in the ACES Program.

ACES is not voluntary for probationers, and potential probationers are not offered legal incentives to participate. Probationers are notified in advance of their ACES probation terms as well as the consequences for violating the terms of their probation.

**4,095 Random Drug Tests  
Administered during FY 2018, of  
which 89% were Negative**

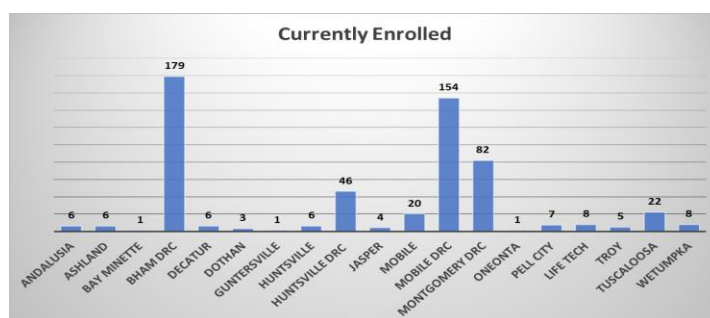
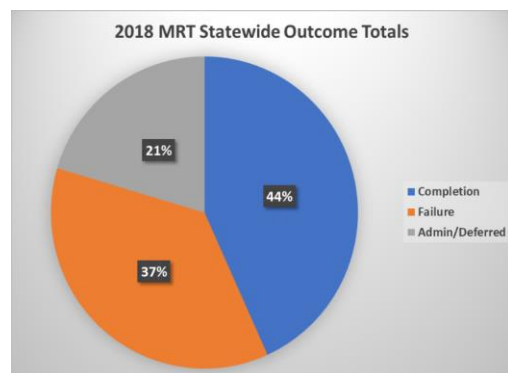
During FY 2018, there were 200 offenders being supervised under the ACES program. Participants are arrested as soon as a probation violation is detected, and the Judge imposes a sanction based on the matrix. Programs like ACES, have led to lower recidivism rates around the country.

**Moral Reconation Therapy (MRT):** MRT 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 2018, the agency treated 1,055 offenders in MRT classes, located in 17 offices throughout Alabama. At this time, the agency is showing a 44% successful completion rate, however, 565 offenders are still currently enrolled in classes and the agency is working actively to increase the completion rate. The agency has twenty employees scheduled to be trained as MRT facilitators in October 2018, to increase the agency's MRT footprint across the state.



**Cognitive-Behavioral Interventions for Substance Abuse (CBI-SA):** The CBI-SA curriculum is designed for individuals that are moderate- to high- need in substance abuse treatment 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.

Two ABPP employees attended the University of Cincinnati's Cognitive Based Interventions for Substance Abuse (CBI-SA) train-the-trainer program. These two employees have since certified fifteen employees as CBI-SA facilitators. ABPP now has a total of 36 CBI-SA facilitators. The CBI-SA program is used as the substance abuse component for DRC Lites. CBI-SA is also offered as a cognitive based substance abuse program in several field offices throughout the state.

**LIFE Tech Thomasville:** LIFE Tech Transition Center remains the Agency's foremost intensive re-entry and rehabilitation program for male offenders. Since 2006, 6,294 offenders have received access to positive life-changing opportunities in areas such as life skills, substance abuse treatment, education, occupational assessment, and training delivered in a residential campus environment.



The program prides itself in being a model for offender rehabilitation in the state. The recidivism rate for graduates, over the past three

years, is 13.02%, making the center one of the state's most successful programs with the goal of reducing the number of prior offenders returning to prison.

#### 2018 LIFE Tech Recidivism Rate

Recidivist 13.02



Of the 945 program completers currently being tracked, 74% are employed or receiving Supplemental Security Income (SSI).

**Coastal Community College's L.I.F.E. Institute:** The adult education program required of LIFE Tech participants is conducted through a partnership with Coastal Alabama Community College. This initiative gives parolees and probationers without a high school diploma an opportunity to improve opportunities by earning their General Education Development diploma (GED). Twenty-two residents earned their GED while at LIFE Tech during FY 2018.

The Institute additionally provides vocational training to its residents. While enrolled in the education component, residents receive training in trades such as welding, horticulture, small engine repair, masonry, carpentry, painting and drywall, fork lift operation, and electrical. The program also provides training in the soft skills needed to obtain and maintain employment.

The LIFE Tech residents pictured are receiving valuable instruction in welding, carpentry, and small engine repair. Trades such as these provide residents with practical job skills that enable them to have employment opportunities upon release.



The facility is currently undergoing a remodel of two resident dorms and the treatment administration building. Upgrades are also occurring in the safety/security section of the facility that include fiber connectivity of almost all buildings on site and a new camera system for the dorms and administration buildings. Fire safety systems are being upgraded in all dorms.



**Statewide Reentry Efforts:** The Board and its employees recognize their responsibilities to promote public safety and to provide the best possible opportunities for its parolee and probationer population to become successful. To increase the agency's ability in both areas, agency's employees join in collaborative efforts with other stakeholders across the state to help meet these goals.

During FY 2018, staff assigned to the Birmingham Field Office partnered with local officials and Federal and local law enforcement agencies, to combat gun violence, improve re-entry and provide services to those in need. Employees have been appointed to serve on various committees and attended numerous meeting and events to build a solid working relationship with these stakeholders.

Below are some of the programs the Birmingham Probation Office has been a part of from October 1, 2017 through September 30, 2018:

- The Shooter Review—at least two Probation/Parole Officers attend a “Shooter Review” every Thursday. The “Shooter Review” meeting, by the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF). ATF and the Birmingham Police Department seek to share information about gun crimes and possible suspects. Each week a meeting is held to discuss the prior week's gun related cases.
- Project Safe Neighborhood (PSN)—Employees participate in PSN meetings, which are organized by the Northern District U.S. Attorney's Office (USAO) and the Birmingham Police Department, to minimize gun violence in specific high-crime neighborhoods. ABPP tracks violent offenders in certain zip codes for new charges, conduct custom notifications on offenders recently released from prison, and visit violent neighborhoods with the Birmingham Police Department to speak with the community and build trusting relationships. As part of the PSN initiative, ABPP staff and the Northern District USAO held “call-ins” which focused on violent offenders with previous gun crimes. The purpose of the call-in was to address violent offenders who were recently released from prison. During the call-in, the offenders were made aware of and provided material for numerous community resources and employment possibilities. They also received information on state gun laws and federal gun laws. The goal of this effort is to educate the offenders on assistance with re-entry and communicate that Birmingham will not tolerate continued violence from them. Representatives from various law enforcement entities and re-entry groups were in attendance.
- National Public Safety Partnership (PSP)—ABPP staff participated in this program, which was also initiated by the Northern District USAO, to work with all levels of law enforcement to combat violent crime. PSP is a program that offers consultation, coordinated training, and technical support on a broad scale. Over the past year, Agency staff participated in bi-weekly calls with PSP to discuss on-going issues, upcoming training, and any updates from officials. Agency staff met with the Strategic Sight Liaisons and various other Federal representatives to discuss ways in which the agencies can improve and work together.
- In 2018, Committees were formed by the Northern District USAO to continue the collaboration and focus on combating violent crime:
  - Birmingham Public Safety Task Force-Primarily made up of dignitaries from various Federal, State and local agencies. Quarterly meetings, attended by APBB staff, were held at the USAO.
  - Birmingham Safe Neighborhood Task Force-Primarily made up of service providers throughout the Birmingham area from Federal, State, and local levels. Quarterly meetings, attended by ABPP staff, were held at the USAO.

In Tuscaloosa, the Board partners with 5 Horizons (formally known as West Alabama AIDS Outreach) and the Health Department. This team conducts HEP C and HIV testing for our offenders. The agency

continues effort to foster rehabilitation and successful reentry with its Law Clinic in the Tuscaloosa Office. This clinic is a collaboration with the Northern District U. S. Attorney's Office and the University of Alabama Law School. This effort launched in 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.

In Montgomery County, the Board's partnership with AID to Inmate Mothers is a longtime collaboration with the Montgomery Field Office. They teach financial responsibility, have a "pack a purse" program, and conduct a family outreach. They assist many parolees with transportation to report and maintain relationships with the officers and front desk staff.

The Board also participates on the Veteran Affairs Taskforce. The mission and/or goals of this task force is to develop and implement a process to identify Veterans at the intake process and determine what services are needed, and what services are available to incarcerated Veterans.

In an effort to enhance interagency collaboration, the Board employs four officers that serve in a full-time capacity to the U.S. Marshal's Gulf Coast Regional Fugitive Task Force. The primary mission of the task force is to investigate and arrest, as part of joint law enforcement operations, persons who have active state and federal warrants for their arrest. The intent of the joint effort is to investigate and apprehend local, state and federal fugitives, thereby improving public safety and reducing violent crime.

The Board employs two full-time employees that are assigned to the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) Task Force. They assist ATF in investigations federal, state and local laws.

## Information Technology

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In FY 2018, the Information Technology (IT) Division continued its design of a new offender management system to replace the agency's legacy system. This project, named Offender Automated Supervision Investigation System (OASIS) replaces ABPP's existing, main-frame case management system which houses basic data for offenders on supervising officers' caseloads. 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.

OASIS is being implemented in phases. Once fully implemented, it will save valuable officer time, allow for capabilities to track the success of implemented policies and practices more effectively, consolidate existing databases and records to provide a fully automated system and replace some manual paper processes. The project will upgrade and standardize adult and parole data and population management practices to further enhance the support to staff, offender, and public safety.

Until the new system is fully implemented, the agency will continue tracking prison reform and other important data as originally done.

Phase One of OASIS was implemented October 1, 2018. Once implemented, ABPP began reviewing the implementation and entered a validation period before deploying Phases Two and Three.

Phase One includes: (1) Offender information, demographics, personal and social history, case information, criminal history, supervision fees, traffic reports, and DOC (Department of Corrections) timesheets, (2) Investigations , electronic post sentencing investigations (3) supervision, track programs and treatment, sanctions and rewards, DIPS/DUNKS), (4) violation and delinquency reports, parole court hearing, pardons, voting rights, parole plans, court ordered fees, and fee exemptions, (5) Automate ORAS (Ohio Risk Assessment System), (6) Audit and user reports, (7) Advisory notices, (8) Assignment control screen (9) User dashboard for task management.

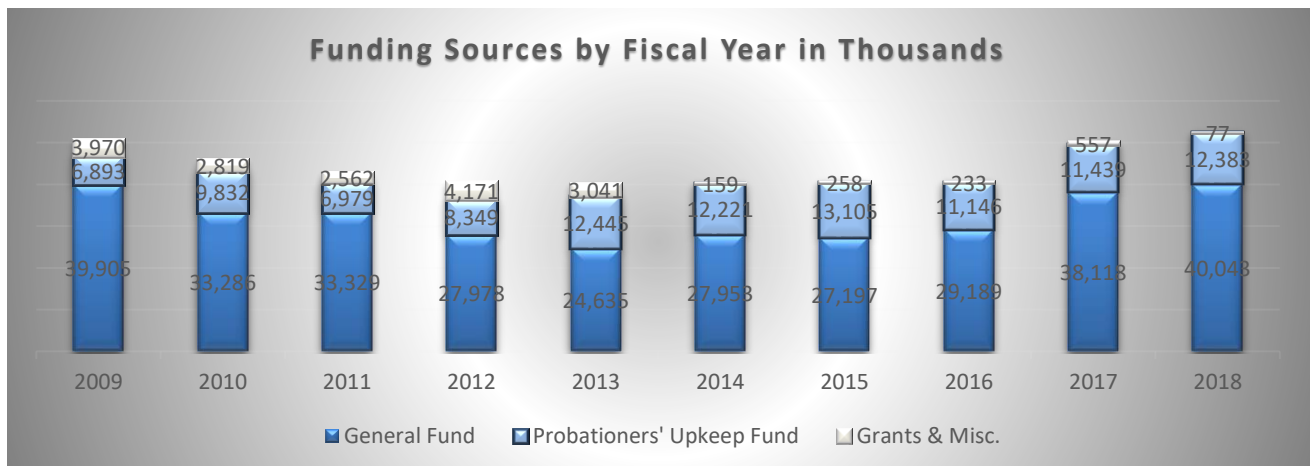


# Fiscal Report

The grant of paroles and mandatory supervision to eligible offenders remains a viable and economically-responsible means to promote justice and serve as an alternative to incarceration. Continued investment in community supervision is a responsible means of managing the state's limited resources. Parole not only contributes to reduce the 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.

The FY 2018 General Fund appropriation included an additional \$18.5 million in funding to continue prison reform according to Act 2015-185. This funding continues to increase this agency's probation and parole workforce, provide officers with training to employ evidence-based practices, establish community treatment and programming, and establish quality-assurance measures to facilitate implementation of reforms. This funding is directly increasing and improving programming and treatment services for those offenders who need them the most to improve outcomes, thereby reducing recidivism rates and increasing public safety.

The agency's FY 2018 funding sources were \$40,043,039 from the General Fund, \$12,383,399 from the Probationers' Upkeep Fund, and \$76,996 from Federal grants.



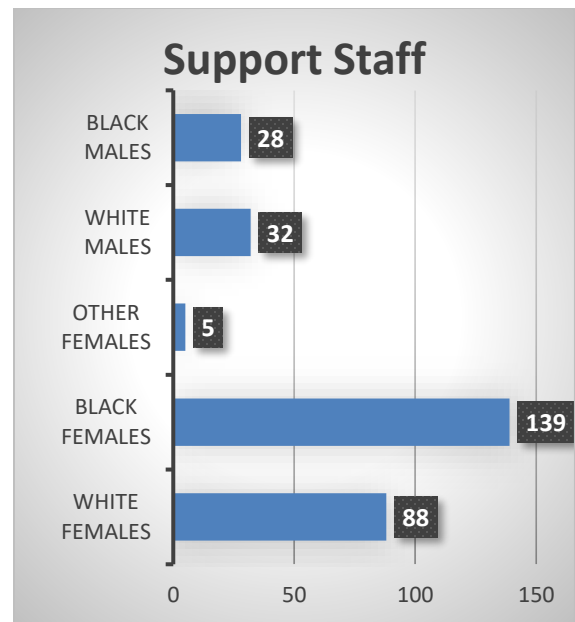
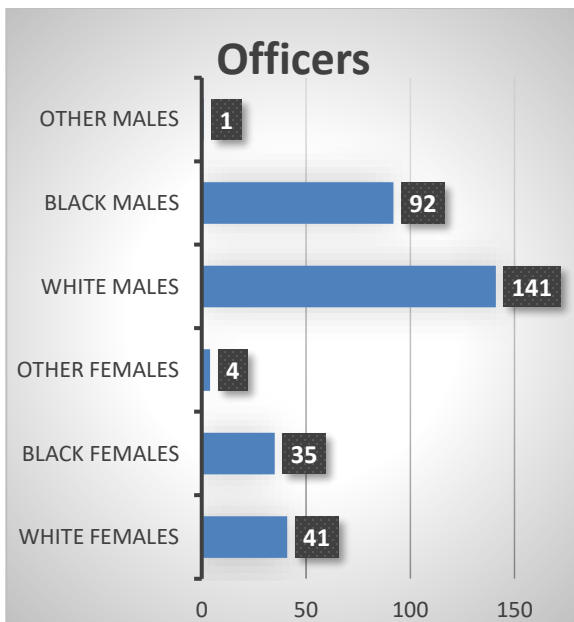
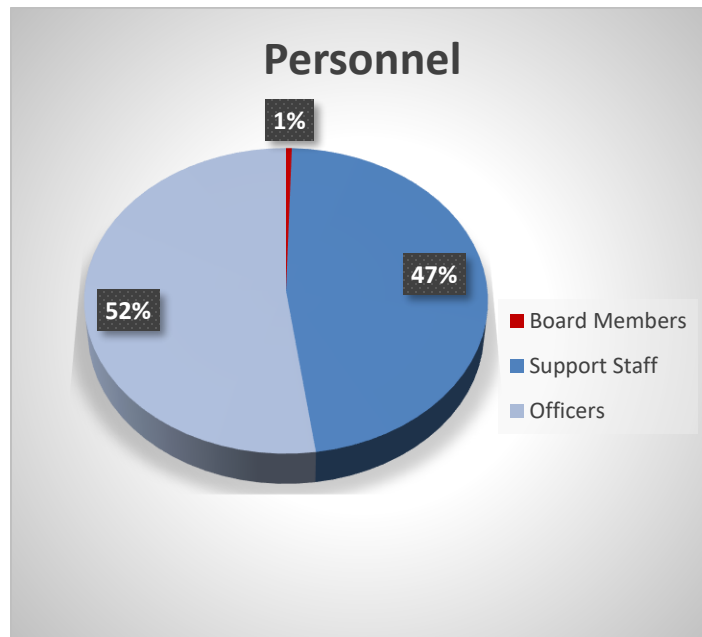
Eleven categories of expenditures totaled \$52,503,434:

	FY 2018 Expenses	% of Total Expenditures
Salaries and Benefits	\$38,474,684	73.28%
Professional Services	\$3,750,957	7.14%
Rentals/Leases	\$3,078,120	5.86%
Utilities/ Communications	\$2,073,380	3.95%
Supplies/ Operations	\$1,747,525	3.33%
Repairs/ Maintenance	\$1,238,254	2.36%
Other Equipment	\$753,648	1.44%
Vehicle Operation Expense	\$731,458	1.39%
Transportation	\$516,406	0.98%
Travel	\$72,105	0.14%
Other	\$66,897	0.13%



# Organization

The Personnel Division supports the Board by providing services related to staffing, performance, leave, classification, and employee relations. During FY 2018 the Personnel Division worked with the State Personnel Department to create a new entry-level law enforcement position, Probation & Parole Officer Trainee (60899), while increasing the pay grade for officer classifications. The Personnel Division manages the performance appraisal system and the associated pay for performance and processes requests to fill positions.



## Board Members

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Lyn Head  
Chairman



Cliff Walker  
Associate Member



Dwayne Spurlock  
Associate Member

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

## Executive Director

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Eddie Cook, Jr.

## Assistant Executive Directors

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Darrell Morgan



Chris Norman

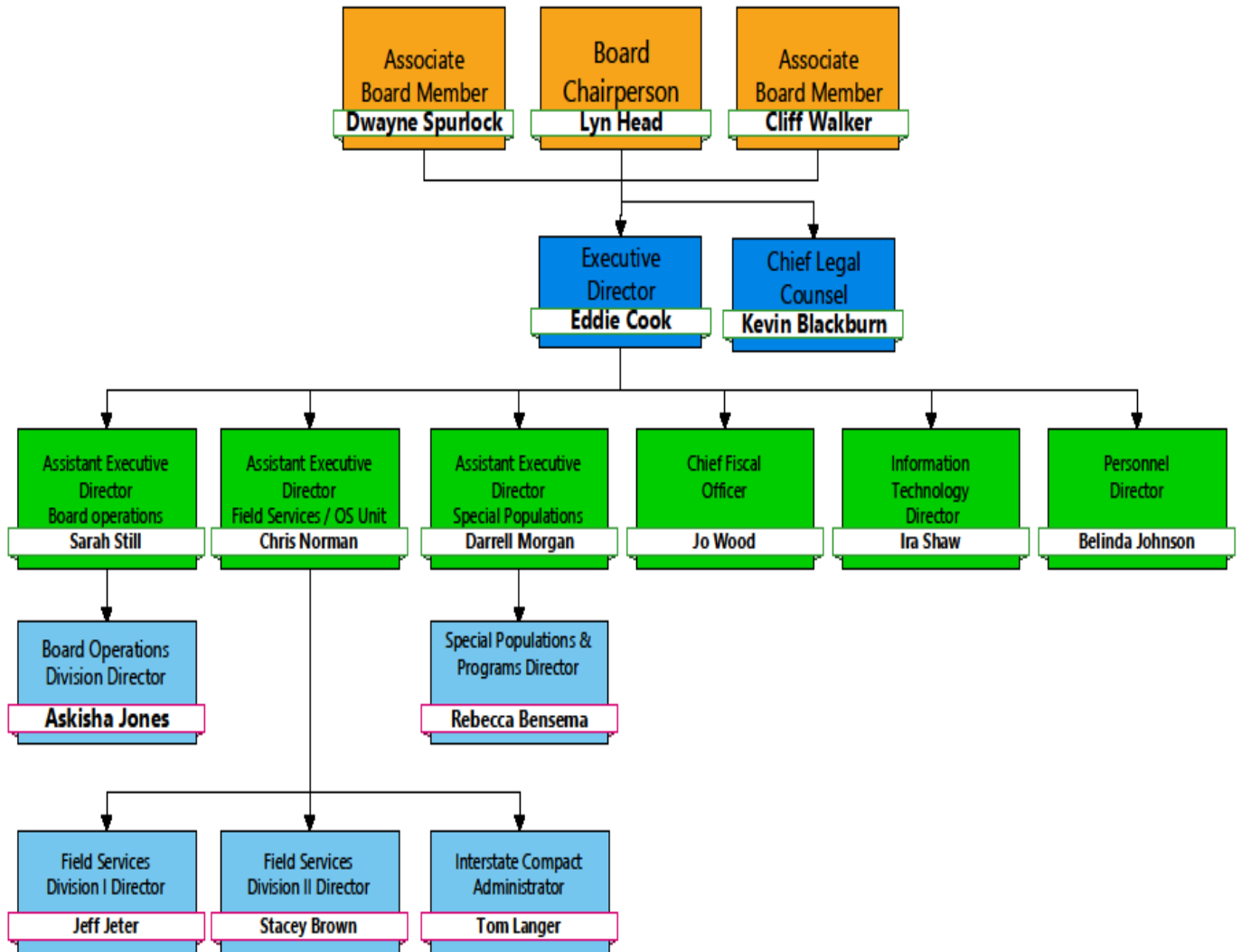


Sarah Still

\*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  
334-353-8718

### Field Services

#### **Jeff Jeter, Division I Director**

Jeff.jeter@paroles.alabama.gov  
334-242-8725

#### **Stacey Brown, Division II Director**

Stacey.brown@paroles.alabama.gov  
334-353-7497

### Interstate Compact

#### **Tom Langer, Director**

Tom.Langer@paroles.alabama.gov  
334-242-1695

### Information Technology

#### **Ira Shaw, Director**

Ira.shaw@paroles.alabama.gov  
334-242-0507

### Legal

#### **Kevin Blackburn, General Counsel**

Kevin.blackburn@paroles.alabama.gov  
334-242-0600

### Personnel

#### **Belinda Johnson, Director**

Belinda.johnson@paroles.alabama.gov  
334-242-8780

### Training and Special Populations

#### **Rebecca Bensema, Director**

Rebecca.bensema@paroles.alabama.gov  
334-242-0418

## Field Offices

---

**Abbeville**

101 Court Square, Suite H  
Abbeville, AL 36310  
(334) 585-0896

**Andalusia**

1 N Court Square, Suite A  
Andalusia, AL 36420  
(334) 428-2556

**Ashland**

Clay County Courthouse Annex  
PO Box 187  
Ashland, AL 36251  
(256) 970-1325

**Athens**

412 South Jefferson Street  
Athens, Alabama 35611  
(256) 233-4043

**Bessemer**

1812 5th Avenue North  
Bessemer, AL 35020  
(205) 424-3537

**Brewton**

400 Belleville Avenue  
Brewton, Alabama 36426  
(251) 867-9281

**Carrollton**

Pickens County Courthouse  
155 Reform Street  
PO Box 81  
Carrollton, AL 35447  
(205) 367-9779

**Centreville**

320 Market Street  
Centreville, AL 35042  
(205) 926-9900

**Alexander City**

Tallapoosa County Courthouse Annex  
395 Lee Street, Room 128  
Alexander City, AL 35010  
(256) 329-2739

**Anniston**

1702 Noble Street, Suite 110  
Anniston, AL 36201  
(256) 231-1710

**Ashville**

213 6th Avenue  
PO Box 979  
Ashville, AL 35953  
(205) 594-4334

**Bay Minette**

209 Rain Drive  
PO Box 1148  
Bay Minette, AL 36507  
(251) 937-3712

**Birmingham**

2721 2nd Avenue North  
Birmingham, AL 35203  
(205) 323-1091

**Butler**

Choctaw County Courthouse, Suite 8  
117 South Mulberry Avenue  
Butler, AL 36904  
(205) 459-2684

**Centre**

203 South River Street  
Centre, AL 35960  
(256) 927-5693

**Chatom**

100 Court Street, B2  
PO Box 896  
Chatom, AL 36518  
(251) 847-2462

**Clanton**

232 Town Mart  
Clanton, AL 35045  
(205) 280-0914

**Columbiana**

22708 Highway 25, Suite B  
PO Box 425  
Columbiana, AL 35051  
(205) 669-4611

**Dadeville**

Tallapoosa County Courthouse, Room 18  
125 North Broadnax Street  
Dadeville, AL 36853  
(256) 825-9228

**Dothan**

230 N. Oates Street  
Dothan, AL 36303  
(334) 793-6473

**Elba**

Coffee County Courthouse, 1st Floor  
230 Court Avenue  
PO Box 215  
Elba, AL 36323  
(334) 897-6704

**Evergreen**

111 Court Street, Suite 205  
Evergreen, AL 36401  
(251) 578-4456

**Florence**

Lauderdale County Courthouse, Room 504  
200 South Court Street  
Florence, AL 35630  
(256) 764-4131

**Gadsden**

Judicial Building, Suite 100  
801 Forrest Avenue  
Gadsden, AL 35901  
(256) 549-5454

**Greenville**

104 Camelia Avenue, Suite A  
Greenville, AL 36037  
(334) 382-8590

**Clayton**

2 North Midway Street  
PO Box 441  
Clayton, AL 36016  
(334) 775-8712

**Cullman**

Cullman County Courthouse, Room 30  
500 2nd Avenue SW  
Cullman, AL 35055  
(256) 775-4771

**Decatur**

Morgan County Courthouse  
302 Lee Street  
PO Box 937  
Decatur, AL 35601  
(256) 351-4830

**Double Springs**

24714 Highway 195 South  
Double Springs, AL 35553  
(205) 489-3222

**Enterprise**

Coffee County Courthouse, 1st Floor  
101 S. Edwards Street  
Enterprise, AL 36330  
(334) 347-4364

**Fayette**

310 1st Court NW, Suite 1  
Fayette, AL 35555  
(205) 512-0796

**Fort Payne**

211 South Gault Avenue  
PO Box 680333  
Fort Payne, AL 35968  
(256) 840-7114

**Geneva**

1124 W. Maple Avenue  
Geneva, AL 36340  
(334) 434-1310

**Grove Hill**

Clarke County Courthouse, Suite 302  
PO Box 2  
Grove Hill, AL 36451  
(251) 275-3424

**Guntersville**

Marshall County Courthouse, Room BG01  
424 Blount Avenue  
Guntersville, AL 35976  
(256) 571-7830

**Huntsville**

2801 Westcorp Boulevard  
Huntsville, AL 35801  
(256) 288-0420

**Lafayette**

58 1st Ave SW  
LaFayette, AL 36862  
(334) 864-4372

**Mobile**

1514 South Broad Street  
Mobile, AL 36605  
(251) 433-0554

**Montgomery**

804 South Perry Street  
Montgomery, AL 36104  
(334) 954-5431

**Oneonta**

106 2nd Street North, Suite A  
Oneonta, AL 35121  
(205) 625-4198

**Ozark**

Dale County Courthouse, 2nd Floor, Rm 2  
PO Box 305  
Ozark, AL 36360  
(334) 774-5084

**Phenix City**

510 13th Place  
Phenix City, AL 36867  
(334) 298-6521

**Russellville**

Byars Building, Suite 8  
501 N. Jackson Avenue  
Russellville, AL 35653  
(256) 332-3071

**Hamilton**

Marion County Courthouse, Room 310  
132 Military Street  
Hamilton, AL 35570  
(205) 921-2064

**Jasper**

301 19th Street East  
Jasper, AL 35501  
(205) 384-5274

**Linden**

Marengo County Courthouse, Basement Level  
101 E. Coats Avenue  
Linden, AL 36748  
(334) 295-2090

**Monroeville**

36 North Alabama Avenue  
Monroeville, AL 36460  
(251) 744-7057

**Moulton**

14365 Court Street  
Moulton, AL 35650  
(256) 974-5541

**Opelika**

Lee County Justice Center, Suite 119  
2311 Gateway Drive  
Opelika, AL 36801  
(334) 745-3191

**Pell City**

1815 Cogswell Avenue, Suite 136  
Pell City, AL 35125  
(205) 338-9718

**Prattville**

Pratt Plaza Mall, Suite 15  
740 E. Main Street  
PO Box 680008 (Zip Code 36068)  
Prattville, AL 36067  
(334) 365-6671

**Scottsboro**

Jackson County Courthouse, Room 46  
102 East Laurel Street  
Scottsboro, AL 35768  
(256) 574-9360



**Selma**

23 Broad Street  
Selma, AL 36701  
(334) 875-1074

**Talladega**

Talladega County Jail Admin Building  
150 East Renfrore Road  
PO Box 1111  
Talladega, AL 35160  
(256) 362-4911

**Tuscaloosa**

220-D 14th Street  
Tuscaloosa, AL 35401  
(205) 758-5561

**Tuskegee**

Macon County Courthouse, Room 201-B  
101 East Rosa Parks Avenue  
Tuskegee, AL 36083  
(334) 724-2620

**Wedowee**

Randolph County Courthouse, Room 1  
10 Broad Street East  
PO Box 876  
Wedowee, AL 36278  
(256) 357-9675

**Sylacauga**

400 N. Norton Avenue, Room 211  
Sylacauga, AL 35150  
(256) 249-2597

**Troy**

199 Scouting Circle  
Troy, AL 36081  
(334) 566-2396

**Tuscumbia**

Colbert County Courthouse Annex  
116 West 5th Street  
Tuscumbia, AL 35674  
(256) 389-9249

**Vernon**

330 1st Street NE  
PO Box 952  
Vernon, AL 35592  
(205) 695-7106

**Wetumpka**

Elmore County Judicial Complex, Room 173  
8935 US Highway 231  
Wetumpka, AL 36092  
(334) 567-4367

## Facilities

---

**Bay Minette Day Reporting Center Lite**

209 Rain Drive  
PO Box 1148  
Bay Minette, AL 36507  
(251) 937-3712

**Birmingham Day Reporting Center**

2020 12th Avenue North  
Birmingham, AL 35234  
(205) 277-2985

**Fort Payne Day Reporting Center Lite**

211 South Gault Avenue  
PO Box 680333  
Fort Payne, AL 35968  
(256) 840-7114

**Huntsville Day Reporting Center**

2801 Westcorp Boulevard  
Huntsville, AL 35805  
(256) 288-0455

**Mobile Day Reporting Center**

3410 Demetropolis Road  
Mobile, AL 36693  
(251) 957-7699

**Montgomery Day Reporting Center**

231 Clayton Street  
Montgomery, AL 36104  
(334) 245-0122

**Opelika Day Reporting Center Lite**

Lee County Justice Center, Suite 119  
2311 Gateway Drive  
Opelika, AL 36801  
(334) 745-3191

**LIFE Tech Transition Center**

2115 Bashi Road  
Thomasville, AL 36784  
(334) 637-3100

## Probation and Parole Officer of the Year

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Senior Officer Bryan McGill was awarded Officer of the Year. Senior Officer Bryan McGill began his career with the Alabama Board of Pardons and Paroles in the Gadsden Office in June 2001. Prior to his employment with Pardons and Paroles, Senior McGill was employed with the Alabama Department of Corrections as a Correctional Officer between February 1998 to June 2001. In September 2006, Senior Officer McGill was promoted to P.O. Senior in the Monroeville Office. In May 2016, Senior McGill transferred to the Bay Minette Office to continue his role as an OIC. Since his arrival in the Bay Minette Office, Senior Officer McGill has shown great leadership and displayed collegiality by willing to carry more than his share of duties to make the office

run at its optimum. One example of his stellar work ethic is the fact that he handles the supervision of all parolees in Baldwin County, which is a heavy task. Senior Officer McGill also supervises half of the Banked Caseload in this office. He supervises two officers, two ASAs, and a Specialist as well. Senior Officer McGill never complains about his workload and has proven himself to provide excellent supervision to his offenders.

Senior Officer McGill graduated from Auburn University at Montgomery in 1992 and received a B.S. Degree in Liberal Arts. He played baseball on scholarship for AUM and earned All American honors while doing so. Senior Officer Bryan McGill held the longest hitting streak (32 games) in school history for 17 years. He also hit the winning home run that advanced AUM to the World Series Championship Game in 1990. He completed his Master of Sports Science in Sports Fitness degree at the U.S. Sports Academy in Daphne, Alabama in January 2006. Senior Officer McGill furthered his education by completing his M.S. in Criminal Justice at Troy University in 2007. Since completing his M.S. in Criminal Justice, Senior Officer McGill has served as an adjunct instructor for several online universities.

On April 27, 2018, Senior Officer McGill performed a heroic act that likely saved the life of a resident in Atmore. At approximately 5:30pm that afternoon, Senior Officer McGill was traveling home when he observed a dog of the pit bull breed on the road near a portable scooter and another vehicle. Senior Officer McGill stopped his vehicle to investigate and observed an elderly lady being attacked by the pit bull while sitting on her scooter. The lady had a small dog with her that was being attacked as well. Another male attempted to assist the lady prior to Senior Officer McGill's arrival, but had to retreat to the top of his vehicle to escape harm from the vicious pit bulldog. Senior Officer McGill exited his state vehicle and was able to remove the lady from her scooter. As he was doing so, the pit bull approached him, he drew his duty weapon to protect the lady and himself. As he placed the lady in the back of his vehicle, he utilized his chemical weapon and sprayed the pit bull. The Atmore Police Department and Animal Control arrived and gained control of the pit bull. Due to Senior Officer McGill's quick and heroic actions, the lady only suffered a few scratches from the pit bull and only needed a tetanus shot for her injuries.

Senior Officer McGill has shown great dedication to his family, community, and his profession. His brave, selfless response to the incident involving a helpless victim being attacked by a dangerous animal was courageous.

# Support Staff Employee of the Year

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The Board of Pardons and Paroles has an outstanding group of Specialists. Their loyalty and dedication are interwoven into the foundation of this department and add to the strength and heart of the workplace daily. Each one brings their own special qualities and unique personality. The Support Staff of the Year was awarded to Kayla Heilman.

Ms. Heilman encourages her colleagues and makes everyone around her feel better about themselves and their work. She always has a smile on her face and a friendly demeanor – in fact, no one can pass by her office without speaking to her.

Ms. Heilman is a team player and is quick to assist in any area to help a coworker. She takes pride in seeing that clients understand the agency's mission for their supervision. When Ms. Heilman speaks she brings a level of comfort and understanding to a situation. Her positive attitude is contagious, and it makes those around her better.

Ms. Heilman began her career with the Alabama Board of Pardons and Paroles in April of 2015. She earned a Bachelor of Psychology from University of Alabama Birmingham in 2014. She has excelled at the position and has developed productive relationships with the local law enforcement agencies and the District Attorney's office. She is quick to learn and has the professional drive to accomplish the tasks at hand with minimal supervision. Ms. Heilman is proactive and takes initiative to curtail potential problems before they materialize.

Kayla Heilman represents the very best in our agency and her dedication and drive is what causes her to stand out.

