



State of the Bureau 2006

Core Values of the Bureau Family

Correctional Excellence

We are correctional workers first,
committed to the highest
level of performance.

Respect

We embrace diversity and recognize
the value and dignity of staff,
inmates and the general public.

Integrity

We demonstrate uncompromising
ethical conduct
in all our actions.



Message from the Attorney General

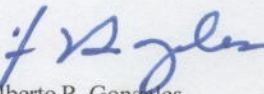
During my tenure with the Department of Justice, I have had the opportunity to oversee the work of the Federal Bureau of Prisons, an agency that continues to successfully accomplish its mission, despite the many challenges that have come its way. This year's *State of the Bureau* publication provides a detailed review of several operational processes and practices that have been key to the Bureau's continued success, and it also includes descriptions of the many specific accomplishments achieved during FY06.

I commend Bureau Director Harley G. Lappin for his strong leadership, which has ensured the agency successfully carries out its vital mission with both compassion and justice. In support of the President's Prisoner Re-entry Initiative, the Bureau has continued its efforts to ensure all inmates are well-prepared for their "second chance" to succeed in the community after their release. Staff work diligently to provide that second chance beginning on the first day of an inmate's term of incarceration.

This year, the men and women of the Department of Justice worked tirelessly to strengthen the Nation's counter-terrorism capabilities. Bureau staff have been intimately involved in this critical undertaking. The Bureau has actively supported the Department's counter-terrorism goals while continuing to ensure the safe, secure and humane confinement of its inmate population and provide prisoners programming opportunities to gain the skills necessary for a smooth transition to the community upon release.

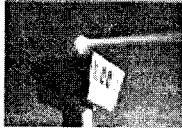
I am proud of the Bureau's many accomplishments, made possible by its professional, diverse, and dedicated corps of public servants. These individuals are stewards of the public's trust, and I commend all those employees who have dedicated themselves to the success of the Bureau's critical mission.

The *State of the Bureau* provides a context for understanding how the work this agency performs directly impacts our safety. It is my hope that all citizens read this publication and gain an appreciation for the selfless, determined efforts we see daily from the men and women of the Bureau of Prisons.


Alberto R. Gonzales



This page intentionally left blank.



Message from the Director

During Fiscal Year 2006 (FY06), the Bureau of Prisons effectively met its mission to protect society by confining offenders in facilities that are safe, humane, cost-efficient, and appropriately secure, and by providing programs and other self-improvement opportunities for inmates to gain the skills needed to return to society as law-abiding, productive citizens. This year's *State of the Bureau* provides in-depth discussions of advances in corrections, the Bureau's internal system of checks and balances and how this relates to accomplishment of our mission, as well as commentary on correctional leadership and the agency's activities in support of leadership development. FY06 accomplishments, including some examples of results from intra- and interagency collaboration, have been incorporated into these topical discussions. The agency's performance would not have been possible without the unwavering support and diligence of its workforce.

The Bureau's history has confirmed, time and again, that our staff are the agency's most important resource. Their dedication to public service, loyalty to the agency, spirit and creativity have made it possible for the agency to effectively respond to and manage the many challenges the Bureau has faced since its establishment in 1930. I am grateful that 2006 passed with no deaths of Bureau staff in the line of duty, though the tragedy at FDC Tallahassee in June is a painful reminder of the dangers all law enforcement officers face each and every day. We mourn the loss of Office of the Inspector General Special Agent William Sentner, III, who gave his life in this tragic incident.

During FY06, the Bureau's Executive Staff approved a re-expression of the agency's core values into a more concise and memorable form. The Forward Thinking

Workgroup was tasked with producing a video for release in FY07 that describes the process and the rephrased core values. While the phrasing has changed, the agency's mission and philosophy remain the same.

Corrections is inherently a "people profession." The agency manages a growing and diverse inmate population; keeping Bureau institutions safe and secure requires the finest workforce available. Since 1930, one of the agency's cultural anchors has been that every Bureau worker, regardless of occupational specialty, is a correctional worker first. This means the staff who make up our professional, diverse, well-trained workforce share a mutual responsibility for institution safety and security, as well as for modeling mainstream values and norms for the inmates they supervise. The public can be confident in our collective resolve to accomplish the Bureau's first priority – protecting public safety.

Like all correctional systems, the Bureau must balance its focus on keeping inmates securely confined within the institutions with ensuring their successful return to the community. This year, the Bureau continued to enhance the effectiveness of inmate programs and coordination of release preparation services, as well as extended interagency collaborative efforts to other stakeholders in the community re-entry process. Society has made a huge investment in corrections in recent decades. Correctional systems are responsible for ensuring that investment pays returns, in reduced recidivism and, ultimately, a safer society. The Bureau takes this role of public stewardship very seriously; we are committed to doing all we can to break the cycle of incarceration.


Harley G. Lappin



This page intentionally left blank.



Bureau of Prisons Fundamentals

Mission Statement

The Federal Bureau of Prisons (BOP) protects society by confining offenders in the controlled environments of prisons and community-based facilities that are safe, humane, cost-efficient, and appropriately secure, and that provide work and other self-improvement opportunities to assist offenders in becoming law-abiding citizens.

Core Values

Correctional Excellence: We are correctional workers first, committed to the highest level of performance.

Respect: We embrace diversity and recognize the value and dignity of staff, inmates and the general public.

Integrity: We demonstrate uncompromising ethical conduct in all our actions.

Vision Statement

The Federal Bureau of Prisons, judged by any standard, is widely and consistently regarded as a model of outstanding public administration, and as the best value provider of efficient, safe, and humane correctional services and programs in America. This vision will be realized when...

The Bureau provides for public safety by assuring that no escapes and no disturbances occur in its facilities. The Bureau ensures the physical safety of all inmates through a controlled environment which meets each inmate's need for security through the elimination of violence, predatory behavior, gang activity, drug use, and inmate weapons. Through the provision of health care, mental, spiritual, educational, vocational, and work programs, inmates are well-prepared for a productive and crime-free return to society. The Bureau is a model of cost-efficient correctional operations and programs.

Our talented, professional, well-trained, and diverse staff reflect the Bureau's culture and treat each other fairly. Staff work in an environment free from discrimination. A positive

working relationship exists where employees maintain respect for one another. The workplace is safe, and staff perform their duties without fear of injury or assault. Staff maintain high ethical standards in their day-to-day activities. Staff are satisfied with their jobs, career opportunities, recognition, and quality of leadership.

National Strategic Planning Goals

The BOP uses a strategic planning approach to management that both reflects the President's Management Agenda and is tied to the Department of Justice's (DOJ) objectives. Strategic planning is driven by the BOP's Mission and Vision Statements, which are supported by seven broad correctional goals. Each goal is, in turn, supported by dynamic, specific objectives that are created to help the agency achieve various milestones. The seven national goals are listed below:

Population Management: The BOP will proactively manage its offender population to ensure safe and secure operations, and work toward ultimately achieving an overall crowding level in the range of 30 percent.

Human Resource Management: The BOP will have a competent, diverse workforce operating within a professional work environment prepared to meet the current and future needs of the organization.

Security and Facility Management: The BOP will maintain its facilities in operationally sound conditions and in compliance with security, safety, and environmental requirements.

Correctional Leadership and Effective Public Administration: The BOP will manage its operations and resources in a competent and effective manner which encourages creativity and innovation in the development of exemplary programs, as well as excellence in maintaining the basics of correctional management. The BOP continually strives toward improvements in its effective use of resources and its efficient delivery of services.

Inmate Programs and Services: The BOP will provide services and programs to address inmate needs, providing productive

use-of-time activities and facilitating the successful reintegration of inmates into society, consistent with community expectations and standards.

Building Partnerships: The BOP will continue to seek opportunities for expanding the involvement of community and local, state, and Federal agencies, in improving the effectiveness of the services it provides to offenders and constituent agencies. The active participation by BOP staff to improve partnerships will allow the BOP to carry out its mission within the criminal justice system and to remain responsive to other agencies and the public. The BOP will develop partnerships to focus the shared responsibility for the establishment of a supportive environment promoting the reintegration of offenders into the community.

Counter-Terrorism: The BOP will provide for public safety and security by focusing on the prevention, disruption, and response to terrorist activities.



Internal Oversight

In furtherance of the Bureau of Prisons' mission to incarcerate offenders in facilities that are safe, secure, humane and cost-effective, and to provide offenders with opportunities for self-improvement, the Bureau has several relevant core ideals that are ingrained in the agency's culture. First, a recognition of the inherent dignity of all human beings; second, the expectation that correctional staff treat inmates fairly and with respect; and third, the recognition that offenders are incarcerated *as* punishment, not *for* punishment. Finally, all staff are correctional workers first, with responsibility for maintaining safe and secure institutions and for modeling society's mainstream values and norms to help prepare inmates for a crime-free return to the community. These values are repeated to staff often beginning with the staff training provided to new hires and reinforced annually through refresher training.

One of the key factors that contributes to safe and secure inmate management is direct and effective communication with inmates. BOP staff are highly visible throughout every Federal prison and readily available to address inmate concerns or questions, proactively preventing potential problems. Unit team staff members, who work most closely with inmates assigned to them, have offices in the inmate housing units to provide ready access, as well as inmate supervision; institution executive staff, including the Warden and Associate Wardens, department heads, and unit team members are highly visible throughout the institution and provide coverage of the dining room during meal times; and key personnel make regular visits to the Special Housing Unit to provide inmates in disciplinary segregation with an opportunity to raise problems or issues.

While laws establish minimum standards of care to which all inmates are entitled, the Bureau has always worked to achieve the *highest* of standards with respect to inmate management. The Bureau now operates 114 prisons. Although these facilities range in security level from minimum to high, and some have very specialized functions such as medical centers or the Administrative Maximum (the Bureau's "Supermax"), the agency remains "one Bureau," with institutions operating under the same policies and procedures throughout the country. Agency policies direct the internal systems of control and

they apply to *all* Bureau organizational components and sites. Bureau staff work diligently every day to meet clearly-defined performance expectations, and their collective efforts have earned the agency a leadership role in the field of corrections. However, that reputation can only be maintained through the continued dedication to public service, professionalism, and exceptional performance of its staff.

Many external audit authorities have ongoing interest in Bureau operations and programs for the purpose of oversight, including Congress, the Government Accounting Office, and the Department of Justice's Office of Inspector General (OIG). The Bureau takes its role as steward of the public's trust very seriously and welcomes the scrutiny. The agency uses results from these external audits to improve operations.

The Bureau's internal systems of checks and balances are designed to ensure compliance with applicable regulations, laws, policies, and procedures; monitor vital functions and operations; identify weaknesses and enhancements needed; promote efficient management practices; determine whether programs are achieving desired results; and enhance program quality.

The primary internal system of control is the program review process, through which the Bureau subjects each of its programs or disciplines to a thorough examination by organizationally independent, trained Bureau subject matter experts. Program review guidelines are specific to each discipline or department and assess the strengths and weaknesses of a particular program or activity and compliance with applicable policies, regulations, and American Correctional Association (ACA) standards. Of the 428 program reviews conducted in FY06, 74.3 percent achieved ratings above acceptable (either good or superior). Annually, institution teams review the same critical functions examined by the program review team to allow the institution to identify and correct any potential weaknesses.

In addition to the program review process, the Bureau's senior management team (the Executive Staff) exercises extensive for-

mal oversight of institution operations and performance. At its quarterly meetings, it examines the information obtained through all of the various oversight mechanisms (including program reviews and others detailed in this section) and carefully reviews the performance of all institutions. Every institution undergoes examination annually.

One of the most important tools used by management to gather information about institution operations is the Prison Social Climate Survey (PSCS). Administered annually since 1988, the survey provides an opportunity for staff to report their impressions about conditions and operations at the facility where they work, and to do so in a way that assures their anonymity. The survey items cover all aspects of the work environment, from safety and security to job advancement to sexual harassment. Results are made available to all staff through the agency's intranet, and are relied upon by institution executive staff in identifying areas of concern. The Bureau's Executive Staff considers the results of the PSCS during its annual institution review.

Institution Character Profiles (ICP), conducted by a regional team of administrators and the Regional Director, are completed every several years and provide a great deal of descriptive and subjective information about institution performance. ICPs include direct observation of institution operations, interviews with randomly-chosen inmates and staff, and input from outside agencies and organizations. Review of data from the agency's management information systems and specially-designed surveys provided to staff anonymously prior to the ICP, provide a context for identifying prospective issues in advance of the ICP and for interpreting information obtained during the ICP. Findings and recommendations are communicated to the Director. During FY06, 31 ICPs were conducted.

The duty officer program ensures that significant incidents that occur at Bureau facilities (including those affecting inmates in community programs or contract facilities) are reported to appropriate officials promptly and consistently. Depending on the seriousness of the event, some incidents require immediate notification of the Director, while most oth-

ers require notification of either a senior administrator, a Deputy Assistant Director, or Assistant Director in Central Office. In this way, senior staff throughout the agency are made aware of serious incidents (e.g., escape attempts, serious assaults and disturbances) and of the institution's response. This information sharing allows the agency to make greatest use of knowledge that is gained in resolving these incidents.

Duty officers contribute to improved institution operations by reviewing and reporting on programs or incidents as directed by policy, the Warden, and other institution executive staff. To supplement the shift lieutenant's daily tour of the entire facility, the institution duty officer (IDO) must also visit areas of major activity or special interest daily. The IDO must visit every area of the institution at least once during the week and report any significant concerns to the appropriate party immediately. At the end of the tour of duty, the IDO communicates findings and activities to the Warden. Managerial coverage at the institution level during non-regular work hours is provided by an Administrative Duty Officer, who is usually an institution executive staff member.

The Bureau is fortunate to have relatively few major disturbances at our facilities, in part because of the agency's efforts to proactively identify and resolve potential issues. Serious assaults, disturbances and other violent incidents having criminal implications are referred to the Federal Bureau of Investigation for prosecution. Additionally, follow-ups of each such incident, "after-action reviews," are conducted by senior level staff from other Bureau sites to examine what occurred leading up to the event(s) and offer recommendations as to how to prevent future problems. Findings are shared with other senior level managers so that lessons learned can benefit the agency as a whole.

Staff are required and inmates are encouraged to report incidents of misconduct or otherwise inappropriate behavior. The Administrative Remedy Program is the internal grievance process through which an inmate may request consideration or review of any issue related to his/her conditions of confinement. An inmate must first present an issue of concern infor-

mally to staff, and staff must attempt to informally resolve the issue before an inmate submits a formal request for Administrative Remedy. Per policy, each institution has established procedures for informally resolving inmate complaints.

If an inmate views the issue as sensitive and is concerned that his/her safety or well-being would be compromised if the request became known at the institution, the inmate may submit the request directly to the Regional Director. If the request is determined to be of an emergency nature which threatens the inmate's immediate health or welfare, the Warden (or Regional Director) must respond promptly. The program requires timely investigation and response, including redress as appropriate. During FY06, of the total number of requests for Administrative Remedy answered by institutions (23,104) inclusive of all security levels, 7.4 percent were granted. Of those appealed to the regional level and answered (14,829), 4.8 percent were granted. Finally, of the total number appealed to the Central Office level and answered (6,829), only 0.03% were granted.

All allegations of staff misconduct, including allegations that a staff member has abused an inmate, are referred to the OIG, which then refers back to the Bureau's organizationally independent Office of Internal Affairs (OIA) those complaints that it wants the Bureau to investigate. The OIG also has a hotline available to the public for reporting any Department of Justice employee they believe has violated their civil rights or civil liberties. The Bureau takes all allegations of staff misconduct very seriously and investigates every allegation thoroughly. The agency does not tolerate any type of abuse of inmates. When allegations of serious abuse are accompanied by credible evidence during the investigation, the staff member is removed from contact with inmates or placed on administrative leave. When warranted, serious cases of staff misconduct are referred for criminal prosecution.

The formal oversight processes herein described are supplemented by a host of other mechanisms that provide additional checks on Bureau operations and performance. For example, through the strategic planning process, the Bureau's Execu-

tive Staff regularly review progress toward specified strategic objectives and action plans. Members of the Executive Staff, including the respective Regional Director and the Director, as well as Regional and Central Office Administrators, also frequently visit and tour the agency's institutions all around the country.

The Bureau relies on close and constant communication among staff as an important means of furthering its mission and monitoring agency performance. The Bureau's intranet serves as a primary means of communication with all staff and is used extensively to provide information relevant to operations across levels. Staff can access agency-wide topics, such as national policies, employee resources and reference guides, training and other work-related software applications, numerous information technology tools designed to improve work quality and efficiency, or information specific to the various Bureau facilities. In addition to ensuring a highly-visible means of communicating organizational processes and training staff, the ready access to information provided via the intranet makes it possible for staff across the agency to track various institution events and performance.

But intranet communications are not simply directed from top down. The tool also includes a feedback mechanism through which staff may submit comments, ideas, and recommendations (anonymously if they so desire) for consideration by the Executive Staff. This mechanism provides another avenue for identifying issues and potential concerns.

While the focus thus far has been on internal review procedures, the Bureau also imposes various reviews by external agencies and officials *by choice*. These voluntary, solicited reviews supplement internal oversight mechanisms and help the agency improve services and operations. The Bureau enhances the effective management of its institutions through a process of accreditation based on standards approved jointly by ACA and the Commission on Accreditation for Corrections (CAC). During FY06, 25 previously-accredited Bureau institutions due for renewal were re-accredited, and 8 received initial accreditations; 5 institutions were undergoing the process.

Where appropriate, Bureau facilities undergo accreditation audits by the Joint Commission for Accreditation of Healthcare Organizations (JCAHO). Currently 98% of eligible institutions are JCAHO accredited. Eligible institutions do not include the 12 Care Level 1 institutions or recently opened institutions that have not yet undergone their initial accreditation. Since Care Level 1 institutions have a “healthy inmate” population, a decision was made for them to not be JCAHO accredited. During FY06, two Federal Correctional Complexes (Coleman and Victorville) received their initial JCAHO accreditation. At each site, medical operations are consolidated into one department that is responsible for health care services throughout the complex. Also during FY06, 24 institutions were re-accredited by JCAHO.

In addition to these formal external oversight mechanisms, Federal judges, Members of Congress, and other law enforcement officials are welcomed to visit and tour Bureau facilities for a first-hand view of operations, as well as an opportunity to interact directly with the inmate population.

The Bureau has been well-served by its ongoing strategy of reevaluating priorities, policies, and procedures to make sure these are optimally realistic and effective to meet the agency’s mission. The agency strives to be its own worst critic and to preserve a strong risk assessment capability. To that end, the Bureau is pursuing several new initiatives or directions: to make the program review process even more effective as a management tool, the Bureau is converting policy and program review guidelines to an outcome-based paradigm that is expected to further enhance the operational definition of our mission objectives; and the agency is further enhancing its automated intelligence systems, as well as staff training capabilities, particularly as these apply to institution intelligence units. Through critical self-examination, the Bureau is ensuring its readiness to meet future demands on the agency.



Correctional Leadership

Establishing and maintaining core ideologies has been fundamental to the Bureau's success over the years. Emphasizing the importance of these values has been particularly critical over the past couple of years as the agency has had to undergo numerous major changes to reduce costs and live within the agency's budget. The Bureau's core ideologies have helped the agency to maintain consistency, even when faced with shifting political currents and other external demands, have kept resources applied to what is essential, and have anchored the Bureau's national strategic plans.

The agency's core ideologies also facilitated the management of the significant expansion of the Federal inmate population and the Bureau's transformation into the largest correctional system within the U.S. During FY06, the Bureau's total inmate population increased by 2.8 percent, reaching 192,584 inmates by September 30, 2006. Of that number, 162,514 were confined in Bureau facilities; privately-managed, state, and local secure facilities housed 22,501; and residential re-entry centers (RRCs) housed 7,569.

To effectively manage the population growth, the Bureau continued its expansion program, adding 858 beds during FY06. The Federal Correctional Institution (FCI) - Butner II, NC started accepting inmates and two activations were underway: the Secure Female Facility, a unit of the U.S. Penitentiary (USP) Hazelton, WV, which is expected to start accepting inmates in November 2006; and USP Tucson, AZ (inmates are expected to start arriving in January 2007). Seven medium security Federal Correctional Institutions were in the planning, design or construction process at the end of the FY: Pollock, LA; Mendota, CA; McDowell County, WV; Berlin, NH; Yazoo City, MS; Aliceville, AL; and Letcher County, KY. At the end of FY06, Bureau institutions were at 36 percent above rated capacity overall, with mediums and highs at 37 and 52 percent, respectively.

In their best-selling book *Built to Last: Successful Habits of Visionary Companies*, authors Collins and Porras (1994) articulate a principle that has been central to the BOP's ongoing

success over the course of its history, and particularly over the past several years: "preserve the core [ideology], stimulate progress." The basics of sound correctional management (e.g., close inmate supervision, accountability, and effective communication with inmates) have not changed over the years. The agency's leadership has sought to maintain the essence of the BOP's operations (i.e., performing the basics well), while at the same time implementing significant organizational changes and improvements.

Unifying Staff Effort

Since it was created, the Bureau has had major, comprehensive goals that have directed staff effort. The focus on professional staff training, the introduction of halfway houses to assist in community transition, the introduction of the unit management concept, the development of an automated inmate accountability system to ensure staff knew where each inmate was, the development of an objective classification system, and the creation of a division to conduct internal reviews of agency processes and functions are but a few examples of major goals that forever changed the Bureau, and in many cases, also changed the direction of corrections.

More recently, the substantial fiscal challenges the agency has faced prompted the implementation of a major agency-wide restructuring and streamlining effort designed to ensure the agency's ability to accomplish its mission, now and into the future. Bureau leaders and managers actively promoted openness to new ideas on how to improve the agency's ability to maintain safe, secure institutions; enhance operational effectiveness and cost-efficiency; and increase the likelihood of successful community re-entry for releasing offenders. In part as a result of frequent and clear communication with them, staff understood the challenges the agency was facing and rose to the occasion by generating viable, innovative solutions and demonstrating remarkable flexibility and loyalty. In the end, the Bureau demonstrated that it is possible to adhere to a core ideology AND adapt to environmental changes and external demands.

Leadership Development and Succession Planning

The Bureau has worked hard since 1930 to establish and maintain its reputation of excellence and outstanding public service, and has earned a leadership role in the field of corrections. The Bureau continues to promote in its staff qualities that are consistently present in individuals who have attained significant professional and personal success: excellence, respect and integrity.

Positioning the Bureau to succeed under future leaders represents a well-planned, coordinated, deliberate effort on the part of the agency. And the agency's approach to staff development starts immediately after a new employee begins working for the BOP. During FY06, a total of 1,723 participants received the Bureau's basic training at the Staff Training Academy (STA) in Glynco, GA, in addition to institution familiarization training. STA also provided several additional classes in FY06, including, e.g., Disturbance Control Training and Self-defense Instructor Training. For FY06, the STA trained 2,247 staff in a total of 59 classes. Annual Refresher Training is provided at all Bureau sites to review topics requiring closer attention (e.g., new policies and their ramifications or developments relevant to the field), and further enhance existing skills.

To ensure well-qualified individuals are available to lead the agency into the future, the Bureau's Management and Specialty Training Center (MSTC) conducted 82 classes, 4 off-site classes for agency staff during FY06; and 2,207 participants received on-site training. A total of 188 participants of the Bureau's Leadership Enhancement and Development (LEAD) program have now completed all requirements and graduated; and 175 participants continue to work toward program completion. Advanced executive training from various prestigious centers and higher learning institutions (e.g., Harvard University, the Center for Creative Leadership, Aspen Institute), supplement and complement that provided by the National Institute of Corrections (NIC), a component of the Bureau, and the Office of Personnel Management to ensure appropriate developmental experiences and challenges. Course work covers such topics as correctional leadership; management and

executive development; strategic leadership and building performance based organizations; and senior managers in government.

To better meet the needs of the corrections field, NIC's executive developmental programs, which fall under the Leadership Management Development Initiative (LMDI), are designed for senior correctional managers working in jails, prisons and community corrections. NIC's leadership programs at all levels address personal growth and professional development issues, as well as strategies for dealing with, for example, change, technology, multi-generational workforces and organizational transformation. NIC provided targeted, dedicated programming to 193 Bureau professionals during the FY, and an additional 44 Bureau participants received developmental training alongside corrections professionals from state and local jurisdictions. Another 105 individuals from state and local jurisdictions participated in the executive developmental programs.

Leadership development training activities were supplemented by other unique initiatives, such as "Take the Lead," an innovative program implemented by the Office of General Counsel (OGC) for Central Office staff. Designed to help staff build those skills essential for professional and personal success, this three-session class emphasizes three fundamental qualities needed for effective leadership: excellence, respect, and integrity. A total of 25 participants from OGC and the Office of Internal Affairs attended the sessions held from June - August 2006. Because of the very positive feedback received, this program is expected to be offered again next FY; future sessions may be expanded to include staff in other divisions.

Looking to the Future

The seeds of the future are always planted in the present – the trick is to identify which will germinate. The BOP is promoting innovative thinking on the part of its leaders (and prospective leaders), including the consideration of various potential future scenarios and how best to prepare for such scenarios; such thinking enhances the Bureau's readiness to face the future.

The “nuts and bolts” aspects of corrections that are the basis of sound correctional management will never lose their importance. The Bureau will continue to ensure its staff are well-prepared to successfully accomplish the dual components of its mission.

Reference:

Collins, James C. and Porras, Jerry I. (1994). *Built to last: Successful habits of visionary companies*. New York: Harper Business Division/HarperCollins Publishers.



Advances in Corrections

Effective correctional systems have two important components to their mission – protecting society by incarcerating criminals and reducing recidivism for offenders returning to their communities upon release. The basics of sound correctional management (e.g., close inmate supervision, accountability, and effective communication with inmates) have not changed over the years. While the Bureau, on a day-to-day basis, strives to perform those basics well, the agency’s leadership also actively promotes an openness to new ideas that enhances the agency’s ability to maintain safe, secure institutions; improves operational effectiveness and cost-efficiency; and increases the likelihood of successful community transition for releasing offenders.

Staff are key to effective inmate management. Bureau institution employees are law enforcement officers; as such, regardless of the specific discipline in which a staff member works, all Bureau employees are “correctional workers first.” This means both custody and non-custody staff are responsible for institution safety and security, inmate supervision, the good order of the institution, and modeling pro-social values for the inmate population. All staff are expected to be vigilant and attentive to inmate accountability and security issues, to respond to emergencies, and to maintain a proficiency in custodial and security matters, as well as in their particular job specialty. As a result, unlike some correctional systems, classrooms, work areas, and recreation areas do not have a correctional officer in addition to the teacher, work supervisor, or recreation specialist.

Using the “correctional worker first” concept has allowed the Bureau to operate with a custody staff-to-inmate ratio (1 to 10.1) that is more than double the average (1 to 4.7) of the five largest state correctional systems. This reduced custody staffing allows the agency to maintain a substantial pool of staff who provide inmate programs, through which offenders gain the critical skills and training necessary for a successful return to society.

The Bureau’s success in reducing recidivism is due in large part to the effectiveness of its core inmate programs. And the

“correctional workers first” concept has been essential in allowing the Bureau to maintain these critical inmate programs despite lean budgets.

In 2005, the agency critically evaluated organizational structures, operations, and services at all Bureau Federal Correctional Complexes (FCCs) to identify best practices, make recommendations regarding standardization across FCCs, and initiate policy changes as indicated. At FCCs, which became operational in the Bureau in the mid-1990s, institutions with different missions and security levels are located in close proximity to one another in order to consolidate and share basic administrative management and operational services. The Bureau currently has six complexes that were originally designed and constructed with more than two institutions, and seven complexes that are the result of facility expansion. FCCs reduce duplication of services, enhance emergency preparedness by having additional resources within close proximity, enable staff to gain experience at institutions of many security levels without the need for transfers to other geographic areas, provide a vehicle for career development, and yield cost reductions for the agency.

Technology

A broad variety of technological innovations greatly enhance the Bureau’s ability to maintain the safety and security of its institutions. The types of technology used range from closed-circuit television (CCTV) cameras to augment direct staff supervision of inmates, to radio frequency identification tags being tested as a means to track inmate files. The Bureau’s Office of Security Technology (OST) plays a key role in ensuring the Bureau is using the best technology available to support our mission. To that end, during FY06, OST continued researching and evaluating emerging technologies, placing priority on those designed to ensure or enhance staff and inmate safety and/or maintain a secure prison environment. Contraband detection continues to be a major effort for OST. Because inmates always look for ways to conceal contraband, Bureau staff must explore and evaluate new technologies to stop the flow of prohibited items into Federal Prisons. OST has played an instrumental part in the development and testing of

new body scan x-ray systems, front-entrance cabinet x-ray systems, walk-through metal detectors (WTMD), and other contraband detection technologies.

WTMDs used at entry points and other controlled access areas at secure Federal facilities must be certified to the latest National Institute of Justice (NIJ) Standard 0601.02, which requires high immunity to mechanical and electromagnetic interference, excellent discrimination, and a high degree of sensitivity. The Bureau's collaboration with the Department of Defense (their funds and OST's design) has yielded a robotic WTMD tester that is used to ensure new systems meet NIJ's standards. The Bureau and several other government agencies are currently using this equipment to test their systems.

The Bureau relies heavily on technology to support alcohol detection and drug interdiction efforts. For example, all secure facilities (low security and above) employ the Ion Spectrometry (IMS) device. These units are used to scan visitors' clothes, identification cards, and other personal items for the presence of drugs. They can also be used for scanning mail and conducting searches throughout an institution.

Cell phones present a significant problem in prison settings. Inmates attempt to use cell phones to continue their criminal activities from inside prison facilities, intimidate witnesses, and coordinate escape attempts and other illegal activities. Bureau staff confiscate cell phones from inmates through physical searches. Electronic detection is difficult because cell phones use different protocols and frequencies, and continue to get smaller, less expensive, and easier for inmates to conceal. OST staff worked extensively with state correctional agencies on cell phone detection and interdiction. Numerous types of equipment were evaluated and tested in operational environments; several are expected to be ready for use in the very near future. OST has shared its expertise on cell phone detection with other correctional jurisdictions via workshops held during ACA conferences.

During this FY, OST evaluated many other technologies, some of which (such as intelligent video tracking and suicide prevention systems) are expected to save lives, while others (e.g., personal transportation vehicles and an electronic radio frequency identification tracking system) are expected to facilitate or improve staff performance of their duties.

In October 2006, the Bureau will begin to install non-lethal (stun)/lethal electrified fence systems at seven high security institutions. The system is highly versatile and incorporates several new technologies to deliver the highest levels of system operational robustness. Features include immunity to the effects of climate change; compliance with international safety requirements relating to the deployment of electric fences; and environmentally-friendly animal deterrence capability.

Technological developments are significantly improving the delivery of health care in correctional facilities. For example, the Bureau used teleradiology to transmit digital radiographic images to a team of radiologists who are available 24/7, 365 days a year, and provide interpretations within 2 hours. This has several advantages over using traditional film images:

- Films must be transported manually to the radiologist for reading, which can delay diagnosis by days or weeks, while teleradiology is time-efficient.
- Digital radiographs can be enhanced or enlarged to provide more precise imaging than film, which assists the radiologist in diagnosis.
- Teleradiology reduces problems associated with image degradation of film-based images.
- Digital storage of images with appropriate backups and recovery plans minimizes the risk of lost or damaged films.
- Finally, images can be accessed by any physician within the Bureau as needed.

Teleradiology is currently available in 39 Bureau institutions, and the agency is moving forward to establish this capability at all institutions within five years. Since 2004, approximately 45,000 interpretations have been completed via teleradiology, resulting in a cost savings of more than \$570,000.

The Bureau also relies on the agency's wide-area network infrastructure to provide telehealth services, which presently consists primarily of psychiatric consultations. A psychiatrist can observe and interview patients long distance, review prior treatment, and discuss future treatment and management plans with providers at an inmate's assigned institution. Additionally, a psychiatrist in one location can provide consultation services or training to staff in multiple institutions, thereby enabling our efficient use of resources.

In conjunction with the President's e-government initiative, during FY06, the Bureau continued the development and implementation of an electronic medical record (BEMR) system. This system will ultimately incorporate all medical, psychiatric, psychological, and disability information about individual inmates that is currently maintained in separate paper medical records. It will create a complete record of all health care provided by Bureau practitioners and make the data available to providers, regardless of where in the Bureau the inmate is housed. BEMR will enhance continuity of care, as well as reduce costs since duplication of tests and labwork will be avoided. Standardization of medical information in a structured format will allow for analysis of the effectiveness of treatment regimens and protocols, and digital storage of data with appropriate backups and recovery plans minimizes the risk of lost or damaged records due to catastrophic or other events. BEMR was deployed at 8 institutions by the end of FY06. The pharmacy module is nearing completion, and deployment is anticipated in FY08. By the end of FY08, complete deployment of the current modules of BEMR to all institutions is expected.

During this FY, a mobile surgery unit pilot was approved for a limited trial in the Bureau's Southeast Region. This type of unit is located on a standard 18-wheel truck base, with a trailer that is expandable to provide space for pre-, intra- and post-operative care. They can be customized for specialty procedures, e.g., eye surgeries and orthopedics. Designed for stability and self-contained for power, water, and hazardous waste disposal, these units will be able to move from institution to institution to serve a wide area. The Bureau expects this to enhance public safety by reducing the number of escorted trips

to community medical settings for services, reduce costs associated with staffing for these trips, and increase the availability of on-site ambulatory services throughout the agency. Community standards of medical care increasingly involve the use of ambulatory surgical procedures to treat conditions that previously required inpatient hospitalization; the Bureau's decision to pilot the use of this resource is consistent with this shift.

Technology is enhancing the agency's ability to prepare inmates for release and re-entry to the community. For example, the Bureau is demonstrating the Inmate Skills Development System (ISDS), an automated web-based application that will integrate the agency's release preparation efforts. It will be used to identify an inmate's strengths and weaknesses (as these relate to release readiness) and help formulate a plan for improving deficit areas. By providing inmates with programs most appropriate to their identified deficit areas, the Bureau anticipates that they will be better-prepared and more likely to succeed in the community after release from prison.

Dynamic in nature, the ISDS tool will incorporate information from a variety of sources, including a structured interview with the inmate, court documents, and behavioral observations. It will be administered at the beginning of an inmate's sentence, with subsequent updates to the assessment information over the course of the inmate's incarceration. Through automation, the ISDS will effectively streamline the compilation and generation of various case management reports (including progress reports and other release forms). It is also expected to facilitate the allocation of program resources to inmates with the greatest needs. And finally, the tool is expected to enhance information sharing and coordination between agencies with the ultimate goal to create a seamless transition between incarceration and community.

Classification

The classification of inmates based on risk factors, along with direct staff supervision, physical/architectural features, and security technologies, is critical to the BOP's ability to ensure institution security. The Bureau's security classification

system is designed, in part, to identify and separate inmates who have a propensity for violence and abuse from those who do not. Inmates are housed in institutions in accordance with their individual security and program needs. The agency's classification system is critical to providing a safe environment for inmates and the staff who supervise them, as well as to protecting society.

The classification system is evaluated on an ongoing basis to ensure it accurately reflects changes in the inmate population that can occur with time. During FY06, the Bureau implemented several substantial changes to its classification system, including the incorporation of new scoring items for inmate age and education level, and adjustment of scoring cut-off points. Additionally, the agency formalized its practice of continually assessing the effectiveness of its inmate classification process by requiring the Inmate Classification Workgroup to annually report its findings and recommendations to the Director and Executive Staff.

During FY06, the Bureau enhanced its ability to effectively manage inmate health care by implementing the third phase of the medical classification. Medical status, whether for healthy inmates or inmates with known medical conditions, is now a part of the designation process for all inmates; each inmate is assigned a care level based upon their specific health needs.

The medical classification system relies on the Presentence Investigation (PSI) report for screening inmates for significant medical issues. Subsequently, care levels are determined by clinicians and depend on treatment modalities and inmate functionality, in addition to diagnostic categories, such as cancer, diabetes, HIV, and hepatitis. Care levels range from 1 (generally healthy, requiring the least amount of medical services) to 4 (having the greatest medical needs). Each Bureau institution also has a care level assignment (1-4) that reflects the medical resources available at that facility and in the surrounding community. Inmates are designated to institutions with the resources necessary to adequately manage their needs. By classifying inmates and institutions, the BOP can better serve the medical needs of the inmates.

Managing releasing inmates in the community

During FY06, the Bureau renamed community corrections centers (commonly known as halfway houses) as residential re-entry centers (RRCs). The name was changed to more specifically communicate the primary objective of halfway houses – facilitating community re-entry for releasing inmates. The Bureau uses a network of 250 RRCs to place inmates in the community during the last part of their sentence just prior to release. RRCs provide a structured, supervised environment and release transition services to inmates, including support in job placement, housing, counseling, and other services. RRCs enable inmates to gradually rebuild their ties to the community while under close supervision of staff during this critical readjustment phase. Research has found that halfway house participants are more likely to be gainfully employed and less likely to commit crimes after release, when compared to inmates who release directly back to the community. The benefits are particularly evident with inmates with extensive criminal records.

Since FY04, the agency has made a concerted effort to ensure inmates with the greatest re-entry needs are provided an opportunity for placement in an RRC. Thus, there has been increased use of RRCs for high and medium security level inmates. Overall, in FY06, 77.5 percent of eligible inmates released via RRCs; 75.7 percent of all eligible medium security inmates and 73.4 percent of eligible high security inmates released through an RRC, exceeding goals set for utilization of RRCs.

Managing high-risk inmates in the community is challenging. Many of these individuals have been separated from their homes and families for extended periods of time, and have fewer job skills, more extensive mental health problems, and higher incidences of behavioral problems, as compared to other inmates. As a result, the Bureau requires RRCs to provide more extensive services than they have in the past.

The Bureau is piloting a transitional skills program in five RRCs across the nation. This nine-week group counseling program is designed to address the very real barriers inmates encounter

during re-entry. Areas covered include dealing with authority figures, managing peer pressure, time management, developing realistic expectations and a support network. All future RRC contracts are required to provide this program.

Over the last four years, the Bureau developed several treatment protocols using journals as a tool. These are based on the most recent research and literature on treatment programs for a correctional population and are thus considered to be evidence-based. The *Transition Skills Journal* will replace *Basic Life Skills Training* and will be used by all Bureau inmates entering RRCs, except those involved in transitional drug abuse treatment. To ensure consistency and continuity of care, the 9-10 hour cognitive-behavioral treatment protocol is similar to that used by the Bureau's residential drug abuse program (RDAP). The journal targets nine areas identified by research as being especially difficult for releasing inmates, ranging from difficulty building healthy relationships and preparing for negative social influences, to managing anger and working with authority figures. Journals are used by staff to facilitate inmate discussions and interactions.

Inmates incarcerated for sex offenses pose unique challenges with respect to transitional services. The Bureau is working to develop a network of a dozen or more qualified community-based, residential sex offender treatment programs around the country that can be used when a releasing inmate's treatment needs are beyond the capabilities of traditional RRCs.



Results Through Collaboration

The challenges related to community re-entry demand that partners in the criminal justice system and community agencies recognize some basic truths about what will be needed to succeed. First, no single agency or individual can do it alone. Many agencies, both Federal and non-Federal, share some responsibility for ex-offenders. To create a seamless transition for releasing inmates and achieve optimal re-entry outcomes requires effective collaboration and communication involving all parties with a stake in the outcome. It is the Bureau's responsibility to work with them and share information effectively throughout the incarceration process to ensure continuity of those support services the inmate may need upon leaving the institution and/or residential re-entry center (RRC). Second, agencies must make full use of available technology and automation to improve data flow within and across agencies and reduce redundancies. This section provides examples of intra- and interagency collaboration and the results achieved through these efforts.

Collaboration and Bureau Operations

Intra-agency efforts

Pandemic Influenza Plan: Staff from the Bureau's Office of Emergency Preparedness (OEP) and Health Services Division (HSD) worked closely on implementing a Pandemic Influenza Plan template for all Bureau facilities. The Plan will not only identify roles and responsibilities, but also provide direction regarding infection control procedures; use of vaccines, medications, and diagnostics with staff and inmates; and surveillance and reporting procedures. The associated Communications Plan was developed by HSD in collaboration with two branches from the Information, Policy, and Public Affairs Division: the Office of Communications and Archives and the Public Information Office.

National Incident Management System (NIMS): This system is being implemented throughout the Bureau as dictated by Presidential directives. NIMS integrates existing best practices into a consistent, nationwide approach to domestic incident management; it applies to all jurisdictions, across levels and functional disciplines.

National Disaster Workgroup: OEP developed a workgroup consisting of representatives from all regions and Central Office to develop hurricane procedures and "all hazards" emergency plans to be used in preparing for, responding to, and recovering from a variety of emergencies.

OpsPlanner: OEP and the Office of Information Systems (OIS) secured approval from the Bureau's Executive Staff to acquire the electronic web-based crisis management application called OpsPlanner, which will provide the agency with the most advantageous solution to crisis management software needs. Its benefits are numerous:

- OpsPlanner is capable of making 1,000 notifications per hour, including simultaneous notifications to five devices (e.g., land lines, cellular phone, BlackBerry, pager, e-mails) per contact. All BOP facilities can be linked, and one facility can activate another's notification system in the event of a temporary loss of telecommunications. This will eliminate the need for the Command Caller System, which can only make notifications.
- OpsPlanner will contain a searchable inventory database to assist with locating emergency equipment and/or supplies (e.g., generators, mobile field kitchens, vehicles, portable lighting units).
- The application will contain profiles of each facility with specific information about local emergency responders; local hospitals, airports meeting specific criteria, and heavy equipment rental locations; staffing complement; current available inmate bed space; emergency preparedness logistics inventories; crisis management teams; digital photos and floor plans. Institutions susceptible to natural disasters (flooding, hurricanes, earthquakes, etc.) will be identified.
- Each facility's emergency operation and breaching plans will be maintained in the system, which can activate the appropriate plan in the event of a crisis and then generate and monitor assignments and tasks to be completed. This application will replace the outdated Rapid Start System.
- OpsPlanner will maintain time- and date-stamped log entries related to the crisis event, and identify the author.

eDesignate: During FY06, the Bureau worked closely with the Office of the Federal Detention Trustee (OFDT), U.S. Probation, the courts and the U.S. Marshals Service (USMS) to continue implementation of the eDesignate system developed by OFDT. The eDesignate system automates the designations process and electronically routes designation materials (Pre-Sentence Investigative Report [PSI], Judgment in A Criminal Case [J&C], Statement of Reasons [SOR], USMS 129 and other designation documents) to agencies involved in the process. It also produces management reports that enable monitoring of the timeliness of transactions and allows the agency to save documents electronically. The Bureau's Designation and Sentence Computation Center (DSCC) plans to ultimately eliminate hard copy files and function completely paperless.

By the end of FY06, eDesignate was being used in 33 judicial districts, and implementation in the remaining judicial districts is scheduled for completion by the end of calendar year 2007.

Close collaboration with OFDT by Bureau staff at all levels has contributed to the success of this initiative. Feedback from Bureau staff at the DSCC and community corrections offices indicates that the user-friendly eDesignate enables efficient completion of the designation process. OFDT staff report that eDesignate has significantly reduced the time between sentencing and commitment to a Bureau institution, which is projected to save taxpayers millions of dollars in detention expenses.

Automated 106s (Request for Movement): During FY06, the Bureau collaborated with the USMS, OFDT and DOJ's Justice Prisoner and Alien Transportation System (JPATS) to streamline and automate the movement request process. The resulting automated application will be integrated into the eDesignate system. This new process will reduce [1] the amount of time a prisoner has to spend in a holdover facility after sentencing until reaching the designated facility and [2] the time required for staff to manually enter the data to generate a movement request.

Electronic Files (IBM Content Manager): Through a joint effort with OIS, the Inmate Services Management (ISM) Branch/DSCC has developed an electronic J&C File utilizing the IBM Content Manager application. Select Bureau staff will be able to access the web-based J&C File, which includes the PSI, Judgment & Commitment Order, USM 129 and the Statement of Reasons (SOR). This system will provide access to information not currently available via existing SENTRY-based applications. DSCC completed testing of the electronic file from June through August 2006, and the final version of the application is expected to be completed by November 2006. This electronic file will only exist if the sentence computation has been calculated by DSCC.

Interagency efforts

Following Hurricanes Katrina and Rita, staff from the Bureau's OEP worked closely with numerous Federal agencies (e.g., Federal Bureau of Investigation; USMS; Bureau of Alcohol, Firearms, and Tobacco) to re-write the Bureau's response capabilities under the National Response Plan Emergency Support Function Thirteen (ESF-13). For example, Federal deputation procedures were streamlined to enable Bureau staff to respond to emergencies in a more timely manner.

Additional OEP staff efforts under ESF-13 led to the development of an Institution Evacuation Plan template for all Bureau facilities and state correctional agencies. The template addresses:

- preparation/mitigation: e.g., roles and responsibilities, workforce preparation, physical site security and management, transportation;
- response: e.g., implementing emergency plans, staffing, activating crisis management components;
- recovery: e.g., returning to normal operations, site restoration, reconstitution of operations and services, critically reviewing the incident to identify lessons learned;
- headquarter's and regional responsibilities: e.g., identifying relocation site(s), coordinating deployment of additional resources; and

-
- logistics: e.g., locating and coordinating movement of emergency equipment and supplies.

Interagency Collaboration and Community Re-entry

During FY06, Bureau institutions transferred 25,314 inmates to residential re-entry centers (RRCs). Slightly less than one-third of inmates participating in RRC programs (32.7% or 8,273) progressed to home confinement prior to release from service of their sentence, while 25,789 inmates were released from service of their sentence after successful completion of the RRC program. At year-end, 8,255 inmates were on home confinement. To put this in a larger context, the Bureau of Justice Statistics has reported that, at mid-year 2006, the total of number of state and Federal prisoners in the U.S. exceeded 2.2 million. Given these numbers and the fact that most offenders will ultimately release to their communities, collaborative efforts are key to ensuring a successful re-entry.

Close interagency and intra-agency collaboration should start much earlier than one might think, i.e., *before* the offender arrives at the institution. With respect to the Federal prison system, the Bureau receives background information in the form of the Pre-Sentence Investigation conducted by U.S. Probation and Pretrial Services. USMS officers transporting detainees or sentenced inmates often provide input regarding observed behavior that assists staff receiving the inmates. During incarceration, staff must work together closely in support of each inmate's programming to maximize carry-over of skills. And of course, a major part of re-entry is ensuring continuity *once* the inmate leaves the institution and the RRC.

To that end, the Bureau provides inmates with release preparation opportunities that involve individuals or groups from the community. During FY06, a total of 3,740 inmates participated in 230 public works and community service projects in support of 17 Federal departments and agencies, and more than 130 state and local agencies and organizations. Programs and services were supplemented by a very active contingent of approximately 12,715 citizen volunteers, who each assisted at Bureau institutions a minimum of four times during the year. Additionally, 90 mock job fairs were held at

Bureau facilities during the FY. Representatives from local community service agencies, along with 600 employers from the surrounding areas, volunteered their time to participate. Their involvement provided 1,800 inmates the opportunity to practice job interviewing and receive constructive feedback to help them further improve their performance.

UNICOR's Federal Bonding Program provides theft insurance to employers who hire Federal offenders. The Inmate Transition Branch (ITB) started administering this program as a pilot during FY06. To be eligible, an ex-offender must have worked in UNICOR for at least six months during incarceration in a federal correctional institution and seek coverage within one year after release. Each offender is entitled to coverage for one job after completing their residence/program at a halfway house. Employers who hired eligible ex-offenders after February 1, 2006, and those presently hiring may apply (on a standard application form) for the insurance that provides bonding coverage up to \$5,000, at no cost to the employers or to the employees. The initial bond, paid for by UNICOR, covers the first six months of employment and is renewable by the employer at commercial rates. In the event of theft of money or property, this insurance will reimburse the employer up to the bond value.

Corrections and treatment research demonstrate treatment support to offenders entering the community under continued criminal justice supervision (i.e., transfer to a halfway house, probation and parole) reduces recidivism; and during FY06, the Bureau continued to enhance operations or activities on the re-entry end of the spectrum to achieve this objective. Correctional systems must ensure continuity of care and services, particularly for offenders with higher needs. Since 1991, the Bureau has dedicated significant funding and staff resources to the transition of inmates with histories of substance abuse, and more recently, to inmates identified as having a particular treatment or service need, e.g., inmates with mental illness or health problems.

In addition to coordinating the agency's skills development initiatives, the **Inmate Skills Development (ISD)** Branch also

serves as the Bureau's point of contact for agencies working to facilitate inmates' re-entry. A number of initiatives are under way with several Federal government departments, agencies and others.

As a member of the **National Offender Workforce Development Partnership** (NOWDP), the Bureau works with U.S. Probation and Pretrial Services and the Administrative Office of the U.S. Courts, the U.S. Department of Labor, NIC and the Legal Action Center--National Hire Network to enhance career-oriented job opportunities for ex-offenders. To accomplish this objective, the partnership is engaged in forecasting which occupations are likely to remain in demand by the private sector, developing criteria for different levels of skills needed for industry jobs, and addressing barriers to offender employment. FY06 saw the Bureau's involvement in and the completion of various related tasks:

- The ISD Branch and the Bureau's Federal partners conducted various training sessions and workshops on offender skills development and partnership initiatives at the April 2006 2nd Annual Offender Workforce Development Conference, Western Region's June 2006 community corrections conference, and the National Coalition for Homeless Veterans' meeting, also in June 2006.
- A brochure providing guidance on developing and implementing local partnerships targeting offender workforce development, was produced and distributed to all Bureau institutions, Federal judicial districts and partnering agencies.
- NIC created and launched a NOWDP section on its public website that provides resources, implementation guidance, and points of contact for partnering agencies.
- NIC, the ISD Branch and U.S. Offices of Probation and Pretrial Services jointly provided offender workforce development (OWD) training for more than 145 field staff and local community partners at targeted locations in Oregon, Texas, Virginia, Delaware and North Carolina.
- Points of contact (i.e., Inmate Skills Development and Re-entry Coordinators) were established at each Bureau facility and regional office to support skills development and partnership re-entry initiatives at those levels. All

Bureau and Probation and Pretrial Services points of contact for re-entry and OWD activities received partnership training on a regional basis.

- Performance evaluation measures were added to existing appraisal criteria for Chief Executive Officers at each Bureau component to ensure support of skills and partnership development efforts at their respective sites.

NIC and the ISD Branch are working closely with the U.S. Departments of Labor and Veterans Affairs to develop a proposal for a nationwide mapping system that will display locally-available community resources.

The Bureau continues its active participation as a member of the District of Columbia's (DC) **Criminal Justice Coordinating Committee**, which addresses issues related to offenders from DC.

DC's Re-Entry Initiative is another example of the type of interagency collaboration that is needed to create a seamless transition to the community for ex-offenders. This partnership, which supports the goals of the Bureau's ISD initiative, includes representatives from the Court Services and Offender Supervision Agency (CSOSA), DC's Departments of Health and Mental Health, Unity Healthcare Inc., the East of the River Clergy-Police Community Partnership and the Bureau. Since May 2004, DC's ReEntry Center has provided one-stop access to comprehensive services for returning ex-offenders, referred by various agencies and their families. Availability of representatives from various DC agencies at this one-stop center, combined with participation from other stakeholders in the re-entry process, maximizes its effectiveness.

Impact on Other Correctional Systems

The Bureau's collaborative efforts also extend to providing services that support or enhance service delivery in other correctional systems.

In FY06, NIC continued to offer training and technical assistance designed to improve the management and operations of the Nation's prisons, jails and community corrections facilities.

NIC provided training for 8,762 executives, trainers and specialists working in state and local adult corrections. A total of 4,324 corrections professionals also completed e-learning courses via NIC's online learning center (<http://nic.learn.com>). And under an interagency agreement with DOJ's Office of Juvenile Justice and Delinquency Prevention (OJJDP), NIC provided training to 883 practitioners working in juvenile corrections.

Direct supervision jails combine a specific physical plant design and an inmate management strategy that can virtually eliminate the violence, vandalism, and unsanitary conditions often associated with local jails. To better support local jurisdictions that operate direct supervision jails, NIC developed and piloted a new curriculum, *Supervising Staff in a Direct Supervision Jail*. NIC also piloted the implementation of its inmate behavior management strategy, designed for all jails regardless of physical plant design. The Louisville Metropolitan DOC in Louisville, KY served as the pilot test site.

More than 51,600 corrections professionals and others nationwide viewed NIC's satellite/internet broadcasts of training programs. These covered such topics as public and media relations, protecting people with disabilities who are under the care of the criminal justice system, offender employment specialist facilitator training, the Prison Rape Elimination Act of 2003 (PREA), and victim services. One example was NIC's 32-hour satellite/internet program on "Achieving Excellence in Correctional Victim Service through Collaboration," offered in September 2006. The program's goals were to identify and plan effective strategies for corrections-based victim services in partnership with other justice and community stakeholders and to develop a plan for measuring the effectiveness of victim services provided in local jurisdictions. More than 1,450 participants actively took part in this live broadcast at 44 locations across the U.S.

During FY06, NIC's Information Center responded to approximately 10,000 requests for research assistance, specific documents or videos distributed by the Center. Approximately 660,000 unique visitors used the website during FY06 to

access an estimated 3,240,000 resource pages. Over 2,000 corrections professionals have joined NIC's online corrections community network (www.nicic.org), sharing information on such pertinent topics as pre-trial services, effecting cognitive-behavioral change, mental health services, working effectively with women offenders, managing offender behavior, jail and prison administration, and re-entry.

Since August 2005, NIC's Division of Prisons and Community Corrections has provided leadership, management, and technical support to the Maine DOC and the Corrections Alternative Advisory Committee created by the State of Maine's Legislature that same year. This **criminal justice system planning** initiative, unlike NIC's traditional technical assistance services and cooperative agreements, operates under a unique reimbursable arrangement allowing Maine and NIC to pool and leverage sufficient resources to pursue a broad range of strategies aimed at enhancing efficiency and effectiveness across state and local government agencies. To this end, during the FY, NIC made available subject matter experts to plan, oversee, and guide the work of the committee. NIC has also hired technical consultants to conduct studies and develop recommendations in such areas as pretrial case management; the design, authorization, and funding of community corrections; and the use of split sentencing and alternative sentencing options.

This partnership's informed and collaborative decision-making process has resulted in support for the use of video conferencing for arraignments and other forms of distance communication, development of an integrated information system for recording and managing offender data, and pursuit of shared purchasing agreements to reduce pharmaceutical costs and staff time. To augment this, NIC published *Getting It Right: Collaborative Problem Solving for Criminal Justice*, in FY06.

NIC provided 243 responses to technical assistance requests from state and local corrections agencies during FY06. Additionally, NIC awarded 54 cooperative agreements to support a variety of projects to advance state and local corrections, including those designed to:

-
- support small jails by providing targeted training: e.g., NIC co-sponsored training with the South Carolina Jail Administrators' Association and the Kansas Jail Association in their respective states. In each case, participants completed NIC training programs that focussed on jails as part of the bigger picture of county government, small jail administration and resource management.
 - strengthen services and products for jail administrators (e.g., a large jail systems assessment to identify factors associated with successful organizational changes and better service delivery strategies).
 - assist jail managers and funding authorities in planning and implementing effective risk management strategies.
 - address emergency preparedness in jail environments by designing self-audit checklists designed specifically for jails will help managers better assess their readiness for managing the various types of emergencies that can occur in jails.
 - create a "How To" guide for developing and implementing jail standards and inspection programs that can be key to improving facility management and operations.
 - survey the incidence and distribution of jail suicides over an 18-month period. This is the third national study of its kind conducted with the National Center on Institutions and Alternatives (NCIA), and the resulting report of findings is expected to serve as a resource tool for jail administrators, as well as medical and mental health providers.

Also during FY06, NIC posted *Evidence-Based Practice: Principles for Enhancing Correctional Results in Prisons and Implementing Evidence-Based Practice in Community Corrections: Quality Assurance Manual* on its website. These documents assist professionals working in prison and community corrections environments to effectively managing offenders under their care.

NIC was involved in several other major initiatives during FY06. One such initiative on mental health is designed to unite criminal justice and mental health policymakers to develop strategies for improving the criminal justice system's response

to individuals with mental illness. Other initiatives are expected to influence correctional policies and practices to improve outcomes for women involved in the justice system:

- In FY06, NIC began the final phase of a three-year project with the University of Cincinnati to construct and validate gender-responsive risk and needs assessment tools and protocols for female offenders and pre-trial defendants. This work includes classification decisions in community and custody settings, from pre-trial through parole stages. Two public domain instruments will be available in FY07.
- Three of the eight sites currently involved in NIC's Transition from Prison to Community (TPC) initiative began working toward developing a transition model that addresses, in a gender-informed manner, issues specific to female offenders.

Prison Rape Elimination Act of 2003 (PREA): In FY06, NIC continued to provide training, technical assistance and information on PREA to the corrections field nationwide. NIC has received over 70 PREA-related requests for technical assistance that ranged from how to disseminate information to assessment and intervention strategies. In FY06, NIC's various activities included:

- providing training on "Addressing Staff Sexual Misconduct with Offenders" and "Investigating Allegations of Staff Sexual Misconduct with Offenders" to representatives from 14 jurisdictions, as well as training on the latter topic to 29 agents from DOJ's Office of the Inspector General (OIG);
- providing training at several professional conferences, such as those sponsored by ACA, the American Jail Association, Women Working in Corrections and Juvenile Justice, the National Organization of Hispanics in Criminal Justice, and the New England Council on Crime and Delinquency.
- at the request of DOJ's Office of Juvenile Justice and Delinquency Prevention, presenting information on preventing sexual abuse of youth in custody at two regional training conferences;
- in June 2006, hosting a three-hour satellite/internet broadcast on PREA that reached approximately 18,150

viewers that also dealt with preventing the abuse of youth in custody; and

- continuing its distribution of “Speaking Up: Discussing Prison Sexual Assault” toolkits designed to assist facility staff in educating offenders (male and female) on local sexual assault policies and practices, and the two-part video series on responding to prisoner rape.



Status report: *Other Agency Achievements*

Financial Management and Fiscal Responsibility

For the eighth consecutive year, the Bureau received a clean audit opinion on its Audited Financial Statements. Clean opinions are indicative of sound financial management. The requirement to produce annual audited financial statements resulted from requirements in the Chief Financial Officers Act of 1990.

Various streamlining, restructuring and cost avoidance initiatives were completed this year, enabling the Bureau to live within its budget. Among those successfully concluded during FY06 were initiatives involving management re-engineering; regional designators and community corrections, as well as certain case management positions (i.e., case managers, counselors and assistant case management coordinators); elimination of intensive confinement centers; and four camp closures. Another restructuring initiative involved changing the security levels (and thus the inmate populations) of several institutions to better manage bed-space capacity and population needs: the Federal Medical Center at Fort Worth, TX completed its conversion to an FCI; and the Bureau initiated the conversion of USP Atlanta, GA and USP Marion, IL from high to medium security facilities.

As of the end of September 2006, of the 3,404 total positions targeted for abolishing as part of the agency's comprehensive cost avoidance strategy, only 233 remained. Approximately \$124 million in cost avoidance was achieved in FY06 as a result of the various streamlining and cost reduction initiatives, some of which have been ongoing and/or carried out over the last several years. Various initiatives are ongoing, such as the mission change for USP Atlanta (with the related staff change being accomplished through attrition); in FY06, all high security inmates were transferred out of the USP to effect this change.

In July 2006, the Bureau's Executive Staff approved the Reduction and Elimination of Duties Management Assessment Project (REDMAP). Through this process, the Bureau will reduce the workload on staff by reducing paperwork demands and eliminating both redundant processes and unnecessary

duties. All disciplines will undergo REDMAP assessments, during which groups of subject matter experts will systematically and thoroughly examine all applicable policies, processes or duties to identify those warranting elimination. If a process cannot be eliminated, it will be reviewed for streamlining. The group will then conduct a structured risk analysis of all remaining processes and procedures.

Agency Workforce: At the end of FY06, the Bureau had 35,466 staff carrying out its mission; 321 Bureau employees were on active military duty.

Consolidated Employee Services Center (CESC)

The activation of the Grand Prairie, TX Consolidated Payroll and Personnel Processing Unit (part of CESC) was completed in FY06. To assist it in carrying out its missions, CESC hired 91 new employees during FY06, bringing total staff on board for that component to 141. It is now processing payroll and personnel actions Bureau-wide, completing 71,747 actions in FY06.

During FY06, CESC's Consolidated Benefits Counseling and Processing Unit also completed activation. It now processes all retirement; health, life, dental and vision insurance; death benefits; and military-related actions agency-wide. The Benefits Unit processed 562 retirements and 35 death actions during FY06.

Activation of CESC's Consolidated Staffing Unit (CSU) also continued. During FY06, it assumed responsibility for processing all non-bargaining unit positions for the Bureau and processed 1,710 jobs during that time. The CSU is expected to assume responsibility for bargaining unit positions and BOP-HIRES (a direct web-based hiring system for entry-level positions) in FY07, at which point it will be responsible for all agency hiring and staff placement, except for warden and associate warden positions.

In support of the President's e-government initiative, funding was provided to initiate the conversion of paper official personnel folders to an electronic paperless version.

The creation of the Classification and Compensation Section (CCS) allowed the consolidation of position classification responsibilities for all Bureau locations; these are now performed in Central Office.

During FY06 the Bureau participated in a Human Capital (HC) Accountability workgroup with DOJ to develop measures for the DOJ HC Accountability Implementation Plan. The resulting plan will ensure adherence to merit system principles and other laws and regulations governing human capital management. It will also provide for monitoring, assessing, and reporting on progress toward achieving HC goals and improving the effectiveness and efficiency of human resource programs.

In support of the agency's national strategic plan objective that is designed to close skill gaps in the Bureau's 12 core job series, as well as the HC strategic plan, the Bureau revised 76 training courses that target 19 identified skill gaps. The revised training activities resulted in 80 percent of the targeted job series showing improvement in closing 25 competency gaps during FY-06.

The Bureau developed and implemented several recruitment and retention strategies during the FY that were effective in further enhancing diversity in its workforce. These efforts resulted in a 4 percent improvement in overall minority group representation, a 14 percent improvement in Asian/Pacific Islander representation, and a 21 percent improvement in Native American representation agencywide for the period ending July 2006. Training on recruitment strategies was provided to more than 375 Special Emphasis Program Managers and Affirmative Employment Committee chairpersons.

With respect to legal services, the Bureau's experience with Consolidated Legal Centers (CLCs) has confirmed that the agency derives significant benefits from this organizational structure:

- the Bureau has been able to avoid adding new legal positions to activating institutions;
- locating legal staff together in CLCs has provided a built-in forum for discussing difficult issues and sharing ideas,

which has increased productivity;

- the CLC concept has provided Regional Counsels a mechanism for distributing the workload more evenly or transferring work from one CLC to another, when necessary, ensuring that each institution is provided competent and timely legal services;
- finally, legal staff have been able to focus the majority of their time to dealing with legal issues, as opposed to institution operations.

Inmate Programs and Services:

Drug education, non-residential **drug abuse treatment**, and counseling are available at every institution. Treatment includes individual and group therapy, group counseling, and other skills-building strategies aimed at developing pro-social values and preparing inmates for transition to the community. The objective is to reduce the likelihood of inmates relapsing to drug use.

The Bureau is mandated by law to provide residential drug abuse treatment to 100 percent of the eligible population. The Bureau's residential drug abuse program (RDAP), the most intensive treatment available, is located at 58 institutions. The TRIAD study showed that inmates who participate in RDAP are 16 percent less likely to recidivate and 15 percent less likely to relapse to drug use, compared with non-participants. There is enormous demand for residential services in part because of the potential for some (non-violent) offenders to earn a reduction in sentence following successful completion of the program.

RDAP is ultimately completed in the community through continued drug treatment. The community transition drug abuse program continues the inmate's drug treatment when he or she is transferred to an RRC. Program staff monitor inmate progress, provide treatment interventions and coordinate with U.S. Probation to ensure the inmate continues with the same treatment provider when moved to supervised release. This ensures continuity of care into the community, as well as supervision, to support lasting change.

The number of inmate participants in substance abuse treatment programs during FY06 were as follows:

- drug education: 23,006
- non-residential treatment: 13,697
- residential drug abuse program (RDAP): 58 program sites served 17,442 participants and yielded 14,652 successful program completions
- transitional drug programs at RRCs: 16,503

Work programs not only facilitate inmate management, but also teach inmates marketable skills and instill a sound work ethic and habits; in so doing, work programs enhance the likelihood of successful community re-entry. Inmates who work for Federal Prison Industries (FPI or trade name UNICOR), one of the Bureau's most important correctional programs, gain marketable skills in business areas such as electronics, textiles, services, recycling, fleet management, and vehicular repair. FPI work assignments pay a base wage of 23¢ to \$1.15 per hour; but much like the regular workforce, inmates can earn overtime and may be eligible for longevity pay. These jobs are so highly-desired that there is a waiting list for them. As of September 30, 2006, UNICOR employed 21,205 inmates (or 18 percent of the eligible inmate population) in its various factories throughout the Bureau.

Inmates who participate in the FPI program and have court-ordered fines, family support, and victim restitution must contribute 50 percent of their earnings toward these obligations. In FY06, approximately \$2.57 million of inmate earnings were contributed to meet their existing financial obligations.

Research has shown that inmates who participate in the FPI program are less likely to revert to criminal behavior and are more likely to be gainfully employed following release from prison. The Post-Release Employment Project (PREP) compared inmates who worked in prison industries with similar inmates who did not participate in the FPI program. PREP found that inmates who worked in FPI were significantly less likely to recidivate than inmates who did not participate, for as much as 12 years following release. Inmates who participated in FPI were also less likely to engage in prison misconduct. In

addition, minority groups that are at the greatest statistical risk for recidivism benefitted more from industrial work participation and vocational training than their non-minority counterparts.

Education programs help inmates acquire literacy and related skills to help them obtain employment after release. BOP institutions offer a broad range of educational programs to meet the wide-ranging needs of our inmate population. Research has found that inmates who participate in education programs are 16 percent less likely to recidivate than nonparticipating offenders. All Bureau institutions offer literacy classes, English as a Second Language (ESL), adult continuing education, parenting classes, library services, wellness education, and instruction in leisure-time activities.

On any given day during FY06, 34 percent of the inmate population was enrolled in one or more education programs. A total of 22,432 inmates were enrolled in GED as of the end of September 2006; and 5,547 GED completions were recorded over the course of the FY.

Every Federal correctional institution has **vocational and occupational training** (VT/OT) programs. Inmates can learn a wide variety of skills in both traditional trade areas and emerging occupations. On-the-job training is an important component of the occupational training program. Given the recidivism-reducing effect associated with participation in these programs (participants are 33 percent less likely to recidivate than non-participants according to PREP), staff make every effort to match inmates with a VT program that most interests them. During FY06, the Bureau offered 337 occupational/vocational education, 542 apprenticeship and 148 advanced occupational education (AOE) programs, with 11,623 completions. As of the FY-end, nearly 10,000 inmates were involved in occupational training and apprenticeship programs.

The inmate population completed approximately 44,500 release preparation classes sponsored or taught by Education staff during FY06.



Bureau Components

While the primary business of the Bureau of Prisons is operating correctional facilities, many administrative, policy, training, program review and other supporting functions are carried out by the Central Office, six regional offices, and the BOP's training centers.

Central Office

The Bureau's headquarters, or Central Office, is located at 320 First Street, NW, Washington, DC 20534. Central Office is divided into eight divisions and the National Institute of Corrections.

Administration Division (ADM): develops and administers the Bureau's budget, oversees financial management, and is responsible for the Bureau's capacity planning initiatives, site selection activities, construction and acquisition of new Bureau institutions, and facilities management programs.

Correctional Programs Division (CPD): develops activities and programs designed to help inmates develop the skills necessary to facilitate successful reintegration of inmates into their communities upon release and to assure institution security, safety of staff and inmates, and orderly institution operations. Programs include psychology and religious services, drug abuse treatment, programs for special needs offenders and females, and case management. CPD provides national policy direction and daily operational oversight of institution correctional services, intelligence gathering, the management of inmates placed in the Federal Witness Security Program, inmate transportation, receiving and discharge and inmate sentence computations, emergency preparedness, inmate discipline, and the coordination of treaty transfer of inmates with other countries. The Division coordinates the agency's Victim/Witness Program and ensures the collection of court-ordered obligations through the Inmate Financial Responsibility Program. CPD also has responsibility for a variety of functions in the areas of contract residential re-entry centers, community corrections field offices, federally-sentenced juveniles, community-based drug treatment, liaison with the U.S. Marshals Service and Immigration and Customs Enforcement, and secure privatized prisons. Division staff are responsible for direct oversight of field staff

who monitor contract compliance and coordinate the Bureau's privatization management efforts.

Health Services Division (HSD): manages the health care programs of the Bureau; ensures that Federal inmates receive essential medical, dental, and psychiatric services; and is responsible for the Bureau's safety, environmental, and food services programs.

Human Resource Management Division (HRMD): is responsible for recruitment, selection, training, and development of Bureau staff, as well as employee pay and position management, security and background investigations, labor/management relations, diversity management, and equal employment opportunity services.

Industries, Education, and Vocational Training (IEVT): oversees Federal Prison Industries, also known by its trade name UNICOR, a wholly-owned Government corporation that provides employment and training opportunities for inmates confined in Federal correctional facilities; manages the Bureau's education, vocational training, inmate transition, and leisure time programs.

Information, Policy, and Public Affairs (IPPA): is responsible for managing the Bureau's communication and information resources (including SENTRY, BOPNET, Sallyport, and bop.gov), research and evaluation programs, security technology programs, public affairs, legislative affairs, and policy review.

Office of General Counsel (OGC): provides legal advice, assistance, and representation to Bureau officials in the areas of legislative and correctional issues, commercial law, inmate litigation, administrative and discrimination complaints, ethics issues, equal employment opportunity law, Freedom of Information Act and Privacy Act issues, labor law, and real estate and environmental law.

Program Review Division (PRD): provides oversight of BOP program performance through the development of strategic plan-

ning initiatives and through the administration of program reviews that measure program performance; assesses the strength of internal systems of control; and evaluates compliance with laws, regulations, and standards. PRD coordinates the Bureau's responses to audits conducted by the U.S. General Accounting Office (GAO) and the Office of the Inspector General (OIG), as well as the American Correctional Association's accreditation of Bureau institutions.

National Institute of Corrections (NIC): provides technical assistance, training, and information to state and local correctional agencies and to Bureau employees, and operates a clearinghouse known as the NIC Information Center. NIC has six divisions: Jails, Community Corrections/Prisons, Academy, Offender Workforce Development, Financial Management, and Communications and Publications.

NIC Headquarters

320 First Street, NW
Washington, DC 20534
800-995-6423 Fax: 202-307-3106

NIC Academy/Information Center

National Corrections Academy
791 Chambers Road
Aurora, CO 80011
Academy: 800-995-6429 Fax: 303-365-4458
Information Center: 800-877-1461 Fax: 303-365-4456

Staff Training Centers

Training is an integral part of Bureau of Prisons employee development. Introductory training is conducted at the Bureau's Staff Training Academy, and specialized professional training is provided at the Management and Specialty Training Center.

Staff Training Academy (STA)

Federal Law Enforcement Training Center
Building 21
Glynco, GA 31524
912-267-2711 Fax: 912-267-2983

Management and Specialty Training Center (MSTC)

National Corrections Academy
791 Chambers Road
Aurora, CO 80011
303-340-7800 Fax: 303-340-7968

Regional Offices

The Bureau of Prisons has six regional offices, which directly support the operations of the facilities within their respective geographic regions of the country. Under the leadership of a regional director and deputy regional director, regional office staff provide management and technical assistance to institution and community corrections personnel; conduct specialized training programs; give technical assistance to state and local criminal justice agencies; and contract with community agencies to provide offender placement in residential re-entry centers.

Regional staff include administrators who are subject matter experts in all disciplines represented at the institution level (e.g., health services, unit/case management, correctional services, and facilities operations). By maintaining close contact with institution staff, regional staff ensure effective Bureau operations.

Bureau Facilities

Security Levels: The Bureau operates institutions of five different security levels (i.e., minimum, low, medium, high, or administrative) in order to confine offenders in an appropriate manner. Security levels are based on such features as the presence of external patrols, towers, security barriers, or detection devices; the type of housing within the institution; internal security features; and the staff-to-inmate ratio.

Minimum Security: also known as Federal Prison Camps (FPCs), these work and program-oriented facilities have dormitory housing, a relatively low staff-to-inmate ratio, and limited or no perimeter fencing. Some FPCs are located adjacent to military bases, where inmates help serve the labor needs of the the base. A number of BOP institutions have a small,

minimum security camp adjacent to the main facility. Often referred to as satellite prison camps (SPCs), these provide inmate labor to the main institution and to off-site work programs. FCI Memphis has a non-adjacent camp that serves similar needs.

Low Security Federal Correctional Institutions (FCIs): have double-fenced perimeters, mostly dormitory or cubicle housing, strong work and program components, and a staff-to-inmate ratio that is higher than that in FPCs.

Medium Security FCIs: have strengthened perimeters (often double fences with electronic detection systems), mostly cell-type housing, a wide variety of work and treatment programs, a higher staff-to-inmate ratio than that in low security FCIs, and even greater internal controls.

High Security United States Penitentiaries (USPs): have highly-secured perimeters featuring walls or reinforced fences, multiple- and single-occupant cell housing, the highest staff-to-inmate ratio, and close control of inmate movement.

Administrative Facilities: have special missions, such as the detention of pretrial offenders; the treatment of inmates with serious or chronic medical problems; or the containment of extremely dangerous, violent, or escape-prone inmates. These include Metropolitan Correctional Centers (MCCs), Metropolitan Detention Centers (MDCs), Federal Detention Centers (FDCs), Federal Medical Centers (FMCs), the Medical Center for Federal Prisoners (MCFP), the Federal Transfer Center (FTC), and the Administrative-Maximum USP (ADX).

Federal Correctional Complexes (FCCs): At FCCs, institutions with different missions and security levels are located in close proximity to one another. This increases efficiency through the sharing of services, enables staff to gain experience at institutions of many security levels, and enhances emergency preparedness by having additional resources within close proximity.

Satellite Low Security Facilities: FCIs Elkton and Jesup each have a small low security satellite facility adjacent to the main institution. FCI La Tuna has a low security facility affiliated with, but not adjacent to, the main institution.

Internet Access to Information:

The Bureau of Prisons' public website (www.bop.gov) maintains information about each of its institutions, offices, and training centers, as well as abbreviated contact information for privately-operated, secured facilities housing inmates under the Bureau's jurisdiction. We encourage you to visit www.bop.gov if you are interested in learning more about a specific facility.



Bureau Institutions

Note: Population numbers effective 09/28/06.



FPC Alderson

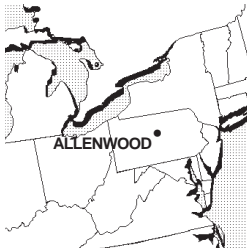
P.O. Box A
Glen Ray Rd.
Alderson, WV 24910
304-445-2901
Fax: 304-445-7736

Staff: 166

Security Level: Minimum/Female
Judicial District: Southern West Virginia
Population: 1,104

Location: In the foothills of the Allegheny Mountains, 270 miles southwest of Washington, DC; 12 miles south of Interstate 64, off State Hwy 3. This area is served by airports in Lewisburg and Beckley, as well as Roanoke, VA; Amtrak, and commercial bus lines.

Mid-Atlantic Region



FCC Allenwood

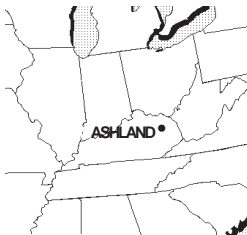
P.O. Box 3500
White Deer, PA 17887
570-547-0963
Fax: 570-547-9200

FCC Staff: 846

FCC Security Levels: Low, Medium, High/Male
Judicial District: Middle Pennsylvania
Population: 3,933

Location: 197 miles north of Washington, DC; 11 miles south of Williamsport, PA; 2 miles north of Allenwood, on U.S. Route 15. This area is served by Williamsport-Lycoming County Airport and commercial bus lines.

Northeast Region



FCI Ashland

P.O. Box 888
State Route 716
Ashland, KY
41105-0888
606-928-6414
Fax: 606-928-3635

Staff: 279

Security Level: Low with adjacent Minimum Camp/Male
Judicial District: Eastern Kentucky
Population: FCI: 1,232 Camp: 331

Location: In the highlands of northeastern Kentucky, 125 miles east of Lexington, and 5 miles southwest of the city of Ashland. Off State Route 716, 1 mile west of U.S. 60.

Mid-Atlantic Region



USP Atlanta

601 McDonough Blvd.,
SE
Atlanta, GA 30315-0182
404-635-5100
Fax: 404-331-2403

Staff: 568

Security Level: Medium/Administrative with adjacent Minimum Camp/Male
Judicial District: Northern Georgia
Population: USP: 2,049 Camp: 549

Location: In southeast Atlanta, at the junction of Boulevard and McDonough Blvd. Off Interstate 20 (south on Boulevard) or Interstate 285 (north on Moreland Ave., left on McDonough Blvd.). This area is served by Hartsfield International Airport, Amtrak, and commercial bus lines.

Southeast Region



USP Atwater

P.O. Box 019000
#1 Federal Hwy
Atwater, CA 95301
209-386-4701
Fax: 209-386-4635

Staff: 313

Security Level: High with adjacent Minimum Camp/Male
Judicial District: Eastern California
Population: USP: 1,290 Camp: 134

Location: On a portion of the former Castle Air Force Base. Approximately 130 miles from San Francisco. This area is served by Fresno Yosemite International Airport, Sacramento International Airport, Modesto City/County Airport (Harry Sham Field), Amtrak, and commercial bus lines.

Western Region



FCI Bastrop

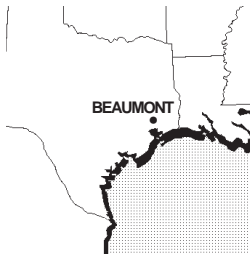
P.O. Box 730
1341 Hwy 95 N
Bastrop, TX 78602
512-321-3903
Fax: 512-304-0117

Staff: 242

Security Level: Low with adjacent Minimum Camp/Male
Judicial District: Western Texas
Population: FCI: 1,233 Camp: 182

Location: 30 miles southeast of Austin, 8 miles south of Elgin, and 8 miles north of Bastrop, off Hwy 95. This area is served by Austin-Bergstrom International Airport in Austin (25 miles from the facility).

South Central Region



FCC Beaumont

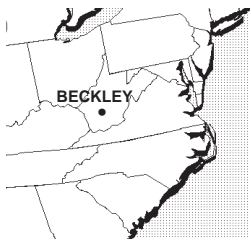
P.O. Box 26035
Beaumont, TX 77720-6035
409-727-8188
Fax: 409-626-3700

FCC Staff: 845

FCC Security Levels: Low, Medium, High with adjacent Minimum Camp/Male
Judicial District: Eastern Texas
Population: 5,100

Location: On the Texas Gulf coast, about 90 minutes from Houston. From U.S. 10, take Route 69 and exit at Florida Avenue. Turn right on West Port Arthur Rd., then right on Knauth Rd. The area is served by the Southeast Texas Regional Airport, Amtrak, and commercial bus lines.

South Central Region



FCI Beckley

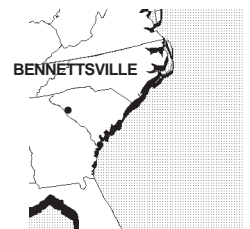
P.O. Box 1280
Beaver, WV 25813
304-252-9758
Fax: 304-256-4956

Staff: 341

Security Level: Medium with adjacent Minimum Camp/Male
Judicial District: Southern West Virginia
Population: FCI: 1,643 Camp: 405

Location: Approximately 51 miles southeast of Charleston, WV; and 136 miles northwest of Roanoke, VA. Institution's street address is 1600 Industrial Park Rd. The area is served by airports in Charleston and Beckley, Amtrak, and commercial bus lines.

Mid-Atlantic Region



FCI Bennettsville

696 Muckerman Rd.
Bennettsville, SC 29512
843-454-8200
Fax: 843-454-8219

Staff: 289

Security Level: Medium with adjacent Minimum Camp/Male
Judicial District: South Carolina
Population: FCI: 1,481 Camp: 134

Location: In Marlboro County off Hwy 9; 86 miles from Myrtle Beach. This area is served by Florence Regional Airport (31 miles) and Douglass International, Charlotte, NC (89 miles).

Southeast Region



USP Big Sandy

P.O. Box 2067
Inez, KY 41224
606-433-2400
Fax: 606-433-2596

Staff: 355

Security Level: High with adjacent Minimum Camp/Male
Judicial District: Eastern Kentucky
Population: USP: 1,540 Camp: 144

Location: In Eastern Kentucky, located 11 miles south of Inez, KY on Rt. 3 South; 18 miles southeast of Paintsville, KY and 15 miles northeast of Prestonburg, KY. The area is served by airports in Huntington, WV; Lexington, KY; and Charleston, WV.

Mid-Atlantic Region



**FCI
Big Spring**

1900 Simler Ave.
Big Spring, TX
79720-7799
432-263-6699
Fax: 432-268-6867

Security Level: Low with adjacent Minimum Camp/Male
Judicial District: Northern Texas
Population: FCI: 1,618 Camp: 176

Location: Midway between Dallas and El Paso, on the southwest edge of Big Spring, at the intersection of Interstate 20 and U.S. Hwy 80. The area is served by Midland/Odessa Airport, a small municipal airport, and commercial bus lines.

South Central Region

Staff: 240



**MDC
Brooklyn**

P.O. Box 329001
Brooklyn, NY 11232
Phone: 718-840-4200
Fax: 718-840-5001

Security Level: Administrative/ Male, Female
Judicial District: Eastern New York
Population: 2,466

Location: In the Sunset Park section of Brooklyn, one of the five boroughs of New York City. The area is served by LaGuardia, Kennedy, and Newark Airports; Amtrak (Pennsylvania Station); and commercial bus lines (42nd Street Port Authority).

Northeast Region

Staff: 502



FPC Bryan

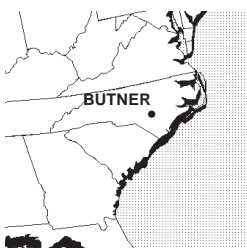
P.O. Box 2197
1100 Ursuline
Bryan, TX 77805-2197
979-823-1879
Fax: 979-775-5681

Security Level: Minimum/Female
Judicial District: Southern Texas
Population: 900

Location: 95 miles northwest of Houston and 165 miles south of Dallas, in the town of Bryan at the intersection of Ursuline Ave. and 23rd St. The area is served by Easterwood Airport in College Station, and by commercial bus lines.

South Central Region

Staff: 123



FCC Butner

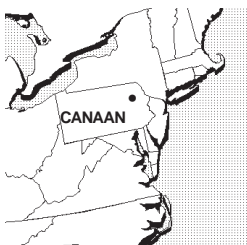
Old NC Hwy 75
P.O. Box 1600
Butner, NC 27509
919-575-3900
Fax: 919-575-4801

FCC Security Levels: Low, Medium with adjacent Minimum Camp, Administrative/Male
Judicial District: Eastern North Carolina
Population: 3,556

Location: Near the Research Triangle area of Durham, Raleigh, and Chapel Hill; 5 miles off Interstate 85 on old Hwy 75. The area is served by the Raleigh-Durham Airport, Amtrak, and commercial bus lines.

Mid-Atlantic Region

FCC Staff: 1136



USP Canaan

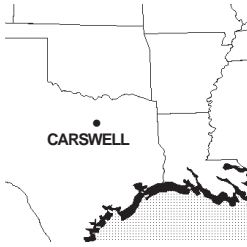
P.O. Box 400
Waymart, PA 18472
570-488-8000
Fax: 570-488-8130

Security Level: High with adjacent Minimum Camp/Male
Judicial District: Middle Pennsylvania
Population: USP: 1,502 Camp: 155

Location: In the most northeastern county in Pennsylvania, 20 miles east of Scranton, and 134 miles north of Philadelphia

Northeast Region

Staff: 339



FMC Carswell

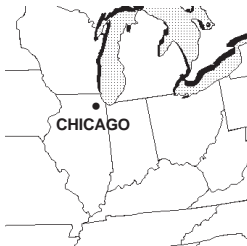
P.O. Box 27066
Fort Worth, TX 76127
817-782-4000
Fax: 817-782-4875

Staff: 396

Security Level: Administrative with adjacent Minimum Camp/Female
Judicial District: Northern Texas
Population: FMC: 1,173 Camp: 270

Location: In the northeast corner of the Naval Air Station, Joint Reserve Base; 1 mile from Hwy 183 and 3 miles from Interstate 30. The area is served by Dallas-Fort Worth Airport, the Fort Worth Transportation Authority, Amtrak, and commercial bus lines.

South Central Region



MCC Chicago

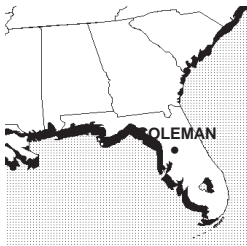
71 W Van Buren
Chicago, IL 60605
312-322-0567
Fax: 312-322-1120

Staff: 198

Security Level: Administrative/Male, Female
Judicial District: Northern Illinois
Population: 733

Location: In downtown Chicago, at the intersection of Clark and Van Buren Sts. The area is served by Midway and O'Hare Airports, Amtrak, and commercial bus lines.

North Central Region



FCC Coleman

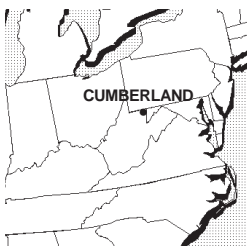
P.O. Box 1023
Coleman, FL 33521
352-689-6000
Fax: 352-689-6012

FCC Staff: 1,229

FCC Security levels: Low, Medium, High/Male; Minimum Camp adjacent to Medium/Female
Judicial District: Middle Florida
Population: 6,713

Location: In central Florida, approximately 50 miles northwest of Orlando, 60 miles northeast of Tampa, and 35 miles south of Ocala. The FCC is located south of the town of Coleman, off Hwy 301 on State Rd 470 in Sumter County.

Southeast Region



FCI Cumberland

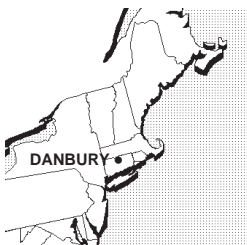
14601 Burbridge Rd., SE
Cumberland, MD
21502-8274
301-784-1000
Fax: 301-784-1008

Staff: 279

Security Level: Medium with adjacent Minimum Camp/Male
Judicial District: Maryland
Population: FCI: 1,139 Camp: 324

Location: In western Maryland, 130 miles northwest of Washington, DC; 6 miles south of Interstate 68, off State Route 51 South. The area is served by the Cumberland regional airport, Amtrak, and commercial bus lines.

Mid-Atlantic Region



FCI Danbury

Route 37
Danbury, CT 06811
203-743-6471
Fax: 203-312-5110

Staff: 246

Security Level: Low with adjacent Minimum Camp/Female
Judicial District: Connecticut
Population: FCI: 1,289 Camp: 220

Location: In southwestern Connecticut, 70 miles from New York City, 3 miles north of Danbury on State Route 37. The area is served by Westchester County Airport (45 minutes away), New York City airports (90 minutes away), and commercial bus lines.

Northeast Region



FMC Devens

P.O. Box 880
Ayer, MA 01432
978-796-1000
Fax: 978-796-1118

Staff: 411

Security level: Administrative with adjacent Minimum Camp/Male
Judicial District: Massachusetts
Population: FMC: 998 Camp: 148

Location: In north central Massachusetts, approximately 39 miles west of Boston and 20 miles north of Worcester on the decommissioned military base of Fort Devens. Off of Route 2, exit 37B. Take the first right, and the the institution is 1/2 mile on the right.

Northeast Region



FCI Dublin

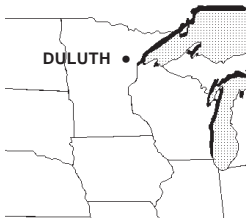
5701 8th St., Camp Parks
Dublin, CA 94568
925-833-7500
Fax: 925-833-7599

Staff: 241

Security Level: Low/Female and Administrative/Male with adjacent Minimum Camp/Female
Judicial District: Northern California
Population: FCI: 1,204 Camp: 282

Location: 20 miles southeast of Oakland, off Interstate 580 (Hopyard/ Dougherty Rd. exit, proceed east to the Camp Parks Army Base). The area is served by the San Francisco and Oakland airports and by commercial bus lines.

Western Region



FPC Duluth

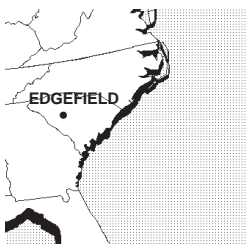
P.O. Box 1400
Duluth, MN 55814
218-722-8634
Fax: 218-733-4701

Staff: 85

Security Level: Minimum/Male
Judicial District: Minnesota
Population: 854

Location: On the southwestern tip of Lake Superior, halfway between Minneapolis-St. Paul and the U.S.-Canadian border; 7 miles north of Duluth, off Hwy 53 at Stebner Rd. The area is served by Duluth International Airport and commercial bus lines.

North Central Region



FCI Edgefield

P.O. Box 723
Edgefield, SC 29824
803-637-1500
Fax: 803-637-9840

Staff: 332

Security Level: Medium with adjacent Minimum Camp/Male
Judicial District: South Carolina
Population: FCI: 1,485 Camp: 557

Location: On the border of South Carolina and Georgia, northeast of Augusta. The FCI is located approximately 30 miles northeast of I-20, on Hwy 25. The area is served by air-ports in Augusta, GA and Columbia, SC.

Southeast Region



FCI El Reno

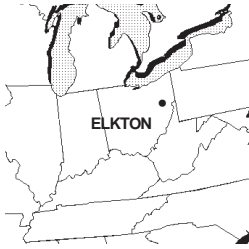
P.O. Box 1000
El Reno, OK 73036-1000
405-262-4875
Fax: 405-262-7626

Staff: 330

Security Level: Medium with adjacent Minimum Camp/Male
Judicial District: Western Oklahoma
Population: FCI: 1,135 Camp: 237

Location: 30 miles west of Oklahoma City. From Interstate 40, take exit 119 (Old Hwy 66), proceed 1.5 miles to the institution on the right. The area is served by Will Rogers World Airport in Oklahoma City.

South Central Region



FCI Elkton

P.O. Box 89
Elkton, OH 44415
330-424-7448
Fax: 330-424-7075

Staff: 334

Security Level: Low with satellite Low Facility/Male
Judicial District: Northern Ohio
Population: FCI: 1,825 FSL: 572

Location: In Northeastern Ohio, less than an hour from Pittsburgh, Youngstown, and Canton. The area is served by the international airport in Pittsburgh, regional airports in Youngstown and Canton, Amtrak, and commercial bus lines.

Northeast Region



FCI Englewood

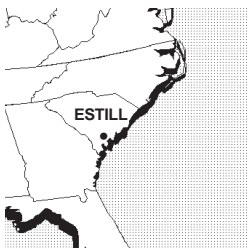
9595 W Quincy Ave.
Littleton, CO 80123
303-985-1566
Fax: 303-763-2553

Staff: 289

Security Level: Medium/Administrative with adjacent Minimum Camp/Male
Judicial District: Colorado
Population: FCI: 810 Camp: 123

Location: 15 miles southwest of Denver, off Interstate 285. The area is served by Denver International Airport, Amtrak, and commercial bus lines.

North Central Region



FCI Estill

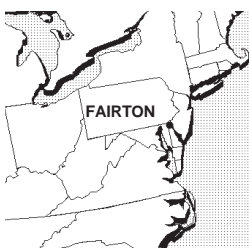
P.O. Box 699
Estill, SC 29918
803-625-4607
Fax: 803-625-5635

Staff: 282

Security Level: Medium with adjacent Minimum Camp/Male
Judicial District: South Carolina
Population: FCI: 1,011 Camp: 300

Location: In Hampton County, off State Rd 321, about 3 miles south of Estill. The area is served by air and rail in Savannah, GA and Charleston, SC. The local area provides bus service to advance ticket holders.

Southeast Region



FCI Fairton

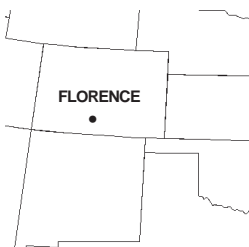
P.O. Box 280
Fairton, NJ 08320
856-453-1177
Fax: 856-453-4015

Staff: 303

Security Level: Medium with adjacent Minimum Camp/Male
Judicial District: New Jersey
Population: FCI: 1,399 Camp: 120

Location: 50 miles southeast of Philadelphia and 40 miles west of Atlantic City. Off State Hwy 55, at 655 Fairton-Millville Rd. The area is served by airports in Philadelphia, Atlantic City, and Millville; Amtrak in Philadelphia and Atlantic City; and commercial bus service.

Northeast Region



FCC Florence

5880 State Hwy 67
Florence, CO 81226
719-784-9464
Fax: 719-784-5057

FCC Staff: 879

FCC Security Levels: Medium, High, Administrative Maximum with adjacent Minimum Camp/Male
Judicial District: Colorado
Population: 3,043

Location: On State Hwy 67, 90 miles south of Denver, 45 miles south of Colorado Springs, and 40 miles west of Pueblo. The area is served by airports in Denver, Colorado Springs, and Pueblo; Amtrak in Denver and La Junta; and commercial bus lines.

North Central Region



**FCC
Forrest City**

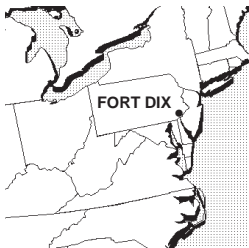
P.O. Box 7000
Forrest City, AR 72336
870-494-4200
Fax: 870-494-4496

FCC Staff: 556

FCC Security Levels: Medium, Low with adjacent Minimum Camp/Male
Judicial District: Eastern Arkansas
Population: 3,671

Location: In eastern Arkansas, between Little Rock (85 miles east) and Memphis (45 miles west), near Interstate 40. The area is served by air and rail in Memphis, and Forrest City is directly served by commercial bus lines.

South Central Region



FCI Fort Dix

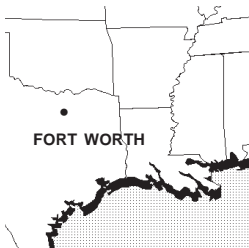
P.O. Box 38
Fort Dix, NJ 08640
609-723-1100
Fax: 609-723-6847

Staff: 589

Security Level: Low with adjacent Minimum Camp/Male
Judicial District: New Jersey
Population: FCI: 4,342 Camp: 424

Location: In central New Jersey, approximately 45 minutes east of Philadelphia, off Route 68; follow signs for Fort Dix/McGuire Air Force Base. The area is served by Philadelphia International Airport, Amtrak, and commercial bus lines.

Northeast Region



**FCI
Fort Worth**

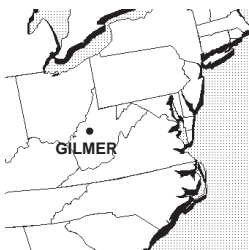
3150 Horton Rd.
Fort Worth, TX
76119-5996
817-534-8400
Fax: 817-413-3350

Staff: 283

Security Level: Low/Male
Judicial District: Northern Texas
Population: 1,483

Location: In north central Texas, in southeast Fort Worth; north of Interstate 20 and east of Interstate 35. The area is served by Dallas/Fort Worth International Airport, Amtrak, and commercial bus lines.

South Central Region



FCI Gilmer

P.O. Box 5000
201 FCI Ln.
Glenville, WV
26351-9500
304-462-0395
Fax: 304-462-0396

Staff: 297

Security level: Medium with adjacent Minimum Camp/Male
Judicial District: Northern West Virginia
Population: FCI: 1,541 Camp: 147

Location: In central West Virginia, 85 miles northeast of Charleston and 150 miles from Pittsburgh, PA. The area is served by Pittsburgh International Airport and Yeager Regional Airport.

Mid-Atlantic Region



**FCI
Greenville**

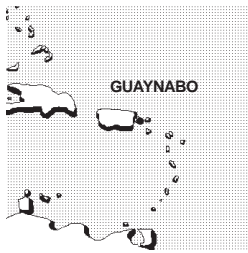
P.O. Box 4000
Greenville, IL 66246
618-664-6200
Fax: 618-664-6372

Staff: 276

Security Level: Medium/Male with adjacent Minimum Camp/Female
Judicial District: Southern Illinois
Population: FCI: 1,081 Camp: 354

Location: Approximately 43 miles east of St. Louis, MO and 63 miles from Springfield, IL. The area is served by airports in St. Louis, Mascoutah, Greenville, and Vandalia; Amtrak service in Alton and St. Louis; and commercial bus service in Vandalia.

North Central Region



**MDC
Guaynabo**

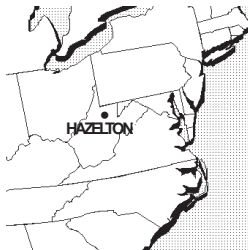
P.O. Box 2146
San Juan, Puerto Rico
00922-2146
787-749-4480
Fax: 787-775-7824

Security Level: Administrative/Male, Female
Judicial District: Puerto Rico, U.S. Virgin Islands
Population: 1,177

Location: 6 miles west of San Juan, Puerto Rico, off Hwy 22 at the intersection of Roads 165 and 28. The area is served by San Juan International Airport.

Southeast Region

Staff: 252



**USP
Hazelton**

P.O. Box 450
Bruceton Mills, WV
26525
304-379-5000
Fax: 304-379-5039

Security Level: High with adjacent Minimum Camp/Male
Judicial District: Northern District of West Virginia
Population: USP: 1,678 Camp: 143

Location: In the mountains of Preston County, WV in the community of Bruceton Mills; approximately 35 minutes from Morgantown, 45 minutes from Uniontown, PA; and 45 minutes from Cumberland, MD.

Mid-Atlantic Region

Staff: 410



FCI Herlong

P.O. Box 900
Herlong, CA 96113
530-827-8000
Fax: 530-827-8024

Security Level: Medium with adjacent Minimum Camp/Male
Judicial District: Eastern California
Population: FCI: 867 Camp: 121

Location: In the Sierra highlands of northern California, 50 miles northwest of Reno, NV, and about 30 miles north of Susanville, CA.

Western Region

Staff: 264



**FDC
Honolulu**

P.O. Box 30547
Honolulu, HI 96820
808-838-4200
Fax: 808-838-4507

Security Level: Administrative/Male, Female
Judicial District: Hawaii
Population: 616

Location: Adjacent to Honolulu International Airport on the Aloha/Hawaiian Airlines side.

Staff: 201

Western Region



FDC Houston

P.O. Box 526245
Houston, TX
77052-6245
713-221-5400
Fax: 713-229-4200

Security Level: Administrative/Male, Female
Judicial District: Southern Texas
Population: 942

Location: In downtown Houston at the intersection of Texas and San Jacinto Avenues. The area is served by George Bush International Airport, William P. Hobby Airport, Amtrak, and commercial bus lines.

Staff: 229

South Central Region



FCI Jesup

2600 Hwy 301 S
Jesup, GA 31599
912-427-0870
Fax: 912-427-1125

Staff: 330

Security Level: Medium with satellite Low Facility and adjacent Minimum Camp/Male

Judicial District: Southern Georgia
Population: FCI: 946 FSL: 592 Camp: 155

Location: In southeast Georgia on Route 301, 65 miles southwest of Savannah, 40 miles northwest of Brunswick, and 105 miles northwest of Jacksonville, FL. The area is served by airports in Jacksonville, Savannah, and Brunswick, and by Amtrak.

Southeast Region



FCI La Tuna

P.O. Box 1000
8500 Doniphan
Anthony, NM-TX 88021
915-886-6600
Fax: 915-886-6628

Staff: 346

Security Level: Low with satellite Low Facility and adjacent Minimum Camp/Male

Judicial District: Western Texas
Population: FCI: 1,049 FSL: 454 Camp: 231

Location: On the Texas and New Mexico border, 12 miles north of the city limits of El Paso, off Interstate 10, on State Hwy 20. The area is served by El Paso International Airport, Amtrak, and commercial bus lines.

South Central Region



USP Leavenworth

P.O. Box 1000
Leavenworth, KS 66048
913-682-8700
Fax: 913-578-1010

Staff: 403

Security Level: Medium with adjacent Minimum Camp/Male

Judicial District: Kansas
Population: USP: 1,775 Camp: 474

Location: 25 miles north of Kansas City on Hwy 73. The area is served by Kansas City International Airport (15 miles from the facility).

North Central Region



USP Lee

P.O. Box 900
Jonesville, VA
24263-0900
276-546-0150
Fax: 276-546-9116

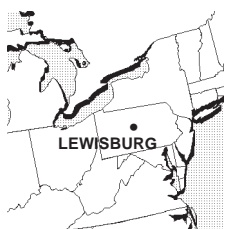
Staff: 366

Security Level: High with adjacent Minimum Camp/Male

Judicial District: Western Virginia
Population: USP: 1,462 Camp: 140

Location: 8 miles east of Jonesville, off of U.S. 58 at the intersection of State Route 638. The area is served by the Tri-Cities Regional Airport in the Kingsport, Bristol, Johnson City, TN area.

Mid-Atlantic Region



USP Lewisburg

2400 Robert F. Miller Dr.
Lewisburg, PA 17837
570-523-1251
Fax: 570-522-7745

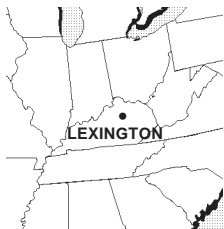
Staff: 505

Security Level: High with adjacent Minimum Camp/Male

Judicial District: Middle Pennsylvania
Population: USP: 1,489 Camp: 664

Location: In central Pennsylvania, outside the town of Lewisburg, 200 miles north of Washington, DC, 170 miles west of Philadelphia, 6 miles south of Interstate 80, and 2 miles off U.S. Route 15. The area is served by Williamsport Airport.

Northeast Region



FMC Lexington

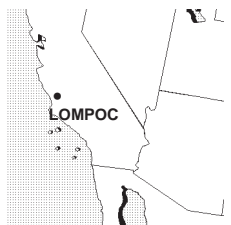
3301 Leestown Rd.
Lexington, KY 40511
859-255-6812
Fax: 859-253-8821

Staff: 462

Security Level: Administrative/Male with adjacent Minimum/Female Camp
Judicial District: Eastern Kentucky
Population: FMC: 1,717 Camp: 287

Location: Seven miles north of Lexington on U.S. Hwy 421. The area is served by Blue Grass Field Airport and commercial bus service.

Mid-Atlantic Region



FCC Lompoc

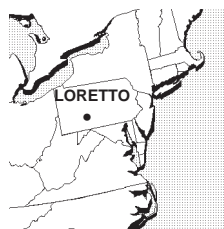
3901 Klein Blvd.
Lompoc, CA 93436
805-735-2771
Fax: 805-736-1292

FCC Staff: 522

FCC Security Levels: Low, Medium with adjacent Minimum Camp/Male
Judicial District: Central California
Population: 3,161

Location: 175 miles northwest of Los Angeles, adjacent to Vandenberg Air Force Base. The area is served by Santa Barbara Airport (60 miles south), Santa Maria Airport (25 miles north), Amtrak, and commercial bus service.

Western Region



FCI Loretto

P.O. Box 1000
Loretto, PA 15940
814-472-4140
Fax: 814-472-6046

Staff: 228

Security Level: Low with adjacent Minimum Camp/Male
Judicial District: Western Pennsylvania
Population: FCI: 1,281 Camp: 158

Location: In southwest Pennsylvania between Altoona and Johnstown, 90 miles east of Pittsburgh, off Route 22, between Interstate 80 and the Pennsylvania Turnpike via Route 220. The area is served by Pittsburgh Airport, Amtrak, and commercial bus service.

Northeast Region



MDC Los Angeles

535 N Alameda St.
Los Angeles, CA 90012
213-485-0439
Fax: 213-253-9510

Staff: 250

Security Level: Administrative/Male, Female
Judicial District: Central California
Population: 969

Location: In downtown Los Angeles, off Hollywood Freeway (Hwy 101), on the corner of Alameda and Aliso Streets. The area is served by Los Angeles International Airport, Amtrak, and commercial bus service.

Western Region



FCI Manchester

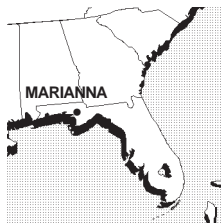
P.O. Box 3000
Manchester, KY 40962
606-598-1900
Fax: 606-599-4115

Staff: 296

Security Level: Medium with adjacent Minimum Camp/Male
Judicial District: Eastern Kentucky
Population: FCI: 990 Camp: 567

Location: 75 miles south of Lexington off Interstate 75, and 28 miles east of London on the Hal Rogers Pkwy, on Route 8 (Fox Hollow Rd.), off State Hwy 421. The area is served by airports in Lexington, KY and Knoxville, TN.

Mid-Atlantic Region



FCI Marianna

3625 FCI Rd.
Marianna, FL 32446
850-526-2313
Fax: 850-718-2014

Staff: 336

Security Level: Medium/Male with adjacent Minimum Camp/Female
Judicial District: Northern Florida
Population: FCI: 1,107 Camp: 311

Location: In the Florida panhandle, 65 miles west of Tallahassee and 5 miles north of the town of Marianna, off Hwy 167. The area is served by airports in Tallahassee; Dothan, AL (35 miles northwest of the facility); and Panama City (54 miles south).

Southeast Region



USP Marion

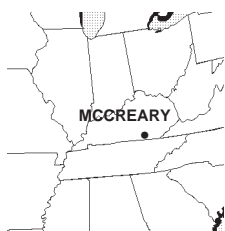
P.O. Box 2000
Marion, IL 62959
618-964-1441
Fax: 618-964-2058

Staff: 377

Security Level: Medium with adjacent Minimum Camp/Male
Judicial District: Southern Illinois
Population: USP: 0 (undergoing mission change) Camp: 354

Location: 300 miles from Chicago, 120 miles from St. Louis, 9 miles south of Marion, off I-57 via Hwy 148 north, east on Little Grassy Rd. The area is served by the Williamson County Airport.

North Central Region



USP McCreary

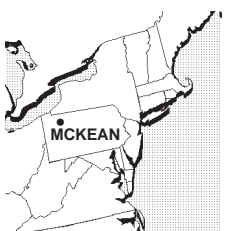
330 Federal Way
Pine Knot, KY 42635
606-354-7000
Fax: 606-654-7190

Staff: 316

Security Level: Medium with adjacent Minimum Camp/Male
Judicial District: Eastern Kentucky
Population: USP: 1,573 Camp: 153

Location: In the southern part of Kentucky, off Interstate 75 via State Hwy 92 or via US 27. The area is served by the Lexington Bluegrass Airport and McGhee Tyson Airport in Knoxville.

Mid-Atlantic Region



FCI McKean

P.O. Box 5000
Bradford, PA 16701
814-362-8900
Fax: 814-363-6822

Staff: 298

Security Level: Medium with adjacent Minimum Camp/Male
Judicial District: Western Pennsylvania
Population: FCI: 1,169 Camp: 335

Location: In northwest Pennsylvania between Bradford and Kane, 90 miles south of Buffalo, off Route 59, 1/4 mile east of the intersection of State Route 59 and U.S. Route 219. The area is served by Buffalo and Bradford airports.

Northeast Region



FCI Memphis

1101 John A. Denie Rd.
Memphis, TN 38134
901-372-2269
Fax: 901-380-2462

Staff: 295

Security Level: Medium with satellite Minimum Camp/Male
Judicial District: Western Tennessee
Population: FCI: 1,083 Camp: 336

Location: In the northeast section of Memphis near the intersection of Interstate 40 and Sycamore View Rd. The area is served by Memphis International Airport, Amtrak, and commercial bus lines.

Mid-Atlantic Region



FCI Miami

15801 SW 137th Ave.
Miami, FL 33177
305-259-2100
Fax: 305-259-2160

Staff: 257

Security Level: Low with adjacent Minimum Camp/Male
Judicial District: Southern Florida
Population: FCI: 1,068 Camp: 413

Location: In southwest Dade county, 30 miles from downtown Miami, off the Florida Turnpike (Homestead Extension, 152nd St. exit), 2.5 miles to 137th St. south. The area is served by Miami International Airport, Amtrak, and commercial bus lines.

Southeast Region



FDC Miami

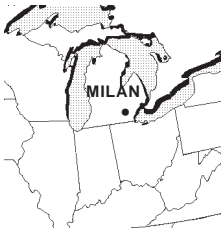
P.O. Box 019118
Miami, FL 33101-9118
305-577-0010
Fax: 305-536-7368

Staff: 278

Security Level: Administrative/Male, Female
Judicial District: Southern Florida
Population: 1,636

Location: East of Miami International Airport in downtown Miami, located at the corner of NE. 4th St. and N. Miami Ave. The area is served by Miami International Airport, Amtrak, and commercial bus lines.

Southeast Region



FCI Milan

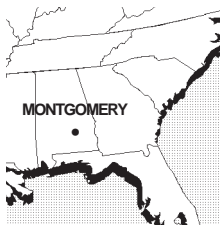
P.O. Box 9999
E Arkona Rd.
Milan, MI 48160
734-439-1511
Fax: 734-439-5535

Staff: 305

Security Level: Low, Administrative/Male
Judicial District: Eastern Michigan
Population: 1,566

Location: 45 miles south of Detroit and 35 miles north of Toledo, in the town of Milan, off U.S. 23 (exit 27). The area is served by Detroit Metro and Toledo Express airports, Amtrak, and commercial bus lines.

North Central Region



FPC Montgomery

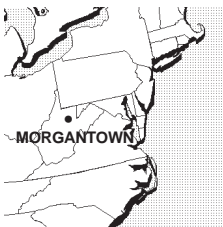
Maxwell Air Force Base
Montgomery, AL 36112
334-293-2100
Fax: 334-293-2326

Staff: 112

Security Level: Minimum/Male
Judicial District: Middle Alabama
Population: 1,051

Location: On Maxwell Air Force Base, off Interstates 65 and 85. The area is served by Montgomery Regional Airport, Dannelly Field, and commercial bus lines.

Southeast Region



FCI Morgantown

P.O. Box 1000
Morgantown, WV
26507-1000
304-296-4416
Fax: 304-284-3600

Staff: 175

Security Level: Minimum/Male
Judicial District: Northern West Virginia
Population: 1,279

Location: In north central West Virginia, on the southern edge of Morgantown, off State Hwy 857 (Greenbag Rd.). The area is served by Morgantown Municipal Airport and commercial bus lines.

Mid-Atlantic Region



**MCC
New York**

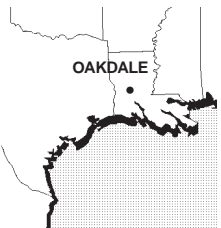
150 Park Row
New York, NY 10007
646-836-6300
Fax: 646-836-7751

Staff: 246

Security Level: Administrative/Male, Female
Judicial District: Southern New York
Population: 879

Location: In downtown Manhattan, adjacent to Foley Square, and across the street from the Federal courthouse. The area is served by LaGuardia, Kennedy, and Newark airports; Amtrak, and commercial bus lines.

Northeast Region



**FCC
Oakdale**

P.O. Box 5050
Oakdale, LA 71463
318-335-4070
Fax: 318-215-2547

FCC Staff: 463

FCC Security Levels: Low, Administrative with adjacent Minimum Camp/
Male
Judicial District: Western Louisiana
Population: 2,568

Location: In central Louisiana, 35 miles south of Alexandria and 58 miles north of Lake Charles, off State Hwy 165 on Whatley Rd. The area is served by Alexandria International Airport (40 miles) and by commercial bus lines.

South Central Region



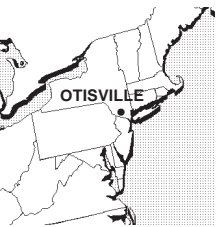
**FTC
Oklahoma
City**

P.O. Box 898802
7410 S. MacArthur Blvd.
Oklahoma City, OK 73189
405-682-4075
Fax: 405-680-4041
Staff: 269

Security Level: Administrative/Male, Female
Judicial District: Western Oklahoma
Population: 1,514

Location: 3 miles west of Interstate 44 and 4 miles south of Interstate 40. The area is served by Will Rogers World Airport and commercial bus lines.

South Central Region



FCI Otisville

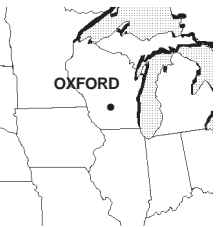
P.O. Box 600
Otisville, NY 10963
845-386-6700
Fax: 845-386-6727

Staff: 286

Security Level: Medium with adjacent Minimum Camp/Male
Judicial District: Southern New York
Population: FCI: 1,009 Camp: 127

Location: In southeastern part of New York state, near the Pennsylvania and New Jersey borders, and 70 miles northwest of New York City (NYC). The area is served by several airports (the closest is Stewart International in Newburgh, NY). Bus and train service connect Otisville to NYC.

Northeast Region



FCI Oxford

P.O. Box 500
Oxford, WI 53952-0500
608-584-5511
Fax: 608-584-6371

Staff: 290

Security Level: Medium with adjacent Minimum Camp/Male
Judicial District: Western Wisconsin
Population: FCI: 982 Camp: 205

Location: In central Wisconsin, 60 miles north of Madison, off I-39 at the intersection of County Road G and Elk Ave. The area is served by Dane County Regional Airport, and commercial bus service in Portage and Wisconsin Dells.

North Central Region



FCI Pekin

P.O. Box 7000
Pekin, IL 61555-7000
309-346-8588
Fax: 309-477-4685

Staff: 272

Security Level: Medium/Male with adjacent Minimum Camp/Female
Judicial District: Central Illinois
Population: FCI: 1,023 Camp: 289

Location: Located on Route 29 South in Pekin, approximately 10 miles south of Peoria, 170 miles southwest of Chicago, and 170 miles northeast of St. Louis. The area is served by the Greater Peoria Regional Airport, Amtrak, and commercial bus service to Peoria.

North Central Region



FPC Pensacola

110 Raby Ave.
Pensacola, FL
32509-5127
850-457-1911
Fax: 850-458-7295
Staff: 100

Security Level: Minimum/Male
Judicial District: Northern Florida
Population: 679

Location: 175 miles west of Tallahassee and 50 miles east of Mobile, AL, on Saufley Field, off Interstate 10. The area is served by Pensacola Municipal Airport, Amtrak, and commercial bus lines.

Southeast Region



FCC Petersburg

P.O. Box 90042
Petersburg, VA 23804
804-504-7200
Fax: 804-504-7204

FCC Staff: 562

FCC Security Levels: Medium, Low with adjacent Minimum Camp/Male
Judicial District: Eastern Virginia
Population: 3,299

Location: 25 miles southeast of Richmond. From Interstate 95, take Exit 54 (Temple Ave./Hwy 144), proceed east approximately 3 miles, then turn left on River Rd. The area is served by airports in Petersburg and Richmond, Amtrak, and commercial bus lines.

Mid-Atlantic Region



FDC Philadelphia

P.O. Box 572
Philadelphia, PA 19106
215-521-4000
Fax: 215-521-7220

Staff: 260

Security Level: Administrative/Male, Female
Judicial District: Eastern Pennsylvania
Population: 1,173

Location: In downtown Philadelphia. The area is served by Philadelphia International Airport, Amtrak, and commercial bus lines.

Northeast Region



FCI Phoenix

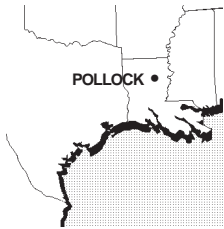
37900 N 45th Ave.
Phoenix, AZ 85086
623-465-9757
Fax: 623-465-5199

Staff: 299

Security Level: Medium/Male with adjacent Minimum Camp/Female
Judicial District: Arizona
Population: FCI: 988 Camp: 301

Location: 30 miles north of downtown Phoenix, off Interstate 17, Pioneer Rd. exit. The area is served by Phoenix Sky Harbor International Airport, several regional airports, Amtrak (in Tucson), and commercial bus lines.

Western Region



USP Pollock

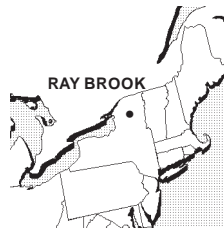
P.O. Box 1000
1000 Airbase Rd.
Pollock, LA 71467
318-561-5300
Fax: 318-561-5391

Staff: 380

Security Level: High with adjacent Minimum Camp/Male
Judicial District: Western Louisiana
Population: USP: 1,416 Camp: 129

Location: In central Louisiana between Hwys 165 and 167, approximately 12 miles north of Alexandria. The area is served by Alexandria International Airport and commercial bus lines.

South Central Region



FCI Ray Brook

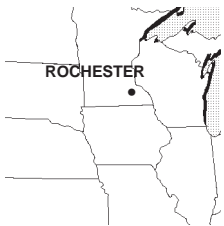
P.O. Box 300
Old Ray Brook Rd.
Ray Brook, NY 12977
518-897-4000
Fax: 518-897-4216

Staff: 247

Security Level: Medium/Male
Judicial District: Northern New York
Population: 1,179

Location: In upstate New York, midway between the villages of Lake Placid and Saranac Lake, off Route 86. The area is served by the Adirondack and Albany airports; the airport in Montreal, Canada; and the Burlington, VT airport; Amtrak in Plattsburgh and Albany; and commercial bus lines.

Northeast Region



FMC Rochester

P.O. Box 4600
2110 E. Center St.
Rochester, MN
55903-4600
5507-287-0674
Fax: 518-287-9601

Staff: 433

Security Level: Administrative/Male
Judicial District: Minnesota
Population: 920

Location: In southeastern Minnesota, 2 miles east of downtown Rochester, off Fourth St. The area is served by the Rochester Airport and commercial bus lines.

North Central Region



FCI Safford

P.O. Box 820
Safford, AZ 85548
928-428-6600
Fax: 928-348-1331

Staff: 165

Security Level: Low/Male
Judicial District: Arizona
Population: 815

Location: In southeastern Arizona, 127 miles northeast of Tucson, 165 miles east of Phoenix, off Hwy 191, 7 miles south of the town of Safford. The area is served by airports in Tucson and Phoenix, Amtrak in Phoenix and Tucson, and commercial bus lines.

Western Region



MCC San Diego

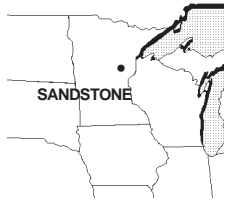
808 Union St.
San Diego, CA
92101-6078
619-232-4311
Fax: 619-595-0390

Staff: 233

Security Level: Administrative/Male, Female
Judicial District: Southern California
Population: 989

Location: In downtown San Diego, adjacent to the Federal Courthouse. The area is served by the Lindberg Field Airport, Amtrak, and commercial bus lines.

Western Region



FCI Sandstone

P.O. Box 999
Sandstone, MN 55072
320-245-2262
Fax: 320-245-0385

Staff: 236

Security Level: Low/Male
Judicial District: Minnesota
Population: 922

Location: 100 miles northeast of Minneapolis/St. Paul and 70 miles southwest of Duluth, off Interstate 35 (Sandstone exit, follow Hwy 23 to Route 123 east). The institution is 2 miles from the intersection. The area is served by commercial bus lines.

North Central Region



FCI Schuylkill

P.O. Box 700
Minersville, PA 17954
570-544-7100
Fax: 570-544-7224

Staff: 289

Security Level: Medium with adjacent Minimum Camp/Male
Judicial District: Middle Pennsylvania
Population: FCI: 1,254 Camp: 342

Location: 100 miles northwest of Philadelphia and 46 miles north-east of Harrisburg; west of Inter-state 81, off State Hwy 901. The area is served by Harrisburg International Airport, Amtrak in Harrisburg, and commercial bus lines.

Northeast Region



FCI Seagoville

2113 NHwy 175
Seagoville, TX 75159
972-287-2911
Fax: 972-287-5466

Staff: 297

Security Level: Low, Administrative with adjacent Minimum Camp/ Male
Judicial District: Northern Texas
Population: 1,858 Camp: 169

Location: 11 miles southeast of Dallas, off Hwy 175 (Hawn Freeway). The area is served by the Dallas-Fort Worth International Airport, Amtrak in Dallas and Fort Worth, and commercial bus lines.

South Central Region



FDC SeaTac

2425 S 200th St.
P.O. Box 13901
Seattle, WA
98198-1091
206-870-5700
Fax: 206-870-5717

Staff: 233

Security Level: Administrative/Male, Female
Judicial District: Western Washington
Population: 979

Location: 12 miles south of Seattle and 16 miles north of Tacoma, 1 mile west of Interstate 5 (200th St.exit). SeaTac International Airport is 1 mile from the facility. Amtrak and commercial bus lines also serve the area.

Western Region



FCI Sheridan

P.O. Box 8000
27072 Ballston Rd.
Sheridan, OR
97378-9601
503-843-4442
Fax: 503-843-3408

Staff: 331

Security Level: Medium and Administrative with adjacent Minimum Camp/ Male
Judicial District: Oregon
Population: FCI: 1,353 Camp: 505

Location: In northwestern Oregon, 90 minutes south of Portland, off Hwy 18 on Ballston Rd. The area is served by Portland International Airport, Amtrak in Portland and Salem, and commercial bus lines.

Western Region



MCFP Springfield

P.O. Box 4000
1900 W Sunshine
Springfield, MO
65801-4000
417-862-7041
Fax: 417-837-1711
Staff: 608

Security Level: Administrative/Male
Judicial District: Western Missouri
Population: 976

Location: At the corner of Sunshine St. and the Kansas Expressway, off Interstate 44. The area is served by the Springfield/Branson Municipal Airport and commercial bus lines.

North Central Region



FCI Talladega

565 E Renfro Rd.
Talladega, AL 35160
256-315-4100
Fax: 256-315-4495

Security Level: Medium with adjacent Minimum Camp/Male
Judicial District: Northern Alabama
Population: FCI: 1,015 Camp: 371

Location: In northeast Alabama, 50 miles east of Birmingham and 100 miles west of Atlanta, GA; off the 275 bypass on Renfro Rd.

Staff: 280

Southeast Region



FCI Tallahassee

501 Capital Cir., NE
Tallahassee, FL
32301-3572
850-878-2173
Fax: 850-671-6105

Security Level: Low/Female, Administrative/Male
Judicial District: Northern Florida
Population: 1,548

Location: Three miles east of downtown Tallahassee, on Hwy 319 at its intersection with Park Ave. and Conner Blvd. The area is served by Tallahassee Regional Airport, Amtrak, and commercial bus lines.

Staff: 281

Southeast Region



FCI Terminal Island

1299 Seaside Ave.
Terminal Island, CA
90731
310-831-8961
Fax: 310-732-5335

Security Level: Low/Male
Judicial District: Central California
Population: 1,084

Location: In Los Angeles Harbor, between San Pedro and Long Beach; off Harbor Freeway (110 South) at the Terminal Island exit. Cross the Vincent Thomas Bridge to the Ferry St. exit. The area is served by Los Angeles International and Long Beach airports, Amtrak, and commercial bus lines.

Staff: 270

Western Region



FCC Terre Haute

4700 Bureau Rd. S.
Terre Haute, IN 47802
812-244-4400
Fax: 812-238-3316

FCC Security Levels: Medium with adjacent Minimum Camp, High (includes Special Confinement Unit for inmates under Federal death sentences)/Male
Judicial District: Southern Indiana
Population: 3,140

Location: Two miles south of the City of Terre Haute, which is 70 miles west of Indianapolis on Interstate 70. The institution is located on Hwy 63. The area is served by Hulman Regional Airport and commercial bus lines.

FCC Staff: 666

North Central Region



**FCI
Texarkana**

P.O. Box 9500
Texarkana, TX 75505
903-838-4587
Fax: 903-223-4424

Staff: 269

Security Level: Low with adjacent Minimum Camp/Male
Judicial District: Eastern Texas
Population: FCI: 1,430 Camp: 370

Location: In northeast Texas near the Arkansas border, 70 miles north of Shreveport, LA and 175 miles east of Dallas; off Route 59 south on Leopard Dr.

South Central Region



**FCI
Three Rivers**

P.O. Box 4000
Three Rivers, TX
78071
361-786-3576
Fax: 361-786-5051

Staff: 269

Security Level: Medium with adjacent Minimum Camp/Male
Judicial District: Southern Texas
Population: FCI: 1,062 Camp: 343

Location: About 80 miles south of San Antonio and 73 miles northwest of Corpus Christi, off Interstate 37 on Hwy 72, 8 miles west of the town of Three Rivers, across from Choke Canyon Lake.

South Central Region



FCC Tucson

9300 S Wilmot Rd.
Tucson, AZ 85706
520-663-5000
Fax: 520-663-5024

FCC Staff: 291

Security Level: Medium/Male; Administrative/Male, Female; High (activation underway) with adjacent Minimum Camp/Male
Judicial District: Arizona
Population: 836

Location: In southern Arizona, 10 miles southeast of the city of Tucson, near Interstate 10 and Wilmot Rd. The area is served by Tucson International Airport, Amtrak, and commercial bus lines.

Western Region



**FCC
Victorville**

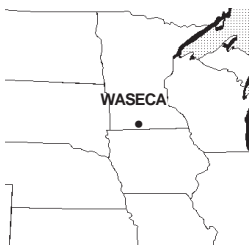
P.O. Box 5600
Adelanto, CA 92301
760-530-5000
Fax: 760-530-5103

FCC Staff: 851

FCC Security Levels: High, Medium/Male with adjacent Minimum Camp/Female
Judicial District: Central California
Population: 4,138

Location: In San Bernardino County, approximately 85 miles northwest of Los Angeles, on Interstate 15. The area is served by Ontario International Airport, Amtrak, and commercial bus lines.

Western Region



FCI Waseca

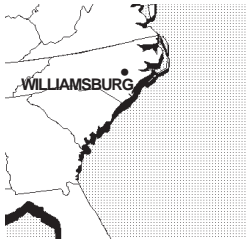
P.O. Box 1731
1000 University Dr., SW
Waseca, MN 56093
507-835-8972
Fax: 507-837-4547

Staff: 213

Security Level: Low/Male
Judicial District: Minnesota
Population: 1,080

Location: In southern Minnesota, 75 miles south of Minneapolis on Interstate 35; 13 miles west of Owatonna on State Hwy 57. The area is served by airports in Minneapolis and Rochester.

North Central Region



**FCI
Williamsburg**

P.O. Box 340
Salters, SC 29590
843-387-9400
Fax: 843-387-6961

Staff: 281

Security Level: Medium with adjacent Minimum Camp/Male
Judicial District: South Carolina
Population: FCI: 1,422 Camp: 135

Location: In Williamsburg County, off Hwy 521.

Southeast Region



FPC Yankton

P.O. Box 680
Yankton, SD 57078
605-665-3262
Fax: 605-668-1113

Staff: 106

Security Level: Minimum/Male
Judicial District: South Dakota
Population: 847

Location: In southeastern South Dakota, 60 miles northwest of Sioux City, IA and 85 miles southwest of Sioux Falls, SD; off U.S. Hwy 81. The area is served by airports in Sioux City and Sioux Falls.

North Central Region



**FCC
Yazoo City**

P.O. Box 5666
2225 Haley Barbour
Pkwy.
Yazoo City, MS 39194
662-751-4800
Fax: 662-716-1036
FCC Staff: 512

FCC Security Levels: Medium, Low with adjacent Minimum Camp/Male
Judicial District: Southern Mississippi
Population: 3,410

Location: 36 miles north of Jackson, MS off Hwy 49. The area is served by most major carriers at the airport in Jackson, as well as by Amtrak.

Southeast Region



FY 2006 Statistical Data

Inmate Population

Total population: 192,584
 Inmates in BOP institutions: 162,514
 Inmates in privately-managed, state or local secure facilities¹: 21,069
 Inmates in RRCs²: 9,001

¹includes inmates housed in facilities under contract with the BOP or with a government that has an Intergovernmental Agreement (IGA) with the BOP.

²includes inmates housed in residential re-entry centers (RRCs) and on home confinement.

Inmates by Security Level

Minimum: 18.5%
 Low: 39.4%
 Medium: 26.6%
 High: 10.4%
 Unclassified³: 4.8%

³Not yet assigned a security level.

Inmates by Gender

Male: 93.3%
 Female: 6.7%

Inmates by Race

White: 56.4%
 Black: 40.2%
 Native American: 1.7%
 Asian: 1.7%

Ethnicity

Hispanic: 31.4%

Average Inmate Age: 38

Citizenship

United States: 73.0%
 Mexico: 16.9%
 Colombia: 1.7%
 Cuba: 0.8%
 Dominican Republic: 1.7%
 Other/Unknown: 5.9%

Sentence Imposed

Less than 1 year: 1.8%
 1-3 years: 12.9%
 3-5 years: 15.8%
 5-10 years: 29.5%
 10-15 years: 18.8%
 15-20 years: 8.6%
 More than 20 years: 9.4%
 Life: 3.1%
 Death: 41

Types of Offenses

Drug Offenses: 53.6%
 Weapons, Explosives, Arson: 14.1%
 Immigration: 10.7%
 Robbery: 5.5%
 Burglary, Larceny, Property Offenses: 3.9%
 Extortion, Fraud, Bribery: 4.2%
 Homicide, Aggravated Assault, and Kidnapping: 3.1%
 Miscellaneous: 1.3%
 Sex Offenses: 2.2%
 Banking & Insurance, Counterfeit, Embezzlement: 0.6%
 Courts or Corrections: 0.4%
 Continuing Criminal Enterprise: 0.3%
 National Security: 0.1%

Staff Breakdown

Staff by Gender

Male: 72.4%

Female: 27.6%

Staff by Race/Ethnicity

White (Non-Hispanic): 64.3%

African American: 21.0%

Hispanic: 11.2%

Asian: 2.1%

Native American: 1.5%

Other: less than 0.1%

Published annually by:
Federal Bureau of Prisons
U.S. Department of Justice

Alberto R. Gonzales, Attorney General

Harley G. Lappin, Director

Thomas R. Kane, Assistant Director
Information, Policy, and Public Affairs

Judith Simon Garrett, Deputy Assistant Director
Information, Policy, and Public Affairs

Enriqueta Tercilla, Communications Director
Office of Communications and Archives
Information, Policy, and Public Affairs

Federal Bureau of Prisons
320 First Street, NW
Washington, DC 20534
202-307-3198

Bureau of Prisons website: www.bop.gov

The Attorney General has determined that the publication of this periodical is necessary in the transaction of public business required by law and the Department of Justice.

Cover graphics design by:
Office of Communications and Archives

Printed by:
Federal Prison Industries

U.S. Department of Justice
Federal Bureau of Prisons
Washington, D.C. 20534

Forwarding and Return Postage Guaranteed
Address Correction Requested

**BULK RATE POSTAGE
AND FEES PAID**

**U.S. Department of Justice
Permit No. G-231**

**Official Business
Penalty for Private Use \$300**