

# The Year in Review

## Growth and transition

**I**n December 1992, the Bureau of Prisons underwent a major transition in leadership, as Kathleen M. Hawk was named to head the organization as its sixth director upon the retirement of J. Michael Quinlan. Director Hawk—the first woman to head the Bureau—had previously served as warden, Federal Correctional Institution, Butner, North Carolina; chief of Bureau staff training, Staff Training Academy, Glynco, Georgia; and assistant director, Program Review Division, among other positions in her 16-year career.

In 1992, the Federal Bureau of Prisons' inmate population grew by 11 percent over December 1991 levels; staffing levels grew by 9 percent. At the end of 1992, the Bureau's inmate population stood at 79,859, compared to 71,998 at the end of 1991.

Due to increases in the number of beds (from expansion of existing Bureau institutions, new construction, or conversion of noncorrectional facilities) and to changes in the method of calculating rated capacity (discussed below), the systemwide crowding rate remains at 137 percent. The Bureau's goal is to reduce the crowding rate to 130 percent by 1995.

Throughout the Bureau in 1992, 1,736 beds were added through new construction, and 758 through conversions, upgrades, and other enhancements at existing institutions. A new medium-security Federal Correctional Institution (FCI) opened in Manchester, Kentucky.



*Keeping inmates productively occupied is one of the major challenges the Bureau faces as the population continues to grow.*

About 60 percent of the Bureau's inmate population are serving time for drug offenses. The population is approximately 25 percent non-U.S. citizens. The Federal pretrial detainee population has exploded over the last decade, from 4,000 in 1981 to 7,000 today. The proportion of female offenders now totals 8 percent—representing a growth rate considerably higher than that of the male population.

The growth in inmate population and numbers of facilities have required increases in the number of staff as well—to 23,846, from 21,923 in 1991. Recruitment remained a major emphasis. At year's end, the Bureau's

workforce included 38.6 percent correctional services staff, with the remainder in such occupational categories as health services, chaplaincy, mechanical services, food service, psychology, and education.

**n** The first elements of what will be an increasingly important organizational concept for the Bureau of Prisons came on line in 1992. Federal Correctional Complexes (FCC's) have several institutions of different security levels on a common site. As well as sharing utilities, administrative services, and an inmate labor pool, FCC's will provide increased career opportunities for employees and for spouses who are both employed by the Bureau, without the disruption of moving families to other Bureau locations.

The Federal Prison Camp (FPC), one of four facilities being constructed at FCC Florence, Colorado, opened in July 1992. The other facilities at that location—to be opened in 1993 and 1994 will be a medium-security

Federal Correctional Institution, a high-security penitentiary, and an administrative maximum-security penitentiary, designed to replace the U.S. Penitentiary, Marion, Illinois, as the most secure facility in the Federal system.

Two existing Bureau facilities—in Allenwood, Pennsylvania, and Butner, North Carolina—are being expanded to FCC status. The existing Federal Prison Camp at Allenwood is being integrated with newly constructed low-, medium-, and high-security Federal institutions. The existing Federal Correctional Institution and camp at

medically able. Participation in drug education programs is mandatory for specific inmates who have a history of substance abuse, and involvement in literacy programs is mandatory for the many inmates—45 percent—who do not have a high school diploma or a GED.

Individuals with substance abuse treatment needs are nowhere more strongly concentrated than among the Nation's prisoners. Because a substantial proportion of Federal inmates have a lifelong pattern of drug dependency, it is evident that society benefits from effective intervention in the lives of properly motivated inmates.



*The Federal Correctional Institution, Manchester, Kentucky, the Bureau's newest medium-security institution, opened in 1992.*

Butner will be complemented with a medical center for female prisoners. Two additional FCC's are in the developmental stages in Beaumont, Texas, and Coleman, Florida.

The Bureau has often adapted former military properties to penal use (and has a number of prison camps on active military bases). In 1992, the Bureau signed an agreement with the Department of the Army to convert a large part of Ft. Dix, New Jersey, which was designated for closure, to low- and minimum-security use. Two low-security institutions and a satellite camp, with a capacity of more than 3,500 inmates, will operate under a supervising warden and supporting associate wardens—making Ft. Dix overall the largest facility in the Federal system.

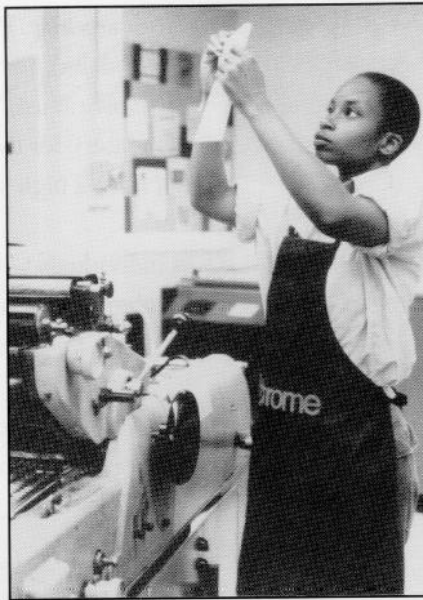
## Inmates and inmate programs

In the Bureau, many self-improvement opportunities for inmates are available. Work is mandatory for all who are

To meet the needs of such offenders, the Bureau offers a comprehensive substance abuse treatment strategy that presents every offender with a broad range of treatment options of varying length and intensity. The Bureau's multilevel drug treatment strategy includes education, counseling, residential programs (in which inmates live in special units and receive about 3 hours of intensive drug treatment programming per day, for a total of 500 treatment hours), and transitional services to ensure a continuum of treatment when an inmate is transferred to a Community Corrections Center or placed on probation. Sixteen residential programs were opened in 1992, bringing the total systemwide to 31.

To detect and deter inmate drug use while in custody, the Bureau operates a program of random and targeted drug testing. In 1992, more than 47,000 random tests were administered, resulting in only a 1.3-percent detection rate.

n In Federal prisons, meeting inmate literacy needs is a major area of program emphasis. Inmates must attain a specified educational level—before they can be assigned to higher paying jobs in the institution. This facet of the Bureau’s educational program was implemented in a progressive fashion, and is now set at 12th-grade equivalency. As a result, literacy program completions are up 600 percent since mandatory education started in 1982. In 1992, 5,450 inmates completed GED programs as a result of this mandatory program strategy.



*Above. One of Federal Prison Industries’ major objectives is to teach inmates good work habits, not just specialized industrial skills. Right: A class at the Intensive Confinement Center, Bryan, Texas.*

n Perhaps the most important of all correctional programs is the inmate work program referred to as Federal Prison Industries, or UNICOR, a wholly owned Government corporation since 1934. While all able-bodied Federal inmates must work, about 22 percent of them are employed by UNICOR (15,897 in December 1992, up from 14,610 in 1991).

In June, the Brookings Institution in Washington, D.C., sponsored a Prison Industries Summit to bring together Bureau and Department of Justice officials; representatives of labor and trade associations; business executives; and Congressional staff to discuss public policy issues related to prison industries. Participants in the Brookings summit have continued to focus on UNICOR issues in regular Workgroup meetings.

In October, the National Prison Industries Task Force met at the Supreme Court, chaired by former Attorney General Griffin Bell. The Task Force meeting was attended by high-level representatives from the executive and legislative branches of Government, the criminal justice system, and the private sector. Participants in these meetings discussed such issues as the Congressionally

mandated independent market study of Federal Prison Industries operations completed in 1991, its recommendations for the future growth of prison industries, specific industry and labor concerns related to UNICOR operations, and the development of strategies to ensure that the growth in inmate employment will parallel the rising inmate population in ways designed to minimize any negative impact upon the private sector.

Many UNICOR field operations had notable achievements in 1992. For instance, the Federal Correctional Institution, Fort Worth, Texas, was nominated for the “Partnership for Progress Award” by the U.S. Postal Service, given for outstanding achievements

in postal automation. More than 10 million pieces of automation-compatible mail will be processed by FCI Fort Worth’s UNICOR operation in the next fiscal year, saving Federal agencies more than \$1 million in that year alone.

n Inmates returned much of what they earned in work programs to victims through the Inmate Financial Responsibility Program, which seeks to collect court-ordered fines, restitution orders, and other judgments. In 1992, 18,505 participating inmates returned more than \$14.16 million through this program, and more than \$67 million has been collected since the program’s inception in 1987.

In April, the Department of Justice’s Office for Victims of Crime recognized Bureau facilities and staff for their outstanding contributions in the collection of fines for deposit in the Crime Victims Fund. Receiving awards were the Federal Prison Camp, Eglin, Florida; the Federal Medical Center, Lexington, Kentucky; and Paul Horner, former chief of the Inmate Financial Responsibility Program (IFRP), Central Office.

n The Bureau’s first Intensive Confinement Center (ICC) for female offenders opened at the Federal Prison Camp,

Bryan, Texas, in July 1992. The first inmate team graduated in January 1993. The Bryan ICC houses 120 female inmates, with a staffing complement of 29. The first ICC, for male offenders, opened in 1991 at the U.S. Penitentiary, Lewisburg, Pennsylvania, and had graduated 417 inmates as of year's end.

The ICC program, the Bureau's adaptation of the "boot camp" concept, is designed to teach inmate participants self-discipline and self-respect and prepare them for a successful adjustment to society upon release. Inmates who successfully complete the 6-month program will be permitted to serve the remainder of their sentence in community-based correctional facilities (rather than more secure facilities) until they become eligible for prerelease programming.

Programming consists of physical labor and intensive self-improvement programming for 17 hours a day, 6 days a week. A labor-intensive work assignment for the Bryan ICC was established with the U.S. Forest Service in New Waverly, Texas; inmates work in the forest.

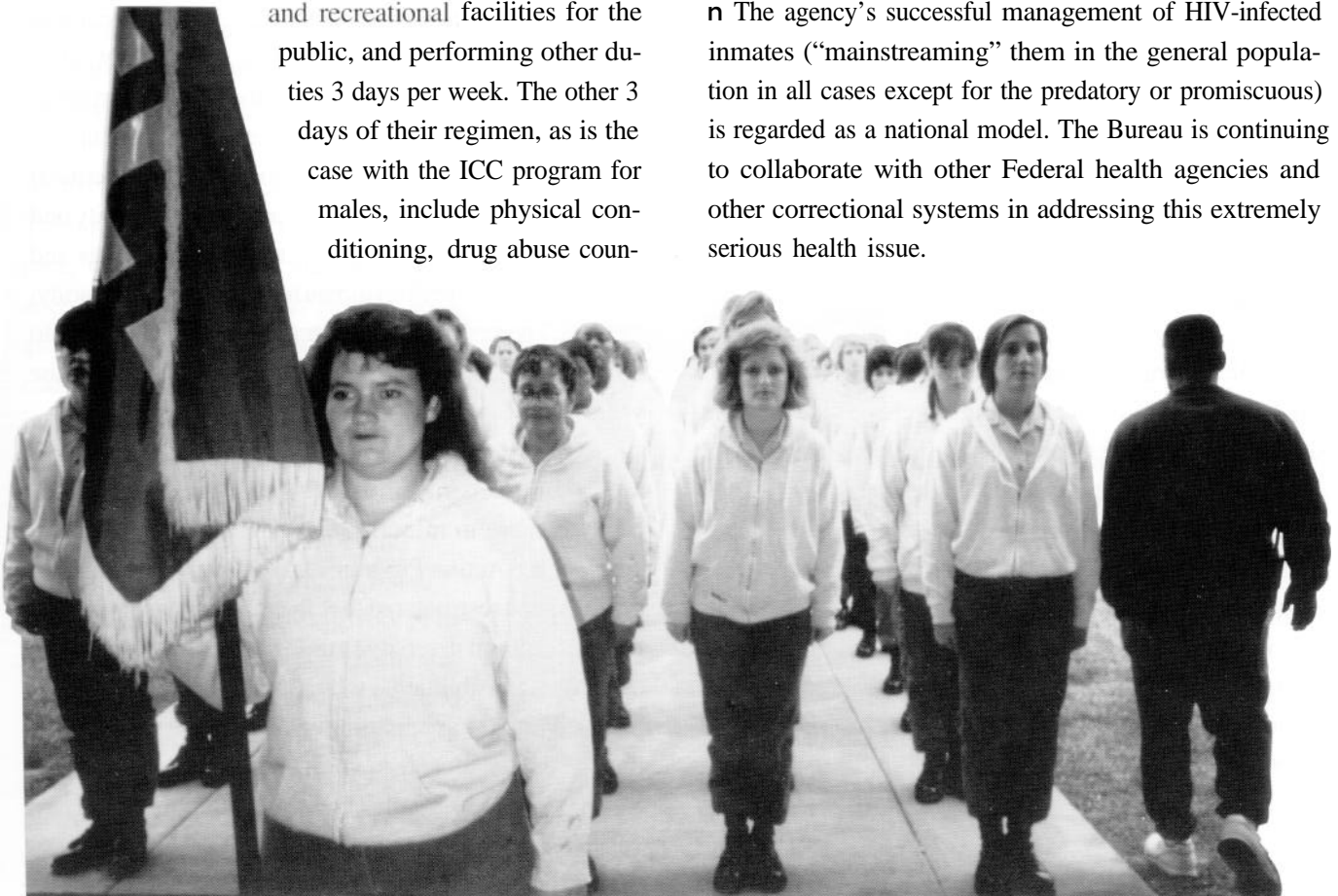
clearing brush, maintaining trails and recreational facilities for the public, and performing other duties 3 days per week. The other 3 days of their regimen, as is the case with the ICC program for males, include physical conditioning, drug abuse coun-

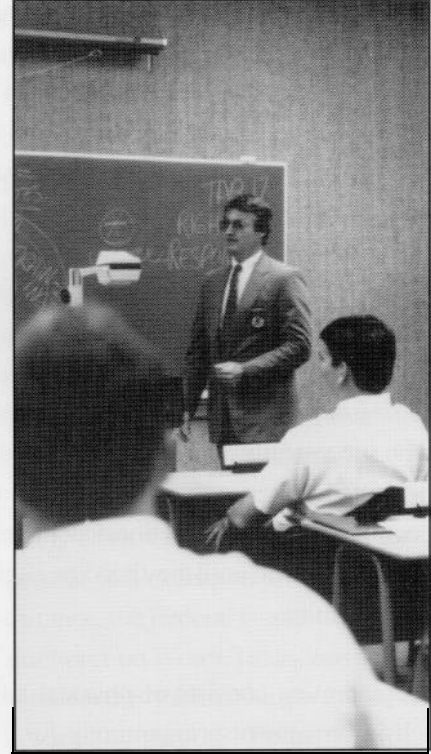
seling, religious services, and training in life coping skills, literacy, and vocational skills. Because physical health is an important component of the program, the ICC is a smoke-free environment for inmates and staff.

Participation in the ICC is voluntary—with the approval of the sentencing judge. Living conditions are strict: inmates have few privileges; Sundays and Federal holidays are the only days that inmates are permitted to receive visits and participate in recreational activities; personal property and telephone calls are very limited.

n An old health threat, tuberculosis, reemerged in a new drug-resistant form in 1992; because of its ability to spread among confined populations, its prevention has become a major concern for Bureau medical operations (although there were no multi-drug-resistant cases in the Bureau in the last year). The Department of Health and Human Services convened a task force on which the Bureau served to provide a correctional perspective—that resulted in the *National Action Plan to Combat Multi-Drug-Resistant Tuberculosis*

n The agency's successful management of HIV-infected inmates ("mainstreaming" them in the general population in all cases except for the predatory or promiscuous) is regarded as a national model. The Bureau is continuing to collaborate with other Federal health agencies and other correctional systems in addressing this extremely serious health issue.





*"Basic training" for all new Bureau employees at the Federal Law Enforcement Training Center, Glynco, Georgia, includes role-playing exercises, firearms and self-defense instruction, and classroom work.*

n The Bureau's chaplaincy staff undertook a major project in 1993: a series of work groups focusing on the "multicultural" spiritual needs of the increasingly diverse inmate population. Work groups on Hispanics, Native Americans, African-Americans, and women developed a solid knowledge base for use by staff in the field and made a number of recommendations for enhancements in chaplaincy programs.

## Staff

One of the major challenges facing the Federal Bureau of Prisons is recruitment. Staffing levels, which almost doubled in the 5 years from 1986 to 1991, are expected to almost double again by 1995. Inadequate staffing can potentially mean compromises in security as well as dramatic increases in overtime costs. Meeting this challenge has become one of the agency's top priorities, requiring additional expansion of everything from training facilities to information systems for managing human resources.

In 1992, the recruitment of new staff generally kept pace with the growth of the inmate population—with 23,846 staff at year's end, as compared to 21,923 in December 1991. The Bureau's comprehensive recruitment strategy—including a professional advertising campaign based around the slogan "Do Your Career Justice"—has resulted in major increases in the number of correctional officer applicants, as well as the numbers of minority and bilingual applicants. The percentages of minorities and women employed in the Bureau have also grown steadily, from 22.7 percent and 18 percent, respectively, in 1981 to 28.6 and 27.1 percent in 1992. In other highlights of the year:

n Bureau efforts in Affirmative Action produced significant advances in minority recruitment and promotion. Affirmative Action Programs (AAP) were significantly enlarged and restructured to reflect the increasing importance of cultural diversity to the agency. In addition to its current responsibilities—which include minority recruitment, diversity training, and special emphasis programs—the AAP branch will have a strong research mission involved in tracking the career development and advancement, job satisfaction, and work environment experienced by minorities in the Bureau. AAP will also assess

the impact of Bureau policies and practices on minority staff. The branch will be tasked with proposing and advocating changes to Bureau policies and strategic plans to ensure staff representation.

On July 1, the League of United Latin American Citizens presented then-Director J. Michael Quinlan with its highest award to honor excellence in Bureau of Prisons operations, services provided to staff, commitment to cultural diversity, and the quality of the programs and opportunities offered to inmates. Currently, 8.3 percent of the Bureau's staff are of Hispanic origin. In the past year, the number of GS/GM-13 Hispanic managers in the Bureau grew by 43 percent. Then-Arkansas Governor Bill Clinton and Texas Governor Ann Richards addressed conference participants.

■ In May, the Bureau's training facility at the Federal Law Enforcement Training Center in Glynco, Georgia, celebrated its 10th anniversary. With a staff of only 18, the academy provided training for 1,400 employees in its first year. In 1992, the academy's 72 staff members provided introductory and specialty training to more than 6,000 Bureau employees. Eighty percent of the Bureau's current workforce are Glynco graduates.

At the Management and Specialty Training Center (MSTC) in Aurora, Colorado, 4,570 students attended classes in such fields as facilities management, special investigations, food service, paralegal support, and recreation supervision.

■ Development of executive and managerial talent is a critical issue, given the Bureau's rapid expansion. For that reason, the agency has implemented a range of programs to identify, train, and develop the administrative skills of its employees, who, in comparison to their predecessors, must assume supervisory and management-level duties with less on-the-job experience in prior posi-

tions. As an example, 41 Bureau executives attended a course sponsored by the Woodrow Wilson School of Public and International Affairs of Princeton University. The course, entitled "Public Leadership and Management Skills for Corrections," focused on global and domestic policy issues that affect corrections. The Brookings Institution also sponsored a program for the Bureau's senior managers entitled "Political Realities in Public Management."

■ A tradition of excellent labor-management relations continued in 1992, as a new Master Agreement was negotiated and ratified between the Bureau and the Council of Prison Locals, American Federation of Government Employees. Warden Pat Keohane, U.S. Penitentiary, Terre Haute, Indiana, received the 1992 AFGE Council of Prison Locals National Labor Relations Award, presented annually to Bureau Chief Executive Officers. Warden Keohane was nominated for his tireless efforts at creating positive labor/management relations in the institutions he supervised.

## Technology and research

■ A major new telephone system for inmates promises both enhanced security and increased services. The new Inmate Telephone System (ITS), installed first at the Federal Correctional Institution, Butner, North Carolina, will be in place throughout the Bureau in about 3 years.

Among the system's numerous security and control capabilities are control over telephone numbers called, duration of calls, location from which calls may be placed, and call accounting audit trails. The direct-dial ITS will place the financial responsibility for

*Recruitment of minorities and women remains a major emphasis for the expanding Bureau workforce.*



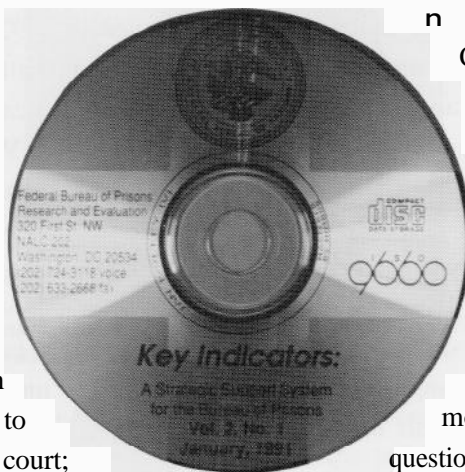
the payment of calls on the inmates. (In traditional BOP phone systems, all outgoing calls were “collect,” placing the financial burden on family members in most cases.)

The new system greatly reduces accounting costs through its ability to “sell” telephone credits to inmates in the institution commissary or inmate store. These credits are then automatically transferred to the ITS on the following morning. The ITS can give account balances and the cost of the last completed call through a voice response system, allowing inmates to check on the status of their accounts.

n In October, the Bureau’s Office of Security Technology completed the installation of a video teleconferencing system between the U.S. Courthouse in Tallahassee, Florida, and the new Federal Detention Center (FDC) in Tallahassee. The system enables the court to conduct certain pretrial procedures without having to move offenders from the FDC to the court; this will dramatically reduce the costs and security risks associated with transporting inmates.

The Tallahassee system is the first of such systems that the Bureau will pilot for the Department of Justice. Similar systems are being considered to link the Metropolitan Detention Centers in Guaynabo, Puerto Rico, and New York City with their respective courthouses. A fourth system is planned to link the Federal Medical Center, Lexington, Kentucky, with the Immigration and Naturalization Service Regional Office in Chicago to permit Executive Office of Immigration Review judges to conduct detention and deportation hearings.

n As Bureau information systems are increasingly placed on personal computer networks, the threat of data contamination by virus increases. To help counter these dangers, and to increase the level of protection from inmate abuses, the Bureau’s Information, Policy, and Public Affairs Division established a Computer Security Office within the Office of Information Systems.



n The Bureau began to distribute nonsensitive program (policy) statements and operations memoranda electronically, via CD-ROM (Compact Disc-Read Only Memory). This technology allows users to access the most current policy quickly and easily and-in the long term-will greatly reduce the bulk associated with paper distribution. CD-ROM enables users to conduct name or word string searches to rapidly identify relevant policies and retrieve portions of those policies that address their specific needs.

n In August, experts from the AFGE Council of Prison Locals (CPL) and the Bureau’s labor-management relations staff gathered at a local television studio in Denver for a video teleconference to review changes and answer staff questions about the new Master Agreement between the CPL and the Bureau. Staff were able to watch the teleconference live at most Bureau institutions and phone in questions. This program was the first human resource training performed via teleconference—at less than one-fourth the cost of an in-person conference.

n On July 16, the National Institute of Corrections’ National Academy of Corrections conducted a nationwide satellite video teleconference, entitled “Ethics in the ‘90’s.” More than 2,300 State and local correctional professionals and educators from 28 States participated via satellite. The 2-hour program included taped segments in which correctional administrators from around the Nation expressed their views; viewers in remote locations were able to participate live by phoning in their questions and comments.

## Community corrections and intermediate sanctions

In 1992, the Bureau’s Community Corrections and Detention Division focused both on traditional forms of community corrections and on expanding options for intermediate sanctions. The Division supervised 33 offices around the Nation that monitor Community Corrections Center (CCC) or “halfway house” contracts; 250

contracts were awarded or continued during the year, providing 5,014 beds for inmates who are nearing the end of their sentences or serving short terms of confinement in the community.

**n** Innovative intermediate sanction/work programs co-sponsored with other Federal agencies continued to expand. Two examples:

The Federal Correctional Institution, Loretto, Pennsylvania, signed an interagency agreement with the Department of the Interior, National Park Service (NPS), and the Allegheny Portage Railroad that will allow an inmate work cadre to assist the NPS in maintaining the grounds and facilities of the Allegheny Portage Railroad National Historical Site.

As a result of an informal arrangement between the National Weather Service (NWS) and the Federal Correctional Institution, Schuylkill, Pennsylvania, the FCI has recently become a weather observatory for the NWS. Inmate volunteers measure and record weather data at least twice each day. The Schuylkill observatory provides important information because of the site's elevation and location and because there are no other NWS observatories in the area. The project also provides information to the Pennsylvania Department of Transportation for Schuylkill County, which maintains local highways. Schuylkill camp inmates also maintain a Forest Fire Observation Point, in cooperation with the Pennsylvania State Department of Environmental Resources (DER).

**n** Bureau staff continued to work closely with the U.S. Probation Service in the development of electronic monitoring and home confinement programs—which provide appropriate, cost-effective supervision for offenders in an increasing number of judicial districts.

**n** The Bureau and the U.S. Probation Office in the Northern District of Ohio developed a pilot project to

establish several Comprehensive Sanctions Centers (CSC's). CSC's will provide judges and wardens with a full range of sanctions—creating environments that may be less restrictive than imprisonment, but more restrictive than traditional Community Corrections Centers—without compromising community safety. The program will contain six different levels of supervision, ranging from day-reporting to 24-hour confinement. CSC's also will have an intensive treatment component. A key compo-



*A probation officer and Community Corrections Center resident, Volunteers of America Regional Correctional Center, Minneapolis, Minnesota.*

nent of the program will be helping offenders reintegrate into the community by working closely with family members and a support network of community-based volunteers, who will work in conjunction with program staff.

## Cooperation with other agencies

The worst natural disaster ever to affect the agency occurred in 1992—Hurricane Andrew. Thanks to advance weather warnings and successful emergency preparedness plans—and a great deal of help from other Federal, State, and local agencies—Federal Prison Camp (FPC), Homestead, and Metropolitan Correctional Center (MCC), Miami, staff and inmates were kept safe from Hurricane Andrew's destruction. However, Miami's



buildings and grounds suffered significant damage, while Homestead's were totally destroyed. Tragically, a third of the 400 Bureau staff members in south Florida lost their homes.

By 10:00 p.m. on August 26—just 2 days after the storm hit—Bureau staff, assisted by the U.S. Marshals Service, had safely transported nearly 1,400 inmates to other Bureau and non-Bureau correctional facilities throughout the Southeast Region. This astonishing feat was accomplished through hours of hard work and outstanding interagency teamwork.

The staff of FPC Homestead and MCC Miami remained on the job at the institution during the hurricane and the time required to evacuate inmates and secure the facility. Despite the fact that many lost their homes and all their possessions to the storm—and, in a number of cases, had no idea of the whereabouts of family members and no way of contacting them—they remained focused on their professional duties.



Above: Staff clean up after the hurricane, Metropolitan Correctional Center, Miami, Florida. Below: A UNICOR truck split in half by the hurricane.

On August 23, the day before the hurricane hit south Florida, 146 FPC Homestead inmates and 63 institution staff were moved to MCC Miami. When Hurricane Andrew reached Miami at 5:00 a.m. on the 24th, there were 1,402 inmates and 408 staff members at the MCC. In addition, more than 200 family members had gathered in the institution's visiting room and training center to "ride out" the storm. The hurricane immediately knocked out electricity, water, and phone service. Fortunately, no one suffered serious injuries.

The Bureau had begun emergency evacuation procedures as the storm approached, positioning staff and vehicles near South Florida to be ready to move in after the hurricane passed. Airlifts were also arranged when the Bureau identified a Miami-area airport that was operational. As the buses and airplanes moved toward the institution, MCC Miami and FPC Homestead staff—who had just endured a terrifying storm—undertook procedures to ensure security, and began assessing the damage and preparing for an orderly evacuation.

MCC Miami came back on line early in 1993; FPC Homestead will not be reopened. A bright spot to the disaster was the outpouring of support from Bureau staff and friends of the Bureau for the Miami and Homestead employees who suffered so greatly and lost so much. By the end of the year, institutions around the Nation had raised \$295,000 in disaster relief and collected many truckloads of food, clothing, and personal items.

n In April and May, Los Angeles was swept by some of the worst riots in modern U.S. history. In response to a presidential order to dispatch Federal law enforcement personnel to south-central Los Angeles to keep the peace, 20 of the Bureau's Special Operations Response Teams (SORT's) from Federal institutions nationwide traveled to the riot-torn area on Friday, May 1.



The SORT's were actively involved in protecting property, patrolling neighborhoods, searching burned-out buildings for possible victims, and serving as support for the Los Angeles Police Department (LAPD). SORT's also were responsible for apprehending four individuals possessing cocaine, preventing an individual from stabbing a woman, and apprehending a sniper who had been shooting at residents. In this incident, which occurred at night, the SORT surrounded the building where the sniper was hiding, and, using a "stealth entry maneuver," captured the individual and placed him in the custody of the LAPD. In the absence of the SORT's, staff onsite at the home institutions maintained security; there were no disturbances during the riot period.



**A The N/C Academy in Boulder, Colorado, trains State and local corrections professionals.**

■ The Bureau worked closely with other Department of Justice components in 1991. Detention issues were a major focus of interagency efforts. The Bureau, the Immigration and Naturalization Service, the U.S. Marshals Service, the Executive Office of Immigration Review, and the Community Relations Service met regularly as the Department's Joint Detention Planning Committee, under the auspices of the Office of the Deputy Attorney General, in continuing support of an interagency plan to project the Department's detention needs to 1996. Another joint program, as previously described, was the electronic monitoring project managed by the Bureau in cooperation with the U.S. Parole Commission and the U.S. Probation Service for offenders in home confinement status.

■ To help enhance coordination with the Federal judiciary, the Bureau participated in a Sentencing Institute for about 65 judges of the 2nd and 8th Circuits in Lexington, Kentucky. Co-sponsored by the Bureau of Prisons and the Federal Judicial Center, the Institute focused on the relationship between the U.S. Sentencing Commission and the courts, sentencing guideline issues and the amendment cycle, hearing factors, the role of the probation officer in guideline sentencing, intermediate sanctions and conditions of supervision, and plea bargaining factors. Bureau staff sponsored exhibits about matters of mutual concern. In addition, the Bureau published an enhanced second edition of the *Judicial Guide to the Bureau of Prisons*.

■ The Department of Defense continued its support for conversions of military property to prison use and for prison camps located on military installations, which often provide much-needed work crews and services for base maintenance. As mentioned, a portion of Ft. Dix, New Jersey, is in the process of conversion from an Army base to a major complex of minimum- and low-security institutions—the largest in the Federal system.

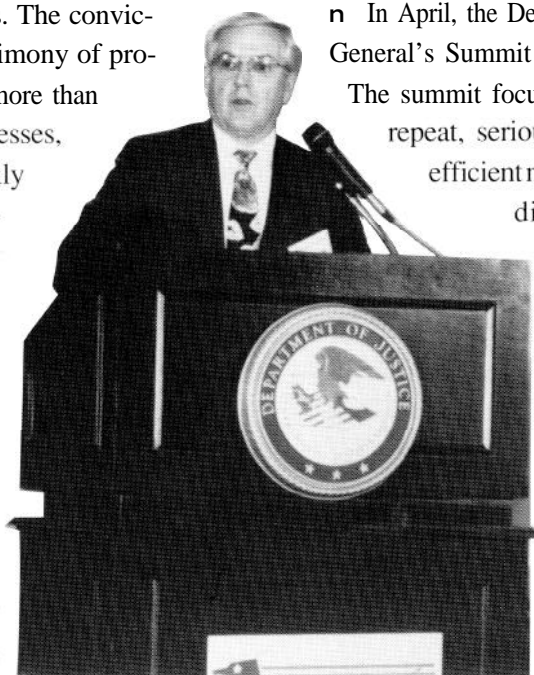
■ The National Institute of Corrections continued its work with State and local systems, training more than 1,360 correctional professionals at its NIC Academy in Boulder, Colorado, and providing training to another 3,187 through conferences and workshops. NIC also responded to more than 8,700 requests for information from practitioners and policymakers, awarded 38 grants to State and local agencies and private organizations (for such projects as facilitating the use of intermediate sanctions, training, and developing and implementing classification systems), and conducted 60.5 technical assistance visits to State and local agencies.

■ One of the Bureau's largest interagency projects is the prisoner transportation program, operated in cooperation with the U.S. Marshals Service, which carried out 157,454 prisoner moves in 1992 using Bureau buses and U.S. Marshals airplanes.

To support this critical operation, a Federal Transfer Center (FTC), to be located at the Will Rogers World Airport in Oklahoma City, Oklahoma, will be privately built, then leased to and operated by the Bureau of Prisons. The FTC will provide temporary confinement for about 1,000 prisoners in transit from either the courts to designated facilities or between facilities. Locating this operation at the Will Rogers World Airport will relieve the Federal Correctional Institution, El Reno of this operational task.

In May, a special program was held at the Federal Correctional Institution, La Tuna, Texas, to observe the 50th anniversary of the Mexican/American Prisoner Transfer program. The program included representatives from the Government of Mexico and U.S. Federal law enforcement officials from the Bureau, the U.S. Attorney's Office in northern and western Texas, the U.S. Marshals Service, the Immigration and Naturalization Service, and the U.S. Parole Commission.

This year marks the 20th anniversary of the Witness Security Program. Many individuals in the program are incarcerated in Bureau facilities—currently, more than 400 inmates. Administered by the U.S. Marshals Service and coordinated with the Department of Justice's Office of Enforcement Operations (Criminal Division) and the Bureau of Prisons' Inmate Monitoring Section, this program has been a vital tool in the battle against organized crime for many years. The conviction rate in trials where the testimony of protected witnesses was offered is more than 86 percent. More than 5,800 witnesses, as well as 7,200 of their family members, have entered the Witness Security Program since 1971. During that time, not one witness in the program has been harmed because of his or her testimony.



Craig Crawford/DOJ

Last year, the Bureau and the National Institute of Corrections received legislative authority to provide technical assistance to foreign governments. A Bureau/NIC team spent 2 weeks in Romania surveying Romania's correctional system and formulating recommendations for its localized and systemic improvements. The team visited nine institutions to meet with their commanders and support staffs, and made recommendations regarding Romania's inmate classification scheme, inmate work and program assignments, the stratification of institutions (by security level), organizational management, and conditions of confinement. In addition, the team reviewed draft legislation concerning prison management and confinement. Formal training in confrontation avoidance and inmate searching procedures was provided for training instructors.

Another assessment team visited Jamaica in September to assist Jamaican corrections staff in such areas as management and organizational structure, inmate classification, and security and custody methods. In addition, the Bureau provided short-term technical assistance to the corrections agencies in Colombia, Ecuador, Bolivia, and Panama. All technical assistance is conducted in coordination with the U.S. Department of State.

## Public outreach and community involvement

In April, the Department of Justice hosted the Attorney General's Summit on Corrections in McLean, Virginia.

The summit focused on increasing prison capacity for repeat, serious, and violent offenders in a cost-efficient manner; the appropriate use of intermediate punishments for nonserious, nonviolent offenders; trends in the role of the courts in corrections; and effective institutional programming, including work, drug treatment, and education/literacy programs. Bureau staff played a major role in preparing for the conference and presenting at many of the sessions.

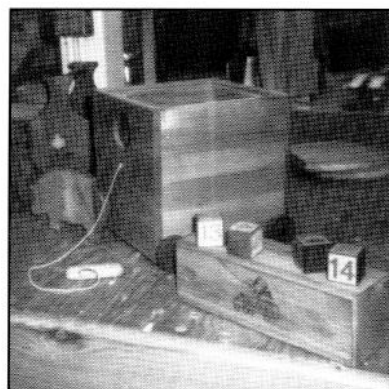
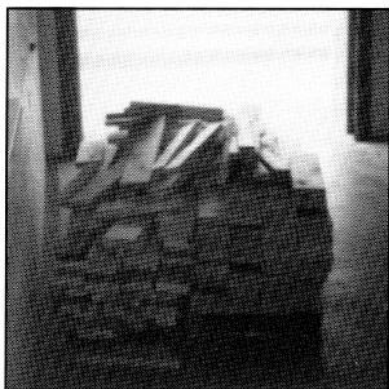
***Parker Evatt, Director, South Carolina Department of Corrections, speaks at the Attorney General's Summit on Corrections.***

Former Attorney General William P. Barr was keynote speaker at the Summit. Other primary speakers were former Solicitor General of the United States Kenneth W. Starr; Chairman of the U.S. House Judiciary Subcommittee on Intellectual Property and Judicial Administration William J. Hughes; Massachusetts Governor William Weld; South Carolina Department of Corrections Director Parker Evatt; and then-Bureau of Prisons Director J. Michael Quinlan. In addition, the conference included workshops and plenary sessions on capacity expansion strategies, efficient management, effective institutional programming, intermediate sanctions, and legal issues in corrections.

Guests included State legislators; members of the judiciary; Federal, State, and local officials involved in corrections and intermediate sanctions in the community; and representatives of related professional associations, victims of crime, local police and prosecution agencies, and the media. Altogether, about 300 public policy officials from around the Nation attended the Summit.

Volunteerism received increased emphasis in policy and practice in 1992. Community volunteers make enormous contributions to agency operations and to the well-being of offenders. Over the past year, there have been significant efforts to increase the number of people who regularly volunteer in institutions, augmenting existing academic, counseling, and religious programs.

In May, the Bureau established the National Office of Citizen Participation (NOCP) to help expand the role of volunteerism within the Bureau of Prisons. The NOCP will foster new partnerships with the private sector; strengthen existing linkages with public and charitable organizations; provide support to institutions and Regional Offices; and act as a liaison to national service organizations. A priority for the office will be the development of new programs and initiatives to provide a



*A Scrap wood from the UNICOR factory is turned into toys for charity at the Federal Correctional Institution, Sheridan, Oregon.*

support network for released inmates who are attempting to reintegrate into the community and remain crime-free.

Renew America, a national environmental organization, announced that the UNICOR Strategic Recycling program located at the Federal Prison Camp, Duluth has been selected to receive a Certificate of Environmental Achievement. The Duluth program was chosen for its success in protecting the environment, while serving as a model that can be replicated around the country. Items recycled throughout the camp include cardboard, office paper, tin cans, aluminum cans, fabric swatches, and pallets. UNICOR Strategic Recycling will be listed in Renew America's 1992 *Environmental Success Index*, the most comprehensive guide to the Nation's environmental programs.

A special issue of the *Federal Prisons Journal* focused on the female offender—a growing segment of the Bureau's inmate population and that of correctional systems nationwide. The issue immediately became a leading resource in an area that has received too little attention, discussing the need to review classification techniques for female offenders, parenting programs, women's health care in prison, management of women's institutions, and other topics.

The American Correctional Association (ACA) awarded the Bureau of Prisons' video "Toymakers" first place in the "Special Interest" category of its annual film awards. The 18-minute program, written, directed, and produced by the Bureau's Office of Public Affairs, highlights the Federal Correctional Institution, Sheridan, Oregon's innovative toy building operation. Inmates involved in this program make toys out of scrap wood generated at the institution's furniture factory and, through the local

Kiwanis Club, donate them to a nearby children's hospital and other local charities.

## Program integrity

The Bureau has always emphasized professionalism and integrity in its operations. However, with the rapid growth of the organization and the relative inexperience of many staff, this is an especially challenging and important issue. See the front section of this publication, "Program Review and Planning in the Federal Bureau of Prisons," for further discussion.

Program integrity within the Bureau is ensured through a well-developed system of internal controls—such as regular program reviews—and management systems for monitoring the quality of programs throughout the Bureau and the enhancement of operations at Bureau institutions. Program integrity also is safeguarded by the openness of Bureau facilities—to the public, to the press, to the academic community, and to oversight by Government organizations, including Congress.

n The Bureau continues to support the accreditation process of the American Correctional Association. At present, 52 Bureau institutions are accredited by ACA, with another 6 accreditations in process. In addition, the Joint Commission on the Accreditation of Healthcare Organizations has accredited or is preparing to accredit a number of Bureau medical facilities—in Butner, North Carolina; Lexington, Kentucky; Rochester, Minnesota and Springfield, Missouri. This accreditation helps ensure that medical care commensurate with community health care delivery standards is provided to all Bureau inmates who require it.

n A particularly important focus for the Bureau in managing public moneys in a time of tightening Federal budgets is cost containment. With a major facility expansion program underway, the agency is focusing on achieving additional construction economies, and has recently

*At right: Inmates using the telephones at the Federal Correctional Institution, Jesup, Georgia. A new direct-dial inmate telephone system is beginning to be installed and will be in place throughout the Bureau in about 8 years. The new system places financial responsibility for the payment of calls on inmates.*

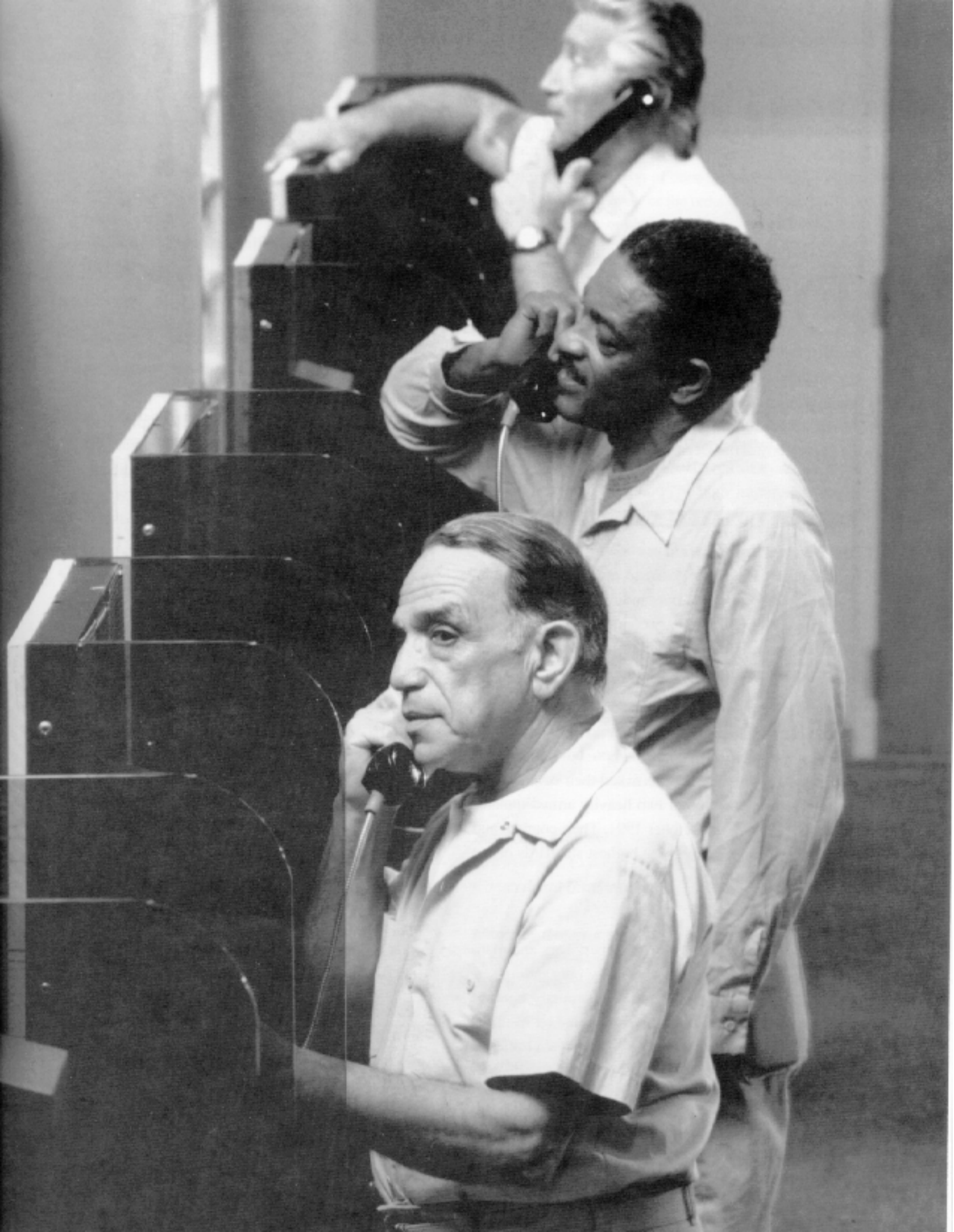
made several changes to its building program: building correctional complexes (as discussed earlier) that offer many economies of scale; increasing the rated capacity of institutions and double-bunking about two thirds of all inmates, thus reducing per capita inmate costs by

one-third; using inmate workers on selected construction projects; and reducing the amount of program space in prison support areas to a level that supports basic programming.

Construction costs typically represent 3 to 5 percent of the total expense for a facility over its life; the major operational cost is staffing. Because of its staff—efficient institution design philosophy and flexible use of employees, Bureau institutions use an average of 27 percent fewer staff than comparable State institutions—another example of how the responsible use of public funds is incorporated into Bureau planning.

n Federal Prison Industries hired an ombudsman to examine and report on private sector concerns, serve as an unbiased mediator and conciliator, and look for opportunities for partnerships that benefit both the private sector and FPI. The new ombudsman reviews and makes final decisions on customer waiver appeals and reports to FPI's Board of Directors regarding FPI's impact on the private sector. He works with private companies and trade associations, striving to find mutually beneficial methods of resolving problems and complaints in order for FPI to achieve its correctional mission without unduly affecting the private sector.





# Outstanding individual achievements

**D**uring the past year, a number of individuals were recognized for their outstanding achievements. The “Directors’ Awards”—named for the first four directors of the Federal Bureau of Prisons—and the Equal Employment Opportunity Award are the highest honors given by the Bureau. The Attorney General’s awards are presented by the Attorney General in a ceremony at the Department of Justice.

## DIRECTORS’ AWARDS

### The Sanford Bates Award

Granted annually, since 1967, to non-supervisory employees for exceptionally outstanding service or for incidents involving extraordinary courage or voluntary risk of life in performing an act resulting in direct benefit to the Bureau or to governmental operations.

#### **David Marshall and Robert Perdue**

*Correctional Officers, Federal Correctional Institution, Phoenix, Arizona*

Officers Marshall and Perdue risked their own lives to help prevent the escape of two heavily armed inmates from FCI Phoenix in October 1991. Their courage and professionalism exemplify the highest standards of the Federal Bureau of Prisons.

### The James V. Bennett Award

Granted annually, since 1967, to supervisory and management employees for exceptionally outstanding service or for incidents involving extraordinary courage or voluntary risk of life in performing an act resulting in direct benefit to the Bureau or to governmental operations.

#### **Thomas Wilson**

*Correctional Supervisor, Federal Correctional Institution, Jesup, Georgia*

In July 1991, while working as operations lieutenant at the Metropolitan Correctional Center, Miami, Florida,

Mr. Wilson was held at gunpoint by inmates who threatened to kill him in their escape attempt. His calmness and clear thinking under extreme pressure demonstrated true leadership ability.

### The Myrl E. Alexander Award

Granted annually, since 1970, to any employees who through their own initiatives have been instrumental in the development of new techniques in Correctional Programs, or who have succeeded exceptionally well in the implementation of new and innovative procedures.

#### **Donna M. Henke**

*Financial Manager, Federal Correctional Institution, Otisville, New York*

Ms. Henke, on her own initiative, implemented several new programs within her department that increased the efficiency of institutional operations, and has shown consistent success in tackling unresolved problems.

### The Norman A. Carlson Award

Granted annually, since 1987, to employees who have shown excellence in leadership and who have demonstrated the highest personal and professional standards of attainment.

#### **Rita K. Suddeth**

*Unit Secretary, Federal Correctional Institution, Talladega, Alabama*

While being held hostage by Cuban detainees during the Talladega incident in August 1991, Ms. Suddeth demonstrated extraordinary courage and resourcefulness in support of her fellow hostages and of the rescue effort.

## EQUAL EMPLOYMENT OPPORTUNITY AWARD

Granted to any employee who, through exceptional achievements in training, recruitment, management, or other activity, advances equal employment opportunity in the Federal Bureau of Prisons.

**Frederick Menifee**

*Associate Warden, Federal Correctional Institution, Oakdale, Louisiana*

At FCI **Oakdale**, Mr. Menifee developed a very progressive recruitment program. He is active in the community through the National Association of Blacks in Criminal Justice and has increased staff involvement and participation in Affirmative Action programs.

**ATTORNEY GENERAL'S AWARDS**

Distinguished Service

For accomplishing assigned duties in such an exemplary manner as to set a record of achievement that will inspire others to improve the quality of their work.

**Audrey Hartwell**

*Legal Technician, Metropolitan Correctional Center, San Diego, California*

Outstanding Service to Disabled Employees

For providing such services as recruitment, employment, or provision of services, accommodation, or equipment to disabled employees of the Department of Justice.

**Arthur F. Pulford**

*Case Management Coordinator, Federal Prison Camp, Duluth, Minnesota*

Attorney General's Award for Upward Mobility

For making significant contributions to the Upward Mobility Program—in leadership, training, program development or implementation, or other areas that enhance mobility for lower-grade employees.

**Diane Schatz**

*Employee Development Manager, Metropolitan Correctional Center, New York, New York*

The John Marshall Award (Providing Legal Advice)

In recognition of outstanding legal achievement in furnishing sound legal opinions and expertise in areas involving significant litigation or matters of importance to the Government.

**Dominique Raia**

*Staff Attorney, Metropolitan Correctional Center, New York, New York*

Excellence in Management

For extraordinary achievements in the improvement of operational or program effectiveness, efficiency, or productivity; the reduction of costs through innovative administrative initiatives; or the reduction of fraud, waste, mismanagement, or abuse.

**David A. Chapman**

*Administrator, Intensive Confinement Center, U.S. Penitentiary, Lewisburg, Pennsylvania*

**Kathleen M. Hawk**

*Then-Assistant Director, Program Review Division*

Excellence in Administrative Support

For outstanding performance over a sustained period or extraordinary achievements that overcame unusual difficulties in unique situations of high importance to the organization's mission.

**Mary (Kathy) Grabowski**

*Warden's Secretary, Federal Correctional Institution, Otisville, New York*

**Clarita J. Rodriguez**

*Secretary, Federal Prison Camp, Bryan, Texas*

Meritorious Public Service

In recognition of the most significant contributions of citizens and organizations who have assisted the Department of Justice in accomplishing its missions and objectives.

**Sandra J. Menley**

*Chairperson, Community Relations Board, Federal Correctional Institution, Bastrop, Texas*

Attorney General's Medallion

In recognition of outstanding achievements in support of the mission of the U.S. Department of Justice.

**Thomas R. Kane**

*Assistant Director, Information, Policy, and Public Affairs Division (Acting Director, July-December, 1992)*



# Statistical data

December 31, 1992

## Inmate characteristics

### Institution design capacity

Total	52,757
Percent of capacity occupied	137%

### Average costs of confinement per inmate

Daily	\$56.84
Annual	\$20,830

### Inmates under Bureau jurisdiction

Total	79,859
In Bureau institutions	71,671
Other*	8,188
Sentenced	88.3%
Unsentenced	11.7%

\*Includes inmates in Community Corrections Centers, State boarders, juveniles, and other contract categories.

### Median months expected to be served

All offenses	60
Drug offenses	64
Robbery	96
Property offenses	48
Extortion, fraud, and bribery	23
Violent offenses	143
Firearms, explosives, and arson	51
White-collar offenses	20
Immigration	13
Courts or corrections	28
Sex offenses	66
National security	58
Continuing criminal enterprise	136

### Type of commitments (%)

U.S. Code	96.0
Probation violation	1.5
Parole violation	1.2
State, Territorial	.8
District of Columbia Superior Court	.4

### Gender (%)

Male	92
Female	8

Race/ethnicity (%)

White	65.0
Black	32.3
American Indian	1.7
Asian	1.0
Hispanic	27.1

Citizenship (%)

U.S.	72.8
Mexico	8.4
Colombia	4.6
Cuba	3.4
Dominican Republic	1.4
Nigeria	1.1
Others	8.1

Inmates held by security levels (%)

Minimum	22.2
Low	14.2
Medium	32.4
High	10.2
Administrative	8.2
Pretrial	6.7
Holdover	3.7
INS	2.4

Substance abuse before commitment (%)

	Used in past	Reported problem
Alcohol	64.0	12.8
Cannabis	26.2	6.0
Cocaine	24.2	14.4
Other narcotics	12.5	6.2
Tranquilizers	7.6	1.7
Amphetamines	7.0	2.9
Heroin	6.8	5.2
Barbiturates	3.9	1.1
Other drugs	3.7	1.2
Hallucinogens	2.7	0.3
PCP	1.0	0.2
Inhalants	0.8	0.3

Substance abuse estimates are based on a sample of new commitments

Age (%)

Younger than 26	13.4
26-30	17.7
31-35	19.5
36-40	17.5
41-45	13.5
46-50	8.6
51-55	4.8
56-60	2.8
61 or older	2.2

# *New law/old law*

## comparative figures

### Inmate characteristics

	New law	Old law	All BOP
Number of sentenced inmates	47,721	15,665	63,386
Average age	36	40	37

### Sentence length (%)

Less than 1 year	6.3	3.1	5.5
1-3 years	23.2	5.4	18.8
3-5 years	16.7	9.1	14.8
5- 10 years	24.9	14.6	22.3
10-15 years	16.0	22.7	17.7
15-20 years	6.3	15.7	8.6
More than 20 years	5.7	24.2	10.3
Life	0.9	5.2	2.0

### Type of offense (%)

	New law	Old law	All BOP
Drug offenses	65.1	24.5	51.7
Robbery	7.0	13.4	9.1
Property offenses	4.4	5.9	4.9
Extortion, fraud, bribery	6.5	7.0	6.7
Violent offenses	1.4	5.9	2.9
Firearms, explosives, arson	8.7	3.0	6.8
White-collar offenses	1.3	1.1	1.2
Immigration	2.6	0.3	1.8
Courts or corrections	0.8	0.6	0.7
Sex offenses	0.6	0.7	0.6
National security	0.1	0.1	0.1
Continuing criminal enterprise	0.4	1.5	0.7
Miscellaneous	0.8	0.6	0.7

# Employees

## Personnel

Dec. 31, 1992	23,846
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## Institution department (%)

Correctional Services	34.9
CEO's Office	3.5
UNICOR	5.0
Mechanical Services	7.4
Health Services	6.8
Business Office	6.8
Food Service	4.1
Records/Inmate Systems	3.7
Education/Vocational Training	2.7
Personnel	3.3
Recreation	1.6
Psychological Services	1.9
Community Programs	1.0
Unit/Case Management	9.2
Religion	0.7
Training/Staff Development	0.8

## Gender (%)

Male	72.9
Female	27.1

## Race/ethnicity (%)

White	71.3
Black	17.9
Hispanic	8.6
American Indian	0.8
Asian	1.4

# Bureau institutions

**FCC:** Federal Correctional Complex

**FCI:** Federal Correctional Institution

**FDC:** Federal Detention Center

**FMC:** Federal Medical Center

**FPC:** Federal Prison Camp

**ICC:** Interwe Confinement Center

**LSCI:** Low Security Correctional Institution

**MCC:** Metropolitan Correctional Center

**MCFP:** Medical Center for Federal Prisoners

**USP:** US Penitentiary

FPC Alderson  
West Virginia 24910  
304-445-2901  
Fax: 304-445-2675

FPC/LSCI Allenwood  
Montgomery, Pennsylvania 17752  
717-547-1641  
Fax: 717-547-1504

FCI/FPC Ashland  
Ashland, Kentucky 41105  
606-928-6414  
Fax: 700-358-8552

USP/FPC Atlanta  
601 McDonough Blvd. S.E.  
Atlanta, Georgia 30315-0182  
404-622-6241  
Fax: 404-331-2137

FCI Rastrop  
BOX730  
Bastrop, Texas 78602  
512-321-3903  
Fax: 512-321-6565

FCI/FPC Big Spring  
Brg Sprng, Texas 79720-7799  
915-263-8304  
Fax: 915-267-5910

FPC Boron  
P. O. Box 500  
Boron, California 93516  
619-762-5161  
Fax: 619-761-6409

MDC Brooklyn  
100 29th Street  
Brooklyn, New York 11232  
Contact through Northeast Regional Office

**PPC/ICC** Bryan  
P. O. Box 2197, 1100 Ursuline  
Bryan, Texas 77803-4951  
409-823-1879  
Fax: 409-260-9546

**FCI/FPC** Butner  
P. O. Box 1000  
Butner, North Carolina 27509  
919-575-4541  
Fax: 919-575-6341

FMC Carville  
P. O. Box 68, FMC  
Carville, Louisiana 70721  
504-642-5044  
Fax: 504-389-0637

MCC Chicago  
71 West Van Buren  
Chicago, Illinois 60605  
312-322-0567  
Fax: 312-322-0565

FCI/FPC Danbury  
Danbury, Connecticut  
06811-3099  
203-743-6471  
Fax: 203-746-7393

FCI/FDC/FPC Dublin  
Dublin, California 94568  
415-833-7500  
Fax: 415-833-7599

FPC Duluth  
Duluth, Minnesota 55814  
218-722-8634  
Fax: 218-722-8792

FPC Eglin  
Eglin Air Force Base,  
Florida 32542  
904-882-8522  
Fax: 904-729-8261

FPC El Paso  
PO Box 16300  
El Paso, Texas 79906-0300  
915-540-6150  
Fax: 915-540-6165

FCI/FPC El Reno  
P.O. Box 1000  
El Reno, Oklahoma  
73036-1000  
404-262-4875  
Fax: 404-743-1227

FCI/FPC Englewood  
Littleton, Colorado 80123  
303-985-1566  
Fax: 303-763-2553

FCI/FPC Estill  
610 East Railroad Ave.  
Highway 321 South  
Estill, South Carolina 29918

FCI/FPC Fairton  
P. O. Box 280  
Fairton, New Jersey 08320  
609-453-1177  
Fax: 609-453-4015

FCI/FPC Florence  
5880 State Highway 67 South  
Florence, Colorado 81290

FCI Fort Dix  
Fort Dix, NJ 08640  
609-723-1100  
Fax: 609-724-0779

FCI Fort Worth  
3150 Horton Road  
Fort Worth, Texas 76119-5996  
817-535-2111  
Fax: 817-531-2193

MDC Guaynabo  
P. O. Box 34028  
Fort Buchanan, Puerto Rico  
00934  
809-782-6532  
Fax: 809-749-4363

FCI/FPC Jesup  
2600 Highway 301 South  
Jesup, Georgia 31545  
912-427-0870  
Fax: 912-427-1226

FCI/FPC La Tuna  
La Tuna, New Mexico-Texas  
88021  
915-886-3422  
Fax: 915-886-4977

USP/FPC Leavenworth  
Leavenworth, Kansas 66048  
913-682-8700  
Fax: 913-682-3617

USP/ICC/FPC  
Lewistown  
Lewistown, Pennsylvania 17837  
717-523-1251  
Fax: 717-524-5805

**FMC** Lexington  
3301 Leestown Road  
Lexington, Kentucky 40511  
606-255-6812  
Fax: 606-255-9860

USP/FPC Lompoc  
3901 Klern Boulevard  
Lompoc, California 93436  
805-735-2771  
Fax: 805-737-0295

FCI Lompoc  
3600 Guard Road  
Lompoc, California 93436  
805-736-4154  
Fax: 805-735-8084

FCI Loretto  
P. O. Box 1000  
Loretto, Pennsylvania 15940  
814-472-4140  
Fax: 814-472-4580

MDC Los Angeles  
535 N. Alameda Street  
Los Angeles, California 90012  
213-485-0439  
Fax: 213-626-5801

FCI/FPC Manchester  
Route 8, P. O. Box 7, Suite  
207  
Manchester, Kentucky 40962  
606-598-1900  
Fax: 606-598-1413

FCI/FPC Marlanna  
3625 FCI Road  
Mananna, Florida 32446  
904-526-2313  
Fax: 904-482-6837

USP/FPC Marton  
Marion, Illinois 62959  
618-964-1441  
Fax: 618-964-1695

FPC Maxwell  
Maxwell Air Force Base  
Montgomery, Alabama 36112  
205-834-3681  
Fax: 205-269-1430

FCI/FPC McKean  
P. O. Box 5000 (McKean  
County)  
Bradford, PA 16701  
814-362-8900  
Fax: 814-362-3287

FCI Memphis  
1101 John A. Denie Road  
Memphis Tennessee  
38134-7690  
901-372-2269  
Fax: 700-228-8395

MCC/FPC Miami  
15801 S.W. 137th Avenue  
Miami, Florida 33177  
305-253-4400  
Fax: 305-822-1206

FCI Milan  
Milan, Michigan 48160  
313-439-1511  
Fax: 313-439-1944

FPC Millington  
6696 Navy Road  
Millington, Tennessee 38053  
901-872-2277  
Fax: 901-8738202

FCI Morgantown  
Morgantown, West Virginia  
26505  
304-296-4416  
Fax: 304-296-7549

**FPC Nellis**  
Nellis Air Force Base, Area II  
Las Vegas, Nevada  
89191-5000  
702-644-5001  
Fax: 702-644-7483

**MCC New York**  
150 Park Row  
New York, New York 10007  
212-791-9130  
Fax: 212-571-1034

FCI Oakdale  
PO Box 5050  
Oakdale, Louisiana 71463  
318-335-4070  
Fax: 318-687-9181

FDC Oakdale  
P. O. Box 5060  
Oakdale, Louisiana 71463  
318-335-4466  
Fax: 318-335-4476

FCI Otisville  
P. O. Box 600  
Otisville, New York 10963  
914-386-5855  
Fax: 914-386-9455

FCI/FPC Oxford  
Box 500  
Oxford, Wisconsin 53952-0500  
608-584-5511  
Fax: 608-584-5315

FPC Pensacola  
110 Raby Avenue  
Pensacola, Florida 32509-5127  
904-457-1911  
Fax: 904-458-7295

FCI/FPC Petersburg  
P. O. Box 1000  
Petersburg, Virginia  
23804-1000  
804-733-7881  
Fax: 804-733-3728

FCI/FPC Phoenix  
37900 N. 45th Avenue.  
Dept 1680  
Phoenix, Arizona 85027  
602-465-9757  
Fax: 602-465-7051

FCI Ray Brook  
P.O. Box 300  
Ray Brook, New York  
12977  
518-891-5400  
Fax: 518-891-0011

FMC Rochoater  
PO Box 4600  
2110 East Center Street  
Rochester, Minnesota  
55903-4600  
507-287-0674  
Fax: 507-282-3741

FCI Safford  
RR 2, Box 820  
Safford, Arizona 85546  
602-428-6600  
Fax: 602-428-1582

MCC San Diego  
808 Union Street  
San Diego, California  
92101-6078  
619-232-4311  
Fax: 619-595-0390



FCI Sandstone  
Sandstone, Minnesota 55072  
612-245-2262  
Fax: 612-245-5178

FCI/FPC Schuylkill  
P. O. Box 700  
Minersville, Pennsylvania  
17954  
717-544-7100  
Fax: 717-544-7225

FCI Seagoville  
Seagoville, Texas 75159  
214-287-2911  
Fax: 214-287-4827

FPC Seymour Johnson  
Caller Box 8004  
Goldsboro, NC 27533-8004  
919-735-9711  
Fax: 919-735-0169

FCI/FPC Sheridan  
27072 Ballston Road  
Sheridan, Oregon 97378-9601  
503-843-4442  
Fax: 503-843-3408

MCFP Springfield  
P. O. Box 4000  
Springfield, Missouri 65808  
417-862-7041  
Fax: 417-837-1717

FCI/FPC Talladega  
565 East Renfro Road  
Talladega, Alabama 35160  
205-362-0410  
Fax: 205-362-8331

FCI Tallahassee  
501 Capital Circle, N.E.  
Tallahassee, Florida 32301,  
3572  
904-965-2000  
Fax: 904-942-8374

FCI Terminal Island  
Terminal Island, California  
90731  
213-831-8961  
Fax: 310-547-0070

USP/FPC Terre Haute  
Terre Haute, Indiana 47808  
812-238-1531  
Fax: 812-238-9873

FCI/FPC Texarkana  
Texarkana, Texas 75507  
903-838-4587  
Fax: 903-838-4071

FCI/FPC Three Rivers  
P. O. Box 4000  
Three Rivers, Texas, 78071  
512-786-3576  
Fax: 512-786-4909

FCI Tucson  
8901 South Wilmot Road  
Tucson, Arizona 85706  
602-741-3100  
Fax: 602-574-0775

FPC Tyndall  
Tyndall Air Force Base  
Florida 32403-0150  
904-286-6777  
Fax: 904-286-6603

FPC Yankton  
Box 680  
Yankton-South Dakota 57078  
605-665-3262  
Fax: 605-665-4703

#### Regional Offices

Mid-Atlantic  
Regional Office  
10010 Junction Drive  
Suite 100-N  
Annapolis Junction,  
Maryland 20701  
301-317-7000  
Fax: 301-317-7015

North Central  
Regional Office  
Air World Center  
10920 Ambassador Drive,  
Suite 200  
Kansas City, Missouri  
64153  
816-891-7007  
Fax: 816-891-1349

Northeast  
Regional Office  
U. S. Customs House, 7th  
floor  
2nd and Chestnut Streets  
Philadelphia, Pennsylvania  
19106  
215-597-6317  
Fax: 215-597-6315

South Central  
Regional Office  
421 Cedar Springs Road  
Suite 300  
Dallas, Texas 75219  
214-767-9700  
Fax: 214-767-9724

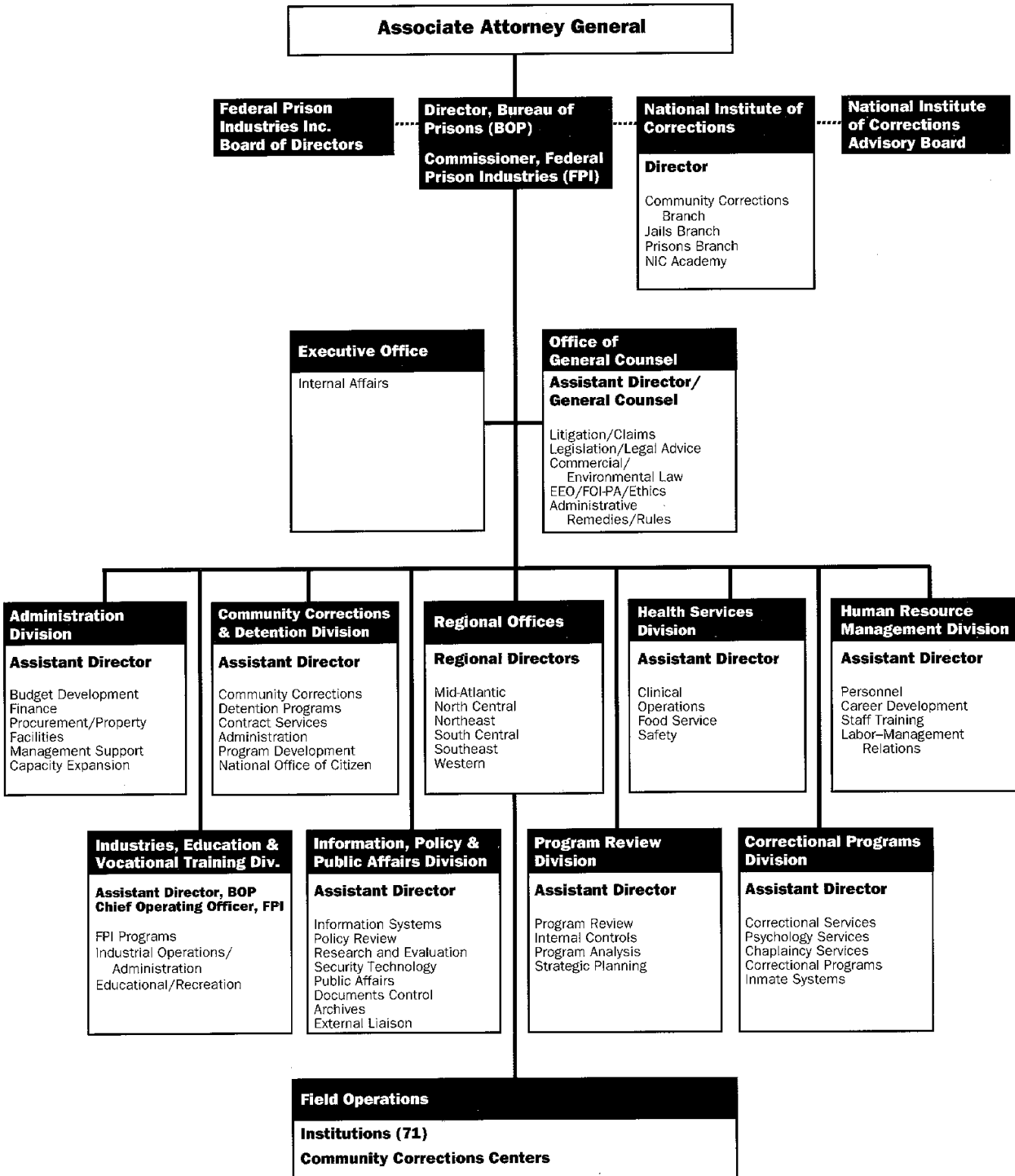
Southeast  
Regional Office  
523 McDonough Boulevard SE  
Atlanta, Georgia 30315  
404-624-5202  
Fax: 404-624-8151

Western Regional Office  
7950 Dublin Boulevard, 3rd floor  
Dublin, California 94568  
510-803-4700  
Fax: 510-803-4802

#### Central Office

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

# Bureau organizational chart



# Response sheet

The Federal Bureau of Prisons is pleased to be able to provide this 1992 *State of the Bureau* report to its constituents, other agencies, and organizations, as well as to the public. Our objectives are to make corrections more understandable to the **American** public, and to convey the important part that corrections plays in American criminal justice. If you would like to receive information not

contained in this issue, or if you have other suggestions for improvements in how the information is presented, please use this form.

*Direct any responses or inquiries to:* Office of Public Affairs, Federal Bureau of Prisons, 320 First Street, NW., Washington, DC 20534

.....  
Response sheet

Name \_\_\_\_\_  
Title \_\_\_\_\_  
Organization \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_  
Phone (Optional) \_\_\_\_\_  
Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

.. I would like to receive the *Federal Prisons Journal*, a quarterly publication on prison issues

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Response sheet

Name \_\_\_\_\_  
Title \_\_\_\_\_  
Organization \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_  
Phone (Optional) \_\_\_\_\_  
Comments: \_\_\_\_\_  
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