



U.S. Department of Justice
Federal Bureau of Prisons

STATE OF THE BUREAU 2002

accomplishments and goals

Message from the Attorney General

On September 11, 2001, terrorists attacked the United States with the intent to destroy our nation and our freedom. Under the leadership of President George W. Bush, America has responded boldly and decisively on behalf of all peace-loving people to prevent terrorism, to preserve freedom, and to protect the American people.

The thousands of men and women who work for the Department of Justice, including the employees of the Federal Bureau of Prisons (BOP), have given selflessly of their time and energy to turn the tragedies of September 11 into triumphs for our country. These men and women are committed to an overriding priority: safeguarding the American people from further acts of terrorism. The Department of Justice has been coordinating public safety efforts nationwide and working to help ensure international security. At the same time, the Department continues the largest, most comprehensive criminal investigation in world history to bring to justice the terrorists involved in the attacks of September 11. Of course, as always, the Department devotes substantial resources to combat other forms of crime that affect our society, ranging from corporate fraud to weapons violations and illegal drugs.

In keeping with its tradition of excellence, the BOP has risen to the occasion to meet the unique challenges of confining individuals convicted of, or detained for, terrorist acts. At the same time, the BOP successfully continues to meet its mission of safely incarcerating and managing inmates serving sentences imposed by the federal courts, individuals awaiting trial on federal charges, and persons detained by the Immigration and Naturalization Service. The BOP further contributes to public safety by providing programs designed to help inmates develop the skills they will need to lead a crime-free lifestyle following release from prison.

The BOP is comprised of over 34,000 employees dedicated to serving the Department of Justice, the courts, and the citizens of this country. The BOP continues to meet the substantial demands and challenges that many law enforcement agencies face today, in an effective and efficient manner, through the dedication, commitment and professionalism of its staff. I invite you to use the *State of the Bureau 2002* to become better acquainted with the Federal Bureau of Prisons.



John Ashcroft

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Message from the Director

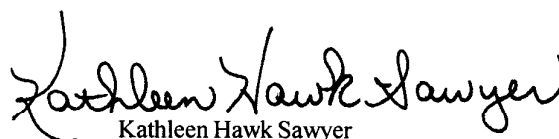
In fiscal year 2002, several institutions of the Federal Bureau of Prisons reached milestones that are a reminder of this agency's long history of dedicated public service. The United States Penitentiary at Atlanta, GA, celebrated its 100th anniversary and the Federal Correctional Institution at La Tuna, TX celebrated its 70th anniversary. The Bureau's mission is to help protect public safety by ensuring that offenders serve their sentences of imprisonment in facilities that are safe, humane, cost-efficient, and appropriately secure. The second yet equally critical part of our mission is to help break the cycle of crime by providing programming opportunities to inmates to increase the likelihood of successful re-entry into their communities.

This year the Bureau continued its support of our Nation's response to terrorism by confining a number of those detained in relation to terrorist acts and working collaboratively with other law enforcement agencies on related matters. Additionally, we increased security measures and vigilance at our institutions to reinforce our Nation's state of readiness.

Our Nation's counter-terrorism activities during fiscal year 2002 noticeably affected the Bureau's human resources. We experienced the temporary loss of reservists on our

staff to the military and additional staff transfers to new Federal agencies. Yet despite strained resources and the growth of the Federal inmate population, Bureau employees, as always, rose to the challenge to ensure we fulfilled our mission. In fact, last year the Bureau further increased the number of programs available to assist inmates in acquiring the skills they need to adopt and maintain a crime-free lifestyle after release. Our institutions have also expanded the range of programs and activities that help inmates contribute positively to the local communities, even while they serve their sentences. The Bureau's success is, in large part, a direct consequence of the hard work and dedication to duty of its workforce and its collective commitment to serve the American public, characteristics that are obvious on a day-to-day basis but even more noteworthy during difficult circumstances.

As in the past, the Bureau remains well-prepared to meet its responsibilities to the American public and respond to whatever challenges or circumstances it may confront. The American spirit is indeed alive and well in the employees of the Federal Bureau of Prisons.


Kathleen Hawk Sawyer

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Bureau of Prisons Fundamentals

Mission Statement

The Federal Bureau of Prisons 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.

Cultural Anchors/ Core Values

■ *Bureau Family*

The Bureau of Prisons recognizes that staff are the most valuable resource in accomplishing its mission, and is committed to the personal welfare and professional development of each employee. A concept of “family” is encouraged through healthy, supportive relationships among staff and organization responsiveness to staff needs. The active participation of staff at all levels is essential to the development and accomplishment of organizational objectives.

■ *Sound Correctional Management*

The Bureau of Prisons maintains effective security and control of its institutions utilizing the least restrictive means necessary, thus providing the essential foundation for sound correctional management programs.

■ *Correctional Workers First*

All Bureau of Prisons staff share a common role as correctional worker, which requires a mutual responsibility for maintaining safe and secure institutions and for modeling society’s mainstream values and norms.

■ *Promotes Integrity*

The Bureau of Prisons firmly adheres to a set of values that promotes honesty and integrity in the professional efforts of its staff to ensure public confidence in the Bureau’s prudent use of its allocated resources.

■ *Recognizes the Dignity of All*

Recognizing the inherent dignity of all human beings and their potential for change, the Bureau of Prisons treats inmates fairly and responsively and affords them opportunities for self-improvement to facilitate their successful re-entry into the community. The Bureau further recognizes that offenders are incarcerated as punishment, not for punishment.

■ *Career Service Orientation*

The Bureau of Prisons is a career-oriented service, which has enjoyed a consistent management philosophy and a continuity of leadership, enabling it to evolve as a stable, professional leader in the field of corrections.

■ *Community Relations*

The Bureau of Prisons recognizes and facilitates the integral role of the community in effectuating the Bureau’s mission, and works cooperatively with other law enforcement agencies, the courts, and other components of government.

■ *High Standards*

The Bureau of Prisons requires high standards of safety, security, sanitation, and discipline, which promote a physically and emotionally sound environment for both staff and inmates.

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,

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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.

Customer Service Plan

Executive Order 12862 titled "Setting Customer Service Standards" (September 11, 1993) requires each agency to develop service standards in order to carry out the principles of the National Performance Review.

Customer Service Standards

The Federal Bureau of Prisons protects society by confining offenders in the controlled environments of prisons and community-based facilities that are safe, humane, cost-efficient, and appropriately secure. As part of the agency's commitment to maintaining a healthy partnership with the community, the BOP will:

■ In the event of an inmate escape from a Federal institution, notify Federal and local law enforcement officials immediately and furnish them with the details of the escape and the identity of the escapee.

■ At least 5 days prior to releasing an inmate with a prior conviction for a drug trafficking crime, a crime of violence, or certain sexual offenses, notify the appropriate State and local law enforcement officials.

■ Notify victim(s) or witness(es) of the following inmate activities within the specified time frames:

- Initial designation: 60 days.
- Death: 30 days.
- Parole hearing: 30 days prior to the hearing.
- Release to the community: 30 days prior to the release.
- Furlough: as early as possible before the actual furlough date (by telephone if necessary).
- Transfer to a halfway house: upon acceptance by the halfway house.
- Compassionate release: during consideration.
- Escape: immediately.

FY 2002: The Year in Review

Introduction

The Federal Bureau of Prisons (BOP) uses a strategic planning approach to management. Strategic planning is driven by the BOP's Mission and Vision Statements, which are supported by six broad correctional goals. Each of the six goals is supported by specific objectives. The Bureau's Executive Staff holds regular planning sessions to ensure that the agency's strategic goals continue to meet the needs of society and reflect the major issues that face the agency, the vision and mission of a modern correctional system, and the challenges confronting the Bureau both today and for years to come.

The following is an overview of the Bureau's FY 2002 accomplishments, arranged according to the Bureau's six national goals.

Population Management:

The BOP will proactively manage its offender population to ensure safe and secure operations.

■ During FY 2002, the Bureau's inmate population increased by 4.4 percent, from 156,572 to 163,436. Of this total, 137,527 were housed in facilities operated by the BOP, 15,799 were confined in secure privately-managed facilities and secure facilities operated by State and local governments, and 10,110 were housed in contract halfway houses or were under home confinement.

■ Through its ongoing construction and expansion program, the Bureau added 4,837 beds. The Bureau's total crowding rate increased from 32 percent to 33 percent above capacity during FY 2002. (Crowding at high-security and medium-security institutions was significantly higher at 41 percent and 58 percent, respectively.)

■ Two new facilities were activated during FY 2002. They were a United States Penitentiary in Lee, Virginia and a Federal Correctional Institution in Petersburg, Virginia. The function of the FCI in Edgefield, South Carolina is currently under conversion from a high security to a medium security facility.

■ As of September 30, 2002, the Bureau had 28 facilities in various stages of the planning, design, and construction process. Of these, 9 were high security United States Penitentiaries, 16 were medium security Federal Correctional Institutions, and 3 were secure facilities for female inmates.

■ As a tool to manage its growing population, including the sentenced criminal alien population, the Bureau continues to house Federal inmates in State and local facilities through the use of intergovernmental agreements (IGAs). Approximately 7,120 inmates were confined pursuant to IGAs at the end of FY 2002.

■ Approximately 8,600 inmates are confined in facilities under contract between the Bureau and various private corrections providers. The Bureau

awarded a contract to Corrections Corporation of America in May 2002 for the confinement of 1,524 low security sentenced criminal aliens. This facility, located in McRae, Georgia, is expected to begin receiving inmates in early 2003 and will provide Institution Hearing Release beds (used to facilitate hearings on the part of the Immigration and Naturalization Service) for inmates from Colombia and Central American countries. Such contract facilities help the Bureau manage its population and are especially useful for meeting the needs of low security specialized populations like sentenced criminal aliens.

■ The BOP has actively encouraged non-citizen inmates to apply for international treaty transfers to their home countries. This allows foreign national inmates to serve their prison terms in facilities nearer their families while, at the same time, decreasing the U.S. Government's cost of housing non-citizen offenders.

In FY 2002, under the auspices of the Department of Justice Prisoner Exchange Program, the BOP worked with the Office of Enforcement Operations and the U.S. Marshals Service to return 345 foreign inmates from BOP facilities to 18 different countries and 94 American citizens from foreign prisons to the United States. Transferred inmates will complete their sentences in their home countries.

■ The number of offenders in community corrections centers grew from 7,889 at the end of FY 2001 to 8,599 at the end

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of FY 2002, an increase of 9 percent. Approximately 26,000 inmates were referred to community corrections centers (CCCs) from institutions during FY 2002; about 90 percent successfully completed the program. About 50 percent participated in the home confinement program during their CCC placement.

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.

■ The BOP hired 2,837 new employees in FY 2002 to keep pace with the activation of new facilities that will confine the expanding inmate population. This brought the total BOP staff complement to 33,577 by the end of the fiscal year.

■ During the fiscal year, 2,954 employees attended the Introduction to Correctional Techniques course at the Staff Training Academy in Glynco, Georgia; 734 attended specialty training in security-related functions conducted at various institutions. The Management and Specialty Training Center (MSTC) in Aurora, Colorado conducted 239 residential classes, 6 workgroups, 13 off-site classes, and hosted 3 non-Bureau related courses. The MSTC provided on-site training for 5,757 participants.

■ During fiscal year 2002, the Staff Training Academy produced video and

DVD training programs and partnered with the Federal Law Enforcement Training Center (FLETC) to provide an on-line university program that provided over 850 courses to BOP staff. In addition, the Staff Training Academy, MSTC, and the Training and Staff Development Branch reviewed current classroom courses and identified courses to convert to distance learning programs in fiscal year 2003. This new direction will assist the Bureau in providing relevant training in a timely manner, avoid travel and per diem costs, and provide a broader spectrum of training topics available to all staff.

■ With implementation of the Leadership Enhancement and Development (LEAD) program, the Bureau launched its new succession planning strategy. The LEAD program provides training and developmental activities linked specifically to leadership competencies identified as necessary to be effective at the highest levels of the Bureau. During FY 2002, 200 Bureau staff members were selected from institutions, regions, and the Central Office to participate in the program. The LEAD program has a unique structure which provides training according to the level of the participants. Phase I has programming suited to fit those at the GS 9, 11, and 12 levels; Phase II meets the needs of GS 13 and 14 participants; and Phase III is suited to meet the needs of GS 15, CEO, and SES-level staff. During FY 2002, all LEAD participants received a 360-degree Leadership Competency Assessment and Phase I participants attended the Leadership Forum in Washington, DC, as well as Leader's Influencing, Negotiating,

and Communicating Skills (LINCS) training in Aurora, Colorado. Phase II and III participants attended a range of classes selected from course providers, including the MSTC, National Institute of Corrections (NIC), Office of Personnel Management, Aspen Institute, and the Center for Creative Leadership.

■ Given the rapid growth of the Bureau, the Southeast Region has implemented a supplemental Associate Warden Training and Orientation to facilitate development of new Associate Wardens. This consists of facilitated training for three days, self-directed training for four months, and peer mentoring for a period of one year. The first facilitated session was held at the Southeast Regional Office in July 2002.

■ In fiscal year 2002, the BOP awarded a contract for a Training Management System (TMS) to automate many employee development functions. The system will help in the administration of training and the management of training resources across the Bureau. The potential benefits of this automated training include field access to a variety of computer-based training curricula, a distance learning library, and an automated tracking system for Mandatory Training Standards.

■ During FY 2002, the Bureau continued to streamline several human resource functions and provide assistance to the human resource staff in institutions. The standardization of the classification process was expanded to include approxi-

mately 200 position descriptions, saving the field offices significant amounts of time and eliminating redundancies. In July 2002, an internally-developed Payroll/Personnel Desk Guide was issued to all processing Human Resource offices to address common problem areas and provide assistance with navigating through the many facets of payroll processing and personnel transactions.

■ BOP-HIRES, the Internet-based hiring system implemented in 2001 for Correctional Officer and hard-to-fill category positions, has been a resounding success. It has aided in the hiring of 1,865 new employees during fiscal year 2002. It has also greatly broadened the Bureau's hiring pool: the number of Correctional Officer applicants increased to approximately 56,000 in the first year under BOP-HIRES, as compared to the annual application submission under the prior system, of approximately 10,000. Additionally, the acquisition of hiring lists was delegated to lower organization levels, resulting in a significant increase in the number of lists obtained by the hiring offices as compared to that under the prior system and an improved applicant pool.

The hiring of hard-to-fill categories, especially medical professionals, was also enhanced by the development and implementation of BOP-HIRES. After one year of implementation, over 3,600 candidates applied to BOP-HIRES for Medical Officer, Psychologist, and Nurse positions as compared to just over 200 candidates applying under the prior system.

■ In fiscal year 2001, the BOP successfully completed a pilot program testing the automation of the pre-employment reference checking process. Based on the results, during FY 2002, the BOP awarded a contract for an Internet accessible pre-employment reference checking system that promises to significantly reduce the amount of time it takes to hire new employees.

■ An Internet-based internal merit promotion system, called BOP-CAREERS, was introduced as a pilot for filling critical management positions in activating institutions in the Mid-Atlantic Region.

BOP-CAREERS is being tested as an online employment and career application management system for non-bargaining unit merit promotion positions and external hiring of bargaining unit jobs. The positions included to date are Superintendent of Industries, Unit Manager, Executive Assistant, Secretary, and Nurse.

■ To enhance the employment of professional staff, the Bureau developed a Student Loan Repayment Plan for newly-appointed or current employees who, absent such an incentive, would be difficult to recruit or retain. Implementation of the plan is pending negotiations with bargaining unit representatives.

■ As part of an on-going effort to recruit and retain well-qualified medical staff for inmate care, a group recruitment bonus program for nurses was initiated.

■ To monitor the sufficiency of qualified staff available for vital management positions and to identify any recruitment or development needs, the BOP tracks the careers as well as the career aspirations of over 4,500 staff in mid- and upper-level positions through the use of the Management Preference Profile System (MPPS). This system provides the Bureau's Executive Staff an online resume which includes employees' position history with the BOP, career/position preferences over the next ten years, mobility status, and other pertinent information. The MPPS also features a program module that includes demographic analyses, staff and retirement rosters, and the ability to generate lists of staff based on their career preferences and location preferences.

■ In an effort to improve the payroll/personnel processing function, as of December 2001, all BOP institutions had successfully converted to a new Windows-based time and attendance program, STAR (System for Time and Attendance Reporting). This new system greatly eases the task of accounting for hours of work and generating accurate compensation.

■ During fiscal year 2002, the Bureau continued to implement reengineering strategies designed to improve the efficiency and effectiveness of its management structure. For example, a pilot exploring non-traditional staffing patterns for Level I medical care was implemented at USP Lee during the fiscal year. The pilot is progressing well with no concerns noted.

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The Inmate Systems Management (ISM) pilot at FCI Morgantown realigned the ISM department by assigning receiving and discharge functions to Correctional Services and realigning other staff duties, thus eliminating a managerial position. Preliminary findings indicate that the ISM pilot program is successful in that all vital functions of the program continue to be accomplished despite the increased workload in the records office.

■ During calendar year 2001, the Bureau experienced the lowest separation rate (5.7 percent) in the twenty years that this data has been tracked. At the end of fiscal year 2002, the separation rate increased to 7.01 percent due to the Bureau's loss of over 500 staff members to the Federal Aviation Administration's Air Marshals program.

■ The Bureau implemented several new initiatives in the area of recruitment during FY 2002. A national recruitment brochure was published detailing the requirements for obtaining a position with the BOP. Staff at all field locations and regional offices provide these brochures to potential applicants at all job fairs and recruitment events. The Bureau will soon publish a "Large Agency Brochure" providing a detailed synopsis of Bureau institutions and regional offices.

A CD ROM and video cassette tape depicting in detail the nuances of working in a correctional environment was initiated this fiscal year. Utilizing this technology at recruitment events will provide potential applicants the opportunity to

experience a virtual reality tour. The potential applicant will take a tour from the front door of a typical institution, through all of the security procedures, and into the grounds of a federal prison. This virtual reality tour of a prison is expected to reduce negative perceptions regarding the corrections profession and strengthen the applicant pool.

■ The Mid-Atlantic Region continues to utilize its Regional Recruitment Task Force to assist communities in preparing to receive BOP facilities into their local areas and to help identify and eliminate negative perceptions on the part of new hires and community residents.

■ During FY 2002 the Bureau continued to promote its Diversity Management Program to ensure BOP institutions and offices reflect the diversity of our country and offer a safe and humane environment for staff and inmates. To evaluate the effectiveness of its diversity management training, surveys were sent to a select number of staff Bureau-wide, with a second evaluation phase set to follow.

■ To assist in resolving workplace disputes, the Bureau enhanced its alternative dispute resolution program and its Ombudsman program. The Ombudsman provides employees with a confidential and neutral resource to informally resolve work-related concerns or problems.

In an effort to reduce the number of formal Equal Employment Opportunity (EEO) complaints, the Mid-Atlantic region is piloting a program at six institutions

titled "Use of Conflict/Dispute Resolution to Resolve Issues." The objective of the pilot is to encourage staff that would otherwise contact an EEO Counselor to contact a Dispute Resolution Specialist to resolve the issue in a quick, cost-effective manner that is satisfactory to all parties involved.

■ In fiscal year 2002, the Labor Management Relations Branch (LMR) began a major training/information sharing initiative for roughly 2,000 institution Executive Staff, managers, and supervisors.

■ During the fiscal year, LMR staff provided training to managers and supervisors at six institutions. Staff also provided numerous training meetings, including for Wardens, New Wardens, Captains, Inmate Systems Managers, Food Service Administrators, and Human Resource Managers and at Leadership training.

Staff from LMR developed a training package for local delivery by Human Resource Management staff on an as needed basis. To date, most institutions have used this package to deliver training to their supervisors and managers.

■ During this fiscal year, top managers from the Bureau of Prisons and national officials from the American Federation of Government Employees, Council of Prison Locals, began the negotiation of a master collective bargaining agreement for the agency. Once finalized, this agreement will replace the existing agreement

which has been in effect since March 1998.

Security and Facility Management:

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

■ During FY 2002, the BOP's total inmate population grew by over 6,800 inmates. Despite this growth, there were no major disturbances at any of the BOP's institutions; and no staff member lost his or her life in the line of duty.

■ Two Bureau institutions (MCC New York and MDC Brooklyn) continued to face many daily challenges in the aftermath of the September 11, 2001, terrorist attacks involving logistics, communications, and inmate-related issues. Each institution was managed effectively throughout the crisis and in response to the unique challenges they subsequently faced.

■ During FY 2002, Bureau institutions continued to maintain arrangements with State and local law enforcement agencies and other emergency services. The Bureau continued its practice of conducting after-action reviews following any security breakdown and implementing the corrective actions necessary to help prevent future security problems. The Bureau improved monitoring of inmates through a heightened emphasis on staff supervision and communication,

enhanced intelligence-gathering, and the increased use of closed-circuit cameras and video-recording.

■ While prevention has an enormous impact on the safety and security of BOP institutions, preparation for actual emergencies is also critical. The BOP continues to take a proactive approach to crisis management through training programs designed for its Special Operations Response Teams (SORTs), Disturbance Control Teams (DCTs), Crisis Support Teams (CSTs), and Hostage Negotiation Teams (HNTs). BOP facilities conducted preparedness exercises under mock emergency situations to test the effectiveness of their emergency plans, staff response, and interagency cooperation.

The Bureau held intensive, week-long crisis management/emergency preparedness maneuvers and training. During these exercises, wardens, associate wardens, captains, and SORT, DCT, CST, and HNT leaders received training in command and control operations during a crisis situation. During FY 2002, the Northeast and Mid-Atlantic Regions held their first joint Crisis Management Training session. Participating teams received extensive training in tactics, negotiations, critical incident management, and specialized emergency management techniques.

Last year, the Bureau adopted the Rapid Start software used by the Federal Bureau of Investigation (FBI) for incident data management during an emergency. The software has enhanced management of emergency situations, communica-

tions, and the exchange of information with the FBI.

■ The Bureau continued the instruction of Tactical Team leaders with several sessions of the Tactical Leadership Development Program. Additionally, new crisis management training programs were established for both institution executive staff and crisis management team leaders (SORT, DCT, HNT, CTS, and Captains). Under the titles of "Executive Critical Incident Management" and "Critical Incident Response," several classes were conducted at the Management and Specialty Training Center (MSTC). Four sessions of each program will be conducted annually to enhance the level and national content integrity of these important crisis response skill programs.

■ The Bureau has a well-designed urine surveillance program to detect, deter, and control illegal drug use in Federal prisons. In fiscal year 2002, the random testing of 82,337 inmates resulted in a positive test rate of 0.9 percent.

■ The Bureau continues to utilize Ion Spectrometry devices at 32 institutions. The devices have proven to be useful tools in preventing drugs from getting into BOP facilities. A new Ion spectrometry device model, already pilot-tested, has been approved for expanded Bureau purchase. The new model simultaneously detects explosives and narcotics and has an extended range of contraband detection (including the explosive triacetone triperoxide or TATP, Barbitals, and Amphetamine Sulfate), along with other fea-

tures that make this model much easier to use. The device is transportable and is carried like a small suitcase. Therefore, persons, vehicles, packages, mail, containers, identification cards, and drivers' licenses can be tested to detect narcotics and explosives.

■ During FY 2002, the Bureau continued its efforts to prevent inmates from engaging in criminal activities while incarcerated. A major focus was placed on reducing inmate telephone abuse.

The inmate telephone system (ITS II) enhances security by improving monitoring capabilities and providing numerous administrative controls over inmate telephone calls, and the system reduces the cost of telephone service for inmates. During fiscal year 2002, institutions reported 6,726 incidents of inmate misconduct for abuse of telephone privileges.

The BOP records all inmate telephone calls (except those protected by attorney-client privilege). The Bureau randomly monitors social telephone calls and pays particular attention to certain inmates who have a high likelihood of abusing their telephone privileges. The BOP has a process in place through which Federal prosecutors and law enforcement officials can notify the agency regarding "inmates of greatest concern" so that the agency can provide extra scrutiny of these offenders' telephone calls, mail, visiting, and financial transactions.

The BOP continued its limitation on telephone use by inmates in Federal prisons. This enhances security by decreasing the ability of inmate groups to monopolize telephone access and by increasing the proportion of calls the Bureau is able to monitor.

■ The Bureau's intelligence staff continue to work with other Federal, State, and local law enforcement staff to identify threats to institution security and reduce crime in the community. The BOP continues to maintain an Intelligence Section in the Central Office, as well as the Sacramento Intelligence Unit in Sacramento, California, with intelligence officers working with the Safe Streets Task Forces in numerous metropolitan areas. The agency has intelligence staff detailed to both the Counterterrorism and Violent Crimes Major Offenders Centers at FBI Headquarters, as well as at the National Drug Intelligence Center. In addition to identifying the activities of inmates coming into or in BOP custody, the Intelligence Officers are pursuing active liaison relationships with the FBI Joint Terrorism Task Forces throughout the country. Recently, the BOP assumed a position within the National Joint Terrorism Task Force as well. The inter-agency intelligence-sharing continues and has proven beneficial to gaining valuable intelligence regarding gang activity, drug trafficking, and terrorism.

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.

■ During FY 2002, the Bureau began consolidating the oversight and administration of all of its contract facilities under the direction of its Central Office. This approach, which involves a reduced on-site Bureau presence supported by teams of monitors who review all contract facilities on a regular basis, is expected to greatly enhance the effectiveness of contract administration and the consistency with which the Bureau treats its contracts.

■ In FY 2002, \$8.4 million in court-ordered obligations was collected from inmates through the Inmate Financial Responsibility Program (IFRP). The IFRP requires inmates to make payments from their trust fund account (including institution earnings) to satisfy court-ordered fines, restitution, child support, and other monetary judgements. Most of the funds were distributed through the Crime Victims Fund in the Department of Justice as

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direct compensation to victims for losses resulting from crime or to victims assistance and support groups.

■ In FY 2002, the BOP continued to serve victims of crime through the Victim/Witness Notification Program. Victims and witnesses who are enrolled in the program are informed of changes in the status of the inmate-perpetrators, including the date and location of initial incarceration and release status (such as a parole decision, a community corrections center placement, or an expiration of sentence). Through September 2002, the BOP monitored 9,360 inmates, with more than 42,000 identified victims or witnesses.

The Bureau, in conjunction with the FBI, the Executive Office for United States Attorneys (EOUSA), and the Office for Victims of Crime, developed an automated Victim Notification System (VNS) and implemented the system nationwide in FY 2002. VNS is a victim information system that operates on the Department of Justice Intranet. VNS links the FBI, EOUSA, and the BOP and allows these agencies to share victim information. The system contains the names of all victims of Federal crime and will improve the accuracy of victim information and the efficiency with which notifications are made. Additionally, VNS permits each victim easy access to inmate public information through an automated telephone system. By accessing the VNS call center, the victim will be able to retrieve the location of the inmate, scheduled parole hearing

dates, a halfway house placement date, and the inmate's projected release date.

The BOP also continued to conduct Victim Impact Panels and Victim Awareness Groups as part of the inmate release preparation curriculum. The programs are designed to increase inmates' awareness of the individual and social costs of crime. Inmates hear victims' first-hand accounts of how crime has affected their lives. They stress personal responsibility and the consequences of criminal behavior from the victims' perspective. Through these activities, the BOP hopes to get offenders to recognize the impact their behavior has on people's lives and to change future behavior.

■ In FY 2002, 25 institutions received initial accreditation or reaccreditation from the American Correctional Association (ACA). ACA accreditation provides external certification that Federal prisons provide decent living conditions, offer adequate programs and services, and accommodate inmates' constitutional rights by ensuring compliance with more than 480 standards developed by corrections professionals. At the end of FY 2002, 90 institutions maintained accreditation status, and another 8 were pursuing accreditation.

■ While ACA accreditation demonstrates that BOP institutions meet basic performance standards, the BOP uses a number of additional measures to monitor and assess each institution's performance. The Bureau conducts program

reviews or internal audits; tracks rates of inmate misconduct (including assault, homicide, escape, and drug and alcohol use) at each facility; and conducts remote and onsite surveys and assessments of staff and inmate morale as a broad gauge of each institution's social climate. This array of internal and external assessment tools helps the BOP ensure that every institution is providing high-quality programs in an efficient manner and ensures safe and secure operations.

During FY 2002, a total of 492 program reviews were conducted in institutions, community corrections offices, regional offices, and the Central Office to assess program performance and compliance with established policies and procedures. The program review process allows the BOP to assess and evaluate efforts geared toward the accomplishment of the agency's mission.

The BOP conducted 26 Institution Character Profiles in FY 2002. Institution Character Profiles, which are derived from interviews of staff, inmates, non-BOP law enforcement officials, and citizens, provide administrators with feedback on perceptions about the management, security, safety, and community presence of each institution.

■ During FY 2002, 21 audits were initiated by the General Accounting Office or the Department of Justice's Office of the Inspector General, 11 audits were successfully closed, and 30 were active at the close of the year. Through successful resolution of these audits, the BOP

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demonstrated that it continues to perform its public administration functions in an effective and fiscally responsible manner.

■ During FY 2002, the BOP continued to provide information to the public through its website (www.bop.gov) on the Internet. During this time period, the Bureau's website received almost 28.5 million hits during 3.1 million visits by over 1.35 million different visitors.

Almost all BOP Program Statements (policies) are posted on the Bureau's website, providing the public with faster, easier access while reducing costs associated with responding to individual Freedom of Information Act (FOIA) requests. The BOP website also contains an electronic FOIA request form, which allows citizens to transmit their FOIA requests electronically.

■ During FY 2002, the Inmate Locator was placed on the Bureau's public website, allowing individuals and other criminal justice system components to search for the location of specific inmates. Prior to this, an inmate's location was provided through a written request to the FOIA office or through telephonic requests to the Bureau's Inmate Locator or the Office of Public Affairs. The website availability of this information resulted in an overall decrease in FOIA requests to the Bureau, from approximately 25,000 FOIA requests in FY 2001 to approximately 14,500 FOIA requests in FY 2002. The requests received now represent more complex, time-consuming requests for documentation.

■ During the fiscal year, the Bureau's Medical Director continued to issue and revise Clinical Treatment Guidelines, providing the latest information on the prevention, detection, and treatment of several diseases, including diabetes, hypertension, coronary artery disease, HIV, hepatitis, tuberculosis, asthma, depression, and detoxification. The guidelines, based on nationally-accepted standards of care, were made available to State and local correctional agencies through the National Institute of Corrections website.

■ During FY 2002, the BOP worked closely with the FBI's Convicted Offender Program to collect DNA samples for inmates, as required by the DNA Analysis Backlog Elimination Act of 2000. The BOP collected more than 8,600 samples.

■ During fiscal year 2002, the Bureau worked closely with the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) concerning the accreditation of health care delivery throughout the Bureau. In FY 2002, 31 Bureau institutions were surveyed and accredited by JCAHO.

■ During the fiscal year, the Bureau continued implementation of a modified cook/chill food service program in which institution food service departments use blast chillers and re-therm cabinets in conjunction with existing equipment to prepare, serve, and store food items. Blast chillers rapidly cool food to reduce the potential of food-borne illnesses and to extend shelf life. Re-therm cabinets rapidly heat food to appropriate tempera-

tures, ensuring a quality serving with lower utility costs.

■ The Bureau continues to actively explore strategies that could potentially yield cost-reductions while simultaneously improving inmate services. For example, a CD ROM pilot was implemented at FMC Butner's law library and on their medical/surgical floor which established a network CD-ROM library with 6 dummy terminals. This will save establishing three separate law libraries with an expected cost savings of \$1,282 per year. Staff work has been significantly reduced by providing all inmates with the materials available in the main law libraries. Library staff did not have to audit the libraries and prepare the semi-annual inventories, and there were no costs for lost or damaged books. Inmate requests for library materials have been significantly reduced.

■ Leadership in corrections includes acknowledging and dealing with problems. With the Bureau's rapid growth, there are more inexperienced staff in the agency's workforce than in the past. All staff are advised of and are expected to know the laws, regulations, and BOP policies guiding their conduct. Still, a very small percentage of staff become involved in misconduct.

The BOP has zero tolerance for staff misconduct. The most difficult challenge for the Bureau has involved abuse of authority, and in particular, the sexual abuse of inmates.

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Federal law expressly criminalizes sexual activity between correctional workers and inmates in Federal prisons and establishes penalties for those who engage in this type of behavior. BOP policy prohibits staff members from showing partiality toward or becoming emotionally, physically, financially, or sexually involved with inmates. Although only a minute portion of the almost 34,000 people who work for the BOP have ever been involved in this type of behavior with inmates, it is an issue that the BOP takes very seriously. Whenever an allegation of any staff misconduct is made, the Bureau investigates the matter promptly, vigorously, and thoroughly. Criminal prosecution is pursued or administrative action is taken where appropriate.

Six allegations of sexual abuse of inmates reported during FY 2002 were sustained. Two involved female BOP employees, one involved a contract employee working at a BOP facility, and three involved contract/halfway house employees. None of the employees with a sustained allegation were convicted of criminal violations. Of the six subjects against whom charges were sustained, all resigned or were terminated.

Inmate Programs and Services:

The BOP provides 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.

■ The Bureau of Prisons' most important correctional program is Federal Prison Industries (FPI). FPI's mission is to: (1) employ and provide job skills training to as many inmates as possible to help them prepare for a productive, crime-free return to the community after release; (2) contribute to the safety and security of Federal prisons by keeping inmates constructively occupied; (3) produce market-priced, quality goods for sale to the Federal Government; (4) operate in a self-sustaining manner; and (5) minimize any negative impact on private business and labor.

During fiscal year 2002, FPI activated four new factories at the following locations: USP Atwater, California; USP Coleman, Florida; USP Lee, Virginia; and FCI Petersburg, Virginia. There are now 111 FPI factories located at 71 BOP facilities. FPI's sales for FY 2002 were \$679 million, compared to \$584 million in FY 2001 and \$546 million in FY 2000.

At the end of FY 2002, FPI employed 21,778 inmates, representing roughly 25 percent of the sentenced, medically-able Federal inmate population. Inmates who work in FPI learn marketable job skills, develop a strong work ethic, and are less likely to recidivate. Additionally, inmates who work in FPI are less likely to engage in prison misconduct. Inmates who work in FPI and who have court-ordered fines, family support, and victim restitution must contribute 50 percent of their earnings toward these obligations. During FY 2002, inmates who worked in FPI con-

tributed over \$3 million of their earnings toward meeting their financial obligations.

Research has shown that inmates who work in FPI 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 study compared inmates who worked in prison industries with similar inmates who did not work in FPI. The research found that inmates who worked in Federal Prison Industries were significantly less likely to recidivate than inmates who did not participate -- as much as 12 years after their release. In addition, minority groups that are at the greatest risk for recidivism benefitted more from industrial work participation and vocational training than their non-minority counterparts.

■ At the end of fiscal year 2002, 36 percent of the inmate population was enrolled in one or more education programs on any given day. The participation rate for female inmates was 46 percent.

General Educational Development (GED) program enrollments continued to increase significantly in FY 2002. This was attributed partly to the influence of the Violent Crime Control and Law Enforcement Act and the Prison Litigation Reform Act (both of which link good conduct time credits to GED participation). In September 2002, there were nearly 20,000 students enrolled in the GED program. This represents a doubling of enrollment levels from those prior to the laws being implemented. In fiscal year

2002, a total of 4,934 inmates completed their GED. Most of these inmates completed the program using a new GED test that requires more rigorous skills and experience in writing and math, and is consequently more difficult to pass.

Occupational training programs provide inmates with marketable skills to increase their chances of successful post-release employment. BOP research has found that inmates who participated in vocational training or apprenticeship training programs while incarcerated were significantly less likely to recidivate than inmates who did not participate in these programs. In FY 2002, the Bureau provided or supported approximately 361 occupational training programs, 501 apprenticeship programs, and 130 advanced occupational education programs for inmates. On any given day, more than 9,000 inmates were actively participating in occupational training/apprenticeship programs. During the fiscal year, inmates completed over 10,000 occupational training courses.

The focus on education services to inmates with special learning problems or disabilities remains a high priority for the Bureau. Since July 1997, more than 100 special education teachers have received intensive training in diagnostic assessment and methods for accommodating inmates with disabilities. As part of the special learning needs effort, the Bureau also has emphasized and increased special GED test accommodation requests. There were 45 special GED test accommodations in FY 2002, up from 27 in FY 2001.

■ Most Bureau facilities have parenting programs that provide inmates with opportunities to learn more about children, child development, and family skills. A new initiative began in 2002 to address family literacy issues. The Reading is Fundamental (RIF) program, whose mission is to develop and deliver literacy programs that encourage young children to read regularly, was instituted at six Bureau facilities: FMC Fort Worth, Texas; FCI Danbury, Connecticut; FCI Victorville, California; FCI Jesup, Georgia; USMCFP Springfield, Missouri; and FMC Lexington, Kentucky. The children of inmates participating in the parenting program at these facilities receive as many as three books during the year from RIF. RIF funded 75 percent of the cost of the books and the remaining 25 percent came from Inmate Trust Funds. In addition to the RIF program, Hope House, a Washington DC-based non-profit organization, established the Father to Child Reading Program at FCI Cumberland, Maryland. In this program, inmates read children's books into a tape recorder. The tape, a signed book, and a picture of the inmate are mailed home to the inmate's child, allowing fathers to read to their children via the recording.

Hope House also sponsored the Father to Child Summer Camp program at FCI Cumberland. Fourteen children spent five consecutive mornings visiting with their incarcerated fathers. Teachers guided the children and inmates through crafts, drama, games, and creative writing activities.

■ The Bureau's Inmate Placement Program coordinated 65 mock job fairs in 49 Federal prisons during FY 2002. Approximately 2,000 inmates and 900 company recruiters and local agency staff participated. During the year, four institutions held their first mock job fair. Over 8,500 Federal prisoners and more than 3,500 community partners have been involved in the mock job fairs since the program's establishment in October 1996.

■ In order to reduce the number of inmates who return to drug abuse and criminal lifestyles following release, the Bureau has a comprehensive substance abuse treatment program. The Bureau offers drug abuse education programs, a variety of non-residential programs (for inmates in the general population), and community transition programs.

Additionally, the Bureau operates residential drug abuse treatment programs at 50 of its institutions for the 34 percent of Federal inmates with such a need. Eligible inmates who participate are housed together in a separate housing unit of the prison that is reserved for drug abuse treatment. The residential program provides intensive treatment for a minimum of four hours daily, five days per week. The remainder of each day is spent in education, work skills training, and other inmate programs. Residential drug abuse programs are typically nine months in length and provide a minimum of 500 hours of drug abuse treatment. Treatment is cognitively based, focuses on the inmate's behavior and criminal thinking, and targets the inmate's drug-using

behaviors. Upon completion of residential drug abuse treatment, aftercare treatment services are provided in general population and community corrections centers to ensure an effective transition from the institution program to the community.

During FY 2002, 17,924 inmates participated in a drug abuse education course. Also during the year, the BOP provided residential drug abuse treatment to 16,243 inmates at 50 institutions (bringing the total to 93,443 inmates since 1990). An additional 11,506 inmates participated in non-residential drug treatment programs and 13,107 inmates participated in transitional drug abuse treatment in community corrections centers during the fiscal year.

■ During FY 2002, BOP psychologists conducted 218,718 mental health intake assessments and evaluations on offenders committed to Bureau facilities. To meet the mental health needs of offenders, psychologists provided approximately 65,903 sessions of individual therapy and crisis counseling. As part of the BOP's efforts to prevent inmate suicides, 3,352 suicide risk assessments and 1,568 suicide watches were conducted. Psychologists also attended to the needs of offenders in special housing units and completed 70,516 Special Housing Reviews.

■ The Bureau offers a number of psychology treatment programs designed to facilitate inmates' adjustment both during incarceration and upon release to the

community. These programs utilize a cognitive behavioral treatment approach aimed at improving inmates' emotional and behavioral responses to difficult situations and emphasize life skills and prosocial values development. Each program was developed with an evaluation component to ensure the program effectively meets its goals.

CODE is a unit-based treatment program in high security institutions. The program is designed to promote pro-social behavior and address the needs of inmates whose psychological problems interfere with their ability to adjust satisfactorily. CODE programs were underway at 11 U.S. penitentiaries in FY 2002 and 722 inmates were participating at the end of the fiscal year.

E-CODE is an intensive, multi-phase treatment program for maximum security inmates. The program is intended to teach inmates self-discipline and the value of conforming to pro-social norms, and to change negative thoughts and behaviors that lead to incarceration-related problems. The program is designed to effectively manage and treat violent and predatory inmates housed at USP Marion, Illinois. It currently has 245 participants, and 59 inmates have completed the program.

The Bureau Responsibility and Values Enhancement (BRAVE) program was initially implemented and continues to operate at FCI Beckley, West Virginia. Designed for young male offenders who are serving their first significant term of

Federal incarceration (5 years or more), the BRAVE program expanded in FY 2002 and is now also operational at FCI Cumberland. Over 850 inmates have participated in the program since its inception.

The Skills Program at FCI Coleman, Florida, is for inmates who have cognitive and social learning needs. Qualified inmates are transferred to FCI Coleman for this six-month program that begins with an assessment of their educational needs, learning problems, and level of social functioning. The inmates participate in activities designed to increase education levels, strengthen social skills, and improve their ability to satisfactorily adjust to a correctional environment. An evaluation of the program indicates that it increases participants' ability to complete their GEDs, increases participation in the Inmate Financial Responsibility Program, increases positive work reports and evaluations, and decreases the number of incident reports that participants receive. There were 40 inmates participating in the Skills Program at the end of FY 2002.

The Sex Offender Treatment Program (SOTP) offered at FCI Butner (Medium), North Carolina, is an intensive, residential therapeutic program for male sex offenders. The SOTP has been in operation since 1990 but underwent significant program enhancements in 1997. To date, more than 427 inmates have completed this program; and at the end of FY 2002, there were 107 inmate participants.

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The Habilitation Program offered at FCI Butner (Medium), North Carolina, targets inmates who display behavioral problems stemming from adjustment difficulties or mental health issues. At the end of FY 2002, there were 22 inmates enrolled in the program.

The Axis II program at MCFP Springfield, Missouri, was implemented to treat high security inmates with behavior disorders in order to help them adjust to imprisonment and avoid misconduct. At the end of FY 2002, 16 inmates were enrolled in the program.

Housed at FCI Dublin, New Pathways is a trauma treatment program for female inmates. The objectives of the program are to treat the trauma symptoms and to assist female inmates in developing the skills necessary for independence and sound decision-making.

The Values Program involves group counseling and other activities that help promote prosocial values and reinforce positive behaviors in order to improve relationships and enhance adjustment to the community. Two Values Programs are in operation at FCI Greenville, Illinois; one of these programs is residential. Similar Residential Values Programs also operate at FCI Beaumont (Medium), Texas, and at the main institution (Medium) and the satellite camp at FCI Marianna, Florida.

■ Other innovative programs that demonstrate the broad range of Bureau programming options are the following:

FCI Coleman (Low) recently began a new program called Focused Re-entry Exemplifies Excellence (FREE). The program is designed to assist inmates in the transition from living confined to living free in society. Although the initial group of participants is limited to 15 from the institution's current population, subsequent groups in the FREE program will expand to 30 and be open to eligible inmates throughout the BOP. U.S. Probation worked closely with the Bureau's Psychology Services and unit management staff in developing the course criteria.

The K.C. Model program operates in high-security prisons and targets those inmates who are becoming disciplinary problems/management concerns and are at risk of being transferred to a more restrictive setting. The program is in place at USP Leavenworth, Kansas, and USP Florence, Colorado. The K.C. Model program promotes more positive and prosocial behavior and provides many opportunities for inmate self-improvement.

■ During FY 2002, BOP chaplains, assisted by approximately 8,400 contractors and volunteers, provided more than 285,000 religious services programs for inmates. Approximately half of these were worship services for adherents of the 31 faith groups represented among BOP inmates. Programs and services were accommodated for inmates belonging to the Asatru, Islamic, Jewish, Moorish Science Temple of America, Nation of Islam, Native American, Protestant, Rastafarian,

Roman Catholic, and other faith groups. Seminars and retreats were sponsored by Buddhists, Cursillo, Islamic groups, Kairos, Koinonia, Marriage Enrichment groups, Prison Fellowship, and Yokefellows. Other events included revivals, Alternatives to Violence seminars, and choral and other musical presentations.

As part of mandatory training, 80 chaplains participated in 24 hours of instruction on the religious beliefs and practices of Muslims, Nation of Islam, and the Moorish Science Temple of America. Three different faiths were highlighted in similar training last year. Next year, the Bureau will continue to provide this specialized training, with a focus on religious groups having indigenous American roots. In addition, 16 chaplains attended a 32-hour training program for new chaplains during the year.

The Religious Services Branch provided technical expertise to many State departments of corrections concerning such issues as: religious diets; common practices of various faiths; and academic, professional, and endorsement requirements for staff chaplains. Additionally during FY 2002, the Religious Services Branch issued a Technical Reference Manual describing the religious beliefs and practices of inmates. The reference manual was made available to all corrections agencies through the National Institute of Corrections.

During the fiscal year, the Religious Services Branch activated three demonstration re-entry programs in various regions

across the country. The Life Connections Program (LCP) is provided in partnership with various faith communities nationwide. Faith groups at the inmates' release destinations will be asked to volunteer as support groups for inmate participants upon release. Designed to reduce recidivism, this program has an evaluation component.

During FY 2002, there were approximately 2,600 inmates who participated in the Religious Diet Program.

■ Recognizing that female offenders serve their period of incarceration differently than males, the BOP implemented a new mandatory training course for staff working with female offenders. The new course provides a comprehensive overview of factors that affect the behavior of female offenders in custody. These factors include emotional concerns, family relationships, health concerns, trauma and/or abuse issues, and physical issues. The BOP continues to develop and implement special programs to meet the unique needs of the female offender population. Several facilities offer intensive treatment programs designed to help female offenders with histories of chronic sexual, emotional, or physical abuse by teaching them strategies to handle their victimization and methods for grieving over lost relationships and developing positive relationships.

■ In FY 2002, the BOP continued to assess and adjust its health care delivery system so as to provide medical care to inmates in the most effective and efficient

manner. This included the implementation of primary care provider teams. Each inmate is assigned to a medical team that has responsibility for managing the inmate's health care needs. The main goals of these primary care provider teams are to enhance continuity of care, promote preventive health care, and reduce duplication of services. The Bureau has also continued to identify and treat mentally-ill offenders at the most appropriate therapeutic level.

■ During the fiscal year, the Bureau continued its TeleHealth program to improve health care delivery and reduce costs. TeleHealth is the use of telecommunications technologies to exchange health information and provide health care services to inmates within BOP facilities. TeleHealth enables a medical professional to diagnose and treat patients from remote locations. The Bureau uses TeleHealth to connect institutions with community health care providers, as well as to connect BOP facilities with each other. Additionally, TeleHealth improves security (especially at high security penitentiaries) because an inmate does not leave the confines of an institution to receive an examination and evaluation. During the year, medical personnel at MCFP Springfield, FMC Butner, and FMC Devens provided TeleHealth consults to a number of BOP facilities. These medical referral centers also provided continuing professional education programs to other BOP institutions through the TeleHealth network.

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.

■ Law enforcement and prosecutorial initiatives continued to create a need for bedspace for unsentenced prisoners and detainees. The BOP currently operates 12 detention centers that confine primarily U.S. Marshals Service (USMS) prisoners. At the close of FY 2002, 16 other BOP facilities also provided bedspace for the USMS.

At the end of the fiscal year, the BOP confined approximately 30 percent of the total pre-trial population for the USMS. The Bureau also housed approximately 3,000 Immigration and Naturalization Service (INS) criminal alien detainees in BOP institutions and contract facilities.

■ The Institution Hearing Program (IHP) continues to help reduce the number of non-U.S. citizen inmates detained after service of their sentence. At the end of FY 2002, 14 BOP facilities functioned

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as IHP hearing sites, including contracted facilities where low security inmates are housed. Sixteen additional sites facilitate IHP releases for inmates who have completed the IHP process. At facilities with IHP hearing programs, INS staff work on site, reviewing files and administratively completing many of the cases. The Executive Office for Immigration Review conducts any necessary hearings, either in person or by video conferencing.

At the end of the fiscal year, the total number of beds provided by the BOP for inmates in the IHP was 16,836. This includes 6,883 beds for those awaiting/undergoing hearings. The remaining IHP beds were allocated for inmates awaiting deportation upon completion of their sentences.

■ After the September 2001 attacks, Bureau institutions located in New York City, NY served as a primary point of contact and liaison between area law enforcement and Federal agencies on emergency and crisis management issues. Partnerships with local law enforcement agencies were enhanced through the collaborative response to that tragic incident.

■ The BOP, USMS, and INS continue to work together to ensure the safe and efficient transportation of prisoners between the courts, institutions/detention facilities, and on international deportation flights. Through the Justice Prisoner and Alien Transportation System (JPATS), an interagency network of bus/van routes and airlift flights, the BOP, USMS, and INS managed 270,273 prisoner movements in FY 2002.

In January 2002, the BOP implemented a new bus route through the Mid-Atlantic Region to facilitate the movement of prisoners from the District of Columbia. The weekly run has moved 944 prisoners to and from the D.C. jail.

■ During FY 2002, the National Institute of Corrections (NIC) provided training to 12,469 executives, trainers, and specialists working in state and local corrections, and conducted six distance learning video conferences, three distance learning events, and one E-learning pilot program. All together these programs were viewed by approximately 45,259 corrections professionals and others nationwide. In addition, the Jails Division within NIC conducted 19 partnership programs which were hosted by various local agencies. These programs were attended by 450 participants representing 229 local agencies. NIC also provided 357 responses to technical assistance requests from state and local corrections agencies.

NIC awarded 45 cooperative agreements to support a variety of projects that will advance State and local corrections and corrections overseas. Of these, the Jails Division awarded nine cooperative agreements on a variety of projects that will advance the professionalism of local corrections agencies. These cooperative agreements included training curriculum updates, a mental health newsletter which is distributed quarterly to more than 2,000 subscribers, training videos, document development, and an American Jail Association update of *Who's Who in Jail Management*.

A significant amount of NIC's training and assistance focused on prison and jail management and operations, leadership in corrections, offender management, facility development, mental health services in jails and prisons, staff sexual misconduct, community response to women offenders, institutional culture, and changing offender behavior to promote public safety. NIC continues to utilize new technology for the benefit of state and local correctional agencies with the use of satellite video broadcasting on a variety of current topics in corrections.

■ NIC entered into a cooperative agreement with the American University Washington College of Law in July 2000 to provide training to correctional practitioners on staff sexual misconduct with inmates, to develop curricula and other training materials on staff sexual misconduct with inmates, and to host a meeting to generate discussion and strategies throughout the corrections system. Plans are in place to continue two key programs: *Addressing Staff Sexual Misconduct with Inmates* and *Investigating Allegations of Staff Sexual Misconduct*.

■ NIC's Special Projects Division coordinated the planning efforts of Caliber Associates and the Federal Partners involved in the reentry program to develop a Training and Technical Assistance Conference for the 68 grantees of the *Serious and Violent Offender Re-Entry Program*. Five participants from each grant site were invited. Over 500 individuals attended the conference held September 29 through October 2, 2002.

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■ The NIC Information Center provided direct assistance and documents to approximately 11,000 correctional policymakers, practitioners, elected officials, and others interested in corrections issues. Approximately 37,000 documents were disseminated to meet these requests. The NIC website received approximately 535,000 visits during FY 2002 and over 143,000 visitors downloaded documents, which include the NIC program application forms. The NIC Information Center is responsible for maintaining 19 separate listservs, with a total of 2,824 members. This task involves managing both public and private listservs, which are e-mail bulletin boards for professionals in all correctional disciplines.

■ In FY 2002, NIC continued to support a number of corrections executive and practitioner networks (including website-based networks) allowing for the sharing of information, problem-solving, the transfer of technology, and improvements in strategic management. These groups included administrators of large jails, deputy directors of state prison systems, and executives of state probation and parole systems. NIC also facilitated a "corrections exchange" - a network of approximately 800 corrections officials that interacted and discussed a variety of correctional issues and practices.

■ During FY 2002, NIC's Office of Correctional Job Training and Placement (OCJTP) provided Offender Workforce Development Specialist (OWDS) training to corrections professionals from 15 different states. The purpose of this train-

ing was to (1) increase the skill level of offender workforce practitioners and (2) provide training instruction to participants so that they may train other offender employment service providers. During the 156-hour competency-based training, participants completed a number of modules including Barriers, Action Plan Development and Implementation, Assessment, and Career Theory. Based on self-report questionnaires, participants were found to have a 28 percent skill level increase on average for these and other modules during the three weeks of training.

■ In FY 2002, NIC continued to provide information and technical assistance to help states in their consideration of whether to enact new legislation (titled the Interstate Compact for Adult Offender Supervision) to replace the outdated (1935) and deficient Interstate Compact for the Supervision of Parolees and Probationers. The compact provides statutory authority for regulating the transfer of adult parole and probation supervision across state boundaries. The replacement legislation was developed in partnership with the Council of State Governments. By the end of the fiscal year, 38 states (3 more than necessary) had enacted the new compact and implementation planning was underway.

■ NIC's work with the Office of Justice Programs (OJP) lead to a cooperative agreement on Technical Assistance for Development of Correctional Facilities on Native American Reservations with Justice Planners International signed in No-

vember 2001. The work performed under this agreement has aided tribal officials in the planning, design, and construction of, and transition to new detention facilities. Additionally, assistance is being provided to the 19 tribes that have received Federal funds for construction of correctional facilities through OJP grant programs. Four additional construction grants have been, or soon will be, awarded.

■ During FY 2002, significant work was accomplished with four states (Georgia, Kansas, Rhode Island, and New Jersey) through a cooperative agreement with the Center for Effective Public Policy. This initiative was titled "Policy Driven Responses to Parole Violations." The purpose was to explore how frequently persons on parole violate their parole, determine agencies' responses, understand how frequently such violations move into a formal revocation process, and determine the percentage of parolees that are returned to prison. Through this analysis, each state developed a work plan to improve its response to violations.

■ During FY 2002, NIC's project "Transition From Prison to the Community" developed a model approach for the transition of offenders from prison to the community. The project is now in its initial testing phase in two states, Missouri and Oregon. The test phase will assist NIC and its cooperative agreement partner, Abt. Associates, Inc., in evaluating those processes which the model describes as the key elements for developing a transition process for state correctional

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organizations. The test phase allows for adjustments prior to full implementation.

■ During the fiscal year, BOP and NIC staff provided onsite assistance, through Plan Colombia, to the Colombian Ministry of Justice and its corrections system. NIC provided technical assistance and training to the five U.S. commonwealths and territories. Representatives from 31 foreign countries received briefings, technical assistance, and visits to Federal, state, and local correctional agencies.

■ During FY 2002, the Bureau continued to maintain community relations boards at most of its institutions. Community relations boards provide communication and support between the facility and the local community and advance public awareness and an understanding of issues at BOP institutions.

■ Several BOP institutions hosted and provided tours for Members of Congress, Federal court judges, and a variety of other dignitaries, community leaders, and law enforcement officials to provide these visitors with information about the Bureau's operations, programs, and services.

■ During the fiscal year, BOP institutions continued to involve state, local, and other Federal law enforcement agencies in joint training activities and allowed these agencies to use training areas in Bureau facilities.

■ During fiscal year 2002, a number of BOP institutions hosted Law Enforcement Symposiums or Seminars that brought together representatives from Federal, state, and local law enforcement and criminal justice agencies to discuss a variety of issues, such as institution and community security, emergency preparedness, and gang management.

■ At the end of FY 2002, there were 35,969 citizen volunteers who had either applied to or were providing services in BOP institutions, and 2,708 citizen volunteers similarly associated with community corrections centers. Volunteers provide a variety of services, such as education, recreation, vocational training, Alcohol Anonymous, Narcotics Anonymous, spiritual counseling, tutoring, help with improving job skills and parenting skills, and assistance with marriage and family issues. The Bureau's Life Connections pilot, implemented over the past 12 months, promotes the use of volunteers as interfaith mentors.

■ Bureau staff are involved in a variety of volunteer programs and activities in the community. The Bureau also participates in the Connect America network, a partnership initiative of the Points of Light Foundation with over 100 national organizations as affiliates. Staff support and participate in the activities of faith-based and community organizations, blood drives, and community-based crime prevention and drug intervention pro-

grams. Staff also generously support the Combined Federal Campaign Program, as well as collect toiletries for the homeless. Staff additionally serve as mentors and tutors in public schools across the country.

■ The Bureau's inmate volunteer programs include community service efforts conducted in cooperation with local organizations. Carefully-selected inmates speak to students, juvenile offenders, drug treatment program participants, and members of community groups to give them a first-hand understanding of the consequences of drug use and crime. Other inmate volunteer services include: training dogs for the blind, renovating dilapidated buildings, constructing housing for the poor, repairing bicycles, designing hats from scrap material for terminally-ill children, collecting tabs from soda cans for recycling and donation to the Ronald McDonald House, knitting and crocheting dolls and blankets for disadvantaged children or the elderly, and cleaning up or beautifying roadsides, parks, and other public grounds.

Strategic Planning Objectives for FY 2003

Introduction

This section lists the national objectives that support the Bureau's long-term goals. Each office or facility within the Bureau (Central Office, regional offices, institutions, training centers, and community corrections offices) has its own strategic plan with action steps and performance measures in support of these goals and objectives.

Population Management

Objective 1.01

Complete construction and begin activation of seven new facilities which will add 4,416 beds in rated capacity.

Objective 1.02

Continue construction of 17 new facilities which are expected to be substantially completed and begin activation in FY 2004 and FY 2005. This objective will result in adding 12,480 beds in rated capacity once the facilities are activated.

Objective 1.03

Design and implement a 5-year evaluation of the cost effectiveness and operational success of the private prison operations at the Taft correctional facilities, a 3-year evaluation of the private medical services provided at the Beaumont facilities, and a 1-year study of the cost effectiveness and feasibility of private sector

and governmental operation of prisons at all security levels, including a review of relevant literature and related legal issues.

Objective 1.04

Increase the use of cost-effective community-based placement by maintaining 20 percent of the overall community corrections center population on home confinement.

Objective 1.05

Within budgetary resources, make maximum use of community corrections bed space, particularly by consistent placement of inmates from secure facilities, and use target utilization rates for institutions of at least the following:

- Minimum: 80 percent
- Low: 70 percent
- Medium: 65 percent

Objective 1.06

Unless there is a compelling reason to the contrary in a particular case, all juveniles in BOP custody shall be housed within 250 miles of their families in facilities that provide appropriate rehabilitative programs. A "compelling reason" shall include a determination by the sentencing court or by the BOP that the interests of justice or of the juvenile would be better served by housing the juvenile farther from their family.

Human Resource Management

Objective 2.01

Develop and implement recruitment and retention strategies at targeted BOP components to more effectively achieve a balanced, diverse workforce.

Objective 2.02

Design and implement a comprehensive recruitment and retention strategy to staff hard to fill positions.

Objective 2.03

Strengthen the Bureau's professional work environment to further eliminate all forms of harassment, discrimination, and workplace violence.

Objective 2.05

Develop an efficient training delivery system combining quality, technology, and cost effectiveness, thereby optimizing institution operations.

Objective 2.09

Enhance and develop training programs to foster positive communication between staff by reinforcing the Bureau's cultural anchors and core values and by promoting respect and sensitivity among staff.

Objective 2.10

Develop and enhance Labor Management Relations (LMR) in the Bureau of Prisons with improved training initiatives.

Security and Facility Management**Objective 3.01**

Comprehensive management of an infection control program utilizing prevention, detection, and treatment infection control principles.

Objective 3.02

Increase the completion rate to 100 percent for all Life Safety recommendations (5,976) identified prior to FY 1993.

Objective 3.03

Maintain an effective Crisis Management Training (CMT) program through the development and maintenance of enhanced response systems and training programs.

Objective 3.04

Decrease toxic chemical use and hazardous waste generation.

Correctional Leadership and Effective Public Administration**Objective 4.01**

The BOP will continue to focus on reducing costs by utilizing the most efficient and cost-effective methods to perform every task. This will be accomplished by reducing costs and ensuring good resource management for all functions and programs. We will be able to accomplish this through continued emphasis on financial planning, analyzing workload and staffing requirements, using consolidated and shared services, increasing the use of technology, and refining the processes of the BOP.

Objective 4.05

Reduce the average time it takes to issue policy to 5 months for changes that do not require rules and 11 months for changes that do require rules.

Objective 4.07

Reduce the charge back costs of the Workers' Compensation Program by:

1. Developing and implementing a recordkeeping system for work-related injury/illness that includes Workers' Compensation data and refined accident classification data. The program will enable data analysis for both staff and inmate injury/illness.

2. Active management of cases by agency personnel to contain/reduce costs.

Objective 4.08

Ensure information is protected and controlled through education and compliance with applicable security regulations and policy.

Objective 4.09

The BOP will strive to maintain the highest standards of employee conduct. Through ongoing analysis of sustained misconduct, various groups of staff will be targeted for preventative training to heighten awareness and develop strategies for reducing misconduct.

Objective 4.10

Eliminate the introduction of drugs and drug paraphernalia into institutions through the use of programs, technology, administrative, and legal sanctions.

Objective 4.11

Support and protect all rights and interests of crime victims/witnesses in the community including correctional staff and their families. Provide victims/witnesses with information regarding general correctional procedures and the victim/witness program policies.

Objective 4.13

Reduce the number of annual work related injuries and claims.

Inmate Programs and Services

Objective 5.01

Provide productive work, education, occupational training, and recreational activities which prepare inmates for employment opportunities and a successful reintegration upon release, and which have a clear correctional management purpose which minimizes inmate idleness. Increase the participation of inmates in community service to foster good community relations and decrease inmate idleness.

Objective 5.04

Provide health care in the BOP that incorporates continued restructuring and the following reengineering initiatives: access to care, primary care provider teams (PCPTs), scope of services (clinical treatment guidelines), and user fees. Other Health Services reengineering objectives are incorporated in other BOP objectives.

Objective 5.05

Provide residential drug abuse treatment for all inmates with a substance use disorder (as defined by the Bureau), who volunteer for treatment and encourage treatment participation. Provide program

completers (who are otherwise eligible) with quality drug abuse treatment when transferred to a CCC.

Objective 5.07

Ensure all BOP facilities housing female offenders offer programs which effectively meet the physical, social, educational, and psychological needs of the population.

Objective 5.09

Develop a comprehensive system to address the needs of mentally ill inmates. This system includes identification, diagnosis, treatment, and stabilization; stratification of levels of care; and mainstreaming of appropriate inmates within the institutions and their community.

Objective 5.10

Ensure reasonable accommodations exist for all recognized faith groups.

Objective 5.11

Prevent inmates from engaging in organized gang/group activities or continuing criminal activity during incarceration through an emphasis on training, intelligence gathering, and sanctions (identification, detection, and deterrence).

Objective 5.12

Develop a multifaceted approach that incapacitates inmate gang leaders in the

BOP and reduces the negative influence of violent, predatory, and gang-affiliated populations in Bureau institutions. The strategy will include program opportunities for disruptive, violent, and gang-affiliated populations that reduce violent, predatory behavior by emphasizing pro-social values and self-discipline.

Objective 5.15

Provide inmate health care through a mission-specific health care system. Inmate health care Bureauwide will be enhanced by matching inmate medical and mental health needs to institutions which put to best use their in-house and community resources.

Objective 5.16

Design, implement, and evaluate quality cost-effective correctional behavior management and treatment programs for inmates that effect positive change, improve mental health, and assist offender reentry into the community.

Objective 5.17

Implement an electronic medical record (EMR) system which incorporates all medical, psychiatric, psychological, and disability information about individual inmates. The EMR will incorporate information currently maintained separately in paper medical records, the Psychology Data System (PDS), the Correctional Institution Pharmacy System (CIPS), and the SENTRY SMD/MDS data base.

Objective 5.18

To establish and implement a telehealth network in the BOP that will provide the necessary telecommunications infrastructure, equipment, and training to all BOP institutions.

Objective 5.19

Enhance staff awareness of inmate unrest and potential institution emergency situations through sound staff-inmate communication, and ensure staff share and utilize intelligence information gathered from inmates to proactively prevent situations from escalating into major incidents.

Building Partnerships

Objective 6.01

Recognizing the cost and scarcity of prison capacity as a resource, the BOP will attempt to learn, as early as possible, about Federal law enforcement initiatives in order to estimate their impact on the Federal prison population. Additionally, the Bureau will provide its law enforcement partners (the Judiciary, the Sentencing Commission, and Congress) information about the prospective impact on prison resources of law enforcement and legislative initiatives.

Objective 6.02

Engage community resources in the reintegration of offenders into the com-

munity through expansion of current institution volunteer programs as well as draw upon new, nontraditional services.

Objective 6.04

The Federal Bureau of Prisons and the National Institute of Corrections will work to build effective partnerships and linkages with Federal, State, and local criminal justice and correctional agencies and organizations; to advance and shape effective correctional practice and public policy that respond to the needs of corrections through collaboration and leadership; and by providing assistance, information, and training.

Counter-terrorism

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

Specific objectives for this goal, added for fiscal year 2003, are under development.

Bureau of Prisons Offices

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

Central Office

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

The Administration Division 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.

The Correctional Programs Division (CPD) develops activities and programs designed to appropriately classify inmates, eliminate inmate idleness, and develop the skills necessary to facilitate the successful reintegration of inmates into their communities upon release. Programs include psychology and religious services, drug abuse treatment, programs for special needs offenders and females, and case management. The Division also 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. Additionally, during FY 2002, the Community Corrections and Detention Division was incorporated into CPD. As a result, CPD now has responsibility for a variety of functions in the areas of contract community corrections centers, community corrections field offices, federally-sentenced juveniles, community-based drug treatment, and secure privatized prisons. Division staff are responsible for policy development and technical support to field staff who monitor contract compliance and coordinate the Bureau's community corrections and privatization and detention efforts.

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

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

The Industries, Education, and Vocational Training Division oversees Federal Prison Industries, also known by its trade name UNICOR. UNICOR is a wholly-owned Government corporation that provides employment and training opportunities for inmates confined in Federal correctional facilities. The Division also has managerial oversight of the Bureau's education, recreation, and vocational training programs; and of the Inmate Placement and Volunteer Management programs.

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

The Office of General Counsel 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, and labor law.

The Program Review Division provides oversight of BOP program performance through the development of strategic planning initiatives and through the administration of program reviews that measure program performance; assess the strength of internal control systems; and evaluate compliance with laws, regulations, and standards. It coordinates the Bureau's response 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.

Regional Offices

The Bureau of Prisons has six regional offices, which directly oversee the operations of the facilities within their respective regions of the country.

Staff in the regional offices include a regional director and deputy regional director, as well as administrators in such areas as human resource management, education, health services, financial management, unit/case management, correctional services, inmate discipline, psychology services, chaplaincy services, facilities development and operations, legal services, computer services, inmate systems, safety, food service, and community corrections. The staff maintain close contact with institution staff in all facets of Bureau operations.

Regional office staff provide management and technical assistance to institution and community corrections personnel. They conduct specialized training programs; give technical assistance to State and local criminal justice agencies; and contract with community agencies to provide offender placement in community corrections centers.

Mid-Atlantic Regional Office

10010 Junction Drive, Suite 100-N
Annapolis Junction, Maryland 20701
301-317-3100 Fax: 301-317-3119

North Central Regional Office

Gateway Complex Tower II, 8th Floor
4th and State Avenue
Kansas City, Kansas 66101-2492
913-621-3939 Fax: 913-551-1130

Northeast Regional Office

U.S. Custom House, 7th Floor
2nd and Chestnut Streets
Philadelphia, Pennsylvania 19106
215-521-7300 Fax: 215-597-1893

South Central Regional Office

4211 Cedar Springs Road
Dallas, Texas 75219
214-224-3389 Fax: 214-224-3420

Southeast Regional Office

3800 Camp Creek Parkway, SW.
Building 2000
Atlanta, Georgia 30331-6226
678-686-1200 Fax: 678-686-1229

Western Regional Office

7950 Dublin Boulevard, 3rd Floor
Dublin, California 94568
925-803-4700 Fax: 925-803-4802

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 in Glynco, Georgia. Specialized professional training is conducted at the Management and Specialty Training Center in Aurora, Colorado.

Staff Training Academy

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

Management and Specialty Training Center

791 Chambers Road
Aurora, Colorado 80011
303-340-7800 Fax: 303-340-7968

National Institute of Corrections

The National Institute of Corrections (NIC) provides technical assistance, training, and information to State and local correctional agencies throughout the country. NIC has six divisions or offices (Jails, Prisons, Community Corrections, Academy, Special Projects, and the Office of Correctional Job Training and Placement) and it operates a clearinghouse known as the NIC Information Center. NIC provides training to State and local correctional personnel and to Bureau employees at its Academy in Longmont, Colorado.

NIC Headquarters

Prison Division/Community

Corrections Division/Special Projects/

**Office of Correctional Job Training and
Placement**

320 First Street, N.W.

Washington, DC 20534

800-995-6423 Fax: 202-307-3361

NIC Jails Division/Academy

1960 Industrial Circle

Longmont, Colorado 80501

800-995-6429 Fax: 303-682-0469

NIC Information Center

1860 Industrial Circle, Suite A

Longmont, Colorado 80501

800-877-1461 Fax: 303-682-0558

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Bureau of Prisons Facilities

This section provides a brief profile of each of the 102 institutions that the Bureau operated as of September 30, 2002.

Security Level

The Bureau operates institutions of five different security levels 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. Each facility is designated as either minimum, low, medium, high, or administrative.

Minimum Security

Minimum security institutions, also known as Federal Prison Camps (FPCs), have dormitory housing, a relatively low staff-to-inmate ratio, and limited or no perimeter fencing. These institutions are work- and program-oriented, and many are located adjacent to larger institutions or on military bases, where inmates help serve the labor needs of the larger institution or the base.

Low Security

Low security Federal Correctional Institutions (FCIs) have double-fenced perimeters, mostly dormitory or cubicle housing, and strong work and program components. The staff-to-inmate ratio in these institutions is higher than in minimum-security facilities.

Medium Security

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, an even higher staff-to-inmate ratio than low security FCIs, and even greater internal controls.

High Security

High security institutions, also known as 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

Administrative facilities are institutions with 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. Administrative facilities include Metropolitan Correctional Centers (MCCs), Metropolitan Detention Centers (MDCs), Federal Detention Centers (FDCs), and Federal Medical Centers (FMCs), as well as the Federal Transfer Center (FTC), the Medical Center for Federal Prisoners (MCFP), and the Administrative-Maximum (ADX) U.S. Penitentiary. Administrative facilities are capable of holding inmates in all security categories.

Correctional Complexes

A number of BOP institutions are parts of Federal Correctional Complexes (FCCs). At FCCs, institutions with different missions and security levels are located in close proximity to one another. FCCs increase efficiency through the sharing of services, enable staff to gain experience at institutions of many security levels, and enhance emergency preparedness by having additional resources within close proximity.

Intensive Confinement Centers

USP Lewisburg, USP Lompoc, and FPC Bryan operate Intensive Confinement Center (ICC) programs for minimum security nonviolent offenders with no significant history of prior incarceration. Similar to military-style "boot camps," ICCs feature physical training, labor-intensive work assignments, education, vocational training, substance abuse treatment, and life skills programs in a highly-structured and disciplined, no-frills environment.

Satellite Camps

A number of BOP institutions have a small, minimum security camp adjacent to the main facility. These camps, often referred to as satellite camps, provide inmate labor to the main institution and to off-site work programs. FCI Memphis has a non-adjacent camp that serves similar needs.

Satellite Low Security Facilities

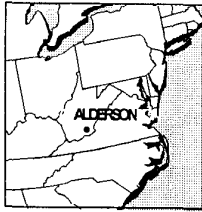
FCI Elkton and FCI Jesup each have a small low security satellite facility adjacent to the main institution. FCI La Tuna has a low security facility affiliated with, but not adjacent to, the main institution.

Population

Population refers to the number of inmates the institution housed on September 30, 2002.

Staff

Staff refers to the number of employees at an institution on September 30, 2002.



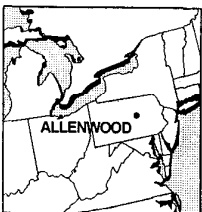
FPC Alderson

Glen Ray Road, Box B
Alderson, West Virginia
24910
304-445-2901
Fax: 304-445-7736
Mid-Atlantic Region

Security level: Minimum/Female
Judicial District: Southern
West Virginia

Population: 958
Staff: 176

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



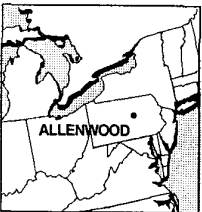
FCI Allenwood (Low)

P.O. Box 1500
White Deer,
Pennsylvania 17887
570-547-1990
Fax: 570-547-0342
Northeast Region

Security level: Low/Male
Judicial District: Middle
Pennsylvania

Population: 1,375
Staff: 233

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



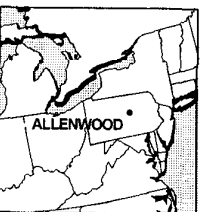
FCI Allenwood (Medium)

P.O. Box 2500
White Deer,
Pennsylvania 17887
570-547-7950
Fax: 570-547-7751
Northeast Region

Security level: Medium/Male
Judicial District: Middle
Pennsylvania

Population: 1,438
Staff: 296

Location: See FCI Allenwood (Low).



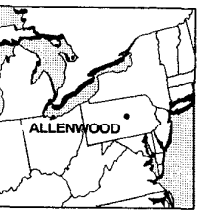
FPC Allenwood

P.O. Box 1000
1049 Allenwood Camp Lane
Montgomery,
Pennsylvania 17752
570-547-1641
Fax: 570-547-7687
Northeast Region

Security level: Minimum/Male
Judicial District: Middle
Pennsylvania

Population: 574
Staff: 95

Location: 200 miles north of Washington, DC, and 7 miles south of Williamsport, Pennsylvania. The area is served by the Williamsport-Lycoming County Airport and commercial bus lines.



USP Allenwood

P.O. Box 3500
White Deer,
Pennsylvania 17887
570-547-0963
Fax: 570-547-9201
Northeast Region

Security level: High/Male
Judicial District: Middle
Pennsylvania

Population: 1,047
Staff: 356

Location: See FCI Allenwood (Low).



FCI Ashland

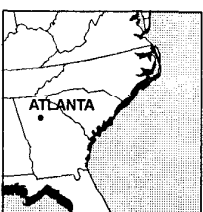
P.O. Box 888
State Route 716
Ashland, Kentucky
41105-0888
606-928-6414
Fax: 606-928-1854

Mid-Atlantic Region

Security Level: Low/Male
(adjacent Minimum/Male Camp)
Judicial District: Eastern
Kentucky

Population: FCI: 1,150 Camp: 287
Staff: 309

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.



USP Atlanta

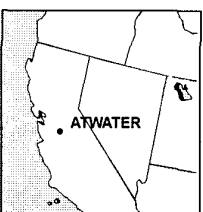
601 McDonough Blvd., SE.
Atlanta, Georgia 30315-0182
404-635-5100
Fax: 404-331-2137

Southeast Region

Security Level: High/Administrative/Male (adjacent Minimum/Male Camp)
Judicial District: Northern Georgia

Population: USP: 2,103 Camp: 500
Staff: 656

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



USP Atwater

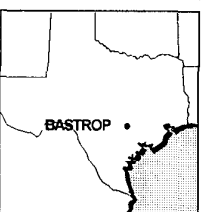
P.O. Box 019000
#1 Federal Highway
Atwater, California 95301
209-386-4620
Fax: 209-386-4719

Western Region

Security level: High/Male
(adjacent Minimum Male Camp)
Judicial District: Eastern California

Population: USP: 1,255 Camp: 124
Staff: 393

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



FCI Bastrop

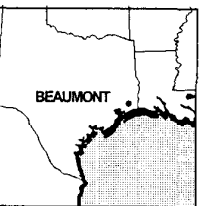
Box 730
1341 Highway 95 North
Bastrop, Texas 78602
512-321-3903
Fax: 512-304-0117

South Central Region

Security Level: Low/Male (adjacent Minimum/Male Camp)
Judicial District: Western Texas

Population: FCI: 1,279 Camp: 168
Staff: 254

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



FCC Beaumont (Administrative)

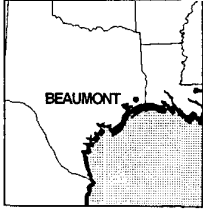
P.O. Box 26015
4550 Hebert Road
Beaumont, Texas 77720
409-727-8187
Fax: 409-626-3401

South Central Region

FCC Beaumont's administrative facility provides various administrative services to the Beaumont Complex.

Staff: 175

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 Road and right on Knauth Road. The area is served by the Southeast Texas Regional Airport, Amtrak, and commercial bus lines.



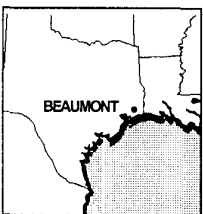
FCI Beaumont (Low)

P.O. Box 26025
4550 Hebert Road
Beaumont, Texas 77720
409-727-8172
Fax: 409-626-3500
South Central Region

Security Level: Low/Male
Judicial District: Eastern Texas

Location: See FCC Beaumont (Administrative).

Population: 2,006
Staff: 218



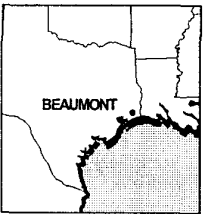
FCI Beaumont (Medium)

P.O. Box 26045
4550 Hebert Road
Beaumont, Texas 77720
409-727-0101
Fax: 409-720-5000
South Central Region

Security Level: Medium/Male
Judicial District: Eastern Texas

Location: See FCC Beaumont (Administrative).

Population: 1,686
Staff: 191



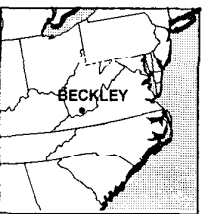
USP Beaumont

P.O. Box 26035
4550 Hebert Road
Beaumont, Texas 77720
409-727-8188
Fax: 409-626-3700
South Central Region

Security Level: High/Male
(adjacent Minimum/Male Camp)
Judicial District: Eastern Texas

Location: See FCC Beaumont (Administrative).

Population: USP: 1,351 Camp: 316
Staff: 296



FCI Beckley

P.O. Box 1280
Beaver, West Virginia
25813
304-252-9758
Fax: 304-256-4956
Mid-Atlantic Region

Security Level: Medium/Male
(adjacent Minimum/Male Camp)
Judicial District: Southern West Virginia

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

Population: FCI: 1,791 Camp: 348
Staff: 385



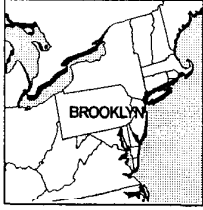
FCI Big Spring

1900 Simler Avenue
Big Spring, Texas
79720-7799
915-263-6699
Fax: 915-268-6860
South Central Region

Security Level: Low/Male
(adjacent Minimum/Male Camp)
Judicial District: Northern Texas

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

Population: FCI: 825 Camp: 131
Staff: 244



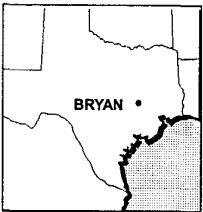
MDC Brooklyn

80 29th Street
Brooklyn, New York 11232
Phone: 718-840-4200
Fax: 718-840-5005
Northeast Region

Security level: Administrative/
Male/Female
Judicial District: Eastern
New York

Population: 2,635
Staff: 515

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).



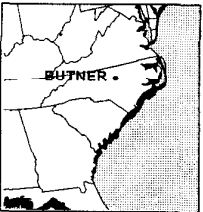
FPC Bryan

P.O. Box 2197
1100 Ursuline
Bryan, Texas 77805-2197
979-823-1879
Fax: 979-775-5681
South Central Region

Security level: Minimum/Female (adjacent Minimum/Female Intensive Confinement Center)
Judicial District: Southern Texas

Population: FPC: 692 ICC: 103
Staff: 153

Location: 95 miles northwest of Houston and 165 miles south of Dallas. In the town of Bryan at the intersection of Ursuline Avenue and 23d Street. The area is served by Easterwood Airport in College Station, as well as by commercial bus lines.



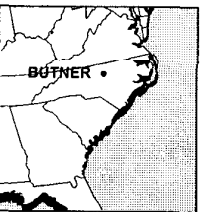
FCI Butner (Low)

P.O. Box 999
Butner, North Carolina 27509
919-575-5000
Fax: 919-575-5023
Mid-Atlantic Region

Security level: Low/Male
Judicial District: Eastern
North Carolina

Population: 1,347
Staff: 244

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



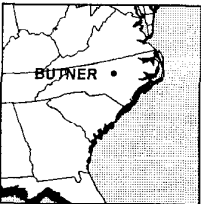
FCI Butner (Medium)

P.O. Box 1000
Butner, North Carolina 27509
919-575-4541
Fax: 919-575-6341
Mid-Atlantic Region

Security level: Medium/Administrative/Male (adjacent Minimum/Male Camp)
Judicial District: Eastern
North Carolina

Population: FCI: 909 Camp: 320
Staff: 300

Location: see FCI Butner (Low).



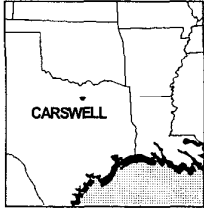
FMC Butner

P.O. Box 1500
Butner, North Carolina 27509
919-575-3900
Fax: 919-575-4801
Mid-Atlantic Region

Security level: Administrative/
Male
Judicial District: Eastern
North Carolina

Population: 782
Staff: 416

Location: see FCI Butner (Low).



FMC Carswell

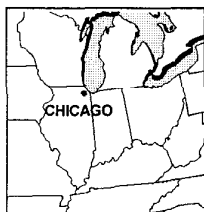
P.O. Box 27066
"J" Street, Building 3000
Fort Worth, Texas 76127
817-782-4000
Fax: 817-782-4875
South Central Region

Security level: Administrative/
Female (adjacent Minimum/Female
Camp)

Judicial District: Northern Texas

Population: FMC: 1,146 Camp: 211
Staff: 413

Location: In the northeast corner of the Naval Air Station, Joint Reserve Base, 1 mile from Highway 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.



MCC Chicago

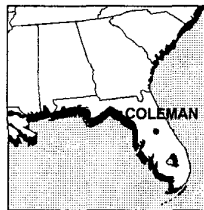
71 West Van Buren
Chicago, Illinois 60605
312-322-0567
Fax: 312-322-1120
North Central Region

Security level: Administrative/
Male/Female

Judicial District: Northern Illinois

Population: 706
Staff: 215

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



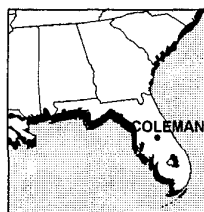
FCC Coleman (Administrative)

846 NE. 54th Terrace
Coleman, Florida
33521-1029
352-689-5000
Fax: 352-689-3013
Southeast Region

FCC Coleman's administrative facility provides various administrative services to the Coleman Complex.

Staff: 266

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



FCI Coleman (Low)

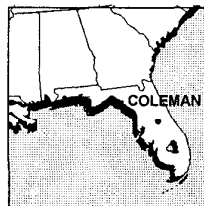
846 NE. 54th Terrace
Coleman, Florida
33521-1021
352-689-4000
Fax: 352-330-0259
Southeast Region

Security level: Low/Male

Judicial District: Middle Florida

Population: 2,059
Staff: 196

Location: see FCC Coleman (Administrative).



FCI Coleman (Medium)

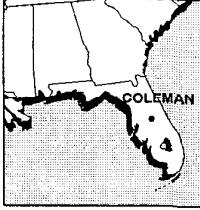
846 N.E. 54th Terrace
P.O. Box 1022
Coleman, Florida
33521-1022
352-689-5000
Fax: 352-330-0552
Southeast Region

Security level: Medium/Male (adjacent Minimum/Female Camp)

Judicial District: Middle Florida

Population: FCI: 1,659 Camp: 426
Staff: 234

Location: see FCC Coleman (Administrative).



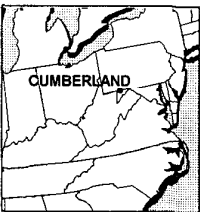
USP Coleman

846 NE. 54th Terrace
Coleman, Florida 33521-1029
352-689-6000
Fax: 352-689-6012
Southeast Region

Security level: High/Male
Judicial District: Middle Florida

Population: 1,628
Staff: 287

Location: see FCC Coleman
(Administrative).



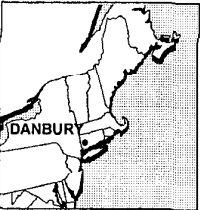
FCI Cumberland

14601 Burbridge Road, SE.
Cumberland, Maryland
21502-8274
301-784-1000
Fax: 301-784-1008
Mid-Atlantic Region

Security level: Medium/Male
(adjacent Minimum/Male Camp)
Judicial District: Maryland

Population: FCI: 1,237 Camp: 268
Staff: 305

Location: In western Maryland,
130 miles northwest of Washing-
ton, 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.



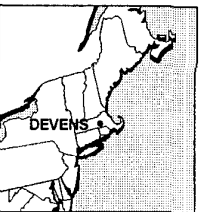
FCI Danbury

Route 37
33 1/2 Pembroke Road
Danbury, Connecticut
06811-3099
203-743-6171
Fax: 203-312-5110
Northeast Region

Security level: Low/Female
(adjacent Minimum/Female
Camp)
Judicial District: Connecticut

Population: FCI: 1,092 Camp: 235
Staff: 258

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.



FMC Devens

P.O. Box 880
Ayer, Massachusetts 01432
978-796-1000
Fax: 978-796-1118
Northeast Region

Security level: Administrative/
Male (adjacent Minimum/Male
Camp)
Judicial District: Massachusetts

Population: FMC: 1,080 Camp: 125
Staff: 417

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.



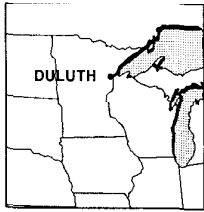
FCI Dublin

5701 8th Street, Camp Parks
Dublin, California 94568
925-833-7500
Fax: 925-833-7555
Western Region

Security level: Low/Female and
Administrative/Male (adjacent
Minimum/Female Camp)
Judicial District: Northern
California

Population: FCI: 1,217 Camp: 302
Staff: 280

Location: 20 miles southeast of
Oakland. Off Interstate 580
(*Hopyard/Dougherty Road* 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.



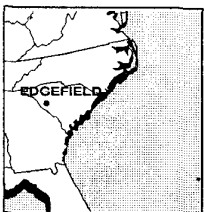
FPC Duluth

6902 Airport Road
P.O. Box 1400
Duluth, Minnesota 55814
218-722-8634
Fax: 218-733-4701
North Central Region

Security level: Minimum/Male
Judicial District: Minnesota

Population: 583
Staff: 100

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 Highway 53 at Stebner Road. The area is served by Duluth International Airport and commercial bus lines.



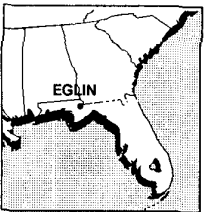
FCI Edgefield

501 Gary Hill Road
P.O. Box 723
Edgefield, South Carolina 29824
803-637-1500
Fax: 803-637-9840
Southeast Region

Security level: Medium/Male
(adjacent Minimum/Male Camp)
Judicial District: South Carolina

Population: FCI: 994 Camp: 421
Staff: 390

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



FPC Eglin

P.O. Box 600
Eglin AFB, Florida 32542-7606
850-882-8522
Fax: 850-729-8190
Southeast Region

Security level: Minimum/Male
Judicial District: Northern Florida

Population: 781
Staff: 124

Location: In the Florida panhandle, 65 miles east of Pensacola, on Eglin Air Force Base. The area is served by Okaloosa County Air Terminal, Pensacola Regional Airport, and commercial bus lines.



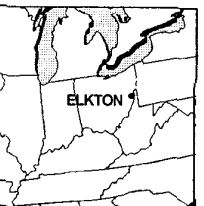
FCI El Reno

P.O. Box 1000
Highway 66 West
El Reno, Oklahoma 73036-1000
405-262-4875
Fax: 405-262-6266
South Central Region

Security level: Medium/Male
(adjacent Minimum/Male Camp)
Judicial District: Western Oklahoma

Population: FCI: 1,219 Camp: 161
Staff: 363

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



FCI Elkton

8730 Scroggs Road
P.O. Box 89
Elkton, Ohio 44415
330-424-7448
Fax: 330-424-7075
Northeast Region

Security level: Low/Male
(satellite Low/Male Facility)
Judicial District: Northern Ohio

Population: FCI: 1,849 FSL: 565
Staff: 351

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



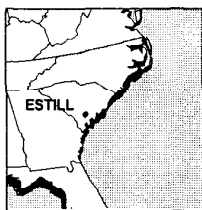
FCI Englewood

9595 West Quincy Avenue
Littleton, Colorado 80123
303-985-1566
Fax: 303-763-2553
North Central Region

Security level: Medium/Administrative/Male (adjacent Minimum/Male Camp)
Judicial District: Colorado

Population: FCI: 881 Camp: 118
Staff: 341

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



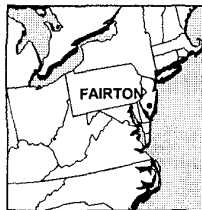
FCI Estill

100 Prison Road
P.O. Box 699
Estill, South Carolina 29918
803-625-4607
Fax: 803-625-5635
Southeast Region

Security level: Medium/Male (adjacent Minimum/Male Camp)
Judicial District: South Carolina

Population: FCI: 1,204 Camp: 271
Staff: 299

Location: In Hampton County, off State Road 321, about 3 miles south of Estill. The area is served by air and rail in Savannah, Georgia, and Charleston, South Carolina. The area is served directly by commercial bus service.



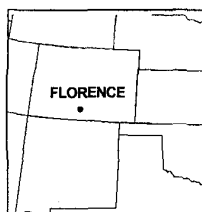
FCI Fairton

P.O. Box 280
Fairton, New Jersey 08320
856-453-1177
Fax: 856-453-4186
Northeast Region

Security level: Medium/Male (adjacent Minimum/Male Camp)
Judicial District: New Jersey

Population: FCI: 1,365 Camp: 99
Staff: 346

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



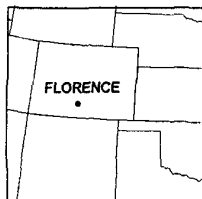
ADX Florence

P.O. Box 8500
Florence, Colorado 81226
719-784-9464
Fax: 719-784-5290
North Central Region

Security level: Administrative Maximum/Male
Judicial District: Colorado

Population: 417
Staff: 325

Location: On State Highway 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.



FCI Florence

P.O. Box 6500
Florence, Colorado 81226
719-784-9100
Fax: 719-784-9504
North Central Region

Security level: Medium/Male (adjacent Minimum/Male Camp)
Judicial District: Colorado

Population: FCI: 1,262 Camp: 442
Staff: 312

Location: See ADX Florence.



USP Florence

P.O. Box 7500
Florence, Colorado 81226
719-784-9454
Fax: 719-784-5150
North Central Region

Security level: High/Male
Judicial District: Colorado

Population: 962
Staff: 308

Location: See ADX Florence.



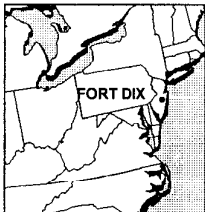
FCI Forrest City

P.O. Box 7000
Forrest City, Arkansas 72336
870-630-6000
Fax: 870-630-6250
South Central Region

Security level: Low/Male
(adjacent Minimum/Male Camp)
Judicial District: Eastern
Arkansas

Population: FCI: 1,801 Camp: 236
Staff: 312

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



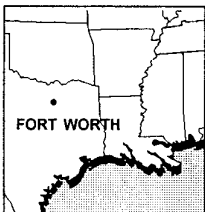
FCI Fort Dix

P.O. Box 38
Fort Dix, New Jersey 08640
609-723-1100
Fax: 609-723-6847
Northeast Region

Security level: Low/Male
(adjacent Minimum/Male Camp)
Judicial District: New Jersey

Population: FCI: 3,978 Camp: 428
Staff: 628

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.



FMC Fort Worth

3150 Horton Road
Fort Worth, Texas 76119-5996
817-534-8400
Fax: 817-413-3350
South Central Region

Security level: Administrative/
Male
Judicial District: Northern Texas

Population: 1,536
Staff: 397

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.



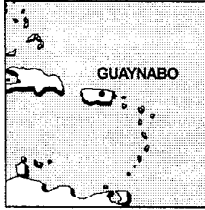
FCI Greenville

P.O. Box 4000,
100 U.S. Route 40
Greenville, Illinois 66246
618-664-6200
Fax: 618-664-6372
North Central Region

Security level: Medium/Male
(adjacent Minimum/Female Camp)
Judicial District: Southern Illinois

Population: FCI: 1,240 Camp: 210
Staff: 281

Location: Approximately 43 miles east of St. Louis, Missouri, and 63 miles from Springfield, Illinois. 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.



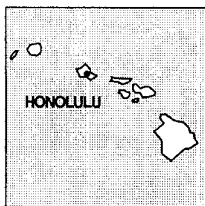
MDC Guaynabo

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

Security level: Administrative/
Male/Female
Judicial District: Puerto Rico,
U.S. Virgin Islands

Population: 1,169
Staff: 266

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



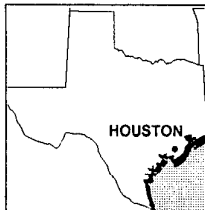
FDC Honolulu

351 Elliot Street
P.O. Box 30547
Honolulu, Hawaii 96820
808-838-4200
Fax: 808-838-4510
Western Region

Security level: Administrative/
Male/Female
Judicial District: Hawaii

Population: 498
Staff: 224

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



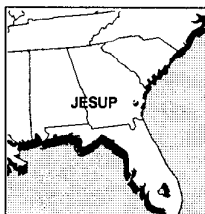
FDC Houston

1200 Texas Avenue
P.O. Box 526245
Houston, Texas 77052-6245
713-221-5400
Fax: 713-229-4200
South Central Region

Security level: Administrative/
Male/Female
Judicial District: Southern Texas

Population: 1,000
Staff: 247

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.



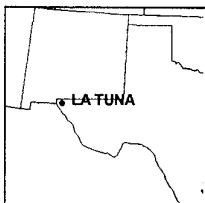
FCI Jesup

2600 Highway 301 South
Jesup, Georgia 31599
912-427-0870
Fax: 912-427-1125
Southeast Region

Security Level: Medium/Male
(satellite Low/Male Facility and
adjacent Minimum/Male Camp)
Judicial District: Southern Georgia

Population: FCI: 1,077 FSL: 584
Camp: 141
Staff: 348

Location: In southeast Georgia
on Route 301, 65 miles south-
west of Savannah, 40 miles
northwest of Brunswick, and
105 miles northwest of Jackson-
ville, Florida. The area is served
by airports in Jacksonville,
Savannah, and Brunswick and
by Amtrak.



FCI La Tuna

P.O. Box 1000
8500 Doniphan
Anthony, New Mexico-Texas
88021
915-886-3422
Fax: 915-886-4951
South Central Region

Security level: Low/Male
(satellite Low/Male Facility and
adjacent Minimum/Male Camp)
Judicial District: Western Texas

Population: FCI: 1,077 FSL: 435
Camp: 139
Staff: 377

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



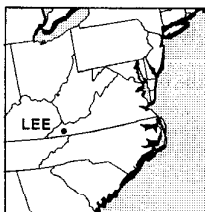
USP Leavenworth

1300 Metropolitan
Leavenworth, Kansas 66048
913-682-8700
Fax: 913-682-0041
North Central Region

Security level: High/Male
(adjacent Minimum/Male Camp)
Judicial District: Kansas

Population: USP: 1,694 Camp: 426
Staff: 533

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



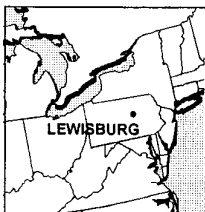
USP Lee

P.O. Box 900
Jonesville, VA 24263-0900
276-546-0150
Fax: 276-546-9115
Mid-Atlantic Region

Security level: High/Male
(adjacent Minimum/Male Camp)
Judicial District: Western Virginia

Population: USP: 911 Camp: 112
Staff: 411

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,
Tennessee area.



USP Lewisburg

R.D. #5
Lewisburg, Pennsylvania
17837
570-523-1251
Fax: 570-522-7745
Northeast Region

Security level: High/Male
(adjacent Minimum/Male Camp
and Intensive Confinement Center)
Judicial District: Middle
Pennsylvania

Population: USP: 1,113 Camp: 360
ICC: 130
Staff: 534

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



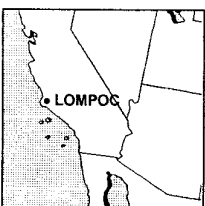
FMC Lexington

3301 Leestown Road
Lexington, Kentucky 40511
859-255-6812
Fax: 859-253-8821
Mid-Atlantic Region

Security Level: Administrative/
Male (adjacent Minimum/Female
Camp)
Judicial District: Eastern
Kentucky

Population: FMC: 2,081 Camp: 199
Staff: 527

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



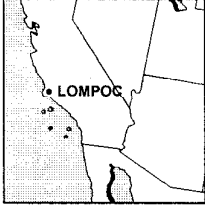
FCI Lompoc

3600 Guard Road
Lompoc, California 93436
805-736-4154
Fax: 805-736-7163
Western Region

Security level: Low/Male
(adjacent Intensive Confinement
Center)
Judicial District: Central
California

Population: FCI: 1,054 ICC: 120
Staff: 240

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.

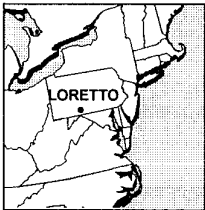


USP Lompoc
 3901 Klein Boulevard
 Lompoc, California 93436
 805-735-2771
 Fax: 805-737-0295
Western Region

Security level: High/Male
 (adjacent Minimum/Male Camp)
 Judicial District: Central California

 Population: USP: 1,139 Camp:
 303
 Staff: 492

Location: See FCI Lompoc.



FCI Loretto
 P.O. Box 1000
 Loretto, Pennsylvania 15940
 814-472-4140
 Fax: 814-472-6046
Northeast Region

Security level: Low/Male
 (adjacent Minimum/Male Camp)
 Judicial District: Western Pennsylvania

 Population: FCI: 1,091 Camp:
 133
 Staff: 225

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.



MDC Los Angeles
 535 N. Alameda Street
 Los Angeles, California 90012
 213-485-0439
 Fax: 213-253-9520
Western Region

Security level: Administrative/
 Male/Female
 Judicial District: Central California

 Population: 1,046
 Staff: 273

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

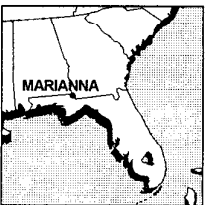


FCI Manchester
 P.O. Box 3000
 Manchester, Kentucky 40962
 606-598-1900
 Fax: 606-599-4115
Mid-Atlantic Region

Security Level: Medium/Male
 (adjacent Minimum/Male Camp)
 Judicial District: Eastern Kentucky

 Population: FCI: 1,244 Camp: 432
 Staff: 329

Location: 75 miles south of Lexington off Interstate 75, and 28 miles east of London on the Daniel Boone Parkway. On Route 8 (Fox Hollow Road), off State Highway 421. The area is served by airports in Lexington, Kentucky, and Knoxville, Tennessee.

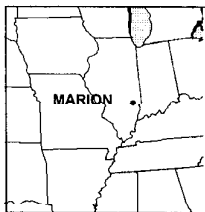


FCI Marianna
 3625 FCI Road
 Marianna, Florida 32446
 850-526-2313
 Fax: 850-718-2014
Southeast Region

Security level: Medium/Male
 (adjacent Minimum/Female Camp)
 Judicial District: Northern Florida

 Population: FCI: 1,266 Camp:
 297
 Staff: 346

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



USP Marion

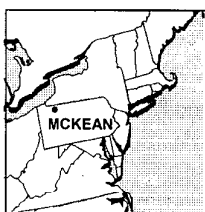
4500 Prison Road
P.O. Box 2000
Marion, Illinois 62959
618-964-1441
Fax: 618-964-1895

North Central Region

Security level: High/Male
(adjacent Minimum/Male Camp)
Judicial District: Southern Illinois

Population: USP: 448 Camp: 341
Staff: 343

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



FCI McKean

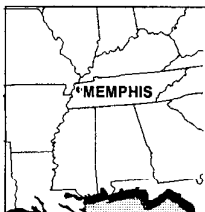
P.O. Box 5000
Bradford, Pennsylvania 16701
814-362-8900
Fax: 814-363-6822

Northeast Region

Security level: Medium/Male
(adjacent Minimum/Male Camp)
Judicial District: Western Pennsylvania

Population: FCI: 1,312 Camp: 312
Staff: 313

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 Airport and Bradford Airport.



FCI Memphis

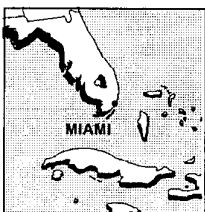
1101 John A. Denie Road
Memphis, Tennessee 38134-7690
901-372-2269
Fax: 901-380-2462

Mid-Atlantic Region

Security level: Medium/Male
(satellite Minimum/Male Camp)
Judicial District: Western Tennessee

Population: FCI: 1,253 Camp: 282
Staff: 340

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



FCI Miami

15801 S.W. 137th Ave.
Miami, Florida 33177
305-259-2100
Fax: 305-259-2160

Southeast Region

Security Level: Medium/Male
(adjacent Minimum/Male Camp)
Judicial District: Southern Florida

Population: FCI: 1,214 Camp: 268
Staff: 291

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



FDC Miami

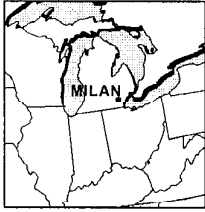
P.O. Box 019118
33 N.E. 4th Street
Miami, Florida 33101-9118
305-577-0010
Fax: 305-536-7368

Southeast Region

Security level: Administrative/
Male/Female
Judicial District: Southern Florida

Population: 1,442
Staff: 291

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



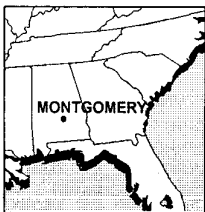
FCI Milan

P.O. Box 9999
Arkona Road
Milan, Michigan 48160
734-439-1511
Fax: 734-439-0949
North Central Region

Security level: Low/Administrative/Male
Judicial District: Eastern Michigan

Population: 1,426
Staff: 357

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.



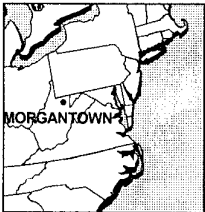
FPC Montgomery

Maxwell Air Force Base
Montgomery, Alabama 36112
334-293-2100
Fax: 334-293-2326
Southeast Region

Security Level: Minimum/Male
Judicial District: Middle Alabama

Population: 802
Staff: 114

Location: On Maxwell Air Force Base, off Interstates 65 and 85. The area is served by Donnelly Field (airport) and commercial bus lines.



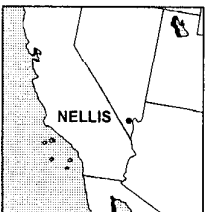
FCI Morgantown

Greenbag Road
P.O. Box 1000
Morgantown, West Virginia
26507-1000
304-296-4416
Fax: 304-284-3613
Mid-Atlantic Region

Security Level: Minimum/Male
Judicial District: Northern West Virginia

Population: 1,058
Staff: 191

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



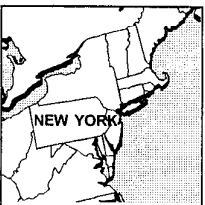
FPC Nellis

C.S. 4500
North Las Vegas, Nevada
89036-4500
702-644-5001
Fax: 702-643-2303
Western Region

Security Level: Minimum/Male
Judicial District: Nevada

Population: 552
Staff: 75

Location: 15 miles from downtown Las Vegas on Nellis Air Force Base, Area II. Las Vegas is served by McCarran International Airport and commercial bus lines.



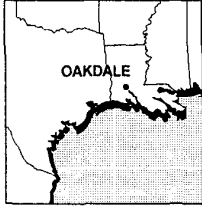
MCC New York

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

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

Population: 892
Staff: 275

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.



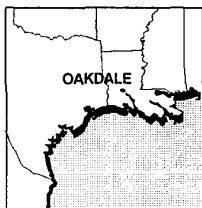
FCI Oakdale

P.O. Box 5050
Oakdale, Louisiana 71463
318-335-4070
Fax: 318-215-2688
South Central Region

Security Level: Medium/Male
Judicial District: Western
Louisiana

Population: 1,288
Staff: 311

Location: In central Louisiana, 35 miles south of Alexandria and 58 miles north of Lake Charles. Off of State Highway 165 on Whatley Road. The area is served by Alexandria International Airport (40 miles from the facility) and by commercial bus lines.



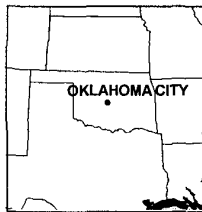
FDC Oakdale

P.O. Box 5060
Oakdale, Louisiana 71463
318-335-4466
Fax: 318-215-2046
South Central Region

Security Level: Administrative/
Male (adjacent Minimum/Male
Camp)
Judicial District: Western
Louisiana

Population: FDC: 749 Camp: 83
Staff: 230

Location: See FCI Oakdale.



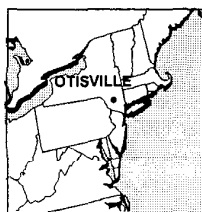
FTC Oklahoma City

P.O. Box 898802
7410 South MacArthur Blvd.
Oklahoma City, Oklahoma
73189-8802
405-682-4075
Fax: 405-680-4055
South Central Region

Security Level: Administrative/
Male/Female
Judicial District: Western
Oklahoma

Population: 1,248
Staff: 291

Location: 3 miles west of Interstate 44 and 4 miles south of Interstate 40. Located at and served by the Will Rogers World Airport. Also served by commercial bus lines.



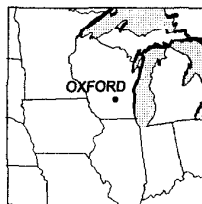
FCI Otisville

P.O. Box 600
Otisville, New York 10963
845-386-5855
Fax: 845-386-1527
Northeast Region

Security Level: Medium/Male
(adjacent Minimum/Male Camp)
Judicial District: Southern
New York

Population: FCI: 1,044 Camp: 122
Staff: 313

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



FCI Oxford

Box 500
Oxford, Wisconsin
53952-0500
608-584-5511
Fax: 608-584-6371
North Central Region

Security Level: Medium/Male
(adjacent Minimum/Male Camp)
Judicial District: Western
Wisconsin

Population: FCI: 959 Camp: 183
Staff: 305

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



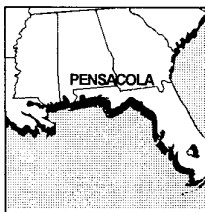
FCI Pekin

P.O. Box 7000
Pekin, Illinois
61555-7000
309-346-8588
Fax: 309-477-4685
North Central Region

Security Level: Medium/Male
(adjacent Minimum/Female
Camp)
Judicial District: Central Illinois

Population: FCI: 1,271 Camp: 241
Staff: 303

Location: Located on Route 29 South in Pekin, approximately 10 miles south of Peoria, 180 miles southwest of Chicago, and 180 miles northeast of St. Louis. The area is served by the Greater Peoria Regional Airport, Amtrak, and commercial bus service to Peoria.



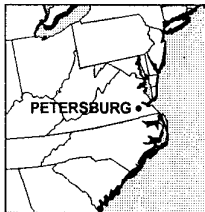
FPC Pensacola

110 Raby Avenue
Pensacola, Florida
32509-5127
850-457-1911
Fax: 850-458-7295
Southeast Region

Security Level: Minimum/Male
Judicial District: Northern
Florida

Population: 487
Staff: 83

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



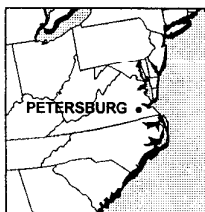
FCI Petersburg (Low)

P.O. Box 90026
Petersburg, Virginia
23804
804-733-7881
Fax: 804-863-1510
Mid-Atlantic Region

Security Level: Low/Male
(adjacent Minimum/Male Camp)
Judicial District: Eastern Virginia

Population: FCI: 1,156 Camp:
305
Staff: 319

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



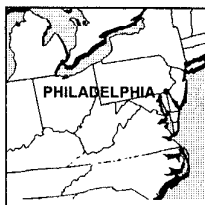
FCI Petersburg (Medium)

P.O. Box 90042
Petersburg, Virginia
23804
804-504-7200
Fax: 804-504-7204
Mid-Atlantic Region

Security Level: Medium/Male
Judicial District: Eastern Virginia

Population: FCI: 1,200
Staff: 272

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



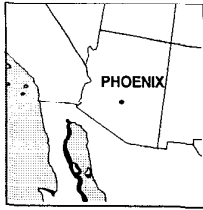
FDC Philadelphia

P.O. Box 572
Philadelphia, Pennsylvania
19105
215-521-4000
Fax: 215-521-7220
Northeast Region

Security Level: Administrative/
Male/Female
Judicial District: Eastern
Pennsylvania

Population: 1,070
Staff: 253

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



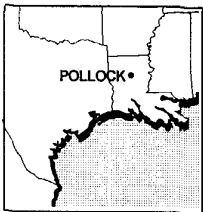
FCI Phoenix

37900 N. 45th Avenue
Phoenix, Arizona
85086
623-465-9757
Fax: 623-465-5199
Western Region

Security Level: Medium/Male
(adjacent Minimum/Female
Camp)
Judicial District: Arizona

Population: FCI: 1,302 Camp: 173
Staff: 332

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



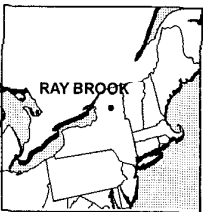
USP Pollock

P.O. Box 1000
1000 Airbase Road
Pollock, Louisiana 71467
318-561-5300
Fax: 318-561-5344
South Central Region

Security Level: High/Male
(adjacent Minimum/Male Camp)
Judicial District: Western
Louisiana

Population: USP: 1,414 Camp: 96
Staff: 391

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



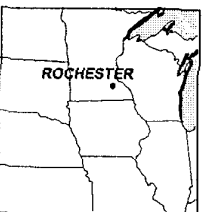
FCI Ray Brook

P.O. Box 300
Old Ray Brook Road
Ray Brook, New York 12977
518-891-5400
Fax: 518-891-7334
Northeast Region

Security Level: Medium/Male
Judicial District: Northern
New York

Population: 1,285
Staff: 264

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, Vermont, Airport; Amtrak in Plattsburgh and Albany; and commercial bus lines.



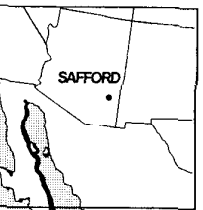
FMC Rochester

P.O. Box 4600
2110 East Center Street
Rochester, Minnesota
55903-4600
507-287-0674
Fax: 507-287-9601
North Central Region

Security Level: Administrative/
Male
Judicial District: Minnesota

Population: 801
Staff: 426

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



FCI Safford

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

Security Level: Low/Male
Judicial District: Arizona

Population: 819
Staff: 170

Location: In southeastern Arizona, 127 miles northeast of Tucson, 165 miles east of Phoenix. Off Highway 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.



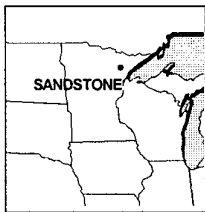
MCC San Diego

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

Security Level: Administrative/
Male/Female
Judicial District: Southern
California

Population: 848
Staff: 263

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



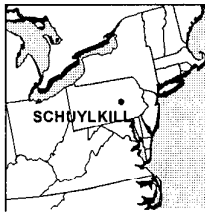
FCI Sandstone

2300 County Road 29
Sandstone, Minnesota 55072
320-245-2262
Fax: 320-245-0385
North Central Region

Security Level: Low/Male
Judicial District: Minnesota

Population: 892
Staff: 232

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



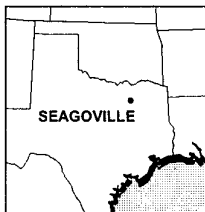
FCI Schuylkill

P.O. Box 700
Minersville, Pennsylvania 17954
570-544-7100
Fax: 570-544-7224
Northeast Region

Security Level: Medium/Male
(adjacent Minimum/Male Camp)
Judicial District: Middle Pennsylvania

Population: FCI: 1,218 Camp:
301
Staff: 323

Location: 100 miles northwest of Philadelphia and 46 miles northeast of Harrisburg. West of Interstate 81, off State Highway 901. The area is served by Harrisburg International Airport, Amtrak in Harrisburg, and commercial bus lines.



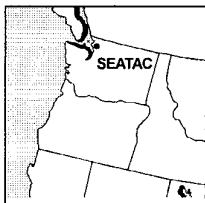
FCI Seagoville

2113 North Highway 175
Seagoville, Texas 75159
972-287-2911
Fax: 972-287-5466
South Central Region

Security Level: Low/Male and
Administrative/Male (adjacent
Minimum/Male Camp)
Judicial District: Northern Texas

Population: 1,154 Camp: 113
Staff: 299

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



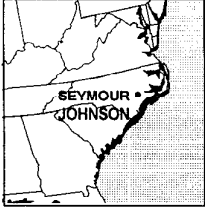
FDC SeaTac

P.O. Box 13901
Seattle, Washington 98198-1091
206-870-5700
Fax: 206-870-5717
Western Region

Security Level: Administrative/
Male/Female
Judicial District: Western
Washington

Population: 702
Staff: 226

Location: 12 miles south of Seattle, and 16 miles north of Tacoma, 1 mile west of Interstate 5 (200th Street exit). The SeaTac International Airport is 1 mile from the facility. Amtrak and commercial bus lines also serve the area. The street address is 2425 South 200th Street.



FPC Seymour Johnson

Caller Box 8004
Goldsboro, North Carolina
27533-8004
919-735-9711
Fax: 919-735-0169

Mid-Atlantic Region

Security Level: Minimum/Male
Judicial District: Eastern
North Carolina

Population: 552
Staff: 92

Location: Near Goldsboro, North Carolina, on Seymour Johnson Air Force Base. Off Interstate highways 40 and 95 and U.S. 70. The area is served by Raleigh/Durham International Airport and Kinston Airport, Amtrak in Raleigh and Durham, and commercial bus lines.



FCI Sheridan

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

Western Region

Security Level: Medium/Male
and Administrative/Male
(adjacent Minimum/Male Camp)
Judicial District: Oregon

Population: FCI: 1,394 Camp: 473
Staff: 365

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



MCFP Springfield

P.O. Box 4000
1900 West Sunshine
Springfield, Missouri 65801-4000
417-862-7041
Fax: 417-837-1711

North Central Region

Security Level: Administrative/
Male
Judicial District: Western
Missouri

Population: 1,227
Staff: 625

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



FCI Talladega

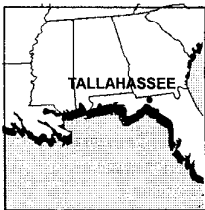
565 East Renfroc Road
Talladega, Alabama 35160
256-315-4100
Fax: 256-315-4495

Southeast Region

Security Level: Medium/Male
(adjacent Minimum/Male Camp)
Judicial District: Northern
Alabama

Population: FCI: 1,051 Camp: 379
Staff: 315

Location: In northeast Alabama, 50 miles east of Birmingham and 100 miles west of Atlanta, Georgia. Off the 275 bypass on Renfro Road.



FCI Tallahassee

501 Capital Circle, NE.
Tallahassee, Florida
32301-3572
850-878-2173
Fax: 850-216-1299

Southeast Region

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

Population: 1,287
Staff: 309

Location: Three miles east of downtown Tallahassee. On Highway 319 at its intersection with Park Avenue. The area is served by Tallahassee Regional Airport, Amtrak, and commercial bus lines.



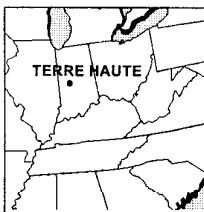
FCI Terminal Island

1299 Seaside Avenue
Terminal Island, California
90731
310-831-8961
Fax: 310-732-5335
Western Region

Security Level: Medium/Male
Judicial District: Central California

Population: 1,039
Staff: 309

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 Street exit. The area is served by Los Angeles International Airport, Long Beach Airport, Amtrak, and commercial bus lines.



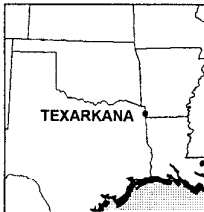
USP Terre Haute

Highway 63 South
Terre Haute, Indiana 47808
812-238-1531
Fax: 812-238-9873
North Central Region

Security Level: High/Male
(adjacent Minimum/Male Camp; operates Special Confinement Unit for inmates under Federal death sentences)
Judicial District: Southern Indiana

Population: USP: 1,002 Camp: 397
Staff: 484

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 Highway 63. The area is served by Hulman Regional Airport and commercial bus lines.



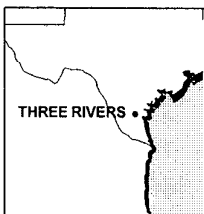
FCI Texarkana

P.O. Box 9500
Texarkana, Texas 75505
903-838-4587
Fax: 903-223-4417
South Central Region

Security Level: Low/Male
(adjacent Minimum/Male Camp)
Judicial District: Eastern Texas

Population: FCI: 1,379 Camp: 251
Staff: 293

Location: In northeast Texas near the Arkansas border, 70 miles north of Shreveport, Louisiana, and 175 miles east of Dallas. Off Route 59 south, on Leopard Drive.



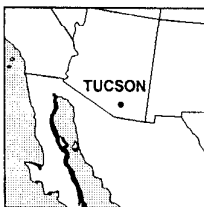
FCI Three Rivers

P.O. Box 4000
Three Rivers, Texas 78071
361-786-3576
Fax: 361-786-5069
South Central Region

Security Level: Medium/Male
(adjacent Minimum/Male Camp)
Judicial District: Southern Texas

Population: FCI: 1,084 Camp: 267
Staff: 295

Location: About 80 miles south of San Antonio and 73 miles northwest of Corpus Christi. On Interstate 37, 9 miles west of the town of Three Rivers; near the Choke Canyon Reservoir.



FCI Tucson

8901 South Wilmot Road
Tucson, Arizona 85706
520-574-7100
Fax: 520-574-4206
Western Region

Security Level: Medium/Male,
Administrative Male/Female
Judicial District: Arizona

Population: 809
Staff: 222

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



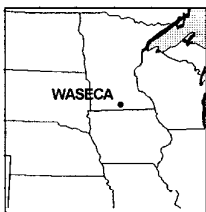
FCI Victorville

P.O. Box 5400
Adelanto, California 92301
760-246-2400
Fax: 760-246-2621
Western Region

Security Level: Medium/Male
(adjacent Minimum/Female
Camp)
Judicial District: Central
California

Population: FCI: 1,699 Camp: 183
Staff: 347

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.



FCI Waseca

P.O. Box 1731
1000 University Drive, SW.
Waseca, Minnesota 56093
507-835-8972
Fax: 507-837-4547
North Central Region

Security Level: Low/Male
Judicial District: Minnesota

Population: 1,034
Staff: 223

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



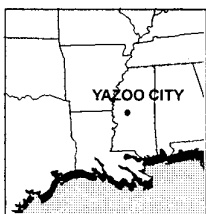
FPC Yankton

Box 680
Yankton, South Dakota
57078
605-665-3262
Fax: 605-668-1116
North Central Region

Security Level: Minimum/Male
Judicial District: South Dakota

Population: 635
Staff: 107

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



FCI Yazoo City

2225 Haley Barbour Parkway
P.O. Box 5050
Yazoo City, Mississippi
39194
662-751-4800
Fax: 662-751-4905
Southeast Region

Security Level: Low/Male
(adjacent Minimum/Male Camp)
Judicial District: Southern
Mississippi

Population: FCI: 1,949 Camp: 125.
Staff: 294

Location: 36 miles north of Jackson, Mississippi, off highway 49. The area is served by most major carriers at the airport in Jackson. Yazoo City also is served by Amtrak and commercial bus lines.

Community Corrections

Community Corrections is an integral component of the Bureau's correctional programs. Community corrections staff develop and administer contracts for community-based correctional programs and serve as the Bureau's local liaison with the Federal courts, the U.S. Marshals Service, State and local corrections, and a variety of community groups.

The Bureau contracts with community corrections centers (also known as half-way houses) to provide assistance to inmates who are nearing release from prison. Community corrections centers provide a structured, supervised environment and support in job placement, counseling, and other services. Community corrections centers allow inmates to gradually rebuild their ties to the community, and they allow contract staff to supervise offenders' activities during this readjustment phase. An important component of the community corrections center program is transitional drug abuse treatment for inmates who have completed residential substance abuse treatment while confined in a Bureau institution.

Some Federal inmates are placed on home confinement for a brief period at the end of their prison terms. They serve this portion of their sentences at home under strict schedules and curfew requirements. Some community corrections centers

enhance the accountability of inmates on home confinement through electronic monitoring.

Approximately 45 percent of Federal offenders in community-based programs are housed in comprehensive sanctions centers. Comprehensive sanctions centers are similar to community corrections centers, but they have a more structured system for granting offenders gradual access to the community. They also require inmates to participate in more programs and they formally involve the U.S. Probation Office in the release planning process.

Through the community corrections program, the Bureau has developed agreements with State and local governments and contracts with privately-operated facilities for the confinement of juvenile offenders and for the detention or secure confinement of some Federal inmates.

The Bureau's community corrections program is administered by the staff of the Correctional Programs Division in the Central Office in Washington, DC, community corrections regional administrators and regional management teams in each of the Bureau's six regional offices, and the employees of 28 community corrections management (CCM) field offices throughout the United States. The field offices are responsible for all community corrections activities within their assigned judicial districts.

Atlanta CCM Office

715 McDonough Blvd., SE.
Atlanta, GA 30315
404-635-5673, Fax: 404-730-9785
Districts: Georgia, South Carolina

Baltimore-MARO CCM Office

10010 Junction Drive, Suite 101-N
Annapolis Junction, MD 20701
301-317-3281, Fax: 301-317-3138
Fax DC: 301-317-3184
Districts: Maryland, Delaware, Northern West Virginia, Eastern Virginia, District of Columbia

Boston CCM Office

JFK Federal Building, Suite 2200
Boston, MA 02203
617-565-4293, Fax: 617-565-4297
Districts: Massachusetts, Vermont, Connecticut, Maine, Rhode Island, New Hampshire

Chicago CCM Office

200 West Adams, Suite 2915
Chicago, IL 60606
312-886-2114, Fax: 312-886-2118
Districts: Central/Northern Illinois, Eastern/Western Wisconsin

Cincinnati CCM Office

36 East 7th Street, Suite 2107-A
Cincinnati, OH 45202
513-684-2603, Fax: 513-684-2590
Districts: Northern/Southern Ohio

Dallas CCM Office

4211 Cedar Springs Road, Suite 100
Dallas, TX 75219
214-224-3522, Fax: 214-224-3367
Districts: Oklahoma, Northern Texas

Denver CCM Office

1961 Stout Street, Room 441
Denver, CO 80294
303-844-5179, Fax: 303-844-6189
District: Colorado

Detroit CCM Office

211 Fort Street, Suite 620, 6th Floor
Detroit, MI 48226
313-226-6186, Fax: 313-226-7327
Districts: Eastern/Western Michigan,
Northern Indiana

El Paso CCM Office

4849 North Mesa Street, Suite 208
El Paso, TX 79912
915-534-6326, Fax: 915-534-6432
Districts: New Mexico, Western Texas

Houston CCM Office

515 Rusk Avenue, Room 12016
Houston, TX 77002
713-718-4781, Fax: 713-718-4780
Districts: Southern Texas

Kansas City CCM Office

Gateway Complex, Tower II
400 State Avenue, Room 131
Kansas City, KS 66101-2405
913-551-1117; Fax: 913-551-1120
Districts: Northern/Southern Iowa,
Kansas, Nebraska, Western Missouri

Long Beach CCM Office

501 West Ocean Boulevard, Suite 3260
Long Beach, CA 90802-4221
562-980-3536, Fax: 562-980-3543
District: Central California

Miami CCM Office

401 North Miami Avenue
Miami, FL 33128-1830
305-536-5705, Fax: 305-536-4024
Districts: Puerto Rico, Virgin Islands,
Southern Florida

Minneapolis/St. Paul CCM Office

300 South 4th Street, Suite 1210
Minneapolis, MN 55415
612-664-5560, Fax: 612-664-5569
Districts: North Dakota, South Dakota,
Minnesota

Montgomery CCM Office

2350 Fairlane Drive, Suite 110
Montgomery, AL 36116
334-223-7464, Fax: 334-223-7012
Districts: Alabama, Mississippi, Northern
Florida

Nashville CCM Office

801 Broadway, Room 599
Nashville, TN 37203
615-736-5148, Fax: 615-736-5147
Districts: Eastern/Middle/Western
Tennessee, Eastern/Western Kentucky

New Orleans CCM Office

Hale Boggs Building
501 Magazine Street, Suite 1211
New Orleans, LA 70130
504-589-2371, Fax: 504-589-2378
Districts: Louisiana, Arkansas, Eastern
Texas

New York CCM Office

26 Federal Plaza, Room 36-110
New York, NY 10278
212-264-9520, Fax: 212-264-9516
Districts: Eastern/Southern New York,
New Jersey

Orlando CCM Office

3659 Maguire Blvd., Suite 100
Orlando, FL 32803
407-648-6049, Fax: 407-648-6058
District: Middle Florida

Philadelphia CCM Office

U.S. Customs House, 7th Floor
Second and Chestnut Streets
Philadelphia, PA 19106
215-521-7300, Fax: 215-521-7486
Districts: Eastern/Middle Pennsylvania

Phoenix CCM Office

234 N. Central Avenue, Suite 425
Phoenix, AZ 85004-2212
602-379-4947, Fax: 602-379-4061
Districts: Southern California, Arizona

Pittsburgh CCM Office

William S. Moorehead Federal Building
1000 Liberty Avenue, Room 831
Pittsburgh, PA 15222
412-395-4740, Fax: 412-395-4730
Districts: Northern/Western New York,
Western Pennsylvania

Raleigh CCM Office

310 New Bern Avenue, Room 325

Raleigh, NC 27601

919-856-4548, Fax: 919-856-4777

Districts: Southern West Virginia, Eastern/Middle/Western North Carolina, Western Virginia

Sacramento CCM Office

501 I Street, Suite 9-400

Sacramento, CA 95814

916-930-2010, Fax: 916-930-2008

District: Eastern/Northern California, Guam, Hawaii

St. Louis CCM Office

The Robert A. Young Building

1222 Spruce Street

Suite 6.101

St. Louis, MO 63103

314-539-2376, Fax: 314-539-2465

Districts: Southern Illinois, Eastern Missouri, Southern Indiana

Salt Lake City CCM Office

324 South State Street, Suite 228

Salt Lake City, UT 84111

801-524-4212, Fax: 801-524-3112

Districts: Utah, Wyoming, Nevada, Montana

San Antonio CCM Office

727 H.F. Garcia Boulevard, Suite B-138

San Antonio, TX 78206

210-472-6225, Fax: 210-472-6224

District: Western Texas (Austin, San Antonio, and Waco)

Seattle CCM Office

3160 Jackson Federal Building

915 Second Avenue

Seattle, WA 98174

206-220-6593, Fax: 206-220-6591

Districts: Alaska, Oregon, Idaho, Western/Eastern Washington

Statistical Data, FY 2002

Federal Inmates

Total, September 30, 2002	163,436
In Bureau Institutions	137,527
In Contract Facilities*	25,909

* Includes Federal inmates confined in privately-operated prisons, detention centers, community corrections centers, and juvenile facilities and Federal inmates in correctional facilities and detention centers operated by State and local governments.

Sentenced	90.7%
Unsentenced	9.3%

Inmate Characteristics (All Facilities)

Average Age	37
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Gender

Male	93.0%
Female	7.0%

Race

White	56.1%
Black	40.7%
Other	3.2%

Ethnicity

Hispanic	31.8%
Non-Hispanic	68.2%

Citizenship

United States	71.4%
Mexico	16.1%
Colombia	2.3%
Dominican Republic	2.1%
Cuba	1.7%
Jamaica	1.3%
Other	5.1%

Type of Commitments

U.S. Code	93.8%
D.C. Superior Court	3.4%
Parole Violation	1.1%
Probation Violation	1.4%
State, territorial	0.3%

Median Months Expected to Be Served

<i>All offenses</i>	71
Drug offenses	85
Robbery	121
Burglary, larceny, and property offenses	67
Extortion, fraud, and bribery	27
Homicide, aggravated assault, kidnapping	135
Weapons, explosives, arson	76
Banking and insurance, counterfeit, embezzlement offenses	19
Immigration	38
Courts or corrections	30
National security	51
Continuing criminal enterprise	207
Sex offenses.....	92

Inmate Security Level

Minimum	20.6%
Low	36.1%
Medium	29.7%
High	13.6%

Statistics by Inmate Security Level*

	MIN	LOW	MED	HIGH	BOP- WIDE
Sentence Imposed (% of Population)**					
Under 1 year	2.8%	1.5%	0.8%	0.3%	1.4%
1-3 years	19.5%	12.2%	10.1%	3.1%	11.9%
3-5 years	17.3%	15.6%	14.1%	6.8%	14.3%
5-10 years	33.9%	30.4%	30.1%	20.9%	29.7%
10-15 years	19.6%	21.0%	17.6%	15.5%	18.9%
15-20 years	5.1%	10.1%	11.2%	11.3%	9.5%
Over 20 years	1.7%	8.6%	14.0%	19.5%	10.3%
Life sentence	0.1%	0.6%	2.1%	22.6%	4.0%
Offense (% of Population)					
Drug offenses	73.3%	66.8%	45.2%	26.3%	56.2%
Robbery	0.5%	3.3%	11.0%	23.8%	7.8%
Property offenses	5.7%	4.1%	4.4%	6.1%	4.8%
Extortion, bribery, fraud	10.9%	3.8%	1.7%	1.1%	4.3%
Homicide, aggravated assault, kidnapping	0.2%	1.7%	3.6%	14.7%	3.8%
Arms, explosives, arson	5.6%	8.6%	16.8%	16.3%	11.5%
All others	3.8%	11.7%	17.3%	11.7%	11.6%

* *Inmate Security Level* categorizes inmates on security needs based on a combination of background factors (such as severity of offense, length of incarceration, prior commitments, and history of violence or escape), institutional adjustment, and public safety factors. An inmate's security level is used as a guide in making a designation, but it does not always match the security level of the institution in which he or she is confined. The 0.1 percent of inmates with life sentences and a security level designation of "minimum" have earned this designation based on sustained good conduct over a long period of time. None of these inmates is assigned to a minimum security level institution; they are all in secure facilities.

** Does not include inmates sentenced to death.

Personnel

Personnel, September 21, 2002	33,577
Staff to Inmate Ratio	1:4.9

Gender

Male	71.9%
Female	28.1%

Race/Ethnicity

White	64.5%
African American	21.2%
Hispanic	10.8%
Other	3.5%

Education

High school	37.2%
Technical school	4.0%
Some college	30.5%
Bachelor's degree	18.5%
Some graduate work	2.1%
Master's degree	4.5%
Ph.D.	1.6%
Other advanced professional degree	1.6%

Age

18-24	1.8%
25-29	9.0%
30-34	20.4%
35-39	26.3%
40-44	21.5%
45-49	14.2%
50-55	5.8%
Over 55	1.0%

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

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Information, Policy, and Public Affairs Division

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320 First Street, NW.
Washington, DC 20534
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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.

Printed by:
Federal Prison Industries, Inc.
Federal Correctional Institution
Petersburg, Virginia