



U.S. Department of Justice
Federal Bureau of Prisons

STATE OF THE BUREAU 2003

accomplishments and goals



Message from the Attorney General

This past year the United States continued its efforts to preserve freedom and prevent terrorism. All of us at the Department of Justice heard the calling to be a part of our country's determined efforts to protect and preserve American lives and American liberty. And we answered this call with a renewed sense of determination to protect Americans from further acts of terrorism. For the two years since September 11, the Department's employees, including staff with the Federal Bureau of Prisons, have contributed to the Department's unrelenting efforts and have focused on protecting Americans from further acts of terrorism. The two years of safety we have experienced are a testament to the tremendous effort and resolve of those who defend our nation and enforce our laws.

In addition to dealing with the formidable challenges related to our war on terrorism, the Department has continued its aggressive fight against other forms of crime. Our success in this area is tied to four key tactics: tough penalties; effective prosecutorial tools; decisive information-sharing coupled with cooperative action across law enforcement agencies; and the Bureau of Prisons' efforts to reduce crime by incapacitating career criminals and by providing programs that enable prisoners to develop skills they will need to reintegrate successfully into society. The result of these strategies is that our nation's overall crime rate is at a thirty-year low.

The largest component of the Department of Justice, the Federal Bureau of Prisons experienced a transition in leadership this year. Harley G. Lappin was sworn in as the

Bureau's seventh Director on April 4, 2003. This transition proceeded smoothly and efficiently; I have every confidence that, under Director Lappin's leadership, the Bureau will continue to accomplish its mission, address current challenges, and meet future demands as our nation's federal correctional system.

Over this past fiscal year, the Bureau of Prisons played a significant role in our nation's work against terrorism. Not only does the Bureau house convicted terrorists and those detained in connection with acts of terrorism, but the Bureau also works closely with other federal, state, and local law enforcement agencies to ensure a coordinated, tightly-knit effort against terrorism. Despite the additional demands and special challenges associated with this effort, the Bureau has worked hard to accomplish its mission: to safely confine and manage inmates serving sentences imposed by the federal courts and to protect public safety by providing programming opportunities to inmates that will help them develop skills needed to lead a crime-free life upon release.

The Bureau of Prisons is comprised of over 34,000 employees dedicated to serving the Department of Justice, the courts, and the citizens of this country. I encourage you to review the *State of the Bureau 2003* and to familiarize yourself with the Federal Bureau of Prisons' current operations and accomplishments.



John Ashcroft

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Message from the Director

Fiscal year 2003 (FY03) was a year of transition in leadership for the Bureau of Prisons. I feel honored to have been selected by the Attorney General to serve as the Bureau's seventh Director, succeeding Dr. Kathleen Hawk Sawyer. Additionally, during FY03, 12 wardens retired and another was promoted to Regional Director.

During Dr. Hawk Sawyer's tenure, the Bureau experienced unprecedented growth in the Federal inmate population, which more than doubled from 80,372 in 1992 to over 165,000; and the number of institutions increased from 71 to 103. This growth continued throughout FY03, while we activated just one additional institution, the Federal Correctional Institution, Gilmer, WV.

To accomplish our mission of ensuring secure, safe, efficient, and humane confinement and also facilitating community re-entry for releasing inmates, we will continue to adhere to the Bureau's core ideologies. These include providing a safe environment for staff and inmates; secure institutions to confine offenders and protect the public; skills building programs to prepare inmates to live crime-free lives upon release; service and stewardship to the public; and ensuring our workforce is comprised of staff who are ethical, professional, well-trained, and diverse.

One of my priorities as Director is to expand programs and services that build the specific skills inmates need to successfully transition to the community. The Bureau will continue to use sound and proven correctional basics, including effective communication and close inmate supervision. The Bureau has been well-served by our adherence to these basic principles, and they are critical to our continued success. We will also ensure the Bureau remains well-prepared to meet its future by implementing organizational re-engineering initiatives and by promoting a "forward thinking" process that is designed to assess

significant, relevant trends and to implement effective long-term planning in the range of 15 to 25 years in the Bureau's future. Combined, these approaches will yield a more streamlined and efficient organization.

During this past year, our Nation faced many challenges, with its continued counter-terrorism activities, homeland security initiatives, and Operation Iraqi Freedom. More than 900 Bureau of Prisons staff were called to active military duty to assist in the war effort and the subsequent Iraqi security mission. As of the end of FY03, approximately 500 BOP reservists remained on active duty.

Additional challenges this past year included managing growth and crowding during a period of diminishing resources, housing persons detained in relation to terrorist acts, and carrying out a Federal execution. Although the Bureau experienced several serious inmate assaults on staff, fortunately none were fatal. The hard work, dedication to duty, and professionalism of Bureau staff ensured that we continued to serve the American public with distinction as we successfully accomplished our mission. We remain committed to maintaining our reputation as an outstanding public service agency, a reputation we have earned over our agency's proud 73-year history.

Each Bureau staff member brings many talents, life experiences, skills, and ideas to our workforce; and their individual contributions make a difference. I have no doubt these same qualities will help the Bureau meet its future challenges.


Harley G. Lappin

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,

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 2003: 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 seven broad correctional goals, the seventh having been added during FY02. Each of the seven 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 FY03 accomplishments, arranged according to the Bureau's seven national goals.

Population Management:

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

■ During FY03, the Bureau's inmate population increased by 5.6%, from 163,436 to 172,499. Of this total, 146,212 were housed in facilities operated by the BOP, 18,425 were confined in secure privately-managed facilities and secure facilities operated by state and local gov-

ernments, and 7,862 were housed in contract halfway houses or were under home confinement.

■ Approximately 17,200 inmates were confined in privately-managed, secure facilities. In December 2002, the most recently-awarded contract facility located in McRae, Georgia, began receiving inmates. 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.

■ Through its ongoing construction and expansion program, the Bureau added 1,931 beds. The Bureau's total crowding rate increased from 33 to 39 percent above capacity during FY03. (Crowding at high and medium security institutions was significantly higher at 59 percent apiece.)

■ One new facility was activated during FY03: the Federal Correctional Institution (FCI), Gilmer, West Virginia. Conversion of FCI Edgefield, South Carolina, from a high security to a medium security facility, was completed.

■ As of September 30, 2003, the Bureau had 24 facilities in various stages of the planning, design, and construction process. Of these, 6 were high security United States Penitentiaries, 15 were medium security FCIs, and 3 were secure facilities for female inmates.

■ The BOP actively encourages non-citizen inmates to apply for international

treaty transfers to their native 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 FY03, under the auspices of the Department of Justice (DOJ) Prisoner Exchange Program, the BOP worked with the Office of Enforcement Operations and the U.S. Marshals Service (USMS) to return 294 foreign inmates from BOP facilities to 18 different countries and 117 American citizens from foreign prisons to the United States. Transferred inmates will complete their sentences in their native countries.

■ At the end of FY03, there were 7,862 offenders in community corrections centers (CCCs) and on home confinement. Approximately 21,021 inmates were referred to CCCs from institutions during FY03; about 90 percent successfully completed the program. About 43 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.

■ During FY 03, the Office of Executive Workforce Planning (OEWFP) was established. It's primary role is to formulate a

human capital plan that supports the BOP's mission and vision and invests in our current and future workforce. Plan development will be accomplished by performing workforce data analysis to identify current and future human capital needs; evaluating the effectiveness of human resource (HR) programs, such as the Physical Ability Testing Program, Pre-employment Interview Process, and T-4-T Diversity Management Program; and using technology to improve hiring, retention, and overall HR functions. The latter will include automated online application systems (BOP-HIRES and BOP-CAREERS), the internet accessible pre-employment reference checking system Perceptre, and the Management Profile System.

■ The BOP hired 2,259 new employees in FY03 to keep pace with the activation of new facilities that will confine the expanding inmate population. This brought the total BOP staff complement to 34,202 at fiscal year end.

■ During the FY, 2,242 employees attended the Introduction to Correctional Techniques (ICT) course at the Staff Training Academy (STA) in Glynco, Georgia; and 766 attended specialty training in security-related functions conducted at various institutions. The Management and Specialty Training Center (MSTC) in Aurora, Colorado, conducted 171 residential classes, 5 workgroups, 7 off-site classes, and hosted 5 non-Bureau related courses. MSTC provided onsite training for 4,470 participants.

■ During FY03, STA produced video and DVD training programs, including one on Self-Defense Techniques. In conjunction with the Office of Emergency Preparedness, STA re-wrote the Disturbance Control curriculum to emphasize tactical leadership in the learning objectives. The Academy partnered with the Federal Law Enforcement Training Center (FLETC) to provide an online university program that provided over 1,100 courses to the Bureau's Leadership Enhancement and Development (LEAD) program.

The Academy developed, tested, and implemented an online assessment and survey program for its Institutional Familiarization (IF) program utilizing e.Zexam. The Academy planned for and purchased the equipment necessary to convert its ICT program to the online e.Zexam program.

■ During FY03, staff from the Training and Staff Development Branch (TSDB) worked closely with staff from the Office of Systems Development to adapt the Training Management System (TMS) software to meet the Bureau's needs. TSDB recently provided TMS training to all Employee Development Administrators and Managers. The system will help the administration of training and the management of training resources across the Bureau. Potential benefits of this automated training include field access to a variety of computer-based training courses, a distance learning library, and an automated Mandatory Training Standards tracking system.

■ The Bureau converted three courses (for Inmate System Managers and Lieutenants, and Training for Trainers) into distance learning formats, which has substantially reduced or entirely eliminated staff travel and per diem costs associated with these courses. The Cross Development Series has been issued to the field in a CD-ROM and is also accessible on Sallyport. The conversion of the Cross Development Series to a distance learning format resulted in a cost savings to the agency of approximately \$100,000 in FY03.

■ The LEAD program is in its second year. 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 FY03, 200 participants were selected, bringing the total number of participants to approximately 400. The LEAD program has a unique structure that provides training commensurate with the level of the participant. Phase I has programming suited to fit those at the GS 9, 11, and 12 levels; Phase II meets the needs of GS 13, 14, and 15 (non-CEO) participants; and Phase III is suited to meet the needs of GS 15 CEO and SES-level staff. 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. TSDB continues to provide LEAD participants a range of classes selected from various course providers, including the

MSTC, National Institute of Corrections (NIC), Office of Personnel Management (OPM), Aspen Institute, and the Center for Creative Leadership.

■ The Southeast Region continues its supplemental Associate Wardens (AW) Training and Orientation to facilitate development of new AWs. This consists of facilitated training for three days, self-directed training for four months, and peer mentoring for one year.

■ During FY03, the BOP continued to streamline several human resource functions and provide assistance to human resource staff in institutions. Using existing resources, a Special Projects Group was established to develop comprehensive national crediting plans. This strategy will reduce the need for involvement by field offices in plan development, will improve the overall qualifications analysis for applicants to Bureau positions, and will facilitate the evolution of the automation process for merit promotion.

The annual position review process was revised to eliminate duplicate reviews. In September 2003, an internally-developed Leave Error Resolution Guide was issued to all Human Resource offices to minimize leave errors and facilitate error resolution if it occurs.

■ BOP-HIRES, the Internet-based hiring system implemented in 2001 for Correctional Officer and hard-to-fill category positions, continues to be a successful tool for recruiting, maintaining

steady inventories of qualified and available applicants, and for instantaneous referral of applicants to BOP facilities to fill vacant positions. Since its inception, more than 120,000 individuals have applied for correctional officer positions, of which approximately 60 percent were found qualified. Also in FY03, inventories for Medical Officer, Clinical Psychologist, Physicians Assistant, and Nurse Practitioner positions increased by 1,458 qualified applicants. Since BOP-HIRES' implementation, over 4,000 qualified medical professionals have used this application process to apply for employment consideration with the BOP.

■ To enhance the employment of professional staff, the BOP implemented a Student Loan Repayment Plan for newly-appointed or current employees who, absent such an incentive, would be difficult to recruit or retain.

As a recruitment and retention incentive program, DOJ allocated funds to implement an Attorney Student Loan Repayment Program (ASLRP) to provide repayments for qualified Federal student loans to DOJ attorneys in FY03. A total of 61 attorney staff, 4 of whom were BOP employees, were selected for participation in the ASLRP.

■ 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 implemented at 2 medical facilities resulted in the approval of almost 30 bonuses in FY03.

■ During FY03, training on the National Finance Center's (NFC) Special Payroll Processing System (SPPS) was added to the training provided to HR Assistants at MSTC. This training provides hands-on experience processing various manual payments for BOP staff (including Student Loan repayment, lump sum settlement back-payments, etc.) which cannot be processed through the NFC automated payroll/personnel system.

■ To enhance staff awareness of the BOP's Ombudsman program, during FY 03, the Office of the Ombudsman established an informational website on Sallyport to explain the program's mission and objectives. The website has been helpful in this regard and has increased awareness of the Ombudsman's role in facilitating informal resolution of work-related issues and/or concerns. In addition, to alleviate confidentiality concerns for some staff, the Ombudsman telecommutes one day a week to respond to staff who prefer not to discuss their issues and/or concerns via government telephones. This practice has been in place since July 2003.

■ Currently, the Western and North Central Regional Offices are participating in OPM's nationwide recruitment/job fairs. Participation at these events is at no cost to Federal agencies.

■ The BOP participated in joint ventures with other DOJ components with respect to commemorative month events, including Black History, Asian American/Pacific Islander Heritage, Women's His-

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tory, Hispanic Heritage, Disability Awareness, and Native American Heritage Months. These functions enhance Bureau staff's awareness of important contributions made by these groups.

■ The Bureau is an active participant in DOJ's Advisory Committee on Disability Employment Issues. The main focus of this committee is to standardize training, reporting, and initiatives across DOJ components.

■ The Bureau held its national Affirmative Action training meetings in conjunction with related national organizations, such as the National Association of Blacks in Criminal Justice (NABCJ); the League of United Latin American Citizens (LULAC); Women in Corrections, Criminal and Juvenile Justice (WICCJJ), and the Federal Asian Pacific American Council (FAPAC). Training for special emphasis program managers is accomplished through these partnerships. Instructors from the U.S. Department of Agriculture Graduate School (USDA) and OPM training centers address relevant topics, such as career development, barrier analysis, recruitment, and diversity management.

■ The Labor Management Relations Branch (LMR) continues its information-sharing teleconferences for institution Executive Staff, managers, and supervisors. This training is conducted regionally at least twice each year and has proven to be an effective strategy for sharing related issues and concerns.

■ Staff from LMR continue to take the lead in negotiating a new collective bargaining agreement with the American Federation of Government Employees (AFGE), Council of Prison Locals, which represents approximately 25,000 employees in the BOP's workforce. Once finalized, this agreement will replace the existing agreement that has been in effect since March 1998.

■ The Security and Background Investigation Section (SBIS) favorably adjudicated 3,343 initial investigations; 6,374 reinvestigations; and 998 contractor investigations during FY03. Specialists and technical staff are assigned responsibilities for specific regions and institutions, a process that enhances rapport between Human Resource staff and the SBIS office.

■ SBIS staff provided Pre-Employment Security Training to 30 newly-assigned Human Resource Specialists at MSTC. SBIS also provided routine updates via e-mail to field offices about recurrent issues, new issues, and operations enhancements. Bureau staff in Central Office Financial Management, Privatization, Personnel Security, and Information Security worked closely with DOJ to ensure changes in security related to contractors and volunteers were implemented.

■ During FY03, the Bureau continued to implement reengineering strategies designed to improve the efficiency and effectiveness of its management structure. For example, a pilot is underway at

BOP institutions to test different financial management organizational structure models that will reduce supervisory layers. To date, 21 institutions have implemented a new organizational structure eliminating the institution controller position.

■ 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.

Security and Facility Management:

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

■ During FY03, the BOP's total inmate population increased by over 9,000 inmates. Despite this growth, there were no major disturbances at any BOP institution, and no staff member lost his or her life in the line of duty.

■ During FY03, BOP 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 Rapid Start software the Bureau adopted from the Federal Bureau of Investigation (FBI) in FY 2001, has enhanced management of emergency situations, communications, 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, the agency's new crisis management training programs are underway for both institution executive staff and crisis management team leaders (SORT, DCT, HNT, CST, and Captains). Under the titles of "Executive Critical Incident Management" and "Critical Incident Response," several classes were conducted at 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 FY03, the random testing of 86,957 inmates resulted in a positive test rate of less than 1 percent.

■ The Bureau continues to use Ion Spectrometry devices at 58 institutions. The devices have proven to be useful in preventing drugs from getting into BOP facilities. The majority of the High and Administrative security level facilities have the new model of the Ion Spectrometry equipment that simultaneously detects explosives and narcotics and has an extended range of contraband detection (including the explosive triacetone triperoxide or TATP, Barbitals, and Amphetamine Sulfate); this model is also 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 FY03, 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.

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 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 already in BOP custody, the Intelligence Officers maintain active liaison relationships with the FBI's Joint Terrorism Task Forces throughout the country. The BOP is also

a member of the National Joint Terrorism Task Force. The interagency 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 FY03, the Bureau began reviewing its contract facilities on a semi-annual basis utilizing teams of monitors. Bureau staff onsite at contract facilities also perform administrative, liaison duties and provide general day-to-day oversight of contracts.

The BOP initiated issue resolution sessions with its contractors during FY03. These sessions improved communication and serve as a tool for enhancing contract performance.

■ In FY03, for the fifth consecutive year, the BOP received an unqualified (or "clean") opinion on its Audited Financial Statements. This accomplishment is

evidence of the agency's commitment to improving financial performance and accountability.

■ In FY03, \$8.6 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 DOJ's Crime Victims Fund as direct compensation to victims for losses resulting from crime or to victims assistance and support groups.

■ In FY03, 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 2003, the BOP monitored 12,890 inmates, with more than 65,000 identified victims or witnesses.

The Bureau continues to use the automated Victim Notification System (VNS) that was implemented nationwide in FY02 and operates on DOJ's Intranet. VNS links the FBI, the Executive Office for United States Attorneys, the United States Postal Inspection Services, and the BOP and allows these agencies to share victim information. The system contains

the names of all victims of Federal crime and has been designed to improve the accuracy of victim information and the efficiency with which notifications are made. Additionally, VNS permits each victim easy access to inmate information through an automated telephone system. By accessing the VNS call center, the victim can retrieve the location of the inmate, scheduled parole hearing dates, a half-way 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 FY03, 35 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 FY03, 89 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 FY03, a total of 481 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 28 Institution Character Profiles in FY03. 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 FY03, 18 audits were initiated by the General Accounting Office or DOJ's Office of the Inspector General, 17 audits were successfully closed, and 29 were active at the close of the year. Through successful resolution of these audits, the BOP demonstrated that it continues to perform its public administration functions in an effective and fiscally-responsible manner.

■ During FY03, the BOP continued to provide information to the public through its website (www.bop.gov) on the Internet. During this time period, the BOP's website was accessed by more than 1.65 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 a FOIA request form, which allows citizens to transmit their FOIA requests electronically.

■ The Inmate Locator continues to be available on the Bureau's public website, allowing individuals and other criminal justice system components to search for the location of specific inmates. Website availability of this information has significantly reduced Freedom of Information Act (FOIA) requests to the Bureau. The requests received now represent more complex, time-consuming requests for documentation.

■ During the FY, 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. Guidelines cover diabetes, hypertension, coronary artery disease, HIV, hepatitis, tuberculosis, asthma, methicillin-resistant staphylococcus aureus (MRSA), peptic ulcer disease, varicella zoster virus, depression, and detoxification, among others. The guidelines, based on nationally-accepted standards of care, were made available to state and local correctional agencies through the National Institute of Correction's website.

■ During FY03, the BOP worked closely with the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) concerning the accreditation of health care delivery throughout the Bureau. In FY03, 37 Bureau institutions were surveyed and accredited by JCAHO. Of these, 30 were reaccredited, 6 received their initial accreditation, and 1 received accreditation of medical services Complex-wide (at FCC Butner).

■ The Bureau continues to actively explore strategies that could potentially yield cost-reductions while simultaneously improving inmate services. For example, a pilot program using three GS-6 correctional officers instead of three WS-8 cook foremen to supervise and manage the inmate food service area, was recently completed. This allowed the foremen to spend more time preparing food and training inmate workers in food management courses. The pilot was very suc-

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cessful and resulted in an annual savings of \$33,501 at the pilot institution. The Executive Staff approved this concept for Bureau-wide implementation. An implementation plan is currently being developed.

An additional example includes an electronic law library pilot authorized for all newly-activating institutions. Reducing the need to establish and maintain separate libraries within institutions, to purchase hard-bound materials, and to allocate staff time to audit libraries and manage inmate requests for library materials will yield cost-savings and provide significant space that can be designated for other educational programs.

The Bureau has also successfully implemented CENTRA, a conferencing software application that has significantly expanded distance learning options available to its staff while eliminating training-related travel expenses. In FY03, the Bureau's Medical Director initiated monthly CENTRA conferences covering various medical issues and topics with institution Clinical Directors. This strategy was so well-received and successful that the Health Services Division plans to increase the frequency of these conferences in FY04.

■ The Office of General Counsel continues its efforts to reengineer field legal services. All 24 Consolidated Legal Centers (CLCs) have been activated. The purpose of this initiative is to consolidate legal staff in order to deliver legal services more efficiently.

■ 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, i.e., any sexual activity between staff and inmates.

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 more than 34,000 people who work for the BOP have ever been involved in this type of behavior with inmates, it is an issue 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.

Twelve allegations of sexual abuse of inmates reported during FY03 were sustained. Four involved male BOP employ-

ees, three involved female BOP employees, one involved an employee at a privatized facility, two involved contract/halfway house employees, and two involved employees at IGAs. Two of the employees with a sustained allegation pled guilty to criminal violations. Of the 12 subjects against whom charges were sustained, 10 either resigned or were terminated from employment. The two remaining were appropriately disciplined for making inappropriate comments of a sexual nature to inmates.

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.

■ During FY03, the BOP established the Inmate Skills Development Branch within the Correctional Programs Division to develop and coordinate re-entry skills development initiatives across divisions and provide a centralized point of liaison with external agencies.

■ One of the Bureau of Prisons' most important correctional programs 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 keep-

ing inmates constructively occupied; (3) produce market-priced, quality goods and services for sale to the Federal Government; (4) operate in a self-sustaining manner; and (5) minimize any negative impact on private business and labor.

To bring its capacity in line with changes in customer demand, FPI closed several factories in FY03. At the end of FY03, there were 100 FPI factories. FPI's sales for FY03 were \$667 million, compared to \$679 million in FY02 and \$584 million in FY01.

At the end of FY03, the FPI program employed 20,274 inmates, representing roughly 19 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 participate 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 FY03, inmates who worked in FPI contributed over \$2.8 million of their earnings toward meeting their financial obligations.

Research has shown that inmates who participate in the FPI program are less likely to revert to criminal behavior and are more likely to be gainfully employed following release from prison. The Post-Release Employment Project study compared inmates who worked in prison industries with similar inmates who did

not participate in FPI. The research found that inmates who worked in FPI 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.

■ Inmate involvement in education programs remained steady during FY03. At year end, 35 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. BOP research indicates that inmates who participate in education programs while confined are 16% less likely to recidivate than non-participating offenders.

General Educational Development (GED) program enrollments continued to increase significantly in FY03. In September 2003, there were nearly 21,000 students enrolled in the GED program. In FY03, a total of 5,313 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.

■ 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 FY03, the Bureau provided or supported approximately 325 occupational training programs, 514 apprenticeship programs, and 158 advanced occupational education programs for inmates. On any given day, more than 10,000 inmates were actively participating in occupational training/apprenticeship programs. During the FY, inmates completed more than 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 129 special GED test accommodations in FY03, up from 48 in FY02.

■ Most BOP facilities have parenting programs that provide inmates with opportunities to learn about children, child development, and family skills. The Reading is Fundamental (RIF) program, whose mission is to develop and deliver literacy programs that encourage young children to read regularly, continues and is now available at 12 BOP facilities. The children of inmates participating in the parenting program at these facilities receive as many as three books during the year from RIF. RIF funds 75 percent of the cost of the books and the remain-

ing 25 percent comes from Inmate Trust Funds. In addition to the RIF program, Hope House, a Washington DC-based non-profit organization, continued 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.

■ The Bureau's Inmate Placement Program coordinated 102 mock job fairs in 75 Federal prisons during FY03. Approximately 3,000 inmates and 1,100 company recruiters and local agency staff participated. Over 12,000 Federal prisoners and more than 5,000 community partners have been involved in the mock job fairs since the program's inception in October 1996.

■ In order to reduce the number of inmates who return to drug abuse and criminal lifestyles following release, the Bureau offers a comprehensive substance abuse treatment program that includes the Residential Drug Abuse Program (RDAP) as the primary treatment option. In addition, the Bureau offers drug abuse education, a variety of non-residential programs (for inmates in the general population), and community transition programs.

The Bureau operates RDAPs at 50 of its institutions for the 34 percent of Federal inmates with a moderate to serious drug abuse problem. Participating inmates 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. RDAPs are typically 9 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.

Research confirms that inmates who complete RDAP are less likely to be re-arrested and less likely to use drugs, when compared to similar non-participant offenders. Data also suggests the Bureau's RDAPs make a significant difference in the lives of inmates following their release from custody and return to the community.

The BOP provided residential drug abuse treatment to 17,578 inmates at 50 institutions (bringing the total to 111,021 inmates since 1990). An additional 12,023 inmates participated in non-residential drug treatment programs and 15,006 inmates participated in transitional drug abuse treatment in community corrections centers. During FY 03, 20,930 inmates participated in a drug abuse education course.

■ During FY03, BOP psychologists conducted 248,358 mental health intake assessments and evaluations on offenders committed to BOP facilities. To meet the mental health needs of offenders, psychologists provided approximately 60,604 sessions of individual therapy and crisis counseling. As part of the BOP's efforts to prevent inmate suicides, 3,765 suicide risk assessments and 1,811 suicide watches were conducted. Psychologists also attended to the needs of offenders in special housing units and completed 81,242 monthly reviews of inmates confined in such units.

■ The BOP 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 pro-social values development. Each program was developed with an evaluation component to ensure the program effectively meets its goals.

CODE is a unit-based, cognitive behavioral treatment program designed to improve institutional adjustment of penitentiary inmates. This program addresses psychological distress, mental illness, cognitive deficits, specific behavioral problems (e.g., poor social skills, impulsivity, etc.), and risk of victimization, and is designed for those who could benefit from living in an enhanced therapeutic environment. CODE programs were

underway at 13 high security federal correctional institutions in FY03 and 986 inmates were participating at the end of the FY.

E-CODE is an intensive, multi-phase treatment program for maximum custody 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.

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), this program aims to increase inmates' responsibility for their own behavior, provide basic skills to assist them in responding more appropriately and effectively to the environment, and prevent misconduct. The BRAVE program expanded in FY02 when it was added at FCI Cumberland.

The **Inmate Skills Program** at FCI Coleman (Medium), 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, participation in the IFRP, and positive work reports and evaluations, while reducing the number of incident reports participants receive.

The **Sex Offender Treatment Program (SOTP)** offered at FCI Butner, 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. This program's goal is to reduce sexual recidivism by helping sexual offenders manage their sexual deviance. To accomplish this, the SOTP provides inmates psycho-educational programs and group work, group and individual psychotherapy, and release planning.

The **Habilitation Program** offered at FCI Butner, North Carolina, serves high security, low functioning inmates who have difficulty adapting to a penitentiary environment but who have the ability to function well at medium security institutions. Once accepted, inmate participants attend psycho-educational groups geared toward facilitating a successful adjustment to such facilities. Individual therapy is available to participants as needed. Program graduates who have maintained a favorable adjustment at FCI Butner are eligible for transfer to other medium security institutions.

The **Axis II** program at MCFP Springfield, Missouri, was implemented to treat high security inmates with long-standing psychological difficulties characterized by high rates of self-injurious behaviors, emotional vulnerabilities, relational problems, and low stress tolerance. Axis II is a residential treatment program designed to provide such inmates with skills to cease or limit their self-destructive behaviors, better regulate and manage their emotional reactions, and increase interpersonal effectiveness. Upon program completion, inmates are typically returned to the sending penitentiary where trained staff are available to help them maintain treatment gains and adapt their new skills to the penitentiary environment.

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 pro-social 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.

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■ Other innovative BOP programs that demonstrate the broad range of Bureau programming options are the following: FCI Coleman's (Low) **Focused Re-entry Exemplifies Excellence** (FREE) program is designed to assist inmates in the transition from living confined to living free in society. Staff from the U.S. Probation Service worked closely with BOP 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 provides many opportunities for inmate self-improvement and promotes positive and pro-social behavior.

■ During FY03, BOP chaplains, assisted by approximately 8,500 contractors and volunteers, provided more than 290,000 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, Muslim, 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 Yokc-

fellows. 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 the American indigenous religions. Three different faiths are highlighted in similar training annually. In 2004, the Bureau will provide specialized training on Buddhist, Hindu/Sikh, and Jewish traditions. In addition, 27 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 FY03, the Religious Services Branch updated the Technical Reference Manual describing the religious beliefs and practices of inmates. Policies were revised to improve religious accommodation and strengthen security procedures. The reference manual was made available to all *corrections agencies through the National Institute of Corrections.*

Five **Life Connections Programs** (LCP) are operational across the country. These pilot re-entry programs are provided in partnership with various faith communities nationwide. Faith groups at the inmates' release destinations are asked to volunteer as support groups for inmate participants upon release. Designed to

reduce recidivism, this program has an evaluation component.

During FY03, approximately 3,600 inmates participated in the Religious Diet Program.

■ Recognizing that female offenders present somewhat different issues compared to male offenders, the BOP continues to provide a mandatory training course for staff working with female offenders. This course presents 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 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 FY03, the Bureau 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 expanded implementation of primary care provider teams (PCPTs). This concept involves each inmate being assigned to a medical team that has responsibility for managing that specific inmate's health care needs. PCPTs are designed to enhance continu-

ity of care, promote preventive health care, and reduce duplication of services. The Bureau also continued to identify and treat mentally-ill offenders at the most appropriate therapeutic level.

■ During the FY, the BOP 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 BOP 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 institutions) 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 several BOP facilities. These medical referral centers also provided continuing professional education programs to other BOP institutions through the TeleHealth network.

During FY03, the Bureau initiated a project with Walter Reed Army Medical Center through which the Medical Center would provide Teleradiology services to the BOP. Images will be transmitted to Walter Reed for reading, then findings will be transmitted back to the BOP for use in deciding appropriate course of treatment. The BOP plans to initially implement this

web-based project at five institutions in the Mid-Atlantic Region.

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 FY03, 16 other BOP facilities also provided bedspace for the USMS.

At the end of the FY, the BOP housed approximately 30 percent of the USMS' average daily population. The Bureau also confined approximately 3,000 criminal alien detainees for Immigration and Customs Enforcement (ICE), formerly the Immigration and Naturalization Service.

■ 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 FY03, 14 BOP facilities functioned as IHP hearing sites, including contracted facilities where low security inmates are housed. Seventeen additional sites facilitate IHP releases for inmates who have completed the IHP process. At facilities with IHP hearing programs, ICE staff work onsite, reviewing files and administratively completing many of the cases. The Executive Office for Immigration Review conducts hearings as needed, either in person or by video conferencing. At the end of the FY, the total number of beds provided by the BOP for inmates in the IHP was 16,830. This includes 6,929 beds for inmates participating in hearings at hearing sites. The remaining IHP beds are allocated for inmates awaiting deportation upon completion of their sentences.

■ The BOP, USMS, and ICE continue to work together through the Justice Prisoner and Alien Transportation System (JPATS) to ensure the safe and efficient transportation of prisoners between the courts, institutions/detention facilities, and on international deportation flights. Through JPATS, an interagency network of bus/van routes and airlift flights, the BOP, USMS, and ICE managed 286,235 prisoner movements in FY03.

■ Under the direction of the Central Office Inmate Systems Management Branch, D.C. Records Center staff at the Federal Correctional Complex, Petersburg,

Virginia, are responsible for the sentence computation of D.C. code offenders incarcerated in the BOP and its contract facilities.

■ During FY03, the Inmate Skills Development Branch participated on numerous committees and workgroups with representatives from other governmental agencies (e.g., the Departments of Labor and Education, U.S. Probation Services, U.S. Parole Commission) to improve communication and data-sharing and thereby facilitate the successful implementation of inmate skills development and re-entry initiatives.

■ During FY03, the BOP initiated a training partnership with the Occupational Safety and Health Administration (OSHA), through which all BOP Safety staff become OSHA-certified instructors. Under this agreement, OSHA-trained BOP Safety Managers became certified instructors, and then instructed other BOP Safety staff and certified them as OSHA instructors. This allows BOP Safety staff to teach OSHA classes to staff and inmates at no cost. Those completing the classes would receive OSHA training certificates. This not only enhances the BOP's Safety Program, but also teaches inmates a valuable skill for post-prison employment. The BOP is the first Government agency to collaborate with OSHA on such a partnership.

■ During FY03, the National Institute of Corrections (NIC) provided training to 10,196 executives, trainers, and specialists working in state and local corrections.

Additionally, more than 35,000 corrections professionals and others viewed NIC's 4 video conferences and 2 distance learning events. Topics included institutional culture, criminal justice response to children of prisoners and their caretakers, and the transition from prison to the community. More than 700 corrections professionals also completed e-learning courses through NIC's e-Learning Center.

■ NIC awarded 41 cooperative agreements to support a variety of projects that will advance state and local corrections and corrections overseas. NIC also provided 407 responses to technical assistance requests from state and local corrections agencies.

■ During FY03, NIC's Information Center provided direct, personalized responses to more than 9,300 requests from corrections policymakers, managers, line staff, students, and other individuals interested in a broad range of corrections-related topics. The responses involved distributing more than 36,100 documents and tapes. More than 600,000 internet users visited the NIC website during the year, viewing in excess of 1.5 million pages on the site (including 316,000 hits on the home page alone). Visitors to the NIC website accessed or downloaded more than 30,000 .pdf files each month. The website hosted 18 ongoing listservs during the year, providing e-mail networks for NIC's core constituents.

■ In FY03, the NIC Jails Division continued its initiatives in jail administration,

inmate management, new jail planning, management of the mentally ill in jails, jail standards and inspection, leadership, and educating local officials and the community. The Jails Division published a series of three documents on jail budgeting and the videotape *Beyond the Myths: The Jail in Your Community*. Also in FY03, NIC's Jails Division continued to work with the National Center on Institutions and Alternatives to produce the newsletter, *Jail Suicide/Mental Health Update*, which is distributed quarterly to more than 2,000 subscribers. Additionally, NIC published *Jail Planning and Expansion: Local Officials and Their Roles* and the *Jail Design Review Handbook* to assist local officials with planning new jail facilities.

■ In FY03, Congress appropriated \$500,000 for NIC to conduct a comprehensive assessment of the Wisconsin prison health care system and incidents of inmate mortality. Besides the report submitted to Congress, NIC continues to provide intensive technical assistance and training to the Wisconsin prison health care staff.

■ In July 2003, a 3-hour video conference, intended to introduce prison administrators, supervisors, and line staff to the concept of institutional culture (including the importance of examining institutional culture and how they can change it), reached more than 6,000 participants in 46 states and 3 foreign countries.

■ During FY03, NIC continued to focus on the area of offender classification and significant work was accomplished in the Prisons Division's classification series. The publications *Developing Gender-Specific Classification Systems for Women Offenders* and *Prisoner Intake Systems: Assessing Needs and Classifying Offenders* will be available in FY04.

■ Through a cooperative agreement with American University's Washington College of Law, 51 participants representing 17 agencies received training on setting policy for, and investigating allegations of, staff sexual misconduct. In addition, 10 agencies have received onsite technical assistance in evaluating policies, practices, and approaches to managing the issue. During 2003, work also began to develop a training program tailored to address the needs of community corrections agencies in the area of staff sexual misconduct.

■ In FY03, NIC continued to provide information and technical assistance to help states considering whether to enact new legislation (titled the Interstate Compact for Adult Offender Supervision) to replace 1935's outdated and deficient Interstate Compact for the Supervision of Parolees and Probationers. To date, all but Massachusetts, Mississippi, and Virginia have enacted the Interstate Compact for Adult Offender Supervision into law.

■ During FY03, NIC's Community Corrections Division accomplished signifi-

cant work 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 go into a formal revocations process, and determine the percentage of parolees who return to prison. Each site completed an analysis of their current violations practices and developed a work plan to meet their goals.

■ In FY03, NIC's project, "Transition from Prison to the Community," tested its transition model in two states, Missouri and Oregon. Four states (Rhode Island, Michigan, North Dakota, and Indiana) have since been added to this initiative and will receive targeted technical assistance.

■ NIC continues to focus on staff safety, both inside and outside the prison walls. In FY03, NIC published their second edition of *New Approaches to Staff Safety for probation and parole officers*.

■ In July 2003, the NIC published *Gender Responsive Strategies: Research, Practice and Guiding Principles for Women Offenders*. The result of a three-year project, the report carefully defines the critical differences between male and female offenders that have implications for corrections management and offers guiding principles that

apply to all areas of corrections. In a closely-related effort, in July 2003, NIC made an award to the University of Cincinnati for the first phase of a three-year project to construct and validate gender-responsive risk and needs assessment tools and protocols for female offenders and pre-trial defendants. The assessment tools will support classification decisions in custody and community settings, including decisions at pre-trial, jail intake, probation, prison, and parole stages.

■ During FY03, NIC's Office of Correctional Job Training and Placement (OCJTP) provided Offender Workforce Development Specialist (OWDS) training to corrections professionals in the U.S. and Virgin Islands. The purpose of this 189-hour competency-based training 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. In October 2002, OCJTP provided a 5-day distance learning training program to approximately 1,000 offender work-force practitioners and corrections administrators in the U.S. and Canada entitled "Offender Job Retention for Corrections Professionals." To further support their training efforts, in FY03, OCJTP published their *Administrative Guide: Offender Workforce Development Training Program*.

■ In FY03, NIC continued its "Children of Prisoners" initiative to improve services to children of incarcerated parents. Using the \$4 million dollar FY01

congressional appropriation, this 3-year project established the Federal Resource Center for Children of Prisoners. The Child Welfare League of America operates the Resource Center in collaboration with DOJ, the National Council on Crime and Delinquency, and the American Correctional Association. Ten demonstration sites presently operate nationwide. Additionally in FY03, NIC updated its directory of programs, *Serving Families of Adult Offenders*.

■ During the FY, BOP and NIC staff provided technical assistance site visits to the Ministry of Justice in Colombia and the correctional systems in the five U.S. commonwealth/territories. Representatives from 41 foreign countries received briefings and assistance from BOP and NIC personnel in the U.S. and toured various Federal, state, and local institutions.

■ During FY03, 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 FY, 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 FY03, 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.

■ During FY03, 9,299 citizen volunteers either applied to or were providing services in BOP institutions, and 2,871 citizen volunteers were similarly associated with community corrections centers. Volunteers provide a variety of services, such as education, recreation, vocational training, Alcoholics 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 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 programs. Staff serve as mentors and tutors in public schools across the country, generously support the Combined Federal Campaign Program, and collect donations (e.g., toiletries, food) for the homeless or others in need.

■ 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 with Habitat for Humanity, 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 maintaining roadsides, parks, and other public grounds.

Counter-Terrorism

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

■ The Bureau is a key partner with DOJ in the fight against terrorism and the

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confinement of inmates committed for crimes of terrorism. The Bureau shares intelligence information and data with other DOJ components and relevant task forces to ensure a coordinated approach to dealing with terrorism. In support of these efforts, this seventh goal was added to the agency's National Strategic Plan and four separate objectives and related action steps were developed.

The BOP closely tracks every inmate with known or suspected ties to terrorist organizations and monitors all of their phone calls and correspondence. Intelligence regarding these inmates is both received from and provided to relevant task forces, Federal agencies, and state and local law enforcement.

■ The BOP's new crisis management training programs ("Executive Critical Incident Management" and "Critical Incident Response") are underway for both institution executive staff and crisis management team leaders (SORT, DCT, HNT, CST, and Captains). This includes training on terrorism specifically as it applies to the management of terrorists within a correctional environment.

■ The BOP's FY04 Annual Training curricula will specifically address detection, deterrence, and response to terrorist acts in a lesson entitled, "Terrorist Management and Response." All BOP staff will receive training at both national and local levels.

■ The BOP developed contingency plans and outlined potential courses of action and security procedures related to implementing the Homeland Security Advisory System. These include action steps (affecting internal and external security) to be taken when the security threat level changes. Institutions conduct training on the Emergency Alert/Advisory System, specifically as it relates to the local security response to each threat level.

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Strategic Planning Objectives for FY 2004

Introduction

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

Population Management

Objective 1.01

Complete construction and begin activation of seven new facilities which will add 8,000 beds in rated capacity. Successful completion of this objective directly supports the goal of working toward ultimately achieving an overall crowding level in the range of 30 percent by 2010.

Objective 1.02

Continue development of six new facilities for which construction is expected to be completed by FY 2007. This action will result in adding 6,784 beds in rated capacity, once facilities are activated. We will continue pursuing development of additional facility sites, consistent with our Long-Range Construction Plan. Successful completion of this objective directly supports the overall goal of reducing the BOP's systemwide crowding to a range of 30 percent by 2010.

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 1.05

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:	85 percent
Low:	75 percent
Medium:	70 percent
High:	65 percent

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 effective crisis management and intelligence programs that protect staff, inmates, and the public by preventing escapes and enhancing staff's ability to respond to institution emergencies.

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 success-

ful 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 5.02

Design, implement, and evaluate a comprehensive Sex Offender Management Program (SOMP) to increase institution security and decrease criminal recidivism of sex offenders upon release from prison.

Objective 5.03

Provide offenders with the necessary skills to succeed upon release to the community.

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 prosocial 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 database.

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 community 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**Objective 7.01**

The BOP will identify and appropriately manage inmates and detainees with a history of international terrorist activities and ties to radical groups.

Objective 7.02

Effectively assess the vulnerability and security of identified institutions in order to deter, prepare for, and mitigate internal and external terrorist threats.

Objective 7.03

Develop procedural, operational, and training guidelines for implementation at the national and local levels for detection, deterrence, and response to terrorist acts.

Objective 7.04

Develop a national plan for the deployment of clinical, logistical, and administrative support to local Health Services Units in the event of either man-made or natural catastrophic-level disasters.

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. CPD also 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 direct oversight of field staff who monitor contract compliance and coordinate the Bureau's privatization management 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 Transition programs.

The **Information, Policy, and Public Affairs Division** is responsible for managing the Bureau's information resources (including SFENTRY, 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, labor law, and real estate and environmental 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.

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

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, S.W.
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

Bureau of Prisons Facilities

This section provides a brief profile of each of the 103 institutions that the Bureau operated as of September 30, 2003.

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, FCI Lompoc, and FPC Bryan operate Intensive Confinement Center (ICC) programs for minimum security, non-violent 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

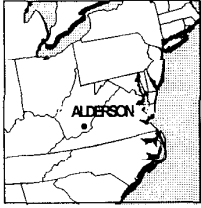
FCI Elkton and FCI Jesup each have a small low security satellite facility adjacent to the main institution. FCI La Tuna has a low security facility affiliated with, but not adjacent to, the main institution.

Population

Population refers to the total number of inmates housed at the institution as of September 30, 2003.

Staff

Staff refers to the number of employees at an institution on September 30, 2003. For FCCs, only the total number of staff for the entire Complex is provided with no breakdown by institution.



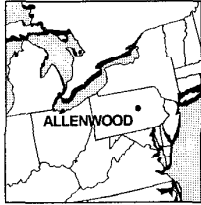
FPC Alderson

P.O. Box A
Glen Ray Road
Alderson, West Virginia
24910
304-445-2901
Fax: 304-445-7736
Mid-Atlantic Region

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

Population: 1,015
Staff: 172

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.



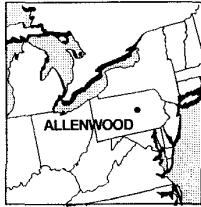
FCI Allenwood (Low)

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: 1,360
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.



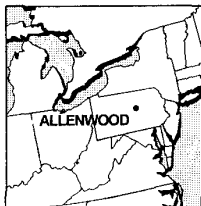
FCI Allenwood (Medium)

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: 1,401
Staff: 295

Location: See FCI Allenwood (Low).



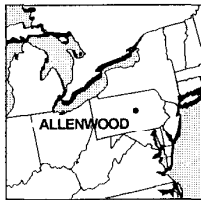
FPC Allenwood

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: 302
Staff: 55

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: 1,107
Staff: 299

Location: See FCI Allenwood (Low).



FCI Ashland

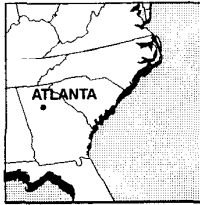
P.O. Box 888
State Route 716
Ashland, Kentucky
41105-0888
606-928-6414
Fax: 606-928-1854

Mid-Atlantic Region

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

Population: FCI: 1,165 Camp: 293
Staff: 299

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.



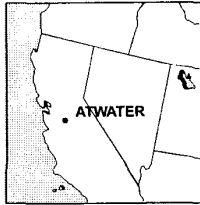
USP Atlanta

601 McDonough Blvd., S.E.
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: 2,315 Camp: 489
Staff: 664

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.



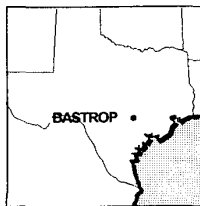
USP Atwater

P.O. Box 019000
#1 Federal Highway
Atwater, California 95301
209-386-4620
Fax: 209-386-4615
Western Region

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

Population: USP: 1,415 Camp: 130
Staff: 376

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.



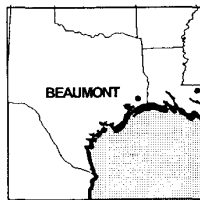
FCI Bastrop

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: 1,281 Camp: 161
Staff: 264

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).



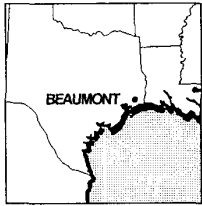
FCC Beaumont (Administrative)

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.

FCC Staff: 885

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 Federal Prison Road. The area is served by the Southeast Texas Regional Airport, Amtrak, and commercial bus lines.



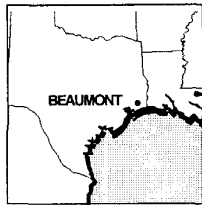
FCI Beaumont (Low)

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

Population: 2,041
FCC Staff: See FCC Beaumont (Administrative).

Location: See FCC Beaumont (Administrative).



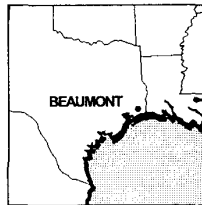
FCI Beaumont (Medium)

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

Population: 1,785
FCC Staff: See FCC Beaumont (Administrative).

Location: See FCC Beaumont (Administrative).



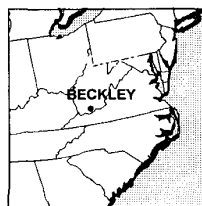
USP Beaumont

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

Population: USP: 1,408 Camp: 477
FCC Staff: See FCC Beaumont (Administrative).

Location: See FCC Beaumont (Administrative).



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

Population: FCI: 1,692 Camp: 379
Staff: 358

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.



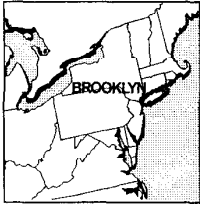
FCI Big Spring

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

Population: FCI: 1,660 Camp: 161
Staff: 266

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.

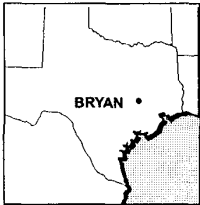


MDC Brooklyn
 80 29th Street
 Brooklyn, New York 11232
 Phone: 718-840-4200
 Fax: 718-840-5005
Northeast Region

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

 Population: 2,617
 Staff: 520

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).

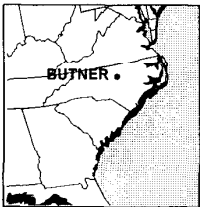


FPC Bryan
 P.O. Box 2197
 1100 Ursuline
 Bryan, Texas 77805-2197
 979-823-1879
 Fax: 979-775-5681
South Central Region

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

 Population: FPC: 805 ICC: 112
 Staff: 159

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.

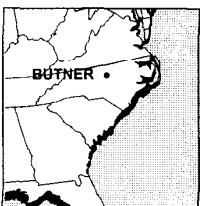


FCI Butner (Low)
 P.O. Box 999
 Butner, North Carolina
 27509
 919-575-5000
 Fax: 919-575-5023
Mid-Atlantic Region

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

 Population: 1,342
 FCC Staff: 1,000

Location: Near the Research Triangle area of Durham, Raleigh, 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.

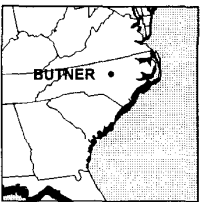


FCI Butner (Medium)
 P.O. Box 1000
 Butner, North Carolina
 27509
 919-575-4541
 Fax: 919-575-6341
Mid-Atlantic Region

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

 Population: FCI: 754 Camp: 326
 FCC Staff: See FCI Butner (Low).

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: 847
 FCC Staff: See FCI Butner (Low).

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: 1,145 Camp: 239
Staff: 423

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.



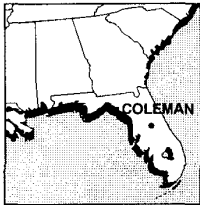
MCC Chicago

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: 713
Staff: 210

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.



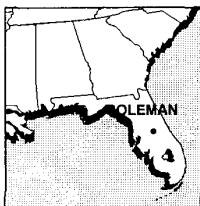
FCC Coleman (Administrative)

846 N.E. 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.

FCC Staff: 984

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.



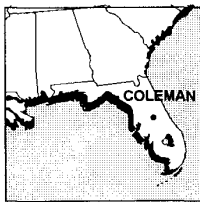
FCI Coleman (Low)

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

Security level: Low/Male
Judicial District: Middle Florida

Population: 2,092
FCC Staff: See FCC Coleman (Administrative).

Location: see FCC Coleman (Administrative).



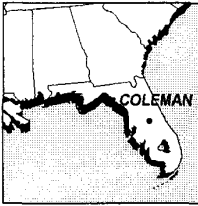
FCI Coleman (Medium)

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: 1,719 Camp: 486
FCC Staff: See FCC Coleman (Administrative).

Location: see FCC Coleman (Administrative).



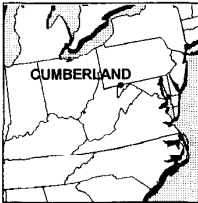
USP Coleman

846 N.E. 54th Terrace
Coleman, Florida 33521-1023
352-689-6000
Fax: 352-689-6012
Southeast Region

Security level: High/Male
Judicial District: Middle Florida

Population: 1,657
FCC Staff: See FCC Coleman
(Administrative).

Location: see FCC Coleman
(Administrative).



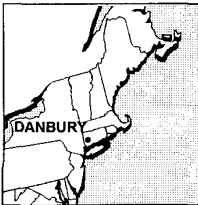
FCI Cumberland

14601 Burbridge Road, S.E.
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: 1,177 Camp: 309
Staff: 312

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.*



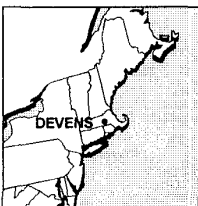
FCI Danbury

Route 37
33 1/2 Pembroke Road
Danbury, Connecticut
06811-3099
203-743-6471
Fax: 203-312-5110
Northeast Region

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

Population: FCI: 1,086 Camp: 233
Staff: 261

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.



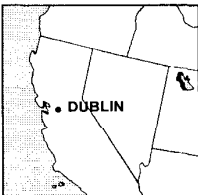
FMC Devens

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: 1,084 Camp: 125
Staff: 463

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.



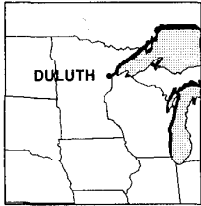
FCI Dublin

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: 1,231 Camp: 205
Staff: 276

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.



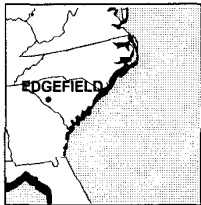
FPC Duluth

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: 864
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.



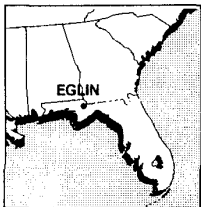
FCI Edgefield

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: 1,437 Camp: 490
Staff: 378

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.



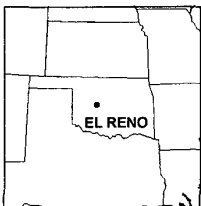
FPC Eglin

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: 820
Staff: 126

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.



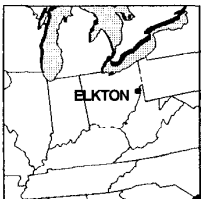
FCI El Reno

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: 1,311 Camp: 225
Staff: 355

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: 1,842 FSL: 565
Staff: 347

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.



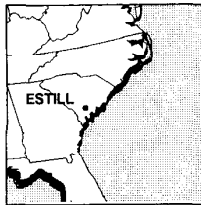
FCI Englewood

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: 920 Camp: 111
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.



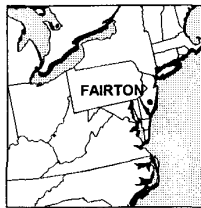
FCI Estill

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: 1,211 Camp: 283
Staff: 306

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.



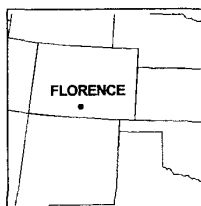
FCI Fairton

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: 337

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.



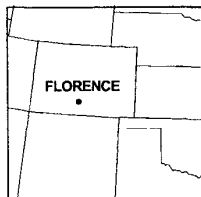
ADX Florence

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: 386
FCC Staff: 974

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.



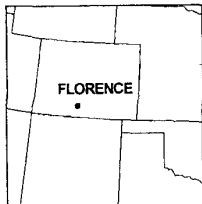
FCI Florence

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: 1,310 Camp: 458
FCC Staff: See ADX Florence.

Location: See ADX Florence.



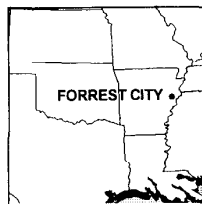
USP Florence

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: 932
Staff: See ADX Florence.

Location: See ADX Florence.



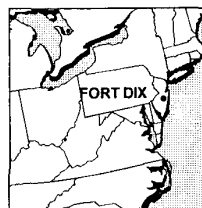
FCI Forrest City

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: 1,845 Camp: 256
Staff: 319

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.



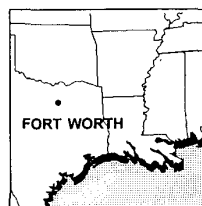
FCI Fort Dix

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: 4,001 Camp: 431
Staff: 622

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.



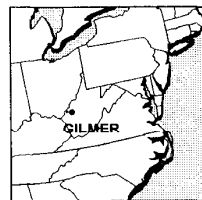
FMC Fort Worth

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: 1,534
Staff: 384

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 Gilmer

P.O. Box 5000
201 FCI Lane
Glenville, West Virginia
26351-9500
304-462-0395
Fax: 304-462-0396
Mid-Atlantic Region

Security level: Medium/Male
(adjacent Minimum/Male camp)
Judicial District: Northern West
Virginia

Population: FCI: 775 Camp: 122
Staff:

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



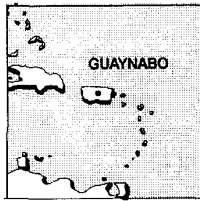
FCI Greenville

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: 1,306 Camp: 242
Staff: 286

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.



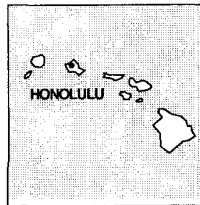
MDC Guaynabo

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: 1,073
Staff: 259

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*.



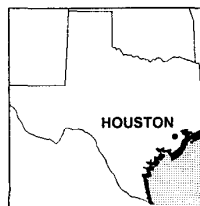
FDC Honolulu

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: 539
Staff: 212

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



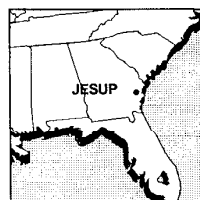
FDC Houston

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: 1,012
Staff: 250

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: 1,097 FSL: 576
Camp: 142
Staff: 342

Location: In southeast Georgia on Route 301, 65 miles southwest of Savannah, 40 miles northwest of Brunswick, and 105 miles northwest of Jacksonville, 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
915-886-6600
Fax: 915-886-6858
South Central Region

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

Population: FCI: 1,138 FSL: 416
Camp: 245
Staff: 380

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.



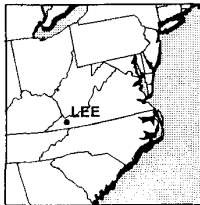
USP Leavenworth

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: 1,867 Camp: 529
Staff: 514

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



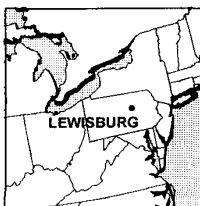
USP Lee

P.O. Box 900
Jonesville, Virginia
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: 1,263 Camp: 119
Staff: 395

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.



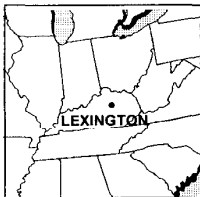
USP Lewisburg

P.O. Box 1000
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: 1,273 Camp: 352
ICC: 193
Staff: 541

Location: In central Pennsylvania, 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.



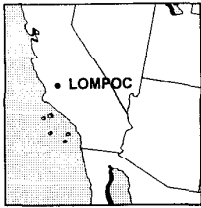
FMC Lexington

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: 2,066 Camp: 252
Staff: 518

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



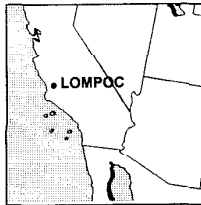
FCI Lompoc

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: 1,523 ICC: 182
FCC Staff: 740

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.



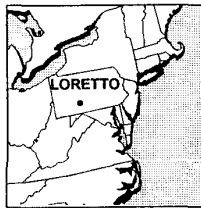
USP Lompoc

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: 1,437 Camp: 321
FCC Staff: See FCI Lompoc.

Location: See FCI Lompoc.



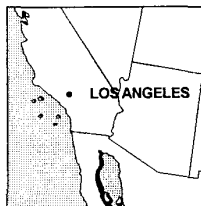
FCI Loretto

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: 1,128 Camp: 141
Staff: 229

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.



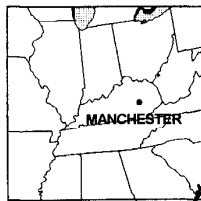
MDC Los Angeles

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: 1,065
Staff: 276

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: 1,220 Camp: 518
Staff: 317

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.

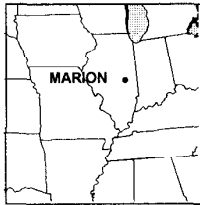


FCI Marianna
 3625 FCI Road
 Marianna, Florida 32446
 850-526-2313
 Fax: 850-718-2014
Southeast Region

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

 Population: FCI: 1,262 Camp: 288
 Staff: 341

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).

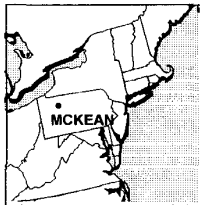


USP Marion
 4500 Prison Road
 P.O. Box 2000
 Marion, Illinois 62959
 618-964-1441
 Fax: 618-964-1895
North Central Region

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

 Population: USP: 425 Camp: 397
 Staff: 363

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: 1,305 Camp: 286
 Staff: 305

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.

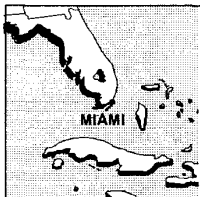


FCI Memphis
 1101 John A. Denie Road
 Memphis, Tennessee
 38134-7690
 901-372-2269
 Fax: 901-380-2462
Mid-Atlantic Region

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

 Population: FCI: 1,240 Camp: 306
 Staff: 337

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: 1,141 Camp: 260
 Staff: 280

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.



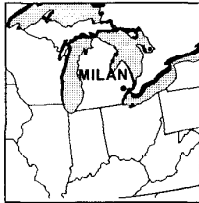
FDC Miami

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: 1,579
Staff: 295

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.



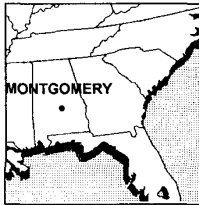
FCI Milan

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: 1,472
Staff: 366

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.



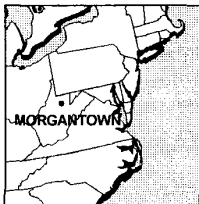
FPC Montgomery

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: 862
Staff: 115

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



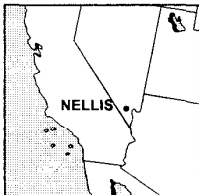
FCI Morgantown

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: 1,147
Staff: 187

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.



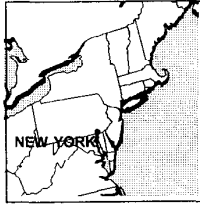
FPC Nellis

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: 638
Staff: 84

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.

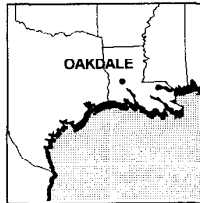


MCC New York
 150 Park Row
 New York, New York 10007
 646-836-6300
 Fax: 646-836-7751
Northeast Region

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

 Population: 896
 Staff: 270

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.

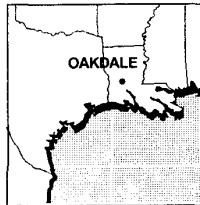


FCI Oakdale
 P.O. Box 5050
 Oakdale, Louisiana 71463
 318-335-4070
 Fax: 318-215-2547
South Central Region

Security Level: Medium/Male
 Judicial District: Western
 Louisiana

 Population: 1,322
 FCC Staff: 541

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 Interna-
 tional Airport (40 miles from the
 facility) and by commercial bus
 lines.

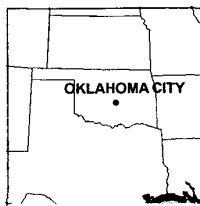


FDC Oakdale
 P.O. Box 5060
 Oakdale, Louisiana 71463
 318-335-4466
 Fax: 318-215-2046
South Central Region

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

 Population: FDC: 814 Camp: 116
 FCC Staff: See FCI Oakdale.

Location: See FCI Oakdale.

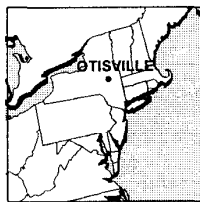


**FTC Oklahoma
 City**
 P.O. Box 898802
 7410 South MacArthur Blvd.
 Oklahoma City, Oklahoma
 73189-8802
 405-682-4075
 Fax: 405-680-4055
South Central Region

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

 Population: 1,470
 Staff: 295

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 commer-
 cial bus lines.

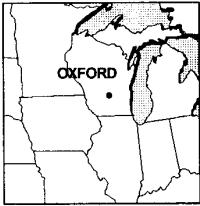


FCI Otisville
 P.O. Box 600
 Otisville, New York 10963
 845-386-5855
 Fax: 845-386-1527
Northeast Region

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

 Population: FCI: 1,027 Camp: 115
 Staff: 307

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.



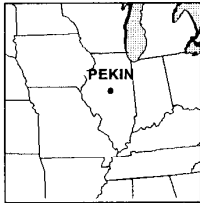
FCI Oxford

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: 962 Camp: 172
Staff: 310

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.



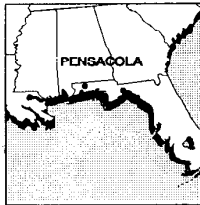
FCI Pekin

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: 1,312 Camp: 275
Staff: 301

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.



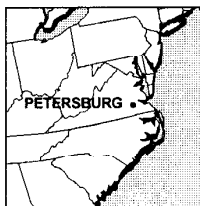
FPC Pensacola

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: 562
Staff: 82

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.



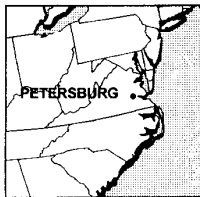
FCI Petersburg (Low)

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: 1,181 Camp: 347
FCC Staff: 574

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: 1,694
FCC Staff: See FCI Petersburg (Low).

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.



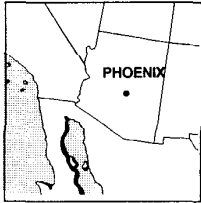
FDC Philadelphia

P.O. Box 577
Philadelphia, Pennsylvania
19106
215-521-4000
Fax: 215-521-7220
Northeast Region

Security Level: Administrative/
Male/Female
Judicial District: Eastern Penn-
sylvania

Population: 1,047
Staff: 278

Location: In downtown Philadel-
phia. The area is served by
Philadelphia International
Airport, Amtrak, and commerical
bus lines.



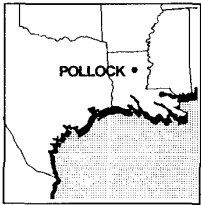
FCI Phoenix

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: 1,299 Camp: 236
Staff: 333

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



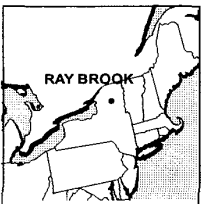
USP Pollock

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 Louisi-
ana

Population: USP: 1,488 Camp: 107
Staff: 403

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.



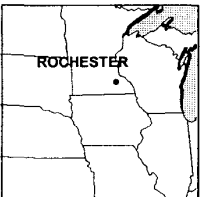
FCI Ray Brook

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: 1,244
Staff: 269

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: 794
Staff: 432

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



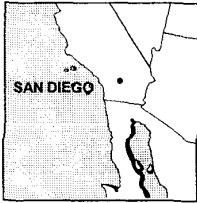
FCI Safford

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: 169

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.



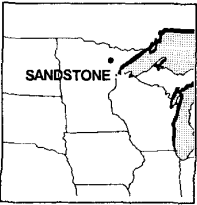
MCC San Diego

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: 988
Staff: 252

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



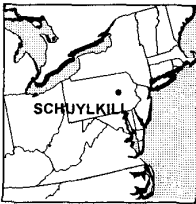
FCI Sandstone

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: 903
Staff: 236

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: 1,230 Camp: 306
Staff: 322

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: 1,633 Camp: 137
Staff: 318

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.



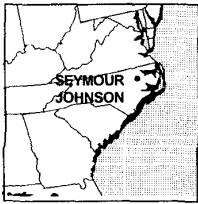
FDC SeaTac

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: 883
Staff: 239

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.



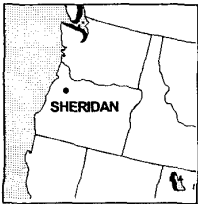
FPC Seymour Johnson

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: 617
Staff: 86

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, 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: 1,548 Camp: 502
Staff: 370

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.



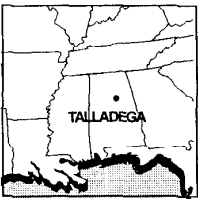
MCFP Springfield

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: 1,188
Staff: 637

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.



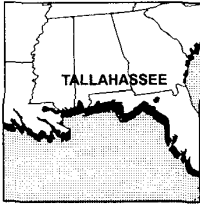
FCI Talladega

565 East Renfroe 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: 1,057 Camp: 363
Staff: 323

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



FCI Tallahassee

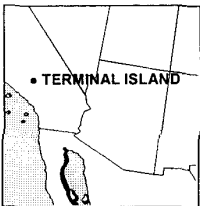
501 Capital Circle, N.E.
Tallahassee, Florida
32301-3572
850-878-2173
Fax: 850-216-1299

Southeast Region

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

Population: 1,332
Staff: 304

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

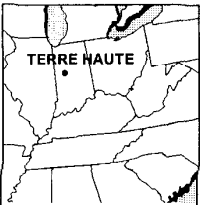
1299 Seaside Avenue
Terminal Island, California
90731
310-831-8961
Fax: 310-732-5335

Western Region

Security Level: Medium/Male
Judicial District: Central California

Population: 1,144
Staff: 298

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

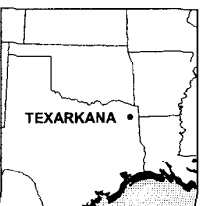
Highway 63 South
Terre Haute, Indiana 47808
812-238-1531
Fax: 812-238-9873

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: 1,158 Camp: 438
Staff: 479

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

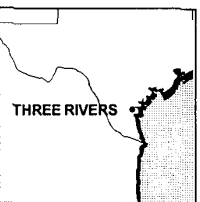
P.O. Box 9500
Texarkana, Texas 75505
903-838-4587
Fax: 903-223-4417

South Central Region

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

Population: FCI: 1,301 Camp: 322
Staff: 295

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

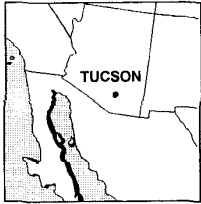
P.O. Box 4000
Three Rivers, Texas 78071
361-786-3576
Fax: 361-786-5069

South Central Region

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

Population: FCI: 1,145 Camp: 288
Staff: 299

Location: About 80 miles south of San Antonio and 73 miles northwest of Corpus Christi. Off Interstate 37 on Highway 72, 8 miles west of the town of Three Rivers; across from Choke Canyon Reservoir State Park.



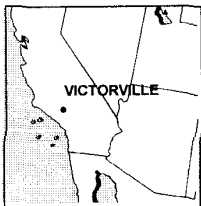
FCI Tucson

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: 846
Staff: 226

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.



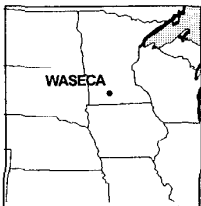
FCI Victorville

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: 1,706 Camp: 288
Staff: 386

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.



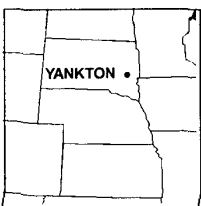
FCI Waseca

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

Security Level: Low/Male
Judicial District: Minnesota

Population: 1,063
Staff: 230

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.



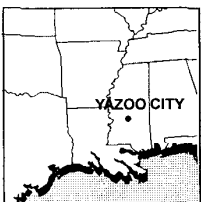
FPC Yankton

Box 680
Yankton, South Dakota
57078
605-665-3262
Fax: 605-668-1113
North Central Region

Security Level: Minimum/Male
Judicial District: South Dakota

Population: 706
Staff: 108

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: 662-751-4859
Southeast Region

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

Population: FCI: 1,912 Camp: 132.
Staff: 289

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 offender 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., S.E.
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
301-317-3196, Fax: 301-317-3138
Fax DC: 301-317-3184
Districts: Maryland, Delaware, Northern/
Southern West 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

500 Poydrass Street
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

522 N. Central Avenue, Suite 227
Phoenix, AZ 85004
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: Eastern/Middle/Western North
Carolina, Eastern/Western Virginia

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

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

San Antonio CCM Office

727 East Durango Street, Room B506
San Antonio, TX 78206
210-472-6225, Fax: 210-472-6224
District: Western Texas (Austin, San
Antonio, and Waco)

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

Seattle CCM Office

915 Second Avenue, Suite 3150
Jackson Federal Building
Seattle, WA 98174
206-220-6593, Fax: 206-220-6591
Districts: Alaska, Oregon, Idaho,
Western/Eastern Washington

FY 2003 Statistical Data

Federal Inmates

Total, September 30, 2003	172,499
In Bureau Institutions	146,212
In Contract Facilities*	26,287

* 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	89.2%
Unsentenced.....	10.8%

Inmate Characteristics (All Facilities)

Average Age	37
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Gender

Male	93.1%
Female	6.9%

Race

White	56.4%
Black	40.4%
Other	3.2%

Ethnicity

Hispanic	31.9%
Non-Hispanic	68.1%

Citizenship

United States	71.6%
Mexico	16.5%
Colombia	2.1%
Dominican Republic	2.0%
Cuba	1.5%
Jamaica	1.2%
Other	5.1%

Type of Commitments

U.S. Code	94.3%
D.C. Superior Court	3.2%
Parole Violation	1.0%
Probation Violation	1.3%
State, territorial	0.2%

Median Months Expected to Be Served

<i>All offenses</i>	73
Drug offenses	87
Robbery	123
Burglary, larceny, and property offenses	60
Extortion, fraud, and bribery	27
Homicide, aggravated assault, kidnapping	141
Weapons, explosives, arson	75
Banking and insurance, counterfeit, embezzlement offenses	19
Immigration	39
Courts or corrections	32
National security	71
Continuing criminal enterprise	214
Sex offenses.....	90

Inmate Security Level

Minimum	21.1%
Low	35.6%
Medium	30.0%
High	13.3%

Statistics by Inmate Security Level*

	MIN	LOW	MED	HIGH	BOP- WIDE
Sentence Imposed (% of Population)**					
Under 1 year	3.7%	2.4%	0.8%	0.3%	2.0%
1-3 years	22.0%	16.9%	11.0%	3.7%	14.9%
3-5 years	18.3%	18.6%	14.6%	7.5%	16.2%
5-10 years	32.0%	29.1%	29.7%	22.1%	29.1%
10-15 years	17.4%	17.5%	17.6%	15.5%	17.3%
15-20 years	4.7%	8.0%	10.6%	10.8%	8.3%
Over 20 years	1.8%	7.0%	13.5%	18.5%	8.9%
Life sentence	0.1%	0.5%	2.2%	21.6%	3.3%
Offense (% of Population)					
Drug offenses	71.8%	60.6%	45.4%	26.8%	55.0%
Robbery	0.5%	2.7%	9.8%	22.1%	6.3%
Property offenses	5.9%	5.0%	5.2%	6.6%	5.5%
Extortion, bribery, fraud	11.7%	3.5%	2.1%	1.1%	4.7%
Homicide, aggravated assault, kidnapping	0.2%	1.5%	3.6%	15.0%	3.3%
Arms, explosives, arson	5.7%	7.3%	17.8%	18.3%	11.0%
All others	4.2%	19.4%	16.1%	10.1%	14.2%

* *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, 2003 34,202

Gender

Male 71.8%
Female 28.2%

Race/Ethnicity

White 64.5%
African American 21.1%
Hispanic 10.9%
Other 3.5%

Education

High school 37.8%
Technical school 4.0%
Some college 30.2%
Bachelor's degree 18.4%
Some graduate work 2.0%
Master's degree 4.4%
Ph.D. 1.6%
Other advanced professional degree 1.6%

Age

18-24 1.5%
25-29 8.6%
30-34 19.1%
35-39 25.4%
40-44 22.3%
45-49 15.5%
50-55 6.4%
Over 55 1.2%

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