



U.S. Department of Justice
Federal Bureau of Prisons

State of the Bureau 2007

**Bureau of Prisons Staff:
Everyday Heroes**

The bottom half of the cover features a close-up, slightly blurred view of the white stars on the blue field of the United States flag. The stars are arranged in a grid pattern, and the image has a soft, glowing effect.

Message from the Attorney General

Much has changed between the time I took the oath to serve as an Assistant United States Attorney for the Southern District of New York in 1972 and was sworn in as Attorney General of the United States in 2007. But the oath we in the Department of Justice are sworn to uphold remains unchanged. In simplest terms, we stand for and accomplish justice by enforcing the regulations, laws, and Constitution of this Nation. The more than 100,000 men and women of the Department of Justice, including the staff of the Federal Bureau of Prisons, carry out those responsibilities in a selfless, dedicated manner.

The Department of Justice will continue to honor its commitment to protect the civil rights and liberties, as well as the security, of the American public. The work being done by the Bureau—incarcerating offenders in safe, humane, cost-efficient and appropriately secure facilities, and also providing skills development opportunities to reduce the potential for recidivism—demonstrates how one of the Department’s agencies protects the public.

The Department must work as a team to succeed, whether we are trying to stop gangs, violent offenses, cybercrime, or crimes against children. Successful return to the community for releasing offenders does not happen by accident; it results from the hard work and close collaboration of many. During Fiscal Year 2007, the Bureau further enhanced its operations and expanded its collaborative efforts in the area of release preparation and community re-entry. These efforts included working with other law enforcement and government agencies, using local community resources and faith-based organizations, and engaging inmates and their families in order to increase the likelihood of a successful transition to the community and help break the cycle of incarceration.

The Bureau’s greatest assets—reflected in these pages and beyond—are its employees: the men and women who work each day to protect this country by running safe, secure, and humane facilities. The tragic death in June 2008 of Correctional Officer Jose Rivera reminds us—although no reminder was necessary—that this selfless work can come at a precious price. Officer Rivera’s devotion to the Bureau and to the American people, and his dedication to protecting this Nation, will be his legacy—a legacy that will be reflected in the continuing work of the Bureau for years to come.

I am proud to recognize the important work being done on a daily basis by the dedicated men and women who work for the Bureau of Prisons. I invite you to read the *State of the Bureau* to familiarize yourselves with the Bureau’s operations and accomplishments.

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Message from the Director

On June 20, 2008, Correctional Officer Jose V. Rivera was killed by inmates while working at the United States Penitentiary (USP), Atwater, California. Officer Rivera was a dedicated officer and an outstanding young man, who understood and accepted the responsibility of serving his country, both abroad and at home. Although with the Bureau for less than one year, he served with distinction; his legacy will be the high standards he set for himself, professionally and personally. Jose Rivera's death is a tragic loss for his family, friends, and loved ones; for his colleagues in the Bureau of Prisons; and for citizens of the United States. There is no question his brief life touched us all.

This tragic loss serves as a poignant reminder of the very real risks and dangers that Bureau of Prisons staff face each and every day. Yet despite these challenges, Bureau staff effectively carried out the agency mission – protecting society by confining offenders in facilities that are safe, humane, cost-efficient, and appropriately secure, and by providing work and other self-improvement opportunities to help inmates acquire the skills needed for a successful return to society as productive, law-abiding citizens.

This year's *State of the Bureau* provides an overview of Bureau operations, programs, and services, as well as information about agency achievements this year. I am pleased to describe for you in this document some of the highlights resulting from the hard work of all Bureau staff and the agency's ongoing critical review of operations and procedures.

During FY07, the agency actively promoted and integrated into its culture the re-expressed core values that had been approved by the Executive Staff in FY06 – correctional

excellence, respect and integrity. This more concise and memorable expression of our core values did not in any way change the Bureau's mission or basic correctional philosophies, but it did reinforce the agency's expectations of its workforce.

As Director, my goal is for the Bureau to be an effective, efficient, *proactive* organization that uses sound correctional basics to effectively carry out its mission – an organization that can readily adapt to external demands and future realities. The Bureau's forward thinking initiative and REDMAP process, both of which you will read about in this report, play important roles in moving the agency toward that goal. By adhering to our core ideologies – continuing to run safe, secure institutions for staff and inmates alike; providing exceptional service and stewardship to the public, directing effective skills-building programs to prepare inmates for a successful transition to the community; and ensuring a workforce that is well-trained, professional, and diverse – the Bureau will maximize its future readiness.

Each and every day, Bureau staff continue their exceptional work, making a difference in the lives of the inmates, their colleagues, and the community. The Bureau's long tradition of correctional excellence is, in large measure, due to their unwavering dedication to public service and loyalty to the agency. I am grateful for their support, professionalism, and innovative spirit, which have contributed significantly to the Bureau's bringing various major initiatives to fruition and to the many accomplishments described in this *State of the Bureau*.



Harley G. Lappin



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BOP Fundamentals

Mission Statement

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

Core Values

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

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

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

Vision Statement

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

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

Our talented, professional, well-trained, and diverse staff reflect the Bureau's culture and treat each other fairly. Staff

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

National Strategic Planning Goals

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

Population Management: The BOP will proactively manage its offender population to ensure safe and secure operations, and work toward ultimately achieving an overall crowding level in the range of 15 percent.

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

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

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

Inmate Programs and Services: The BOP will provide services and programs to address inmate needs, providing productive use-of-time activities and facilitating the successful reintegration of inmates into society, consistent with community expectations and standards.

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

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

In Remembrance: Bureau Staff Killed in the Line of Duty

On June 20, 2008, USP Atwater Correctional Officer Jose V. Rivera was killed in the line of duty by inmates. As a reminder of the very real risks inherent in the field of corrections, this year's publication is dedicated to the Bureau's 24 heroes who gave their lives carrying out the Bureau's mission, protecting their fellow correctional workers and the public, and serving their country.

Joseph B. Waldrup
Correctional Officer, USP Leavenworth
November 10, 1901

Andrew F. Turner
Correctional Officer, USP Leavenworth
March 26, 1916

Edgar A. Barr
Correctional Officer, USP Leavenworth
March 19, 1917

James R. Brock
Deputy Warden, USP Atlanta
December 27, 1917

Andrew H. Leonard
Captain, USP Leavenworth
November 14, 1922

R.G. Warnke
Laundry Foreman, USP Leavenworth
June 20, 1929

Royal C. Cline
Correctional Officer, USP Alcatraz
May 24, 1938

Harold P. Stites
Senior Officer, USP Alcatraz
May 2, 1946

William A. Miller
Correctional Officer, USP Alcatraz
May 3, 1946

William W. Latimer
Correctional Officer, National Training School
October 15, 1960

Vern M. Jarvis
Senior Officer, USP Marion
January 26, 1969

Wayne L. Selle
Senior Officer, USP Leavenworth
July 31, 1973

John W. Johnson
Correctional Officer, USP Leavenworth
September 29, 1974

Donald F. Reis
Senior Officer Specialist, FCI El Reno
February 28, 1975

Janice R. Hylan
Contract Dietician, USP Atlanta
November 21, 1979

Gregory J. Gunter
Maintenance Mechanic General Foreman, FCI Petersburg
December 25, 1982

Gary L. Rowe
Senior Officer, MCC San Diego
February 7, 1983

Merle E. Clutts
Senior Officer Specialist, USP Marion
October 22, 1983

Robert L. Hoffman
Senior Officer Specialist, USP Marion
October 22, 1983

Boyd H. Spikerman
Correctional Officer, FCI Oxford
January 29, 1984

Robert F. Miller
Senior Officer, USP Lewisburg
October 12, 1987

D'Antonio Washington
Correctional Officer, USP Atlanta
December 22, 1994

Scott J. Williams
Senior Officer Specialist, USP Lompoc
April 3, 1997

Jose V. Rivera
Correctional Officer, USP Atwater
June 20, 2008

Bureau Components

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

Central Office

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

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

Correctional Programs Division (CPD): develops activities and programs designed to help inmates develop the skills necessary to facilitate successful reintegration into their communities upon release and to ensure institution security, safety of staff and inmates, and orderly institution operations. Programs include psychology and religious services, drug abuse treatment, programs for special needs offenders and females, and case management. CPD provides national policy direction for institution correctional services, intelligence gathering and counter-terrorism activities, the management of inmates placed in the Federal Witness Security Program, notification to crime victims of release-related activities, inmate transportation, inmate designations and sentence computations, emergency preparedness, inmate discipline, and the coordination of transfer of inmates to and from other countries. CPD also has responsibility for a variety of functions in the areas of contract residential re-entry centers, community corrections field offices, federally-sentenced juveniles, community-based drug treatment, and liaison with the U.S. Marshals Service and Immigration and Customs Enforcement. Division staff are responsible for direct oversight of field staff who monitor contract compliance and coordinate the Bureau's privatization management efforts.

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

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

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

Information, Policy, and Public Affairs (IPPA): is responsible for managing the Bureau's information technologies (including mission critical systems, wide area network, public and internal websites), research and evaluation programs, security technology programs, public affairs, legislative affairs, and policy development.

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

Program Review Division (PRD): provides oversight of BOP program performance through the development of strategic planning initiatives and through the administration of program reviews (internal audits). The Division assesses the strength of internal systems of control, and evaluates compliance with laws,

regulations, and standards. PRD coordinates the Bureau's responses to audits conducted by the U.S. General Accounting Office (GAO) and the Office of the Inspector General (OIG), as well as the American Correctional Association's accreditation of Bureau institutions.

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

NIC Headquarters

320 First Street NW
Washington, DC 20534
800-995-6423 Fax: 202-307-3106
website: www.nicic.gov

NIC Academy/Information Center

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

Staff Training Centers

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

Staff Training Academy (STA)

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

Management and Specialty Training Center (MSTC)

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

Grand Prairie Office Complex

The Bureau's Grand Prairie Office Complex (GRA), located in Grand Prairie, TX, was created to better serve employees and consolidate various processes to achieve more efficient and cost-effective operations. GRA staff have expertise in either human resources, inmate systems, inmate classification and designation, or financial management.

Components:

Consolidated Employee Services Center (CESC)

972-352-4200 Fax: 972-352-4220
E-mail address: GRA-HRM/Chief-CESC@bop.gov

Designation and Sentence Computation Center (DSCC)

972-352-4400 Fax: 972-352-4395
E-mail address: GRA-DSC/
PolicyCorrespondence&AdminRemedies@bop.gov

Field Acquisition Office (FAO)

972-352-4200 Fax: 972-352-4545
E-mail address: GRA/FieldAcquisitionOffice@bop.gov

Grand Prairie Office Complex

U.S. Armed Forces Reserve Complex
346 Marine Forces Drive
Grand Prairie, TX 75051

Regional Offices

The Bureau of Prisons has six regional offices, which directly support the operations of the facilities within their respective geographic regions of the country. Under the leadership of a regional director and deputy regional director, regional office staff provide management and technical assistance to institu-

tion and community corrections personnel; conduct specialized training programs; give technical assistance to state and local criminal justice agencies; and contract with community agencies to provide offender placement in residential re-entry centers.

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

Bureau Facilities

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

Minimum Security: also known as Federal Prison Camps (FPCs), these work- and program-oriented facilities have dormitory housing, a relatively low staff-to-inmate ratio, and limited or no perimeter fencing. Some FPCs are located adjacent to military bases, where inmates help serve the labor needs of the base. A number of BOP institutions have a small, minimum security camp adjacent to the main facility. Often referred to as satellite prison camps (SPCs), these provide inmate labor to the main institution and to off-site work programs.

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

Medium Security FCIs: have strengthened perimeters (double-fenced with electronic detection systems), mostly cell-type housing, a wide variety of work and treatment programs, a

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

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

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

Federal Correctional Complexes (FCCs): At FCCs, institutions with different missions and security levels are located in close proximity to one another. The close proximity makes it possible to share services, enables staff to gain experience at institutions of many security levels, and enhances emergency preparedness by having additional resources readily available.

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

FY07 Operations: Status and Developments

During FY07, the Bureau of Prisons maintained its standing as the largest correctional system within the U.S. Between September 30, 2006, and September 30, 2007, the BOP's total inmate population had increased by 3.9 percent, from 192,584 to 200,020. Of that number, 167,323 were confined in Bureau facilities; 24,773 were housed in privately-managed, state, and local secure facilities; and 7,924 were confined in residential re-entry centers (RRCs).

To effectively manage the population growth, the Bureau has continued its expansion program, adding 2,679 beds in BOP facilities during FY07, as well as 2,627 contract beds, including 2,144 low security beds in privately-managed facilities and 338 beds for male inmates in RRCs. The Secure Female Facility (SFF), a unit of USP Hazelton, WV, started accepting inmates in FY07, as did the USP at FCC Tucson, AZ. At the end of FY07, Bureau institutions were at 37 percent above rated capacity overall, with mediums and highs at 42 and 53 percent, respectively. Secure female facilities were at 56 percent above rated capacity.

Efficient Use of Resources

Federal Correctional Complexes (FCC)

In 1988, the Bureau's Executive Staff approved the development of FCCs. At that time, it was recommended that an FCC consist of a minimum, a medium, and a high security level facility located on one site. Over the years, the correctional complex concept has evolved to take into account the various re-engineering and restructuring initiatives that have been implemented.

In 2005, a committee was formed to review existing FCC best practices and examine strategies to more effectively manage allocated resources, enhance quality and improve productivity. The Executive Staff approved a number of the resulting recommendations that dealt with the management and operation of correctional complexes. These decisions have allowed the Bureau's 13 complexes to move forward with a more structured model to ensure consistency and achieve the maximum benefit from our valued resources. Highlights of these decisions include the following:

- An FCC was redefined as two or more institutions co-located on property that is contiguous.
- Each FCC has one Complex Warden, who is the final decision-maker at that FCC. The Complex Warden oversees an individual institution, in addition to their FCC oversight duties. The number of wardens assigned to an FCC is dependent on the number of institutions, as well as the security level of the institutions at that complex.
- All FCC departments are to be consolidated to maximize resources.
- Staff are assigned to the FCC, not an individual institution within the FCC; additionally, staff rotate throughout the FCC.
- Each FCC utilizes a "One Team Concept" to operate consistently, share services, and draw from the large staff complement. FCC-wide staff recalls are held, there is one Special Operations Response Team for the FCC, and a standardized curricula is used for educational programs.

Restructuring Initiatives

During FY07, restructuring and cost-reduction initiatives involving Inmate Systems Management and Human Resources were completed. At the end of September 2006, of the 3,404 total positions targeted for abolishing as part of the agency's comprehensive cost reduction strategy, only 233 remained; during FY07, 114 of these positions were abolished. In total, the cost reduction initiatives undertaken over the past few years ensured the agency continued to operate within appropriated budgets, while bringing beds on line to reducing crowding and filling more staff positions that have direct contact with inmates.

Grand Prairie Office Complex: In July 2007, the Designation and Sentence Computation Center (DSCC) moved into its permanent quarters after having worked out of temporary offices in Grand Prairie, TX for just over two years. DSCC staff assumed responsibility for most tasks scheduled to be turned over to the DSCC from the institutions, and completion of this transfer is expected in early FY08. Staff from the Consolidated Employee Services Center (CESC), a branch of HRMD, also moved into permanent office space. CESC staff absorbed all of the functions that were transferred to it from

institutions, regional and central offices. At the end of FY07, these two branches became fully operational, which was expected to translate into a noticeable reduction in the workload of institution staff.

National Corrections Academy: The Bureau's training center building in Aurora, CO, was changed to the National Corrections Academy after the successful co-location of the Management and Specialty Training Center (MSTC) and sections of the National Institute of Corrections (NIC). The co-location will not only reduce costs, but also reinforces the BOP-NIC relationship and creates opportunities for enhanced collaboration.

MSTC continues to provide most of the Bureau's senior-level training courses and curriculum development activities, as well as deliver specialized training. Additionally, it continues to help staff acquire and maintain subject-matter expertise in their specific functional areas.

NIC concentrates on management and leadership training, and building training capacity within corrections systems. The NIC Academy provides training, technical assistance, information services and policy/program development assistance to Federal, state, and local corrections agencies. NIC's Information Center provides individualized research assistance and disseminates documents and videos they develop. NIC's Corrections Specialists are available to assist practitioners, including Bureau staff, to locate information dealing with correctional policies, programs, operations and training by accessing NIC's specialized library, as well as a variety of databases and information networks across the country.

Additionally, NIC's Jails Division was relocated from Longmont, CO, to NIC headquarters at Central Office. The BOP and NIC recognize that jails are a unique component of the corrections community and that jails are tremendously diverse in terms of size, geographical location, setting (rural/urban), resources available, design, operational philosophy, operations, and level of programs and services offered to offenders. The Jails Division continues to design services for

jails based on an understanding of jail-specific issues, and to provide technical assistance, service and support to jails across the country.

REDMAP

Over the past few years, the agency has undergone significant budget reductions that resulted in the implementation of various cost-savings initiatives (to include reducing staffing levels). Even though staffing levels were reduced, the amount of duties had not decreased. As a result, in July 2006, the Executive Staff approved the Reduction and Elimination of Duties Management Assessment Project (REDMAP). This process is designed to reduce the workload on staff by reducing paperwork, eliminating redundant processes, and removing unnecessary duties.

All disciplines are undergoing REDMAP assessments, which involves a group of qualified staff systematically and thoroughly examining all applicable policies for elimination of unnecessary or redundant processes or duties. If a process cannot be eliminated, it is reviewed for streamlining; and the group conducts a structured risk analysis of all remaining processes and procedures.

During FY07, various disciplines underwent the REDMAP process; specifically, REDMAPs were conducted for food services, correctional programs (phase I – traditional unit management/casework), information systems and security, education and recreation, facilities, health services, community corrections, and employee services and affirmative action. Each discipline developed a number of recommendations that will take effect after the applicable policy has been updated. In the end, the results of the entire process will substantially reduce the workload for many BOP staff.

Best Practices Initiative

Over the agency's history, Bureau staff, individually and collectively, have been the source of many innovative ideas that have enhanced the agency's ability to protect society. In April 2007, the BOP introduced a process to identify and communicate institution practices that have demonstrated their value to

the agency, institutions, Bureau staff and/or inmates. Placing this type of information on the Bureau's intranet (called Sallyport) makes it easier for institution staff to take full advantage of the many lessons already learned by other sites without having to "reinvent the wheel." Practices in the following areas are considered for inclusion: cost reduction initiatives, energy conservation, inmate programs, institution management, recycling, release preparation and community re-entry, and staff development.

Submissions can be made at any time and must be approved by the institution's Warden. Proposing an entry does not guarantee designation as an agency "best practice" or posting on Sallyport. All submissions are reviewed by subject matter experts and are included in the Best Practices section only after the required approvals are obtained.

UNICOR

Lean Six Sigma: During FY07, UNICOR adopted "Lean Six Sigma" as its standard program for continuous improvement. Lean Six Sigma signifies the application of a disciplined, problem-solving approach to specific projects with very measurable results. More than 70 UNICOR staff received Lean Six Sigma "Green Belt" training, and 6 staff are in the process of completing their "Black Belt" certification, the highest level achievable which requires several weeks of intensive classroom training and the successful completion of a large-scale Lean Six Sigma project.

In July 2007, Central Office Industrial Specialist Bentley Stires (duty station: FPC Bryan) became the first UNICOR staff member to receive black belt certification. His project was designed to significantly increase the monthly output of UNICOR's Fleet Management factory at FCI Gilmer. Beginning in June 2006, Mr. Stires and his team created a project charter to ensure the formal buy-in of all staff and inmates involved in the effort. By the end of 2006, the factory's production improvements had made it possible to eliminate an extended shift. Improvements were also realized in the factory's inventory tracking and accuracy. An initiative to better organize factory tools, materials, and equipment was also

implemented. As a result of these combined initiatives, FCI Gilmer's UNICOR factory increased its monthly output of re-manufactured trucks by more than 165 percent.

USP Lewisburg's FPI metal factory achieved a delinquent-free status (i.e., no delinquent orders) even though it experienced very demanding lead times. While completing a six-month stretch of zero delinquencies, the factory also reduced overtime by 20 percent. Factory Manager Gregory Holmes was recognized as recipient of the Regional Staff Award from the National Correctional Industries Association's (NCIA) Northeast Region for his supervisory excellence and significant contributions that led to the factory's remarkable achievements. Additionally, the U.S. Postal Service recognized Lewisburg's performance during this most recent contract.

Forward Thinking Initiative

The agency's forward thinking initiative, designed to enhance the agency's preparations to meet the future, has yielded numerous accomplishments over the past 6½ years. To date:

- more than 200 BOP and NIC management/supervisory staff have been trained in forward thinking techniques;
- a permanent, multi-faceted forward thinking structure has been established with a Review Team to oversee the overall initiative, a Scanner Team to continuously monitor existing and emerging trends, and an Executive Review Group to ensure that all policy, pilot programs and Executive Staff papers address identified future trends;
- all Executive Staff papers now include a forward thinking component and all BOP workgroups include a staff member trained in the process; and
- a section on Sallyport was created to include an overview of the initiative, the top 30 trends and a "Trend Spotting" link, which allows staff to provide input regarding emerging trends.

Workgroups have been formed to provide innovative solutions to some of the BOP's most complex issues. Through FY07, achievements included development of a long-term plan for an integrated educational curriculum, various recommendations to the Executive Staff to improve staff work life, and the

establishment of milestones and start of implementation of significant innovations to the Offices of the General Counsel and Internal Affairs.

Workgroups are presently involved in developing a model for a self-sustaining prison, analyzing creative solutions to prison crowding, and exploring alternatives for providing cost-effective medical care into the future.

Enhanced Automation

Fillable Forms: New fill and save features were added to almost all BOP forms so the form can be saved with a user's typed text. These features, available to anyone using free Adobe Reader software, makes it possible for staff to fill and save electronic BOP forms. This means staff no longer have to re-type information every time they use particular forms. Users can fill in a form and save the text now, use the text again later, or e-mail the completed form to another staff member. Forms with these user-friendly features are readily identifiable and available on the agency's intranet. The improved forms are also used on the agency's public website, extending this benefit directly to the public.

Legal Applications: During FY07, staff in the Legal Administrative Branch of the Office of General Counsel and Review (OGC) produced a series of new case management applications with automated reporting capability. These applications have been installed in all six regions and in three branches of Central Office. All of OGC's open cases, as well as historical data, have been loaded into the system. These applications will enable legal staff to better track cases and trends, as well as improve the efficiency of case processing. Staff continue to develop additional applications for various areas of OGC.

Video Transfer and Networking Programs: The Southeast Region's (SER) implementation of video transfer as a mechanism to forward use of force videos for review and disposition has expanded to other regions. Additionally, each SER institution also has the capability to conduct inmate disciplinary hearings with the Disciplinary Hearing Officer via video networking.

Inmate Management

Inmate Complaint Resolution

The Administrative Remedy Program is the internal grievance process through which an inmate may request consideration or review of any issue related to his/her conditions of confinement. An inmate must first present an issue of concern informally to staff, and staff must attempt to informally resolve the issue before an inmate submits a formal request for Administrative Remedy. At each institution, procedures are in place to informally resolve inmate complaints. If an inmate views the issue as sensitive and is concerned that his/her safety or well-being would be compromised if the request became known at the institution, the inmate may submit the request directly to the Regional Director. If the request is determined to be of an emergency nature which threatens the inmate's immediate health or welfare, the Warden (or Regional Director) must respond promptly.

The program requires timely investigation and response, including redress as appropriate. During FY07, of the total number of requests for Administrative Remedy answered by institutions (24,594) inclusive of all security levels, 7.4 percent were granted. Of those appealed to the regional level and answered (16,046), 3.8 percent were granted. Finally, of the total number appealed to the Central Office level and answered (7,704), 1.2 percent were granted.

Crisis Management

To enhance crisis management preparations, during FY07, the Bureau implemented the National Incident Management System (NIMS)/Incident Command System (ICS) with CPD as the lead division and HSD's National Safety and Environmental Branch coordinating training. Most importantly, this brings the Bureau under the Department of Homeland Security's (DHS) unified command structure that has proven to be an absolute necessity for effective large-scale crisis management. At the end of the FY, NIMS training was well-underway, with priority having been given to management and command staff and institutions with the highest probability of experiencing natural disasters or terrorist activity. Training has included table-top exercises simulating management of different inci-

dents, online courses from DHS' Federal Emergency Management Agency (FEMA) and more.

Counter-Terrorism

To enhance counter-terrorism operations, in November 2006, the Bureau activated the Counter-Terrorism Unit (CTU) to:

- assist in identifying and validating inmate involvement in terrorist activities;
- coordinate foreign language translation services, monitor and analyze terrorist inmate communications, and produce intelligence products;
- develop and provide relevant counter-terrorism training; and
- actively collaborate with other correctional agencies, law enforcement, and the intelligence community.

Located in Martinsburg, WV, the CTU assists the agency in identifying, developing, and implementing policies, programs, and protocols that are relevant to national security matters.

Communications Management Unit (CMU)

The Bureau established the CMU at FCC Terre Haute, IN, to house inmates who, due to their current offense of conviction, offense conduct, or other verified information, require increased monitoring of communications with persons in the community to ensure the safe, secure and orderly running of Bureau facilities, and to protect the public. The CMU is an open unit that operates separately from the general population of the main institution. With a capacity of housing 90 inmates, the CMU's operational procedures reduce inmates' ability to circumvent existing mail and telephone monitoring procedures. Types of inmates who may be housed there include those:

- convicted of, or associated with, international or domestic terrorism;
- convicted of sex offenses who repeatedly attempt to contact their victims;
- who attempt to coordinate illegal activities while incarcerated via approved communication methods; and
- those who have received extensive disciplinary actions due to their continued misuse/abuse of approved communication methods.

Sex Offender Management and Treatment

The Adam Walsh Child Protection and Safety Act of 2006 directly affected the BOP by requiring sex offender registration, the establishment of sex offender management and treatment programs in each Bureau region, and the civil commitment of certain sex offenders as "sexually dangerous persons." Although the BOP already offered programming to its population of sex offenders, expansion of management and treatment services was necessary to achieve compliance with the law. Consequently, in FY07, the BOP developed and implemented changes to policies and operations that comply with the new mandates. In January 2007, CPD issued interim guidance regarding implementation of the sections of the Adam Walsh Act that deal with the civil commitment of sexually dangerous persons. Since enactment of the Adam Walsh Act, the agency has:

- created a Certification Review Panel and established end-of-sentence review procedures to determine the applicability of the civil commitment statute to sex offenders releasing from BOP custody;
- established the Commitment and Treatment Program (CTP) at FCC (FCI) Butner to provide those services to sexually dangerous persons;
- developed high- and moderate-intensity Sex Offender Treatment Programs for the Bureau's sentenced inmates, and developed admissions protocols to assign treatment volunteers to the appropriate treatment program based on their individual risk classification; and
- established additional Sex Offender Management Programs (SOMP) to provide treatment and specialized correctional management services to sex offenders.

Currently, three of six SOMP sites (FMC Devens, USP Marion and FCI Seagoville) are fully operational. The remaining three (FCCs Petersburg and Tucson, and FCI Marianna) will be activated by the end of FY09.

Health Care Delivery

Medical Classification: Particularly noteworthy was the very successful use of the BOP's medical classification system in conjunction with the agency's security classification system to determine appropriate institution designations for inmates.

Specifically, this system helps the agency identify inmates with needs for higher levels of medical care so they can be transferred to sites with the appropriate medical resources to manage their needs. Additionally, this system has ensured that staff resources are in line with the level of medical care being provided at each facility.

The Bureau's CARE Level 4 facilities are the Federal Medical Center (FMC) at FCC Butner; FMCs Carswell, Devens, Lexington, and Rochester; and the Medical Center for Federal Prisoners (MCFP), Springfield, MO.

MRSA Awareness Project: HSD and MSTC jointly developed a video on Methicillin-resistant Staphylococcus Aureus (MRSA), a type of staph infection that is resistant to certain antibiotics, for staff training purposes. The video was made available via the agency's intranet and was also posted to the Bureau's public website, along with clinical practice guidelines on the topic. The Department of Health and Human Services' Centers for Disease Control and Prevention includes on its website the BOP's guidelines as a resource on prevention and control strategies for correctional settings.

Teleradiology: The Bureau used teleradiology to transmit digital radiographic images to a team of radiologists who are available 24/7, 365 days a year, and provide interpretations within 2 hours. As of September 30, 2007, 39 Bureau institutions with one or more x-ray units were participating in the teleradiology initiative. The BOP's experience with Walter Reed Hospital over the past three years demonstrated that teleradiology is a cost-effective and efficient method for using advanced technology to improve patient care. In light of this, the Bureau signed an agreement that will allow expansion of teleradiology services. To ensure this capability is available at all institutions, the agency is identifying institutions that require infrastructure modifications to be able to accept new digital equipment.

Telehealth: The Bureau also relies on the agency's wide-area network infrastructure to provide telehealth services. While this capability is presently primarily used to provide psychiat-

ric consultations, a team of staff from Health Services, the Administration Division and OGC is working on establishing parameters that will serve as the basis for developing a comprehensive telehealth system within the BOP. At this time, a psychiatrist can observe and interview patients long distance, review prior treatment, and discuss future treatment and management plans with providers at an inmate's assigned institution. A psychiatrist in one location can also provide consultation services or training to staff at multiple facilities, thereby maximizing the efficient use of resources.

Mobile Surgical Unit: The Statement of Work for the mobile surgery unit pilot project approved for a limited trial in the Bureau's Southeast Region, has been completed and is pending release by the Bureau's Field Acquisition Office. Designed for stability and self-contained for power, water, and hazardous waste disposal, these units will be able to move from institution to institution to serve a wide area, and they can be customized for specialty procedures, e.g., eye surgeries and orthopedics. The Bureau expects this to enhance public safety by reducing the number of escorted trips to community medical settings for services, reduce costs associated with staffing for these trips, and increase the availability of on-site ambulatory services throughout the agency. The BOP's decision to pilot the use of this resource is consistent with the shift in community standards of medical care to increasingly use ambulatory surgical procedures to treat conditions that in the past required inpatient hospitalization.

Dialysis Capacity: MCFP Springfield has increased its capacity to dialyze inmates; it can now treat 180 inmates. The facility is currently renovating the area to further increase capacity by 44 stations, which will reduce institution expenditures by hundreds of thousands of dollars as a result of reduced reliance on outside hospital facilities to meet this need.

Individual Efforts: Several U.S. Public Health Service (PHS) officers assigned to the Bureau received national awards from external organizations in 2007 in recognition of their exceptional service. Specifically, during its June 2007 annual meeting, the PHS Commissioned Officers Association acknowledged the following officers for their hard work and continu-

ing efforts in support of the health care mission of the United States and the BOP specifically:

- *VADM Richard H. Carmona Inspiration Award recipient:* CDR Eric Payne, Chief Therapist, FCC Butner (FMC)
- *George I. Lythcott 2007 Award:* LCDR Stephanie Burrell, Chief Dental Officer, FCI Talladega
- *Therapist of the Year Award:* CDR Jessie Whitehurst-Lief, Clinical Specialist, FMC Lexington
- *U.S. PHS Award for Managerial Excellence Improving Pharmacy Service or Public Support:* CDR Sharon Oestereich, Chief Pharmacist, FCC Allenwood
- *Jack D. Robertson Dental Award:* CAPT Nick Makrides, Chief Dentist, Health Services Division (HSD), Central Office
- *Ernest Eugene Buell Dental Award:* LCDR Phillip Woods, National Dental Specialty Consultant, MCC San Diego
- *2007 Hanzel Award for Administrative Activities (one of four Minnegerode Awards for Nursing Excellence):* CAPT Donna Olive, Infection Control Officer, HSD, Central Office

In April 2007, the North Carolina Commissioned Officers Association presented awards to the following FCC Butner PHS officers in recognition of their service to the Commissioned Corps or as a civilian support member of the Corps:

- *Junior Officer of the Year:* LT Artresiah Rogers
- *Senior Officer of the Year:* CDR Melinda Mandrillo
- *Civilian Support Award:* DON Mary Ellis
- *President's Award:* LT Alnissa Carter
- *USPHS Commendation Medal:* LT Alnissa Carter

Ensuring a Positive Environmental Impact

DOJ Energy and Environmental Management

The Bureau's commitment to effective environmental stewardship is best demonstrated by the fact that all award winners of DOJ's Energy and Environmental Management Awards Program (EEMAP) for 2007 were from the Bureau. The awards program, which is open to all DOJ employees, recognizes those contributing to the goals of the "Greening the Government" Executive Orders. EEMAP winners were selected based on actual results achieved within established

parameters. Summaries of the achievements that warranted this level of recognition follow.

Award category: Sustainable Design/Green Building

Recipient: FCC Butner

Construction of FCI Butner II was completed in 2006. It is the first U.S. prison to receive Leadership in Energy and Environmental Design (LEED) certification. In accordance with LEED principles and standards, special attention was given to site selection, water and energy efficiency, materials and resources, and indoor environmental quality. Through the incorporation of waterless and water-efficient technology into the facility's design, water use has been reduced by 33 percent. It has also achieved a 30 percent reduction in design energy costs compared to standard counterparts. During construction, a stringent construction waste management plan meant that more than 70 percent of construction waste was diverted from local landfills.

Since the activation of the facility as a "Green Building," the FCC had devoted considerable effort to incorporating "Green Products" at the FCC. The BOP has added five new compressed natural gas vehicles to its fleet at Butner, and switched to a new laundry process that combines the use of green chemicals and lower water temperature to significantly reduce the impact on resources and the environment. The FCC's Facilities Department has instituted an alternative fuel program to help reduce harmful emissions, and food service oils are converted to bio-based diesel to run generators and diesel equipment. The Safety Department procures environmentally-friendly sanitation and housekeeping cleaning chemicals and supplies that meet green procurement standards. A recycling program has also been established at each Butner institution. Inmate details sort through and remove recyclable materials, and the recycling of metals has resulted in significant monetary savings.

Award category: Recycling

Recipient: FPC Duluth

During the past several years, FPC Duluth has dramatically reduced the amount of waste designated for local landfills. In

FY06, FPC Duluth recycled 390,000 pounds of waste. The facility implemented a three-tier recycling program that includes very specific institution trash recycling, a vermiculture program and a food waste composting program.

- The trash recycling program involves a systematic, thorough sorting of waste to recover recyclable materials, which are then processed and prepared for shipment to a contract recycling center. The program recovers 3.8 tons of recyclable material each week.
- The vermiculture program uses red wiggler worms to recycle food waste into a rich, dark soil conditioner that is used throughout the institution grounds. Annually, this program diverts 2.6 tons of food waste from landfills.
- The food waste composting program is a cooperative effort between FPC Duluth, a contract waste vendor, and the municipal landfill. Each week, two tons of compost is removed from the facility.

FPC Duluth has worked closely with local government agencies to recycle scrap metal. For example, from FY04-06, 660.23 tons of metal worth more than \$160,000 was recycled. Other programs include the recycling of all motor oil, estimated at 600 gallons per year; the use of bio-diesel in equipment; and the recycling of wood pallets and concrete.

Award category: Recycling

Individual Award Recipient: Chad B. Stark, Maintenance Worker Supervisor, FCC Florence

In 2005, FCC Florence Maintenance Supervisor Chad Stark volunteered to take the position of Complex Recycling Coordinator, with responsibility for running the recycling operation for the entire FCC. Mr. Stark began improving operations by reducing the number of monthly trash pulls and changing the landfill location, thereby reducing travel time, mileage, and wear and tear on equipment. His efforts have eliminated the use of outside trash contractors. All bagged trash from the four FCC facilities is sorted; and the recyclable materials, including aluminum cans, cardboard, paper, plastics, fabrics, concrete, metals, etc., are processed and sold. In previous years, the FCC's recycling program generated more than 500,000 pounds of materials, producing a revenue of about \$27,000. Under Mr. Stark's guidance, in FY06, more than 1.6

million pounds of materials were recycled with a value of more than \$46,000.

Award category: Alternative Fuels and Fuel Conservation

Recipients: Mid-Atlantic Regional Office (MARO) and USP Big Sandy

MARO and USP Big Sandy worked closely to establish a successful bio-diesel operation at the USP. The program is an alternative fuel initiative that converts used vegetable oil into bio-diesel fuel. The energy-saving initiative is environmentally-friendly and has reduced fuel and cooking oil disposal costs. Bio-diesel is biodegradable, nontoxic, has lower emissions than petroleum diesel, and is basically free of sulfur. USP Big Sandy is currently using bio-diesel in fleet buses, trucks, tractors, backhoes, mowers, emergency generators, forklifts, bulldozers and ATVs. The USP is the only government facility making and using bio-diesel in the state of Kentucky. Since implementing the program in 2006, USP Big Sandy has produced 1359 gallons of bio-diesel fuel at a cost of 52 cents per gallon, resulting in a cost savings of more than \$2,000 (based on a current price of \$2.12 per gallon for diesel fuel). Plans are underway to expand the program to include the collection of used cooking oil from six nearby Bureau facilities; this expansion is expected to produce 1,500 gallons of bio-diesel per month achieving a fuel savings of \$4,500 per month.

Across the Bureau...

Efforts to safeguard the environment, both major and more limited in scope, occurred throughout the agency during FY07. A brief sample of those activities is provided below.

UNICOR's Recycling Business Group supported Earth Day 2007 by participating in a variety of events to help encourage the recycling of electronic material. UNICOR staff from the Washington, DC metropolitan area took part in recycling collection events sponsored by the Environmental Protection Agency; Departments of Veterans Affairs, Labor and the Interior; General Services Administration; and the community of Chantilly, VA. Specifically, UNICOR's Recycling Business Group provided an environmentally-friendly manner of disposing of electronic materials.

In the Mid-Atlantic Region (MXR):

- Bio-diesel projects were implemented at FCI Cumberland and FCC Butner.
- Eighty-five percent of all MXR institutions implemented three or more new energy and fuel conservation strategies.
- Annual savings of nearly \$325,000 were realized by increasing composting, initiating one Energy Savings Performance Contract (ESPC), using best practices information to guide grease trap maintenance, and hauling institution trash to a disposal site.
- Institutions also participated in a range of other energy conservation initiatives, such as use of water conservation measures, vegetable farming, increased use of hybrid vehicles, and vanpool commuting options for staff.

In the North Central Region (NCR):

- FPC Duluth received \$13,000 in rebate checks from Minnesota Power for its energy conservation efforts. Duluth also saves between \$120 and \$250 per week from its food waste composting program. Finally, Duluth has an aggressive recycling program with dual benefits: revenues are generated from the sale of recyclable materials and \$450 per month is saved by the materials not being subject to trash removal.
- FPC Yankton's horticulture program is extremely efficient and productive. Using only two-thirds of an acre and an initial investment of \$200 in seed, in 2007, the institution saw returns of almost 22,000 pounds of produce, with an estimated value exceeding \$10,000.
- FCI Milan actively participates in a recycling program and saves approximately \$375 per week as a result of reduced trash removal.
- FCI Pekin implemented numerous energy-saving initiatives, including removing hot water from inmate washing machines, replacing lights with high efficiency lights, and replacing paper filters used in institution automobiles. The institution will realize several thousand dollars' worth of savings each fiscal year as a result.
- To reduce utility expenditures, FCI Greenville participated in the Renewable Energy Certificate program and also used creative alternatives to gas-powered equipment.

- USP Marion's wastewater program achieved such outstanding results that it earned Wastewater Plant Supervisor Jimmie D. Barter, Jr., the Wastewater Plant Operator of the Year award from the Illinois Association of Water Pollution Control Operators.

In the Western Region (WXR):

- At the end of FY07, the Western Regional Office (WXRO) was working with the Field Acquisition Office on a final review of Energy Savings Performance Contracts (ESPCs) to be implemented at select WXR facilities. Energy Conservation Measures (ECMs) will include extensive utility equipment upgrades and systems optimization. Once completed, the combined ESPC projects at FCCs Tucson, Victorville and Lompoc; and FCIs Phoenix and Safford are projected to result in an overall annual cost avoidance of approximately \$2.1 million.
- FCI Safford found a creative solution to the initial costs associated with purchasing and installing equipment upgrades. The vendor purchases and installs the energy conservation equipment (i.e., high-efficiency lighting, a computer system that more efficiently controls heating and air conditioning, and energy-efficient air conditioning/heating package units), and the savings on the utility bills are temporarily diverted to the vendor until the project is paid in full, at which point, they revert back to the facility.

BOP Workforce: Staffing and Training

Consolidated Employee Services Center (CESC)

Payroll and Personnel Processing: In support of the Enterprise Human Resource Initiatives, the Consolidated Processing Unit (CPU) initiated the electronic Official Personnel Folder (eOPF) project that will automate all Bureau employee's personnel files. More importantly, eOPF assures continuity of operations and disaster recovery by providing the Bureau with offsite electronic record storage. Finally, eOPF fosters employee satisfaction by providing self-service web access to key personnel information.

The CPU processes all payroll and personnel actions for the Bureau. During FY07, the CPU processed more than 90,000

personnel actions. A Service Desk application was developed for Employee Services Departments (ESD) to use when submitting payroll/personnel processing actions or document requests. This application facilitates the CPU's tracking of the numerous personnel actions requests it receives.

Benefits Counseling and Processing: The Consolidated Benefits Unit (CBU):

- provides expert retirement and benefits counseling to BOP employees;
- processes all retirements; health, life, dental and vision insurance; and death benefits;
- provides guidance to military personnel and their families regarding entitlements while in a military status, as well as counseling to assist military personnel with the transition back to their Bureau careers;
- offers and provides financial literacy retirement training to BOP staff at facilities; and
- is developing an online learning version that combines a highly-interactive virtual classroom (CENTRA) with sessions for early, mid, and late career retirement planning.

During FY07, the CBU processed more than 700 retirements, in excess of 800 retirement calculations, approximately 700 military deposits, and 43 death cases.

Hiring and Staff Placement: The Consolidated Staffing Unit (CSU) is responsible for processing all merit promotion announcements for non-bargaining unit positions and all Delegated Examining (external hiring) functions for the Bureau. The automated application system, BOP-Careers, is used to manage merit promotion and outside hiring. BOP-Careers makes it possible for applicants to access vacancy announcements at any time via the internet, and expedites the delivery of qualified candidates to selecting officials. During FY07, responsibility for the automated BOP-HIRES certification system used for the external hiring of Correctional Officers and hard-to-fill positions, was successfully transitioned to the CSU. Also, as of May 2007, responsibility for all merit promotion for bargaining unit positions was transferred to the CSU. During FY07, the CSU processed approximately 3,600 vacancy announcements. As of September 24, 2007, there were 36,254 BOP staff and 315 were on active military duty.

Correctional Services Staffing

During FY07, progress was made in increasing staffing levels in institution Correctional Services departments. By reducing reliance on other departments to cover custody posts, this helped those other departments perform their important work. Although the agency staffing goal for Correctional Services increased and continues to be 90 percent, each institution has unique staffing needs and Wardens have latitude in staffing as they deem appropriate.

Workforce Development

The Bureau needs its current and future leaders to be successful and makes every effort to ensure this occurs. To that end, the agency provides a range of training opportunities designed for professional development. These learning experiences begin when a new employee comes on board and continue throughout an individual's career, thus ensuring a pool of qualified leaders, managers, and supervisors for succession planning. Over the course of FY07, 70 Introduction to Correctional Techniques (ICT) classes were held with 3,196 new BOP staff attending; 754 staff attended specialty training (e.g., Bus Operations, Side Handle Baton, Disturbance Control Team); and MSTC conducted 189 classes on-site for 3,263 participants, and 15 off-site classes for 698 participants.

Nearly 300 participants completed all prescribed program requirements and graduated from the Leadership Enhancement and Development (LEAD) program during FY07. Additionally, almost 200 participants remain active in their course work and are expected to graduate in the near future. Advanced executive training from various prestigious centers and higher learning institutions (e.g., Harvard University, the Center for Creative Leadership, Aspen Institute) supplement and complement that provided by NIC and the Office of Personnel Management (OPM). The curriculum is structured to ensure appropriate developmental experiences and challenges. Course work covers such topics as correctional leadership, management and executive development, strategic leadership and building performance-based organizations, and senior managers in government.

Highlights of FY07 training developments include:

- **Correctional Officer On-the-Job Training (OJT):** During FY07, the Bureau was notified that the Veterans Benefits Administration (VBA) of the Department of Veterans Affairs (VA) approved the BOP's proposal for a standardized, Bureau-wide 12-month (2080 hour) correctional officer on-the-job training program. This was the end-result of the collaborative efforts of staff in the Training and Staff Development Section of the Bureau's Human Resource Management Division (HRMD) and the VA. This initiative will assist with the recruitment of qualified personnel.
- **Attorney Mentors:** The Bureau successfully promoted one of the Department's Diversity Initiatives by providing mentors to assist newly-hired attorneys. Mentors are experienced Bureau staff who are committed to helping make each new attorney's work experience productive and rewarding. Mentors provide support and encouragement, answer questions, and facilitate a better understanding of agency culture. They contact new attorneys before they report for duty and meet regularly with them thereafter. During FY07, several Bureau mentors received special recognition from DOJ for their outstanding contributions.
- **Trainers for Civil Treatment Training:** OGC's Labor Law Branch expanded its pool of attorneys who have completed the Trainers for Civil Treatment Training from one to six, increasing training availability to staff in the field.
- **Inmate Skills/Offender Workforce Development Training:** Given the Bureau's continued emphasis on these initiatives, formal training on these topics was incorporated into the Bureau's core mandatory standards for Annual Refresher Training (ART), which is provided at all Bureau sites.

Other Achievements Managing Human Resources

Alternative Dispute Resolution: In June 2007, the Bureau and Hensel Phelps Construction Company received the 2006 Alternative Dispute Resolution (ADR) in Acquisition Award from the White House Office of Federal Procurement Policy and the Chief Acquisition Officers Council. The award recognizes Federal agencies and private sector organizations that use a variety of ADR techniques to resolve Federal acquisition disputes in a more efficient, timely manner than achiev-

able through traditional litigation processes, while preserving the business relationships between agencies and their private sector partners.

The Bureau and Hensel Phelps were recognized for their use of the "Partnering Program" on the design/build contract for the FCI II Butner project. Through this program, the Government and the contractor were able to amicably resolve many on-site issues during construction of the facility. This "Partnering Program" concept was developed by the Administration Division's Property & Construction and Design & Construction Branches, and is used on all design/build contracts for new prison construction projects.

The FCI II Butner project was also selected by the Association of General Contractors of America as a winner of the 2007 Marvin M. Black Excellence in Partnering Award. This prestigious award is presented to owners and construction companies of projects that best exemplify the spirit of partnering using the ADR process.

EEO Counselor Program: During FY07, the BOP fully implemented its full-time EEO Counselor Program: it increased the number of full-time counselors from 4 to 5, and increased the number of locations participating in the program from 20 to 26.

Oversight

Internal

The BOP's primary internal system of control is the program review process, through which the Bureau subjects each of its programs or disciplines to a thorough examination by organizationally independent, trained Bureau subject matter experts. Program review guidelines are specific to each discipline or department and assess the strengths and weaknesses of a particular program or activity and compliance with applicable policies, regulations, and American Correctional Association (ACA) standards. Of the 466 program reviews conducted in FY07, 73.6 percent achieved ratings above acceptable (either good or superior). Institution teams annually review the same critical functions examined by the

program review team to allow the institution to identify and correct any potential weaknesses.

In a continuing effort to refine the program review process, a new category of findings, “minor deficiency,” was approved and implemented for program reviews beginning in January 2007. The purpose for adding the new category was to further delineate findings and allow for deficiencies to be weighted based on the significance of the issue. While all policy deviations are important and noteworthy, some are more serious than others. This distinction could not be made with the previous categories. Although many factors are taken into consideration when assigning a final rating, the additional finding of “minor deficiency” provides a means to distinguish the seriousness of findings and, thus, a more accurate reflection of the overall strengths and weaknesses of a program.

Institution Character Profiles (ICP), conducted by a regional team of administrators and the Regional Director, are completed every several years and provide a great deal of descriptive and subjective information about institution performance. ICPs include direct observation of institution operations, interviews with randomly-chosen inmates and staff, and input from outside agencies and organizations. Review of data from the agency’s management information systems and specially-designed surveys provided to staff anonymously prior to the ICP, provide a context for identifying prospective issues in advance of the ICP and for interpreting information obtained during the ICP. During FY07, 34 ICPs were conducted, with findings and recommendations communicated to the Director.

External

ACA Accreditation: The Bureau enhances the effective management of its institutions through a process of accreditation based on standards approved jointly by American Correctional Association (ACA) and the Commission on Accreditation for Corrections. During FY07, 35 previously-accredited BOP institutions were re-accredited, and 2 new facilities (FCC Butner’s FCI Medium II and FCC Tucson’s USP) received initial accreditations. With these accreditations,

the Bureau, for the first time in its history, achieved 100 percent accreditation. In August 2007 at ACA’s summer conference, the Bureau received ACA’s prestigious Golden Eagle award, the highest honor an agency can receive, bestowed only on agencies that have every entity under their jurisdiction accredited.

In 1997, the Executive Staff made the decision that all Bureau institutions would be accredited. Since then, PRD’s Program Analysis Section has provided training and assistance to numerous institutions regarding the accreditation process. In addition to being mandated by Bureau policy, the number of accredited institutions is a performance measure in DOJ’s budget process. Achieving 100 percent accreditation is a major milestone and accomplishment for the agency.

JCAHO Accreditation: All institutions (with the exception of CARE level 1 facilities) are accredited by the Joint Commission for the Accreditation of Healthcare Organizations (JCAHO). Because Care level 1 institutions serve an essentially healthy inmate population, the BOP’s Executive Staff decided to not pursue JCAHO accreditation for these sites.

Clean Financial Audit Opinions: For the ninth year in a row, the BOP received an Unqualified (clean) Opinion on its audited financial statements. Clean opinions are indicative of sound financial management. The requirement to produce annual audited financial statements resulted from requirements in the Chief Financial Officers Act of 1990, and applies to the 24 largest federal departments and agencies.

Federal Prison Industries (FPI) also received a clean audit with no material weaknesses or reportable conditions for FY06, from the independent accounting firm of Pricewaterhouse Coopers, LLC. Since it was established in 1934, the FPI program has received a qualified audit only once, in FY 2000. However, the FY 2000 audit was reversed the following year, and determined to be unqualified or “clean.” The FY06 audit makes it 72 years with a clean audit for FPI.

Enhancing Community Re-entry Success

In the Bureau of Prisons, release preparation begins the first day of incarceration, when inmates begin their work with the unit team to formulate a plan for how the term of imprisonment will be spent. Work and other programming opportunities are offered to help inmates acquire skills necessary to become law-abiding citizens upon their release, which is critical to reducing the potential for further victimization. Rigorous research has demonstrated that the Bureau's core inmate programs work – that is, they reduce recidivism.

Core Programs

Work programs assist with inmate management in the institution, but more importantly they teach inmates skills and the importance of a good work ethic, thereby increasing the likelihood of successful community re-entry. All sentenced inmates are required to work if medically able. Examples of institution work assignments include unit orderlies, food service, laundry, and landscaping.

Inmates who work for **Federal Prison Industries** (FPI or trade name UNICOR), one of the Bureau's most important correctional programs, gain marketable skills in business areas such as electronics, textiles, services, recycling, fleet management, and vehicular repair. As of September 30, FPI employed 23,152 inmates, representing 18 percent of the eligible Federal inmate population. Research has shown that inmates who participate in FPI are less likely to revert to criminal behavior and are more likely to be gainfully employed following release from prison. The Post-Release Employment Project (PREP) compared inmates who worked in prison industries with similar inmates who did not participate in the FPI program. PREP found that inmates who worked in FPI were significantly less likely to recidivate than inmates who did not participate, for as much as 12 years following release. Inmates who participated in FPI were also less likely to engage in prison misconduct. In addition, minority groups that are at the greatest statistical risk for recidivism benefitted more from industrial work participation and vocational training than their non-minority counterparts.

UNICOR's Services Business Group achieved two milestones during FY07. On September 21, 2007, the number of directory assistance calls answered by UNICOR inmate workers at call centers during 2007 exceeded 100 million. During calendar year 2006, UNICOR answered 90 million such calls. When the UNICOR call center program began in November 2003, it employed 23 inmates and had just 13 phone stations. At the end of FY07, UNICOR operated 5 directory assistance call centers with 725 phone stations, and employed more than 1,600 inmates at FPC Alderson; FMC Carswell; and FCIs Dublin, Tallahassee, and Williamsburg.

UNICOR's distribution program also reached a milestone when it processed the 100 millionth catalog since the program began in December 2001. The two distribution centers are located at FPCs Alderson and Bryan. At these centers, inmates glue perfume samples into catalogs, then package and mail the catalogs to customers. In 2001, the program employed 50 inmates at FPC Bryan; the program now employs more than 350 inmates.

To help inmates obtain work upon release, the UNICOR Federal Bonding Program provides theft insurance to employers as an incentive for hiring ex-offenders who worked in UNICOR for at least six months while confined at a BOP facility. This benefit applies to ex-federal offenders hired after February 1, 2006, and the ex-offender must seek coverage within one year of release.

Occupational Training (OT) programs are offered at the majority of BOP institutions. Inmates can learn a variety of marketable skills in both traditional trade areas and emerging occupations, receive on-the-job training, and participate in certified apprenticeship programs that link training to existing workforce needs. In FY07, occupational education completions totaled 13,616, representing a six percent increase from FY06. PREP research found that inmates who participate in VT are 33 percent less likely to recidivate as compared to similar nonparticipating inmates.

Education programs help inmates acquire literacy skills. All BOP facilities offer literacy classes, adult continuing education, English as a Second Language (ESL), parenting classes, library services, wellness education, and leisure-time activities. Research has found that inmates who participate in education programs are 16 percent less likely to recidivate than similar nonparticipating offenders.

On any given day in FY07, 35 percent of the designated inmate population was enrolled in one or more education/recreation programs. During FY07, 6,089 inmates obtained a General Educational Development (GED) certificate, up from 5,547 GED completions recorded during FY06. At the end of FY07, 77 percent of inmates within 6-7 months of release did not have a literacy need (i.e., they either had or had earned their GEDs), and 23 percent were either enrolled in or on the waiting list for the GED program.

Innovative education strategies include FCI Cumberland's participation in the Correctional Learning Network (CLN), a cooperative joint venture that provides correctional facilities with a subscription satellite learning service. This has made it possible for the Education Department to download and develop various classes for inmates, including GED, Re-entry Readiness and adult continuing education. Since the initial course offerings in May 2007, inmate participation has been excellent.

Substance Abuse Treatment: The Bureau offers drug education, non-residential drug abuse treatment, and counseling at every institution. Treatment includes individual and group therapy, group counseling, and other skills-building strategies aimed at developing pro-social values and preparing inmates for transition to the community. The goal of the programs is to reduce the likelihood of inmates relapsing to drug use.

The Bureau is mandated by law to provide residential drug abuse treatment to 100 percent of the eligible population. The BOP's residential drug abuse program (RDAP), the most intensive treatment offered by the Bureau, is available at 58 institutions. RDAP includes transitional drug abuse treatment

in the community, which ensures continuity of care when the inmate transfers to an RRC. Program staff monitor inmate progress, provide treatment interventions and coordinate with U.S. Probation to ensure the inmate continues with the same treatment provider when moved to supervised release. Continuing treatment during the community transition while the individual is under supervision supports lasting change.

During FY07, 23,596 inmates participated in a drug abuse education course; 14,392 inmates received non-residential treatment; and 17,549 inmates participated in RDAP. Of inmates participating in RDAP, 90 percent completed the program. The TRIAD study demonstrated that inmates who completed the RDAP are 16 percent less likely to recidivate and 15 percent less likely to relapse to drug use three years after release, when compared to similar inmates who did not participate in RDAP.

There is enormous demand for residential drug treatment services in part because of the potential for some (non-violent) offenders to earn an early release following successful completion of the program. As a result of their successfully completing RDAP, during FY07, 4,801 inmates received an early release averaging seven months. Since implementation of the early release incentive, 31,511 inmates have been released early. From June 1995 through the close of FY07, a total of 182,317 inmates have participated in RDAP. For the first time since the law was enacted, the Bureau was unable to meet the demand for services mandated by the Violent Crime Control and Law Enforcement Act of 1994 (VCCLEA) as 43 eligible inmates were unable to receive RDAP before their release from Bureau custody.

Other Programming

The values- and skills-building components of RDAP have proven their worth even for inmates with no substance abuse problems. The Bureau continues to develop and operate specialized treatment programs based on the cognitive-behavioral treatment model that underlies RDAP. Examples of these specialized unit-based, programs include:

- Challenge, which currently operates at 11 USPs and targets high-risk offenders with histories of substance abuse and/or mental illness;
- BRAVE (Bureau Rehabilitation & Values Enhancement), operating at FCI Beckley, which is designed to improve the institutional adjustment of young male offenders serving their first significant term (5 years or more) of Federal incarceration; and
- Skills Program, operating at FCC Coleman (Medium) and designed to improve the functional ability of inmates with cognitive deficits that may be linked to a history of brain injury and/or chronic mental illness.

Examples of other specialized program opportunities include:

- the Habilitation Program, which serves high-security, low-functioning inmates who have difficulty adapting to a penitentiary environment, but have the ability to function well at medium security institutions. Inmates begin in a specialized treatment unit, then transition to the general population at the institution (FCC Butner Medium).
- a Step Down Unit that currently operates at both FCI Danbury and FCC Butner (Medium), offers intensive residential mental health care to inmates with severe mental illnesses, thereby reducing the need for Medical Referral Center placements.
- the Resolve and Rehabilitate Program, which provides psycho-educational and cognitive behavioral non-residential treatment to female offenders with a history of trauma-related mental illnesses; it operates at FPC Alderson, WV; FPC Bryan, TX, and SFF Hazelton, WV.

During FY07, BOP Psychology Services departments around the country conducted 308,142 mental health assessments/evaluations, 50,759 individual sessions, and 2,065 crisis counseling sessions.

Religious Services/Programs: Approximately 38 percent of inmates confined by the Bureau participate in religious services or programs on a weekly basis. Nationwide, a total of 244 contractors and more than 6,600 volunteers support the work

of the 252 full-time Bureau chaplains in accommodating the religious practices of more than 30 faith groups.

The Life Connections Program (LCP), the Bureau's residential multi-faith-based program designed to facilitate personal transformation and help reduce recidivism, operates at FCI Milan; USP Leavenworth; the Federal Medical Center, Carswell; and FCCs Petersburg (FCI) and Terre Haute (USP). This program relies heavily on community resources and volunteers to help inmates achieve personal growth and supports the release process by connecting inmates with a faith community at their release destination. At the end of the year, a total of 599 inmates had completed the program and 425 were participating. As of the end of August 2007, 209 LCP graduates had been released from BOP custody. An interim report prepared by the Bureau's Office of Research and Evaluation demonstrates a positive effect of LCP participation in reducing serious forms of misconduct while inmates participate in the program. Analysis of impact on recidivism requires at least another year before enough data is available for LCP graduates and comparison subjects to support a preliminary evaluation. Proposals for expanding the LCP by up to six sites are being evaluated.

The Threshold Program was implemented in September 2007 and currently operates at 31 Bureau institutions. This non-residential, six-month program provides inmates with spiritual growth opportunities in key life focus areas. Bureau chaplains, volunteers and mentors provide this service in partnership.

Inmate Financial Responsibility Program (IFRP): The BOP encourages offenders to meet their financial obligations through the IFRP, in which staff assist each inmate in creating a financial plan to meet their obligations. Inmates who participate in FPI and who have court-ordered fines, family support, and victim restitution must contribute 50 percent of their earnings toward these obligations. During FY07, inmates who participated in FPI contributed more than \$2.7 million of their earnings toward meeting their financial obligations; and agency-wide, a total of \$10,091,974.08 was collected through the IFRP.

Inmate Skills Development (ISD) & Re-Entry

Throughout FY07, the Bureau continued to devote substantial effort to expanding the ISD Initiative, which is designed to enhance the agency's effectiveness at facilitating the successful re-entry of inmates. As part of this ongoing initiative, the Bureau created an automated assessment and tracking tool, called the Inmate Skills Development System (ISDS), to help staff identify an inmate's strengths and weaknesses, as these relate to release readiness. During the demonstration process, the ISDS has been fine-tuned and is being gradually rolled out to all institutions for staff to use in assessing inmate skills and targeting inmate program recommendations to address identified needs, thereby enhancing the effectiveness of program resources.

The ISDS will be optimally effective once fully integrated with the Bureau's legacy information system – SENTRY. Ultimately, the ISD initiative is expected to help link inmates with the most appropriate programs given their specific needs, ensure programs have demonstrable and measurable outcomes, assist in program resource allocation and provide a seamless flow of information to parties with a stake in the outcome. By providing inmates with programs targeted to address their identified deficit areas, the Bureau anticipates that inmates will be better-prepared and more likely to succeed.

About 30 months before an inmate's expected release date, the agency's focus on release preparation intensifies. All sentenced inmates releasing to the community from Bureau facilities participate in the agency's standardized Release Preparation Program, with a curriculum that covers six categories: health and nutrition, employment, personal finance and consumer skills, community resources, release requirements and procedures, and personal growth. Institution employment resource centers assist inmates in preparing for post-release job searches, and the Inmate Transition Branch helps institutions conduct mock job fairs to provide inmates interviewing practice to refine their skills. In FY07, Bureau institutions held 135 mock jobs fairs.

The BOP strives to provide all eligible inmates the opportunity to release through **residential re-entry centers** (RRCs), which provide a structured, supervised environment and support in job placement, counseling, and other services that facilitate a successful transition to the community. RRCs also provide more support to higher need inmates, including those who have been separated from their homes and families for extended periods of time, have fewer job skills, have more extensive mental health problems and have a higher incidence of behavior problems. Research has found that RRC participants are more likely to be gainfully employed and less likely to commit crimes, when compared to inmates who release directly back to the community. During FY07, the Bureau referred a total of 39,379 inmates to RRCs. Placements were secured for 98.5 percent of inmates referred. Of those who participated, 90 percent successfully completed the program.

A requirements-based RRC Statement of Work (SOW) was issued during FY07 that includes significant changes for new RRCs. The SOW includes the requirement for RRCs to provide more extensive services addressing the specific needs of each inmate, improving and expanding employment assistance programs in their facilities, and the implementation of a nine-week transitional skills program that uses a cognitive behavioral approach to addressing common barriers to successful re-entry.

RRCs are now also required to employ a social services coordinator to establish community resources and services for inmates (e.g., outreach programs to gain and maintain community support). Among other things, social services coordinators will help ensure inmates transferring to RRCs or releasing directly to the community and who suffer from significant medical and/or mental health concerns, are linked with appropriate social services in the community. These requirements are designed to ensure continuity of care and increase an inmate's chances of remaining crime-free.

The Bureau's Psychology Services Branch collaborated with the Administrative Office of the U.S. Courts (AOUSC) to expand community substance abuse treatment to include inmates with co-occurring disorders of substance abuse and

mental illness, as well as substance abuse and sex offender needs.

Collaboration: Workforce Development

Close interagency collaboration – essential to achieving optimal re-entry outcomes – remains a high priority for the BOP. In October 2006, to demonstrate the importance of collaboration, an executive management staff national video conference training meeting was convened. All members of the agency’s management staff (Assistant and Regional Directors and their Deputies, Wardens and Deputy Wardens, Associate Wardens, Executive Assistants and Camp Administrators) participated. Part of the conference included presentations and discussions of programs and related initiatives that enhance institution management effectiveness and, most importantly, the likelihood of inmates successfully transitioning back to their communities. Because intra- and interagency collaboration are critical to meeting these goals, an invitation to participate in this portion of the video conference was extended to criminal justice and law enforcement agencies and to appropriate institution staff nationwide. District Chiefs of the Offices of U. S. Probation and Pretrial Services, upper level representatives from the Administrative Office of the U. S. Courts, staff from the U.S. Attorneys’ Offices, and representatives from other Bureau partners were invited. At the institution level, Wardens were able to invite Department Heads and Case Management Coordinators; other staff from Unit Management, Psychology, Health Services, Chaplaincy, and Education Departments; and the institution’s designated Inmate Skills Development and Re-entry Coordinator. Training topics included management of the mentally ill, residential re-entry center placement, inmate skills development and the National Offender Workforce Development Partnership (NOWDP), and management of sex offenders and the Adam Walsh Act

In conjunction with the Office of Probation and Pre-Trial Services (OPPS), the BOP’s Inmate Skills Development Branch and National Institute of Corrections (NIC) continued their considerable efforts to enhance existing relationships and expand partnerships to include other parties with a stake in offender re-entry. The U.S. Departments of Veterans Affairs

and Education joined the National Workforce Development Partnership, adding to the membership list that already included the AOUSC, OPPS, the U.S. Department of Labor, and others. The BOP, NIC, and OPPS also jointly conduct Offender Workforce Development Specialist (OWDS) training, providing staff and community partners within targeted geographic locations the tools and resources to enhance career opportunities for ex-offenders releasing to the area.

The BOP has made it a priority to establish local partnerships that support re-entry and workforce development efforts at each institution: 47 staff have been trained as Workforce Development Specialists, and ISD and Re-entry (ISDR) Coordinators at each facility received facilitator training and curriculum materials to enable them to conduct Offender Employment Specialist (OES) training in collaboration with their local partners. This fosters stronger working relationships and a unified, consistent approach to re-entry. Multiple sites have already provided OES training to their community partners, with participation from employers, educational institutions, “one-stop” employment service centers, and faith-based organizations. One example of what has been accomplished during FY07 on a regional level comes from the Mid-Atlantic Region, where every institution had formed at least one Workforce Development Partnership, and one institution had established 11 new partnerships.

The BOP’s ISD Branch and its Federal partners conducted presentations and workshops to expand awareness of collaborative offender workforce and skills development efforts. Audiences included representatives of RRCs, local and state correctional agencies, coordinators of Homeless Veterans services, and other community and government agencies. The 2007 Defendant/Offender Workforce Development Partnership training conference held in Charlotte, NC drew more than 650 participants. The conference provided opportunities for partnership development, hands-on training in workforce development techniques, and access to multiple resources.

NIC recently completed the conversion of Offender Workforce Development Specialist classroom training modules to

e-learning format. To be offered through NIC's e-Learning Center, this training will be a coordinated effort between NIC's Academy and Offender Workforce Development Division (OWDD), the BOP and the OPPS. It represents a continuing effort to provide more cost-efficient competency-based training that leads to trainee certification as Career Development Facilitators. This approach will significantly reduce the number of days required for classroom training, thereby creating additional opportunities for many more trainees to participate in this professional training series.

OWDD coordinates the efforts of Federal, state, local, and non-profit agencies to improve employment outcomes for offenders and ex-offenders. It offers professional training to the field to ensure staff have the knowledge and skills necessary to accomplish this goal. Simply put, it enables staff to improve programs in their jurisdiction. The competency-based training, which focuses on offender workforce development issues and partnership development, is delivered via classroom instruction, satellite/internet broadcasts, e-learning, or a blended approach.

Over the last six months of FY07, NIC's OWDD has provided:

- Offender Workforce Development Specialist (OWDS) training to 34 participants from Federal, state, local, non-profit, and faith-based agencies. In turn, these participants will partner with NIC to provide OWDS training in their respective jurisdictions.
- two satellite/internet broadcasts: "A National Dialogue: Building Bridges to Safer Communities Through Offender Employment" had more than 2,200 participants; "A Model for Social Justice: Collaboration Between Faith-Based and Community Organizations and Corrections," had an audience of more than 3,700.

This training facilitated the development of OWDD partnerships in more than 30 states and the Virgin Islands with jurisdictions representing the BOP; U.S. Probation; the Departments of Education and Labor; and state, local and non-profit agencies.

The knowledge and skills acquired via NIC's offender workforce development and OWDS training, over the past five

years, have contributed to important developments in several jurisdictions around the country and they are to be congratulated for their efforts:

- Supervisors and probation officers from U.S. Probation's Eastern District of Missouri launched a workforce development program in 2003. In September 2007, the unemployment rate for Federal probationers in that area was lower than that of the general population in St. Louis and the national unemployment rate, findings that have not changed for 33 consecutive months.
- U.S. Probation's Northern District of Texas launched a workforce development program in 2005. As of June 2007, the unemployment rate for Federal probationers had decreased 36 percent from when the program began. This program led to a formal partnership between U.S. Probation's Northern District of Texas, OPPS, the BOP, three institutions in the District, and local halfway houses, with the specific goal of improving the coordination and delivery of re-entry and workforce development services to better prepare releasing offenders for jobs that fit local business and economic markets.

The goal of these numerous activities has been to increase the opportunities for employment of ex-offenders. Providing a viable means of employment is critical to offenders being able to support themselves and succeed as law-abiding citizens. The Bureau remains fully committed to doing everything possible to help inmates reintegrate successfully and to reduce recidivism.

Training: Improving Corrections Outcomes

Correctional systems throughout the country are being evaluated on their operational efficiency and their effectiveness at reducing recidivism. The BOP and NIC play a key role in supporting non-Federal agencies or jurisdictions to help them accomplish this objective. To that end, during FY07, NIC conducted 25 leadership training programs that served 166 BOP staff and 578 representatives of state and local corrections jurisdictions. Course titles included: Executive Excellence, Correctional Leadership Development, Management Development for Women and Minorities, State Correctional

Leadership for Women, Correctional Leadership for Women, Management Development for the Future, Executive Training for New Wardens, Deputy Directors' Training, and the National Sheriff's Institute, specifically designed for first-term sheriffs.

Training opportunities also served an additional 186 corrections leaders representing the following audiences: new parole and probation chief executives, chiefs of urban facilities, state community corrections administrators, new Parole Board members, pre-trial program directors, and representatives of large jails.

The newest version of the NIC public website was launched in January 2007. Using next generation concepts and technologies, NIC's site ensures faster information and news delivery through NIC's news feed system (blogs); enhanced organization, simplified navigation, and improved search options, which make it easier to locate what a visitor wants; subscription capability; and a secure and efficient way to interact and collaborate online with other corrections professionals.

NIC conducted four satellite/internet broadcasts in FY07 that involved a total of 1,424 sites and were viewed by 14,312 participants.

NIC custom-developed six e-Learning courses titled: Jail Data Collection, Using Assessment Instruments to Assist Offenders with Career Planning, Using Computer Systems and Web Sites to Assist Offenders with Educational Career Planning, Strategies to Lessen Barriers for Offenders Entering the Workforce, Establishing the Learning Organization, and Your Role Responding to Sexual Abuse (PREA).

In FY07, NIC provided 265 responses to technical assistance requests; and NIC's Learning Center and e-Learning had a total of 4,623 course completions combined. NIC processed and responded to 7,298 new requests submitted through its public website (www.nicic.gov), which had 499,225 unique visitors. Additionally, there were 204,059 downloads from NIC's online catalog.

At the end of FY07, NIC's Learning Center contained 165 web-based training (WBT) courses in the following categories:

- leadership/management (147 titles);
- specialized corrections topics custom-designed by NIC for correctional practitioners, but available to all users (13 titles); and
- Offender Workforce Development training series custom-designed by NIC and currently available only to program participants (5 titles).

In FY07, NIC started several initiatives to improve offender outcomes; these involve:

- designing an evidence-based management system (the Women Offender Case Management Model) that follows women as they move through the system;
- research and development of two gender-specific tools for the assessment and classification of women offenders; and
- under family justice, the development and piloting of a relational tool to facilitate the building of support networks for male and female offenders re-entering communities.

Within the Transition from Jail to the Community (TJC) Project, NIC and the Urban Institute launched an initiative to develop strategies to be used by jails and local communities to improve long-term reintegration success by enhancing the transition process. The resulting model will be tested and evaluated in six jurisdictions, yet to be determined. This initiative will involve bringing jail, community leaders, social service providers, faith-based groups, criminal justice decision-makers and representatives, elected officials and other interested parties together to jointly develop policies and procedures affecting custody, release, and supervision. The TJC model is viewed as a new way of doing business, involving long-term systems change through a collaborative, community-based orientation – a process that secures buy-in from all participants.

Having Future Impact...

Over the course of FY07, the agency closely monitored the activity of the U.S. Sentencing Commission, which proposed

an amendment to the sentencing guidelines that would lower by two levels the base offense levels for crack cocaine. The proposed amendment became effective November 1, 2007, and the USSC's subsequent decision to make this amendment retroactive (i.e., apply it to individuals sentenced before November 1, 2007) may potentially affect approximately 19,500 inmates.

Given the inmate population's high level of interest in the USSC's 2007 actions on the crack cocaine matter, from the onset, the BOP's approach was proactive in nature – diffuse potentially provocative situations before they have the chance to occur. Communication with staff and inmates – before, during and after each date when USSC action (i.e., decisions) was anticipated or could occur – was the critical element to managing inmates' reaction to this issue.

The USSC's decision on retroactivity poses some immediate challenges for the Bureau, which has certain responsibilities prior to an inmate's release, many of which are mandated by law (e.g., notification of victims and witnesses and collection of DNA samples, if required). The agency will work diligently to ensure these priorities are accomplished within the time frame allotted by the Courts.

Working with the Community

Close working relationships between Bureau institutions and their local communities benefits all parties. Citizen volunteers provide a variety of important services that supplement the services and programs offered by Bureau staff. Their efforts, which may include providing vocational training, Alcoholics and Narcotics Anonymous, spiritual counseling, tutoring, prisoner visitation, and leisure-time activities, support community re-entry efforts and promote institution safety. Citizens are also key participants in mock job fairs that occur at BOP institutions to prepare inmates for employment searches and job interviews.

Community service and public works projects provide inmates an opportunity to learn and practice work skills, while contributing back to the community in positive ways. Community service projects are conducted in cooperation with local municipalities, as well as community and faith-based organizations. Projects are wide-ranging and may benefit children, the poor, the sick or individuals with disabilities (e.g., braille transcription); or include such activities as maintaining local parks, construction projects in local community centers, and more. 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; staff supervise these activities.

During FY07, FPC Duluth, MN, was one of five recipients of the Attorney General's Volunteer and Community Service Awards. These awards recognize outstanding contributions to the community and the spirit of volunteerism demonstrated by agencies and their staff. FPC Duluth was recognized for the institution's community service programs involving staff and inmates.

UNICOR strives to achieve its goals of preparing inmates for release while making every effort to work with and support private sector employers. For example, during FY07, FPI was recognized by DOJ's Office of Small and Disadvantaged Business Utilization for exceeding the Department's goals for the use of small, women-owned and HUBzone small businesses.

Approximately 74 percent of the purchases made by UNICOR during FY06 were from small businesses, including those owned by women, minorities, and the disadvantaged. This is more than three times DOJ's goal for purchasing from small businesses. UNICOR routinely has the highest level of small business utilization within DOJ.

Whether at work or in their personal lives, Bureau staff, collectively and individually, have demonstrated their commitment to serving the public. BOP staff are involved in a variety of volunteer programs and activities within their local communities. Staff support and participate in activities of faith-based and community organizations, blood drives, a toiletries collection program for the homeless, and community-based crime prevention and drug intervention programs, just to name a few. They generously support the Combined Federal Campaign Program. Bureau staff are among the first to stop to render assistance when they witness motor vehicle accidents, the aid they provide in those initial moments frequently being the difference between life and death.

Extraordinary Efforts

During FY07, individual Bureau staff members were acknowledged for their extraordinary actions or performance in support of the American public; their achievements warrant special mention herein.

Medals of Valor

On August 13, 2007, FCI Ashland Lieutenant Nathan Clark and SIS Support Technician Roger Chaffin were awarded Medals of Valor from the North American Association of Wardens and Superintendents (NAAWS) at the ACA conference that was held in Kansas City, MO. The Medal of Valor is given to individuals who have demonstrated heroic action in the line of duty.

Lt. Clark and Mr. Chaffin were honored for risking their lives to intervene in a life-threatening situation. On January 19, 2006, the two men went to interview inmates at a hospital following a bus accident. After the interviews had ended, they entered an elevator in the hospital's parking garage. When the

elevator stopped on the 4th floor, a man and woman entered. As the elevator stopped on the 5th floor and the doors began to open, the man pulled the woman toward him, took a pistol from his jacket and shot the woman in the head. Without hesitation, Mr. Chaffin tackled the man, removed him from the elevator, and restrained him. Lt. Clark disarmed the man and went for help. The suspect was handcuffed and detained until local law enforcement arrived. The victim survived the shooting.

Lt. Clark's and Mr. Chaffin's selfless disregard for their personal safety and the courage to willingly risk their lives to protect fellow citizens were the finest demonstration of the Bureau's commitment to protecting the public.

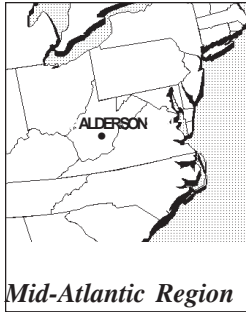
President's Volunteer Service Gold Award

FCC Victorville Psychologist Dr. Alpha Omega Curry received the President's Volunteer Service Gold Award from the President's Council on Service and Civic Participation. Dr. Curry was recognized for her leadership in activities that honor Dr. Martin Luther King, Jr. By supporting the Martin Luther King Day of Service/Justice Sunday National Consortium, Dr. Curry played a critical role in raising awareness and promoting action to assist the thousands of men, women, and children affected by crime and incarceration. She recognized the urgent need for volunteers to get involved in the lives of youths who are most at-risk to help reduce the potential for their involvement with the criminal justice system, and she used the PEN OR PENCIL initiative as one vehicle to accomplish this goal.

Endorsed by the National Council for Social Studies, the PEN OR PENCIL initiative is a field demonstration program with a social action and service learning curriculum that uses history as a template to improve conduct. It also provides an opportunity for participants to engage in constructive dialogue about race, improve their social skills, and improve reading and life skills.

Bureau Institutions

Note: Population numbers effective 09/27/07.



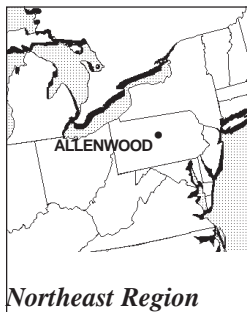
FPC Alderson

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

Staff: 171

Security Level: Minimum/Female
Judicial District: Southern West Virginia
Population: 1,199

Location: In the foothills of the Allegheny Mountains, 270 miles southwest of Washington, DC; 12 miles south of I-64, off State Hwy 3. Serving the area: Lewisburg and Beckley, WV, and Roanoke, VA airports; Amtrak, and commercial bus lines.



FCC Allenwood

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

FCC Staff: 847

FCC Security Levels: Low, Medium, High/Male
Judicial District: Middle Pennsylvania
Population: 3,915

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



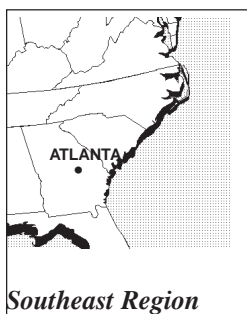
FCI Ashland

P.O. Box 888
State Route 716
Ashland, KY
41105-0888
606-928-6414
Fax: 606-929-4395

Staff: 285

Security Level: Low with adjacent Minimum Camp/Male
Judicial District: Eastern Kentucky
Population: FCI: 1,229 Camp: 327

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



USP Atlanta

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

Staff: 515

Security Level: Medium/Administrative with adjacent Minimum Camp/Male
Judicial District: Northern Georgia
Population: USP: 2,011 Camp: 530

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



USP Atwater

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

Staff: 321

Security Level: High with adjacent Minimum Camp/Male
Judicial District: Eastern California
Population: USP: 1,108 Camp: 126

Location: On a portion of the former Castle Air Force Base, approximately 130 miles from San Francisco. Serving the area: Fresno Yosemite International, Sacramento International, and Modesto City/County (Harry Sham Field) Airports; Amtrak; and commercial bus lines.



South Central Region

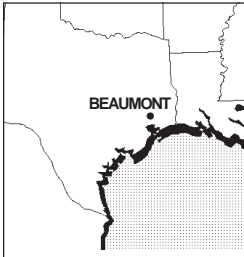
FCI Bastrop

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

Staff: 250

Security Level: Low with adjacent Minimum Camp/Male
Judicial District: Western Texas
Population: FCI: 1,160 Camp: 180

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



South Central Region

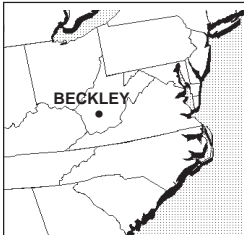
FCC Beaumont

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

FCC Staff: 874

FCC Security Levels: Low, Medium, High with adjacent Minimum Camp/Male
Judicial District: Eastern Texas
Population: 5,664

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



Mid-Atlantic Region

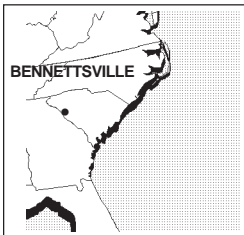
FCI Beckley

P.O. Box 1280
1600 Industrial Park Rd.
Beaver, WV 25813
304-252-9758
Fax: 304-256-4956

Staff: 351

Security Level: Medium with adjacent Minimum Camp/Male
Judicial District: Southern West Virginia
Population: FCI: 1,644 Camp: 433

Location: Approximately 51 miles southeast of Charleston, WV and 136 miles northwest of Roanoke, VA. Serving the area: Charleston and Beckley airports, Amtrak, and commercial bus lines.



Southeast Region

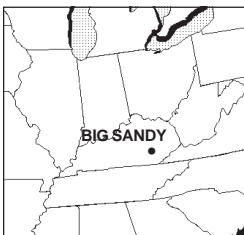
FCI Bennettsville

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

Staff: 303

Security Level: Medium with adjacent Minimum Camp/Male
Judicial District: South Carolina
Population: FCI: 1,617 Camp: 155

Location: In Marlboro County off Hwy 9, 86 miles from Myrtle Beach. Serving the area: Florence Regional (31 miles) and Douglass International, Charlotte, NC (89 miles) airports.



Mid-Atlantic Region

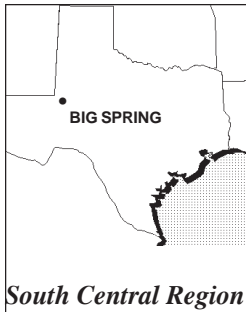
USP Big Sandy

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

Staff: 366

Security Level: High with adjacent Minimum Camp/Male
Judicial District: Eastern Kentucky
Population: USP: 1,524 Camp: 138

Location: In Eastern Kentucky, 11 miles south of Inez on Rt. 3 South; 18 miles southeast of Paintsville and 15 miles northeast of Prestonburg. Serving the area: Huntington, WV; Lexington, KY; and Charleston, WV airports.



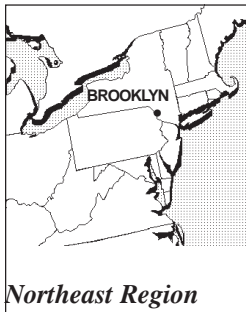
**FCI
Big Spring**

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

Staff: 246

Security Level: Low with adjacent Minimum Camp/Male
Judicial District: Northern Texas
Population: FCI: 1,552 Camp: 188

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



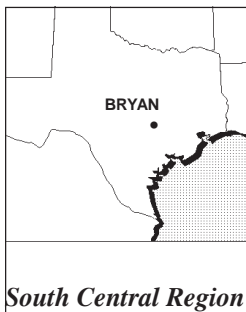
**MDC
Brooklyn**

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

Staff: 512

Security Level: Administrative/ Male, Female
Judicial District: Eastern New York
Population: 2,621

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



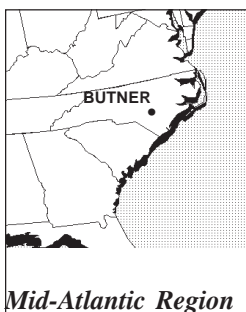
FPC Bryan

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

Staff: 127

Security Level: Minimum/Female
Judicial District: Southern Texas
Population: 960

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



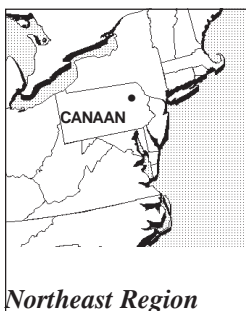
FCC Butner

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

FCC Staff: 1306

FCC Security Levels: Low, Medium with adjacent Minimum Camp, Administrative/Male
Judicial District: Eastern North Carolina
Population: 4,590

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



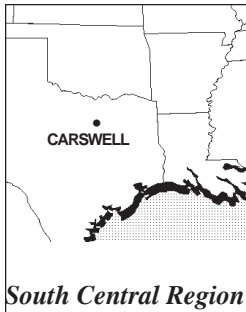
USP Canaan

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

Staff: 354

Security Level: High with adjacent Minimum Camp/Male
Judicial District: Middle Pennsylvania
Population: USP: 1,593 Camp: 131

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



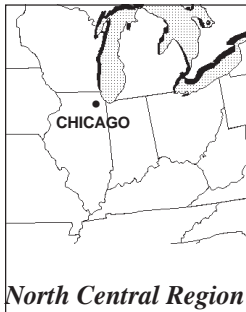
**FMC
Carswell**

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

Staff: 393

Security Level: Administrative with adjacent Minimum Camp/Female
Judicial District: Northern Texas
Population: FMC: 1,502 Camp: 275

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



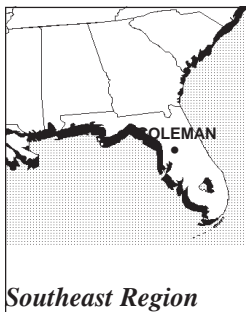
MCC Chicago

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

Staff: 208

Security Level: Administrative/Male, Female
Judicial District: Northern Illinois
Population: 726

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



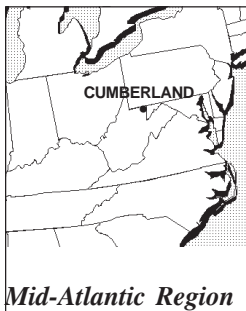
**FCC
Coleman**

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

FCC Staff: 1,257

FCC Security levels: Low, Medium, High/Male; Minimum Camp adjacent to Medium/Female
Judicial District: Middle Florida
Population: 7,396

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



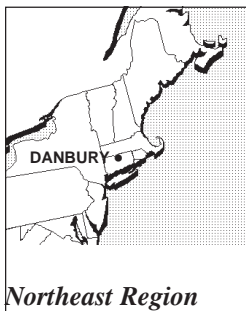
**FCI
Cumberland**

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

Staff: 291

Security Level: Medium with adjacent Minimum Camp/Male
Judicial District: Maryland
Population: FCI: 1,181 Camp: 278

Location: In western Maryland, 130 miles northwest of Washington, DC; 6 miles south of I-68 off State Route 51 South. Serving the area: Baltimore-Washington International (BWI) (144 miles), Washington Dulles (128 miles), and Pittsburg International (130 miles) Airports; and Amtrak.



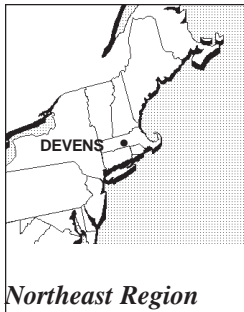
FCI Danbury

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

Staff: 242

Security Level: Low with adjacent Minimum Camp/Female
Judicial District: Connecticut
Population: FCI: 1,250 Camp: 201

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



FMC Devens

P.O. Box 880
 Ayer, MA 01432
 978-796-1000
 Fax: 978-796-1118
 Staff: 444

Security level: Administrative with adjacent Minimum Camp/Male
 Judicial District: Massachusetts
 Population: FMC: 992 Camp: 127

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; institution is 1/2 mile on the right.

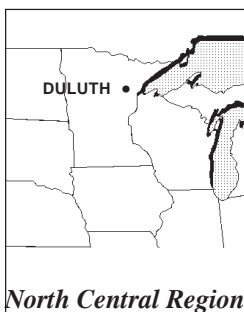


FCI Dublin

5701 8th St., Camp Parks
 Dublin, CA 94568
 925-833-7500
 Fax: 925-833-7599
 Staff: 246

Security Level: Low/Female and Administrative/Male with adjacent Minimum Camp/Female
 Judicial District: Northern California
 Population: FCI: 1,167 Camp: 324

Location: 20 miles southeast of Oakland, off I-580; take Hopyard/Dougherty Rd. exit, then proceed east to the Camp Parks Army Base. Serving the area: San Francisco and Oakland airports, and commercial bus lines.

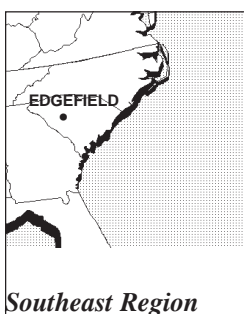


FPC Duluth

P.O. Box 1400
 Duluth, MN 55814
 218-722-8634
 Fax: 218-733-4701
 Staff: 89

Security Level: Minimum/Male
 Judicial District: Minnesota
 Population: 834

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



FCI Edgefield

P.O. Box 723
 Edgefield, SC 29824
 803-637-1500
 Fax: 803-637-9840
 Staff: 343

Security Level: Medium with adjacent Minimum Camp/Male
 Judicial District: South Carolina
 Population: FCI: 1,645 Camp: 556

Location: On the South Carolina/Georgia border, northeast of Augusta, approximately 30 miles northeast of I-20 on Hwy 25. Serving the area: Augusta, GA and Columbia, SC airports.

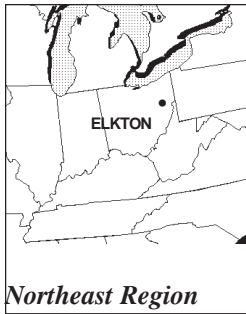


FCI El Reno

P.O. Box 1000
 El Reno, OK 73036-1000
 405-262-4875
 Fax: 405-262-7626
 Staff: 320

Security Level: Medium with adjacent Minimum Camp/Male
 Judicial District: Western Oklahoma
 Population: FCI: 1,141 Camp: 255

Location: 30 miles west of Oklahoma City. From I-40, take exit 119 (Old Hwy 66), proceed 1.5 miles (institution on the right). Serving the area: Will Rogers World Airport in Oklahoma City.



FCI Elkton

P.O. Box 89
 Elkton, OH 44415
 330-420-6200
 Fax: 330-420-6436

Staff: 353

Security Level: Low with satellite Low Facility/Male
 Judicial District: Northern Ohio
 Population: FCI: 1,954 FSL: 631

Location: In northeastern Ohio, less than an hour from Pittsburgh, Youngstown, and Canton. Serving the area: Pittsburgh International and Youngstown and Canton regional airports, Amtrak, and commercial bus lines.



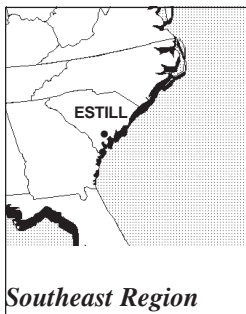
FCI Englewood

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

Staff: 315

Security Level: Medium/Administrative with adjacent Minimum Camp/Male
 Judicial District: Colorado
 Population: FCI: 937 Camp: 162

Location: 15 miles southwest of Denver, off I-285. Serving the area: Denver International Airport, Amtrak, and commercial bus lines.



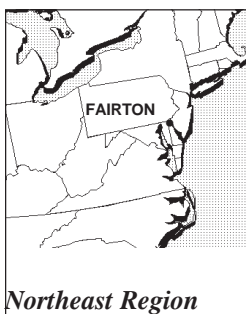
FCI Estill

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

Staff: 289

Security Level: Medium with adjacent Minimum Camp/Male
 Judicial District: South Carolina
 Population: FCI: 1,133 Camp: 301

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



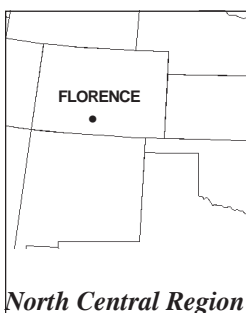
FCI Fairton

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

Staff: 305

Security Level: Medium with adjacent Minimum Camp/Male
 Judicial District: New Jersey
 Population: FCI: 1,401 Camp: 117

Location: 50 miles southeast of Philadelphia and 40 miles west of Atlantic City, off State Hwy 55 at 655 Fairton-Millville Rd. Serving the area: Philadelphia, Atlantic City, and Millville airports; Amtrak in Philadelphia and Atlantic City; and commercial bus service.



FCC Florence

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

FCC Staff: 926

FCC Security Levels: Medium, High, Administrative Maximum with adjacent Minimum Camp/Male
 Judicial District: Colorado
 Population: 3,166

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



South Central Region

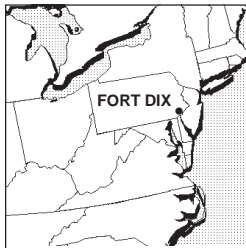
**FCC
Forrest City**

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

FCC Staff: 563

FCC Security Levels: Medium, Low with adjacent Minimum Camp/Male
Judicial District: Eastern Arkansas
Population: 3,958

Location: In eastern Arkansas, between Little Rock (85 miles east) and Memphis (45 miles west), near I-40. Serving the area: air and rail in Memphis, and commercial bus lines to Forrest City.



Northeast Region

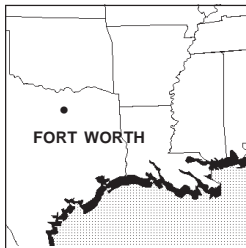
FCI Fort Dix

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

Staff: 593

Security Level: Low with adjacent Minimum Camp/Male
Judicial District: New Jersey
Population: FCI: 2,252 Camp: 418

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



South Central Region

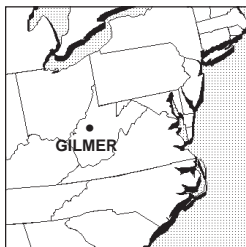
**FCI
Fort Worth**

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

Staff: 288

Security Level: Low/Male
Judicial District: Northern Texas
Population: 1,733

Location: In north central Texas, in southeast Fort Worth; north of I-20 and east of I-35. Serving the area: Dallas/Fort Worth International Airport, Amtrak, and commercial bus lines.



Mid-Atlantic Region

FCI Gilmer

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

Staff: 300

Security level: Medium with adjacent Minimum Camp/Male
Judicial District: Northern West Virginia
Population: FCI: 1,696 Camp: 135

Location: In central West Virginia, 85 miles northeast of Charleston and 150 miles from Pittsburgh, PA. Serving the area: Pittsburgh International and Yeager Regional airports.



North Central Region

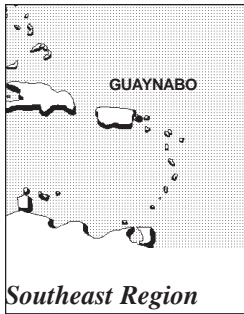
**FCI
Greenville**

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

Staff: 280

Security Level: Medium/Male with adjacent Minimum Camp/Female
Judicial District: Southern Illinois
Population: FCI: 1,203 Camp: 311

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



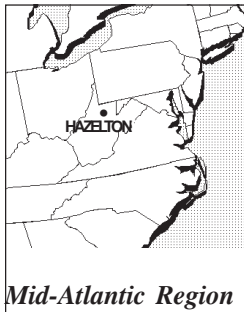
**MDC
Guaynabo**

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

Staff: 256

Security Level: Administrative/Male, Female
Judicial District: Puerto Rico, U.S. Virgin Islands
Population: 1,302

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



**USP
Hazelton**

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

Staff: 469

Security Level: High with adjacent Minimum Camp/Male; Secure Female Facility (SFF)
Judicial District: Northern District of West Virginia
Population: USP: 1,647 Camp: 137 SFF: 591

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



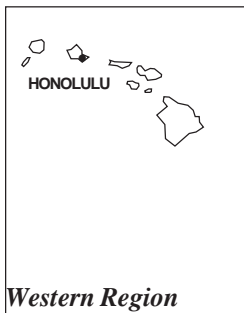
FCI Herlong

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

Staff: 244

Security Level: Medium with adjacent Minimum Camp/Male
Judicial District: Eastern California
Population: FCI: 962 Camp: 114

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



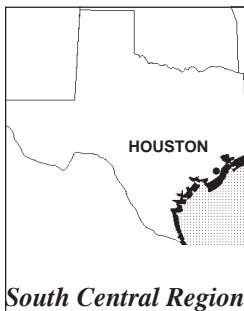
**FDC
Honolulu**

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

Staff: 196

Security Level: Administrative/Male, Female
Judicial District: Hawaii
Population: 491

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



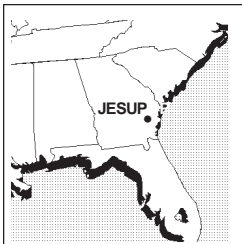
FDC Houston

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

Staff: 232

Security Level: Administrative/Male, Female
Judicial District: Southern Texas
Population: 1,027

Location: In downtown Houston at the intersection of Texas and San Jacinto Avenues. Serving the area: George Bush International and William P. Hobby Airports, Amtrak, and commercial bus lines.



Southeast Region

FCI Jesup

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

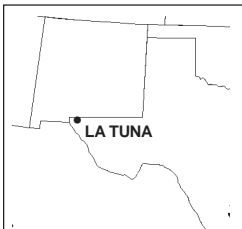
Staff: 337

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

Judicial District: Southern Georgia

Population: FCI: 1,081 FSL: 626 Camp: 154

Location: In southeast Georgia on Route 301, 65 miles southwest of Savannah, 40 miles northwest of Brunswick, and 105 miles northwest of Jacksonville, FL. Serving the area: Jacksonville, Savannah, and Brunswick airports; and Amtrak.



South Central Region

FCI La Tuna

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

Staff: 333

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

Judicial District: Western Texas

Population: FCI: 1,103 FSL: 387 Camp: 260

Location: On the Texas/New Mexico border, 12 miles north of the city limits of El Paso, off I-10 on State Hwy 20. Serving the area: El Paso International Airport, Amtrak, and commercial bus lines.



North Central Region

USP Leavenworth

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

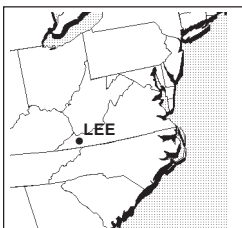
Staff: 387

Security Level: Medium with adjacent Minimum Camp/Male

Judicial District: Kansas

Population: USP: 1,721 Camp: 461

Location: 25 miles north of Kansas City on Hwy 73. Serving the area: Kansas City International Airport (15 miles).



Mid-Atlantic Region

USP Lee

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

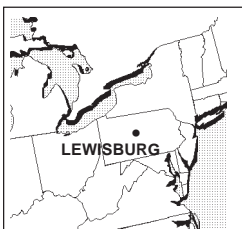
Staff: 376

Security Level: High with adjacent Minimum Camp/Male

Judicial District: Western Virginia

Population: USP: 1,614 Camp: 130

Location: 8 miles east of Jonesville, off of U.S. 58 at the intersection of State Route 638. Serving the area: Tri-Cities Regional Airport (Kingsport, Bristol, Johnson City, TN area).



Northeast Region

USP Lewisburg

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

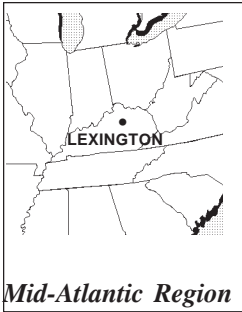
Staff: 504

Security Level: High with adjacent Minimum Camp/Male

Judicial District: Middle Pennsylvania

Population: USP: 1,498 Camp: 631

Location: In central Pennsylvania, outside the town of Lewisburg, 200 miles north of Washington, DC; 170 miles west of Philadelphia; 6 miles south of I-80 and 2 miles off U.S. Route 15. Serving the area: Williamsport Airport.



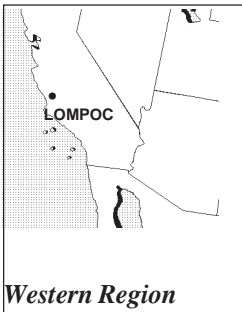
**FMC
Lexington**

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

Staff: 479

Security Level: Administrative/Male with adjacent Minimum/Female Camp
Judicial District: Eastern Kentucky
Population: FMC: 1,441 Camp: 299

Location: 7 miles north of Lexington on U.S. Hwy 421. Serving the area: Blue Grass Field Airport and commercial bus service.



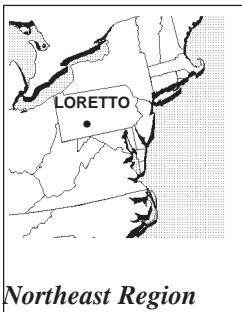
FCC Lompoc

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

FCC Staff: 511

FCC Security Levels: Low, Medium with adjacent Minimum Camp/Male
Judicial District: Central California
Population: 3,790

Location: 175 miles northwest of Los Angeles, adjacent to Vandenberg Air Force Base. Serving the area: Santa Barbara (60 miles south) and Santa Maria (25 miles north) airports, Amtrak, and commercial bus service.



FCI Loretto

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

Staff: 235

Security Level: Low with adjacent Minimum Camp/Male
Judicial District: Western Pennsylvania
Population: FCI: 1,288 Camp: 148

Location: In southwest Pennsylvania between Altoona and Johnstown, 90 miles east of Pittsburgh, off Route 22, between I-80 and the Pennsylvania Turnpike via Route 220. Serving the area: Pittsburgh Airport, Amtrak, and commercial bus service.



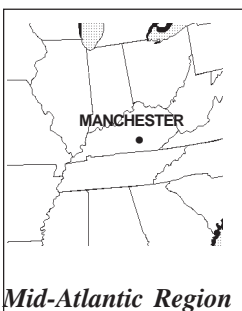
MDC Los Angeles

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

Staff: 239

Security Level: Administrative/Male, Female
Judicial District: Central California
Population: 1,041

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



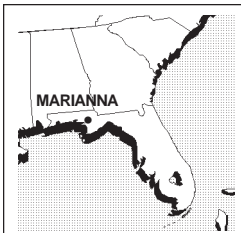
**FCI
Manchester**

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

Staff: 296

Security Level: Medium with adjacent Minimum Camp/Male
Judicial District: Eastern Kentucky
Population: FCI: 1,150 Camp: 532

Location: 75 miles south of Lexington off I-75 and 28 miles east of London on the Hal Rogers Pkwy, on Route 8 (Fox Hollow Rd.), off State Hwy 421. Serving the area: Lexington, KY and Knoxville, TN airports.



FCI Marianna

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

Staff: 342

Security Level: Medium/Male with adjacent Minimum Camp/Female
Judicial District: Northern Florida
Population: FCI: 1,197 Camp: 315

Location: In the Florida panhandle, 65 miles west of Tallahassee and 5 miles north of the town of Marianna, off Hwy 167. Serving the area: Tallahassee; Dothan, AL (35 miles); and Panama City (54 miles) airports.

Southeast Region



USP Marion

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

Staff: 344

Security Level: Medium with adjacent Minimum Camp/Male
Judicial District: Southern Illinois
Population: USP: 908 Camp: 300

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

North Central Region



USP McCreary

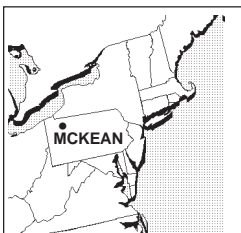
330 Federal Way
Pine Knot, KY 42635
606-354-7000
Fax: 606-654-7190

Staff: 339

Security Level: Medium with adjacent Minimum Camp/Male
Judicial District: Eastern Kentucky
Population: USP: 474 Camp: 146

Location: In the southern part of Kentucky, off I-75 via State Hwy 92 or via U.S. 27. Serving the area: Lexington Bluegrass and Knoxville's McGhee Tyson Airports.

Mid-Atlantic Region



FCI McKean

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

Staff: 297

Security Level: Medium with adjacent Minimum Camp/Male
Judicial District: Western Pennsylvania
Population: FCI: 1,233 Camp: 336

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. Serving the area: Buffalo and Bradford airports.

Northeast Region



FCI Memphis

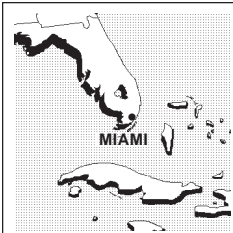
1101 John A. Denie Rd.
Memphis, TN 38134
901-372-2269
Fax: 901-384-5462

Staff: 300

Security Level: Medium with satellite Minimum Camp/Male
Judicial District: Western Tennessee
Population: FCI: 1,179 Camp: 341

Location: In the northeast section of Memphis near the intersection of I-40 and Sycamore View Rd. Serving the area: Memphis International Airport, Amtrak, and commercial bus lines.

Mid-Atlantic Region



Southeast Region

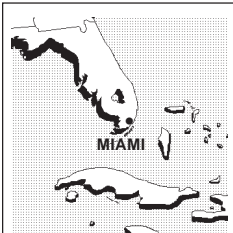
FCI Miami

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

Staff: 262

Security Level: Low with adjacent Minimum Camp/Male
Judicial District: Southern Florida
Population: FCI: 1,074 Camp: 400

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



Southeast Region

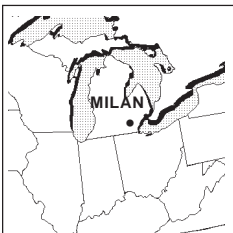
FDC Miami

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

Staff: 281

Security Level: Administrative/Male, Female
Judicial District: Southern Florida
Population: 1,620

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



North Central Region

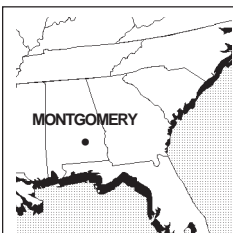
FCI Milan

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

Staff: 316

Security Level: Low, Administrative/Male
Judicial District: Eastern Michigan
Population: 1,424

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



Southeast Region

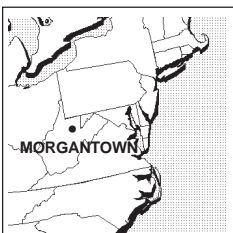
FPC Montgomery

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

Staff: 110

Security Level: Minimum/Male
Judicial District: Middle Alabama
Population: 953

Location: On Maxwell Air Force Base off I-65 and I-85. Serving the area: Montgomery Regional Airport, Dannelly Field, and commercial bus lines.



Mid-Atlantic Region

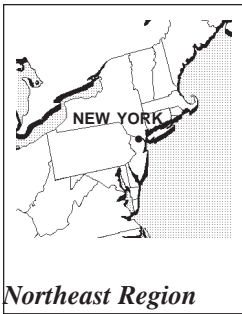
FCI Morgantown

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

Staff: 173

Security Level: Minimum/Male
Judicial District: Northern West Virginia
Population: 1,171

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



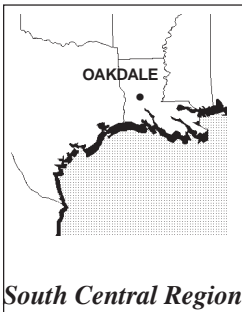
**MCC
New York**

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

Staff: 256

Security Level: Administrative/Male, Female
Judicial District: Southern New York
Population: 756

Location: In downtown Manhattan, adjacent to Foley Square and across the street from the Federal courthouse. Serving the area: LaGuardia, Kennedy, and Newark Airports; Amtrak, and commercial bus lines.



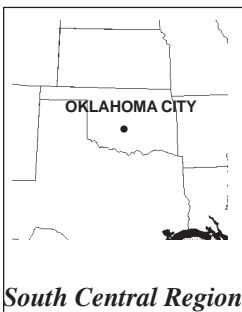
**FCC
Oakdale**

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

FCC Staff: 431

FCC Security Levels: Low, Administrative with adjacent Minimum Camp/ Male
Judicial District: Western Louisiana
Population: 2,400

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

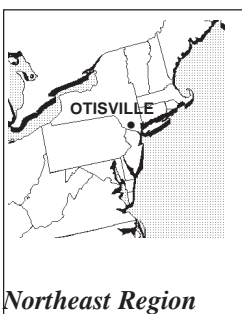


**FTC
Oklahoma
City**

P.O. Box 898802
7410 S. MacArthur Blvd.
Oklahoma City, OK 73189
405-682-4075
Fax: 405-680-4041
Staff: 276

Security Level: Administrative/Male, Female
Judicial District: Western Oklahoma
Population: 1,600

Location: 3 miles west of I-44 and 4 miles south of I-40. Serving the area: Will Rogers World Airport and commercial bus lines.



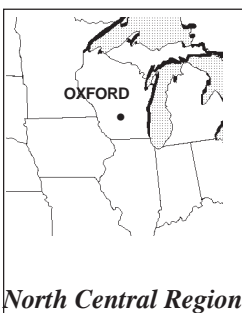
FCI Otisville

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

Staff: 286

Security Level: Medium with adjacent Minimum Camp/Male
Judicial District: Southern New York
Population: FCI: 1,091 Camp: 118

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



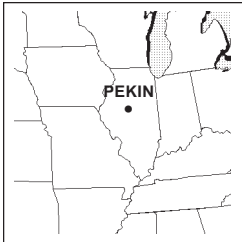
FCI Oxford

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

Staff: 294

Security Level: Medium with adjacent Minimum Camp/Male
Judicial District: Western Wisconsin
Population: FCI: 1,082 Camp: 213

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



North Central Region

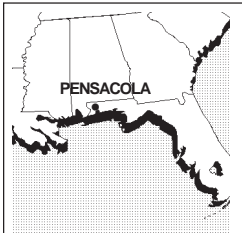
FCI Pekin

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

Staff: 282

Security Level: Medium/Male with adjacent Minimum Camp/Female
Judicial District: Central Illinois
Population: FCI: 1,132 Camp: 304

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



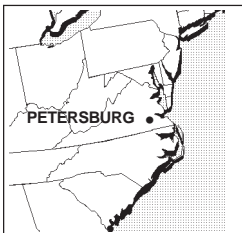
Southeast Region

FPC Pensacola

110 Raby Ave.
Pensacola, FL
32509-5127
850-457-1911
Fax: 850-458-7295
Staff: 98

Security Level: Minimum/Male
Judicial District: Northern Florida
Population: 665

Location: 175 miles west of Tallahassee and 50 miles east of Mobile, AL, on Saufley Field, off I-10. Serving the area: Pensacola Municipal Airport, Amtrak, and commercial bus lines.



Mid-Atlantic Region

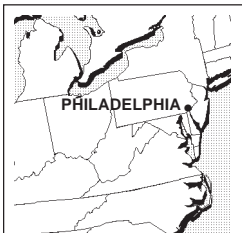
FCC Petersburg

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

FCC Staff: 545

FCC Security Levels: Medium, Low with adjacent Minimum Camp/Male
Judicial District: Eastern Virginia
Population: 3,434

Location: 25 miles southeast of Richmond. From I-95, take Exit 54 (Temple Ave./Hwy 144), proceed east approximately 3 miles, then turn left on River Rd. Serving the area: Richmond International Airport, Amtrak, and commercial bus lines.



Northeast Region

FDC Philadelphia

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

Staff: 260

Security Level: Administrative/Male, Female
Judicial District: Eastern Pennsylvania
Population: 1,153

Location: In downtown Philadelphia. Serving the area: Philadelphia International Airport, Amtrak, and commercial bus lines.



Western Region

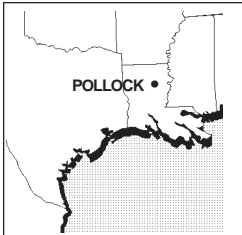
FCI Phoenix

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

Staff: 303

Security Level: Medium/Male with adjacent Minimum Camp/Female
Judicial District: Arizona
Population: FCI: 1,035 Camp: 325

Location: 30 miles north of downtown Phoenix, off I-17, Pioneer Rd. exit. Serving the area: Phoenix Sky Harbor International and several regional airports, Amtrak (in Tucson), and commercial bus lines.



South Central Region

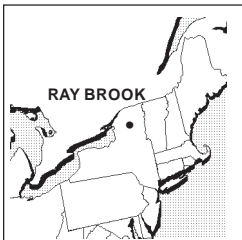
USP Pollock

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

Staff: 372

Security Level: High with adjacent Minimum Camp/Male
Judicial District: Western Louisiana
Population: USP: 1,475 Camp: 136

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



Northeast Region

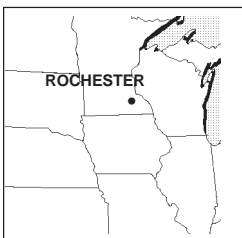
FCI Ray Brook

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

Staff: 249

Security Level: Medium/Male
Judicial District: Northern New York
Population: 1,198

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



North Central Region

FMC Rochester

P.O. Box 4600
2110 E. Center St.
Rochester, MN
55903-4600
507-287-0674
Fax: 507-287-9601
Staff: 440

Security Level: Administrative/Male
Judicial District: Minnesota
Population: 857

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



Western Region

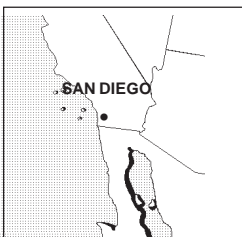
FCI Safford

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

Staff: 167

Security Level: Low/Male
Judicial District: Arizona
Population: 768

Location: In southeastern Arizona, 127 miles northeast of Tucson, 165 miles east of Phoenix, off Hwy 191, 7 miles south of the town of Safford. Serving the area: Tucson and Phoenix airports.



Western Region

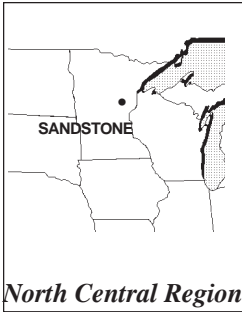
MCC San Diego

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

Staff: 236

Security Level: Administrative/Male, Female
Judicial District: Southern California
Population: 1,007

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



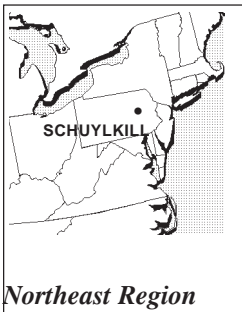
FCI Sandstone

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

Staff: 238

Security Level: Low/Male
 Judicial District: Minnesota
 Population: 1,185

Location: 100 miles northeast of Minneapolis/St. Paul and 70 miles southwest of Duluth, off I-35. Take Sandstone exit, follow Hwy 23 to Route 123 east; institution is 2 miles from the intersection. Serving the area: commercial bus lines.



FCI Schuylkill

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

Staff: 287

Security Level: Medium with adjacent Minimum Camp/Male
 Judicial District: Middle Pennsylvania
 Population: FCI: 1,271 Camp: 310

Location: 100 miles northwest of Philadelphia and 46 miles northeast of Harrisburg; west of I-81 off State Hwy 901. Serving the area: Harrisburg International Airport, Amtrak in Harrisburg, and commercial bus lines.



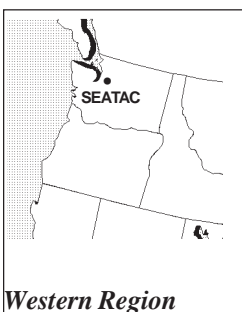
FCI Seagoville

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

Staff: 283

Security Level: Low, Administrative with adjacent Minimum Camp/Male
 Judicial District: Northern Texas
 Population: 1,894 Camp: 169

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



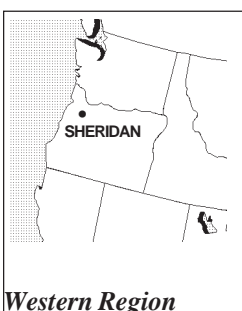
FDC SeaTac

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

Staff: 230

Security Level: Administrative/Male, Female
 Judicial District: Western Washington
 Population: 1,048

Location: 12 miles south of Seattle and 16 miles north of Tacoma, 1 mile west of I-5 (200th St. exit). Serving the area: SeaTac International Airport (1 mile), Amtrak, and commercial bus lines.



FCI Sheridan

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

Staff: 339

Security Level: Medium and Administrative with adjacent Minimum Camp/Male
 Judicial District: Oregon
 Population: FCI: 1,448 Camp: 505

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



**MCFP
Springfield**

P.O. Box 4000
1900 W Sunshine
Springfield, MO
65801-4000
417-862-7041
Fax: 417-837-1711
Staff: 626

Security Level: Administrative/Male
Judicial District: Western Missouri
Population: 1,050

Location: At the corner of Sunshine St. and the Kansas Expressway, off I-44. Serving the area: Springfield/Branson Municipal Airport and commercial bus lines.



**FCI
Talladega**

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

Staff: 297

Security Level: Medium with adjacent Minimum Camp/Male
Judicial District: Northern Alabama
Population: FCI: 1,050 Camp: 336

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



**FCI
Tallahassee**

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

Staff: 296

Security Level: Low/Female, Administrative/Male
Judicial District: Northern Florida
Population: 1,265

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



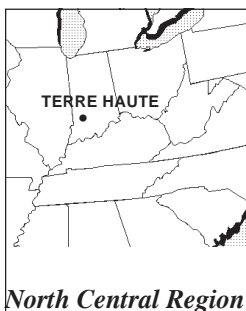
**FCI Terminal
Island**

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

Staff: 287

Security Level: Low/Male
Judicial District: Central California
Population: 1,056

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



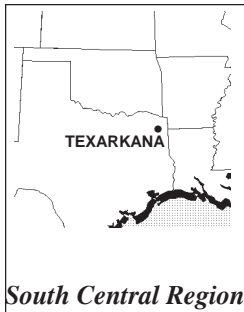
**FCC
Terre Haute**

4700 Bureau Rd. S.
Terre Haute, IN 47802
812-244-4400
Fax: 812-244-4791

FCC Staff: 694

FCC Security Levels: Medium with adjacent Minimum Camp, High (includes Special Confinement Unit for inmates under Federal death sentences)/Male
Judicial District: Southern Indiana
Population: 3,049

Location: On Hwy 63, 2 miles south of the City of Terre Haute, which is 70 miles west of Indianapolis on I-70. Serving the area: Hulman Regional Airport and commercial bus lines.



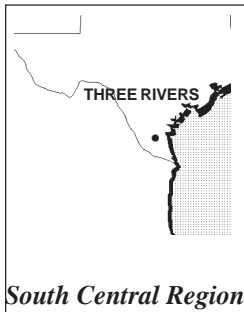
**FCI
Texarkana**

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

Staff: 274

Security Level: Low with adjacent Minimum Camp/Male
Judicial District: Eastern Texas
Population: FCI: 1,391 Camp: 350

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



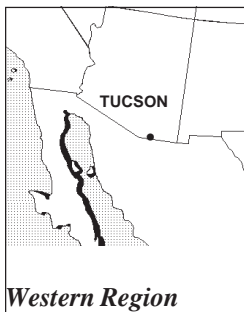
**FCI
Three Rivers**

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

Staff: 272

Security Level: Medium with adjacent Minimum Camp/Male
Judicial District: Southern Texas
Population: FCI: 1,173 Camp: 365

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



FCC Tucson

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

FCC Staff: 466

Security Level: Medium/Male; Administrative/Male, Female; High (activation underway) with adjacent Minimum Camp/Male
Judicial District: Arizona
Population: 1,609

Location: In southern Arizona, 10 miles southeast of the city of Tucson, near I-10 and Wilmot Rd. Serving the area: Tucson International Airport, Amtrak, and commercial bus lines.



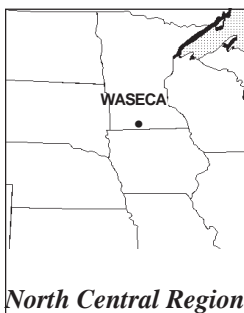
**FCC
Victorville**

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

FCC Staff: 870

FCC Security Levels: High, Medium/Male with adjacent Minimum Camp/Female
Judicial District: Central California
Population: 4,174

Location: In San Bernardino County, approximately 85 miles northwest of Los Angeles, on I-15. Serving the area: Ontario International Airport, Amtrak, and commercial bus lines.



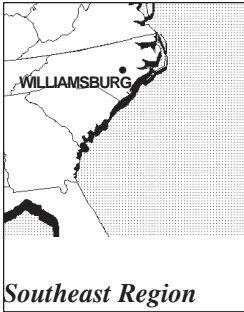
FCI Waseca

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

Staff: 214

Security Level: Low/Male
Judicial District: Minnesota
Population: 1,065

Location: In southern Minnesota, 75 miles south of Minneapolis on I-35; 13 miles west of Owatonna on State Hwy 57. Serving the area: Minneapolis and Rochester airports.



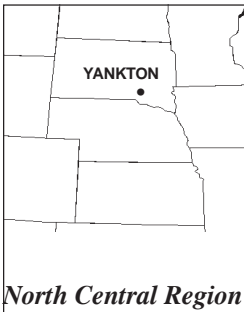
**FCI
Williamsburg**

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

Staff: 297

Security Level: Medium with adjacent Minimum Camp/Male
Judicial District: South Carolina
Population: FCI: 1,643 Camp: 143

Location: In Williamsburg County, off Hwy 521.



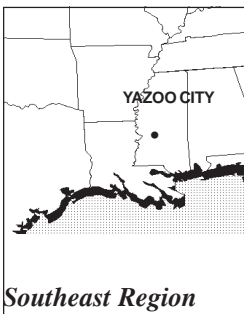
FPC Yankton

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

Staff: 112

Security Level: Minimum/Male
Judicial District: South Dakota
Population: 853

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



**FCC
Yazoo City**

P.O. Box 5666
2225 Haley Barbour
Pkwy.
Yazoo City, MS 39194
662-751-4800
Fax: 662-716-1036
FCC Staff: 540

FCC Security Levels: Medium, Low with adjacent Minimum Camp/Male
Judicial District: Southern Mississippi
Population: 3,521

Location: 36 miles north of Jackson, MS off Hwy 49. Serving the area: Jackson airport (most major carriers), and Amtrak.

FY 2007 Statistical Data

Inmate Population

Total population¹: 200,020
 Inmates in BOP institutions: 167,323
 Inmates in privately-managed, state or local secure facilities²: 24,773
 Inmates in RRCs³: 7,924

¹above section as of 09/30/07; Quick Facts sections below as of 09/29/07.

²includes inmates housed in facilities under contract with the BOP or with a government that has an Intergovernmental Agreement (IGA) with the BOP.

³includes inmates housed in residential re-entry centers (RRCs) and on home confinement.

Inmates by Security Level

Minimum: 18.0%
 Low: 38.5%
 Medium: 27.9%
 High: 10.9%
 Unclassified⁴: 4.6%

⁴Not yet assigned a security level.

Inmates by Gender

Male: 93.2%
 Female: 6.8%

Inmates by Race

White: 56.6%
 Black: 40.1%
 Native American: 1.7%
 Asian: 1.6%

Ethnicity Hispanic: 31.3%

Average Inmate Age: 38

Citizenship

United States: 73.3%
 Mexico: 17.1%
 Colombia: 1.6%
 Cuba: 0.8%
 Dominican Republic: 1.5%
 Other/Unknown: 5.7%

Sentence Imposed

Less than 1 year: 1.8%
 1-3 years: 12.3%
 3-5 years: 15.2%
 5-10 years: 29.8%
 10-15 years: 19.3%
 15-20 years: 8.8%
 More than 20 years: 9.7%
 Life: 3.1%
 Death: 49

Types of Offenses

Drug Offenses: 53.5%
 Weapons, Explosives, Arson: 14.5%
 Immigration: 10.6%
 Robbery: 5.1%
 Burglary, Larceny, Property Offenses: 3.7%
 Extortion, Fraud, Bribery: 4.5%
 Homicide, Aggravated Assault, and Kidnapping: 3.0%
 Miscellaneous: 1.1%
 Sex Offenses: 2.6%
 Banking & Insurance, Counterfeit, Embezzlement: 0.5%
 Courts or Corrections: 0.4%
 Continuing Criminal Enterprise: 0.3%
 National Security: 0.1%

Staff Breakdown

Staff by Gender

Male: 72.4% Female: 27.6%

Staff by Race/Ethnicity

White (Non-Hispanic): 63.9%
 African American: 21.1%
 Hispanic: 11.3%
 Asian: 2.1%
 Native American: 1.5%
 Other: 0.1%

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Internet Access to Information

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

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Federal Bureau of Prisons
Washington, D.C. 20534

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