



U.S. Department of Justice
Federal Bureau of Prisons

State of the Bureau 2010

Federal Bureau of Prisons Fundamentals

MISSION

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

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.

Institution Security Levels

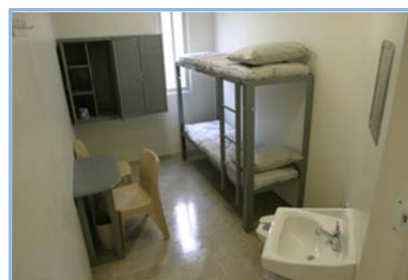
The Bureau (BOP) operates institutions at five different security levels (i.e., minimum, low, medium, high, and administrative). Security levels are distinguished based upon such features as the type of inmate housing within the institution; the presence of external patrols, towers, security barriers,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

Minimum Security: Called Federal Prison Camps (FPCs), these facilities feature dormitory housing, limited or no perimeter fencing, and a relatively low staff-to-inmate ratio. Some are located next to military bases, making it possible for inmates to help serve the labor needs of the base. Many BOP facilities have a small, minimum security camp adjacent to the main facility. These satellite prison camps provide inmate labor to the main institution and to off-site work programs.



Low Security Federal Correctional Institutions (FCIs): Feature double-fenced perimeters with electronic detection systems, mostly dormitory or cubicle housing, and a staff-to-inmate ratio that is somewhat higher than that of FPCs.

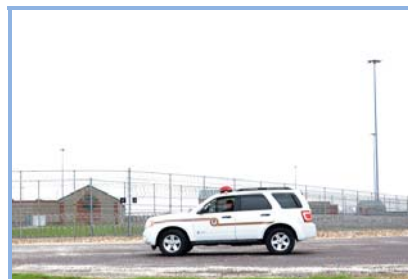
Satellite Low Security Facilities: FCIs Elkton (OH) and Jesup (GA) each have a small low security satellite facility adjacent to the main institution. FCI La Tuna (TX) has a low security facility affiliated with, but not adjacent to, the main institution.



Medium Security FCIs: Have strengthened (double-fenced with electronic detection systems) perimeters, mostly cell-type housing, a higher staff-to-inmate ratio than low security FCIs, and 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 – e.g., detaining pretrial offenders; treating inmates with serious or chronic medical problems; or containing extremely dangerous, violent, or escape-prone inmates. They 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): Contain institutions with different missions and security levels located in close proximity, allowing them to gain cost efficiencies through shared services, enable staff to gain experience at various security levels, and enhance emergency preparedness by having additional resources readily available.

FY 2010 Statistics

Total inmate population¹: 210,227
 Inmates in BOP institutions: 173,289
 Inmates in privately-managed, state or local secure facilities²: 25,581
 Inmates in RRCs³: 11,357

¹ As of September 30, 2010

² Includes inmates housed in facilities under contract with the BOP or with a government that has an Intergovernmental Agreement with the BOP.

³ Includes inmates housed in residential reentry centers (RRCs) and on home confinement.

Inmate Population⁴

⁴ Data from BOP's Office of Research and Evaluation as of 10/02/2010; percentages may not add to 100 due to rounding.

Average Inmate Age: 39

Inmates by Gender

Male: 93.4%
 Female: 6.6%

Inmates by Race

White: 57.6%
 Black: 38.9%
 Native American: 1.8%
 Asian: 1.7%

Ethnicity Hispanic: 32.6%

Citizenship

United States: 74.0%
 Mexico: 17.4%
 Colombia: 1.3%
 Cuba: 0.8%
 Dominican Republic: 1.2%
 Other/Unknown: 5.3%

Inmates by Security Level

Minimum: 17.3%
 Low: 37.8%
 Medium: 29.6%
 High: 11.1%
 Unclassified⁵: 4.1%

⁵ Not yet assigned a security level.

Sentence Imposed

Less than 1 year: 1.6%
 1-3 years: 11.8%
 3-5 years: 14.4%
 5-10 years: 29.8%
 10-15 years: 20.6%
 15-20 years: 9.0%
 More than 20 years: 9.7%
 Life: 3.1%
 Death: 57

Types of Offenses

Drug Offenses: 51.4%
 Weapons, Explosives, Arson: 15.3%
 Immigration: 11.0%
 Robbery: 4.4%
 Burglary, Larceny, Property Offenses: 3.5%
 Extortion, Fraud, Bribery: 5.1%
 Homicide, Aggravated Assault, and Kidnapping: 2.8%
 Miscellaneous: 1.0%
 Sex Offenses: 4.5%
 Banking & Insurance, Counterfeit, Embezzlement: 0.4%
 Courts or Corrections: 0.3%
 Continuing Criminal Enterprise: 0.3%
 National Security: 0.0%

Staff Breakdown

Staff by Gender

Male: 72.4% Female: 27.6%

Staff by Race/Ethnicity

White (Non-Hispanic): 64.0%
 African American: 21.2%
 Hispanic: 11.2%
 Asian: 2.1%
 Native American: 1.4%

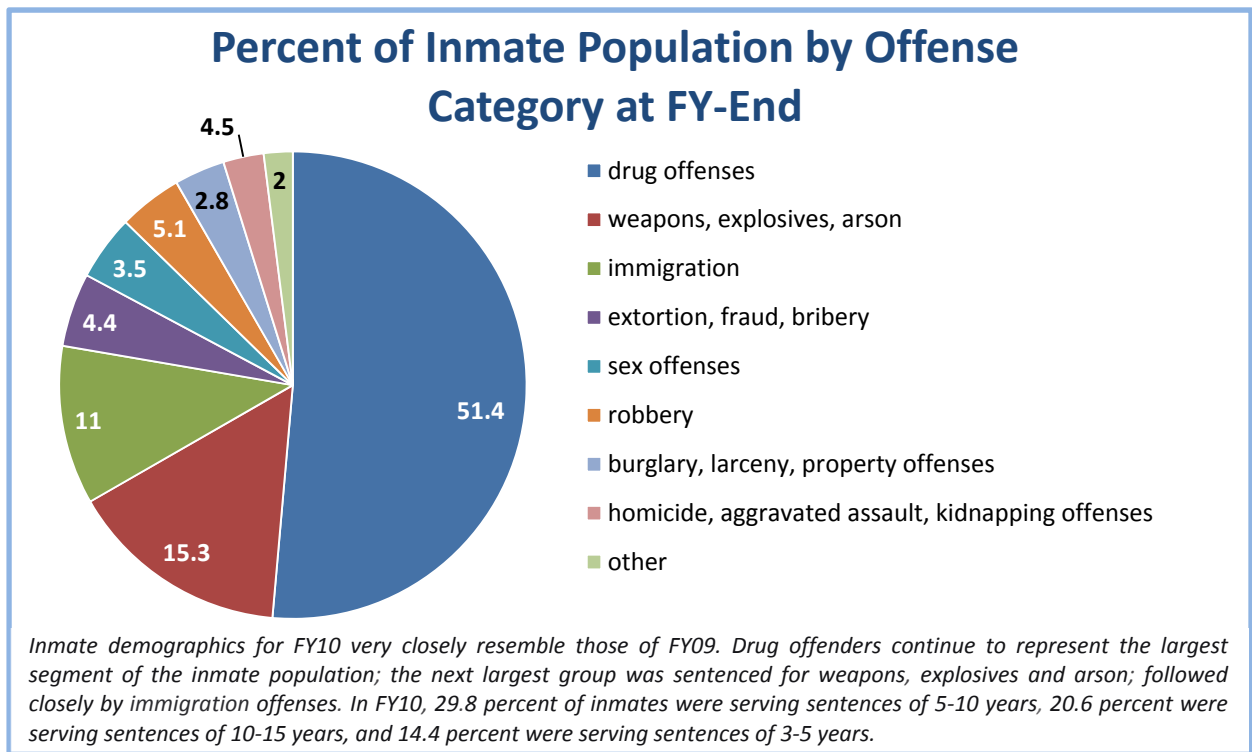
Inmate Population and Institution Management

The Bureau faced many challenges with regard to its responsibility to confine inmates in facilities that are safe, secure, humane and cost-efficient. In Fiscal Year (FY10), the BOP's inmate population increased to 210,227 (an increase of 1,468 offenders over the population at the end of FY09). Overall, the Bureau's 116 institutions were at 37 percent (%) above rated capacity.

The new medium security Federal Correctional Institution (FCI) McDowell (WV) and its satellite camp started accepting inmates in the latter part of FY10. Additionally, construction was completed on two new medium security FCIs – one in Berlin, NH, and the other in Mendota, CA. Construction continued on FCI Aliceville (AL), which will be a secure facility for female offenders. During FY10, the BOP added 602 contract care beds in BOP-operated privately managed secure or community-based facilities and local jails. The additional contract beds proved especially useful for meeting the needs of criminal aliens. At FY-end, the BOP housed 173,289 Federal inmates, while the balance was confined in contract facilities.



FCI McDowell, WV



The BOP's comprehensive approach to inmate management helped ensure that, in FY10, no staff member lost his or her life in the line of duty, and there were no escapes from secure facilities. Inmate homicides numbered 15; and 11 inmates committed suicide.

To enhance the effectiveness of treatment efforts, Psychology Services staff developed a Mental Health Care level classification system and entered the appropriate codes for all inmates in the BOP.

Various measures were adopted to enhance safety and security at penitentiaries: e.g., chemical agents were made more accessible to staff for use in emergencies; a post was added to housing units on evening watch and weekends; and greater restrictions were imposed on inmate movement, including remaining locked down following the 10:00 p.m. count. New pat search procedures training videos were made available to staff to reinforce the consistent use of proper procedures required under different scenarios.



Construction of the non-lethal/lethal fence systems at USPs is nearing completion; five projects remain. Systems can operate in three modes: stun, non-activated stand-by, or watch.

The Southeast Region (SER) implemented bi-weekly Special Investigative Service video conferences. Each institution's special investigative lieutenants, captains, associate wardens, and wardens participate. This strategy has ensured a seamless flow of intelligence and expedited follow-up actions. As a result, drug interdiction efforts have been more productive; and several instances of check forging, fraudulent property liens, and imposter attorney scams have been detected and halted.

The Special Search Team (SST) implemented at FCC Coleman (FL) in FY09 has had an ongoing significant positive impact on security and safety. Over the past year, the SSTs confiscated numerous contraband items, including weapons, gallons of intoxicants, drugs (e.g., individually wrapped marijuana packs, packs of heroin, packs of cocaine) and drug paraphernalia, cell phones and cell phone batteries.

This year, the BOP added another Special Management Unit (SMU) at the USP in FCC Florence (CO), bringing the total to five. The other SMUs are located at USP Lewisburg (PA) (operates entirely as a SMU); FCCs Oakdale (LA) and Allenwood (PA); and FCI Talladega (AL). These units confine inmates who are difficult to manage in typical high security institutions – e.g., those who participate in or have leadership roles in geographical group/gang-related activity and those who are highly disruptive and problematic. Preliminary data from the past year on the impact of

Sound correctional practices are the foundation for the BOP's approach to inmate management. These are supplemented by various other strategies and tools, including the use of an objective security classification system and designation of inmates to the most appropriate facility given their particular security, health, and program needs; monitoring of high risk inmates; the effective use of technology; intelligence gathering, analysis, and information-sharing; and staff training. It all starts with effective communication and interaction with inmates, shown below.



SMUs reveal significant benefits to institution management at non-SMU sites: a reduction in contraband, a slight decrease in the number of lockdowns, and a pronounced decrease in the average number of days per lockdown.

At FY-end, the BOP housed 251 individuals with a history of or nexus to international terrorism and 111 individuals with a history of or nexus to domestic terrorism. No organized efforts or wide-spread attempts at radicalization and recruitment were identified. Close monitoring of inmates is ongoing to ensure practical concerns are identified quickly and managed successfully. The Counter-Terrorism Unit plays a major role in this regard. Intelligence analysis, sharing, and collaboration efforts (e.g., via the national and local Federal Bureau of Investigation [FBI] Joint Terrorism Task Forces) yielded positive results in the areas of gang and terrorism related activity.

One example of this success was acknowledged in June 2010, when the FBI presented citations to eight FCI Milan (MI) staff, for their assistance with the investigation of the Christmas Day Bomber.

During FY10, the Designation and Sentence Computation Center (DSCC) processed 76,239 initial designations (assignment of an inmate to his/her BOP facility), 44,340 redesignations (used to transfer inmates within the BOP), and more than 1,200 amended orders in response to the changes to the Sentencing Guidelines for crack cocaine offenses.

The BOP participated in several major emergency preparedness exercises, including the National Institute of Justice's 14th annual Mock Prison Riot at the former state penitentiary in Moundsville, WV; Operation Castle Walls, which involved tactical training conducted at the military's Joint Regional Correctional Facility in Fort Leavenworth, KS; and a U.S. Army emergency training exercise at Camp Swift in Bastrop, TX, involving a Black Hawk helicopter going down during a wildfire. Several FCI Bastrop Safety and Facilities staff participated in the latter exercise that required emergency shut-down of the helicopter's engines and extracting pilots. Institutions also conducted exercises to test the effectiveness of their contingency plans, staff response, and interagency collaboration.

Photos below depict sound correctional practices.



Use of proper procedures (L) & inmate accountability (R)



Close inmate supervision



Pat search

Operation Broken Wing (right), conducted at Denver International Airport with the Denver Police Department, FBI, and U.S. Marshals Service (USMS) & other partners, allowed participating agencies to test the use of the Incident Command System and response effectiveness. The scenario dealt with a hostage situation occurring during an inmate transfer at an airport.



BOP safety staff took part in its first ever correctional fire brigade training class that was held at the University of Maryland Fire and Rescue Institute in College Park, MD. The specialized training involved classroom instruction, hands-on demonstrations, and live fire evolutions. It covered key topics such as fire behavior, evacuation procedures, self-contained breathing apparatus, personal protection, fire extinguishers, hose lines, ventilation, and fire response procedures. Each BOP participant earned national certification as interior structural fire brigade members.

The Cell Phone Contraband Act of 2010 increased the penalties for Federal inmates who possess or use cell phones and similar devices while incarcerated. In light of the security threat contraband cell phones pose, the BOP has been field-testing new technologies with the potential to deter their use. As of yet, no effective and reliable solution has been found to work in a prison setting.

The Elderly and Family Reunification for Certain Non-Violent Offenders pilot program mandated by the Second Chance Act of 2007 concluded on September 30, 2010. While final figures were not yet available, during FY10, 45 inmates were placed on home detention as a result of acceptance into this pilot and 12 were released from home detention after completing their sentence. The pilot will determine the value of removing certain elderly offenders from BOP facilities and placing them on home detention until their prison terms expire.

Human Resources

The BOP hired 1,025 new employees in Fiscal Year 2010 (FY10), adding to its base staffing complement and to assist in activating FCIs McDowell (WV) and Mendota (CA). At the end of FY10, the BOP employed more than 38,000 staff. The Staff Training Academy in Glynco (GA) provided the Introduction to Correctional Techniques (ICT) course to 2,471 new employees.

In an effort to recruit new employees to activate FCI McDowell (WV), the Mid-Atlantic Region (MXR) adopted various strategies that have proven to be very successful. Particularly noteworthy is its partnership with the Region I Workforce Office of West Virginia (known as the WV Talent Team Partnership), which has been instrumental in educating local job seekers about BOP positions. New hires from the local area usually account for 40-50% of a facility's workforce. However, as a result of the WV Talent Team and MXR's innovative use of social networks on the internet, FCI McDowell far exceeded the BOP's goal with 78%. MXR's collaborative activities to create a diverse pipeline of talent, streamline the hiring process, and provide online application assistance have proven to be well worth the effort.



In FY10, the Management and Specialty Training Center (MSTC) conducted 119 classes for 3,661 participants and 13 off-site classes for 632 participants. NIC hosted four live satellite/internet broadcasts during FY10: *Self-Directed Essential Skills for New Supervisors*; *Crisis Intervention Teams: An Effective Response to Mental Illness in Corrections*; *Green in Corrections: Program, Practice and People*; and *Effectively Managing Aging and Geriatric Offenders*. NIC also hosted the *Training for Supervisors* course, which included the virtual instructor-led training program "Unleash Your Leadership Competency Potential for Supervisors."

Senior level executives are involved in presenting the *Principles of Leadership* class, designed for supervisors. Topics range from principle-centered leadership and networking to doing the right thing in day-to-day activities, labor management relations, and civil treatment for managers. This class supplements the BOP's Leadership Enhancement and Development (LEAD) program, which plays a significant role in succession planning.

Psychology pre-doctoral internships provide high quality training experiences for clinical and counseling psychology graduate students. In turn, the agency benefits by being able to recruit uniquely qualified, well-trained early career correctional psychologists for future employment. Approximately 44% of current BOP psychologists completed their doctoral training in a BOP internship program. Based on the success at existing locations, new internship programs were activated at FCI Terminal Island (CA), FCC Terre Haute (IN), and USP Hazelton/FCI Morgantown (WV), for a total of 12 programs.

Inmate Programs and Services

Inmate Skills Development (ISD): The National Reentry Affairs Branch (NRAB), formerly the Inmate Skills Development Branch, coordinates the BOP's reentry and skills development initiatives and serves as the agency's point of contact for partners. In FY10, NRAB provided training and technical assistance to representatives of the U.S. Sentencing Commission, U.S. Parole Commission, Offices of Probation and Pretrial Services (OPPS), homeless veterans programs, residential reentry centers, correctional agencies, and other community and government agencies. NRAB

conducted Offender Workforce Development (OWD) training in partnership with the National Institute of Corrections (NIC), OPPS, state departments of corrections, and community partners.

Achievements in support of the ISD include:

- Creation of full-time Reentry Affairs Coordinator positions for all institutions and regional offices;
- Development of a Memorandum of Understanding between MDC Guaynabo (PR) and Puerto Rico's Administration for the Sustenance of Minors (ASUME) to improve collaboration between the BOP and the Office of Child Support Services in Puerto Rico;
- Completion of Offender Employment Specialist (OES) training by most facilities with their local reentry partners; and
- Ongoing improvements to the ISDS to enhance monitoring, automated information sharing, and compliance with policy and legislative requirements.

Federal Prison Industries (FPI):

Commonly known by its trade name UNICOR, FPI is one of the BOP's core correctional programs. Sanford Bates, the first BOP Director and longest-serving member of FPI's Board of Directors, recognized FPI's importance from the outset. He stated: "Prisoners should work because it is economically necessary, socially advisable, and because it represents the most important element in the general attempt to solve the problem of delinquency."

This year FPI was substantially negatively affected by the slow economy, increased cost of raw materials and staff salaries, legislation, and changing demand for specific war-related items by the military. In FY10, it was necessary to take additional cost reduction measures (factory closures, downsizing of operations, and staff reductions) at select sites to stem the negative earnings.

At FY-end, FPI operated 94 factories at 70 sites, compared to 101 factories at the end of FY09. FPI went from employing 23,152 inmates at the beginning of FY08 to 15,907 on September 30, 2010 – a significant decrease in inmate workers. UNICOR activities at two factories are particularly noteworthy:

- FCI Otisville (NY) was the first UNICOR operation to produce solar panels. The panels were certified by the Underwriters Laboratory (UL) in January 2010 after meeting its stringent requirements. The factory is in full production with plans to produce about 24 megawatts of solar energy per year, which equates to 109,090 solar panels. To that end, the factory operates three shifts per day, five days a week. This UNICOR endeavor not only keeps “America Green,” but also has also led to employing more inmates.



R: UNICOR factory at FCI Sandstone (MN)

L: Solar panels produced by FCI Otisville (NY) were certified as UL-approved.



All sentenced inmates are required to work, except for those who for security, educational, or medical reasons are unable to do so. Institution work assignments provide inmates an opportunity to acquire marketable skills, as well as learn and practice sound work ethics and habits. Inmate jobs include plumber, painter, food service worker, or groundskeeper.

- The factory at FCC (USP) Pollock (LA) underwent a major reorganization over a five-month period that resulted in a vast (69%) increase in production. A color-coded tub system moves work through the factory, giving staff and inmates the ability to quickly identify and remedy any problems in the line and reducing the amount of goods on the floor, which saves money. The tub-like production process will be incorporated at other BOP textile factories.



R: Mechanical services work detail

L: Housing unit orderlies on work detail



Occupational Training/Vocational Training:

Programs provided at BOP institutions (including advanced occupational education [AOE] and apprenticeships) take into account the needs of the inmate population, general labor market conditions, projected job market growth areas, and institution labor force needs. Inmates acquire marketable skills that increase the likelihood of successful post-release employment. Having career or work options that allow inmates to legally support themselves and their families is critical to their becoming law-abiding citizens.

Apprenticeships and on-the-job training, available through occupational training/vocational training (OT/VT), UNICOR, and institution job assignments, are proven important contributors to work readiness and reduced

recidivism. In September 2010, 11,135 inmates were actively involved in OT programs and inmates successfully completed 15,546 OT courses.

In FY10, several new programs were added, including:

- **VT/OT:** heating, ventilation, and air conditioning (HVAC) at FCC Allenwood (PA), certified production technician at USP Leavenworth (KS) and FCIs Oxford (WI) and Pekin (IL), animal care at FCI Marianna (FL), forklift operator at FCI Talladega (AL), and welding at FCC Yazoo City (MS)
- **AOE:** the Lassen Community College automotive program covering chassis, electrical, and brakes at FCI Herlong (CA) and an entrepreneur program at FCI Elkton (OH)
- **Apprenticeships:** food service cook and HVAC at USP Atwater (CA); animal handler at FMC Devens (MA); solar technician, sports official, teacher's aide (level I), landscape technician, chaplain service support, and personal trainer at FCI Sheridan (OR)



Bike restoration



L: Air handler



R: Animal trainer



Cosmetology



Information Technology instruction

FCI Ashland (KY) received the first welding simulator/virtual trainer of its type to be used in the BOP. The FCI adopted this strategy to increase the number of inmates who can be trained in a short period of time. Although units come at a substantial initial cost, they easily pay for themselves as no consumable materials (steel, electrodes, etc.) are used and no tools are involved. No harmful fumes are produced so there is no need for upgraded ventilation systems. As no steel or other waste is available from which to make weapons or other contraband, the simulator offers a key advantage when working with higher security inmates. Down-time is also kept to a minimum. In short, virtual training can translate into quick and successful job searches for releasing inmates.

Education:

To address literacy and other academic needs of the inmate population, education programs range from Adult Basic Education to high school level classes. Basic literacy skills – reading and writing – make it possible for ex-offenders to complete job applications, understand instruction manuals, and communicate with prospective employers and co-workers. Thus, educational programs play a significant role in enhancing an inmate’s potential for success after release.

BOP inmates who participate in educational programs are less likely to recidivate after release, as compared to their non-participating peers. During FY10, more than 6,000 inmates successfully completed their GEDs. At year’s end, 36% of the designated inmate population was enrolled in at least one educational program or class.



Golden Apple winners: (L) FCI Dublin (CA) & (R) USP Leavenworth (KS)



FY10’s Golden Apple Award winners for excellence in academics, OT, and recreation: FCIs Dublin (CA), Gilmer (WV), Otisville (NY), and Texarkana (TX); USP Leavenworth (KS); and FCC Yazoo City (MS). Evaluations consider the degree to which each program and its resources meet or exceed community standards and their ability to address the diverse needs of its inmate population.

Above: Golden Apple Award winner FCI Texarkana (TX)

Under the auspices of Education Departments, recreational programs and leisure skills activities, including physical conditioning and sports, are overseen by staff.



Substance Abuse Treatment:

The agency’s comprehensive substance abuse treatment strategy has evolved over time, incorporating treatment advances as indicated. It includes the four major components described below.

Drug Education: Teaches the basics regarding substance use and its effects; also identifies inmates who need further programming who are then referred for appropriate treatment.

Non-Residential: This 12-week cognitive behavioral therapy (CBT) program is for inmates with shorter sentences and those not eligible for, or waiting on, residential drug abuse program (RDAP) placement; it improves rational thinking and communication, helps inmates identify issues related to their criminal lifestyles, and enhances awareness of strategies that can facilitate adjustment to institution and community settings.

Residential Drug Abuse Program (RDAP): The BOP is required by statute to provide substance abuse treatment for eligible inmates (18 U.S.C. §3621(e)).

- CBT programming wrapped into a modified therapeutic community model teaches inmates what it is like to live in a community that supports and reinforces positive social behaviors.
- Inmates are housed together in a separate unit reserved for drug treatment, which consists of intensive half-day programming (5 days/week for 9 months), with the balance spent in education, work skills training, and/or other programming.
- Aftercare services provided upon successful completion of RDAP while the inmate is in the prison's general population, and later at the residential reentry center (RRC); treatment in a community corrections facility is mandatory and the inmate must be able to complete all program components.
- RDAPs are maintained at capacity.



The BOP's 62 RDAPs assist inmates with a moderate to serious substance abuse problem.

RDAP has been shown to reduce recidivism and relapse to drug use.

The demand for treatment is substantial as certain non-violent inmates with a need for substance abuse treatment who volunteer for RDAP are eligible to be released early (up to 12 months) from prison. All inmates who meet eligibility requirements are considered for placement about 36 months prior to release. Participation is prioritized so that inmates receive treatment toward the end of their sentence. This timing allows sufficient time for program completion (including 6 months in an RRC), with inmates earning, on average, an early release of 7-8 months.

Transitional Drug Abuse Treatment (TDAT):

- Ensures continuity of care upon transfer to an RRC and is a critical treatment component as the transition period is the most vulnerable time for an inmate to relapse into drug use and/or criminal behavior.
- Regional TDAT staff work with their network of community-based service providers to deliver treatment to inmates in an RRC or on home confinement, monitor progress to ensure each inmate receives a level of treatment/management similar to that provided in BOP facilities, and collaborate with U.S. Probation staff to establish a continuum of care to assist the inmate leaving BOP custody and moving to supervised release.



During FY10, 47,885 inmates participated in a drug abuse education course; 14,507 inmates received non-residential treatment; 18,868 inmates participated in RDAP; and 16,912 participated in TDAT at RRCs. Of those offenders participating in non-residential treatment, 13,634 successfully completed the program and 16,038 successfully completed RDAP. (Program success numbers may not coincide with the number of FY10 participants as these figures cross over FYs.)

Noteworthy FY10 developments included USP Marion (IL) developing non-residential drug abuse programming to address the unique needs and issues of Native American inmates and implementation of a medical RDAP at MCFP Springfield (MO).

Religious Programs and Services:

During FY10, BOP chaplains, assisted by 223 contractors and 7,025 volunteers, provided a broad range of religious services and programs to the different faith traditions represented within the inmate population. In all, 21 distinct religious faith groups were served.

The 18-month Life Connections Program (LCP) – the BOP’s residential, faith-based reentry program – helps participants address critical life issues within the context of their personal faith or value system. During FY10, the Religious Services Branch issued policy guidance on implementing mandates of the Second Chance Act as they relate to connecting inmates with mentors at institutions and with faith-based or community organizations at their release destinations. The goal is to improve outcome of community reintegration efforts. At FY-end, the LCP had worked with 1,601 mentoring organizations and graduated 1,401 inmate participants. The LCP alone was supported by 34 contractors and 170 volunteers.

Based on the LCP, the Threshold faith-based, nonresidential program addresses the reentry needs of inmates with less than two years remaining on their sentence and involves community mentoring as well. From 2009 to 2010, the number of sites offering Threshold more than doubled, bringing the total to 60 nationwide. Training is provided to chaplains who facilitate the program; and *Getting Started with Threshold* training is available for new sites.



Top: Chaplain visits FCI Dublin (CA) inmates in a housing unit



Faith-based reentry center at FCI McKean (PA)

Correctional systems rely on contractors and citizen volunteers to supplement the services each agency provides. More than 7,000 volunteers augment services provided at BOP institutions by staff chaplains.



Additional Programs and Services:

Specialized treatment programs focus on improving inmates' emotional and behavioral responses to difficult situations and developing life skills and pro-social values. Evidence-based, cognitive-behavioral interventions are used to address various issues, including cognitive and social learning deficits, mental illness, and adjustment to incarceration for first-time young offenders.



Psychologists provide individual and group therapies as needed; unit team counselors also run a variety of counseling groups.

In addition to operating well-established programs on an ongoing basis, programming opportunities were expanded in FY10. The Resolve Program was added at FCIs Waseca (WI), Greenville (IL), and Pekin (IL) to provide psycho-educational and group counseling to female offenders with a history of trauma-related mental illness; and a specialized management/treatment program for offenders with mental illness was started at FCI Milan (MI).

In FY10, Psychology departments BOP-wide conducted 385,777 mental health assessments/evaluations, 46,057 individual sessions, and 1,030 crisis intervention sessions. They also attended to the needs of offenders in special housing units. Psychologists conducted suicide risk assessments and oversaw suicide watches; forensic psychologists completed 1,870 court-ordered forensic evaluations – a 55.7% increase over FY09.

Sex Offender Treatment

Each region operates Sex Offender Management Programs (SOMP). These programs provide treatment and specialized management services to inmates who meet the admission criteria, with the goal of reducing the incidence of sexual re-offending and preventing violence and other misconduct in the institution. SOMP offer either high intensity residential or moderate intensity non-residential sex offender treatment programs. SOMP institutions may impose correctional management plans on sex offenders who engage in risk-relevant behavior. New SOMP at FCIs Elkton (OH) and Englewood (CO) were authorized in FY10 and will activate in FY11.

The Certification Review Branch (CRB) initiates review of each sex offender case 18 months from projected release. This allows sufficient time to determine whether civil commitment should be recommended and to complete all legal proceedings prior to the projected release date.

On May 17, 2010, the U.S. Supreme Court ruling in U.S. v. Comstock upheld the constitutionality of the sex offender civil commitment statute (§ 4248) allowing civil commitment of a federal prisoner who is a sex offender. To meet civil commitment mandates, the Sex Offender Certification Review Branch completed more than 6,000 case reviews during FY10; a total of 18 cases were certified by the Certification Review Panel, but no inmates were committed under 18 U.S.C. § 4248.

Health Service Delivery

The BOP's health care system continues to be affected by increased costs of medical care, difficulty maintaining a competent and credentialed health care workforce, a higher number of older inmates with complex medical and mental health conditions requiring costly treatments and expensive medications, an aging infrastructure with outdated clinic and hospital plants, and more. Despite these challenges, some of which also are common in non-correctional health care systems, the BOP is recognized as a leader in correctional medicine.

Several factors contribute positively to health care delivery in the BOP, including the agency's medical classification scheme, used for making designations appropriate to each inmate's health care needs; clinical practice guidelines; and additional (utilization) review on cases that may require specialty consultations.



Essential medical, dental, and psychiatric services are provided in a manner consistent with accepted community standards

In FY10, the Health Services Division (HSD) restructured its National Governing Board to achieve more effective oversight of strategic planning and performance. Comprised of executive and senior management leaders from several Central Office divisions and all regions, the Board meets twice a year. Five committees guide HSD's management of inmate health care delivery to maximize use of resources, manage medical staff, implement health information systems and biotechnology, ensure quality and safe clinical care through evidence-based practices and risk management, formally measure outcomes and processes, and communicate agency best practices to all BOP facilities and external correctional health care systems. These changes are expected to improve the effectiveness of health care, streamline decision-making, and increase cost-efficiencies.

The agency continues to improve health care delivery by maximizing the benefits gained from using technology in the areas of telehealth (e.g., telenutrition) and teleradiology. Numerous enhancements were made to the BOP's Electronic Medical Record (BEMR), improving clinical documentation (e.g., templates to guide clinicians), security, and data reporting. A national dental waiting list was implemented to ensure that inmates who transfer do not lose their position on the wait list.

Supporting Inmate Transition

The Inmate Transition Branch coordinated 88 mock job fairs across the BOP during FY10. Almost 5,100 inmates and more than 1,100 employers and representatives from community organizations and agencies participated. Mock job fairs benefit both the inmate, who gets an opportunity to improve his/her interviewing skills and increase the chances for finding employment, and employers, who gain valuable insight into the possibilities of hiring ex-offenders.



Volunteer at FMC Rochester (MN) works with inmates

BOP volunteers contribute to the mission of the BOP in many important ways. They support staff and serve as role models, reinforcing the pro-social values that are critical for reentry success. Their activities and interventions help reduce the potential for recidivism in releasing inmates, and they constructively occupy inmates, ensuring institutions operate more safely. In fact, for some inmates, the volunteer may be their only link to society.

The range of services volunteers provide is as diverse as the population the BOP serves. These include educational, parenting, recreational, and specific release preparation programs for inmates – from training in nutrition, employment, and personal finance/consumer skills to smoking cessation, Alcoholics Anonymous, and visitation support.

Inmates can use employment resource centers (ERCs) available at all BOP facilities (and at most camps) to access career and work-related materials. ERCs help inmates explore career options, prepare for job searches, write résumés and cover letters, and compile the documentation required by prospective employers. And through community service and public works projects in their local municipalities, inmates exercise personal control and responsibility for developing their own skill sets, while giving back to their communities.

Residential Reentry Centers (RRCs)

The BOP releases approximately 45,000 inmates back to U.S. communities each year. Most inmates (about 80%) who are released are transferred to RRCs (halfway houses) to serve the last few months of their sentences in structured settings in the community prior to completing their Federal sentence. Many of these inmates are transferred to home detention during the last portion of their RRC stay. Inmates released through RRCs are more likely to be gainfully employed and therefore less likely to recidivate as compared to inmates who are released from a prison directly to the community. RRCs provide a supervised environment and the types of support services ex-offenders need (e.g., job placement, counseling) to facilitate the transition into the community. During FY10, BOP community corrections field offices processed more than 40,000 referrals for RRC placement from both BOP facilities and U.S. Probation. At FY-end, 9,036 inmates were in RRCs and 2,321 inmates were on home confinement.

Building Partnerships

BOP partnerships with federal, state, and local law enforcement; criminal justice agencies; social service, faith-based, and other community organizations; and stakeholders committed to protecting society play a major role in helping the Bureau carry out its mission successfully. One example of a very productive partnership comes from

To create a support network to facilitate reintegration of offenders into their local communities means getting the right parties involved, providing training so everyone is focused on a specific objective, communicating, and following up to ensure the work happens.

FCC Coleman (FL), which along with representatives from local, state, and other federal agencies, received the 2010 National Project Safe Neighborhoods Outstanding Overall Partnership/Task Force Award for their collective contributions to the Tampa/Hillsborough Comprehensive Anti-Gang Initiative (CAGI). The FCC has been an

active member of CAGI since its inception. Tampa/Hillsborough was one of 12 sites selected to pilot this holistic approach to gang violence. The coordinated effort has resulted in successful prosecutions.

BOP institutions across the country worked closely with U.S. Probation staff and other partners to enhance the effectiveness of existing partnerships and reentry strategies. A few examples of the many local reentry task forces, summits, and conferences that served as venues for this work include the Kentucky Blue Grass Reentry Taskforce, Southern Illinois Reentry Group seminar, Orange County Reentry Taskforce, Pennsylvania Community Resource seminar, and Texas Association of Reentry Professionals seminar. In FY10, FCC Philadelphia (PA) reached an agreement with Our Place (in Washington, DC) to provide supplemental case management services for returning DC female offenders.

The BOP's ongoing commitment to the U.S. military continued with the Employer Support of the Guard and Reserve organization acknowledging several staff for their tremendous support to U.S. troops. And FCC Terre Haute (IN) received a certificate of appreciation for its contributions – 11,100 minutes of “talk time” for soldiers and their families – to the Cell Phones for Soldiers organization.

BOP staff support and contribute generously to their communities. They participate in local charitable activities and community service, including tutoring and mentoring children and at-risk youth, school supply drives, the Combined Federal Campaign, and the Feds Feed Families Food Drive. Staff also brought their generosity and expertise to bear in support of Haiti's recovery following the devastating January 2010 earthquake.

Technical Assistance: NIC provides technical assistance to improve operations at federal, state, and local levels. Examples include using research to improve the outcomes and processes of correctional facilities, and assessing and applying the characteristics of high-performing organizations to corrections using evidence-based practices. Ongoing initiatives resulted in NIC conducting security audit training in Delaware, Louisiana, Colorado, and Illinois; presenting emergency preparedness training in partnership with Sam Houston University in Houston, TX; and releasing a 20-minute video, *New Jail Planning: Getting it Right*, which discusses the major steps in the facility development model.

NIC training activities in support of correctional systems and jails throughout the U.S. and its territories were well-attended. Over the course of FY10, more than 81,500 individuals benefited from NIC's training expertise. The top five activities based on enrollment were the 3-hour satellite/internet broadcasts, e-learning programs, regional training, technical assistance training, and instructor-led training. NIC's website and Information Center provided a range of support to the field, from customized research assistance to distribution of electronic training programs. Leadership training opportunities provided by NIC included such courses as *Executive Excellence*, *Correctional Leadership Development*, and *Executive Training for New Wardens*. NIC granted 42 state/local cooperative agreement awards supporting several training activities, including working with mental illness in corrections, training for correctional industries directors, and providing technical assistance on PREA to participating agencies.

The BOP's impact on international corrections is apparent from the many instances of training and support it offers criminal justice systems from other countries.

Training Programs: During FY10, the BOP hosted and provided training to a variety of foreign officials, including:

- Delegates from the Department of Judicial Assistance and Foreign Affairs Ministry of Justice for the People's Republic of China as part of the U.S. Legal and Criminal Justice Program that is coordinated by DOJ's Office of Overseas Prosecutorial Development, Assistance, and Training;
- Representatives of the Government of Mexico – including the Undersecretary for Federal Penitentiaries and Commissioner and General Coordinator for Prevention and Social Re-adaptation – in conjunction with staff from the U.S. Department of State's U.S. Embassy in Mexico City;
- Representatives of Mexico's penitentiary system at FCC Beaumont (TX) at the request of the State Department and with assistance from NIC;

- The two highest ranking officials from Brazil’s prison system during a visit arranged by the State Department at FCI Cumberland (MD); and
- The Russian Federation’s Minister of Justice, two Ministry of Justice Counselors, and the Third Secretary of the Russian Embassy, who visited FCI Fort Dix (NJ).

Briefings were tailored to the audience. Topics were broad in scope and included BOP responsibilities, organizational structure, financial management and the budget process at all agency levels, prison types and construction, institution management (programs and services), the cost of incarceration and programming, FCC operations, and correctional leadership.

In conjunction with the U.S. Embassy’s Office of the Rule of Law (ROL) Coordinator, the BOP sent a select few staff to Baghdad on temporary duty to advise on detentions and corrections, access to justice, and other ROL problems in Iraq. One is currently Program Manager to DOJ’s International Criminal Investigative Training Assistance Program, which assists the Government of Iraq and specifically the Ministries of Justice (MOJ) and Labor and Social Affairs. That individual supervises the almost 50 advisors who monitor MOJ correctional facilities throughout the country and advises Iraqi Corrections Services on humane and modern prison management practices. Another BOP staff member serves as the ROL Advisor and Liaison to MOJ.

Finally, as part of a joint effort with the U.S. Departments of Defense and State, BOP staff participated in a prison assessment conducted in Maldives.

Stewardship of the Public’s Trust & Taxpayer Funds

Fiscal Stewardship

The BOP earned an unqualified, or clean, audit opinion on its FY10 consolidated financial statements for the 12th consecutive year; and for the first time in 10 years, no audit deficiencies were cited in the auditor’s report on Internal Control over Financial Reporting and Report on Compliance and Other Matters. Federal Prison Industries (FPI) also earned unqualified, or clean, audit opinions, as it has since its creation in 1934.

Examples of fiscal responsibility:

- **BOP:** Three private prison contracts were awarded to replace expiring contracts. The competition process for the new awards will achieve a cost-avoidance in excess of \$17.1 million over the life of the 10-year contracts.
- **FPI:** Use of Lean Six Sigma as FPI’s continuous improvement methodology (in the 215 projects evaluated using this methodology and completed in FY10) is expected to yield savings of more than \$13 million.

The BOP’s Inmate Financial Responsibility Program collected more than \$8.65 million in court-ordered obligations, most of which is distributed by DOJ’s Crime Victims Fund as compensation to victims for losses resulting from crime or to victims’ assistance and support groups.

Technological Enhancements

The BOP’s commitment to improving technological capabilities across all areas of the organization continues and significant enhancements were made during FY10. One of the most significant is TRULINCS, which allows inmates limited use of electronic messaging to communicate with friends and family. TRULINCS was implemented at 49 facilities during FY10, raising to 100 the number of BOP institutions with this application.

Other applications, such as the TRUFONE Voice Verification application (implemented at 68 sites during FY10 and in place at 95 facilities by FY-end) and Commissary Sales Unit fingerprint recognition (initially deployed for testing at four FCIs and rolled out to five additional sites by early September 2010), will enhance security and monitoring capabilities at BOP institutions.



Supporting the Environment

The BOP continues to work towards reducing its use of natural resources through the Energy Saving Performance Contract (ESPC) mechanism permitted by Executive Order (EO) 13423 and the Energy Policy Act (EPAAct). Over the last three years, ESPCs have been initiated at 22 institutions. Measures being implemented at four sites – FCIs Big Spring (TX) and Englewood (CO) and FCCs (FCI) Petersburg (VA) and Victorville (CA) – are in the final stages of construction. Many of the 28 energy conservation measures (ECMs) for these sites are already operational. ECMs involve water management; sub-metering; control upgrades; wind, solar photovoltaic, solar thermal, biomass, and geothermal energy; lighting, HVAC, and plumbing upgrades; and the use of electric vehicles. These measures have already significantly reduced resource consumption (water and energy) and greenhouse gas emissions. Projected cost avoidance from the combined ECMs is expected to exceed \$2.8 million annually, with CO₂ emissions reductions projected to total 24,705,781 pounds (lbs.)/year.

ECMs are also helping the agency meet the requirements of federal energy-related statutory laws and regulations. For example, the Petersburg biomass boiler will generate the equivalent of 14.3 million kilowatt-hour (kWh) of renewable energy, comparable to 70% of the facility's electric consumption. Big Spring's current energy use represents a 33% drop from its baseline, and Victorville's current energy use represents a 28% drop from its baseline. Englewood's new two-acre solar field will supply hot water for domestic water use for the entire institution. It is expected to reduce electricity use by 300,000 therms and yield a cost savings of more than \$125,000.

L, top to bottom: Examples of the BOP's commitment to reduce the use of natural resources and its environmental footprint: solar fields as an alternative energy source, rain harvesting, gardening for self-sufficiency, and recycling.

FCI Fairton (NJ) unveiled its 400-kW solar field project, which was part of a larger energy conservation initiative that addresses the facility's energy, lighting, water, heating, and cooling systems. To date, upgrades have included the installation of a solar field on three acres, replacement of 700 toilets to reduce water flow, installation of lights, and a new high-efficiency, fully automated chiller that will reduce energy consumption. The combined projects are expected to reduce the FCI's energy and water use by 27% and 42%, respectively, producing an estimated annual cost avoidance of more than \$800,000. Solar panels for this project were made at the FCI Otisville (NY) UNICOR factory. Fairton camp inmates were involved in the installation and will be trained in maintenance.

The Administration Division's (ADM) Facilities Management Branch assisted DOJ in developing a Strategic Sustainability Performance Plan, which established a baseline for greenhouse gas emissions and greenhouse gas

reduction goals. The plan was finalized in June 2010, and approved by the Office of Management and Budget (OMB). The plan can be viewed at www.justice.gov/jmd/ep/docs/strategic-sustain-performance-plan.pdf.

Regional offices demonstrated their commitment to protecting the environment by supporting various conservation measures that were adopted at several of their institutions in FY10 – including rain harvesting and water recycling; use of low-flow controls; upgrades to water fixtures, energy-efficient lighting, and energy management systems and controls; use of hybrid vehicles, bio-diesel fuel, tricycles for ground transportation, synthetic oils, and Energy Star equipment and appliances; and wind-power research. Each of these efforts – even the most rudimentary involving use of push reel mowers – yielded cost avoidance from reduced energy use and materials expenditures, and helped reduce the BOP’s carbon footprint.

Many prison facilities maintain active recycling programs that reduce the amount of waste entering local landfills and lessen consumption of energy and other resources. Recycling reduces air and water pollutants, and creates institution job assignments for inmates that enable them to acquire a specific trade and related skills. In one region alone, rain water harvesting programs yielded almost 2.56 million gallons of water that was in turn used by the institution (e.g., for horticulture vocational training, gardens) to reduce water consumption.

The comprehensive recycling program at FCC Victorville (CA) diverted more than 2 million pounds of recyclable materials (all ferrous and non-ferrous metals, textiles/clothing, plastic, oils, cardboard, tires, and more) from local landfills in FY10. The FCC is also using bio-diesel fuel (obtained through a recycling initiative that turns used cooking oil into fuel) to operate all tractors, various generators, and other previously gas-powered equipment. This initiative alone removes approximately 8,400 pounds of liquid waste each month from the landfill stream. The end result of the FCC’s recycling program has been a significant reduction in the complex’s waste management expenditures. By successfully partnering with local recycling service providers, the FCC has become one of the leading recycling centers in the community; it has been recognized as an official recycling center by the State of California. The program currently employs 60 inmate workers. FCC Victorville received the Outstanding Recycle Program Award from the California Resource Recovery Association, a non-profit organization that promotes waste reduction, reuse, recycling, pollution prevention, and composting.

Oversight	
Internal Oversight	
Program Review refers to the BOP’s primary internal system of control with examinations by organizationally independent, trained BOP subject matter experts. Each institution discipline is evaluated to identify strengths and weaknesses of a particular program/activity and compliance with applicable policies, regulations, and American Correctional Association (ACA) standards.	
Results:	456 reviews total; 78.9% with good or superior ratings
The Administrative Remedy Program is the BOP’s internal grievance process through which an inmate may request consideration or review of any issue related to his/her conditions of confinement.	
Results:	<ul style="list-style-type: none"> • 28,486 requests answered by all institutions across security levels; 4.5% granted • 16,554 appealed to the region and answered; 3.9% granted • 5,457 appealed to Central Office and answered; 1.5% granted
External Accreditation	
<ul style="list-style-type: none"> • At FY-end, 99.5% of all BOP facilities were accredited by ACA. Particularly noteworthy is the fact that FCI Terre Haute (IN) (originally the USP) – the first BOP facility accredited under ACA standards – has been continuously accredited since 1979. • All Health Services departments at eligible BOP facilities are accredited by The Joint Commission. Care Level 1 facilities are excluded because they serve healthy inmates. 	

BOP Institutions & Offices

Facility Name	Physical Address	City	State	Zip	Telephone	Fax	Region	Security Level	Judicial District	3-letter code
Alderson FPC	Glen Ray Rd - Box A	Alderson	WV	24910	304-445-3300	304-445-3320	MXR	Minimum	Southern West Virginia	ALD
Allenwood FCC							NER		Middle Pennsylvania	ALX
Low FCI	Rt 15, 2 mis. N of Allenwood	White Deer	PA	17887	570-547-1990	570-547-1740		Low		ALF
Medium FCI				17810	570-547-7950	570-547-7751		Medium		ALM
USP	Rt 15, 2 mis. N of Allenwood	Allenwood		17810	570-547-0963	570-547-9201		High		ALP
Ashland FCI	St. Route 716	Ashland	KY	41105	606-928-6414	606-929-4395	MXR	Low	Eastern Kentucky	ASH
Atlanta USP	601 McDonough Blvd SE	Atlanta	GA	30315	404-635-5100	404-331-2403	SER	Medium	Northern Georgia	ATL
Atwater USP	1 Federal Way	Atwater	CA	95301	209-386-0257	209-386-4635	WXR	High	Eastern California	ATW
Bastrop FCI	1341 Hwy 95 N	Bastrop	TX	78602	512-321-3903	512-304-0117	SCR	Low	Western Texas	BAS
Beaumont FCC							SCR		Eastern Texas	BMX
Low FCI	5560 Knauth Rd	Beaumont	TX	77705	409-727-8172	409-626-3500		Low		BMF
Medium FCI	5830 Knauth Rd				409-727-0101	409-720-5000		Medium		BMM
USP	6200 Knauth Rd				409-727-8188	409-626-3700		High		BMP
Beckley FCI	1600 Industrial Rd				Beaver	WV	25813	304-252-9758	304-256-4956	MXR
Bennettsville FCI	696 Muckerman Rd	Bennettsville	SC	29512	843-454-8200	843-454-8219	SER	Medium	South Carolina	BEN
Big Sandy USP	1197 Airport Rd	Inez	KY	41224	606-433-2400	606-433-2577	MXR	High	Eastern Kentucky	BSY
Big Spring FCI	1900 Simler Ave	Big Spring	TX	79720	432-466-2300	432-466-2576	SCR	Low	Northern Texas	BIG
Brooklyn MDC	80 29 th St	Brooklyn	NY	11232	718-840-4200	718-840-5001	NER	Admin	Eastern New York	BRO
Bryan FPC	1100 Ursuline Ave	Bryan	TX	77803	979-823-1879	979-821-3316	SCR	Minimum	Southern Texas	BRY
Butner FCC							MXR		Eastern North Carolina	BUX
Low FCI	Old NC Hwy 75	Butner	NC	27509	919-575-5000	919-575-5023		Low		BUF
Medium I FCI					919-575-4541	919-575-5023		Medium		BUT
Medium II FCI					919-575-8000	919-575-8020		Medium		BTF
FMC					919-575-3900	919-575-4801		Admin		BUH
Canaan USP					3057 Easton Turnpike	Waymart	PA	18472	570-488-8000	570-488-8130
Carswell FMC	Naval Air Station - J St Bldg 3000	Fort Worth	TX	76127	817-782-4000	817-782-4875	SCR	Admin	Northern Texas	CRW
Chicago MCC	71 W Van Buren St	Chicago	IL	60605	312-322-0567	312-347-4012	NCR	Admin	Northern Illinois	CCC

Facility Name	Physical Address	City	State	Zip	Telephone	Fax	Region	Security Level	Judicial District	3-letter code
Coleman FCC	846 NE 54 th Ter	Coleman	FL	33521			SER		Middle Florida	COX
Low FCI					352-689-4000	352-689-4008		Low		COL
Medium FCI					352-689-5000	352-689-5027		Medium		COM
I USP					352-689-6000	352-689-6012		High		COP
II USP					352-689-7000	352-689-7012		High		CLP
Cumberland FCI	14601 Burbridge Rd SE	Cumberland	MD	21502	301-784-1000	301-784-1008	MXR	Medium	Maryland	CUM
Danbury FCI	Route 37	Danbury	CT	06811	203-743-6471	203-312-5110	NER	Low	Connecticut	DAN
Devens FMC	42 Patton Rd	Ayer	MA	01432	978-796-1000	978-796-1118	NER	Admin	Massachusetts	DEV
Dublin FCI	5701 8 th St - Camp Parks	Dublin	CA	94568	925-833-7500	925-833-7599	WXR	Low	Northern California	DUB
Duluth FPC	4464 Ralston Dr	Duluth	MN	55811	218-722-8634	218-733-4701	NCR	Minimum	Minnesota	DUL
Edgefield FCI	501 Gary Hill Rd	Edgefield	SC	29824	803-637-1500	803-637-9840	SER	Medium	South Carolina	EDG
El Reno FCI	4205 Hwy 66 W	El Reno	OK	73036	405-262-4875	405-319-7626	SCR	Medium	Western Oklahoma	ERE
Elkton FCI	8730 Scroggs Rd	Elkton	OH	44432	330-420-6200	330-420-6436	NER	Low	Northern Ohio	ELK
Englewood FCI	9595 W Quincy Ave	Littleton	CO	80123	303-763-4300	303-763-2553	NCR	Low	Colorado	ENG
Estill FCI	100 Prison Rd	Estill	SC	29918	803-625-4607	803-625-5635	SER	Medium	South Carolina	EST
Fairton FCI	655 Fairton-Millville Rd	Fairton	NJ	08320	856-453-1177	856-453-4015	NER	Medium	New Jersey	FAI
Florence FCC	5880 Hwy 67 S	Florence	CO	81226			NCR		Colorado	FLX
Medium FCI					719-784-9100	719-784-9504		Medium		FLF
USP					719-784-9454	719-784-5157		High		FLP
ADMAX USP					719-784-9464	719-784-5290		Admin		FLM
Forrest City FCC	1400 Dale Bumpers Rd	Forrest City	AR	72335			SCR		Eastern Arkansas	FOX
Low FCI					870-630-6000	870-494-4496		Low		FOR
Medium FCI					870-494-4200			Medium		FOM
Fort Dix FCI	5756 Hartford & Pointville Rd	Fort Dix	NJ	08640	609-723-1100	609-724-7557	NER	Low	New Jersey	FTD
Fort Worth FCI	3150 Horton Rd	Fort Worth	TX	76119	817-534-8400	817-413-3350	SCR	Low	Northern Texas	FTW
Gilmer FCI	201 FCI Ln	Glennville	WV	26351	304-626-2500	304-626-2609	MXR	Medium	Northern West Virginia	GIL
Greenville FCI	100 US Hwy 40	Greenville	IL	62246	618-664-6200	618-664-6372	NCR	Medium	Southern Illinois	GRE
Guaynabo MDC	Hwy 28 (@ intersection of Rd 165)	Guaynabo	PR	00965	787-749-4480	787-775-7824	SER	Admin	Puerto Rico, U.S. Virgin Islands	GUA

Facility Name	Physical Address	City	State	Zip	Telephone	Fax	Region	Security Level	Judicial District	3-letter code
Hazelton USP	1640 Sky View Dr	Bruceston Mills	WV	26525	304-379-5000	304-379-5039	MXR	High	Northern West Virginia	HAZ
Herlong FCI	741-925 Access Rd A-25	Herlong	CA	96113	530-827-8000	530-827-8024	WXR	Medium	Eastern California	HER
Honolulu FDC	351 Elliott St	Honolulu	HI	96819	808-838-4200	808-838-4507	WXR	Admin	Hawaii	HON
Houston FDC	1200 Texas Ave	Houston	TX	77002	713-221-5400	713-229-4200	SCR	Admin	Southern Texas	HOU
Jesup FCI	2600 Hwy 301 S	Jesup	GA	31599	912-427-0870	912-427-1125	SER	Medium	Southern Georgia	JES
FSL	2680 Hwy 301 S				912-427-0870	912-427-1125		Low		
La Tuna FCI	8500 Doniphan Rd	Anthony	TX	79821	915-791-9000	915-791-9758	SCR	Low	Western Texas	LAT
FSL	Ssg Sims Rd - Bldg 11636	El Paso		79906	915-564-2100	915-564-2291		Low		
Leavenworth USP	1300 Metropolitan	Leavenworth	KS	66048	913-682-8700	913-578-1010	NCR	Medium	Kansas	LEV
Lee USP	Lee County Industrial Park Hickory Flats Rd	Pennington Gap	VA	24277	276-546-0150	276-546-9115	MXR	High	Western Virginia	LEE
Lewisburg USP	2400 Robert F Miller Dr	Lewisburg	PA	17837	570-523-1251	570-522-7745	NER	High	Middle Pennsylvania	LEW
Lexington FMC	3301 Leestown Rd	Lexington	KY	40511	859-255-6812	859-253-8821	MXR	Admin	Eastern Kentucky	LEX
Lompoc FCC		Lompoc	CA	93436			WXR		Central California	LOX
FCI	3600 Guard Rd				805-736-4154	805-736-1292		Low		LOF
USP	3901 Klein Blvd				805-735-2771	805-736-1292		Medium		LOM
Loretto FCI	Rural Route 276	Loretto	PA	15940	814-472-4140	814-472-6046	NER	Low	Western Pennsylvania	LOR
Los Angeles MDC	535 N Alameda St	Los Angeles	CA	90012	213-485-0439	213-253-9510	WXR	Admin	Central California	LOS
Manchester FCI	805 Fox Hollow Rd	Manchester	KY	40962	606-598-1900	606-599-4115	MXR	Medium	Eastern Kentucky	MAN
Marianna FCI	3625 FCI Rd	Marianna	FL	32446	850-526-2313	850-718-2014	SER	Medium	Northern Florida	MNA
Marion USP	4500 Prison Rd	Marion	IL	62959	618-964-1441	618-964-2058	NCR	High	Southern Illinois	MAR
McCreary USP	330 Federal Way	Pine Knot	KY	42635	606-354-7000	606-354-7190	MXR	High	Eastern Kentucky	MCR
McDowell FCI	101 Federal Dr	Welch	WV	24801	304-436-7300	304-436-7318	MXR	Medium		MCD
McKean FCI	Rt 59 & Big Shanty Rd	Lewis Run	PA	16738	814-362-8900	814-363-6821	NER	Medium	Western Pennsylvania	MCK
Memphis FCI	1101 John A Denie Rd	Memphis	TN	38134	901-372-2269	901-384-5462	MXR	Medium	Western Tennessee	MEM
Miami FCI	15801 SW 137 th Ave	Miami	FL	33177	305-259-2100	305-259-2160	SER	Low	Southern Florida	MIA
Miami FDC	33 NE 4 th St	Miami	FL	33132	305-577-0010	305-536-7368	SER	Admin	Southern Florida	MIM
Milan FCI	4004 E Arkona Rd	Milan	MI	48160	734-439-1511	734-439-0949	NCR	Low	Eastern Michigan	MIL
Montgomery FPC	Maxwell Air Force Base	Montgomery	AL	36112	334-293-2100	334-293-2326	SER	Minimum	Middle Alabama	MON

Facility Name	Physical Address	City	State	Zip	Telephone	Fax	Region	Security Level	Judicial District	3-letter code
Morgantown FCI	446 Greenbag Rd - Route 857	Morgantown	WV	26501	304-296-4416	304-284-3600	MXR	Minimum	Northern West Virginia	MRG
New York MCC	150 Park Row	New York	NY	10007	646-836-6300	646-836-7751	NER	Admin	Southern New York	NYM
Oakdale FCC		Oakdale	LA	71463			SCR		Western Louisiana	OAX
FCI	1507 E Whatley Rd				318-335-4070	318-215-2688		Low		OAK
FDC	2105 E Whatley Rd				318-335-4466	318-215-2185		Admin		OAD
Oklahoma City FTC	7410 S Macarthur Blvd	Oklahoma City	OK	73169	405-682-4075	405-680-4043	SCR	Admin	Western Oklahoma	OKL
Otisville FCI	Two Mile Dr	Otisville	NY	10963	845-386-6700	845-386-6727	NER	Medium	Southern New York	OTV
Oxford FCI	County Rd G & Elk Ave	Oxford	WI	53952	608-584-5511	608-584-6315	NCR	Medium	Western Wisconsin	OXF
Pekin FCI	2600 S 2 nd St	Pekin	IL	61554	309-346-8588	309-477-4685	NCR	Medium	Central Illinois	PEK
Pensacola FPC	110 Raby Ave	Pensacola	FL	32509	850-457-1911	850-458-7291	SER	Minimum	Northern Florida	PEN
Petersburg FCC		Hopewell	VA	23860			MXR		Eastern Virginia	PEX
Low FCI	1100 River Rd				804-733-7881	804-863-1510		Low		PET
Medium FCI	1060 River Rd				804-504-7200	804-504-7204		Medium		PEM
Philadelphia FDC	700 Arch St	Philadelphia	PA	19106	215-521-4000	215-521-7220	NER	Admin	Eastern Pennsylvania	PHL
Phoenix FCI	37900 N 45 th Ave	Phoenix	AZ	85086	623-465-9757	623-465-5199	WXR	Medium	Arizona	PHX
Pollock FCC		Pollock	LA	71467	318-561-5300	318-561-5391	SCR		Western Louisiana	POX
FCI	1000 Airbase Rd							Medium		POM
USP								High		POL
Ray Brook FCI	128 Ray Brook Rd	Ray Brook	NY	12977	518-897-4000	518-897-4216	NER	Medium	Northern New York	RBK
Rochester FMC	2110 E Center St	Rochester	MN	55904	507-287-0674	507-287-9601	NCR	Admin	Minnesota	RCH
Safford FCI	1529 W Hwy 366	Safford	AZ	85546	928-428-6600	928-348-1331	WXR	Low	Arizona	SAF
San Diego MCC	808 Union St	San Diego	CA	92101	619-232-4311	619-595-0390	WXR	Admin	Southern California	SDC
Sandstone FCI	2300 County Rd 29	Sandstone	MN	55072	320-245-2262	320-245-0385	NCR	Low	Minnesota	SST
Schuylkill FCI	I-81 & 901 W	Minersville	PA	17954	570-544-7100	570-544-7224	NER	Medium	Middle Pennsylvania	SCH
Seagoville FCI	2113 N Hwy 175	Seagoville	TX	75159	972-287-2911	972-287-5466	SCR	Low	Northern Texas	SEA
SeaTac FDC	2425 S 200 th St	Seattle	WA	98198	206-870-5700	206-870-5717	WXR	Admin	Western Washington	SET
Sheridan FCI	27072 Ballston Rd	Sheridan	OR	97378	503-843-4442	503-843-6645	WXR	Medium	Oregon	SHE
Springfield MCFP	1900 W Sunshine St	Springfield	MO	65807	417-862-7041	417-837-1717	NCR	Admin	Western Missouri	SPG
Talladega FCI	565 E Renfroe Rd	Talladega	AL	35160	256-315-4100	256-315-4495	SER	Medium	Northern Alabama	TDG

Facility Name	Physical Address	City	State	Zip	Telephone	Fax	Region	Security Level	Judicial District	3-letter code	
Tallahassee FCI	501 Capital Cir NE	Tallahassee	FL	32301	850-878-2173	850-671-6105	SER	Low	Northern Florida	TAL	
Terminal Island FCI	1299 Seaside Ave	San Pedro	CA	90731	310-831-8961	310-732-5325	WXR	Low	Central California	TRM	
Terre Haute FCC		Terre Haute	IN				NCR		Southern Indiana	THX	
FCI	4200 Bureau Rd N				47808	812-238-1531		812-238-3301		Medium	THA
USP	4700 Bureau Rd S				47802	812-244-4400		812-244-4791		High	THP
Texarkana FCI	4001 Leopard Dr	Texarkana	TX	75501	903-838-4587	903-223-4424	SCR	Low	Eastern Texas	TEX	
Three Rivers FCI	US Hwy 72 W	Three Rivers	TX	78071	361-786-3576	361-786-5051	SCR	Medium	Southern Texas	TRV	
Tucson FCC		Tucson	AZ	85706			WXR		Arizona	TCX	
FCI	8901 S Wilmot Rd				520-574-7100	520-663-4406		Medium		TCN	
USP	9300 S Wilmot Rd				520-663-5000	520-663-5024		High		TCP	
Victorville FCC		Victorville	CA	92394			WXR		Central California	VIX	
Medium I FCI	13777 Air Expressway Blvd				760-246-2400	760-246-2461		Medium		VIM	
Medium II FCI					760-530-5700	760-560-5706		Medium		VMM	
USP					760-530-5000	760-530-5103		High		VIP	
Waseca FCI		1000 University Dr SW	Waseca	MN	56093	507-835-8972	507-837-4547	NCR	Low	Minnesota	WAS
Williamsburg FCI	8301 Hwy 521	Salters	SC	29590	843-387-9400	843-387-6961	SER	Medium	South Carolina	WIL	
Yankton FPC	1016 Douglas Ave	Yankton	SD	57078	605-665-3262	605-668-1113	NCR	Minimum	South Dakota	YAN	
Yazoo City FCC		Yazoo City	MS	39194			SER		Southern Mississippi	YAX	
Low FCI	2225 Haley Barbour Pkway				662-751-4800	662-716-1036		Low		YAZ	
Medium FCI					662-716-1020	662-716-1036		Medium		YAM	
CCMs							3-letter code	Community corrections management (CCM) field offices serve specific judicial districts within their regions and help administer the BOP's community-based programs. CCMs serve as liaisons for the BOP with local partners, including the residential reentry centers that work with BOP inmates before release.			
Atlanta CCM	719 McDonough Blvd SE	Atlanta	GA	30315	404-635-5679	404-635-5240	SER				CAT
Annapolis Junction CCM	302 Sentinel Dr - Ste 200	Annapolis Junction	MD	20701	301-317-3142	301-317-3138	MXR				CBR
Chicago CCM	200 W Adams St, Rm 2915	Chicago	IL	60606	312-886-2317	312-886-2118	NCR				CCH
Cincinnati CCM	36 E 7 th St, Ste 2107-A	Cincinnati	OH	45202	513-684-2603	513-684-2590	NER				CCN
Dallas CCM	4211 Cedar Springs Rd – Ste 100	Dallas	TX	75219	214-224-3522	214-224-3367	SCR	CDA			

Facility Name	Physical Address	City	State	Zip	Telephone	Fax	Region	3-letter code
Denver CCM	9595 W Quincy Ave	Littleton	CO	80123	303-980-2373	303-980-2374	NCR	CDE
Detroit CCM	4026 E Arkona Rd	Milan	MI	48160	734-439-7653	734-439-7671	NCR	CDT
El Paso CCM	727 E Durango Blvd - Ste B-138	San Antonio	TX	78206	210-472-6225	210-472-6224	SCR	CEP
Houston CCM	727 E Durango Blvd - Ste B-138	San Antonio	TX	78206	210-472-6225	210-472-6224	SCR	CHN
Kansas City CCM	400 State Ave - Rm 131	Kansas City	KS	66101	913-551-1117	913-551-1120	NCR	CKC
Long Beach CCM	1299 Seaside Ave	San Pedro	CA	90731	310-732-5179	310-732-5291	WXR	CLB
Miami CCM	401 N Miami Ave	Miami	FL	33128	305-536-5710	305-536-4024	SER	CMM
Minneapolis CCM	300 S 4 th St - Ste 1210	Minneapolis	MN	55415	612-664-5560	612-664-5569	NCR	CMS
Montgomery CCM	Maxwell AFB - Bldg 1209 820 Willow St	Montgomery	AL	36112	334-293-2360	334-293-2357	SER	CMY
Nashville CCM	801 Broadway St - #599	Nashville	TN	37203	615-736-5148	615-736-5147	MXR	CNV
New York CCM	100 29 th St	Brooklyn	NY	11232	718-840-4219	718-840-4207	NER	CNK
New Orleans CCM	c/o Dallas CCM #100 4211 Cedar Sprngs Rd	Dallas	TX	75219	214-224-3522	214-224-3367	SCR	CNO
Orlando CCM	6303 County Rd 500	Wildwood	FL	34785	352-689-7390	352-689-7396	SER	COR
Philadelphia CCM	2 nd & Chestnut St - 7 th Fl	Philadelphia	PA	19106	215-521-7300	215-521-7486	NER	CPA
Pittsburgh CCM	1000 Liberty Ave - Ste 1315	Pittsburgh	PA	15222	412-395-4740	412-395-4730	NER	CPG
Phoenix CCM	230 N 1 st Ave - Ste 405	Phoenix	AZ	85003	602-514-7075	602-514-7076	WXR	CPH
Raleigh CCM	Old NC 75 Hwy	Butner	NC	27509	919-575-2080	919-575-2073	MXR	CRL
San Antonio CCM	727 E Durango Blvd Rm B138	San Antonio	TX	78206	210-472-6225	210-472-6224	SCR	CSA
Sacramento CCM	501 I St - Ste 9-400	Sacramento	CA	95814	916-930-2010	916-930-2008	WXR	CSC
Salt Lake City CCM	324 S State St - Ste 228	Salt Lake City	UT	84111	801-524-4212	801-524-3112	WXR	CSL
Seattle CCM	2425 S 200 St (@ FDC)	Seattle	WA	98198	206-870-1011	206-870-1012	WXR	CSE
St Louis CCM	1222 Spruce St - Ste 6.101	St Louis	MO	63103	314-539-2376	314-539-2465	NCR	CST
Washington, DC CCM	302 Sentinel Dr - Ste 200	Annapolis Junction	MD	20701	301-317-3142	301-317-3138	MXR	CDC

REGIONAL OFFICES	Physical Address	City	State	Zip	Telephone	Fax	Region
Six regional offices directly support the operations of facilities within their respective geographic areas by providing management and technical assistance to institution and community corrections staff, conducting specialized training, providing technical assistance to state and local criminal justice agencies, and contracting to provide RRC placements for offenders. Regional personnel include administrators who are subject matter experts in all disciplines represented at the institution level. They maintain close contact with institution staff to ensure effective BOP operations.							
Mid-Atlantic	302 Sentinel Dr - Ste 200	Annapolis Junction	MD	20701	301-317-3100	301-317-3214	MXR
North Central	400 State Ave - Ste 800	Kansas City	KS	66101	913-621-3939	913-551-1130	NCR
Northeast	2nd & Chesnut St - 7 th Fl	Philadelphia	PA	19106	215-521-7301	215-596-1871	NER
South Central	4211 Cedar Springs Rd	Dallas	TX	75219	214-224-3389	214-224-3420	SCR
Southeast	3800 Camp Crk Pk SW - Bdg 2000	Atlanta	GA	30331	678-686-1200	678-686-1379	SER
Western	7338 Shoreline Dr	Stockton	CA	95219	209-956-9700	209-956-9793	WXR
CENTRAL OFFICE	320 First St NW	Washington	DC	20534	202-307-3198	202-514-6620	BOP website: www.bop.gov e-mail: info@bop.gov
Administration (ADM)		Human Resource Management (HRMD)			National Institute of Corrections (NIC)		
Correctional Programs (CPD)		Industries, Education & Vocational Training (IEVT)			Office of General Counsel (OGC)		
Health Services (HSD)		Information, Policy & Public Affairs (IPPA)			Program Review Division (PRD)		
NIC Headquarters					800-995-6423	202-307-3106	NIC website: www.nicic.gov
NIC Academy	National Corrections Academy 791 N Chambers Rd	Aurora	CO	80011	800-995-6429	303-365-4458	
Information Center					800-877-1461	303-365-4456	
STAFF TRAINING CENTERS							
Staff Training Academy (STA)	Federal Law Enforcement Training Center	Glynco	GA	31524	912-267-2711	912-267-2983	Conducts introductory training for all BOP staff.
Management & Specialty Training Center (MSTC)	National Corrections Academy 791 N Chambers Rd	Aurora	CO	80011	303-340-7800	303-340-7968	Provides specialized professional training and the majority of the BOP's senior level training courses; facilitates curriculum development.
GRAND PRAIRIE OFFICE COMPLEX (GRA) GRA Components	U.S. Armed Forces Reserve Complex 346 Marine Forces Dr	Grand Prairie	TX	75051	Provides consolidated services in three functional areas to better serve employees and achieve more efficient and cost-effective operations. Subject matter expertise: financial management, human resources, inmate classification and designation, and inmate systems.		
Designation & Sentence Computation Center (DSCC)			972-352-4400		972-352-4395	e-mail: GRA-DSC/PolicyCorrespondence&AdminRemedies@bop.gov	
Field Acquisition Office (FAO)			972-352-4500		972-352-4545	e-mail: GRA/FieldAcquisitionOffice@bop.gov	
Human Resource Services Center (HRSC)			972-352-4200		972-352-4220	e-mail: GRA-HRM/Chief-CESC@bop.gov	

For more information, contact:

Federal Bureau of Prisons
320 First Street, NW
Washington, DC 20534

website: www.bop.gov
e-mail: info@bop.gov
phone: 202-307-3198