



U.S. Department of Justice  
Federal Bureau of Prisons

FEDERAL BUREAU OF PRISONS

154765

U.S. Department of Justice  
National Institute of Justice

This document has been reproduced exactly as received from the person or organization originating it. Points of view or opinions stated in this document are those of the authors and do not necessarily represent the official position or policies of the National Institute of Justice.

Permission to reproduce this [redacted] material has been granted by  
Public Domain/Federal Bureau of Prisons/U.S. Dept. of Justice

to the National Criminal Justice Reference Service (NCJRS).

Further reproduction outside of the NCJRS system requires permission of the [redacted] owner.



154765

# FROM THE ATTORNEY GENERAL

NCJRS

JUN 9 1995

## ACQUISITIONS

The Federal Bureau of Prisons plays a central role in the Department of Justice's policy of ensuring public safety by protecting society from truly dangerous criminals. The Bureau does this by providing high-quality correctional programs (including drug treatment) in its institutions, but also by supporting community-based confinement options and other innovative programming for non-dangerous offenders. This balanced, multi-faceted approach to the correctional process — providing a full range of programs that can not only deter but prevent future criminal behavior — is central to ensuring that justice is well-served in the United States.

As the Department of Justice focuses its efforts on critical criminal justice issues, it really has but one resource to draw on — its employees. In the field of corrections, thoughtful observers know that successful prison operations depend on not just bricks and mortar — they reflect the

character and professionalism of the people who carry them out. For these reasons, it is fitting that this issue of the Bureau of Prisons' *State of the Bureau* publication focuses on line staff.

This unique publication contains a real-life account of what it is like to work in a Federal prison. It captures the ebb and flow of daily prison life in an unusually informative way — by following activities at the line staff level. This *State of the Bureau* shows why Bureau staff throughout the Nation have every right to be proud of the job they are doing and why the Bureau is such a fine organization.

It is my hope that, through this publication, readers will share the satisfaction I feel about the truly outstanding job Bureau of Prisons staff does every day.



Janet Reno



# FROM THE DIRECTOR

his issue of the Federal Bureau of Prisons' annual *State of the Bureau* publication is dedicated to line staff — the “unsung heroes” who keep the Bureau running so effectively. Every line employee in the Bureau makes an important contribution to our organization; this publication captures some of the real-world issues they deal with, and spotlights the talent, skills, and professionalism that help keep Federal prisons safe and secure.

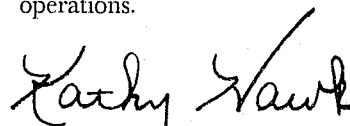
The Bureau is a large, complex organization, composed of 72 facilities housing almost 90,000 inmates. But at the heart of every Bureau institution and program are staff — people who perform the often unglamorous, but always necessary tasks that keep our Nation's prisons sound. They supervise inmates; they maintain security, safety, and sanitation levels in housing units and in other areas of the institution; they train other staff; they see that food is prepared and served properly; they counsel inmates; they prepare financial reports; they issue medication and make sick call rounds in locked units; they issue laundry; and they oversee work details and industrial production. They are vital to maintaining secure, safe prison operations and to ensuring public safety.

This issue of the *State of the Bureau* profiles a day in the life of the Bureau, through a composite of actual line staff activities in two medium-security Bureau institutions — the 1940's vintage Federal Correctional Institution in Englewood, Colorado (confining about 1,000 inmates when its minimum-security camp and detention center are included), and the new Federal Correctional Institution in Florence, Colorado (holding a total of about 1,350 inmates, including the minimum-security camp). In a few instances, significantly different aspects of the two facilities' operations have been merged to aid readability — such as portraying “old” and “new” housing units as if they were in the same institution and describing two UNICOR factories when each facility only has one. But for the most part, the operational practices of both institutions are similar enough to make it realistic to portray these two prisons as one. While this account represents activities at two institutions for males, it also accurately represents operations at institutions for female offenders.

We chose to focus on employees from four disciplines — Correctional Services (the uniformed security force), Federal Prison Industries (those respon-

sible for inmate manufacturing and service work for other Federal agencies), Food Service (staff who manage meal preparation and services within the institution), and Mechanical Services (employees responsible for facility maintenance and renovation) to typify the daily efforts and contributions made by Bureau staff. We could have chosen a number of other disciplines to profile, because staff in every department are equally deserving of recognition for the fine work they are doing. Bureau staff typify the kind of dedication and professionalism of which the American public can be proud.

In addition to the article on line staff, this issue of the *State of the Bureau* contains a wealth of material about the Bureau, its institutions, its strategic plan, and its operations. I am very proud to present to the readers of the *State of the Bureau* this unique look at the everyday activities of the men and women who serve the American public through their work for the Federal Bureau of Prisons. I welcome your comments on this issue, as well as on other aspects of the Bureau and its operations.



Kathleen M. Hawk



# A DAY IN THE LIFE OF THE BUREAU OF PRISONS

nyone who has worked in the Bureau of Prisons (BOP) for any length of time knows there is no typical Federal prison, there is no such thing as a typical inmate, and there certainly are no "typical" staff. Bureau facilities span the entire range of prison-based correctional options, from minimum-security camps to the highest security penitentiaries, with vastly different physical plants, staffing levels, histories, and traditions. Similarly, BOP inmates are male or female, come in all sizes and shapes, have varied criminal backgrounds, and present just as wide a range of behaviors and risks.

BOP line employees represent an equally broad range of backgrounds, cultures, ambitions, ages, skills, and personalities. Many fill roles most people wouldn't immediately associate with prisons — accountants, nurses, laundry workers, records specialists, secretaries, and paralegals. Even so, their jobs are essential to the day-to-day functioning of the institution and the Bureau as a whole.

## MIDNIGHT: GENERAL POPULATION UNIT

The first work of the day in prison is the midnight count, one of several times each day when every inmate is accounted for by being personally observed by a staff member. Correctional Officer (CO) Edmundo Cano is conducting a count in one of the newer housing units. Even though this unit was designed with all single cells, it is totally double-bunked, and 30 additional beds have been set up in the activity area. Since inmates in these beds, which are referred to as being "on

the flats," can't be secured for counts, the officer from a nearby unit is "covering" — watching to be sure no inmates move around and invalidate the count. Once his count is clear, Edmundo will cover the count in the equally crowded unit adjacent to his.

*The business of counting is more than just walking down a row of cells and tallying numbers. An officer must see living, breathing flesh (not just a shape under a blanket or a form standing in a corner) to be sure a dummy hasn't been used to conceal an escape. Inmates may try to distract the officer and cause him or her to start the count all over. In units without locking doors, inmates may try to confound the counting staff member by moving from one place to another. Even in a single-cell unit, inmates have been known to hide under a bunk to deliberately create a miscount.*

Edmundo Cano transferred here a year ago from another medium-security BOP institution to gain additional career experience. Like many BOP staff, Edmundo is interested in taking advantage of the agency's expansion to further his career. He hopes to spend a few more years as an officer and then apply for a job in the Inmate Systems department, which is responsible for intake and release processing of inmates and their records, computing sentences, and performing other records-related tasks. That department offers the possibility of less shift work, allowing staff a more normal personal life.

*Prisons are a 24-hour-a-day, 365-day-a-year enterprise. Shift work is a major requirement in some departments, and annual leave and training need to be closely coordinated. Working relief assignments often means "doublebacks," with only 8 hours off between shifts. Taken together, those elements make work in departments like Correctional Services, Food Service, and Health Services more taxing, and harder on employees' personal and family-lives.*



If this had been a weekend night, there still would be a few inmates out of their cells, watching TV, playing cards, or quietly talking, but tonight they all are in their beds. The open design in this unit makes it relatively easy for one officer to supervise the entire unit from any one point in the central common area, but that's not the best way to keep track of what is going on, so Edmundo is constantly moving, checking cells, TV rooms, performing a quick search of a laundry basket or some other area where contraband might be hidden. The predominant sound is the low rumble of circulating fans. With 8 of the unit's 113 inmates living in the open bunk area, the lights in the common area of the unit are low.

In the older housing units — based on a two-floor, three-wing, more traditional cellhouse design — the sounds are different, but the general pattern of activity is the same. However, that design is far more difficult for one officer to properly supervise, so when they are available on the day and evening shifts, two officers are assigned to each floor; on the morning watch, only one officer is on each level.

Once the control center has approved, or "cleared," the count by phone, the compound officer, Paul Gonzalez, will pick up signed count slips from all of the units, and take them to the control center, where the formal count is tabulated. Paul is a key figure on this shift, since he and the other compound officers carry the keys to the outer doors to the units. The unit officer has the key to the inner door, but keeping the second key outside the unit reduces the

likelihood that inmates would try to overpower an officer on the morning watch in order to escape. While emergency keys to the units are available in the control center, for all practical purposes no one can get out of a unit without Paul's intervention.

### 1:00 A.M.: CONTROL CENTER

This is the nerve center of the institution — a complex post any time of day. Its operation relies extensively on electro-mechanical and computer-based systems for controlling inmate information, gates, cameras, doors, and alarm systems. Senior Officer Jim Skaggs is monitoring them while finishing up the paperwork and filing from the count.

---

*A modern prison depends on technology. Staff rosters, work orders, inmate listings, counts, bills of material, and countless other aspects of prison work are computerized. In the Correctional Services department in particular, the stereotypical image of a "guard" overseeing locked cells has been replaced by that of correctional officers who are trained to interact effectively with inmates and to use computers and electronic systems, in addition to performing more traditional security duties. Under the rotating assignment system, each correctional services employee must be fully qualified to work any post at any time.*

---

In the control center, a call comes in from a housing unit — an inmate has a severe headache, and the physician assistant on duty wants to examine him in the hospital. The other compound officer, Charlene Hotchkiss — who previously was a booking officer in a county jail and has been working for the BOP a year and a half, placing her among the 60 percent of the staff here who have less than 2 years of BOP service — is sent to meet Paul Gonzalez at the unit. They search the inmate and escort him to the medical area — the only people moving on the quiet, well-lit compound.





## 2:00 A.M.: PERIMETER PATROL

Although CO Scott Huntley, the Mobile Patrol #2 officer, has impressive weaponry at his disposal, he is far more than an armed guard. This post is one of several mobile patrols securing the double fenceline, which is illuminated by high-intensity, high-mast lights; the surveillance responsibility is varied and serious. He'll slowly drive 40 to 50 miles tonight, in a truck with high-tech equipment to monitor fence alarm systems in tandem with the computer in the control center. When his sectors on the fence alarm system are being tested, Scott cuts his speed on the perimeter road to match that of the officer walking inside the fence, constantly keeping him in sight. Three vehicles are slowly moving up and down the perimeter road, watching the buildings, fencelines, and the terrain both inside and outside the fences.

Being alert to the outside of the fence is a real concern. The BOP has had enough escape attempts involving outside aid to make a bulletproof vest part of the uniform on this post.

## 3:00 A.M.: SPECIAL HOUSING UNIT

Every institution has a few troublemakers and other inmates who cannot be in contact with general population inmates — the Special Housing Unit is where they live. On the surface, things are quiet while CO Phillip McCall oversees the 3:00 a.m. count, but the



surface isn't where potential danger is. At this time of night, inmates might think staff would be in the office area and thus be less likely to hear the scraping of a piece of metal against concrete or the cutting sound a hacksaw blade makes against cell hardware. That is why routine but irregularly scheduled rounds of the unit are a must, in addition to the standard counts.

Among the 112 inmates in this unit, McCall and the three other officers on this shift have several inmates who are on a "three man order," which requires at least three staff to be present when the cell door for those inmates is opened. This means there must be four staff in the unit, since as a safety precaution, the officer carrying the keys to the rest of the unit may not go into the cell area.

*Personal safety concerns are not just an issue in a unit of this type; emergencies can arise in any area of the institution. Moreover, staff are always outnumbered in a prison by the inmates. That's why every telephone in the institution can be used to sound a general alarm, simply by dialing "222." When this alarm sounds in the control center and other key locations, staff from departments throughout the institution respond to the site of the emergency, to provide necessary assistance. A "no-dial" alarm also sounds in the control center when a phone is left off the hook for a certain period of time. "Watch calls" are made every half hour to the control center to verify that staff are on their posts and safe.*

## 4:00 A.M.: GENERAL POPULATION UNIT

Work in a prison is anything but sedentary; staff are constantly on their feet, moving throughout their area of responsibility. The 3:00 a.m. count went without incident, and Edmundo Cano is making rounds from tier to tier. As he does, he continues to check the common areas for tampering and for hidden contraband.

*Counting and patrolling are more than accountability measures; staff are also concerned with assuring the safety and welfare of every inmate in their charge. During counts, staff are alert to signs an inmate may be ill. While patrolling the unit, it is possible to detect signs of tension that may lead to fights. In extreme cases, staff have been able to intervene successfully in suicide attempts while performing these seemingly routine tasks.*

At about this same time, the a.m. cook shift is arriving in Food Service; preparing breakfast for an entire prison takes several hours, even for a relatively simple meal. This is the starting point for one of the most critical activities in any prison — feeding several thousand nutritious meals each day to a demanding inmate population. In prison, meals take on an unusual level of importance; a single poorly prepared dish, too many repetitious meals, a shortage of meat portions, or any number of other shortcomings can create inmate manage-

ment problems, even in a prison that is otherwise well-run. One can argue that — after security — this is the most critical program in the institution.

*The food service department here is allocated \$2.58 per day per inmate.*

In the main institution's kitchen, Charlie Bieler and other food service staff are putting together a meal of biscuits, meat gravy, home-fried potatoes, cereal, coffee, and juice. The potatoes soaked all night in one of four 60-gallon kettles; now the inmates are beginning to fry them. As they are cooked, full pans are stored in a heated cabinet, where they can be retrieved for the meal.

At the adjacent 250-bed minimum security camp — which provides inmate labor for maintaining the areas of the institution outside the fence — the operation is similar, but smaller in scale. Food Service Foreman Gloria Somerville is working by herself. She starts by counting the inmates on her crew — reconciling them against the computer-generated roster and photos of each inmate on what are called "picture cards" in her crew kit packet.

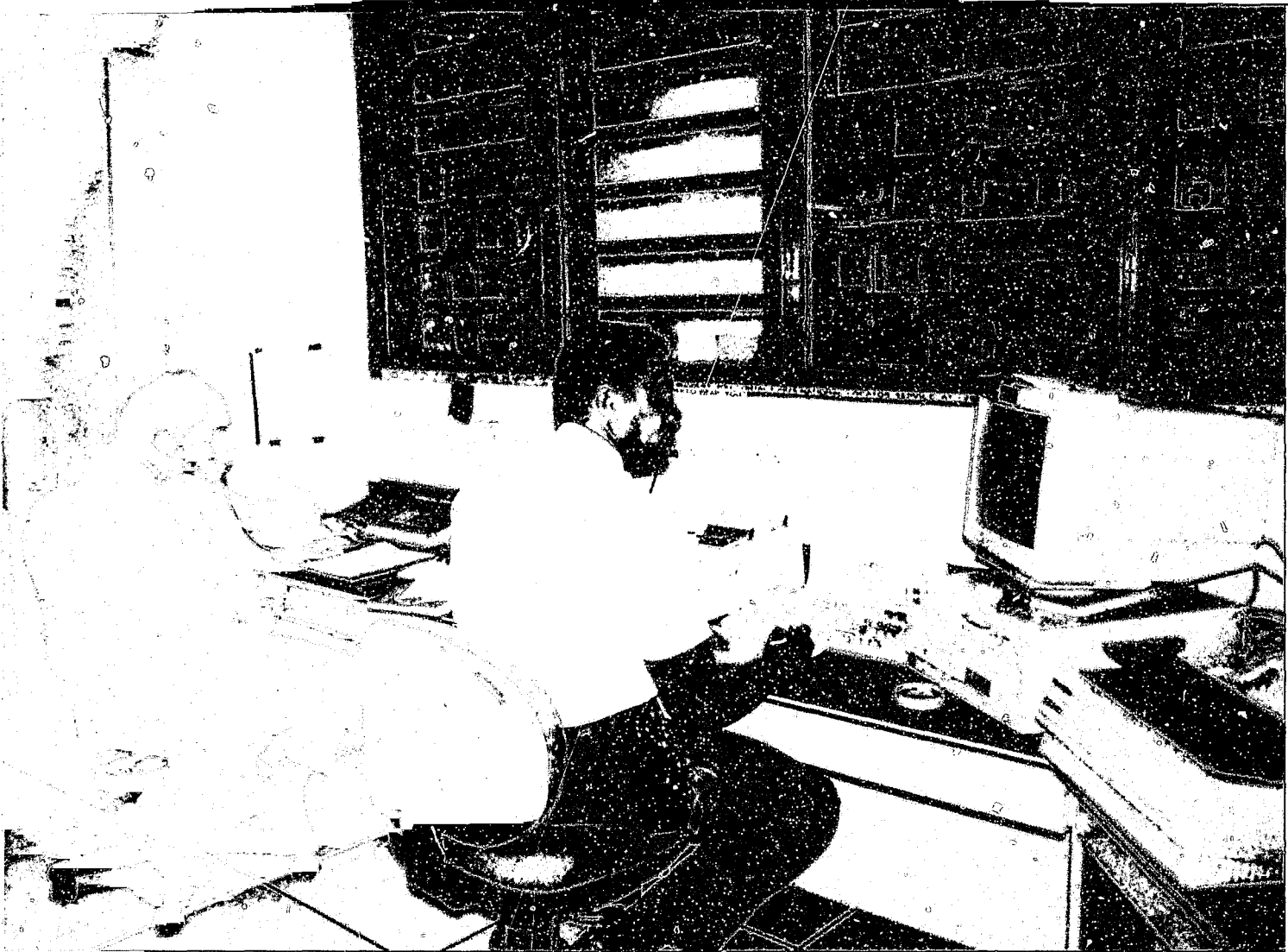
*Accountability is more than just counting inmates five times a day. Even in camps, staff members who have inmates assigned to them conduct initial roster checks of this type as well as regular census checks to ensure the inmates have not left the area. In*

*addition, in most non-camp settings, for 10 minutes every hour, there is a general movement period for inmates to go from one place to another. Movement at other times is controlled by a pass system. Inmates with scheduled appointments are placed on a "callout" list for the following day. To the greatest extent possible, consistent with the security level involved, every inmate is accounted for at all times.*

After she completes the census of her inmate detail, Gloria moves swiftly through the food preparation area. She's busy retrieving from various locked cabinets and storerooms the milk, cereal, flour, and other supplies needed to start meal preparation. Gloria is a U.S. Army veteran who has been here about a year; she's a particularly enthusiastic person who worked at another BOP medium-security institution for several years before transferring for career advancement.

Gloria tells a story about the Warden at that first institution that shows a little of why she is so positive about the BOP and her career. When she began to apply for positions at other facilities, the Warden came to the kitchen and personally talked to her about that decision. He told her that while he would regret losing her, he knew she had a great deal of potential with the BOP and would be glad to help her move ahead. She related how encouraged she felt that the Warden would not only know that much about her and think that well of her abilities, but that he would take the time to tell her personally.





.....  
*All of the supplies and equipment used in prison food preparation have to be controlled to prevent theft or misuse. Knives are an obvious item for careful control, but there are many others. The handles of ladles and other implements can be cut off and ground into long "shanks," or prison-made knives. Cleaning materials commonly found in the home are kept under lock and key in prison because of their caustic or flammable nature. Yeast is secured because of its potential for use in brewing intoxicants, but even yeasty dough can be used to start fermentation, so the bakery area itself has to be secured when yeast products are in use. In short, every aspect of food preparation is more complicated because of the correctional environment.*  
.....

Because food service assignments are mandatory for new inmates, Gloria and the other employees in this department are supervising inmate crews that aren't particularly well-motivated. Nevertheless, staff at both the camp and main institution work smoothly to set up the serving line for the first meal of the day. At the same time, even at this early hour, they are beginning the first stages of preparation for the noon meal.

#### 5:00 A.M.: CONTROL CENTER

The 5:00 a.m. count starts one of the busiest times of the day on this post. The early correctional officer shift reports for duty at 6:00 a.m., and staff for the regular day shift jobs start arriving over the next hour and a half. There will be keys, radios, personal body alarms, and other equipment to issue; new employees and visitors to

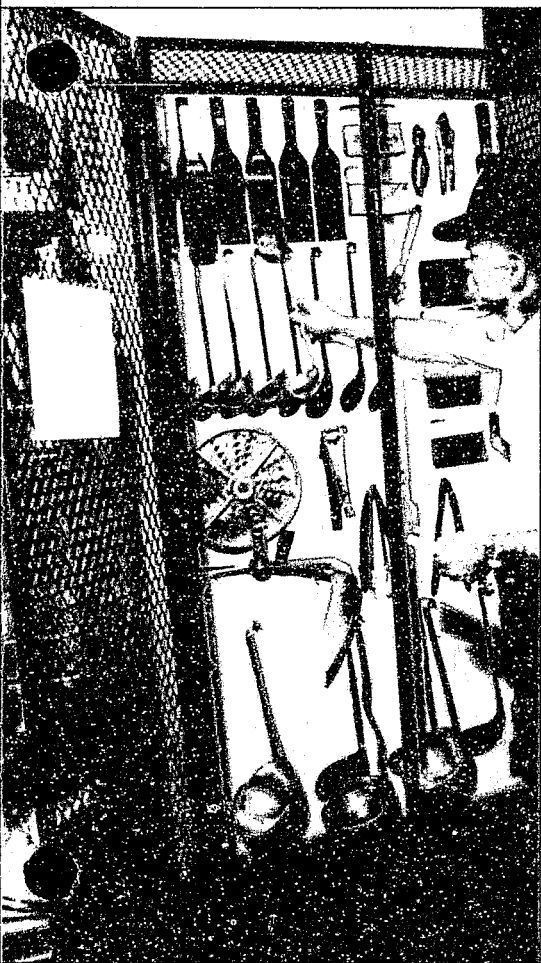
check in and out of the institution; body alarm tests to conduct; radio traffic to respond to; and inmate releases to authenticate. For the next 16 hours, the control center is one very busy post.

It began snowing earlier in the shift, and to increase security under these adverse weather conditions, the rear tower post has been activated; this particular post ordinarily is in operation only during weekdays when there is delivery traffic through the gate.

.....  
*Perimeter surveillance towers have an intimidating air, and are unsurpassed for visibility and commanding the surrounding terrain with firepower. However, not every BOP institution has towers, due to the high cost of maintaining fixed posts; most now rely extensively on perimeter patrols.*  
.....

6:00 A.M.:  
GENERAL POPULATION UNIT

The morning watch routine is winding down. Edmundo Cano unlocks the cells, and a few inmates start drifting out. When the entire institution count is "cleared" as correct and the food service department is ready, the compound officer will unlock the outer door, Edmundo will unlock the inner door, and the inmates will be able to leave for the breakfast meal. The busy part of the day is just beginning.



7:00 A.M.:  
DINING ROOM

The breakfast meal is in progress, and food service staff stand behind the serving line, making sure inmate servers give their fellow inmates the proper portions, that food supplies are replenished as needed, and that the entire meal is served smoothly. For a one-person operation like the camp's, this is a particularly busy time, even though the morning meal usually is the least well attended of the day; many inmates would rather sleep in and go until noon on coffee or snacks they have purchased in the commissary.

When the meal is done, inmates return to their housing units until work call. In the kitchen, another round of work starts for the inmate crews — cleaning up the dining room and serving line, and sanitizing pots and pans, storage cabinets, and dishes. Staff begin to focus on the noon meal.

8:00 A.M.:  
MECHANICAL SERVICES

An institution is a small city, a city that is responsible for its own maintenance and upkeep; that's why the Mechanical Services department is so important. Mechanical Services staff make sure toilets flush, lights stay lit, and broken windows are replaced, and they keep the rest of the institution's physical plant safe and functional. Any breakdown in one of a dozen facility functions can quickly create serious management problems. Yet Mechanical

Services staff, who are specialists in a variety of trades, must rely on labor provided by inmates who, in many cases, have never before worked in that occupation and often are poorly educated, poorly trained, and poorly motivated.

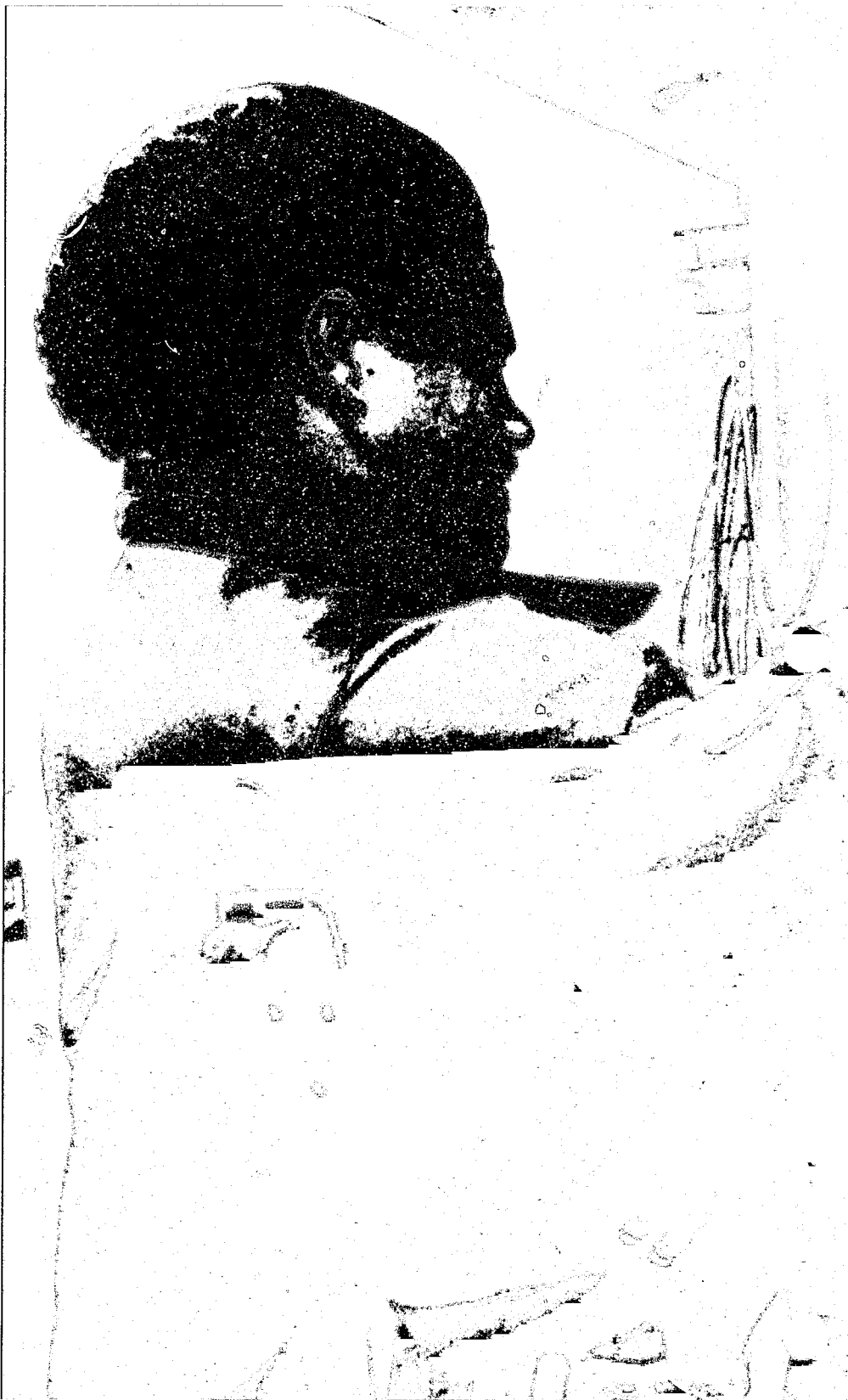
In the Carpentry Shop, Foreman Jim Stone and another staff member are lining up the work for their 22-man detail. Before joining the Bureau a year ago, Jim was a carpenter in the community; as is the case with many staff here, he had never worked in a prison before. Jim oversees a variety of jobs — some in the shop and others in various parts of the institution. While he teaches a crew of four inmates how to measure, set up, and cut custom stair treads for the institution staff firing range, several other inmate crews are sent to various offices and housing units for minor repair jobs. A forms filing cabinet is being made on one side of the shop, while in another area, an inmate is setting up a router in a custom jig he has designed and built under Jim's supervision. Jim provides guidance to each inmate in turn.

In the Electrical Shop, the day begins with Foreman Nate Williams counting his crew and deciding how to tackle the many projects and work orders for which he's responsible. These include minor jobs like repairing buffer motors and major projects such as installing conduit in some new offices over the dining room. He and his inmate crew work out of a basement shop area which has all of the equipment and supplies they need to repair anything from a simple light fixture to a high-voltage

transformer. He operates with a great deal of independence in prioritizing work, and even as the day begins, it's evident that he's developed a solid level of rapport with his inmate workers.

### 9:00 A.M.: FEDERAL PRISON INDUSTRIES

Here, as at most BOP locations, industrial factories are the largest employers of inmates — producing high-quality goods for other Government agencies. Work in this area began at the same time as in the maintenance shops. Factory Foreman Kim Nelson — who ran the upholstery factory in a State prison before hiring on with the BOP just a year ago — already has a good idea what his day is going to be like. He is responsible for seeing that materials are moved to various workstations within the factory, as well as fabric cutting and sewing, and generally expediting work in process. While each order — whether one couch or 500 chairs — is scheduled into the factory from another location and staff use an elaborate computer-based system to track jobs, the actual details of manufacturing are left to staff like Kim. However, he and every other employee in the factory are responsible for more than manufacturing; they must be sure every tool in the factory is accounted for at all times, that incoming materials and outgoing products are properly searched, and that every inmate leaving the area is searched.





*Staff from every discipline — whether in a minimum-security camp or a high-security penitentiary — are in regular contact with inmates and are subject to the same rigors and dangers as correctional officers. Employees from nurses and plumbers to accountants and secretaries work just as closely with inmates as do correctional officers.*

*But beyond that fact, there are significant operational benefits to having a flexible workforce of this type. By assigning specific security responsibilities to every staff member, the number of uniformed security staff who otherwise would be needed to perform them is reduced. By training every employee in security-related skills, the overall security awareness of the workforce is increased; every staff member is capable of recognizing potential security problems and dealing with them appropriately. Also, when every staff member is competent in exercising basic security functions, they are far more capable of responding properly in an emergency and supervisors have much greater flexibility in assigning personnel to a wide variety of security posts, when necessary. Just as importantly, joint training and common experiences in the security area knit together staff from all disciplines in a way that significantly enhances staff morale and performance. In short, the "correctional worker" concept is a functional approach to staffing a prison,*

*enabling the Bureau to make the most of the resources it has available to it, maximizing public safety.*

Over in the Cable Factory, 189 inmates, 40 of whom are under the direction of Factory Foreman Steve Harrell, are assembling a universal radio mount used by the armed forces in everything from Navy patrol boats to Humvees (a four-wheel drive utility vehicle used by the military). Before being promoted to this position 3 years ago, Steve spent 4 years as a correctional officer. Although soldering, wiring, painting, and testing operations are going well this morning, a key part for the metal base hasn't arrived yet, and some of the capacitors that go into the assembly aren't testing out within limits. As a result, changes in the work flow are going to be needed to keep part of the crew busy today, and this 6'6" former All-Army basketball player is moving around the factory floor, tending to those adjustments.

*In addition to helping curb idleness and providing enhanced inmate supervision, Federal Prison Industries (also known by its trade name UNICOR) gives inmates training and "real-world" job experiences that pay big dividends. BOP studies have shown inmates involved in training and industrial employment are better-behaved in prison, earn more upon release, and remain crime-free at a higher rate than offenders who were not involved in those programs.*

## 10:00 A.M.: GENERAL POPULATION UNIT

At 8:00 a.m., Edmundo Cano was relieved by CO Clifton Williams, exchanging information and keys in the process. Clifton has been with the BOP for only 3 months, but he's carrying a full load in the unit. Most inmates left the area several hours ago — for work, school, or other parts of the institution — a census check ensures that all of the inmate orderlies are present and that other inmates are not loitering in the unit when they should be elsewhere. Clifton begins conducting security inspections to ensure that locks and bars are intact, searching cells for con-

traband, and supervising orderlies cleaning the unit.

*Sanitation in a prison is not just a routine, it's critical to ensuring the health and welfare of everyone in the facility — staff and inmates alike. Congregate living (particularly under crowded conditions) presents numerous problems — managing personal property, keeping litter under control, and maintaining the cleanliness of toilets, showers, and sinks. Without a stringent sanitation program, disease, vermin infestation, or other hazardous living conditions could develop quickly.*





At the same time, Clifton is controlling inmate traffic in and out of the unit on passes and for regular callouts. This level of control allows inmates to participate in work and programs, while preventing idle time that can be used to plan escapes, plot the introduction of contraband, or engage in other disruptive activity.

*There are important program-related reasons for putting security first. If contract program staff aren't safe, they won't be willing to enter the prison to offer their services. If effective search procedures aren't in place, program materials and supplies can't come into the facility without increasing the risk of assault or escape. If the institution doesn't seem safe, volunteers and community organizations won't be willing to come in and furnish valuable services to inmates. In short, security is essential to providing inmates an opportunity to change.*

## 11:00 A.M.: FOOD SERVICE

The noon meal is underway now. All morning, food service staff in the main institution have been busy — as has Gloria Somerville at the camp — completing the cleanup from the breakfast meal and preparing for lunch. The a.m. cook shift will be going home soon, relieved by Food Service Foreman Steve Moore and other p.m. shift staff who will prepare



the evening meal and set the stage for tomorrow's meals. This overlap means there are plenty of staff to supervise the noon meal, which is served without incident to a much larger group than attended breakfast.

At the camp, the noon meal is underway also, and Bob Bergstadt is just coming on duty. He'll pick up the p.m. cook shift operation after a couple of hours overlap with Gloria. Bob is a U.S. Marine Corps veteran who has been involved in cooking for as many as 33,000 in the Persian Gulf. Today — only 3 weeks after returning from "basic training" at the BOP Staff Training Academy in Glynco, Georgia — he's responsible for the entire evening food service operation at the camp.

## 12:00 NOON: MECHANICAL SERVICES

Back in the shops after lunch, there is a great deal of activity. Several of the Carpentry Shop inmates are now cutting and fitting stairwell parts, working from a template that Jim Stone helped them fabricate. All the while, he is tending to the general undercurrent of activity in the shop — making sure inmate workers are wearing proper eye and hearing protectors, issuing tools from the shop's rolling tool cart, ensuring safety guards and other precautionary procedures are properly used on the power tools, and controlling traffic in and out of the shop.

About half the Electrical Shop crew is working in an area above the dining room. There — side by side with

inmate masonry and dry-wall crews — they cut and install electrical conduit for offices that will eventually be used by the institution's financial management staff. This is one of the many projects and minor work orders that are tracked by the department's computer as part of an in-house maintenance program that saves taxpayer dollars. To handle some of the work orders, several inmates have been sent on passes to housing units to replace or repair light fixtures and perform other maintenance tasks. Before the afternoon is over, Nate Williams will go to several units himself, either checking on their work or talking the inmate workers through a task that requires extra help.

*This close interaction between staff and inmates on the job is important to the correctional process. A 1964 study (by Daniel Glaser) of inmates released from the BOP described inmates who successfully remained crime-free upon release. Those offenders reported the staff member who had the most significant positive impact on them was their job supervisor.*

Throughout the day, Nate is tracking his inmates and supervising the tools the crew is using. Tool control is a major concern in all departments; many common items — things that are taken for granted in the free world — can be used as weapons, to make contraband, or to facilitate an escape. Last Friday, a screwdriver from Nate's shop was missing; it was later discov-

ered hidden in a radiator in one of the housing units, perhaps intended to be sharpened into a "shank."

*Staff in all of the maintenance shops search their inmate crews before they leave the shop and are responsible for maintaining the physical security of their work area. These additional responsibilities make the job more complex, but they also eliminate the need for separate correctional officers in each shop and greatly enhance flexibility in a crisis.*

Another foreman, Neil Duty, tells a story that brings home the value of searches by non-correctional personnel. Just 2 weeks ago, Neil was working a relief shift in the powerhouse, and during his normal search activities he found a sealed bottle of phenobarbital pills. The estimated value of the pills would have been considerable, had they reached the inmates who intended to distribute them. Since they were not from an institutional supplier, staff who investigated the incident concluded the pills either had been smuggled in as part of a shipment of materials or had been thrown over the fences and retrieved by an inmate worker in the powerhouse.

While virtually all of the security responsibilities in the shops are carried out by the foremen themselves, one area where correctional staff may be assigned is a central tool room. There are so many tools in the maintenance shops and UNICOR which have the



potential for dangerous misuse that tool storage and issue in both areas are handled by a separate staff member. CO Laurie Lambrecht is issuing and receiving all tools for the entire department — not just obvious things like drills and saws, but also hoses, extension cords, and ladders. Laurie uses a durable receipt system that involves inmates and staff members exchanging a chit for a tool cart, pouch, or, in some cases, an individual tool. This provides control over every potentially hazardous tool in the institution.

1:00 P.M.:

#### FEDERAL PRISON INDUSTRIES

Production in the furniture factory is accompanied by a steady background of snapping air-powered staplers and the whine of drills. Kim Nelson walks the floor, talking to inmates about the

details of specific jobs, conferring with other staff about the workflow in their areas, travelling to the warehouse outside the fence to inspect newly received fabric, and keeping up with a wide range of documents and record-keeping tasks. One job on the floor requires some additional attention. An upholstery order specifies a vinyl material that is more difficult to properly fit and install than the usual fabric. It's an attractive piece of fur-



niture, but training the inmate workers to properly stretch and attach it to the frame and padding is time-consuming.

The cable shop is still busy, but relatively quiet compared to the furniture shop. The shortage of parts slowing one portion of the assembly process means Steve Harrell is spending more time on that side of the factory. Throughout the day, he walks and talks to the inmate workers; his rapport with them is obvious as he smoothly works the floor, bantering, instructing, and encouraging both individuals and groups of inmates.

---

*Both of these production lines are busy today, but factory "loading" is an issue in every UNICOR plant. Without a sufficient number of orders, inmates would have to remain in their housing units all day, increasing the risk of disruptions resulting from idleness.*

---

The red can of flammable solvents bolted to a stand near one of the staff workstations is a reminder of the need to control not just tools, but all types of hazardous substances. While inmates need small amounts of this solvent for the manufacturing process — and are issued them in small containers for use on the workbench — any accumulated solvent could be used for arson.

Another foreman, Carlton Taylor, shares supervision of this section of the factory with Steve. Unlike so many

of the employees here, he is within a few years of retirement. He talks, not just about his job and the way it and the inmates he has worked with have changed over the years, but also about his hopes to work with young people when he leaves the BOP — "to give back something to the community," is how he puts it.

In the factory's shipping department, Pat Apostolides is overseeing the packing and other work that goes into preparing the radio mount assemblies for the customer. Hardware kits are attached and serial numbers are recorded. The mounts are individually boxed and placed in larger shipping containers, and then stacks of those cartons are finally shrink-wrapped on a pallet. Today, Pat and her inmate crew will handle the factory's output of 150 mounts, with a value of \$57,750. Pat has been with the BOP for 14 years, 8 of which were in food service, and the balance with UNICOR. Reflecting on the difference between the two assignments, she offers her view that food service work is the most difficult assignment in the BOP because of the low inmate pay and poor inmate motivation levels.

Meanwhile, in Mobile Patrol #1, CO Ray Perez is making slow circuits of his assigned zones. Ray has three and a half years with the BOP here, but he's from Puerto Rico, and is considering applying for a transfer to a new BOP institution in Guaynabo, just outside San Juan. At this time of day, there are things for him to watch that Scott Huntley didn't have to be con-

cerned with on the morning watch — covering the movement of an inmate from the institution's front door to a vehicle that will transport him to a local hospital for treatment, and watching inmates recreating in the yard, since there is no tower in that sector of the perimeter.

2:00 P.M.:

## GENERAL POPULATION UNIT

Ideally, there should be just a few inmates in the housing unit right now. But unit officers in the newer housing areas are responsible for more than 60 inmates — 32 of whom are orderlies. This is far more workers than necessary to keep the unit clean, but the prison's high population means there are not enough meaningful jobs for everyone.

---

*Visitors often wonder how Bureau facilities "look so good." Their appearance is a function of a full-employment policy for the inmate population; available manpower is put to good use. Inmates clean housing units, keep up the grounds, and perform other maintenance jobs that enhance the institution's appearance. It's also good stewardship to maintain public buildings and facilities in a way that prevents their deterioration and lengthens their useful lifespan; soap, paint, and wax cost very little compared to major renovations. Moreover, this emphasis on upkeep*

*gives an intangible, but important, morale boost to those who have to live and work there.*

### 3:00 P.M.: SPECIAL HOUSING UNIT

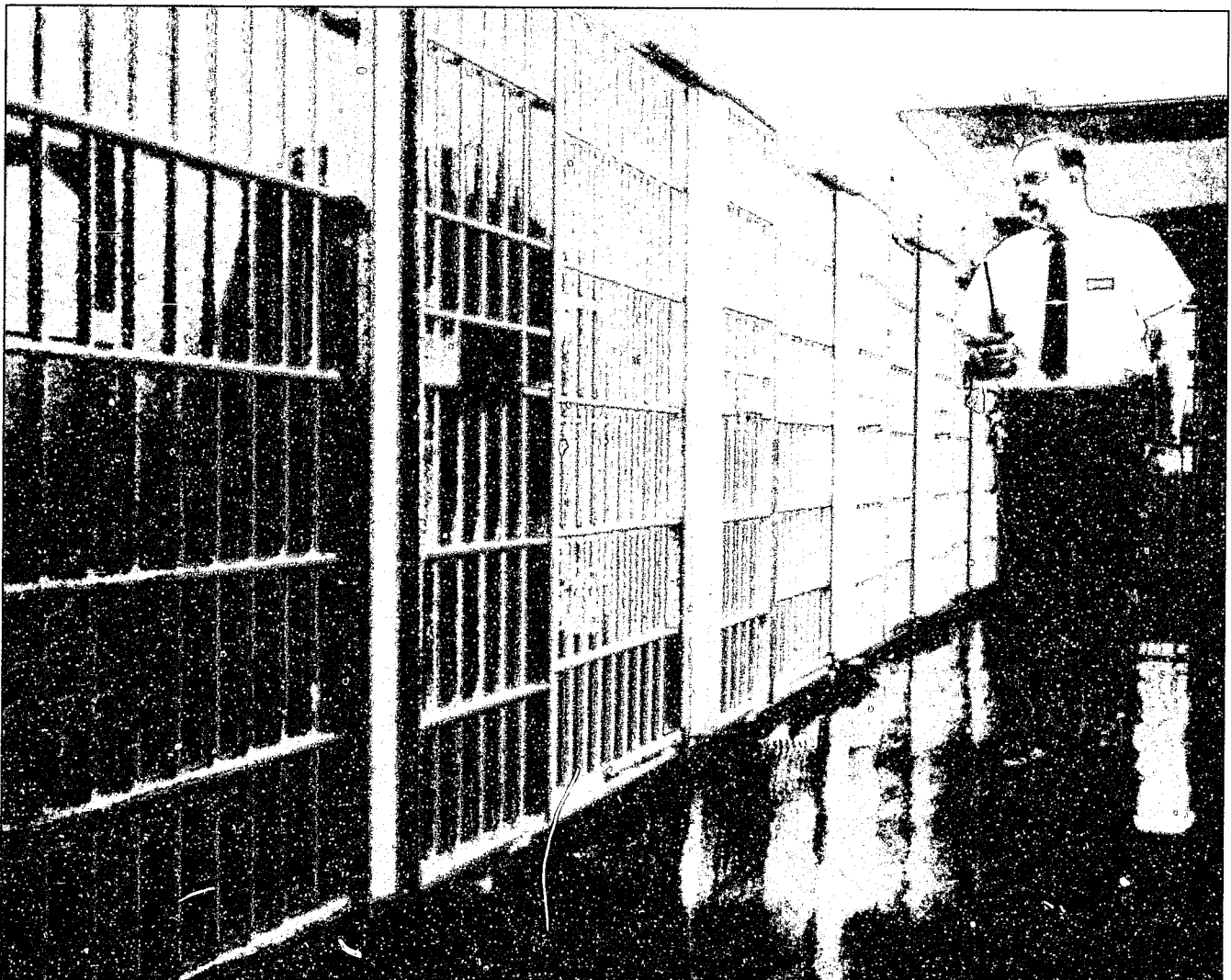
Compared with the rest of the institution, it's evident this is a locked unit. The entrance is closely controlled, and inmates spend most of their time in their cells. Even so, there are many things for Senior Officer Doug Robertson and the other officers on

the day shift to do. Doug is a former correctional officer from a State prison system, and while he only has a few years' service with the BOP, he is the "#1" officer this shift, directing the day's activities. More than his formal role is at work here, though; it's obvious Doug is respected by the other staff as he briefs them on a few problem cases and some followup items from the Warden's earlier visit to the unit.

This is a relatively small unit, but the staff are busy. The small law library is in periodic use. Inmates are permitted specially approved telephone calls.

There is constant escorted movement of inmates to showers. On most days, inmates are moved to one of several outside recreation yards, where as many as six exercise together for an hour a day.

*In BOP Special Housing Units, every inmate moving out of a cell must be placed in handcuffs, searched, and escorted by from one to three staff. This makes the simplest activities more time-consuming. Not all moves go smoothly.*



CO Skip Meyer is in the process of handcuffing one of five inmates in a recreation area, working through a handcuff port in a secure gate, preparing to return them to their cells. After one of the cuffs is placed on this particular inmate's wrist, the inmate jerks the cuffs away, cutting Meyer's hand. The inmate shouts to try to incite the others (two of whom also are unrestrained), saying he isn't going to "cuff up" and yelling for a disturbance control squad to "come and get me." Meyer responds by talking to the inmate, eventually convincing him to back up to the gate, where the handcuffing process finally is completed. By handling the situation as he does, Meyer not only avoids a more serious confrontation, but also prevents staff having to control as many as five inmates in the recreation area.

In the unit's property room, CO Sonia Stevens is responsible for receiving, inventorying, storing, and then reissuing the personal property of inmates in this unit — a task that is fraught with potential complications. Overlook a piece of saw blade or a handcuff key hidden in a personal item and lives may be at stake. Improperly record a piece of property and the BOP may be subject to a tort claim for the loss.

Sonia has been a BOP employee for a year, and formerly worked for 3 years at a privately operated correctional facility. She was pleased with her decision to join the BOP workforce, citing greater challenges, more job security, and increased opportunities for advancement as the main reasons she





began working for the Federal prison system.

In both UNICOR and the maintenance shops, activity is beginning to slow down. The work day for inmates will be over at 3:30 p.m., but tools have to be turned in and accounted for, inmates searched, and a variety of other tasks completed. Inmates will form up in lines for pat searches, go through a metal detector in UNICOR, then make their way back to the units for the next count. At their respective work sites in the Electrical Shop and UNICOR, Nate Williams and Steve Harrell will complete their paperwork and secure their areas for the day.

#### 4:00 P.M.: CONTROL CENTER

There haven't been any counts since 5:00 a.m., but the control center has been busy all day. This count is going well, but since 8:00 a.m., Senior Officer Kenneth Norman — who worked for 3 years at a BOP Metropolitan Correctional Center (a high-rise urban detention center) before transferring here just over a year ago — has been involved in a wide range of activities. He's been tracking changes in inmate status, monitoring and testing security systems, making entries in the automated information system, and controlling movement through the most critical grilles and gates.

*Traffic control in these areas is not a minor issue. Inmates have been known to pose as institution staff or visitors, attempting to escape the institution by walking out the front entrance. For this reason, control center staff must be ever vigilant, positively identifying every person who enters or exits the institution. This task is made especially difficult by the number of staff who pass the sallyport every shift — not to mention the civilians (inmate family members, attorneys, vendors, official visitors, and others) who visit the institution each day.*

In one of the older housing units, CO Mike Crumley has relieved Clifton Williams; he conducts the count quickly and without incident. If there is a discrepancy between the control center's count figures and the unit's, Mike will have to recount and call in the figures again. Continuing discrepancies will result in a "picture count," in which a picture card is used to verify the presence of every inmate in the unit. After the count, inmates crowd around the officer to receive their mail.

#### 5:00 P.M.: DINING ROOM

For a good part of the afternoon, Steve Moore and the rest of the p.m. cook shift staff have been preparing

the evening meal. The beans and other side dishes are not a big problem, but fried chicken is the main course, and it's so popular that it requires close supervision to prevent theft. Each basket of chicken is deep-fried under the direct supervision of an employee who can't afford to be distracted for a moment. The stainless steel pans of cooked chicken are locked in a heated cabinet behind the steam line.

While the final meal of the day is well attended, this inmate favorite is not so well liked by staff; theft and "double-back" activity make the entire serving process a policing operation. Staff have to see that the servers don't give extra portions to their friends, and try to keep to a minimum the number of inmates who go through the line twice. For this particular meal, 70 extra portions were prepared in anticipation of

some losses; at the end of the meal 40 portions are left over, suggesting only minor slippage.

### 6:00 P.M.: RECREATION YARD

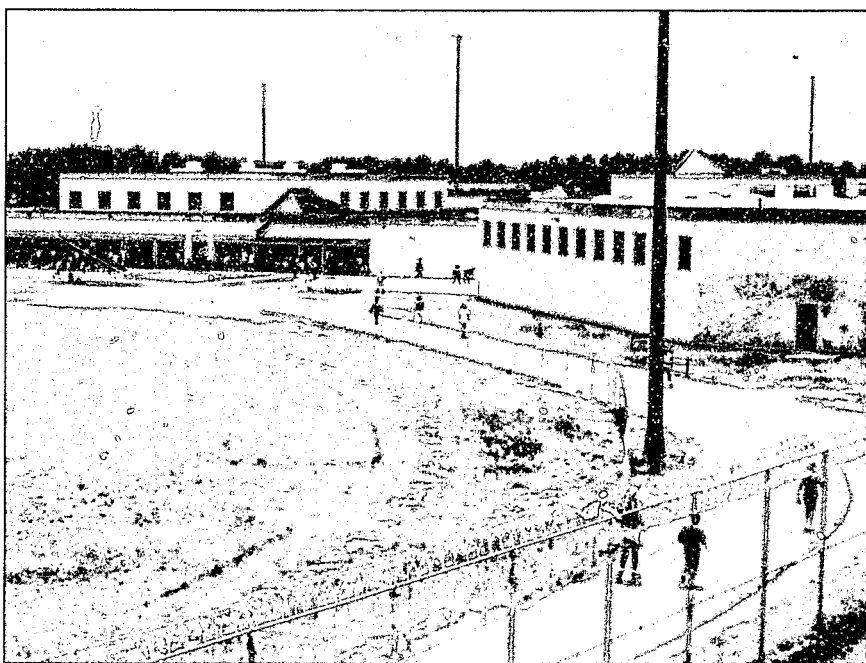
All day, there has been some activity in the yard. Inmates who work odd hours or weekends are able to spend time recreating during the day, but evenings are the major activity time on the yard during the week. With the level of crowding the institution is experiencing, every available option is needed for keeping inmates occupied and out of the housing units during these hours.

Because the yard is such a critical place, supervision is important. It's fall, and the yard will close soon because of failing light, but inmates

still are involved in a variety of activities. Often, only two recreation staff and two or three correctional officers are responsible for hundreds of prisoners. The few inside recreation areas are not enough to accommodate the entire population. The housing units have TV rooms and some limited capability for table games and other sedentary activities, but when the yard is closed due to inclement weather, there is quite a bit of traffic to and from the hobby shop, weight room, and other indoor recreation areas.

### 7:00 P.M.: FOOD SERVICE

It's almost time to go home here. Because the evening meal was chicken, virtually every inmate ate, which slowed down the serving process a bit; otherwise things already would have been wrapped up. Steve and the other staff who came on at noon are supervising the cleanup and preparing for tomorrow's meals. Foreman Scottie Cooper is supervising the cleaning crew in the dining room. The floors are being swept and mopped, tables and chairs cleaned, and salad and beverage serving areas stripped down and washed. By 7:45, the last four inmates have been searched and the door is locked until 4:00 a.m., when the cycle starts all over again.



*Watching staff and inmates work together to wind up the day's activity — and being mindful of the fact that most inmates don't want to be working in food*



service — one is impressed with the way staff interact with their workers on a respectful, adult level. Employees occasionally do have to manage unpredictable, difficult situations in a skillful, diplomatic, yet firm way. But on a day-to-day basis, normal interactions with inmates set a much more positive tone for the institution's operation. In most cases, treating inmates with dignity and respect generates a similar response from inmates toward staff. At another level, the example employees set in their personal conduct and interpersonal relationships — with other staff as well as inmates — provide a model for inmates of functional, socially acceptable behavior.

#### 8:00 P.M.: CHECKPOINT

Roger Barden, the "Checkpoint" officer, is monitoring traffic to the recreation and education departments. During the first part of his shift, he manned a walk-through metal detector in a passageway leading from the UNICOR and shop areas. Now, he's posted at the entry to the education building, where all traffic to the inside recreation areas is routed. Between the 10-minute-long controlled movement periods, he makes rounds of the building and searches the grounds between the education building and the main compound. On one of those rounds, he finds a plastic bag under a dining

room window. It contains a large package of taco shells and several pieces of chicken that no doubt were destined to be someone's midnight snack or part of a food resale operation.

This post is particularly busy during weekday evenings; there are a number of classes and groups meeting in the education area, and all participants pass through this location. Just as is the case with work throughout the day, self-improvement programs offered in the evening take the pressure off — the more the population is spread out, the less concern about disruptive activity breaking out in the units. As in UNICOR and the Mechanical Services shops, this means non-security staff — recreation specialists, teachers, chaplains, and others — are responsible for supervising the inmates in their area.

*Staffing is the single most costly aspect of institutional operations. Modern designs like those in the new units here help keep staffing costs to a minimum. Those designs are complemented — and personnel expenses are kept even lower — by the BOP's flexible assignment patterns and the fact that every staff member is expected to carry out some basic security functions. The searches, inmate shakedowns, and tool control activities performed by staff in every department contribute to this overall efficiency. The BOP calls this overarching security responsibility on the part of every staff member the "cor-*

*rectional worker" concept, and through it the agency gains a number of important advantages over other correctional systems which have a more compartmentalized view of staff utilization.*

#### 9:00 P.M.: GENERAL POPULATION UNIT

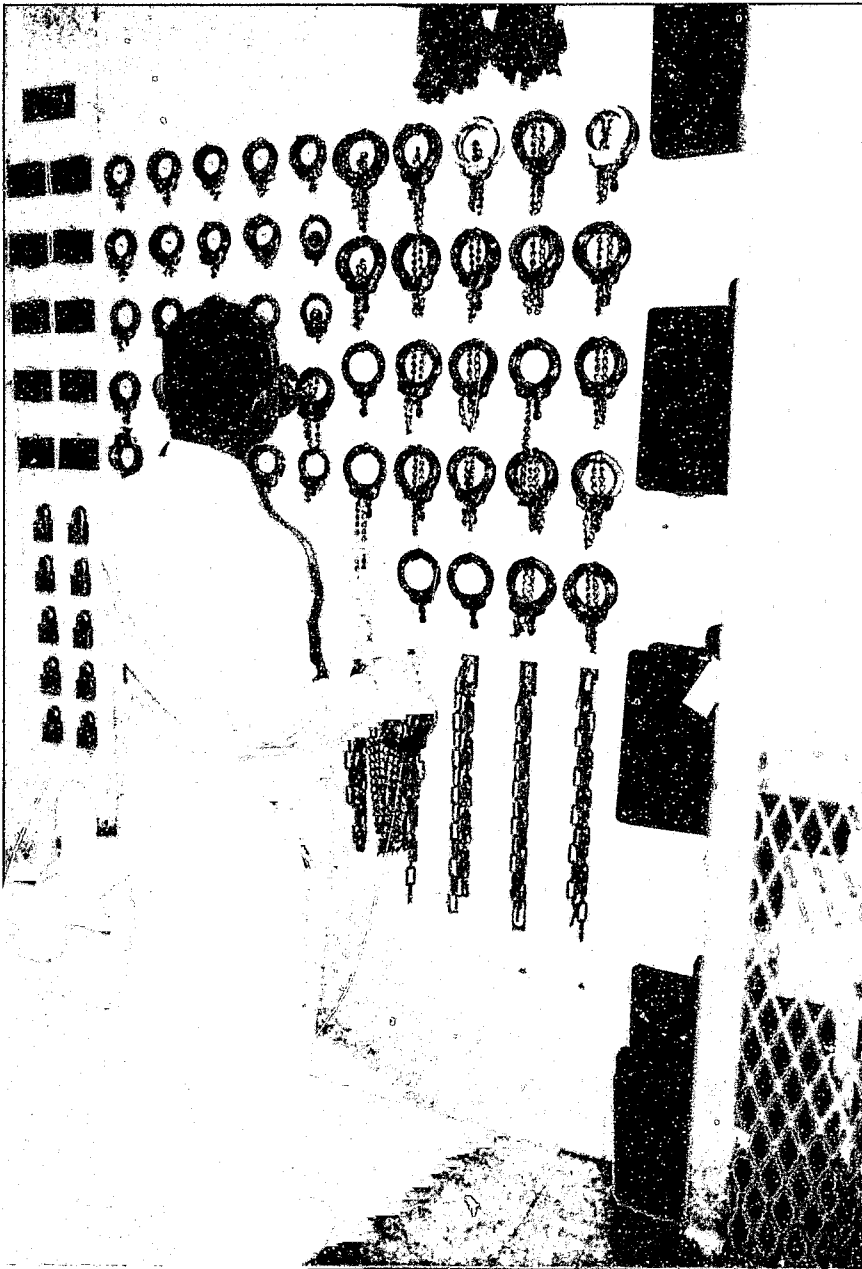
In one of the newer units, CO John Ryder searched five cells while the inmates were out to the evening meal. By the time the yard closed, most inmates were back in the unit already; as soon as the sun sets the temperature drops quickly here, and tonight, there is a World Series game on TV. Most of the shift is taken up releasing and admitting inmates from the unit to the yard, supervising the TV rooms, handing out soap, toilet paper, and other supply items, and patrolling.

On this evening, TV creates a test of John's interpersonal skills. Television programming is always a potential point of conflict. A few days before, the institution added a Spanish-language channel to the TV system, which was assigned to a small viewing room on the lower level of the unit; for the last several evenings the room has been more crowded than any of the other TV rooms. Tonight, every seat is taken, there are inmates standing in the back, and others crowd by the door, trying to see in. It doesn't take long for the discontent to grow to the point where the group selects a few spokesmen who come to John, com-

plaining loudly and bitterly. John's response is balanced and calm. He explains why the rooms were assigned this way, that he has already noted the problem and contacted supervisors who decide how the rooms are assigned, and that he will follow up on their concern. The inmates appear satisfied, and a potentially more serious problem has been averted.

### 10:00 P.M.: CONTROL CENTER

Another count is underway, but the shift is starting to wind down from a busy evening. Control center staff have had to compile records; inventory equipment such as handcuffs, radios, and critical tools; and account for every key in the institution.



*The loss of a single key can mean changing the locks and keys in dozens of locations throughout the institution, costing thousands of dollars in equipment and labor. Each day, every key in the institution is accounted for on the evening watch, through a physical inventory and a call-in key count. Every key and lock in the facility is on a master inventory and is elaborately cross-indexed. Every key ring is numbered and has a metal tag that indicates how many keys are on that ring. Every shift, staff assuming a post with keys count the keys they receive.*

### 11:00 P.M.: GENERAL POPULATION UNIT

The unit has been relatively peaceful all evening, and there is no reason to think the rest of the shift won't be the same. Nevertheless, Mike Crumley must be especially vigilant, in large part because of the design of this older unit. There are multiple TV rooms to supervise, card games going on inside rooms, and the three wings to patrol. One wing of the unit consists of Mariel Cuban inmates involved in a drug treatment program.

While Mariel Cubans have caused no particular problem recently, over the years, the BOP's experience with these individuals has been widely characterized by impulsive, aggressive conduct, so this group always requires special attention.

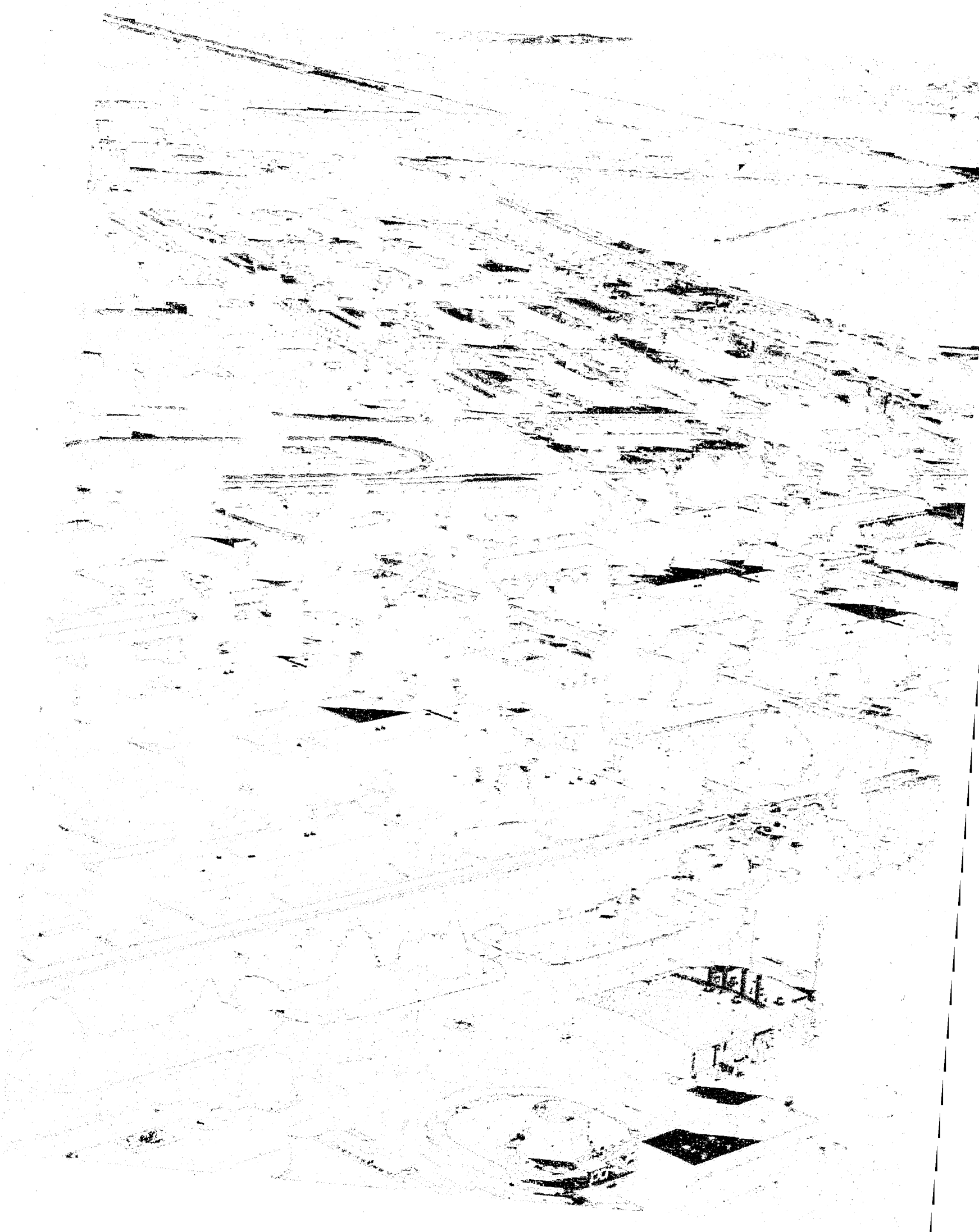
Mike's bilingual capability in Spanish no doubt contributes to the way the unit is running tonight. He describes how he banter in Spanish with the Cubans as he patrols their section — not just letting them know he's there, but also giving them an opportunity to voice any concerns they have. By this time of night, there are just a dozen or so Cuban inmates out of their cells, playing table games and watching TV in a small activities room.

Once per shift, the motion-detection and microwave-based perimeter detection systems monitored in the control center are tested. While Mike monitors the activities of the inmates in his unit, CO Ryan Flowers walks the fenceline in a chilly wind, deliberately initiating alarms which are monitored and recorded on the computer in the control center.

## MIDNIGHT: GENERAL POPULATION UNIT

Edmundo Cano is walking back in the door of his unit. Today, he'll do a doubleback and work 8 hours of overtime on the evening shift in the Special Housing Unit. For other line staff throughout the institution, the coming day will bring a wide variety of activities — operating the laundry, typing reports, computing inmate sentences, counseling inmates, teaching them to read — but for now, it's time for Edmundo to start another day in the BOP.





# 1993 ACCOMPLISHMENTS

It is the mission of the Federal Bureau of Prisons to protect society by confining offenders in the controlled environments of prison and community-based facilities that are safe, humane, and appropriately secure, and that provide work and other self-improvement opportunities to assist offenders in becoming law-abiding citizens.

In 1988, the Federal Bureau of Prisons (BOP) adopted a strategic planning approach to management agency-wide. Driven by the Bureau's Mission Statement and guided by eight cultural anchors/core values, the Bureau's six broad correctional goals provide the framework for its strategic plan.

The Bureau's current strategic plan reflects major agency issues that have been identified from a variety of sources — both internal and external. Particular emphasis is placed on identifying issues of relevance to practitioners in the field and those factors that impact the safety and security of BOP institutions. Managers are encouraged through a variety of assessment and evaluation tools to examine their operations on a continuous basis to identify issues that may have national impact. These are then forwarded to senior agency administrators for consideration for inclusion in the agency strategic plan. The agency regularly reviews current Bureau objectives, monitoring progress toward their accomplishment, and modifies them as necessary. The Bureau's mission and six national goals are reviewed annually to ensure that they continually meet the needs of society and reflect the vision and mission of a modern correctional agency.

In recent months strategic planning has taken on even greater significance in that it provides a mechanism for implementation of Congressional and Executive Branch mandates for increased cost efficiency and responsiveness to the agency's constituency. Bureau managers can use the strategic planning process to address new initiatives, monitor progress, and identify required resources. Virtually all Bureau activities that require the commitment and monitoring of resources are included in the Bureau strategic plan and monitored for cost efficiency and progress at all levels.

1993 marked a significant increase in the utilization of strategic planning as a management tool. As a result, it is possible to identify many of the Bureau's accomplishments as they relate to the Strategic Plan.

## STRATEGIC GOAL 1: POPULATION MANAGEMENT

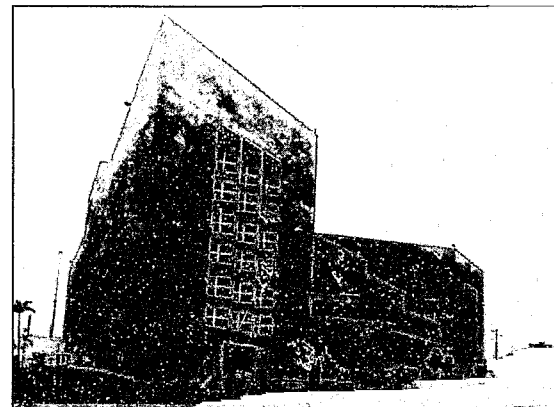
*The Federal Bureau of Prisons will proactively manage its offender population to ensure safe and secure operations.*

■ During 1993, the Federal Bureau of Prisons' total inmate population grew from 79,859 to 89,586 — an increase of 12.2 percent. Of the 89,586 inmates, 92.3 percent were male and 7.7 percent were female. From January 1 to December 31, 1993, the Bureau added 7,836 beds through new construction, expansion, and

revised its capacity guidelines. During 1992, capacity increased by 8,260.

In 1993, Congress approved funding to add more than 7,000 low-security beds at six new facilities and effect two expansions at existing institutions. More than 40,000 beds are now under some phase of development, to be completed by 1998. Adjustments to capacity guidelines made it possible to double-bunk up to 100 percent of the BOP's minimum- and low-security inmates, and 50 percent of the medium-security inmates and detainees, reducing future construction needs and costs.

New medium-security facilities were activated in Florence, Colorado; Estill, South Carolina; and Allenwood, Pennsylvania. A United States Penitentiary opened in Allenwood, Pennsylvania; a surplus military site was converted to a 1,872-bed low-security Federal Correctional Institution in Fort Dix, New Jersey (pictured at left); and a new Metropolitan Detention Center opened in Guaynabo, Puerto Rico (pictured below) — the first Bureau institution to be located outside the continental United States.



A building, with a rated capacity of 370, was constructed on the grounds of the U.S. Penitentiary in Atlanta. It houses detention/pretrial inmates, Bureau inmates awaiting assignment to Federal facilities, and Special Housing Unit inmates. This facility shares several inmate service functions with the Penitentiary (hospital operations, food warehousing, utility/power plant operations, receiving and discharge, visiting room operations, and inmate record-keeping), which helps lower operating costs.

The Federal Prison Camp at Tyndall Air Force Base, Florida, ceased operations in September 1993 for cost-containment reasons, and its inmates were transferred to institutions whose operations are more cost-effective.

■ The Bureau's community corrections center and home confinement programs experienced substantial growth in 1993, topping 5,000 participants for the first time in Bureau history. In 1993, community corrections populations increased by 13 percent, from 3,982 to 4,504; home confinement populations increased by almost 100 percent, from 442 to 883. The increased use of these alternative confinement options nominally offset the crowding pressures being placed on low- and medium-security facilities.

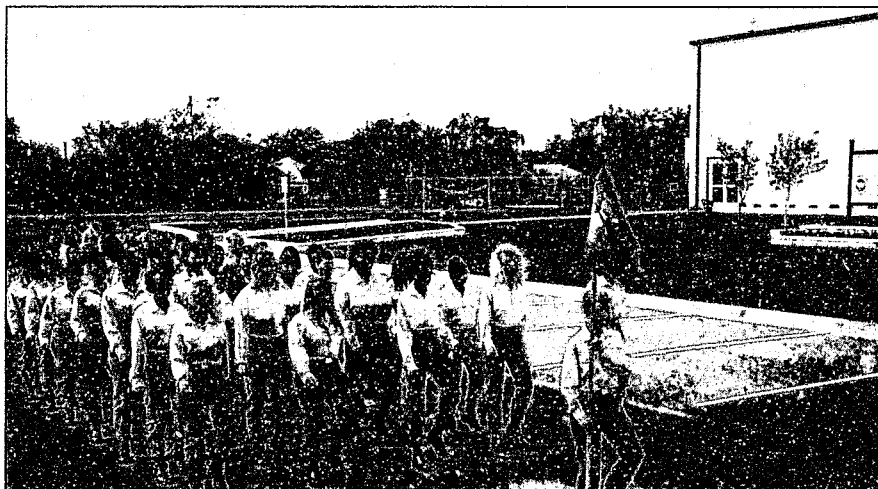
■ The Bureau's female population continued to grow at a faster rate than its male population. In 1993, the Bureau developed and implemented a new designation and classification system for female offenders, which will result in greater use of minimum- and low-security bedspace for women.

■ The Bureau's Intensive Confinement Center for women, located in Bryan, Texas, graduated its first class — composed of 57 inmates — in January, and went on to graduate another three classes by the end of the year.

■ Although the Bureau experienced considerable success in providing bedspace and services for its growing inmate population in 1993, the year was not without its challenges.

cant disturbances occurred at six institutions, and food strikes or work stoppages took place with greater frequency throughout the system. Fortunately, all of these incidents were resolved without significant injuries to staff or inmates, and public safety was maintained.

It is important to note that countless violent incidents are thwarted by good intelligence and effective preemptive



Over the past decade, the nature of the Bureau's inmate population has changed as a result of legislative and enforcement emphasis on crime control — particularly the aggressive prosecution of drug and weapons cases, the imposition of mandatory minimum sentences, and the abolition of parole and statutory good time. The average length of time served has increased, as has the number of inmates with offenses related to gangs, firearms, and robbery.

The inmate population was generally more disruptive, aggressive, and violent in 1993 than it was in 1992. Signifi-

action. The Bureau prides itself on excellent communication between employees and inmates and on staff's ability to address inmate concerns before they precipitate disruptive incidents.

Still, many of the inmates being sentenced to Federal prison today present a much greater challenge to the staff who manage them; therefore, the Bureau has made — and will continue to make — adjustments to its inmate classification system and institutional security procedures, enabling staff to more effectively manage the offenders in Bureau of Prisons care.



## STRATEGIC GOAL 2: HUMAN RESOURCE MANAGEMENT

*The Federal Bureau of Prisons will have a competent and representative workforce meeting the organization's needs up to and beyond the year 2000.*

■ The Bureau of Prisons matched the continued growth of the inmate population with growth in its own staff. During 1993, the Bureau hired 2,695 new employees, bringing the total number of employees to 24,958 by the year's end. The Bureau emphasizes the recruitment of minorities and women to ensure a workforce that is representative of U.S. society and one that better enables staff to deal with the diverse inmate population.

To foster the development of personal and professional excellence among Bureau staff, the Bureau in 1993 formalized a mentoring program for all staff. The Bureau's Executive Staff

authorized the program, based in part on recommendations submitted by the Affirmative Action Task Force. The program matches newer staff members with more experienced Bureau personnel who serve as professional role models and mentors. While the program is for all staff, it should have a very positive influence on the professional development of minority staff.



■ The Bureau continued its beneficial relationships with minority organizations, such as Federally Employed Women (FEW), the League of United Latin American Citizens (LULAC), and the National Association of Blacks in Criminal Justice (NABCJ). Female and minority employees occupy positions at all levels of Bureau management. In response to Government-wide concerns about equal opportunity, the BOP developed and implemented new cultural diversity and sexual harassment courses for all staff in basic and annual training.

■ In 1993, the Bureau continued to refine training programs to ensure quality while containing costs. For example, the Bureau revised its introductory training program to eliminate any duplication of effort and to ensure quality and consistency; scheduled back-to-back courses to reduce travel costs;

made increased use of video and satellite technologies to disseminate training materials, saving time and money otherwise spent on travel; and implemented computer-based testing, which automates the evaluation phase for each of 16 "cross development" self-study courses offered by the Bureau.

Due to the sensitive nature of their work, all Bureau staff must undergo background investigations when they are first hired, and then again every 5 years. In 1993, the Bureau streamlined its background investigations process by activating the Dallas Security and Background Investigation Unit. In November 1992, 2,000 initial investigations and 3,021 5-year update reinvestigations were awaiting closure; as of June 1, 1993, this backlog of cases had been fully eliminated.

■ In 1993, the Bureau converted to the U.S. Department of Agriculture, National Finance Center (NFC) system for personnel/payroll and training processing. This transition required the conversion of personnel, payroll, and training records for over 24,000 Bureau employees. The transition also required use of the NFC supplied Personal Computer Time and Attendance Reporting System (PC-TARE) for recording employees' time and attendance data. Accurate time and attendance data is essential to prompt and equitable compensation. In addition to training Human Resource Management staff from each Bureau facility, all time and attendance clerks, regardless of their discipline, were required to have training in PC-TARE and its related policies and procedures.

■ The implementation of the Federal Employees Pay Comparability Act of 1990 (FEPCA), created a number of major changes in the compensation of Bureau employees. The resultant pay enhancements that took effect and were implemented in 1993 included a special pay rate increase for employees in grades 3-10, and special pay adjustments for law enforcement officers in 16 Bureau facilities (based on their geographical location). These provisions have affected the pay and benefits of many Bureau employees and have contributed to an equitable means of recruiting and compensating staff.

■ The Bureau refined the Incentive Awards Program in an effort to streamline award categories and to improve program accountability. Additionally, the Bureau instituted the Employee Award System (EASY), a nationwide automated database designed to track awards and provide consistency in reporting and cost analysis. Finally, the Bureau coordinated the agency's national awards program; 169 individuals received awards in 140 award categories. The Bureau rewards staff who have made significant contributions to the efficiency of the agency.

■ The Bureau placed continued emphasis on the benefits of participation in the Thrift Savings Program (TSP). TSP participation reached 83 percent — up four percent from the previous year for employees covered under the Federal Employee Retirement System (FERS). Meanwhile, TSP participation of Civil Service Retirement System (CSRS) staff approached 50 percent. These figures compare

favorably to Governmentwide participation rates of 74 percent for FERS and 45 percent for CSRS employees.

### STRATEGIC GOAL 3: SECURITY AND FACILITY MANAGEMENT

*The Federal Bureau of Prisons will maintain its facilities in operationally sound conditions and in compliance with security, safety, and environmental requirements.*

■ Six sites across the Nation have been selected to store equipment — such as field kitchens, beds, cots, tents, generators, and emergency lighting — for use during major disturbances, natural disasters, and other emergencies. Each site will serve a Bureau of Prisons region, and will be accessible to all Bureau facilities in that region. Additionally, stocks of materials at these sites will be monitored, and Central Office staff will ensure equitable distribution of key supplies nationwide. The flooding of the Mississippi River and Hurricane Andrew made it clear that a system of storage sites can be of great use in quickly mobilizing damage-control equipment to disaster areas. Efficient mobilization should allow BOP emergency response staff to limit the damage — to lives, health, and property — caused by fires, earthquakes, hurricanes, flooding, institution disturbances, and other crises.



## STRATEGIC GOAL 4: CORRECTIONAL LEADERSHIP AND EFFECTIVE PUBLIC ADMINISTRATION

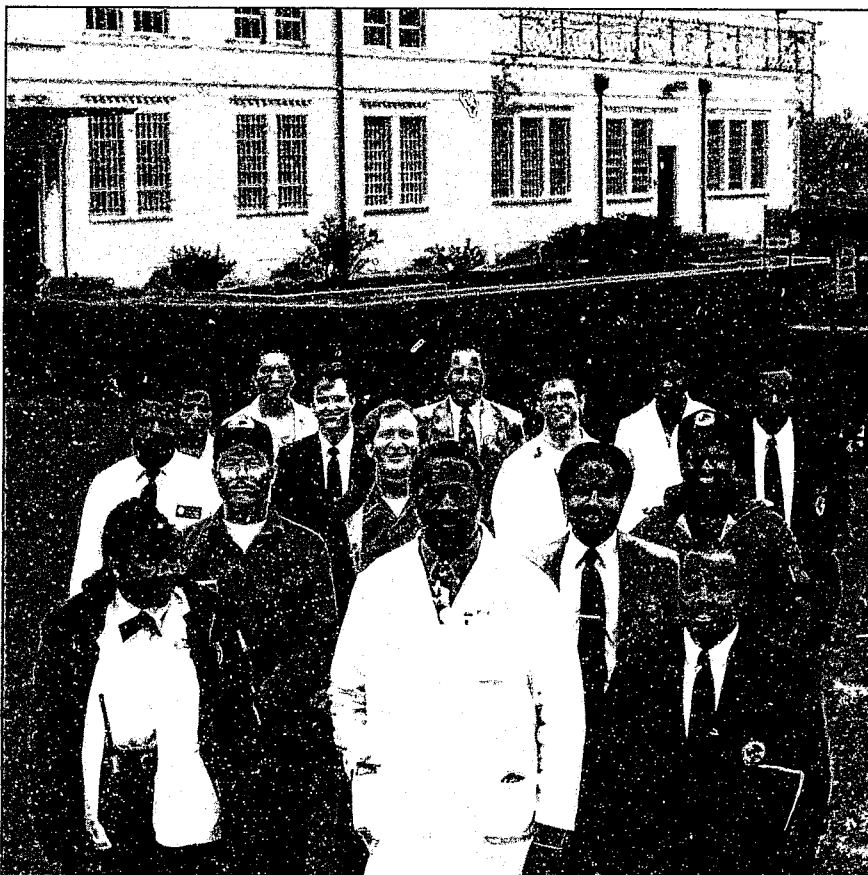
*It is the goal of the Federal Bureau of Prisons to manage its operations and resources in a competent and effective manner that encourages creativity and innovation in development of exemplary programs as well as excellence in maintaining the basics of correctional management. The Bureau continually strives toward improvements in its effective use of resources and its efficient delivery of services.*

■ Accreditation and reaccreditation figured prominently in the Bureau's accomplishments in 1993. Facilities must function in accordance with an accepted set of national standards — drawn up by professional correctional administrators nationwide — to qualify for accreditation. The American Correctional Association (ACA) coordinates the development of the accreditation standards and implements the accreditation process.

In 1993, the Bureau and ACA implemented the Intensive Reaccreditation Process (IRP), by which the ACA is able to expedite its standard accreditation process. The BOP and the ACA recognized that both the BOP's independent program review examiners and the ACA use much of the same documentation, observations, and

Equipment for these sites is acquired through military surplus channels and from various institutions' stocks of property.

■ The BOP is a lead agency within the Department of Justice in terms of its comprehensive and successful recycling programs. During fiscal year 1993, the Bureau's program recycled more than 4,323 tons of materials, resulting in an estimated cost-avoidance of \$126,837 in solid-waste disposal charges. In addition, another \$49,625 of profits was realized from the sale of recyclable materials, and these funds were returned to the Department of the Treasury. These figures reflect the BOP's concern for both the environment and the agency's limited fiscal resources. Over the course of a year, the Bureau's recycling program saved landfill space equivalent to a football field of trash 30 feet deep.



interviews for their respective — and similar — purposes. By pairing an ACA auditor with a Bureau program review team, there is no longer a need for institution staff to maintain duplicate documentation files or to make special preparations for two separate audits. This saves staff time, which saves money. Because the IRP is less labor-intensive for ACA auditors than is the standard ACA accreditation process, ACA is able to charge the Bureau less per audit performed.

The United States Penitentiary in Lewisburg, Pennsylvania, was the first Bureau institution to undergo the IRP. An additional seven institutions were reaccredited under this process in 1993. IRP will be used on a wider basis in the coming years.

During 1993, six Bureau institutions received accreditation for the first time, while seven were reaccredited. Most of those receiving initial accreditation were institutions that have opened within the last 5 years. The Bureau is strongly committed to the accreditation process and encourages new facilities to pursue accreditation as soon as it is practical for them to do so. At year's end, a total of 52 Bureau institutions were accredited.

This year, all five BOP medical referral centers received 3-year accreditation awards from the Joint Commission on Accreditation of Healthcare Organizations (JCAHO), meaning that those facilities meet the essential healthcare needs of their client populations consistent with community standards. The JCAHO accreditation process provides the Bureau with an external bench-

mark against which to measure its healthcare programs, allowing it to improve their quality, efficiency, and productivity as necessary. During September 1993, 55 staff from 19 Bureau of Prisons institutions underwent training to prepare for upcoming JCAHO accreditation of their ambulatory care facilities.

■ In 1993, the Bureau installed a videoconferencing system at the Metropolitan Detention Center, Guaynabo, Puerto Rico, that permits selected pre-trial proceedings to be conducted from the U.S. Courthouse without transporting the accused. This eliminates the potential for escape or assault during transport and saves transportation and escort expenses. The Immigration and Naturalization Service installed a similar system at the Federal Medical Center in Lexington, Kentucky for immigration review hearings.

■ In 1993, the Bureau of Prisons and U.S. Attorneys Offices around the Nation collected more than \$12 million in fines, assessments, restitution, and other financial obligations through the Inmate Financial Responsibility Program (IFRP).

Funds are collected from inmate accounts in BOP institutions (funds composed primarily of wages paid to inmates for institutional work assignments) and from outside sources (other monies the inmate or his or her family have outside the institution). The majority of these funds are distributed — through U.S. Attorneys Offices and the Department of Justice's Crime Victims Fund — to victim assistance and support groups or as direct compensa-

tion for losses resulting from crimes. In addition to helping crime victims, the IFRP also helps offenders meet their fiscal and moral responsibilities, including child support, alimony, and other court-ordered obligations.

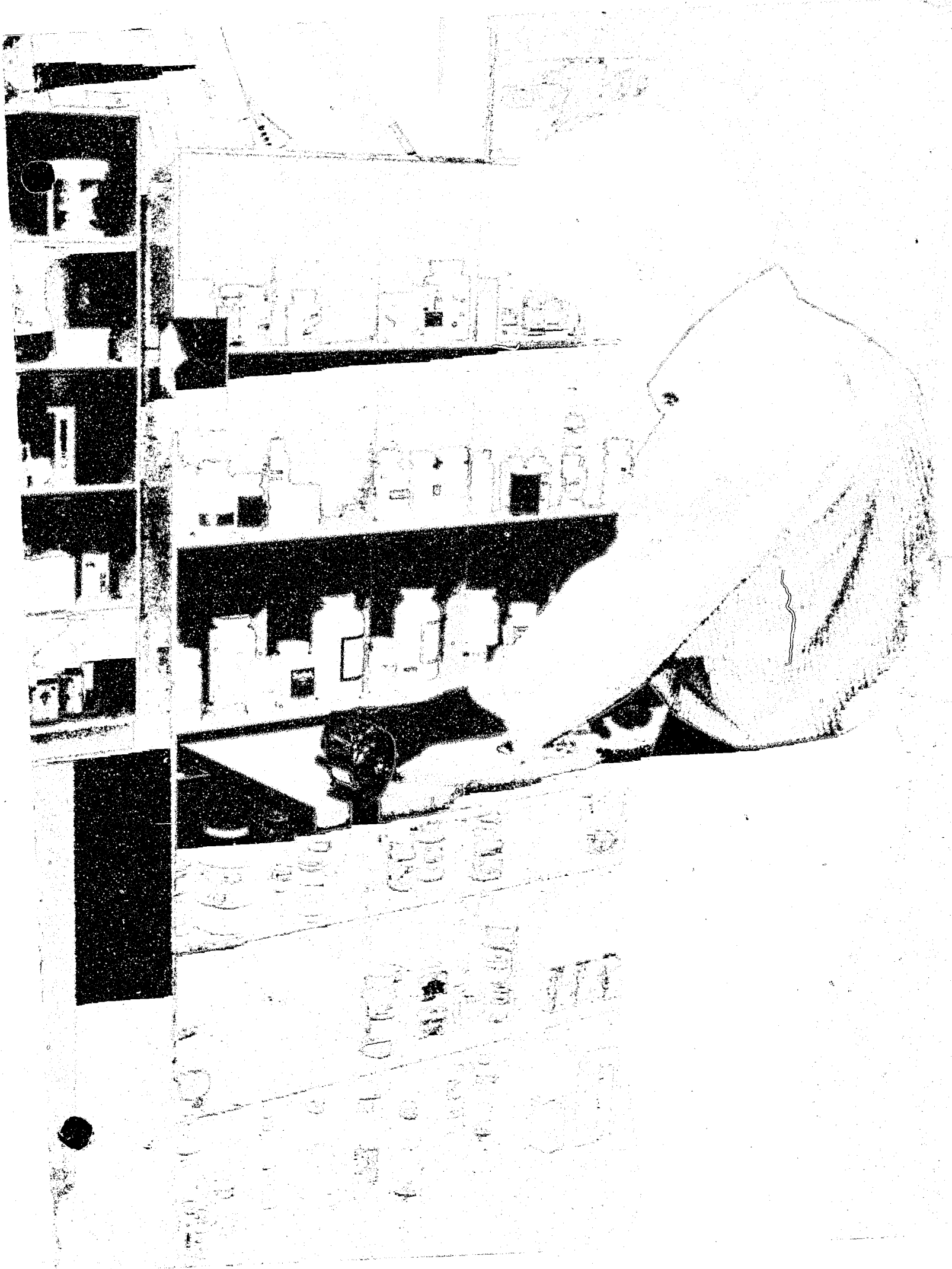
The total amount collected through the IFRP now stands at over \$80 million — from almost 77,000 inmate participants — since the IFRP's inception in 1987.

## STRATEGIC GOAL 5: INMATE PROGRAMS AND SERVICES

*The Federal Bureau of Prisons provides services and programs to address inmate needs, providing productive use-of-time activities and facilitating the successful reintegration of inmates into society, consistent with community expectations and standards.*

■ The Bureau of Prisons continued to assign qualified inmates to its Intensive Confinement Centers (ICC's) in 1993. ICC's — also known as "boot camps" — house minimum-security, nonviolent offenders and expose them to a 6-month program of intensive education, physical development, discipline, and self-esteem programs.

In January 1993, ICC Bryan — the Bureau's ICC for women — graduated its first team of participants. ICC Lewisburg, an all-male ICC, passed the 500-graduate mark in May.



■ To keep pace with increases in the overall Federal inmate population, inmate employment in Federal Prison Industries (UNICOR) continued to increase, exceeding 16,000 inmates—approximately 21 percent of the Bureau's total confined population—by the end of 1993. UNICOR is a wholly-owned Government corporation that uses inmate labor to produce items for sale to the Federal Government, thus providing inmates with valuable job skills and productive work. In order to manage a rapidly growing inmate population and protect public safety — while still giving inmates the means to improve themselves with productive and valuable work experience — UNICOR expanded the number of inmate jobs. UNICOR continues to be sensitive to the concerns that its ongoing activities and related market-expansion efforts are conducted so as to have a minimal impact on private-sector interests.

■ As of December 1993, more than 650 male and female Federal inmates, from both institutions and Community Corrections Centers, were employed in 45 public works projects with other Federal agencies. Most worked on either National Forest Service or National Park Service projects, or on military bases throughout the Nation.

The number of inmates employed in community service projects increased by 36 percent, from 429 to 587. Projects included making toys for hospitalized children, raising money for local and national charities, and providing food for needy families.

■ A total of 5,725 inmates received General Educational Development (GED) certificates during 1993. Also, the rate of successful GED completion increased by 5 percent from 1992 to 1993, with 275 more inmates receiving their GED certificates in 1993 than did so in 1992. Bureau research has demonstrated that inmates who have completed education programs are significantly less likely to recidivate than similar offenders who did not participate in such programs.

■ In 1993, more than 12,500 inmates participated in drug education. A total of 3,560 inmates completed the Bureau's residential drug abuse treatment program, more than triple the 1,135 who participated in 1992. The non-residential treatment program — which is similar to outpatient treatment available in the community — had an even higher participation rate. The participation levels for residential and non-residential programs is all the more impressive because such involvement is voluntary.



The Bureau of Prisons' transitional services program, associated with the institutional residential drug treatment program, provides community-based substance abuse treatment to inmates who move through a community custody phase of confinement (i.e., home confinement, halfway house placement) prior to release from custody. In 1993, the transitional services program saw participation by approximately 700 inmates — a five-fold increase over the approximately 120 participants during FY 1992.

■ Due to a change in policy, institution commissaries now sell certain non-prescription medications directly to inmates. Under the previous policy, all nonprescription medications were obtained only through Health Services departments at the institutions, and they were given free of charge. Inmates may now purchase common items to treat their minor illnesses, such as colds. This not only encourages inmates to take responsibility for their health, but it also helps to contain costs and obvi-

ate the need for Health Services staff to treat inmates for routine, minor conditions.

The Bureau has improved the cost effectiveness of health care services through two managed-care initiatives. By assigning inmates with health problems through the Office of the Medical Designator, the Bureau refers inmates to the lowest-cost providers — either community hospitals or the Bureau's medical referral centers — when they need medical treatment not available at their assigned institutions.

The other managed-care initiative is the awarding of a prime-vendor contract so that all institutions purchase pharmaceuticals from a single source. This facilitates "one-stop shopping" for Federal Supply Schedule items, and allows for overnight deliveries, reduced inventories, and reduced waste of expired medication. The prime vendor

contract has already produced a substantial cost savings for the Bureau, and it will continue to do so in the future.

These two initiatives further assist the Bureau in delivering care consistent with community standards while cutting costs and eliminating waste.

■ The BOP recruited 298 new health care professionals in 1993, including 56 medical doctors, 25 dentists, 101 physician assistants, 24 registered pharmacists, and 49 registered nurses.

The Bureau of Prisons Medical Recruitment section implemented a recruiting strategy based on mass mailings, which costs considerably less than other methods of recruitment.

■ In 1993, the Bureau expanded the common fare diet program to all institutions — a 44-percent increase. Com-

mon fare accommodates the dietary needs of many faith groups in a cost-effective manner through the provision of vegetarian and kosher meals and the availability of disposable eating utensils and plates.

## STRATEGIC GOAL 6: BUILDING PARTNERSHIPS

*The Federal Bureau of Prisons 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 Bureau staff to improve partnerships will allow the Bureau to carry out its mission within the criminal justice system and to remain*



*responsive to other agencies and the public. The Federal Bureau of Prisons will develop partnerships to focus the shared responsibility for the establishment of a supportive environment promoting the reintegration of offenders into the community.*



■ To keep pace with the expanding Federal inmate population, Federal Prison Industries (UNICOR) increased the number of its inmate employees in 1993 while minimizing its impact on private business and labor. To work towards this goal, UNICOR participated in a Congressionally mandated 2-year evaluation of its operations, culminating in a summer 1993 summit and a

report to Congress that fall. The process fostered unprecedented cooperation between UNICOR and private business and labor.

At the summit, representatives from UNICOR, industry, and labor examined general growth strategies pro-

posed in the 2-year, independent study of UNICOR's operations. Summit participants shaped those strategies into specific legislative and public policy proposals for UNICOR. These proposals — reflecting the concerns, compromises, agreements, and disagreements of all parties involved — were documented and delivered in the report to Congress mentioned above.

■ In 1993, the National Institute of Corrections (NIC) continued its work with State and local corrections agencies, training more than 1,570 correctional professionals at the NIC Academy in Longmont, Colorado, and providing training to another 2,595 through audio conferences and workshops. The NIC Information Center fielded 13,313 requests for information from corrections practitioners and policymakers. NIC also awarded 39 grants to agencies and organizations in 22 States and the District of Columbia, and conducted 489 technical assistance visits. In addition, NIC trained 187 juvenile justice practitioners working in juvenile corrections through an interagency agreement with the Office of Juvenile Justice and Delinquency Prevention.

■ The Bureau's institutions and offices received many visits from foreign government officials during 1993. These officials toured facilities and spoke with Bureau staff members about Federal prison operations and programs.

During 1993, the Bureau sent staff to Poland, Mexico, Panama, Colombia, Russia, and Hungary to discuss correctional issues and offer management assistance to officials in those countries as they develop and refine their correctional systems.

■ The number of Urban Work Cadre Programs (UWC's) — which assign inmates living in Community Corrections Centers to perform jobs for other Federal agencies — has expanded to 10, with 220 inmates participating as of December 31, 1993.

Agencies participating in UWC programs include the Department of Defense (specifically the Navy, Army, and Air Force), the National Park Service, the Veterans Administration, and the U.S. Forest Service.

A number of steps were taken to develop the Comprehensive Sanctions Center (CSC) Program. A joint project of the Bureau of Prisons and the U.S. Probation Service, CSC's are Community Corrections Centers that offer a wide range of programming and supervision options, including intensive drug treatment, holistic health, intensive supervision, and home confinement programs. This assortment of programs allows CSC's to accommodate offenders who have a wide range of security and program needs.

A pilot CSC was begun in Cleveland, Ohio, in 1993. There are now seven CSC sites across the country. As CSC program components prove useful, they may be adapted for and applied to standard Community Corrections Centers.

■ The Bureau signed an Interagency Support Agreement between the United States Penitentiary, Leavenworth, Kansas, and the Munson Army Community Hospital, Fort Leavenworth, to provide inmates with inpatient, outpatient, and ambulatory surgery services. This agreement has resulted in — and will continue to result in — a cost avoidance of approximately \$400,000 per year.

■ Through the use of videoteleconferencing in the areas of Labor Management Relations, Community Cor-

rections, and other training programs, the BOP avoided \$50,000 in resource staff travel costs.

The Bureau this year also saw considerable expansion in the use of its "BOPDOCS" CD-ROM system. The system stores volumes of policy and other data on a single compact disc, and allows instant access to any of that data. Its most widely used application is in the researching and retrieval of Bureau policy statements, saving staff labor and printing costs (as fewer paper copies of the statements need to be distributed) and keeping policy current, as updated discs are produced monthly.

■ The BOP and the U.S. Probation Service began a 1-year prerelease supervision demonstration project in which probation officers begin formal supervision of inmates at the time the inmates are transferred to community corrections centers, rather than at the end of their sentences. This provides inmates with an enhanced continuity of programming as they are transferred from Bureau of Prisons custody to that of the U.S. Probation Service.

■ The BOP's National Office of Citizen Participation has joined with the Rainbow Coalition — a culturally diverse advocacy group for social change in urban America — on a project involving local churches. Community participants will work with adult offenders who are nearing release, supporting them in transitions to the community.

Additionally, the Rainbow Coalition, with assistance from the BOP and

other components of the Department of Justice, is piloting a mentoring program aimed at diverting youth from incarceration. The program offers special counseling — in such areas as life skills, employment, drug abuse, and family matters — in lieu of confinement. Following the successful completion of the year-long pilot, the program will be expanded to approximately 50 other cities.

The BOP estimates that more than 5,900 volunteers donated their time to assisting inmates during 1993. These volunteers perform a vital service to institutions by augmenting the programs and services offered to inmates, while at the same time serving as positive role models.

# OUTSTANDING INDIVIDUAL ACHIEVEMENTS

The "Directors' Awards" — named for the first five directors of the Federal Bureau of Prisons — and the Equal Employment Opportunity Award are the highest honors given by the Bureau.

## THE SANFORD BATES AWARD

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



MICHAEL W. PRUITT  
Senior Officer Specialist  
United States Penitentiary  
Terre Haute, Indiana.

On two separate occasions, Officer Pruitt displayed exceptional courage while performing his duties. During the first, Officer Pruitt disarmed two inmates involved in a serious altercation; one had been stabbing the other with a sharpened instrument. In the other incident, Officer Pruitt prevented an inmate, whom he had seen arguing with another inmate earlier in the day, from making an unauthorized entry into a particular housing unit. He conducted a pat search of the inmate and retrieved a sharpened metal weapon from him. It was later learned that the other inmate involved in the argument lived in this unit. Officer Pruitt's actions prevented a possible serious assault from occurring.

## THE JAMES V. BENNETT AWARD

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

Ms. Roberts supervises a complement of 150 nurses and support staff, which is the largest Nursing Department in the Bureau. When she became Director of Nursing, the department had a 25-percent vacancy rate and was dependent on overtime and contract services. Through her efforts, all vacancies were filled, the use of overtime was reduced, and the use of contract nursing services was eliminated. Ms. Roberts also initiated a pilot program for the use of Certified Nursing Assistants to replace inmate attendants on the acute care medical unit. This project has proven to be a tremendous asset to the department, with noticeable improvements in patient care and staff morale.



MELODY L. ROBERTS  
Director of Nursing  
Medical Center for Federal Prisoners  
Springfield, Missouri.



## THE MYRL E. ALEXANDER AWARD

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



SAMUEL H. HOUSTON  
Unit Manager  
Federal Medical Center  
Rochester, Minnesota.

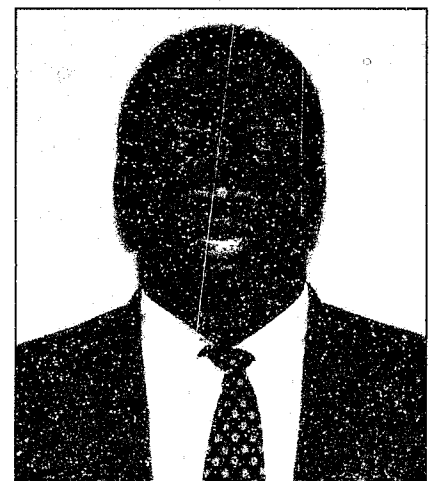
Mr. Houston, who was assigned to the Chemical Dependency Unit, was given the responsibility of correcting some operational deficiencies. In a short period of time, he used his leadership skills to improve the unit's overall operation markedly. He also played a key role in coordinating major changes in the method of treatment in the unit, which benefitted a greater portion of the inmate population. His efforts contributed significantly to the unit's attainment of a 3-year accreditation from the Commission on Accreditation of Rehabilitation Facilities. Mr. Houston, through his knowledge, expertise, and experience, has also assisted in the development of new counselors and case managers throughout the institution.

## THE NORMAN A. CARLSON AWARD

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

Mr. Holt has demonstrated the highest standards of personal and professional conduct while providing leadership in a discipline representing 40 percent of the Bureau workforce. His efforts

include the development of a high-quality correctional officer uniform, weapons standardization, and perimeter security standards for the Bureau. Through Mr. Holt's efforts, the Bureau has implemented a National Emergency Response operation, which demonstrated its effectiveness during the hostage situation at FCI Talladega in August 1991, the Los Angeles riots in May 1992, and in the aftermath of Hurricane Andrew in Miami in August 1992. Additionally, his leadership has resulted in the increased professionalization of inmate discipline operations through the establishment of a national Discipline Hearing Officer.



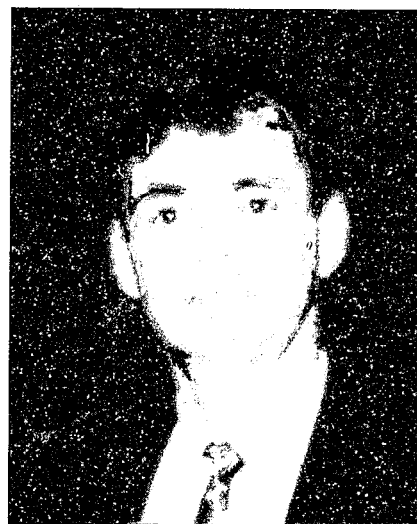
RAYMOND E. HOLT  
Administrator  
Correctional Programs Division  
Central Office, Washington, D.C.

## THE J. MICHAEL QUINLAN AWARD

*Established in 1993, this award is granted annually to employees who have elevated the Bureau as an organization by taking active steps toward enhancing the quality of employee worklife, supporting agency core values, or promoting the concept of "Bureau family."*

Mr. Errington has spent countless hours assisting others faced with catastrophes. In August 1991, he provided round-the-clock assistance to the families of Talladega hostages. During 1992, he pro-

vided support to plane crash victims' families in Evansville, Indiana. In August 1992, he provided counseling services to the survivors of Hurricane Andrew in Miami, Florida. Also during 1992, Mr. Errington provided emotional support in the aftermath of a chemical plant explosion in Sterling, Louisiana. In addition to overseeing the various chaplaincy programs in the South Central Region, Mr. Errington is also actively involved in the community by serving as a representative for chaplains on the Board of Higher Education and the Ministry at the United Methodist Church's denominational headquarters. Finally, Mr. Errington regularly volunteers his own time to speak to area church groups.



JOE R. ERRINGTON  
Regional Chaplaincy Administrator  
South Central Regional Office  
Dallas, Texas.

## EQUAL EMPLOYMENT OPPORTUNITY AWARD

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



MESHILLE STEPIENS  
Unit Manager  
FCI Bastrop, Texas.

Ms. Stephens has done an excellent job furthering the goals and objectives of Equal Employment Opportunity in the Federal Bureau of Prisons. She has been instrumental in establishing new chapters of the National Association of Blacks in Criminal Justice organization at FCI Forth Worth, FCI Oakdale, and FCI Bastrop. Ms. Stephens' leadership initiatives have greatly enhanced the Bureau's image among other Federal agencies and in the community.

# BUREAU OF PRISONS OFFICES

While the primary business of the Federal Bureau of Prisons is operating correctional facilities, certain administrative, support, and policy functions are carried out by the Central Office, six regional offices, and two training centers.

## CENTRAL OFFICE

The Bureau of Prisons, which is part of the United States Department of Justice, has its headquarters, or Central Office, at 320 First Street N.W., Washington, D.C. 20534.

The Central Office is responsible for the control and coordination of all the activities of the agency. Major functions include planning, developing policy, managing manpower and other resources, developing the budget, monitoring program and services quality, negotiating with the sole bargaining agent for Bureau employees, the American Federation of Government Employees (AFGE) Council of Prison Locals, and coordinating the activities of the regional offices and institutions.

## REGIONAL OFFICES

The Bureau of Prisons also has 6 regional offices, which directly oversee the operations of the facilities within their respective regions. Regional offices provide management and technical assistance to institution and community corrections personnel. They conduct training programs; give technical assistance to State and local criminal justice agencies; and contract with local agencies to provide offender placement in community corrections centers.

The following is a list of the six Bureau of Prisons regional offices and their addresses.

### MID-ATLANTIC REGIONAL OFFICE

10010 Junction Drive, Suite 100-N  
Annapolis Junction, Maryland 20701  
301-317-3100 Fax: 301-317-3115

### NORTH CENTRAL REGIONAL OFFICE

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

### NORTHEAST REGIONAL OFFICE

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

### SOUTH CENTRAL REGIONAL OFFICE

4211 Cedar Springs Road, Suite 300  
Dallas, Texas 75219  
214-767-9700 Fax: 214-767-9724

### SOUTHEAST REGIONAL OFFICE

523 McDonough Boulevard, S.E.  
Atlanta, Georgia 30315  
404-624-5202 Fax: 404-624-8151

### WESTERN REGIONAL OFFICE

7950 Dublin Boulevard, 3rd Floor  
Dublin, California 94568  
510-803-4700 Fax: 510-803-4802

## STAFF TRAINING

Staff training is an integral part of Bureau of Prisons staff development. Introductory training is conducted at the Bureau's Staff Training Academy in Glynco, Georgia; specialized professional training is conducted at the Management and Specialty Training Center in Aurora, Colorado.

### BOP STAFF TRAINING ACADEMY

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

### MANAGEMENT AND SPECIALTY TRAINING CENTER

791 Chambers Road  
Aurora, Colorado 80011  
303-361-0557 Fax: 303-361-0623

## NATIONAL INSTITUTE OF CORRECTIONS

The National Institute of Corrections (NIC) provides technical assistance, training, information, and grants to State and local correctional agencies throughout the country. NIC has four divisions—Jails, Prisons, Community Corrections, and Academy—and it operates a clearinghouse known as the NIC Information Center. NIC provides training to State and local correctional personnel as well as Bureau employees at its Academy in Longmont, Colorado.

### NIC ADMINISTRATIVE OFFICE/ PRISONS DIVISION/COMMUNITY CORRECTIONS DIVISION

320 First Street, N.W.  
Washington, D.C. 20534  
800-995-6423 Fax: 202-307-3361

### NIC JAILS DIVISION/ACADEMY

1960 Industrial Circle, Ste. A  
Longmont, Colorado 80501  
800-995-6429 Fax: 303-682-0469

### NIC INFORMATION CENTER

1860 Industrial Circle, Suite A  
Longmont, Colorado 80501  
800-877-1461 Fax: 303-682-0558



## SECURITY LEVEL

The Bureau operates institutions of several different security levels to appropriately house a broad spectrum of offenders. Security levels are based on such features as the presence of external patrols, gun towers, security barriers, or detection devices; the type of housing within the institution; internal security features; and the staff-to-inmate ratio. Each facility is placed in one of five groups—minimum, low, medium, high, and administrative.

### ■ MINIMUM-SECURITY

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

### ■ LOW-SECURITY

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

### ■ MEDIUM-SECURITY

Medium-security FCI's have strengthened perimeters (often double fences with electronic detection systems), cell-type housing, a wide variety of work and treatment programs, and an even higher staff-to-inmate ratio than do low-security institutions, providing even greater internal controls.

### ■ HIGH-SECURITY

High-security institutions, also known as U.S. Penitentiaries (USP's) have highly secure perimeters (either walled or double-fenced), multiple- and single-occupant cell housing, and close staff supervision and movement controls.

### ■ ADMINISTRATIVE

Administrative facilities are institutions with special missions, such as the detention of noncitizen or pretrial offenders, the treatment of inmates with serious or chronic medical problems, or the containment of extremely dangerous, violent, or escape prone inmates. Administrative facilities are capable of holding inmates of all security categories.

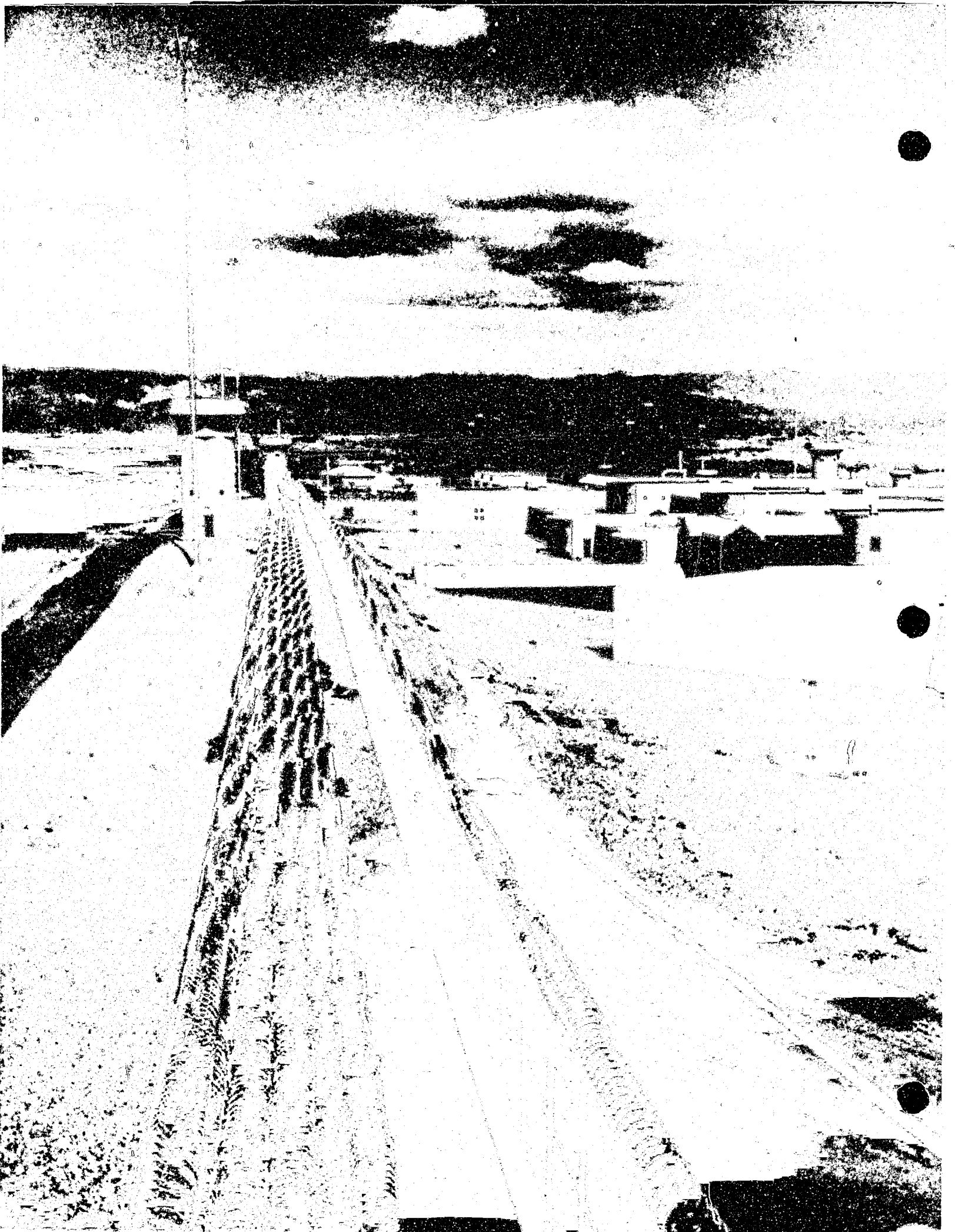
**Capacity** is the number of inmates the institution was designed to hold.

**Average Daily Population** is the average number of inmates the institution actually held in 1993.

**The Accreditation** checkbox indicates that an institution is accredited by the Commission on Accreditation for Corrections. This accreditation provides an additional level of assurance that Federal prisons offer decent living conditions, provide adequate programs and services, and safeguard inmate constitutional rights by ensuring compliance with the more than 450 adult correctional standards developed by the American Correctional Association (ACA). At the end of 1993, 52 Bureau facilities were accredited and 11 were actively pursuing accreditation. Additionally, all five BOP medical referral centers are

accredited by the Joint Commission on Accreditation of Healthcare Organizations.

In the following institution-by-institution listing, if a category is omitted, it is not applicable at that institution. Readers requiring more information on a particular facility are encouraged to contact that facility directly or contact the Bureau of Prisons Office of Public Affairs at 202-307-3198.



# FACILITIES

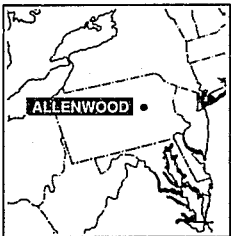


**FPC  
ALDERSON**  
Box B  
Alderson, West Virginia  
24910  
304-445-2901  
Fax: 304-445-2675  
*Mid-Atlantic Region*

Security Level: Minimum/Female.  
Judicial District: Southern District of West Virginia.  
Capacity, December 1993: 1,094.  
1993 Average Daily Population: 975.  
Staff: 350.

Location: In the foothills of the Allegheny Mountains, 270 miles southwest of Washington, D.C., 12 miles south of Interstate 64, off State Highway 3. The area is served by the Greenbrier Valley Airport in Lewisburg (17 miles from the facility); airports in Beckley (50 miles away) and Roanoke, Virginia (113 miles away); Amtrak; and Greyhound.

*Accredited*

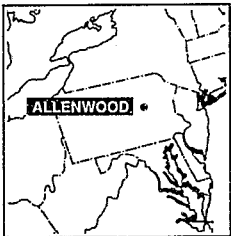


**FPC  
ALLENWOOD**  
P.O. Box 1000  
Montgomery,  
Pennsylvania 17752  
717-547-1641  
Fax: 717-547-1504  
*Northeast Region*

Security Level: Minimum/Male.  
Judicial District: Middle District of Pennsylvania.  
Capacity, December 1993: 534.  
1993 Average Daily Population: 728.  
Staff: 147.

Location: 200 miles north of Washington, D.C. and 7 miles south of Williamsport, Pennsylvania. 8 miles north of Interstate 80, off State Highway 15. The area is served by the Williamsport-Lycoming County Airport and bus lines.

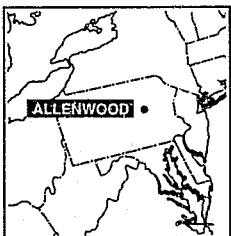
*Accredited*



**FCI  
ALLENWOOD  
LOW**  
P.O. Box 1500  
White Deer, Pennsylvania  
17887  
717-547-1990  
Fax: 717-547-1740  
*Northeast Region*

Security Level: Low/Male.  
Judicial District: Middle District of Pennsylvania.  
Capacity, December 1993: 992.  
1993 Average Daily Population: 838.\*  
Staff: 215.

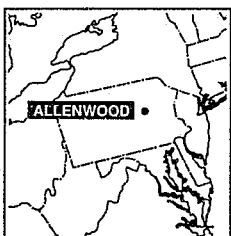
Location: 197 miles north of Washington, D.C. and 11 miles south of Williamsport, Pennsylvania, 5 miles north of Interstate 80, off State Highway 15. The area is served by the Williamsport-Lycoming County Airport and bus lines.



**FCI  
ALLENWOOD  
MEDIUM**  
P.O. Box 2500  
White Deer, Pennsylvania  
17887  
717-547-7950  
Fax: 717-547-7035  
*Northeast Region*

Security Level: Medium/Male.  
Judicial District: Middle District of Pennsylvania.  
Capacity, December 1993: 822.  
1993 Average Daily Population: 645.\*  
Staff: 311.

Location: See FCI Allenwood Low.



**USP  
ALLENWOOD**  
P.O. Box 3500  
White Deer, Pennsylvania  
17887  
717-547-0963  
Fax: 717-547-0983  
*Northeast Region*

Security Level: High/Male.  
Judicial District: Middle District of Pennsylvania.  
Capacity, December 1993: 640.  
1993 Average Daily Population: 56.\*  
Staff: 265.

Location: See FCI Allenwood Low.

\* Population was less than capacity because the facility was in the process of being activated during 1993.



### FCI ASHLAND

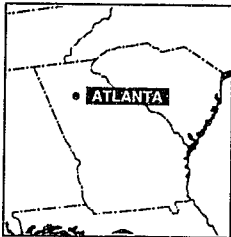
P.O. Box 888  
Ashland, Kentucky  
41105  
606-928-6414  
Fax: 700-358-8552

*Mid-Atlantic Region*

Security Level: Low/Male (adjacent Minimum/Male camp).  
Judicial District: Eastern District of Kentucky.  
Capacity, December 1993: 730.  
Adjacent Camp, 296.  
1993 Average Daily Population:  
FCI: 1,041, Camp: 273.  
Staff: 350.

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

*Accredited*



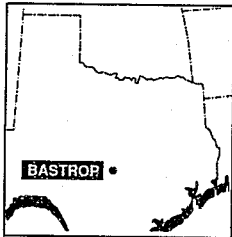
### USP ATLANTA

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

*Southeast Region*

Security Level: High/Male (adjacent Minimum/Male camp).  
Judicial District: Northern District of Georgia.  
Capacity, December 1993: 1,349.  
Adjacent Camp, 488.  
1993 Average Daily Population:  
USP: 2,067, Camp: 508.  
Staff: 721.

Location: In the southeast corner of Atlanta, at the junction of Boulevard and McDonough Streets. Off Interstate 75 (Exit 88), Interstate 20 (Exit 26), or Interstate 285 (Exit 39) Atlanta is served by Hartsfield International Airport, and Greyhound.



### FCI BASTROP

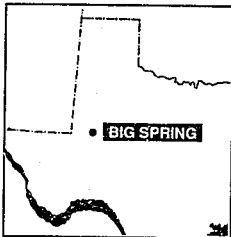
Box 730  
Bastrop, Texas 78602  
512-321-3903  
Fax: 512-321-6565

*South Central Region*

Security Level: Low/Male.  
Judicial District: Western District of Texas.  
Capacity, December 1993: 971.  
Adjacent Camp, 94.  
1993 Average Daily Population:  
FCI: 1,127, Camp: 25.\*  
Staff: 251.

Location: 30 miles southeast of Austin, 8 miles south of Elgin, and 8 miles north of Bastrop. Off Highway 95. The area is served by Austin Municipal Airport (27 miles from the facility).

*Accredited*



### FCI BIG SPRING

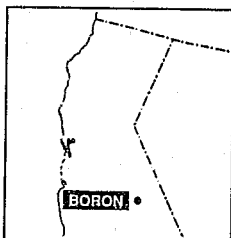
1900 Simler Avenue  
Big Spring, Texas 79720-7799  
915-263-8304  
Fax: 915-267-5910

*South Central Region*

Security Level: Low/Male (adjacent Minimum/Male camp).  
Judicial District: Northern District of Texas.  
Capacity, December 1993: 472.  
Adjacent Camp, 108.  
1993 Average Daily Population:  
FCI: 1,013, Camp: 185.  
Staff: 252.

Location: Midway between Dallas and El Paso on the southwest edge of Big Spring. At the intersection of Interstate 20 and U.S. Highway 80. The area is served by Midland/ Odessa Airport (50 miles from Big Spring), a small municipal airport within the Big Spring Industrial Park, and Greyhound.

*Accredited*



### FPC BORON

P.O. Box 500  
Boron, California 93516  
619-762-5161  
Fax: 619-762-5719

*Western Region*

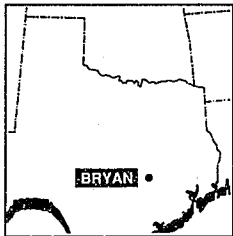
Security Level: Minimum/Male.  
Judicial District: Central District of California.  
Capacity, December 1993: 340.  
1993 Average Daily Population:  
Staff: 248.

Location: In the Mojave Desert of Southern California, 37 miles west of Barstow and 75 miles north of San Bernardino. Off State Highway 395, six miles north of the junction with Highway 58. The area is served by Ontario International Airport (90 miles from the facility), Los Angeles International Airport (110 miles away), Amtrak (service to Barstow), and Greyhound.

*Accredited*

\* Population was less than capacity because the facility was in the process of being activated during 1993.





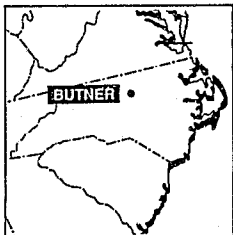
### FPC BRYAN

P.O. Box 2197  
1100 Ursuline  
Bryan, Texas 77803-4951  
409-823-1879  
Fax: 409-775-5681

*South Central Region*

Security Level: Minimum/Female (adjacent Minimum/Female Intensive Confinement Center).  
Judicial District: Southern District of Texas.  
Capacity, December 1993: 480.  
Intensive Confinement Center, 62.  
1993 Average Daily Population: FPC: 703, ICC: 117.  
Staff: 143.

Location: 95 miles north of Houston and 165 miles south of Dallas. In the town of Bryan at the intersection of Ursuline Avenue and 23d Street. The area is served by Easterwood Airport in College Station, connecting through Houston Intercontinental and Dallas-Fort Worth Airports.



### FCI BUTNER

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

*Mid-Atlantic Region*

Security Level: Low and Medium/Administrative/Male (adjacent Minimum/Male camp).  
Judicial District: Eastern District of North Carolina.  
Capacity, December 1993: 513.  
Adjacent Camp, 296.  
1993 Average Daily Population: FCI: 807, Camp: 261.  
Staff: 390.

Location: Located near the Research Triangle area of Durham, Raleigh, and Chapel Hill. 5 miles off Interstate 85 on Old Highway 75. The area is served by the Raleigh-Durham Airport.

*Accredited*



### MCC CHICAGO

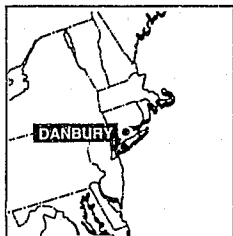
71 West Van Buren  
Chicago, Illinois 60605  
312-322-0567  
Fax: 312-322-0565

*North Central Region*

Security Level: Administrative/Male/Female.  
Judicial District: Northern District of Illinois.  
Capacity, December 1993: 411.  
1993 Average Daily Population: 604.  
Staff: 241.

Location: Located near the U.S. District Court in downtown Chicago, at the intersection of Clark and Van Buren Streets. Chicago is served by Midway and O'Hare Airports (Midway is closest to MCC Chicago), Amtrak, and Greyhound.

*Accredited*



### FCI DANBURY

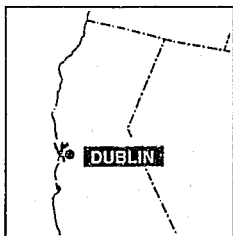
Route 37  
Danbury, Connecticut 06811-3099  
203-743-6471  
Fax: 203-746-0440

*Northeast Region*

Security Level: Low/Female (adjacent Minimum/Female camp).  
Judicial District: District of Connecticut.  
Capacity, December 1993: 520.  
Adjacent Camp, 96.  
1993 Average Daily Population: FCI: 615, Camp: 179.  
Staff: 300.

Location: In southwestern Connecticut, 70 miles from New York City. 3 miles north of Danbury on State Route 37. The area is served by Westchester County Airport (45 minutes away), New York City airports (90 minutes away), and Bonanza bus lines.

*Accredited*



### FCI DUBLIN

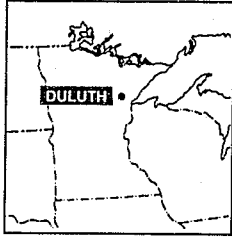
8th Street - Camp Parks  
Dublin, California 94568  
510-833-7500  
Fax: 510-833-7599

*Western Region*

Security Level: Low/Female (adjacent Minimum/Male camp).  
Judicial District: Northern District of California.  
Capacity, December 1993: 634.  
Adjacent Camp, 225.  
1993 Average Daily Population: FCI: 1,006, Camp: 227.  
Staff: 290.

Location: 20 miles southeast of Oakland. Off Interstate 580 (Hopyard/Doughtery Road exit, proceed east to the Camp Parks Army Base). The area is served by San Francisco and Oakland airports.

*Accredited*

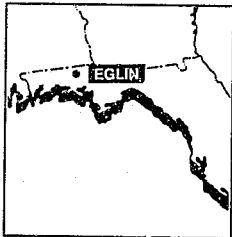


**FPC DULUTH**  
 P.O. Box 1400  
 Duluth, Minnesota 55814  
 218-722-8634  
 Fax: 218-722-8792  
**North Central Region**

Security Level: Minimum/Male.  
 Judicial District: District of Minnesota.  
 Capacity, December 1993: 693.  
 1993 Average Daily Population: 610.  
 Staff: 152.

Location: On the southwestern tip of Lake Superior, halfway between Minneapolis-St. Paul and the U.S.-Canadian border. 7 miles north of Duluth, off Highway 53 at Stebner Road. Duluth is served by Duluth International Airport and Greyhound.

**Accredited**

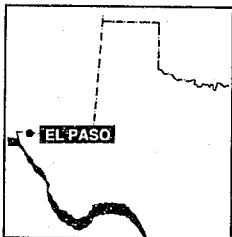


**FPC EGLIN**  
 Eglin Air Force Base,  
 Florida 32542  
 904-882-8522  
 Fax: 904-729-8190  
**Southeast Region**

Security Level: Minimum/Male.  
 Judicial District: Northern District of Florida.  
 Capacity, December 1993: 560.  
 1993 Average Daily Population: 901.  
 Staff: 144.

Location: In northwest Florida's panhandle, 45 miles east of Pensacola on Eglin Air Force Base. The area is served by Pensacola Airport and Greyhound, and Eglin AFB has an onsite airstrip.

**Accredited**

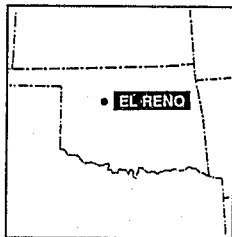


**FPC EL PASO**  
 P.O. Box 16300  
 El Paso, Texas 79906-0300  
 915-566-1271  
 Fax: 915-540-6165  
**South Central Region**

Security Level: Minimum/Male.  
 Judicial District: Western District of Texas.  
 Capacity, December 1993: 257.  
 1993 Average Daily Population: 470.  
 Staff: 103.

Location: The city of El Paso is located at the Texas border with Mexico and New Mexico, 30 miles east of Las Cruces, New Mexico, and 370 miles west of Midland, Texas. The facility is located on Fort Bliss, about 5 miles northeast of the Biggs Field entrance on Sgt. Simms road. El Paso is served by El Paso International Airport, Amtrak, and Greyhound.

**Accredited**

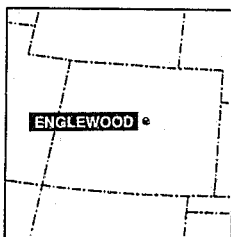


**FCI EL RENO**  
 P.O. Box 1000  
 El Reno, Oklahoma  
 73036-1000  
 405-262-4875  
 Fax: 405-262-6266  
**South Central Region**

Security Level: Medium/Male (adjacent Minimum/Male camp).  
 Judicial District: Western District of Oklahoma.  
 Capacity, December 1993: 931.  
 Adjacent Camp, 144.  
 1993 Average Daily Population: FCI: 1,717, Camp: 272.  
 Staff: 488.

Location: 30 miles west of Oklahoma City. Off Interstate 40 (Country Club Exit, 2 miles north to Sunset Drive, then west for 2 miles). The area is served by Will Rogers World Airport in Oklahoma City.

**Accredited**

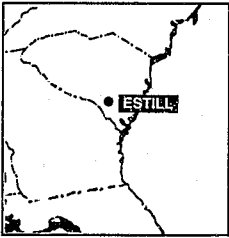


**FCI ENGLEWOOD**  
 9595 West Quincy  
 Avenue  
 Littleton, Colorado  
 80123  
 303-985-1566  
 Fax: 303-763-2553  
**North Central Region**

Security Level: Medium/Male (adjacent Administrative/Male and Minimum/Male camp).  
 Judicial District: District of Colorado.  
 Capacity, December 1993: 506.  
 Adjacent Camp, 74.  
 1993 Average Daily Population: FCI: 861, Camp: 122.  
 Staff: 329.

Location: 15 miles southwest of Denver. Off Interstate 285. The area is served by the Denver airport.

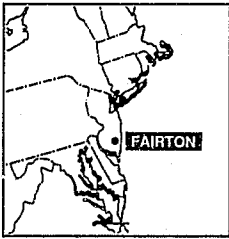
**Accredited**



**FCI ESTILL**  
 100 Prison Road  
 Estill, South Carolina  
 29918  
 803-625-4607  
 Fax: 803-625-3139  
**Mid-Atlantic Region**

Security Level: Medium/Male (adjacent Minimum/Male camp).  
 Judicial District: District of South Carolina.  
 Capacity, December 1993: 858.  
 Adjacent Camp, 256.  
 1993 Average Daily Population:  
 FCI: 198\*, Camp: 248.  
 Staff: 289.

Location: In Hampton County, South Carolina, off State Road 531 about 3 miles south of the town of Estill. The area is served by the Savannah, Georgia, airport.

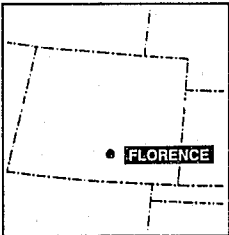


**FCI FAIRTON**  
 P.O. Box 280  
 Fairton, New Jersey  
 08320  
 609-453-1177  
 Fax: 609-453-4015  
**Northeast Region**

Security Level: Medium/Male (adjacent Minimum/Male camp).  
 Judicial District: District of New Jersey.  
 Capacity, December 1993: 733.  
 Adjacent Camp, 49.  
 1993 Average Daily Population:  
 FCI: 1,080, Camp: 74.  
 Staff: 341.

Location: In south central New Jersey, 50 miles southeast of Philadelphia and 40 miles southwest of Atlantic City. Off Interstate 55. The area is served by Philadelphia International Airport, Atlantic City Airport, and Millville Municipal Airport.

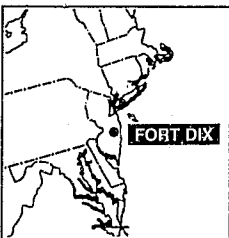
**Accredited**



**FCI FLORENCE**  
 5880 State Highway 67  
 South  
 P.O. Box 6500  
 Florence, Colorado 81226  
 719-784-9100  
 Fax: 719-784-9504  
**North Central Region**

Security Level: Medium/Male (adjacent Minimum/Male camp).  
 Judicial District: District of Colorado.  
 Capacity, December 1993: 744.  
 Adjacent Camp, 512.  
 1993 Average Daily Population:  
 FCI: 931, Camp: 238.\*  
 Staff: 370

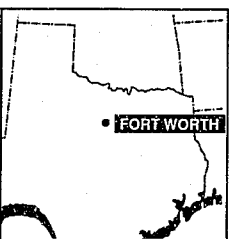
Location: 45 miles south of Colorado Springs, Colorado, and 30 miles west of Pueblo, Colorado. Take State Highway 115 from Colorado Springs or U.S. Highway 50 from Pueblo to State Highway 115. Turn south at the intersection of State Highway 115 and State Highway 67 in Florence. Go about 2 miles south of Florence. The area is served by the Pueblo and Colorado Springs airports and by commercial buses.



**FCI FORT DIX**  
 P.O. Box 38  
 Fort Dix, New Jersey  
 08640  
 609-723-1100  
 Fax: 609-724-0779  
**Mid-Atlantic Region**

Security Level: Low/Male.  
 Judicial District: New Jersey.  
 Capacity, December 1993: 1,872.  
 1993 Average Daily Population: 987.\*  
 Staff: 370.

Location: In Central New Jersey, approximately 45 minutes west of Philadelphia. Off Route 68, follow signs for Fort Dix/McGuire Air Force Base.



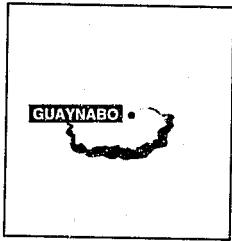
**FCI FORT WORTH**  
 3150 Horton Road  
 Fort Worth, Texas 76119-5996  
 817-535-2111  
 Fax: 817-531-2193  
**South Central Region**

Security Level: Low/Male.  
 Judicial District: Northern District of Texas.  
 Capacity, December 1993: 1,056.  
 1993 Average Daily Population: 1,364.  
 Staff: 395.

Location: In north central Texas, southeast Fort Worth. North of Interstate 20 and east of Interstate 35. Fort Worth is served by Dallas/Fort Worth International Airport, Amtrak, and Greyhound.

**Accredited**

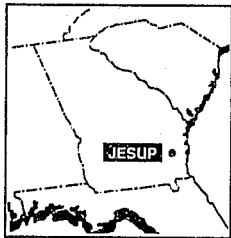
\* Population was less than capacity because the facility was in the process of being acti-



**MDC  
GUAYNABO**  
P.O. Box 2146  
San Juan, Puerto Rico  
00922  
809-749-4480  
Fax: 809-749-4363  
**Southeast Region**

Security Level:  
Administrative/Male/Female.  
Judicial District: District of Puerto  
Rico.  
Capacity, December 1993: 544.  
1993 Average Daily Population: 440.  
Staff: 268.

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

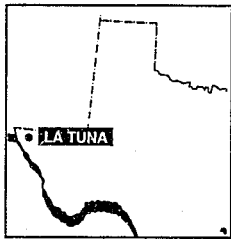


**FCI JESUP**  
2600 Highway 301 South  
Jesup, Georgia 31545  
912-427-0870  
Fax: 912-427-1125  
**Southeast Region**

Security Level: Medium/Male (adja-  
cent Minimum/Male camp).  
Judicial District: Southern District of  
Georgia.  
Capacity, December 1993: 744.  
Adjacent Camp, 508.  
1993 Average Daily Population:  
FCI: 1,203, Camp: 462.  
Staff: 323.

Location: In southeast Georgia on  
Route 301, 65 miles southwest of  
Savannah, 40 miles northwest of  
Brunswick, and 105 miles northwest of  
Jacksonville, Florida. The area is served  
by Jacksonville and Savannah  
International Airports and by  
Brunswick Airport.

**Accredited**

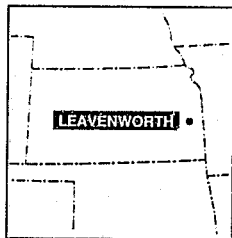


**FCI LA TUNA**  
P.O. Box 1000  
Texas Highway 20  
La Tuna, New Mexico-  
Texas 88021  
915-886-3422  
Fax: 915-886-4977  
**South Central Region**

Security Level: Low/Male (adjacent  
Minimum/Male camp).  
Judicial District: Western District of  
Texas.  
Capacity, December 1993: 528.  
Adjacent Camp, 164.  
1993 Average Daily Population:  
FCI: 995, Camp: 314.  
Staff: 315.

Location: On the Texas/New Mexico  
border adjacent to Mexico, 20 miles  
north of El Paso. Off Interstate 10 on  
State Highway 20. The area is served  
by El Paso International Airport.

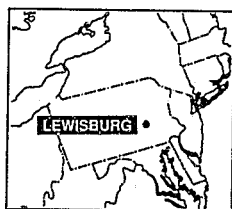
**Accredited**



**USP  
LEAVENWORTH**  
1300 Metropolitan  
Leavenworth, Kansas  
66048  
913-682-8700  
Fax: 913-682-3617  
**North Central Region**

Security Level: High/Male  
(adjacent Minimum/Male camp).  
Judicial District: District of Kansas.  
Capacity, December 1993: 1,114.  
Adjacent Camp, 324.  
1993 Average Daily Population:  
FCI: 1,611, Camp: 371.  
Staff: 543.

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

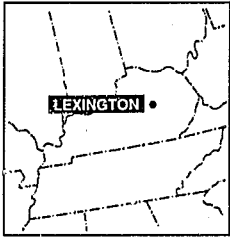


**USP  
LEWISBURG**  
R. D. #5  
Lewisburg, Pennsylvania  
17837  
717-523-1251  
Fax: 717-524-5805  
**Northeast Region**

Security Level: High/Male  
(adjacent Minimum/Male camp and  
Minimum/Male Intensive  
Confinement Center).  
Judicial District: Middle District of  
Pennsylvania.  
Capacity, December 1993: 902.  
Adjacent Camp, 352, Intensive  
Confinement Center, 180.  
1993 Average Daily Population:  
USP: 1,374, Camp: 213, ICC: 182.  
Staff: 622.

Location: In rural central Pennsylvania  
outside the town of Lewisburg, 200  
miles north of Washington, D.C., and  
170 miles west of Philadelphia. 6 miles  
south of Interstate 80, 2 miles off U.S.  
Route 15. The area is served by  
Williamsport Airport.

**Accredited**

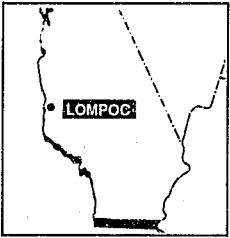


**FMC LEXINGTON**  
 3301 Leestown Road  
 Lexington, Kentucky  
 40511  
 606-255-6812  
 Fax: 606-231-6531  
**Mid-Atlantic Region**

Security Level: Administrative/  
 Female.  
 Judicial District: Eastern District of  
 Kentucky.  
 Capacity, December 1993: 1,307.  
 1993 Average Daily Population: 1,916.  
 Staff: 510.

Location: 7 miles north of Lexington  
 on U.S. Highway 421. Lexington is  
 served by Blue Grass Field Airport and  
 Greyhound.

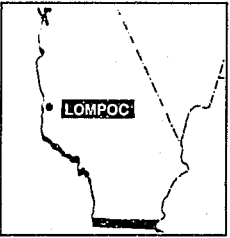
**Accredited**



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

Security Level: Low/Male.  
 Judicial District: Central District of  
 California.  
 Capacity, December 1993: 472.  
 1993 Average Daily Population:  
 1,053.  
 Staff: 186.

Location: 175 miles northwest of Los  
 Angeles, adjacent to Vandenberg Air  
 Force Base. The area is served by Santa  
 Barbara Airport (60 miles south), Santa  
 Maria Airport (25 miles north), and  
 Greyhound.

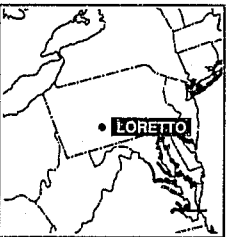


**USP LOMPOC**  
 3901 Klein Boulevard  
 Lompoc, California  
 93436  
 805-735-2771  
 Fax: 805-737-0295  
**Western Region**

Security Level: High/Male (adjacent  
 Minimum/Male camp).  
 Judicial District: Central District of  
 California.  
 Capacity, December 1993: 1,099.  
 Adjacent Camp, 206.  
 1993 Average Daily Population:  
 USP: 1,683, Camp: 292.  
 Staff: 519.

Location: See FCI Lompoc.

**Accredited**

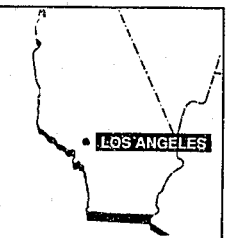


**FCI LORETTO**  
 P.O. Box 1000  
 Loretto, Pennsylvania  
 15940  
 814-472-4140  
 Fax: 814-472-6046  
**Northeast Region**

Security Level: Low/Male.  
 Judicial District: Western District of  
 Pennsylvania.  
 Capacity, December 1993: 477.  
 1993 Average Daily Population: 542.  
 Staff: 227.

Location: In southwest Pennsylvania  
 between Altoona and Johnstown,  
 90 miles east of Pittsburgh. Off  
 Route 22, midway between Inter-  
 state 80 and the Pennsylvania Turn-  
 pike via Route 220. The area is  
 served by Pittsburgh International  
 Airport, Amtrak, and Greyhound.  
 Altoona and Johnstown are served  
 by commuter airlines.

**Accredited**



**MDC LOS ANGELES**  
 535 N. Alameda Street  
 Los Angeles, California  
 90012  
 213-485-0439  
 Fax: 213-626-5801  
**Western Region**

Security Level:  
 Administrative/Male/Female.  
 Judicial District: Central District of  
 California.  
 Capacity, December 1993: 728.  
 1993 Average Daily Population: 1,028.  
 Staff: 276.

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

**Accredited**



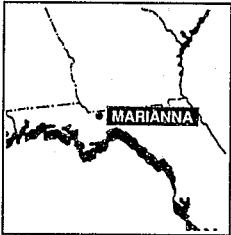
**FCI  
MANCHESTER**

P.O. Box 3000  
Manchester, Kentucky  
40962  
606-598-1900  
Fax: 606-598-1413

**Mid-Atlantic Region**

Security Level: Medium/Male  
(adjacent Minimum/Male camp).  
Judicial District: Eastern District of  
Kentucky.  
Capacity, December 1993: 756.  
Adjacent Camp, 512.  
1993 Average Daily Population:  
FCI: 946, Camp: 375.  
Staff: 326.

Location: 75 miles south of  
Lexington on Interstate 75 and 20 miles  
east of London on the Daniel Boone  
Parkway. Go 3 miles north  
on State Highway 421, then 1.4 miles  
off 421 on Fox Hollow Road. The area  
is served by the Lexington Bluegrass  
Airport and the McGhee Tyson Airport  
in Knoxville, Tennessee.



**FCI  
MARIANNA**

3625 FCI Road  
Marianna, Florida 32446  
904-526-2313  
Fax: 904-482-6837

**Southeast Region**

Security Level: Medium/Male;  
High/Female (adjacent  
Minimum/Female camp).  
Judicial District: Northern District of  
Florida.  
Capacity, December 1993: 805.  
Adjacent Camp, 296.  
1993 Average Daily Population:  
FCI: 1,275, Camp: 295.  
Staff: 366.

Location: In the northern panhandle of  
Florida, 65 miles west of Tallahassee  
and 5 miles north of the town of  
Marianna. Off Highway 167.  
Marianna is served by Tallahassee  
Municipal Airport and Greyhound.  
Commercial airports also operate in  
Dothan (35 miles northwest of the  
facility), and in Panama City (54 miles  
south).

**Accredited**



**USP MARION**

Rt. 5, P.O. Box 2000  
Marion, Illinois 62959  
618-964-1441  
Fax: 618-964-1695

**North Central Region**

Security Level: High/Male  
(adjacent Minimum/Male camp).  
Judicial District: Southern District of  
Illinois.  
Capacity, December 1993: 440.  
Adjacent Camp, 255.  
1993 Average Daily Population:  
USP: 353, Camp: 276.  
Staff: 361.

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



**FPC MAXWELL**

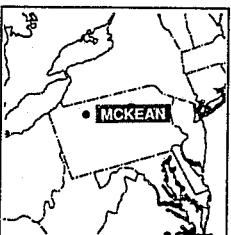
Maxwell Air Force Base  
Montgomery, Alabama  
36112  
205-834-3681  
Fax: 205-269-1430

**Southeast Region**

Security Level: Minimum/Male.  
Judicial District: Middle District of  
Alabama.  
Capacity, December 1993: 960.  
1993 Average Daily Population: 864.  
Staff: 127.

Location: On the bank of the Alabama  
River, at Maxwell Air Force Base. Off  
Interstates 65 and 85. Montgomery is  
served by Dannelly Field.

**Accredited**



**FCI MCKEAN**

P.O. Box 5000  
Bradford, Pennsylvania  
16701  
814-362-8900  
Fax: 814-362-3287

**Northeast Region**

Security Level: Medium/Male (adja-  
cent Minimum/Male camp).  
Judicial District: Western District of  
Pennsylvania.  
Capacity, December 1993: 744.  
Adjacent Camp, 296.  
1993 Average Daily Population:  
FCI: 1,116, Camp: 265.  
Staff: 325.

Location: In a rural section of north-  
west Pennsylvania on the edge of the  
Allegheny National Forest between  
Bradford and Kane, Pennsylvania,  
90 miles south of Buffalo, New York.  
Off Route 59, one-quarter mile east of  
the intersection of State Route 59 and  
U.S. Route 219, between Interstate 80  
and New York State Hwy. 17. The area  
is served by the Buffalo International  
Airport and Bradford Regional Airport.

**Accredited**



### FCI MEMPHIS

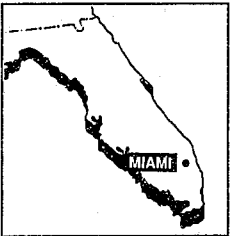
1101 John A. Denie  
Road  
Memphis, Tennessee  
38134-7690  
901-372-2269  
Fax: 901-382-5110

**South Central Region**

Security Level: Medium/Male.  
Judicial District: Western District of  
Tennessee.  
Capacity, December 1993: 810.  
1993 Average Daily Population: 1,304.  
Staff: 305.

Location: In the northeast section of  
Memphis at the intersection of  
Interstates 40 and 240. Memphis is  
served by International Airport.

**Accredited**



### MCC MIAMI

15801 S.W. 137th Avenue  
Miami, Florida 33177  
305-253-4400  
Fax: 305-255-5581

**Southeast Region**

Security Level: Administrative/Male  
(adjacent satellite camp).  
Judicial District: Southern District of  
Florida.  
Capacity, December 1993: 496.  
Adjacent Camp: 98.  
1993 Average Daily Population:  
MCC: 729, Camp: 146.  
Staff: 342.

Location: In the southwest section of  
Dade County, 30 miles from downtown  
Miami. Off the Florida Turnpike  
(Homestead Extension, 152nd St. exit,  
2.5 miles to 137th Street, going south).  
Miami is served by Miami International  
Airport.

**Accredited**



### FCI MILAN

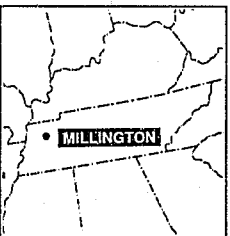
P.O. Box 9999  
Arkona Road  
Milan, Michigan 48160  
313-439-1511  
Fax: 313-439-1944

**Mid-Atlantic Region**

Security Level: Low/Male.  
Judicial District: Eastern District of  
Michigan.  
Capacity, December 1993: 1,116.  
1993 Average Daily Population: 1,474.  
Staff: 418.

Location: 45 miles south of Detroit  
and 35 miles north of Toledo, near the  
town of Milan. Off U.S. 23 (exit 27).  
The area is served by Detroit Metro  
Airport.

**Accredited**



### FPC MILLINGTON

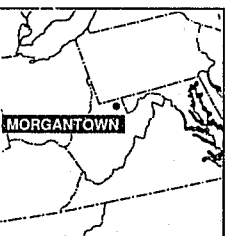
6696 Navy Road  
Millington, Tennessee  
38053  
901-872-2277  
Fax: 901-873-8202

**South Central Region**

Security Level: Minimum/Male.  
Judicial District: Western District of  
Tennessee.  
Capacity, December 1993: 403.  
1993 Average Daily Population: 420.  
Staff: 83.

Location: On the U.S. Naval Air  
Station, Memphis, about 20 miles  
north of Memphis on Route 51. The  
area is served by Memphis  
International Airport (30 miles) and  
Greyhound.

**Accredited**



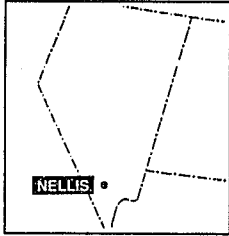
### FCI MORGANTOWN

Greenbag Road  
P.O. Box 1000  
Morgantown, West  
Virginia 26505  
304-296-4416  
Fax: 304-296-7549

**Mid-Atlantic Region**

Security Level: Minimum/Male.  
Judicial District: Northern District of  
West Virginia.  
Capacity, December 1993: 854.  
1993 Average Daily Population: 781.  
Staff: 210.

Location: In the mountainous region  
of north central West Virginia, on the  
southern edge of the city of  
Morgantown. Off State Highway 857  
(Greenbag Road). The area is served  
by the Hart Field Municipal Airport  
and Greyhound.



### FPC NELLIS

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

Security Level: Minimum/Male.  
Judicial District: District of Nevada.  
Capacity, December 1993: 263.  
1993 Average Daily Population: 476.  
Staff: 67.

Location: 15 miles from downtown Las Vegas, on Nellis Air Force Base, Area II. Off Interstate 15. Las Vegas is served by McCarran International Airport.



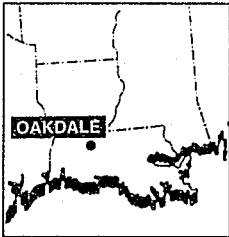
### MCC NEW YORK

150 Park Row  
New York, New York  
10007  
212-791-9130  
Fax: 212-791-9073  
**Northeast Region**

Security Level: Administrative/  
Male/Female.  
Judicial District: Southern District of  
New York.  
Capacity, December 1993: 523.  
1993 Average Daily Population: 814.  
Staff: 312.

Location: In downtown Manhattan adjacent to Foley Square (Federal courthouse), 2 blocks from the base of the Brooklyn Bridge. New York City is served by Laguardia, Kennedy, and Newark International Airports; Amtrak (Pennsylvania Station 34th Street); and Greyhound (42nd St. Port Authority bus station).

**Accredited**



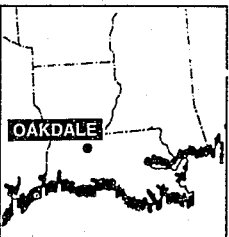
### FCI OAKDALE

P.O. Box 5050  
Oakdale, Louisiana  
71463  
318-335-4070  
Fax: 318-335-3936  
**South Central Region**

Security Level: Medium/Male.  
Judicial District: Western District of  
Louisiana.  
Capacity, December 1993: 850.  
1993 Average Daily Population,  
1993: 1,362.  
Staff: 299.

Location: In central Louisiana, 35 miles south of Alexandria and 58 miles north of Lake Charles. On State Highway 165, east of Route 165 on Whatley Road. The area is served by Esler Regional Airport (50 miles from the facility), and Trailways (service to Alexandria and Lake Charles).

**Accredited**



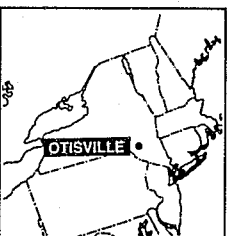
### FDC OAKDALE

P.O. Box 5060  
Oakdale, Louisiana  
71463  
318-335-4466  
Fax: 318-335-4476  
**South Central Region**

Security Level: Administrative/Male  
(adjacent Minimum/Male camp).  
Judicial District: Western District of  
Louisiana.  
Capacity, December 1993: 621.  
Adjacent Camp, 94.  
1993 Average Daily Population:  
FDC: 657, Camp: 84.  
Staff: 245.

See FCI Oakdale.

**Accredited**



### FCI OTISVILLE

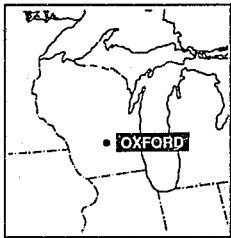
P.O. Box 600  
Otisville, New York  
10963  
914-386-5855  
Fax: 914-386-9455  
**Northeast Region**

Security Level: Administrative/Male.  
Judicial District: Southern District of  
New York.  
Capacity, December 1993: 631.  
1993 Average Daily Population: 1,022.  
Staff: 334.

Location: In the southeast part of New York State, near the Pennsylvania and New Jersey borders. The institution is 70 miles northwest of New York City, near Middletown. On Route 211. The area is served by several airports, the closest being Stewart International Airport at Newburgh, New York (30 minutes away). Bus and train service connect Otisville to New York City.

**Accredited**





### FCI OXFORD

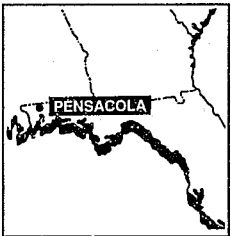
Box 500  
Oxford, Wisconsin  
53952-0500  
608-584-5511  
Fax: 608-584-5315

*North Central Region*

Security Level: Medium/Male (adjacent Minimum/Male camp).  
Judicial District: Western District of Wisconsin.  
Capacity, December 1993: 586.  
Adjacent Camp, 106.  
1993 Average Daily Population: FCI: 997, Camp: 158.  
Staff: 336.

Location: In rural central Wisconsin, 60 miles north of Madison. Off U.S. 51 (Westfield exit, proceed west on Country Trunk E to County Trunk G, south to the institution). The area is served by Dane County Regional Airport. Greyhound provides service to the nearby towns of Portage and Wisconsin Dells.

*Accredited*



### FPC PENSACOLA

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

*Southeast Region*

Security Level: Minimum/Male.  
Judicial District: Northern District of Florida.  
Capacity, December 1993: 312.  
1993 Average Daily Population: 497.  
Staff: 99.

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

*Accredited*



### FCI PETERSBURG

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

*Mid-Atlantic Region*

Security Level: Medium/Male (adjacent Minimum/Male camp).  
Judicial District: Eastern District of Virginia.  
Capacity, December 1993: 734.  
Adjacent Camp, 148.  
1993 Average Daily Population: FCI: 1,059, Camp: 275.  
Staff: 375.

Location: 25 miles southeast of Richmond. Off Interstate 95; take Exit 54 (Temple Avenue/Highway 144), proceed east approximately 3 miles, turn left on River Road (Highway 725). The area is served by Petersburg Municipal Airport and Richmond International Airport.

*Accredited*



### FCI PHOENIX

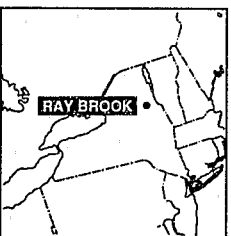
37900 N. 45th Avenue,  
Dept. 1680  
Phoenix, Arizona 85027  
602-465-9757  
Fax: 602-465-7051

*Western Region*

Security Level: Medium/Male (adjacent Minimum/Female camp).  
Judicial District: District of Arizona.  
Capacity, December 1993: 793.  
Adjacent Camp, 272.  
1993 Average Daily Population: FCI: 1,282, Camp: 287.  
Staff: 349.

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

*Accredited*



### FCI RAY BROOK

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

*Northeast Region*

Security Level: Medium/Male.  
Judicial District: Northern District of New York.  
Capacity, December 1993: 780.  
1993 Average Daily Population: 1,001.  
Staff: 290.

Location: In the Adirondack Mountain region of upstate New York, midway between the villages of Lake Placid and Saranac Lake. Off Route 86. The area is served by the Adirondack Airport (Saranac Lake), Albany Airport (2-1/2 hours away), and the Burlington (Vermont) Airport (2 hours away).

*Accredited*



**FMC ROCHESTER**  
 P.O. Box 4600  
 2110 East Center Street  
 Rochester, Minnesota  
 55903-4600  
 507-287-0674  
 Fax: 507-282-3741  
**North Central Region**

Security Level:  
 Administrative/Male/Female.  
 Judicial District: District of  
 Minnesota.  
 Capacity, December 1993: 609.  
 1993 Average Daily Population: 827.  
 Staff: 469.

Location: In southeastern Minnesota, 2 miles east of downtown Rochester. Off State Highway 296 (Fourth Street). The area is served by Rochester Airport and Greyhound.



**FCI SAFFORD**  
 RR 2, Box 820  
 Safford, Arizona 85546-  
 9729  
 602-428-6600  
 Fax: 602-348-1331  
**Western Region**

Security Level: Low/Male.  
 Judicial District: District of Arizona.  
 Capacity, December 1993: 431.  
 1993 Average Daily Population: 696.  
 Staff: 183.

Location: In southeastern Arizona, 127 miles northeast of Tucson, 165 miles east of Phoenix. Off Highway 191, 7 miles south of the town of Safford. The area is served by Tucson Airport, Phoenix Airport, and Greyhound and Bridgewater Bus services to Tucson and Phoenix airports.

**Accredited**

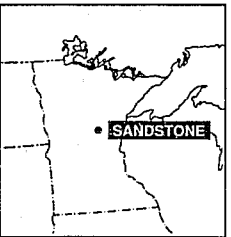


**MCC SAN DIEGO**  
 808 Union Street  
 San Diego, California  
 92101-6078  
 619-232-4311  
 Fax: 619-595-0390  
**Western Region**

Security Level:  
 Administrative/Male/Female.  
 Judicial District: Southern District of  
 California.  
 Capacity, December 1993: 622.  
 1993 Average Daily Population: 1,149.  
 Staff: 266.

Location: In downtown San Diego, connected to the U.S. Courthouse via a secure tunnel. San Diego is served by Lindberg Field, Amtrak, and Greyhound.

**Accredited**

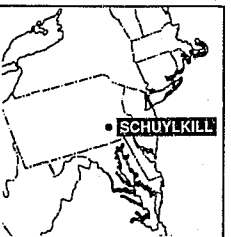


**FCI SANDSTONE**  
 Kettle River Road  
 Sandstone, Minnesota  
 55072  
 612-245-2262  
 Fax: 612-245-0385  
**North Central Region**

Security Level: Low/Male.  
 Judicial District: District of  
 Minnesota.  
 Capacity, December 1993: 452.  
 1993 Average Daily Population: 849.  
 Staff: 253.

Location: 100 miles northeast of Minneapolis/St. Paul and 70 miles southwest of Duluth. Off Interstate 35 (Sandstone exit, follow Highway 23 to Route 123 east). The area is served by Greyhound.

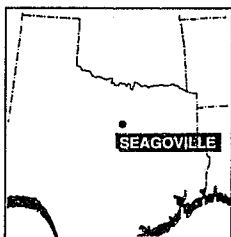
**Accredited**



**FCI SCHUYLKILL**  
 P.O. Box 700  
 Minersville, Pennsylvania  
 17954  
 717-544-7100  
 Fax: 717-544-7225  
**Northeast Region**

Security Level: Medium/Male (adjacent Minimum/Male camp).  
 Judicial District: Eastern District of  
 Pennsylvania.  
 Capacity, December 1993: 729.  
 Adjacent Camp, 296.  
 1993 Average Daily Population:  
 FCI: 1,079, Camp: 272.  
 Staff: 348.

Location: 175 miles north of Washington, D.C., and 46 miles north of Harrisburg, Pennsylvania. One-eighth mile west of Interstate 81, off State Highway 901. The area is served by Harrisburg International Airport.



### FCI SEAGOVILLE

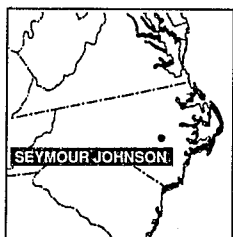
2113 North Highway 175  
Seagoville, Texas 75159  
214-287-2911  
Fax: 214-287-4827

*South Central Region*

Security Level: Low/Male.  
Judicial District: Northern District of Texas.  
Capacity, December 1993: 805.  
1993 Average Daily Population: 1,112.  
Staff: 268.

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

Accredited



### FPC SEYMOUR JOHNSON

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

*Mid-Atlantic Region*

Security Level: Minimum/Male.  
Judicial District: Eastern District of North Carolina.  
Capacity, December 1993: 576.  
1993 Average Daily Population: 529.  
Staff: 103.

Location: Near Goldsboro, North Carolina, on Seymour Johnson Air Force Base. Off Interstate highways 40 and 95 and U.S. 70. The area is served by the Raleigh/Durham International Airport (60 miles northeast of the facility), Kinston Airport (26 miles south), and Greyhound.

Accredited



### FCI SHERIDAN

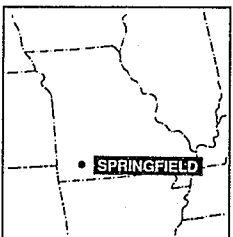
27072 Ballston Road  
Sheridan, Oregon 97378-9601  
503-843-4442  
Fax: 503-843-3408

*Western Region*

Security Level: Medium/Male (adjacent Minimum/Male camp).  
Judicial District: District of Oregon.  
Capacity, December 1993: 749.  
Adjacent Camp, 384.  
1993 Average Daily Population: FCI: 1,257, Camp: 514.  
Staff: 325.

Location: In northwestern Oregon in the heart of the South Yamhill River Valley, 90 minutes from Portland. Off Highway 18 on Ballston Road. The area is served by Portland International Airport.

Accredited



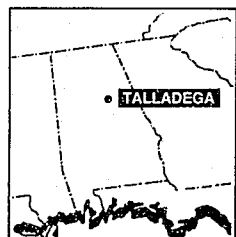
### MCFP SPRINGFIELD

P.O. Box 4000  
Springfield, Missouri 65808  
417-862-7041  
Fax: 417-837-1711

*North Central Region*

Security Level: Administrative/Male.  
Judicial District: Western District of Missouri.  
Capacity, December 1993: 1,014.  
1993 Average Daily Population: 1,071.  
Staff: 681.

Location: In Springfield, at the corner of Sunshine Street and the Kansas Expressway. Off Interstate 44. Springfield is served by Springfield Municipal Airport, Greyhound, and Trailways.



### FCI TALLADEGA

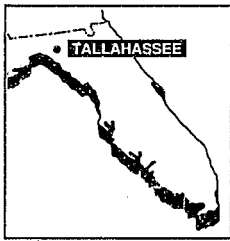
565 East Renfroe Road  
Talladega, Alabama 35160  
205-362-0410  
Fax: 205-362-8331

*Southeast Region*

Security Level: Medium/Male (adjacent Minimum/Male camp).  
Judicial District: Northern District of Alabama.  
Capacity, December 1993: 699.  
Adjacent Camp, 296.  
1993 Average Daily Population: FCI: 1,028, Camp: 307.  
Staff: 339.

Location: In the foothills of northern Alabama, 50 miles east of Birmingham and 100 miles west of Atlanta. Off Interstate 20 on Renfroe Road.

Accredited

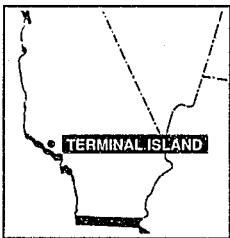


**FCI TALLAHASSEE**  
 501 Capital Circle, N.E.  
 Tallahassee, Florida  
 32301-3572  
 904-878-2173  
 Fax: 904-942-8374  
*Southeast Region*

Security Level: Low/Administrative/  
 Male.  
 Judicial District: Northern District of  
 Florida.  
 Capacity, December 1993: 886.  
 1993 Average Daily Population: 1,477.  
 Staff: 346.

Location: Three miles east of  
 downtown Tallahassee. On  
 Highway 319 at the intersection  
 with Park Avenue. Tallahassee is  
 served by Tallahassee Regional  
 Airport.

*Accredited*

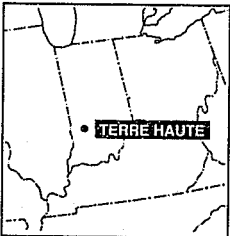


**FCI TERMINAL ISLAND**  
 1299 Seaside Avenue  
 Terminal Island,  
 California 90731  
 310-831-8961  
 Fax: 310-547-0070  
*Western Region*

Security Level: Medium/Male.  
 Judicial District: Central District of  
 California.  
 Capacity, December 1993: 452.  
 1993 Average Daily Population: 1,235.  
 Staff: 331.

Location: In Los Angeles Harbor  
 between San Pedro and Long Beach.  
 Off Harbor Freeway to San Pedro  
 (cross the Vincent Thomas Bridge and  
 take Seaside Avenue to the Main Gate).  
 The area is served by Los Angeles  
 International Airport and Long Beach  
 Airport.

*Accredited*

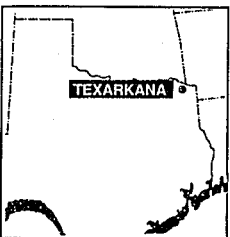


**USP TERRE HAUTE**  
 Highway 63 South  
 Terre Haute, Indiana  
 47808  
 812-238-1531  
 Fax: 812-238-9873  
*Mid-Atlantic Region*

Security Level: High/Male  
 (adjacent Minimum/Male camp).  
 Judicial District: Southern District of  
 Indiana.  
 Capacity, December 1993: 766.  
 Adjacent Camp, 284.  
 1993 Average Daily Population:  
 USP: 1,395, Camp: 370.  
 Staff: 513.

Location: Two miles south of the city of  
 Terre Haute, which is 70 miles west of  
 Indianapolis on Interstate 70. On  
 Highway 63. Terre Haute is served by  
 Hulman Regional Airport and  
 Greyhound.

*Accredited*

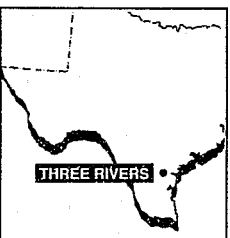


**FCI TEXARKANA**  
 Texarkana, Texas 75505  
 903-838-4587  
 Fax: 903-838-4071  
*South Central Region*

Security Level: Low/Male (adjacent  
 Minimum/Male camp).  
 Judicial District: Eastern District of  
 Texas.  
 Capacity, December 1993: 749.  
 Adjacent Camp, 147.  
 1993 Average Daily Population:  
 FCI: 1,113, Camp: 292.  
 Staff: 316.

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

*Accredited*

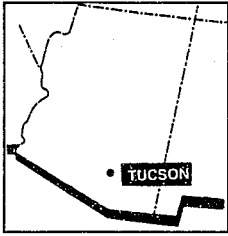


**FCI THREE RIVERS**  
 P.O. Box 4000  
 Three Rivers, Texas  
 78071  
 512-786-3576  
 Fax: 512-786-4909  
*South Central Region*

Security Level: Medium/Male (adja-  
 cent Minimum/Male camp).  
 Judicial District: Southern District of  
 Texas.  
 Capacity, December 1993: 784.  
 Adjacent Camp, 192.  
 1993 Average Daily Population:  
 FCI: 1,194, Camp: 354.  
 Staff: 299.

Location: The 302-acre site is located  
 about 80 miles south of San Antonio,  
 Texas, and 73 miles northwest of  
 Corpus Christi, Texas, on Interstate 37,  
 and 9 miles west of Three Rivers,  
 Texas, near the Choke Canyon  
 Reservoir.

*Accredited*



### FCI TUCSON

8901 South Wilmot Road  
Tucson, Arizona 85706  
602-574-7100  
Fax: 602-670-5674

*Western Region*

Security Level: Medium/Male,  
Administrative/Male/Female.  
Judicial District: District of Arizona.  
Capacity, December 1993: 389.  
1993 Average Daily Population: 753.  
Staff: 243.

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

*Accredited*



### FPC YANKTON

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

*North Central Region*

Security Level: Minimum/Male.  
Judicial District: District of South  
Dakota.  
Capacity, December 1993: 406.  
1993 Average Daily Population: 509.  
Staff: 126.

Location: In the southeastern corner of South Dakota, approximately 60 miles northwest of Sioux City, Iowa, and 85 miles southwest of Sioux Falls, South Dakota. Off U.S. 81 in the town of Yankton. The area is served by airports in Sioux City and Sioux Falls, as well as a municipal airport in Yankton.

# IN THE WORKS

---

The Bureau of Prisons has undertaken new construction projects to accommodate the growing Federal inmate population and reduce the overcrowding in its current institutions. The following institutions are scheduled to come online through 1995. Please note that the estimated construction completion dates listed are projections, not fixed dates; also, once construction is completed at a new institution, that institution does not immediately begin accepting inmates, as there are necessary activation and preparatory procedures that must be enacted beforehand.

## **FCI BECKLEY**

P.O. Box 1128  
Beaver, West Virginia 25813-1128  
304-255-7731 Fax: 304-255-7737  
Rated capacity: 1,536.  
Estimated construction completion:  
summer 1995.

## **MDC BROOKLYN (INTERIM)**

100 29th Street  
Brooklyn, New York 11232  
718-832-4280 Fax: 718-832-4280  
Rated capacity: 560.  
Estimated construction completion:  
spring 1994.

## **FCI (LOW) BUTNER**

Old N.C. Highway 75  
Butner, North Carolina 27509  
919-575-4999  
Rated capacity: 992.  
Estimated construction completion:  
summer 1995.

## **FMC CARSWELL**

J Street, Building 3000  
Fort Worth, Texas 76127-7066  
817-782-4000 Fax: 817-782-3030  
Rated capacity: 450.  
Estimated construction completion:  
winter 1994.

## **FCI CUMBERLAND**

14601 Burbridge Road, SE  
Cumberland, Maryland 21502  
301-722-1976 Fax: 301-722-0056  
Rated capacity: 1,024.  
Estimated construction completion:  
winter 1994.

## **USP FLORENCE**

P.O. Box 7500  
5880 State Highway 67 South  
Florence, Colorado 81226  
719-784-9454 Fax: 719-784-5130  
Rated capacity: 640.  
Estimated construction completion:  
spring 1994.

## **USP FLORENCE ADMIN. MAX.**

5880 State Highway 67 South  
Florence, Colorado 81226  
719-784-9464 Fax: 719-784-5295  
Rated capacity: 484.  
Estimated construction completion:  
summer 1994.

## **FCI GREENVILLE**

P.O. Box 814  
Edwardville, IL 62025  
618-664-6200 Fax: 618-664-8998  
Rated capacity: 1,024.  
Estimated construction completion:  
fall 1994.

## **FDC MIAMI**

51 SW 1st Avenue Suite 1216  
Miami, Florida 33130  
305-597-4873 Fax: 305-597-4892  
Rated capacity: 1,233.  
Estimated construction completion:  
winter 1994.

## **FTC OKLAHOMA CITY**

4200 Highline Boulevard  
Oklahoma City, Oklahoma 73108  
405-231-4224 Fax: 405-231-4202  
Rated capacity: 1,043.  
Estimated construction completion:  
winter 1994.

## **FCI PEKIN**

P.O. Box 1199  
Pekin, Illinois 61554  
309-346-8588 Fax: 309-477-4685  
Rated capacity: 1,024.  
Estimated construction completion:  
summer 1994.

# COMMUNITY CORRECTIONS

The Bureau's Community Corrections and Detention Division is responsible for the development and implementation of policies and procedures related to the administration of approximately 600 community corrections and detention contract facilities nationwide. In addition to the community corrections and detention professionals located in the Bureau's Central Office in Washington, D.C., each of the Bureau's six Regional Offices has a community corrections regional administrator who oversees 13 management center administrators, as well as the activities of 33 Community Corrections Offices (CCO's) throughout the United States.

Each CCO has a community corrections manager, who is responsible for the development, administration, and routine oversight of residential and nonresidential services provided through contractual agreements. Programs and services are facilitated through contractual agreements with Federal, State, county, and city Government agencies and through contracts with private agencies. Services provided by these agencies include prerelease programs; short- and long-term detention; juvenile and adult boarding; and home confinement programs such as those using electronic monitoring.

The Bureau of Prisons is also actively involved in the expansion of new programs and facilities — including Intensive Confinement Centers (ICC's), urban work camps, transitional drug-abuse treatment pro-

grams, and comprehensive sanctions centers. As more than 27 percent of the Bureau's population consists of foreign nationals, the Detention Branch has been proactive in obtaining additional contract bedspace for this group.

#### **ATLANTA CCM OFFICE**

505 McDonough Blvd., SE  
Atlanta, GA 30315  
404-624-8141, Fax: 404-624-8145  
Districts: Northern Florida,  
Northern/Middle/Southern Georgia

#### **BALTIMORE-MARO CCM OFFICE**

10010 Junction Drive, Suite 101-N  
Annapolis Junction, MD 20701  
301-317-3280, Fax: 301-317-3138  
Districts: Maryland, Delaware, District of  
Columbia

#### **BOSTON CCM OFFICE**

John W. McCormack Building  
Rm. 1425  
Boston, MA 02109  
617-223-9810, Fax: 617-223-9371  
Districts: Massachusetts, Vermont,  
Connecticut, Maine,  
Rhode Island, New Hampshire

#### **BROOKLYN CCM OFFICE**

408 Jay Street  
Brooklyn, NY 11201  
718-488-6877  
District: Eastern New York

#### **CHICAGO CCM OFFICE**

200 W. Adams  
Suite 2915  
Chicago, IL 60606  
312-886-2114, Fax: 312-886-2118  
Districts: Central/Northern Illinois

#### **CINCINNATI CCM OFFICE**

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

#### **DALLAS CCM OFFICE**

207 South Houston Street  
Room 144  
Dallas, TX 75209  
214-939-6566, Fax: 214-939-6572  
Districts: Oklahoma, Northern Texas

#### **DENVER CCM OFFICE**

1961 Stout Street, Rm. 665  
Denver, CO 80294  
303-844-5176, Fax: 303-844-6189  
District: Colorado

#### **DETROIT CCM OFFICE**

1850 Federal Bldg.  
477 Michigan Avenue  
Detroit, MI 48226  
313-226-6186, Fax: 313-226-7327  
Districts: Michigan, Indiana

#### **EL PASO CCM OFFICE**

208 Mesa One Building  
4849 North Mesa Street  
El Paso, TX 79912  
915-534-6326, Fax: 915-534-6432  
Districts: New Mexico, Western Texas  
(Midland, Pecos, Del Rio, and El Paso  
Division)

#### **FT. LAUDERDALE CCM OFFICE**

101 Northeast 3rd Avenue  
Suite 501  
Ft. Lauderdale, FL 33301  
305-356-7047, Fax: 305-356-7951  
Districts: Puerto Rico, Virgin Islands,  
Southern Florida

#### **HOUSTON CCM OFFICE**

515 Rusk Street, Rm. 12016  
Houston, TX 79912  
713-229-2781, Fax: 713-229-2780  
Districts: Southern/Eastern Texas

#### **KANSAS CITY CCM OFFICE**

U.S. Federal Courthouse  
500 State Avenue, Rm. 237  
Kansas City, KS 66101  
913-551-5714, Fax: 913-551-5718  
Districts: Northern/Southern Iowa,  
Kansas, Nebraska, Western Missouri

**LONG BEACH CCM OFFICE**

501 West Ocean Boulevard  
Suite 3260  
Long Beach, CA 90802-4221  
310-980-3536, Fax: 310-980-3543  
District: Central California

**MILWAUKEE CCM OFFICE**

Reuss Federal Plaza  
310 Wisconsin Avenue, Suite 1250  
Milwaukee, WI 53202  
414-297-1690, Fax: 414-297-1689  
Districts: Eastern/Western Wisconsin

**MINNEAPOLIS/ST. PAUL CCM OFFICE**

Federal Office Building  
212 3rd Ave., S., Rm. 135  
Minneapolis, MN 55401  
612-334-4073, Fax: 612-334-4077  
Districts: North Dakota, South Dakota, Minnesota

**MONTGOMERY CCM OFFICE**

P.O. Box 171  
15 Lee Street  
U.S. Courthouse, Rm. B-18  
Montgomery, AL 36101  
205-223-7480, Fax: 205-223-7012  
Districts: Southern/Middle/Northern Alabama, Southern/Northern Mississippi

**NASHVILLE CCM OFFICE**

U.S. Courthouse, Rm. 599  
Nashville, TN 37203  
615-736-5148, Fax: 615-736-5147  
Districts: Tennessee, Western Kentucky

**NEW ORLEANS CCM OFFICE**

701 Loyola Ave., Rm. T-3034  
New Orleans, LA 70113  
504-589-6646, Fax: 504-589-2378  
Districts: Louisiana, Arkansas

**NEW YORK CCM OFFICE**

26 Federal Plaza  
Rm. 3716  
New York, NY 10278  
212-264-9520  
Districts: Southern New York, New Jersey

**ORLANDO CCM OFFICE**

135 W. Central Blvd., Suite 650  
Orlando, FL 32801  
407-648-6055, Fax: 407-648-6058  
District: Middle Florida

**PHILADELPHIA CCM OFFICE**

1880 John F. Kennedy Boulevard  
Suite 502  
Philadelphia, PA 19103  
215-656-6903, Fax: 215-656-6907  
Districts: Eastern/Middle Pennsylvania

**PHOENIX CCM OFFICE**

U.S. Post Office and Federal Building,  
Rm. 243  
522 N. Central Ave.  
Phoenix, AZ 85004-2168  
602-379-4947, Fax: 602-379-4061  
Districts: Southern California, Arizona

**PITTSBURGH CCM OFFICE**

411 7th Avenue, Room 1204  
Pittsburgh, PA 15319  
412-644-6560, Fax: 412-644-3408  
Districts: Northern/Western New York, Western Pennsylvania

**RALEIGH CCM OFFICE**

P.O. Box 27743  
310 New Bern Avenue, Rm. 303  
Raleigh, NC 27611-7743  
919-856-4548, Fax: 919-672-4777  
Districts: South Carolina, North Carolina

**RICHMOND CCM OFFICE**

Shockoe Center  
11 South 12th St., Suite 218  
Richmond, VA 23219  
804-771-2097, Fax: 804-925-2097  
Districts: Virginia, West Virginia

**SACRAMENTO CCM OFFICE**

3522 Federal Building  
650 Capitol Mall  
Sacramento, CA 95814  
916-551-2833, Fax: 916-551-1204  
District: Eastern California

**ST. LOUIS CCM OFFICE**

Old Post Office Bldg.  
Rm. 226/228  
815 Olive St.  
St. Louis, MO 63101  
314-539-2376, Fax: 314-539-2465  
Districts: Southern Illinois, Eastern Missouri

**SALT LAKE CITY CCM OFFICE**

U.S. Courthouse  
350 S. Main Street, Rm. 503  
Salt Lake City, UT 84101  
801-524-4212, Fax: 801-524-3112  
Districts: Utah, Wyoming, Nevada

**SAN ANTONIO CCM OFFICE**

615 East Houston  
Room 325  
San Antonio, TX 78205  
210-229-6225, Fax: 210-229-6224  
District: Western Texas

**SAN FRANCISCO CCM OFFICE**

450 Golden Gate Ave., Rm. 145458  
P.O. Box 36137  
San Francisco, CA 94102  
415-556-3794, Fax: 415-556-3239  
Districts: Northern California, Guam, Hawaii

**SEATTLE CCM OFFICE**

3160 Jackson Federal Bldg.  
915 Second Ave.  
Seattle, WA 98174  
206-220-6593, Fax: 206-220-6591  
Districts: Alaska, Oregon, Western/Eastern Washington, Montana



# STATISTICAL DATA: JANUARY 1, 1994

## GENERAL DATA

---

### INSTITUTION RATED CAPACITY

Total.....	59,848
Percent of capacity occupied.....	135%

---

### INMATES UNDER BUREAU JURISDICTION

Total.....	89,586
In Bureau institutions .....	80,815
Other*.....	8,771

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

Sentenced.....	88.8%
Unsentenced.....	11.2%

---

### AVERAGE COST OF CONFINEMENT PER INMATE (FY 1993)

Daily.....	\$57.22
Annual .....	\$20,885

---

## INMATE CHARACTERISTICS

---

### GENDER

Male .....	92.3%
Female .....	7.7%

---

### RACE

White .....	63.4%
Black .....	33.8%
Other .....	2.7%

---

### ETHNICITY

Hispanic .....	27.2%
Non-Hispanic.....	72.8%

---

---

### CITIZENSHIP

U.S. ....	72.2%
Mexico .....	8.9%
Colombia .....	4.3%
Cuba .....	3.2%
Dominican Republic .....	1.6%
Nigeria .....	1.0%
Others .....	7.8%

---

### AGE

Younger than 26.....	13.9%
26-30 .....	17.6%
31-35 .....	19.2%
36-40 .....	17.1%
41-45 .....	13.1%
46-50 .....	8.7%
51-55 .....	5.1%
56-60 .....	2.8%
61 or older .....	2.4%

---

### TYPE OF COMMITMENTS

U.S. Code .....	96.3%
Probation Violation .....	1.2%
Parole Violation .....	1.5%
State Territorial .....	0.7%
Other .....	0.6%

---

### MEDIAN MONTHS EXPECTED TO BE SERVED

All offenses.....	61
Drug offenses.....	66
Robbery.....	93
Property offenses.....	45
Extortion, fraud, and bribery.....	23
Violent offenses.....	143
Firearms, explosives, and arson .....	51
White-collar offenses .....	19
Immigration .....	18
Sex offenses.....	74
National security.....	54
Continuing criminal enterprise .....	140

---

## SUBSTANCE ABUSE BEFORE COMMITMENT

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

*Substance abuse estimates are based on interviews of a sample of new commitments.*

---

## INMATE STATUS

---

### DESIGNATED\* PERSONS BY INSTITUTION SECURITY LEVEL

Minimum.....	22.6%
Low .....	13.3%
Medium .....	31.8%
High.....	10.6%

---

### UNDESIGNATED PERSONS BY STATUS

Administrative .....	8.4%
Pretrial .....	6.5%
Holdover .....	4.3%
INS.....	2.7%

\*"Designated" means that an inmate has been assigned to a particular institution.

# SRA\* COMPARATIVE FIGURES

## INMATE CHARACTERISTICS

	<i>ALL BOP</i>	<i>SRA</i>	<i>PRE-SRA</i>
Number of sentenced inmates .....	79,566	64,893	14,673
Average age .....	37	36	40

### SENTENCE LENGTH

Less than 1 year .....	4.9%	5.3%	3.3%
1-3 years .....	18.3%	21.3%	4.3%
3-5 years .....	14.7%	16.2%	7.8%
5-10 years .....	23.4%	25.7%	13.0%
10-15 years .....	18.0%	17.4%	20.9%
15-20 years .....	8.5%	6.8%	16.6%
More than 20 years .....	10.0%	6.2%	27.9%
Life .....	2.0%	1.2%	6.2%

	<i>ALL BOP</i>	<i>SRA</i>	<i>PRE-SRA</i>
--	----------------	------------	----------------

### TYPE OF OFFENSE

Drug offenses .....	59.6%	64.5%	35.6%
Robbery.....	10.0%	7.5%	22.8%
Property offenses.....	5.7%	4.9%	9.4%
Extortion, fraud, and bribery .....	7.3%	6.6%	10.2%
Violent offenses .....	2.8%	1.3%	10.1%
Firearms, explosives, and arson .....	7.9%	8.6%	4.3%
White-collar offenses.....	1.2%	1.1%	1.5%
Immigration .....	2.6%	3.0%	0.6%
Courts or corrections .....	0.7%	0.7%	0.8%
National security.....	0.1%	0.1%	0.2%
Continuing criminal enterprise.....	0.8%	0.4%	2.7%
Miscellaneous .....	1.4%	1.3%	1.7%

\*The Sentencing Reform Act of 1984 (SRA) provided for the development of sentencing guidelines. The guidelines took effect on November 7, 1987, and apply to all offenses committed on or after that date.

## STATISTICS BY INSTITUTIONAL SECURITY LEVEL

	<i>ADM.*</i>	<i>MIN.</i>	<i>LOW</i>	<i>MED.</i>	<i>HIGH</i>
<b>SENTENCE LENGTH (MONTHS)</b>					
Average Sentence Length .....	120.1	61.5	86.9	137.8	227.3
<b>EXPECTED LENGTH OF INCARCERATION (AS % OF POPULATION)</b>					
0-12 months .....	23.0%	20.9%	19.3%	15.6%	6.9%
13-59 months .....	34.3%	64.8%	53.0%	33.1%	20.4%
60-83 months .....	9.7%	9.5%	11.8%	12.8%	10.4%
84+ months .....	33.0%	4.7%	15.9%	38.5%	62.4%
<b>STAFF TO INMATE RATIO</b>					
Staff to Inmate Ratio .....	1 to 2.57	1 to 9.56	1 to 3.74	1 to 3.21	1 to 2.09
<b>OFFENSE (AS % OF POPULATION)</b>					
Drug/Liquor .....	56.6%	70.9%	68.1%	57.6%	28.9%
Robbery .....	13.3%	1.7%	4.6%	14.8%	38.8%
Property .....	6.4%	6.8%	5.9%	5.1%	5.2%
Extortion, Bribery, and Fraud .....	6.5%	13.9%	4.6%	2.5%	1.2%
Arms, Explosives, Arson .....	7.2%	2.5%	10.4%	11.3%	10.4%
All Other .....	10.0%	4.2%	6.4%	8.7%	15.5%

\* Administrative facilities are institutions with special missions, such as the detention of noncitizen or pretrial offenders, the treatment of inmates with serious or chronic medical problems, or the containment of extremely dangerous, violent, or escape prone inmates. Administrative facilities are capable of holding inmates of all security categories.

# FEDERAL BUREAU OF PRISONS EMPLOYEES

---

## PERSONNEL

---

Personnel, Dec. 31, 1993..... 24,958

---

## GENDER

Male.....73.7%  
Female.....26.3%

---

## RACE/ETHNICITY

White..... 70.1%  
Black..... 18.2%  
Hispanic..... 9.2%  
Other.....2.5%

---

## EDUCATION

High School..... 32.7%  
Technical School ..... 5.3%  
Some College..... 30.9%  
College Degree..... 19.4%  
Some Graduate School..... 3.1%  
Professional Degree..... 1.8%  
Master's Degree..... 5.3%  
Ph.D..... 1.5%

---

## AGE

18-24.....2.9%  
25-29..... 18.5%  
30-34.....27.3%  
35-39.....24.8%  
40-44.....13.6%  
45-49..... 8.5%  
50-55..... 2.9%  
Older than 55..... 1.4%

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

Janet Reno, Attorney General

Kathleen M. Hawk, Director  
Thomas R. Kane, Assistant Director,  
Information, Policy, and Public Affairs Division

Edited by: Andrew Stephens  
Feature article by: Richard Phillips

Printed by: Federal Prison Industries, Inc.  
Federal Correctional Institution, Sandstone, Minnesota