

# Bureau of Prisons Fundamentals

---

## Mission Statement

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

## Cultural Anchors/Core Values

### ■ *Bureau Family*

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

### ■ *Sound Correctional Management*

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

### ■ *Correctional Workers First*

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

### ■ *Promotes Integrity*

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

### ■ *Recognizes the Dignity of All*

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

### ■ *Career Service Orientation*

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

### ■ *Community Relations*

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

### ■ *High Standards*

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

## Customer Service Plan

President Clinton signed Executive Order 12862 “Setting Customer Service Standards” on September 11, 1993. This order required each agency to develop service standards in order to carry out the principles of the National Performance Review.

## Customer Service Standards

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

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

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

■ Notify the victim/witness of the following inmate activities within the specified time frames:

- ⇒ Initial designation: 30 days.
- ⇒ Death: 30 days.
- ⇒ Parole hearing: 60 days prior to the hearing.
- ⇒ Release to the community: 60 days prior.
- ⇒ Furlough: as early as possible before the actual furlough date (by phone if necessary).
- ⇒ Transfer to a halfway house: upon acceptance at the halfway house with the acceptance date.



# FY-97: The Year in Review

---

## Introduction

The Federal Bureau of Prisons (BOP) uses a strategic planning approach to management. Strategic planning is driven by the BOP's Mission Statement, which is supported by six broad correctional goals. The agency's mission and six national goals are reviewed by the Bureau's Executive Staff annually at a dedicated planning session and then regularly throughout each year to ensure that they continually meet the needs of society and reflect the vision and mission of a modern correctional agency and the challenges confronting the Bureau. Specific objectives, which fall under each of the broad goals, are also reviewed and modified as necessary.

The BOP's current strategic plan reflects major issues that face the agency today. Particular emphasis is placed on those that are relevant to institutional operations and those that impact the safety and security of BOP institutions.

The following is an overview of the Bureau's FY-97 accomplishments, arranged according to the Bureau's six national goals.

## Goal - Population Management:

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

■ The BOP's inmate population at the end of FY-97 was 112,289 (101,091 in its own facilities and 11,198 in contract confinement). This is an increase of 6,857 over the FY-96 year-end inmate population of 105,432 (94,695 in BOP facilities and 10,737 in contract confinement). At the end of FY-97, the BOP had a rated capacity of 83,022, an increase of 6,580 beds over the rated capacity of 76,442 at the end of FY-96.

By the end of FY-97, Bureau institutions were operating at 122 percent of capacity. (This 122 percent figure was the average crowding rate; crowding at high and medium security institutions was significantly higher, at 151 percent and 137 percent, respectively.)

Through its ongoing construction and expansion program, the BOP added significant prison capacity during FY-97. Facilities activated during FY-97 included Federal Correctional Institutions (FCI's) in Beaumont, Texas; Elkton, Ohio; Yazoo City, Mississippi; and Forrest City, Arkansas; a U.S. Penitentiary (USP) in Beaumont, Texas; a Federal Prison Camp (FPC) in Elkton, Ohio; and a Federal Detention Center (FDC) in SeaTac, Washington. In addition, construction was completed on FPC's in Beaumont, Texas, and Coleman, Florida; inmates began arriving at these facilities early in FY-98.

There were 23 facilities under some phase of development at year's end; these will provide an additional 15,056 beds.

Construction continues at: the Federal Medical Center (FMC) in Butner, North Carolina; FDC Brooklyn, New York; FCI and FPC Edgefield, South Carolina; FMC Devens, Massachusetts; FDC's in Philadelphia, Pennsylvania, and Houston, Texas; and an FCI in Victorville, California.

Other projects include USP Pollock, Louisiana; FDC Hawaii; USP Atwater (formerly Castle AFB), California; USP Lee County, Virginia; a USP in the State of Kentucky; FPC Forrest City, Arkansas; FPC Devens, Massachusetts; FPC Pollock, Louisiana; FPC Victorville, California; FPC Atwater, California; FPC Lee County, Virginia; and an FPC in the Mid-Atlantic area.

■ In accordance with a Congressional mandate, during 1997, the Bureau awarded a contract for the management and operation of a Government-owned, contractor-operated facility for Federal inmates in Taft, California. During a 5-year Demonstration Project, the Bureau will evaluate the potential effectiveness of privatizing future BOP facilities. The Taft correctional institution includes a 1,536-bed low security prison and a 512-bed minimum security camp that will help reduce crowding in the Western Region. The facility started receiving inmates in December 1997.

■ On August 5, 1997, President Clinton signed into law the National Capitol Revitalization and Self-Government Improvement Act of 1997. This law

included provisions intended to “revitalize” the District of Columbia (D.C.) by transferring to the Federal Government many State-like functions. As a result of this legislation, the responsibility for incarcerating D.C. sentenced felony offenders will be transferred from the D.C. government to the Federal Bureau of Prisons by the end of 2001. This will require the Bureau to absorb approximately 7,000 additional offenders. (According to the statute, some of these offenders are to be held in contract facilities.) Upon passage of this bill, the Bureau immediately began planning for the transition.

■ In FY-97, the Bureau activated its third Intensive Confinement Center (ICC) in Lompoc, California. Eighty-four male inmates graduated from this correctional “boot camp” in FY-97. The ICC in Lewisburg, Pennsylvania, graduated 233 male inmates during the fiscal year, and the ICC in Bryan, Texas, graduated 208 female inmates.

■ The BOP has actively encouraged non-citizen inmates to apply for international treaty transfer to their native countries. This allows foreign national inmates to be nearer their families while, at the same time, decreasing the U.S. Government’s cost of housing non-citizen offenders.

During FY-97, under the auspices of the Department of Justice Prisoner Exchange Program, the BOP worked with the Office of Enforcement Operations (OEO) and the U.S. Marshals Service (USMS) to return 369 foreign inmates from BOP

facilities to 18 different countries and 112 American citizens from foreign prisons to the U.S. to finish serving their sentences. The majority of foreign nationals were returned to Mexico (76 percent) or Canada (12 percent).

■ At the end of FY-97, the number of inmates in Community Corrections Center (CCC) and home confinement programs was approximately 6,250. During FY-97, more than 70 percent of all BOP releases (some 18,000 offenders) went through community-based transitional programs; approximately 90 percent successfully completed them.

■ During FY-97, the BOP also expanded the use of Comprehensive Sanctions Centers (CSC’s), which are designed to provide enhanced oversight and intensive programming for offenders, including those on supervision who have reverted to the use of drugs, as well as inmates returning to the community after extended periods of incarceration. While similar in many ways to traditional CCC’s, CSC’s place even greater emphasis on offender accountability, drug treatment, and programs to assist inmates in successfully reentering society. Of the BOP’s approximately 250 residential community programs, 33 are now CSC’s.

### **Goal - Human Resource Management:**

*The BOP will have a competent and representative workforce meeting the organization’s needs up to and beyond the year 2000.*

■ In FY-97, a total of 2,846 job applicants were selected for initial employment with the BOP, increasing the agency’s total staff complement to 30,212.

■ In an effort to foster employee development, career advancement, and equal opportunity, the BOP established a formal mentoring program in January 1995. The mentoring program allows interested employees to enhance their personal growth and professional development and to improve their potential for upward career mobility. It seeks to increase staff morale, career success, and job satisfaction, and to develop the next generation of leaders within the BOP. More than 1,000 proteges and an equal number of mentors participated in the mentoring program during FY-97. The BOP remains firmly committed to this program.

■ During FY-97, to ensure and maintain a competent workforce, 3,386 staff members attended training at the Staff Training Academy in Glynco, Georgia; 5,220 attended training at the Management and Speciality Training Center in Aurora, Colorado; and thousands more attended various internal and external training programs.

■ Since January 1997, as a condition of employment, all employees entering on duty into law enforcement positions have been required to participate and successfully complete the Physical Ability Test (PAT) during the Introduction to Correctional Techniques Program at the Staff

Training Academy in Glynco, Georgia. The PAT includes the following five tests: dummy drag, ladder climb, obstacle course, ¼ mile run and cuff, and stair climb. From February 25 - November 5, 1997, 2,046 trainees took the PAT; 2,026 passed, 4 received medical exemptions, and 16 failed on their initial attempt. Of the 16 failures, 9 passed when retested, 4 were given medical exemptions, and 3 refused to take the retest. The PAT was created to ensure that individuals hired for law enforcement positions in the BOP are physically able to perform correctional work safely and successfully.

■ During FY-97, the Bureau's Human Resource Research and Development (HRRD) Office completed an analysis of the race and gender composition of the BOP workforce. The office examined data from 1980 to 1996 to determine trends and movement of minority and women employees in the BOP workforce. In addition, employees were categorized on several personal and job characteristics to provide further information on race and gender distribution. HRRD's analysis revealed the following:

In general, the percentage of minorities in the Bureau's workforce has increased steadily since 1980. Racial minorities increased from 21.8 percent of the BOP workforce in 1980 to 32.3 percent in 1996 (African Americans from 15.5 percent to 19.1 percent; Hispanics from 5.3 percent to 10.0 percent; Asians from 0.4 percent to 1.9 percent; and Native Americans from 0.6 percent to 1.3 percent). (The trends for Native Americans and

Asians must be interpreted with caution; because they comprise only a small portion of the overall workforce, a small change in the number of Native American or Asian staff can have a significant, and perhaps misleading, impact on percentages.)

Women increased from 18.1 percent of the workforce in 1980 to 26.7 percent in 1996. However, the percentage of women working for the BOP appears to have stabilized since 1991 (staying at roughly 26.6 percent).

The minority trends based on grade level and supervisory status indicate that racial minorities and women are occupying an increasing number of managerial, upper-level, and supervisory positions. For example, the percentage of racial minorities in grades 13-15 increased from 10.6 percent in 1980 to 23.9 percent in 1996. Similarly, women in grades 13-15 increased from 5.2 percent in 1980 to 23.1 percent in 1996.

Over the past 15 years, racial minorities have received promotions, reassignments, and transfers in close proportion to their distribution within the BOP. For example, in 1996, Hispanics represented 10.0 percent of all BOP employees, and received 9.6 percent of promotions, 11.3 percent of reassignments, and 11.9 percent of transfers. African Americans represented 19.1 percent of the BOP workforce, and received 19.1 percent of all promotions, 19.3 percent of all reassignments, and 23.5 percent of all transfers.

During the same period, women have received promotions and reassignments in a greater proportion than their representation in the Bureau. For example, in 1996 women represented 26.7 percent of the BOP workforce, and received 38.2 percent of promotions and 41.3 percent of reassignments.

Employee work experience varies by minority status. The average years of BOP service for all minority groups has increased since 1980, creating less differential between racial minorities and whites, and between women and men.

Overall, the percentage of minority new hires continues to increase. For example, the percentage of racial minority new hires in 1980 was 28.7 percent. In 1996, the percentage of racial minority new hires increased to 38.7 percent.

Gender and racial diversification continue within the Federal Bureau of Prisons workforce. The Bureau believes that a diverse workforce makes it better able to meet the many challenges it faces.

## **Goal - Security and Facility Management:**

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

■ On April 3, 1997, Senior Officer Specialist Scott J. Williams was killed in an attack by an inmate at the U.S. Peni-

.....

tentiary in Lompoc, California. The inmate then attacked Senior Officer Specialist Scot Elliott, as well as Officers Scott Leedham, Marcos Marquez, and Mark Stephenson, before he was finally subdued. (While this terrible tragedy actually occurred in FY-97, the BOP ran a full tribute to Officer Williams in the FY-96 *State of the Bureau*.) Tragedies such as this are somber reminders of the dangers of correctional work; they underscore the dedication and bravery of all BOP employees.

■ During FY-97, there were no escapes from any of the BOP's 79 secure institutions. (A "secure institution" is a facility with a wall or fortified fence around its perimeter. All BOP facilities except minimum-security Federal Prison Camps are classified as "secure.")

The Bureau's escape rate from secure institutions has shown a steady and significant decline over the past several years. The rate per 5,000 inmates has dropped from 16.2 in 1982, to 2.3 in 1987, to 0.2 in 1992 to zero in 1997. The virtual elimination of escapes is the result of a long-term emphasis on security enhancements at all BOP institutions. The Bureau has improved lighting patterns, fortified fences, enhanced escape detection systems, modified patrol patterns, improved key and tool control, strengthened staff training, and made countless other major and minor modifications to increase security and protect the safety of staff, inmates, and the general public.

■ During FY-97, the BOP redoubled its efforts to manage inmate behavior proactively—primarily through an increased emphasis on candid, open communication between staff and inmates as part of a renewed commitment to the Bureau's Unit Management concept. Direct and frequent communication and interaction between staff and inmates lies at the very core of the BOP's inmate management philosophy. This approach helps staff know inmates, understand their needs, and respond appropriately to those needs. Inmates come to trust staff, making it more likely that they will understand and accept changes in law or policy—even changes they may not like. Historically, the Bureau has found that communication and trust are the keys to preventing misunderstandings that can lead to individual or group misconduct.

In an effort to strengthen this kind of proactive inmate management, the Bureau formed the Proactive Prison Management Workgroup in March 1996. This group, comprised of senior BOP managers, is focusing on ways to enhance communication, understanding, and trust between inmates and the BOP staff who supervise them—not as a way to "coddle" inmates, but, rather as a way to enhance the safety and security of every BOP institution.

■ While prevention has an enormous impact on the safety and security of BOP institutions, preparation for actual emergencies is also critical. The BOP continues to take a proactive approach to crisis management through training programs for its Special Operations Response

Teams (SORT's), Disturbance Control Teams (DCT's), and Hostage Negotiation Teams (HNT's).

To enhance its ability to deal with potential internal disruption in its operations, intensive, week-long SORT maneuvers and training were held in each of the Bureau's 6 regions, involving all 50 SORT's and 62 HNT's. During these training exercises, wardens, associate wardens, captains, and SORT and HNT leaders received training in command and control operations during a crisis situation.

The Bureau maintains a Memorandum of Understanding with the Federal Bureau of Investigation (FBI) concerning hostage situations or other criminal actions that require FBI presence at BOP institutions. Several BOP/FBI joint training sessions were conducted during 1997. These training sessions allowed senior officials of both agencies to develop their abilities to respond to major incidents where joint crisis resolution efforts may be necessary.

■ During FY-97, the BOP began a major initiative designed to prevent inmates from engaging in continued criminal activity while they are incarcerated. This program includes improved inmate "profiling" (determining from an inmate's background whether he or she is at a comparatively high risk of committing additional crimes while incarcerated); enhanced monitoring of social telephone calls, social correspondence, and visiting room activities; increased

emphasis on intelligence collection and analysis; and greater coordination with Federal, State, and local law enforcement authorities in identifying and investigating crimes committed by inmates.

### **Goal - Correctional Leadership and Effective Public Administration:**

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

■ As of June 1997, more than 7,220 community volunteers were working in BOP institutions, and another 716 were working in contract Community Corrections Centers. Community volunteers augment BOP programs, teaching literacy skills, providing spiritual guidance, sponsoring music and art programs, and modeling mainstream community values. The National Office of Citizen Participation recently revised its mission statement to emphasize opportunities for both staff and inmate volunteerism.

■ With the increasing cost of health-care and an aging inmate population, well-managed medical services are a critical factor in prison administration. The Joint Commission on Accreditation

of Healthcare Organizations (JCAHO) has accredited the medical facilities at 84 BOP institutions. The average JCAHO accreditation score for an ambulatory care facility improved from 85 percent in 1994 to 94 percent in 1996. The score for medical referral centers (i.e., prison hospitals) has improved from 86 percent in 1993 to 96 percent in 1996.

■ As members of the Detainee Health Care Issues Laboratory, the Bureau's Health Services Division, in cooperation with the USMS and the Immigration and Naturalization Service, is developing a common infectious disease screening database for Federal detainees. This database is expected to improve communication and containment procedures regarding tuberculosis and other infectious disease cases.

■ In a pilot project, the BOP, working with the Department of Veterans Affairs and the Department of Defense, has developed a Telemedicine project to reduce costs and enhance security by reducing the need to transport inmates to community healthcare facilities. Veterans Administration physicians in Lexington, Kentucky, provide psychiatric and medical specialty consultation to Bureau sites in Pennsylvania; there have been more than 500 Telemedicine examinations conducted during the course of the 18-month pilot project. The BOP will complete the evaluation of the pilot in 1998.

■ During FY-97, the Bureau completed implementation of a Wide Area Network

(WAN) to link all BOP computers together and allow for the exchange of information, data, and messages. Virtually all Bureau workstations now have access to this WAN, known as BOPNet. The network is now used to carry electronic mail, documents, and other data throughout the Bureau. This infrastructure will be used as the platform for all data sharing applications that the Bureau develops in the future. Using various links and gateways, BOPNet is also the route for access to SENTRY, the Internet, and other Justice Department applications.

■ In 1995, selected BOP staff at 14 Bureau locations began using Government-issued VISA cards for small purchases. Based on the success of the pilot, the program was expanded Bureau-wide, and all institutions and offices were using VISA cards by the end of FY-97. VISA card usage has halved the number of "small purchase" procurements that have to be processed by business office staff. This, in turn, is expected to bring about a Bureau-wide reduction in the number of procurement and accounting staff needed to process such transactions.

■ During FY-97, the Bureau of Prisons worked with the United Parcel Service to reduce shipping costs for small packages by approximately 50 percent. In addition, the BOP imposed new limitations on the amount and type of personal property that inmates can possess. This will reduce shipping costs associated with the transfer and release of BOP inmates.

■ In FY-97, more than \$4.5 million in court ordered obligations was collected from inmates through the Inmate Financial Responsibility Program (IFRP). The majority of these funds are distributed, through U.S. Attorney's Offices and the Department of Justice's Crime Victims Fund, to victim assistance and support groups or as direct compensation to victims for losses resulting from crimes.

■ From February 10-14, approximately 100 staff, representing all BOP institutions, participated in a National Symposium on Victims of Federal Crime, in Washington, D.C. The symposium was sponsored by the Justice Department's Office for Victims of Crime, and was organized in cooperation with the National Organization for Victims Assistance (NOVA). This event was the first national gathering of victim/witness program coordinators, law enforcement and correctional professionals, mental health experts, members of the clergy, and others in the field, for the purpose of discussing strategies for improving programs and services for victims of crime, and coordinating victims assistance initiatives between various agencies. Workshops were held on a wide variety of topics, including restorative justice, stalking crimes, crisis intervention, empowerment of sexual assault survivors, surviving domestic violence, hate and bias crimes, crime victims and the media, delivery of services to different types of crime victims, international victim issues, and crime victim compensation.

■ As the victims' rights movement has matured in the United States, the more comprehensive idea of "restorative community justice" (RCJ) has developed. In addition to basic restitution, a variety of mechanisms—such as mediation and victim impact classes—may be employed to help some crime victims recover from their individual victimizations. While the Bureau already participates in RCJ by notifying victims of an offender's release and facilitating the payment of financial restitution to victims, BOP leaders are looking at additional ways to be responsive to the needs of Federal crime victims. One pilot program that may allow the BOP to better facilitate the RCJ process is the Victim Awareness Program. This program currently is being implemented at Community Corrections Centers in Baltimore, Maryland, and Tampa, Florida. The Victim Awareness Programs in Baltimore and Tampa involve three key elements: Victim Advisory Boards, Restorative Volunteer Service, and Victim Awareness Classes.

■ On February 26, then-Deputy Attorney General Jamie Gorelick hosted the 1996 "JUSTWORKS" awards ceremony. The "JUSTWORKS" award honors Department of Justice employees who implement programs that "cut red tape, put customers first, and get back to basics." The Bureau of Prisons was recognized for the Direct Delivery of Military Parts program initiated between UNICOR and the Defense Electronics Supply Center. This program allows the direct delivery of the product from the UNICOR factory at FCI Phoenix to the

military end user, eliminating the need for the product to be sent to a warehouse as an intermediate step. Prior to this initiative, the average time from requisition to customer receipt was 288 days; under the Direct Delivery system, the average time is just 13 days.

### **Goal - Inmate Programs and Services:**

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

■ Inmate employment reduces the idleness that can breed unrest and violence. All inmates are required to work unless they have a medical exemption. At the end of FY-97, Federal Prison Industries, Inc. (FPI) employed approximately 17,500 inmates, or about 18 percent of inmates in BOP-operated facilities. Most other inmates were involved in institutional work assignments such as grounds maintenance, food service, or facilities upkeep. In addition, some Federal inmates were assigned to work details on military bases and in National Forests.

During FY-97, FPI activated five new factories, at FCI Beaumont (Low), USP Beaumont, FPC Bryan, FCI Yazoo City, and FCI Forrest City, to keep pace with the population growth and to keep inmates productively occupied. This brought the total number of UNICOR factories to 97.

Initial figures for FY-97 show that FPI's net sales reached \$512 million, compared to \$495 million and \$459 million respectively for FY-96 and FY-95.

FPI continues to offer its diverse line of products and services to Federal Government customers. By employing as many inmates as possible, it contributes significantly to safety and stability in BOP institutions. At the same time, it strives to minimize any undue adverse impact on private sector businesses.

On June 18, 1997, following extensive building renovations, FPI held a dedication ceremony for its new headquarters, located at 400 First Street, N.W., in Washington D.C. BOP Assistant Director for Industries, Education, and Vocational Training Steve Schwalb presided over the ceremony; BOP Director Kathleen Hawk Sawyer and FPI Board of Directors Chairman Joseph Aragon delivered remarks.

■ In an effort to help inmates obtain job and life skills while at the same time reducing inmate idleness, the Bureau has established a number of measurable performance goals in the area of inmate education.

One goal is to increase the amount of time inmates spend in BOP classrooms. Between FY-96 and FY-97, the total number of inmate classroom hours increased by 18 percent—from 10,121,814 to 11,972,730.

Another goal is to increase the percentage of inmates enrolled in daily education programs. Between FY-96 and FY-97, this number increased from 30 percent to 32 percent.

A third goal is to increase the number of inmates who have a high school diploma or GED certificate by the time they leave BOP custody. In FY-97, 70 percent of inmates within 6 or 7 months of their projected release date had a high school diploma or GED credential.

■ During FY-97, the Bureau began a major new staff training program in order to accommodate inmates with special learning needs in BOP literacy, GED, and life skills programs. During FY-97, 56 BOP teachers received advanced training in diagnostic assessment and prescriptive teaching techniques.

■ During FY-97, 30 new recreation specialists were trained in alternatives to traditional recreational activities. Structured physical fitness and wellness programs, focusing on moderate exercise and healthy lifestyles, keep many BOP inmates productively occupied and positively focused. These programs help to reduce stress, provide appropriate, pro-social ways to use unstructured time, and encourage inmates to take greater responsibility for their own well-being.

■ In FY-97, the BOP Executive Staff approved standardized procedures for selecting and funding new vocational/occupational training programs and updating equipment for existing vocational/

occupational training programs. As a result, 25 new advanced occupational education programs and 22 equipment upgrade requests were approved for FY-98.

■ Approximately 30 percent of Federal inmates have histories of moderate to severe drug abuse. In order to reduce the number of inmates who return to drug-abuse and criminal lifestyles upon release, the Bureau operates drug treatment programs for inmates who need them. Included are residential programs (where inmates live in housing units devoted to drug treatment activities), a variety of non-residential programs (for inmates in the general population), and after-care programs.

The Violent Crime Control and Law Enforcement Act of 1994 (P.L. 103-322) required that the Bureau be able, by the end of FY-97, to provide drug treatment to all inmates who needed it and were willing to accept it. The BOP has met this requirement. By the end of FY-97, it had increased the number of residential drug abuse treatment programs from 32 (FY-94) to 42 (FY-97), and its yearly treatment capability from less than 4,000 to well over 6,000 inmates. From October 1, 1994 to September 30, 1997, the Bureau provided residential treatment to a total of 20,723 inmates.

Approximately 37 percent of all inmates in BOP Community Corrections Centers are enrolled in transitional drug abuse treatment programs. A total of 5,315 inmates participated in community-based

drug treatment programs during FY-97; this represents a 30 percent increase over the FY-96 figure of 4,083. As a pilot project in FY-97, six Community Corrections Centers began providing drug treatment on-site.

■ In 1997, the Bureau released results for the first phase of its residential drug abuse treatment program evaluation project. This evaluation, conducted with funding and assistance from the National Institute on Drug Abuse, followed male and female inmates from 20 different treatment programs.

The first phase results compared the 6-month post-release outcomes for individuals who graduated from residential treatment to a comparison group of drug-abusing individuals who did not receive treatment. (In order to assess the effects of treatment, controls were made for self-selection into treatment as well as a host of background factors known to be related to post-release outcomes.) The results showed that individuals who completed residential treatment were less likely to be arrested for a new offense than inmates who had not participated in treatment. Treatment program graduates were also less likely to have tested positive for drug use during the first 6 months after release. Future reports will contain information on a release period of 3 years.

■ Encouraged by the positive results from the evaluation of its residential drug abuse treatment programs, the Bureau designed three new unit-based programs

for special populations of inmates. The cognitive-behavior approach, the theoretical model used in the Bureau's drug treatment programs to reduce criminal thinking and behavior, was carried over as the foundation for changing criminal patterns in inmates in high security institutions and in young offenders with long sentences. A special program was also designed in recognition of the need to accommodate inmates who have cognitive and social learning deficits. Each new program was developed with an assessment and evaluation component to ensure the program meets the goals of promoting positive behavior change and functions in the most cost-effective manner.

In March 1997, the BOP approved the implementation of a residential program at three penitentiaries: Atlanta, Leavenworth, and Lompoc. The program was named CODE to reflect the program goals of accepting Challenge, Opportunity, Discipline, and Ethics. The CODE program will expand the opportunities for high security inmates who want to make positive lifestyle changes. Program activities target the reduction of antisocial attitudes and behaviors, and emphasize the values of respect for self and others, responsibility for personal actions, honesty in relationships, and tolerance.

In May 1997, the BOP approved the implementation of a program designed for young offenders who are serving their first Federal sentence of more than 5 years. The Bureau's evaluation of the inmates involved in the October 1995 distur-

bances indicated that most of them were from this younger offender group. The BOP devised a strategy for introducing a structured program to these offenders at the earliest stage of incarceration, in order to enhance the BOP's ability to manage them. The program's activities are designed to bring about a significant increase in the quantity and quality of interactions between staff and inmates, with the goal of strengthening the ability of staff to have a positive influence over the inmates. Housed at the Federal Correctional Institution in Beckley, West Virginia, this initiative is known as the BRAVE (Beckley Responsibility and Values Enhancement) program.

The Federal Correctional Institution for medium security inmates at Coleman, Florida, will house the Skills Building Program for inmates who have cognitive and social learning needs. Inmates from institutions throughout the Southeast Region can transfer to Coleman for this 6-month program that is designed to assess inmates' educational needs, learning problems, and level of social functioning, and to develop appropriate strategies to meet those needs. The goals of the program are to increase participants' education levels, strengthen their social skills, and improve their ability to satisfactorily adjust to a correctional environment.

■ During 1997, 220 chaplains, assisted by approximately 8,000 contractors and volunteers, provided more than 230,000 religious services programs for inmates. Approximately half of these

were worship services for adherents of the 31 major faith groups represented among BOP inmates. Regular activities include Protestant services, Catholic mass, Islamic and Nation of Islam Jumah Prayer, Native American sweat lodge ceremonies, Jewish sabbath services, and various rituals prescribed for other religious groups. Seminars and retreats (for inmates of all faiths) include weekend Prison Fellowship seminars, Christian retreats, Islamic seminars, parenting classes, marriage enrichment workshops, revivals, Yokefellow gatherings, Cursillos, and choir presentations.

■ The number of female offenders among the Bureau's inmate population continues to increase. Accordingly, the BOP continues to develop programs specifically designed to meet the physical, social, and psychological needs of female offenders. The Bureau issued a Program Statement on the management of female offenders in September 1997, and it continues to focus on female offender issues and develop programs designed to meet the needs of this special population. For example, the "Bridge" program at the Federal Correctional Institution in Danbury, Connecticut, helps inmates with histories of chronic sexual, physical, or emotional abuse overcome that trauma and learn ways to avoid future victimization. The SHARE (Sharing Hope About Recovery Experiences) program at the Federal Medical Center in Carswell, Texas, enables female offenders with histories of substance abuse, domestic violence, or sexual assault to interact with young "at risk" women in the

community. By describing and discussing their experiences, the inmates help the youths avoid making the same mistakes they did; this experience is also very therapeutic for the inmates.

■ In 1997, the Bureau approved a new action plan to prevent sexual abuse/assault of inmates. Agency policy for sexual abuse prevention and intervention is being revised to include procedures for recognizing, preventing, and reporting the sexual abuse of inmates by staff, and safeguarding the inmate victims. By the end of Spring 1998, every Bureau of Prisons employee will have received initial training about preventing the sexual abuse of inmates and responding appropriately should such abuse occur. In addition, an inmate awareness program, including procedures for reporting sexual abuse by staff, has been developed and will be implemented by the end of FY-98.

### **Goal - Building Partnerships:**

*The BOP will continue to seek opportunities for expanding the involvement of community, and local, State, and Federal agencies, in improving the effectiveness of the services it provides to offenders and constituent agencies. The active participation by BOP staff to improve partnerships will allow the BOP to carry out its mission within the criminal justice system and to remain responsive to other agencies and the public. The BOP will develop partnerships to focus the shared responsibility for the estab-*

*lishment of a supportive environment promoting the reintegration of offenders into the community.*

■ During the past decade, the Federal detainee population has experienced unprecedented growth. To help provide for detention needs of other Federal law enforcement agencies, the BOP operates 7 Federal Detention Centers and 20 detention units at other BOP facilities. The BOP also operates a Federal Transportation Center to assist in the movement of inmates and detainees. During FY-97, the Bureau housed approximately 10,000 U.S. Marshals Service prisoners and more than 1,900 Immigration and Naturalization Service (INS) detainees each day in these facilities.

In March 1996, the Director of the BOP, the Commissioner of INS, and the Director of the Executive Office for Immigration Review (EOIR) signed a Memorandum of Understanding that implemented the enhanced Institutional Hearing Program (IHP). This program is designed to ensure that the 13,000 criminal aliens committed every year for service of Federal sentences will complete the deportation hearing process while still serving their sentences. This allows deportation to occur upon completion of the sentence, avoiding costly post-sentence detention.

During 1997, the BOP activated two major IHP facilities—one on the East Coast in Allenwood, Pennsylvania, and one on the West Coast in Lompoc, California. These facilities provide courtroom and office space for INS and EOIR

staff. This brings to 10 the number of IHP hearing sites at Bureau institutions and contract detention facilities around the Nation.

■ During FY-97, the Bureau of Prisons created the position of Associate General Counsel for Criminal Litigation in order to provide further support for U.S. Attorneys' offices pursuing criminal prosecutions against individuals in BOP custody. The Office of General Counsel has coordinated the Bureau's efforts to support Federal prosecutors during the trial of numerous high profile capital punishment cases, including *U.S. v. McVeigh* and *U.S. v. Nichols* (the bombing of the Alfred P. Murrah Federal Building in Oklahoma City), *U.S. v. Kaczynski* (the "Unabomber"), *U.S. v. Johnson* (Chicago's Black Gangster Disciples gang), and *U.S. v. Beckford et al.* (Richmond's Poison Clan drug gang). The Office of General Counsel advises Bureau of Prisons field and regional office staff in routine matters of criminal case investigation and prosecution and serves as a resource for Assistant U.S. Attorneys to promote the effective prosecution of inmates who commit crimes while in BOP custody.

During FY-97, the Bureau of Prisons vigorously supported the prosecution of inmates who committed crimes while in Federal correctional facilities. The U.S. Attorney's Office for the Northern District of Georgia successfully prosecuted inmate Anthony Battle for the 1994 murder of Federal Correctional Officer D'Antonio Washington. Inmate Battle

received the death sentence and is currently awaiting execution.

Also during FY-97, several U.S. Attorneys' Offices, with the assistance of the Bureau of Prisons, successfully prosecuted inmate defendants who had been involved in a series of disturbances that occurred across the Bureau of Prisons in October 1995. U.S. Attorneys' Offices in the Middle District of Alabama, Southern District of Illinois, Middle District of Pennsylvania, and Middle District of Tennessee successfully prosecuted more than 40 inmate rioters for numerous violations of law, including assault on staff, destruction of Government property, arson, mutiny, and rioting. These convictions resulted in significant consecutive prison terms for the defendants.

■ During FY-97, the National Institute of Corrections (NIC) continued to assist Federal, State, and local correctional agencies in improving their management, operations, programs, and services. During the year, NIC provided training to 48,404 executives, managers, trainers, and specialists working in adult corrections. An additional 331 juvenile justice practitioners received training through an interagency agreement with the Office of Juvenile Justice and Delinquency Prevention. NIC also provided technical assistance in response to 477 requests from State and local adult corrections agencies in all 50 States, the District of Columbia, Puerto Rico, and American Samoa. During FY-97, the NIC Information Center responded to 10,500 requests for information from cor-

rections practitioners, policymakers, judges, legislators, and others from throughout the U.S. and abroad.

NIC coordinated a long-term options study (the third of three reports) focusing on the District of Columbia Department of Corrections (DC DOC). This study was submitted to Congress in February 1997. Pursuant to the provisions of the National Capital Revitalization and Self-Government Improvement Act of 1997, the D.C. Financial Responsibility and Management Authority engaged NIC to develop management reform plans for the DC DOC and the D.C. Youth Services Administration; NIC began work on the project in September 1997.

NIC also entered into several interagency agreements with other Federal agencies during FY-97. The Office of Justice Programs (OJP) transferred \$600,000 to NIC to assist States applying for and/or receiving OJP grants for correctional facility construction/expansion and operation of residential substance abuse programs, and recipients of OJP boot camp grants. The Office of Juvenile Justice and Delinquency Prevention transferred \$300,000 to NIC to enable the NIC Academy to provide training and related technical assistance to practitioners working in juvenile corrections and detention.

# Strategic Planning Objectives for FY-98

---

## Introduction

The Bureau has established national objectives in support of its six long-term strategic goals. Each year, the Bureau's Executive Staff reviews these objectives and modifies them as necessary. Each level of management (the Central Office, regional offices, training centers, and institutions) has its own set of local plans and action steps in support of these goals and objectives.

Below is a list of the national goals and the FY-98 objectives that support them.

## Population Management

### Objective 1.01

Complete construction and begin activation of 6 new facilities, which will add 5,077 beds in rated capacity.

### Objective 1.02

Part 1 - Continue construction of 6 new facilities, which are expected to be completed and begin activation in FY-99 and which will add 4,320 beds in rated capacity.

Part 2 - Complete design, bidding, and award of contracts to begin the major construction of 2 new facilities, which are expected to be completed and begin activation in FY-00 and which will add 1,088 beds in rated capacity.

Part 3 - Continue or begin environmental review, design or construction activi-

ties for 7 new facilities, which are expected to add 3,934 beds in rated capacity between FY-01 and FY-02.

### Objective 1.03

Design and implement a 5-year evaluation of the cost effectiveness and operational success of the private prison operations at the Taft correctional facilities, a 3-year evaluation of the private medical services provided at the Beaumont facilities, and a 1-year study of the cost effectiveness and feasibility of private sector and governmental operation of prisons at all security levels, including a review of relevant literature and related legal issues.

### Objective 1.04

Increase the use of cost effective community based placements (1) by expanding the network of Comprehensive Sanction Centers to include one in each CCM office and to pursue additional Comprehensive Sanction Centers if requested by Federal Probation or the Courts, and (2) by maintaining 20 percent of the overall Community Corrections Center population on Home Confinement.

### Objective 1.05

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

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

### Objective 1.06

Improve the geographic distribution of Bureau contracts for juvenile bedspace by issuing solicitations for additional juvenile beds in the Southwestern, Midwestern, and Southeastern parts of the country.

## Human Resource Management

### Objective 2.01

Administer a recruitment program which focuses on the objectives identified in the Affirmative Action Plans, while targeting hard-to-fill positions and wage grade positions.

### Objective 2.02

Monitor management (institution department head) vacancies for all disciplines to ensure sufficient pools of qualified staff are available to fill managerial positions.

### Objective 2.03

Establish, educate, and maintain a diverse workforce at every level of the agency that works together in harmony and is able to communicate with and effectively manage a demographically diverse inmate population.

**Objective 2.05**

Evaluate, develop/modify, and deliver training programs to meet the evolving organizational needs of the agency.

**Objective 2.06**

Implement Executive Order 12871, Labor Management Partnership, at all Bureau of Prisons facilities in accordance with guidelines established by the National Partnership Council.

**Objective 2.08**

Eliminate all instances of sexual harassment and inappropriate staff sexual behavior from the workplace.

**Security and Facility Management**

**Objective 3.01**

Increase staff and inmate awareness of and compliance with methods and practices currently used to control the spread of infectious diseases.

**Objective 3.02**

This objective involves ongoing efforts either to complete projects for which funds already have been allocated or to complete already identified Life Safety recommendations. The two initiatives are being pursued as one objective because they need to be viewed as being equally important.

A) During FY-98, complete at least 90 percent of the line item projects identi-

fied in the B&F Line Item Report, which regions previously had indicated would be completed prior to or by the end of FY-97.

B) Increase the completion rate to 98 percent for all Life Safety recommendations (5,976) identified prior to FY-93.

**Objective 3.03**

Maintain an effective Crisis Management Program through the training of all Bureau of Prisons staff.

**Objective 3.04**

Increase staff and inmate involvement in environmental concerns such as recycling, decreased toxic chemical use, hazardous waste reduction, and hazardous chemical spill prevention by enhancing programs. Continue to provide instruction and guidance to field locations on the implementation of environmental regulations and prevention of potential violations.

**Objective 3.06**

The Bureau will seek compliance with applicable disability laws and regulations by ensuring physical accessibility to Bureau facilities and programs in all new construction projects and in renovation projects of existing institutions; by use and monitoring of physical ability testing for correctional workers; by periodic training of new and current employees to enhance staff recognition and response to disability issues; and by increasing the

completion rate to 50 percent at each facility for all accessibility projects funded prior to the end of FY-97.

**Correctional Leadership and Effective Public Administration**

**Objective 4.01**

Focus on reducing costs by encouraging good financial management on the part of all program managers through continued emphasis on financial planning; continually analyzing workload and staffing requirements; using shared services at institutions within close proximity and within institutions across all program areas; review functions where contracting out may generate financial savings (i.e., medical, psychology, etc.); increase the use of technology or better use technology to increase productivity and efficiency.

**Objective 4.04**

Establish an automated mechanism to account for the number of inmate transfers as well as the costs associated with transporting inmates transferred among Bureau of Prisons institutions.

**Objective 4.05**

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

**Objective 4.07**

By December 2000, reduce yearly Bureau Workers' Compensation chargeback costs by enhancing the Workers' Compensation Program through policy development and implementation, training, and case management.

**Objective 4.08**

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

**Objective 4.09**

The Federal Bureau of Prisons will strive to maintain the highest integrity and ethical standards for its workforce. Through increased training, appropriate discipline and prosecution, and a thorough review of operational procedures, sustained misconduct will be reduced for FY-98.

**Objective 4.10**

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

**Objective 4.11**

Develop and implement policies and programs designed to support and protect all rights and interests of crime victims/witnesses in the community and among correctional staff and their families. Provide victims/witnesses with information regarding the Bureau's programs and policies.

**Inmate Programs and Services**

**Objective 5.01**

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

**Objective 5.02**

Ensure community based transitional drug services are available for 100 percent of the Residential/Unit based drug treatment graduates. The quality of these services shall be closely monitored and evaluated.

**Objective 5.03**

Implement an Inmate Health Promotion and Disease Prevention Program as an integral component of Health Services by encouraging inmate responsibility for personal health care.

**Objective 5.04**

Provide for an efficient and effective plan of health care delivery in the Federal Bureau of Prisons utilizing system-wide approaches that incorporate restructuring and innovative strategies such as

telemedicine, electronic health records, and pre-certification.

**Objective 5.05**

In FY-98, provide residential drug abuse treatment to all inmates with a substance abuse problem (as defined by the Bureau of Prisons), who volunteer for treatment. Encourage treatment participation.

**Objective 5.07**

Implement the BOP's plan on female offenders.

**Objective 5.09**

Develop and implement plans to address the special program needs of physically disabled, chronically ill, mentally ill, geriatric, and hospice patients.

**Objective 5.10**

Ensure reasonable opportunities exist for all recognized faith groups.

**Objective 5.11**

Prevent inmates from engaging in or continuing criminal activity during incarceration through an enhanced emphasis on training and intelligence gathering (identification, detection, and deterrence).

**Objective 5.12**

Develop and implement a centralized and integrated "Degangling" Program to be initiated throughout the BOP during FY-98.

.....

**Objective 5.14**

“Revitalize” Unit Management through a return to basics in various areas, including the initial classification and program review of inmates; establishment of meaningful programs for inmates; and daily interaction/communication with the inmate population.

**Objective 5.15**

Develop a strategy to activate FMC’s Butner and Devens, with an anticipated additional inpatient capacity up to 782 beds. With the activation of FMC’s Butner and Devens, implement a plan for inpatient/outpatient stratification throughout the Bureau of Prisons.

**Building Partnerships**

**Objective 6.01**

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

**Objective 6.02**

Engage community resources in the reintegration of offenders into the community through expansion of current insti-

tution volunteer programs as well as draw upon new, non-traditional services.

**Objective 6.04**

The Federal Bureau of Prisons and the National Institute of Corrections will work together to build effective partnerships and linkages with Federal, State, and local criminal justice/correctional agencies and organizations. This cooperative effort would enhance systematic processes to keep abreast of emerging trends/issues, innovations, and changes in corrections and related field.

# Bureau of Prisons Offices

---

**W**hile the primary business of the 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 a component 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 divided into nine divisions and the National Institute of Corrections.

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

The Community Corrections and Detention Division (CCDD) is responsible for the confinement of selected Federal offenders in contract facilities, including community-based programs, detention centers, juvenile facilities, State prisons, and local jails. The Division is responsible for coordinating the implementation of the Bureau's newly-acquired responsibility for confining sentenced felony offenders from the District of Columbia. CCDD's National Office of Citizen Participation promotes and coordinates programs for citizen, inmate,

and staff volunteerism in Bureau institutions and local communities.

The Correctional Programs Division manages the correctional services and security-related operations in Bureau institutions, as well as inmate case management, unit operations and management, religious programs, psychological services, counseling programs, drug treatment programs, programs for special needs offenders, inmate records management and sentence computation, and Federal Witness Protection Program implementation.

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

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

The Industries, Education, and Vocational Training Division oversees Federal Prison Industries, also known by its trade name UNICOR. UNICOR is a wholly owned Government corporation that provides employment and training

opportunities for inmates confined in Federal correctional facilities. The division also has managerial oversight of the Bureau's education, recreation, and vocational training programs.

The Information, Policy, and Public Affairs Division is responsible for managing the Bureau's information resources, research and evaluation programs, security technology programs, public affairs, and policy review.

The Office of General Counsel provides legal advice, assistance, and representation to Bureau officials in the areas of legislation regarding correctional issues, commercial law, inmate litigation, administrative complaints, ethics issues, equal employment opportunity law, Freedom of Information and Privacy Act issues, and labor law.

The Program Review Division provides review oversight for all programs and operations of the Bureau through the development of strategic planning initiatives, and the administration of program reviews to measure performance and evaluate the strength of internal control systems and compliance with laws, regulations, and standards.

## Regional Offices

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

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

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

The following is a list of the six 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 and 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: 215-597-1893

**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 Centers**

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, as well as the Staff Training Academy's Specialty Training Center in Artesia, New Mexico.

**National Institute of Corrections**

The National Institute of Corrections (NIC) provides technical assistance, training, and information to State and lo-

cal 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 Headquarters**

**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, Suite A  
Longmont, Colorado 80501  
800-995-6429 Fax: 303-682-0469

**NIC Information Center**

1860 Industrial Circle, Suite A  
Longmont, Colorado 80501  
800-995-6429 Fax: 303-682-0558