



**U.S. Department of Justice**  
*Federal Bureau of Prisons*

# State of the Bureau



**2  
0  
0  
5**

# Message from the Attorney General

---

This year's *State of the Bureau* publication memorializes the Federal Bureau of Prisons' 75<sup>th</sup> anniversary, and I feel particularly privileged to have presided over the Department of Justice as the Bureau reached this milestone on May 14, 2005. The Bureau of Prisons has demonstrated the flexibility needed to respond to a changing environment over time, while simultaneously preserving the values on which it was founded.

For 75 years, the Bureau has successfully faced many challenges. This year has been no exception. The President asked us all to control budget expenditures in this time of war. Not only did the Bureau answer that call, but it did so while honoring its commitment to open new prisons and add capacity to house additional inmates. Bureau staff have again proven themselves to be exceptional stewards of the public's trust, using taxpayer funds wisely to ensure secure and humane confinement of its inmate population and provide prisoners opportunities to gain the skills necessary to avoid a return to prison following release. Excellence in public stewardship is nothing new to the Bureau; over its history, the Bureau has pioneered techniques for measuring the effectiveness of government efforts and studied best practices, assuring the most effective use of allotted resources.

As President George W. Bush has said, "America is the land of second chance, and when the gates of the prison open, the path ahead should lead to a better life." Everyday, Bureau staff work to provide that second chance. On the very first day a new inmate arrives, the Bureau begins the process of preparing that individual for release. For some inmates, a second chance is tied to completing their

education. For others, it may mean acquiring work experience or specific vocational skills through apprenticeship programs. And for still others, a second chance may come in the form of a voluntary, faith-based program or a residential substance abuse treatment program. The Bureau provides *all* of these opportunities to federal prisoners.

In recent years, the Bureau has effectively managed dramatic population growth, even when confronted with extreme circumstances, such as the 2005 hurricanes that caused such devastation in the Gulf Coast. And in the face of shifts in public sentiment about incarceration that have occurred over time, the Bureau has never wavered in reflecting our Nation's commitment to be both compassionate, as well as just.

The more than 35,000 Bureau staff have much to be proud of in this anniversary year. Under the strong leadership of Director Harley G. Lappin, their long tradition of dedicated service to our Nation continues. Beginning in 1930 and continuing today in 2005, Bureau of Prisons staff are innovators in their field, contributing to the Bureau's well-earned reputation as a leader in corrections. And their contributions are not restricted to corrections: many Bureau staff are also deployed on active military duty on the war front. We thank them for this additional commitment to our country.

We live in an extraordinary time. It is my hope that this *State of the Bureau* helps all citizens gain a better understanding and appreciation of the work this agency does and what it means to our Nation and the safety of our families.



Alberto R. Gonzales

.....

*This page intentionally left blank.*

# Message from the Director

---

In 2005, the Federal Bureau of Prisons celebrated its 75<sup>th</sup> anniversary as the Nation's corrections agency. In an extraordinary gathering in May, in Washington, DC, I was joined by our three living former Directors – Norman A. Carlson, J. Michael Quinlan, and Kathleen Hawk Sawyer – for a wide-ranging discussion of the Bureau's history and what we might expect in the future.

Despite all the changes we as a Nation and as an agency have witnessed in the past 75 years, the Bureau's history shows many continuities. Perhaps the most important has been the investment in our staff, an investment that has paid dividends many times over.

Corrections is inherently a "people profession." We manage an ever-growing and incredibly diverse inmate population; and to keep our institutions safe and secure, it is essential that we have the finest workforce available. Since 1930, one of the cultural anchors around which we have based our operations is that every Bureau worker, regardless of occupational specialty, is a correctional worker first. This means the staff that make up our professional, diverse, well-trained workforce share a mutual responsibility for institution safety and security, as well as for modeling mainstream values and norms for the inmates they supervise. And the public can be confident in our collective resolve to accomplish our most important priority – protecting public safety.

This year's *State of the Bureau* provides in-depth discussions of two topics that have been central to our activities over the past year, and will continue to be so for years to come. We have incorporated accomplishments from Fiscal Year 2005 that are directly tied to these themes.

The first discussion focuses on community *re-entry*. For each of the past several years, the Bureau has released an average of more than 41,000 Federal inmates back to U.S. communities. This means the agency is releasing more inmates each year than were in the *entire* Federal prison system 20 years ago. According to the Bureau of Justice Statistics, if you combine all U.S. correctional systems, more than 630,000 inmates are released annually. The reality is that the vast majority of all inmates will eventually release to the community. The challenge of reintegrating such a large number of inmates back into society can only be met with a comprehensive approach that begins with preparing inmates from the first day of incarceration and includes an extensive collaborative effort by all parties

with a stake in the outcome. So the Bureau has worked diligently this past Fiscal Year to enhance processes to help break the cycle of incarceration.

The second topic for discussion is *streamlining*. In the past few years, Federal Government budgets have come under enormous strain. The Iraq war and the struggle against terrorism – and now the reconstruction of the Gulf Coast after Hurricanes Katrina and Rita – have meant that every Federal agency must look for areas where it can cut spending without affecting completion of its mission.

It has been especially important for the Bureau to do this with the least possible impact on its workforce, while maintaining our focus on the dual objectives of adding beds to reduce crowding and maximizing staffing of positions that directly supervise inmates. We continue to open new institutions to receive and ensure adequate bedspace for inmates being sentenced. Adding positions to these activating institutions has meant that we have been able to make reductions in other areas in a considered way. Although the agency has implemented several reengineering strategies, every effort has been made to ensure those staff who have been displaced have had opportunities to find new positions within the agency. This has allowed us to retain our experienced staff and preserve our investment in their recruitment and training. We owe much to our staff, not only for recognizing the need to streamline and for their efforts at identifying potential cost savings strategies, but also for their willingness to consider alternative job opportunities. Bureau staff have always risen to the challenge, and their flexibility and resolve were again key to our success in Fiscal Year 2005.

On behalf of all of us in the Bureau, I want to extend thanks to those staff who so selflessly continued to perform their duties under trying circumstances, despite facing significant personal challenges related to the 2005 Gulf Coast hurricanes, as well as to those who supported the Gulf Coast recovery efforts. Thanks are due, too, to our nearly 400 staff members who continue to serve our country abroad in the military reserves. And finally, we are most thankful that 2005 passed safely for our staff, with no deaths in the line of duty.

  
Harley G. Lappin

.....

*This page intentionally left blank.*

# Bureau of Prisons Fundamentals

---

## Mission Statement

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

## Cultural Anchors/Core Values

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

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

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

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

**Recognizes the Dignity of All:** Recognizing the inherent dignity of all human beings and their potential for change, the Bureau of Prisons treats inmates fairly and responsively and affords them opportunities for self-improvement to facilitate their successful re-entry into the community. The Bureau fur-

ther recognizes that offenders are incarcerated *as* punishment, not *for* punishment.

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

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

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

## Vision Statement

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

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

Our talented, professional, well-trained, and diverse staff reflect the Bureau’s culture and treat each other fairly. Staff work in an environment free from discrimination. A positive

.....

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

√ Transfer to a halfway house: upon acceptance by the halfway house

√ Compassionate release: during consideration

√ Escape: immediately

## Customer Service Standards

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

- In the event of an inmate escape from a Federal institution, notify Federal and local law enforcement officials immediately and furnish them with details of the escape and the identity of the escapee.
- At least 5 days prior to releasing an inmate with a prior conviction for a drug trafficking crime, a crime of violence, or certain sexual offenses, notify the appropriate state and local law enforcement officials.
- Notify victim(s) or witness(es) of the following inmate activities within the specified time frames:

√ Initial designation: 30 days

√ Death: 30 days

√ Parole hearing: 30 days prior to the hearing

√ Release to the community: 30 days prior to the release

√ Furlough: as early as possible before the actual furlough date (by telephone if necessary)

# National Strategic Planning Goals

---

## Introduction

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

### *Population Management*

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

### *Human Resource Management*

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

### *Security and Facility Management*

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

### *Correctional Leadership and Effective Public Administration*

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

### *Inmate Programs and Services*

The BOP 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.

### *Building Partnerships*

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

### *Counter-Terrorism*

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

# Release Preparation and Community Re-entry

---

Preparing inmates for eventual release to the community has been one of the two key objectives of the Bureau of Prisons' (BOP) mission since the agency was created on May 14, 1930. Although not explicitly referring to "release preparation" in so many words, the enabling legislation that created the Bureau specifically referred to "instruction" and "proper employment" of inmates as responsibilities of the agency. That piece of legislation was followed almost immediately by more legislation providing "for the diversification of employment of Federal prisoners, for their training and schooling in trades and occupations, and for other purposes." The intent was clear: not only was the Bureau to protect society by confining criminals in safe, secure, humane environments, but it was also to prepare them to succeed upon release. And to a certain extent, this focus proved to be foresightful since there is an increasing body of evidence indicating that prison programs reduce the likelihood of recidivism. As successes are publicized, the public at large is also beginning to gain a better understanding of the role release preparation plays in breaking the cycle of incarceration.

Since the mid-1980s, the U.S. has been imprisoning more people for longer periods than at any other time in its history. While there is debate as to whether the dramatic increase in incarceration has contributed to the drop in crime rates the nation has experienced in the past decade, what is certain is that the number of inmates nationwide continues to rise. Not surprisingly, so has the number of inmates returning to the community. The return to society, known in the criminal justice system as re-entry, presents various challenges to all parties with a stake in offenders' post-release success: taxpayers, citizens, and families and friends of inmates.

Over the past several years, the Bureau of Prisons has released an average of more than 41,000 inmates per year back to U.S. communities. More inmates are being released each year than were in the entire Federal prison system 20 years ago. The figure for all U.S. correctional systems combined – Federal, state, and local – is around 630,000. This is an enormous challenge for correctional agencies and for governments that must make tough decisions about how to allocate scarce resources.

If one includes all correctional systems in the U.S., the rate of recidivism (i.e., the rate of return to prison after individuals who have served their sentences commit new crimes) nationally is very high for all types of offenses combined, exceeding 50 percent. According to the Bureau of Justice Statistics (BJS), the rate of recidivism for state systems is 67 percent. The BOP's recidivism rate is 40 percent. The recidivism rate can only decrease *if* inmates return to society having changed from when they entered prison.

The Bureau's inmate population is incredibly diverse. It includes male and female inmates from all types of ethnic groups, cultural backgrounds, races, and religious beliefs. The full spectrum of offense categories and criminal activity is also represented: the Bureau confines first-time offenders whose crime may have been acting as a drug mule, all the way to international terrorists. Many inmates may want to change and take advantage of whatever program opportunities are provided; but the Bureau also houses some intractable chronic offenders, sociopaths, and others who are highly resistant to change.

## *Inmate Management*

The Bureau has improved the architectural design of its newer facilities and has taken advantage of improved technologies in security measures, such as perimeter security systems, surveillance cameras, drug detection systems, and body alarms. These technologies are not a substitute for staff, but rather support BOP employees' ability to provide inmates the supervision they need in order to maintain security and safety in our institutions.

The agency has also enhanced population management and inmate supervision strategies in areas such as classification and designation, intelligence gathering, gang management, use of preemptive lockdowns, controlled movement, and staff training. The Bureau uses these measures to their greatest extent, and they have been very helpful. Additionally, the Bureau has decreased the inmate-to-staff ratio, reducing the number of inmates that each staff member must supervise.

<b>Table 1: Recidivism Research Findings</b>		
<b>Program</b>	<b>Inmate Participation</b>	<b>Effect on Recidivism</b>
Federal Prison Industries	17% of eligible inmates (approx. 19,700 workers)	24% less likely to recidivate 14% more likely to be employed 23% reduction in misconduct
Education	35%	16% less likely to recidivate
Vocational/Occup Training	7%	33% less likely to recidivate
RDAP	92% of eligible inmates (with a drug use disorder) volunteer	16% less likely to recidivate 15% less likely to relapse to drug use (3 yrs.)

Beginning in the early 1970s with the construction of the Federal Correctional Institution in Morgantown, WV, the Bureau changed its basic prison architectural design to support the principle of direct supervision of inmates, a principle that the BOP and other correctional agencies have held since that time. The Bureau’s contemporary prison design affords greater efficiency in staffing because it allows staff to oversee increased numbers of inmates and results in a more efficient inmate-to-staff ratio.

This is especially important in relation to our emphasis on inmate programs and our “correctional worker first” philosophy. Regardless of the specific discipline in which a staff member works, all employees are “correctional workers first.” This means that everyone is responsible for the security of the institution. All staff are expected to be vigilant and attentive to inmate accountability and security issues, to supervise the inmates working in their area or participating in their program, to respond to emergencies, and to maintain a proficiency in custodial and security matters, as well as in their particular job specialty.

All employees in our institutions are law enforcement officers. This means both custody and non-custody staff are responsible for inmate supervision and institution security. As a result, we do not require the level of custody staff in program areas. In some state correctional systems where custody staff are distinguished from non-custody staff, classrooms, work areas, and recreation areas must have a correctional officer as

well as the teacher, work supervisor, or recreation specialist. Using the “correctional worker first” concept has allowed us to operate with a custody staff-to-inmate ratio (1 to 10.1) that is more than double the average (1 to 4.7) of the five largest State correctional systems. This reduced custody staffing allows us to maintain a substantial number of staff who provide inmate programs, giving offenders the opportunity to gain critical skills and training necessary for a successful return to society.

### **Programs That Work**

The BOP is committed to effectively using our resources, taxpayers’ funds, to provide maximum benefit to society. Thus, the BOP relies upon empirical research to determine which programs are effective in accomplishing their objectives. Those that work, we expand (see Table 1 for core programs). Those that do not, we discontinue. The vast majority of Bureau inmate programs and services are geared toward helping inmates prepare for their eventual release. The money spent on these programs (staff salaries) is money well spent.

A 2001 study by the Washington State Institute for Public Policy helps put these statistics into a cost-benefit context. That study was an evaluation of the costs and benefits of a variety of correctional, skills building programs. The study examined program costs; the benefit of reducing recidivism by lowering costs for arrest, conviction, incarceration, and

.....

supervision; and the benefit by avoiding crime victimization. The study was based only on valid evaluations of crime prevention programs, including the BOP's assessment of our industrial work and vocational training programs (the Post Release Employment Project study) and our evaluation of Residential Drug Abuse Treatment (the TRIAD study). The analysis includes the benefit-to-cost ratio for the programs that were evaluated. The "benefit" is the dollar value of criminal justice system and victim costs avoided by reducing recidivism and the "cost" is the funds required to operate the correctional program. Regarding programs that the Bureau has found to have a positive effect on recidivism, the benefit-to-cost ratio of residential drug abuse treatment is as much as \$2.69 for each dollar invested in the program; for adult basic education, the benefit is as much as \$5.65; for correctional industries, the benefit is as much as \$6.23; and for vocational training, the benefit is as much as \$7.13.

The Bureau's core programs create an institutional environment in which inmates are provided with opportunities to change, and they are strongly encouraged to do so. In addition to serving as role models of mainstream social values, Bureau staff also work diligently to encourage inmate participation in self-improvement opportunities and positively reinforce pro-social behavior on the part of inmates. Core programs, and their respective Fiscal Year 2005 (FY05) achievements, are outlined in the sections that follow.

### ***Work Programs***

Since its beginning 75 years ago, the Bureau has understood that idleness is a major factor contributing to inmate misconduct and disruption of institution operations. Inmate employment was deemed of sufficient importance to incorporate allowances for such in the legislation that created the Bureau. But the benefits derived from work programs extend beyond facilitating inmate management: work programs teach inmates marketable skills and instill a sound work ethic and habits, and in so doing, enhance the likelihood of successful community re-entry.

Sentenced inmates must work if they are medically able. Institution work assignments include employment in areas such as food service or the warehouse, or work as an inmate orderly, plumber, painter, or groundskeeper. Inmates earn 12¢ to 40¢ per hour for these assignments.

About 17 percent of sentenced, medically able inmates (19,720) worked in Federal Prison Industries (FPI) factories at the end of FY05. FPI operated 106 factories in FY05, generating sales of \$765 million. By law, FPI's customers are almost entirely from the Federal Government, and much of FPI's work is for the military – for instance, reconditioning military vehicles, and manufacturing uniforms. Sales continue to be driven by high demand for military items supplied by FPI's electronics and textiles business groups, much of this due to the Iraq War.

Inmates who work for FPI gain marketable skills in manufacturing areas such as furniture, electronics, textiles, and graphic arts. FPI work assignments pay a wage of 23¢ to \$1.15 per hour; but much like the regular workforce, inmates can earn overtime and may be eligible for longevity pay. These jobs are so highly-desired that there is a waiting list for them. Inmates who participate in the FPI program and have court-ordered fines, family support, and victim restitution must contribute 50 percent of their earnings (about \$2.8 million in FY05) toward these obligations.

Research has shown that inmates who participate in the FPI program are less likely to revert to criminal behavior and are more likely to be gainfully employed following release from prison. The Post-Release Employment Project (PREP) compared inmates who worked in prison industries with similar inmates who did not participate in the FPI program. PREP found that inmates who worked in FPI were significantly less likely to recidivate than inmates who did not participate, for as much as 12 years following release. Inmates who participate in FPI were also less likely to engage in prison misconduct. In addition, minority groups that are at the greatest risk for recidivism benefitted more from industrial work participation and vocational training than their non-minority counterparts.

---

## ***Education***

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

Inmates who do not have a high school diploma or General Educational Development (GED) certificate must participate in literacy programs for a minimum of 240 hours, or until they obtain a GED. Not having a GED makes an inmate ineligible to advance beyond the lowest pay levels in FPI; this encourages inmates to complete their high school education to qualify for higher-paying jobs. Non-English-speaking inmates are required to participate in ESL until they show English proficiency.

Inmate involvement in education programs remained steady during FY05; on any given day, 35 percent of the inmate population was enrolled in one or more education programs. GED program enrollments continued to increase: at the end of FY05, 22,600 students were enrolled in the GED program, and 6,265 inmates had obtained a GED that year alone.

BOP institutions offer a broad range of educational programs to meet the wide-ranging needs of our inmate population. What follows are a few examples, both from the national and the local level, from the past year:

- Educational services for inmates with special learning needs or disabilities remained a priority. As part of this effort, 262 referrals for special GED accommodations were processed in FY05. The Bureau also continued to train qualified teachers in diagnostic assessment and methods for accommodating inmates with disabilities.
- A life skills (GOALS) pilot was completed in FY05. GOALS is designed for special need learners who have reached their

optimum level of achievement in the traditional literacy program, and no longer benefit from continued participation. The GOALS curriculum focuses on release preparation. Units of study include money management, health and wellness, family and personal relationships, getting and keeping a job, and returning to the community. More than 80 inmates completed the program in FY05.

- Most BOP facilities have parenting programs that provide inmates with opportunities to learn about children, child development, and family skills. The Reading is Fundamental (RIF) program is available at 14 BOP facilities. It is designed to develop and deliver programs to encourage young children to read regularly. The children of inmate participants at these facilities receive as many as three books during the year from RIF.
- Hope House, a Washington, DC-based nonprofit organization, continued the Father to Child Summer Camp program at the Federal Correctional Institution (FCI), Cumberland, MD. In this program, children spend time with their fathers, engaged in structured activities such as art, creative writing, music, and games.
- At the Federal Prison Camp (FPC), Pensacola, FL, the Education Department has added Work Maturity and Worker Effectiveness Skills courses to the Education Learning Center. The courses were established through the U.S. Department of Labor to prepare adults for participation in the labor force by increasing their occupational and educational skills. This is expected to result in improved long-term employability, increased earnings, and reduced welfare dependence.
- The Federal Detention Center (FDC), Seatac, WA works with the National Institute for Adult Education and volunteers from the Mexican Consulate in Seattle to provide a Spanish literacy program for female inmates from Mexico. The certificate of accreditation granted upon program completion is an official document valid in Mexico.

---

### ***Vocational/Occupational Training***

Every Federal correctional institution has vocational and occupational training (VT/OT) programs. Inmates can learn a wide variety of skills in both traditional trade areas and emerging occupations. On-the-job training is an important component of the occupational training program. Given the recidivism-reducing effect associated with participation in these programs (participants are 33 percent less likely to recidivate than non-participants according to PREP), staff make every effort to match inmates with a VT program that most interests them.

During FY05, the Bureau provided or supported approximately 340 occupational training programs, 540 apprenticeship programs, and 150 advanced occupational education programs for inmates. Over the course of the year, inmates completed approximately 11,000 occupational or apprenticeship training programs; and at year's end, approximately 10,000 inmates were actively participating in such programs. Apprenticeship programs are registered with the U.S. Department of Labor, Bureau of Apprenticeship Training. Other programs designed to teach marketable skills are accredited by educational organizations independent of the BOP, or have a Trade Advisory Board made up of community subject-matter experts that oversees the quality and technical content.

A few examples demonstrate the range of opportunities available to inmates at Bureau institutions:

- The Federal Medical Center (FMC), Fort Worth, TX has a wheelchair/bicycle repair program that fixed about 250 wheelchairs, saving approximately \$18,000 that would have been needed for repair costs if these had been sent out of the institution. Fifty inmates completed this VT program in FY05.
- FCI El Reno, OK has a complete dental lab, producing prosthetic dental devices for inmates at 22 institutions while providing high-quality training to participants. Using a U.S. Air Force curriculum, students are trained for a two-year period, developing marketable skill in the dental technology field.

- In Texas, FPC Bryan's Master Gardener/Horticulture Program provides job skills that will enable students to pursue employment in a nursery or greenhouse, or in the landscape construction and maintenance field. Requirements for successful program completion are 400 hours of instruction, lab work, live-work projects, and tests; the student is then awarded 40 continuing education units from the Texas A&M University Extension Service.
- The U.S. Penitentiary (USP), Atwater, CA offers an office automation (word processing and spreadsheets) training program. During FY05, 85 inmates successfully completed the course. Instruction and certification is provided by a local community college.
- FCI Sheridan, OR offers a 10-week course in Commercial Truck Driving Basics, which prepares inmates for taking the test to obtain a commercial driver's license. Seventy inmates completed the course in FY05.

### ***Drug Treatment***

The Bureau is mandated by law to provide drug treatment to 100 percent of the eligible population. There is enormous demand for these services in part because of the potential for some (non-violent) offenders to earn a reduction in sentence following successful completion of the program. The treatment continuum begins with drug abuse education and ends with a strong community transition component. The objective is to reduce the likelihood of inmates relapsing to drug use. The TRIAD study showed that inmates who participate in the Bureau's residential drug abuse treatment program (RDAP) are 16 percent less likely to recidivate and 15 percent less likely to relapse to drug use, compared with non-participants.

Drug education, non-residential drug abuse treatment, and counseling are available at every institution. Treatment includes individual and group therapy, group counseling, and other skills building strategies aimed at developing pro-social values and preparing inmates for transition to the community.

At the end of FY05, RDAP was available at 55 institutions. Inmates are housed in a separate unit reserved for drug treatment. RDAP provides intensive half-day programming, five days per week, for nine months. Upon RDAP completion, aftercare services are provided to the inmate while he/she is in the general population, and also later at a halfway house, or Community Corrections Center (CCC).

In FY05, 18,027 inmates participated in RDAP, 14,224 in non-residential programs, and 22,776 in drug education courses.

### ***Treatment Innovations***

Based upon the proven effectiveness of the cognitive restructuring principles that are the foundation for RDAP, the BOP developed programs for inmates who do not have substance abuse problems. The programs target specific inmate subgroups, such as penitentiary inmates with behavioral problems, violent and predatory inmates, younger inmates serving their first significant prison term, or inmates with cognitive and social learning needs.

One example is the Bureau Responsibility and Values Enhancement (BRAVE) Program, which is designed for young male offenders serving their first significant term of Federal incarceration (defined as five years or more). This program was first implemented at FCI Beckley, WV. BRAVE attempts to both improve the institutional adjustment of new inmates (reducing disciplinary incidents and allowing early intervention in cases of psychological disorders), and help inmates within 12 months of release prepare to return to the community. It lasts a minimum of nine months, operating four hours per day, five days per week.

A program directly targeted to re-entry is the Life Connections Program (LCP), the Bureau's faith-based 18-month residential program now being piloted in five institutions. LCPs are provided in partnership with various faith communities nationwide, which provide volunteers as support groups for participants upon release. At the end of the fiscal year, 229

inmates had completed program requirements. LCPs are being carefully assessed using a rigorous research design to determine their effectiveness in reducing recidivism. In the interim (until this research can be completed), an evaluation has already demonstrated a positive effect of LCP participation on serious misconduct while inmates participate in the program.

### **Preparing For Re-entry**

The institution programs outlined above play multiple roles: they engage inmates in constructive activities, they provide structure and focus for inmates who may be facing long terms of incarceration, and they keep inmates' "eyes on the prize" by preparing them for their eventual re-entry into society.

### ***Release Preparation***

Programs work best within a context that takes into account an individual inmate's needs. And in the Bureau, release preparation begins on the first day of imprisonment, when an inmate begins to work with his or her unit staff team to formulate a plan for how the term of imprisonment will be spent. The focus intensifies at least 30 months before the inmate's expected release.

The Inmate Transition Branch (ITB) works to enhance post-release employment of Federal prisoners. It assists institutions conducting mock job fairs and establishes employment resource centers to help inmates prepare for post-release job searches and related activities. Company recruiters and representatives from educational and other community service agencies work with inmates at these fairs by conducting practice interviews, critiquing resumes, and providing constructive feedback. ITB also ensures posting of job openings available in the community at Bureau facilities and helps inmates nearing release prepare folders that include all documents critical for post-release employment. A five-year follow-up conducted by the ITB was completed in 2005. The survey of released Federal prisoners who participated in mock job fairs while incarcerated indicated that 63 percent of

.....

respondents either had jobs or were in school at the time of follow-up. During FY05, 107 mock job fairs were held Bureau-wide, with 2,742 inmates and 983 employers participating.

Approximately 12,500 citizens volunteered four or more times at Bureau institutions during FY05 (a service also coordinated by the ITB), and were particularly supportive of programming efforts. Many did so through organizations such as Retirees Available to Inmates Seeking Education (RAISE), in Tucson, AZ, which provided weekly writers' circle classes, quarterly job search classes, library donations, interviewers for mock job fairs, and guest speakers for inmates confined at FCI Tucson.

Bureau institutions sponsored more than 230 public works and community service projects in which approximately 4,200 inmates participated during FY05. These activities supported more than 15 different Federal departments and agencies, and more than 140 different state and local agencies and organizations. These projects also provide valuable supervised work experience and interpersonal skills practice for participating inmates, as well as an opportunity to give back in a positive way to their communities. This creates an avenue for staff and those receiving the benefits of these projects to positively reinforce appropriate behavior and pro-social contributions by the inmate.

Another aspect of release preparation is skills development. The Bureau's Inmate Skills Development (ISD) initiative is a comprehensive re-entry strategy that has identified those skills regarded as essential to successful community reintegration. These range from activities of daily living, such as budgeting, to cognitive skills, such as the ability to maintain self-control and problem-solve effectively. The list of necessary skills is long; and unfortunately, many inmates need help with every one to some degree.

After piloting an assessment tool to identify inmates' specific strengths and weaknesses, the BOP contracted for the development of the final instrument as part of a web-based application to be used throughout the Federal prison system. This ISD System (ISDS) will enhance operational effectiveness

and be used to guide inmates to selectively work on improving deficit areas. By using the most appropriate programs to target identified deficit areas, inmates should be better-prepared for community re-entry and more likely to succeed. Additional features of the dynamic ISDS application will be its ability to produce an individualized plan, track an offender's progress throughout his/her term of incarceration, and facilitate the exchange of information with supervision agencies and community service providers.

Other ISD principles include focusing on skill acquisition rather than program completion, allocating resources in a manner commensurate with inmate needs, and building interagency relationships to ensure a holistic management approach in dealing with the offender and to create a seamless transition into the community.

## **Community Corrections**

The vast majority of all inmates will eventually be released to the community. Community Corrections Centers (CCCs) (which are halfway houses operated by contractors) are used to place inmates in the community for a period of time prior to release. CCCs provide a structured, supervised environment, as well as support in job placement, securing housing, substance abuse treatment, and other counseling services, that facilitate community reintegration. Inmates gradually rebuild their community ties and find jobs and housing, while CCC staff supervise them during this important readjustment phase.

Research has found that CCC participants are more likely to be gainfully employed and less likely to commit crimes, when compared to inmates who release directly back to the community. Thus, the CCC programs help make our communities safer. The benefits of CCC participation are particularly evident with inmates who have extensive criminal records; as a result, even inmates with substantial needs are referred for CCC placement. In FY05, approximately 90 percent of all inmates who were transferred to CCCs successfully completed the program.

CCC operators have been asked to enhance employment support services for releasing inmates, and to identify additional services for inmates with mental illnesses and for sex offenders. The Bureau makes every effort to provide CCCs with the resources they need to manage these more difficult cases. For example, inmates releasing to CCCs can be given a 90-day supply of medication by the institution physician, on a case-by-case basis, to eliminate lapses in critical medications.

The Bureau's Community Transition Drug Treatment program, in place since 1991, provides community-based treatment and ensures continued supervision while the inmate is in the CCC. In FY05, 16,603 inmates participated in the transitional treatment program.

### ***Interagency Collaboration***

Close inter- and intra-agency collaboration is essential to achieving optimal re-entry outcomes. Many agencies, both Federal and non-Federal, share some responsibility for ex-offenders. It is the Bureau's responsibility to work with them and share information effectively, starting well before release, to ensure continuity once the inmate leaves the institution and the CCC.

In addition to coordinating skills development initiatives, the Inmate Skills Development (ISD) Branch also serves as the Bureau's point of contact for agencies working to facilitate inmates' re-entry. A number of initiatives are under way with the Social Security Administration, the Department of Veterans Affairs, the Department of Labor, and others. A few examples show the types of collaboration being developed:

- The ISD represents the BOP at Federal Executive Partners meetings, which include the Departments of Labor, Energy, Health and Human Services, Housing and Urban Development, and Veterans Affairs; as well the Social Security Administration, Urban Institute, National Institute of Corrections (NIC), National Institute of Justice, and other agencies. The Partners are developing assistance for and monitoring the status of the Serious and Violent Offender Reentry Initiative (SVORI), as well as identifying methods for

sharing information between agencies and community resources.

- The ISD Branch led two review teams for the President's Reentry Initiative grant, sponsored through the U.S. Department of Labor. This grant serves to fund faith-based and community organizations within metropolitan areas for employment-centered programs for ex-offenders. Grantees will receive \$600,000 to implement their program during the next 12-15 months, serving approximately 6,250 released prisoners.

- The BOP (represented by the ISD Branch) is a founding member of the National Offender Workforce Development Partnership (NOWDP), an interagency collaborative effort with the National Institute of Corrections (NIC), the U.S. Department of Labor, the Administrative Office of the U.S. Courts, U.S. Probation and Pretrial Services, the Department of Veterans Affairs, and the Legal Action Center - National Hire Network. The objective is to enhance opportunities for career-oriented employment of ex-offenders by, among other things, forecasting which occupations are likely to remain in demand by the private sector, developing criteria for different levels of skills needed for industry jobs, and addressing barriers to offender employment.

Through the NOWDP, NIC is providing Offender Workforce Development Specialist training to BOP and U.S. Probation staff.

A different aspect of interagency collaboration is represented by NIC's Prison to Community (TPC) Initiative. TPC provides assistance to several jurisdictions (Georgia, Indiana, Michigan, New York, North Dakota, Oregon, Rhode Island, and the District of Columbia) implementing system-wide changes that help prepare offenders for release and manage their reintegration. The TPC model promotes a policy-driven, systematic coordination of services while the offender is under the jurisdiction of the criminal justice system. Partner agencies in each jurisdiction include prisons, releasing authorities, parole supervision agencies, human services and housing

agencies, job developers, faith-based organizations, and other community-based service providers and agencies.

- The BOP participates on the District of Columbia’s “Just Us” Transition from Prison to Community Initiative Implementation Team. This expands the Mayor’s re-entry initiative to further leverage social services and community resources to help ex-offenders. In addition, ISD staff helped develop (in collaboration with the Mayor’s Steering Committee and the Criminal Justice Coordinating Council for D.C.) performance measures to assess the effectiveness of D.C.’s Project Empowerment, funded through the SVORI grant.

All jurisdictions have, to some degree, addressed each of the following desired outcomes. Some jurisdictions made significant progress on several fronts, while others are in the early stages and are focused primarily on one or two areas:

- Using risk and needs assessment principles from point of admission to prison through the community supervision phase.
- Effective coordination and collaboration by correctional system components (custody, release, and supervision) as they prepare offenders for release, regardless of the state’s organizational structure.
- Effective services coordination with corrections components and other state and local human services-related agencies providing housing, health, and employment services and ensuring all partners recognize offenders as an important part of the population they serve.
- Understanding and implementing evidence-based principles, practices, and policies to enhance, expand, and further develop current or new programs in their jurisdiction’s criminal justice system.

Missouri and Michigan are aggressively moving toward implementing the TPC model at the local level. Their experiences were shared during NIC’s September 2005 satellite/

internet broadcast, “Transition From Prison to Community: Making it Work,” which reached 8,500 viewers nationwide.

## Looking to the Future

The evolving models for re-entry include prominent roles for industry, community organizations, support service networks, faith-based organizations, and individual volunteers, both during incarceration and following an offender’s release. An important next step is using input solicited from the social services industry to develop a nationwide process linking releasing inmates with needed services – such as medical and mental health treatment, housing, and employment assistance—wherever they may release.

Effective inmate programs (those that reduce recidivism) depend upon staff working with inmates to change attitudes and behavior. And effective incarceration requires good staff-inmate communication. Thus, corrections will remain, as it has always been, a “people business,” with line staff playing a key role. Bureau staff, regardless of their occupational specialty, are trained to be correctional workers first, with everyone assuming responsibility for institution security and safety and inmate management, and for modeling pro-social values and norms. Additionally, we have professional, dedicated staff who provide inmate programs and a well-coordinated release network, both of which directly help protect society.

## Recidivism Research Findings References

Harer, M. (1993). *Recidivism Among Federal Prison Releasees in 1987: A Preliminary Report*. Washington, DC: Federal Bureau of Prisons.

Pelissier, B. M. M.; Rhodes, W.; Saylor, W. G.; Gaes, G. G.; Camp, S. D.; Vanyur, S. D.; Wallace, S. B. (2000). *TRIAD Drug Treatment Evaluation Project: Final Report of Three-Year Outcomes: Part I*. Washington, DC: Federal Bureau of Prisons.

Saylor, William G. and Gaes, Gerald G. (1997). Training inmates through industrial work participation and vocational and apprenticeship instruction, *Corrections Management Quarterly*, 1(2), 32-43.

## Bureau's Public Stewardship

---

After the terrorist attacks of September 11, 2001, the entire Federal Government had a new mandate. Many Executive Branch agencies' activities were substantially redirected to focus on counterterrorist operations, especially in the Department of Defense and the newly-formed Department of Homeland Security. As an example, in May 2002, the Federal Bureau of Investigation's (FBI) Director Robert S. Mueller, III announced that the FBI's top priority was how to protect the U.S. from terrorist attacks, spearheading an extensive reorganization to support the focus on counterterrorism.

The Federal Bureau of Prisons' response to 9/11 included the adoption of counterterrorism as one of its seven national goals. The Bureau has always confined terrorists and those convicted of national security violations. But the new mandate led to a new focus on, for instance, vetting religious contractors who provide services to inmates, to ensure that extremist views were not being promoted within Federal prisons, and working closely with Joint Terrorism Task Forces around the country to gather, process, and disseminate intelligence and coordinate counterterrorism activities.

Due to the re-ordering of the Government's priorities in the wake of 9/11, many agencies also experienced budget constraints, the Bureau of Prisons among them. In addition, budgets enacted over the past few years have required agencies to absorb the cost of such things as mandatory wage and price increases.

All of this comes within the context of continued growth of the inmate population and the need to build and staff new prisons to house these inmates, and ensure a safe and secure environment for staff and inmates alike. In FY05, the inmate population increased by 4.2 percent (7,499), leading to an end-of-fiscal-year total of 187,394 inmates. Of those, 159,501 were housed in BOP facilities; 20,958 were housed in privately-managed, state, and local facilities; and 6,935 were housed in community corrections centers (CCCs) or on home confinement.

The Bureau completed or continued activation of 10 institutions in FY05—high-security U.S. Penitentiaries (USP) in Canaan, PA; Coleman II, FL; Hazelton, WV; and Terre Haute, IN; and medium-security Federal Correctional Institutions (FCI) in Bennettsville, SC; Forrest City II, AR; Herlong, CA; Victorville II, CA; Williamsburg, SC; and Yazoo City II, MS. Several more were in the planning, design, or construction process—a USP in Tucson, AZ, and FCIs in Berlin, NH; Butner, NC; McDowell County, WV; Mendota, CA; and Pollock, LA.

It was clear by 2004 that the agency would have to adopt a comprehensive strategy for streamlining its operations to reduce costs, while maintaining the highest standards for safety and security of its institutions. The Bureau also needed to retain experienced staff and provide them with avenues for advancement in their careers.

In examining options to achieve maximum efficiencies, the Bureau made use of its existing systems of evaluation and planning, which allow it to monitor every aspect of its operations. For example, the Program Review Division sends teams of subject matter experts to evaluate every institution and office throughout the country at regular intervals—there were 425 such intensive reviews in FY05. In-depth research studies evaluate the effectiveness of major inmate programs to ensure only the most effective programs are used. Automated information systems, such as Key Indicators/Strategic Support System, provide a wealth of data that allow managers to improve correctional management and forecasting. A strategic planning process keeps the focus on national goals and ties everything together, to make sure that the agency's direction and budgets harmonize. These tools allow management to constantly examine Bureau operations to help distinguish between what is necessary and what is merely useful. And all of these efforts undoubtedly contributed to yet another unqualified (or "clean") opinion on the Bureau's FY05 Audited Financial Statements, reaching this milestone for the seventh year in a row.

Given the potential impact on Bureau operations of the streamlining associated with the cost reduction initiatives,

.....

input was solicited from all Bureau staff, and they were active participants in identifying potential areas for reducing costs, generating streamlining ideas, and implementing changes. The achievements to date represent this collaborative effort.

## **Restructuring Efforts**

Initiatives undertaken during the first phase of the cost reduction initiatives included major restructuring of a number of Bureau operations. Having obtained space for this and possible future consolidations at the U.S. Armed Forces Reserve Complex in Grand Prairie, TX, the Grand Prairie facility again became the logical location for centralizing additional functions.

### ***Human Resources Functions***

The initiative to restructure the Human Resource (HR) and Employee Development (ED) departments was designed to best utilize technology, create additional efficiencies to reduce costs, and prepare the agency to meet anticipated future needs. It was decided to consolidate those functions that could be delivered more efficiently from a distance, while those best suited for person-to-person interaction would remain at the institutions.

The HR and ED departments were combined into an Employee Services Department (ESD). This move provided employees with “one-stop shopping,” while simultaneously streamlining management positions and redesigning jobs to create an employee-centered area of expertise.

The consolidation process targeted the following areas:

**Position classification.** The intent was to improve the consistency and efficiency of classifications. Additionally, by removing this work from the institutions, the number of HR staff in the field could be reduced. This work was ongoing in

FY05; after completing the consolidation of this function from the field, classification work for the Regional and Central Offices will also be incorporated.

**Payroll and personnel transaction activities.** The Consolidated Processing Unit, which began operations in the fall of 2005, will significantly reduce training costs, promote the confidentiality of employee records, reduce program review costs, and realize sizable savings in software costs.

**Benefits counseling and processing.** The Consolidated Benefits Unit, which began operations in the fall of 2005, will provide staff with accurate, complete, and timely information and services in the critical area of employee benefits.

**Hiring and staff placement.** A Centralized Staffing Unit will begin processing hiring for management positions and some external hiring in early 2006. This initiative is expected to greatly expedite filling positions and enhance employee confidence in the promotion process, thus reducing the likelihood of EEO complaints and program review costs. Most locations will continue to have ESDs to handle local labor-management negotiations, disciplinary and grievance procedures, local training, performance evaluations, and time and attendance.

This combination of initiatives promises to not only improve delivery of service, but is expected to save more than 300 positions once fully implemented.

**Consolidation of Bureau training centers.** Training operations have always been an important part of the Bureau’s culture. When the agency was created 75 years ago, one of the first things its new leadership did was institute professional training programs for staff. Today, in addition to administering the rigorous curriculum, Bureau trainers convey the performance expectations and model the values of corrections professionals for new staff, much as those staff are expected to go into the institutions and model “real-world” values for inmates.

For the past few decades, the Bureau's "basic training" has taken place at the Federal Law Enforcement Training Center (FLETC) in Glynco, GA, while more advanced training occurs at the Management and Specialty Training Center (MSTC) in Aurora, CO. In addition, the National Institute of Corrections has its Academy (which trains BOP as well as state and local corrections professionals) in nearby Longmont, CO.

Of the Bureau's 35,000 staff, 2,264 are new employees who were hired in FY05. In 2005, 1,635 new staff attended the Introduction to Correctional Techniques course at Glynco; 2,748 staff attended courses at MSTC; and 2,671 staff attended some sort of specialty training. The National Institute of Corrections (NIC) provided training to 9,728 executives, trainers, and specialists (from Federal, state, and local agencies).

### ***Inmate Systems***

The Correctional Programs Division is beginning to centralize some Inmate Systems Management (ISM) functions, with an expected total reduction of about 200 positions. In addition, ISM staff are working on various ways to exchange records electronically with the courts and others, in order to realize further efficiencies.

Ultimately, functions associated with the sentence computation and designation processes will be performed in Grand Prairie, leaving those staff needed at the institutions to support processing of writs, interstate detainers, and other inmate movement. For all the different operations headquartered at Grand Prairie, having a concentration of highly-skilled, cross-trained staff will enhance procedural consistency across the nation.

### ***Health Services***

The Health Services Division developed and implemented a medical classification system that classifies inmates from Care Level 1 (healthy) through Care Level 4 (greatest medical

needs). At the same time, the BOP shifted its medical resources across institutions to create the various care levels, 1-4. As a result of this process, for example, the Federal Medical Center in Fort Worth, TX, changed from a Medical Referral Center to a Care Level 3 institution.

By classifying inmates and institutions based on medical needs and medical resources, respectively, the Bureau can concentrate its sickest inmates in locations with the greatest medical resources. During FY05, all inmates received a Care Level score, and they are being placed in the appropriate care level institutions, based on their classification.

Currently, 91 institutions are accredited by the Joint Commission on Accreditation of Healthcare Organizations (JCAHO). Seven other eligible institutions will undergo initial accreditation in FY06. Eligible institutions do not include the 12 Care Level 1 institutions. Since these institutions will confine a "healthy" inmate population, the decision was not to be JCAHO-accredited.

Other noteworthy Health Services cost reduction efforts included:

**Teleradiology.** Twenty-four institutions are now connected and transmitting digital x-rays to Walter Reed Army Medical Center in Washington, DC, for interpretation through an interagency agreement between the Department of Veterans Affairs and the Bureau. In FY05, the Bureau reduced costs by more than \$235,000 with this initiative, in addition to realizing much-improved organizational efficiency.

**Inmate Copayment.** Federal law now requires the BOP to charge inmates a fee for providing them with certain health care services. This approach promotes the appropriate and responsible use of health care services by inmates, reinforces inmate accountability for their decisions, and provides inmates with a more realistic view of community-based health care. The Bureau's policy on this matter was implemented in late FY05.

.....

**Management Reengineering.** The Bureau conducted a review of management structures and functions throughout the organization. Consequently, 668 management positions have been eliminated, reducing unnecessary layers in decision-making and supervision.

**Electronic Medical Records.** In conjunction with the President's e-Government initiative, the Bureau began development of an electronic medical record (EMR) system in 2005. This system will incorporate all medical, psychiatric, psychological, and disability information about individual inmates that is currently maintained separately in paper records. The EMR will enhance continuity of care and reduce costs by eliminating inadvertent duplication of effort.

#### ***Institution Closures and Changes***

In late 2004, the Bureau proposed the closure of four "stand-alone" minimum security camps: Allenwood, PA; Egin, FL; Nellis, NV; and Seymour Johnson, NC. By closing these camps, the Bureau will be able to more effectively and efficiently manage minimum security bedspace throughout the system, particularly beds available in satellite camps that are adjacent to other correctional institutions. The satellite camps provide an inmate workforce for such functions as outside groundskeeping, while sharing resources with the main institution. Finally, the four stand-alone camps needed substantial infrastructure repairs and upgrades. Ultimately, it was determined that it would be more cost-efficient to close the stand-alone camps and disperse their population to other facilities.

Back in 1963, the most famous institution the Bureau has ever had – the U.S. Penitentiary, Alcatraz, CA – closed for similar reasons. It became cost-prohibitive to ship from San Francisco literally everything the island prison needed to operate. But the maximum security concept represented by Alcatraz survives today in the Bureau's Administrative Maximum prison in Florence, CO, just as the minimum security concept will survive.

Congress approved the camp closures in mid-2005; and at the end of FY05, Allenwood no longer housed inmates. While inmates were still confined at the other three camps, they will be fully closed in early calendar year 2006.

In addition to the camp closures, several institutions underwent changes to their inmate populations to better align the available bedspace with current needs. For example, three of the older penitentiaries (Leavenworth, KS; Atlanta, GA; and Lompoc, CA) began housing medium security inmates.

#### ***Institution Unit Management, Custody, and Programs***

Streamlining initiatives also addressed the need to re-balance the ratio of inmates assigned to case managers and counselors to achieve greater workload equity across institutions. The goal was to achieve a ratio of 150-200 inmates per case manager or counselor. Adjustments to staffing complements were made as necessary, resulting in a net position reduction.

Along with this, the Bureau looked carefully at its correctional or custody posts to identify those that should be considered "mission-critical." This initiative was designed to help meet three key objectives:

- establish posts that would be vacated only under rare circumstances,
- reduce reliance by the Correctional Services department on other departments to cover custody posts, and
- substantially reduce overtime costs.

Correctional Services staff not assigned to mission-critical posts are available for relief, medical escorts, or other special assignments – the areas that most often require overtime or use of non-custody staff. The BOP has already reduced costs by millions of dollars as a result of this initiative and has not eliminated any positions.

.....

The Bureau decided to phase out its “boot camp” programs: the three Intensive Confinement Centers (ICC) at Bryan, TX; Lewisburg, PA; and Lompoc, CA. ICCs were designed for young, nonviolent offenders, who would benefit from a mixture of physical training, military-like drill, and intensive programming. ICCs were instituted, along with many similar programs in state correctional systems, in the early 1990s.

Bureau research has shown, however, that the ICCs did not reduce recidivism to any greater extent than other programs at traditional minimum security facilities. That is, ICC graduates reoffended and returned to prison at the same rate as minimum security inmates who did not attend the program. Similar evaluations of multiple state boot camps have yielded virtually identical findings. Since ICCs were staff-intensive to operate, it was determined that operating the ICCs as traditional minimum security beds would require fewer staff and would allow for confinement of a greater number of inmates, thus achieving cost reductions.

***Other Cost Reduction Initiatives***

Cost reduction efforts were not restricted to these major initiatives, but included numerous other national strategies, such as:

- Activating institutions with more newly-designated inmates, as opposed to transferring inmates from other institutions.
- Requiring inmates to pay the costs of shipping their property home.
- Reducing per capita food costs through a variety of measures, and using correctional officers rather than cook supervisors to provide staff coverage in dining rooms.
- Reducing inmate transfers for Residential Drug Abuse Programs by including their drug histories on designations forms.
- Seeking reimbursement for offenders who are the responsibility of other agencies, but are housed in Bureau facilities.

- Testing electrified perimeter fences at three high security institutions (which potentially provides an opportunity for reducing perimeter staffing without compromising security).
- Mandating the use of less expensive videoconferencing, as opposed to teleconferencing.
- Limiting the use of overnight delivery to urgent items.
- Using online travel reservations as opposed to a travel office.
- Restructuring the staff performance award program and reducing the amount of award moneys granted Bureau-wide.

A variety of other Bureau activities enhanced operational effectiveness and efficiency. The Bureau launched its new website ([www.bop.gov](http://www.bop.gov)) in FY05. This included many new features designed to improve access for the public. Since launch in February, it has received almost 4.5 million visits.

Human Resources staff worked with the Department of Justice on a Workforce Analysis and Planning Initiative to fulfill requirements of the President’s Management Agenda. Their efforts resulted in a comprehensive Human Capital Strategic Plan that allowed for comparisons to benchmark improvements, anticipation of workforce needs, and determination of skill gaps for mission-critical occupations. This plan will be used to better-focus training and recruitment efforts.

The National Institute of Corrections (NIC) provided satellite broadcasts and training programs to more than 56,000 corrections professionals and others nationwide. These broadcasts covered topics such as leadership competencies in the 21<sup>st</sup> century, workforce development for community corrections, strategies for building effective work teams, utilizing family and community in offender transition and supervision, and the Prison Rape Elimination Act of 2003. The NIC Information Center responded to 9,412 requests for research assistance or for documents or videos available on the NIC website. Users downloaded an estimated 500,000 documents or other web-based resources, and the Information Center hosted 29 listservs, all of which provide networking for NIC’s core constituents.

.....

### ***Institution-Specific Initiatives***

Many institutions contributed significantly to the cost reduction efforts by initiating and implementing local initiatives. These strategies ranged from cooperative agreements and job sharing, to recycling. Just a few of the hundreds of possible examples are given here:

- FCI Sheridan, OR raises vegetables, fruits, and spices on the institution grounds, saving more than \$117,000. The program offers additional skills for the inmates as part of an apprenticeship training program.
- Vehicles at FCC Beaumont, TX are now using a mixture of bio-diesel fuel in every diesel vehicle, which also reduces the amount of vegetable grease to be disposed of by Food Service.
- FMC Carswell, TX expanded the role of its Medical Utilization Review Committee to ensure only necessary procedures are referred, thus decreasing outside medical operating expenditures by 20 percent. In addition, Carswell provides telepsychiatry services to several other Bureau institutions in the South Central Region.
- Staff at FMC Devens, MA developed a procedure whereby inmate photos could be retrieved from the old visiting system and transferred to the new Joint Automated Booking System. The Computer Services department shared the procedure with other institutions, producing substantial savings in procurement and staff hours.
- Federal Prison Industries' Sign Factory at FCC Lompoc, CA generates substantial falloff and scrap, including aluminum and plastic, to be recycled. The Laser Cartridge Factory routinely recycles plastics and components from cartridges returned by customers.
- MCC New York, NY shares services with several other institutions in the region, thereby lowering costs: Legal, Employee Services, Financial Management, Safety, Volunteer

Coordinator, Emergency Preparedness, Psychiatry, and Chief Dental Officer with MDC Brooklyn, NY; Business and Religious Services with FCI Fort Dix, NJ; Legal and Discipline Hearing Officer with FCI Otisville, NY; and storage with FCI Danbury, CT.

- At FPC Yankton, SD, conservation goals to reduce energy usage by 30 percent produced an accumulated cost reduction of \$115,000.

### **Impact on Staff**

The cost reduction initiatives undertaken in FY05 resulted in substantive changes in the number of staff required at some institutions and in some job assignments. These changes required many staff members to make difficult personal decisions about their careers. The situation was particularly difficult for two-career families where one person was displaced and the other was not.

Fortunately, at the same time as positions were cut for cost reduction, new institutions were coming on-line to manage the growing inmate population and reduce crowding. Combining positions available in new institutions with vacancies opening up as a result of retirements in the Bureau's workforce ensured enough jobs were available so that all affected staff could move into other positions.

The agency developed the vacancy clearinghouse to provide current and accurate information on what jobs were available for displaced employees. The clearinghouse concept had already worked well for Federal Prison Industries (FPI) in helping some of its staff who were displaced by factory closings.

The vacancy clearinghouse is a database of all vacant positions. Lists of positions are posted daily, both on the Bureau's intranet and on its public website, organized by institution, title, region, grade, series, and date posted. All staff

.....

have access to these. Those staff who receive displacement letters can log into the job information database and apply directly for vacant positions that are of interest to them. Employees can only apply for jobs at the same or lower grade since this Vacancy Clearinghouse is not a substitute for the Merit Promotion process.

However, it is clear that, without the flexibility, support, and innovative spirit of Bureau staff nationwide, the process would not have been nearly as successful. As has been the case for the Bureau since it was created, staff remain its most valuable resource.

Hundreds of displaced staff have found alternate positions through the Clearinghouse, keeping the skills, talents, and experience of these professionals in-house. This process has allowed the agency to perform substantial restructuring of its operations, while minimizing the impact on staff directly affected by the changes. It also went a long way toward reducing staff uncertainty and concerns about their employment situation.

**Final Remarks**

At the end of FY05, of the 3,118 positions targeted to be phased out, only 753 remained to be abolished. The agency's successful implementation of these various streamlining and cost reduction initiatives is a significant achievement, particularly since they occurred while the Bureau continued to provide safe and secure inmate confinement and self-improvement opportunities and programs to facilitate inmates' return to the community following release. Also, during this process, the inmate population continued to grow by approximately 7,500 offenders per year. In FY05, overall cost reduction amounted to \$101 million dollars.

The budget outlook for the next few years for the United States is made unclear by the continuing war efforts in Iraq and Afghanistan, the national priority for other counter-terrorism initiatives at home and abroad, and the need for new spending to help reconstruct the Gulf Coast in the wake of Hurricanes Katrina and Rita. The Bureau will continue implementation of those initiatives it has started, in addition to continuing its ongoing process of reevaluating priorities, procedures, and policies.

# Bureau Components

---

**W**hile the primary business of the Bureau of Prisons is operating correctional facilities, certain administrative, policy development, support, training, technical assistance, and program review functions are carried out by the Central Office, six regional offices, and the BOP's training centers.

## Central Office

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

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

**Correctional Programs Division (CPD):** develops activities and programs designed to appropriately classify inmates, eliminate inmate idleness, and develop the skills necessary to facilitate the successful reintegration of inmates into their communities upon release. Programs include psychology and religious services, drug abuse treatment, programs for special needs offenders and females, and case management. CPD provides national policy direction and daily operational oversight of institution correctional services, intelligence gathering, the management of inmates placed in the Federal Witness Security Program, inmate transportation, receiving and discharge and inmate sentence computations, emergency preparedness, inmate discipline, and the coordination of treaty transfer of inmates with other countries. The Division coordinates the agency's Victim/Witness Program and ensures the collection of court-ordered obligations through the Inmate Financial Responsibility Program. CPD also has responsibility for a variety of functions in the areas of contract community corrections centers, community corrections field offices, federally-sentenced juveniles, community-based drug treatment, liaison with the U.S. Marshals Service and Immigration and Customs Enforcement, and secure privatized prisons. Division staff are responsible for direct oversight of field staff who monitor con-

tract compliance and coordinate the Bureau's privatization management efforts.

**Health Services Division:** manages the health care programs of the Bureau; ensures that Federal inmates receive essential medical, dental, and psychiatric services; and is responsible for the Bureau's safety, environmental, and food services programs.

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

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

**Information, Policy, and Public Affairs Division:** is responsible for managing the Bureau's information resources (including SENTRY, BOPNET, Sallyport, and internet), research and evaluation programs, security technology programs, public affairs, legislative affairs, and policy review.

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

**Program Review Division:** provides oversight of BOP program performance through the development of strategic planning initiatives and through the administration of program reviews that measure program performance; assess the strength of internal control systems; and evaluate compliance with laws, regulations, and standards. It coordinates the Bureau's response to audits conducted by the U.S. General Accounting

Office (GAO) and the Office of the Inspector General (OIG), as well as the American Correctional Association's accreditation of Bureau institutions.

**National Institute of Corrections (NIC):** provides technical assistance, training, and information to state and local correctional agencies and to Bureau employees; and operates a clearinghouse known as the NIC Information Center. NIC has six divisions or offices: Jails, Prisons, Community Corrections, Academy, Special Projects, and the Office of Correctional Job Training and Placement.

**NIC Headquarters**

320 First Street, NW  
Washington, DC 20534  
800-995-6423 Fax: 202-307-3361

**NIC (Jails Division/Academy)**

1960 Industrial Circle  
Longmont, CO 80501  
800-995-6429 Fax: 303-682-0469

**NIC Information Center**

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

## Staff Training Centers

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

**Staff Training Academy**

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

**Management and Specialty Training Center (MSTC)**

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

## Regional Offices

The Bureau of Prisons has six regional offices, which directly oversee the operations of the facilities within their respective geographic regions of the country. Under the leadership of a regional director and deputy regional director, regional office staff provide management and technical assistance to institution and community corrections personnel; conduct specialized training programs; give technical assistance to state and local criminal justice agencies; and contract with community agencies to provide offender placement in community corrections centers.

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

## Bureau Facilities

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

**Minimum Security:** also known as Federal Prison Camps (FPCs), these work and program-oriented facilities have dormitory housing, a relatively low staff-to-inmate ratio, and limited or no perimeter fencing. Many are located adjacent to larger institutions or on military bases, where inmates help serve the labor needs of the larger institution or the base.

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

**Medium Security FCIs:** have strengthened perimeters (often double fences with electronic detection systems),

.....

mostly cell-type housing, a wide variety of work and treatment programs, a higher staff-to-inmate ratio than that in low security FCIs, and even greater internal controls.

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

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

**Federal Correctional Complexes (FCCs):** At FCCs, institutions with different missions and security levels are located in close proximity to one another. This increases efficiency through the sharing of services, enables staff to gain experience at institutions of many security levels, and enhances emergency preparedness by having additional resources within close proximity.

**Satellite Camps:** A number of BOP institutions have a small, minimum security camp adjacent to the main facility. Often referred to as satellite camps, these provide inmate labor to the main institution and to off-site work programs. FCI Memphis has a non-adjacent camp that serves similar needs.

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

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

# Bureau Institutions



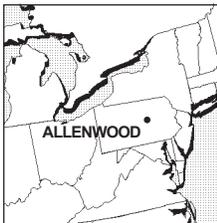
## FPC Alderson

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

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

Population: 1,092  
 Staff: 163

Location: In the foothills of the Allegheny Mountains, 270 miles southwest of Washington, DC; 12 miles south of Interstate 64, off State Hwy 3. The area is served by airports in Lewisburg and Beckley, as well as Roanoke, VA. It is also served by Amtrak and commercial bus lines.



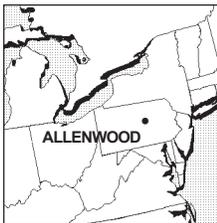
## FCI Allenwood (Low)

P.O. Box 1500  
 White Deer, PA 17887  
 570-547-1990  
 Fax: 570-547-1740  
**Northeast Region**

Security level: Low/Male  
 Judicial District: Middle Pennsylvania

Population: 1,433  
 Staff: 224

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



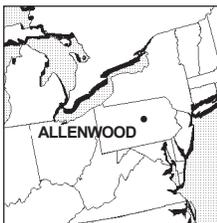
## FCI Allenwood (Medium)

P.O. Box 2500  
 White Deer, PA 17887  
 570-547-7950  
 Fax: 570-547-7751  
**Northeast Region**

Security level: Medium/Male  
 Judicial District: Middle Pennsylvania

Population: 1,390  
 Staff: 283

Location: See FCI Allenwood (Low).



## USP Allenwood

P.O. Box 3500  
 White Deer, PA 17887  
 570-547-0963  
 Fax: 570-547-9201  
**Northeast Region**

Security level: High/Male  
 Judicial District: Middle Pennsylvania

Population: 1,125  
 Staff: 347

Location: See FCI Allenwood (Low).



## FCI Ashland

P.O. Box 888  
 State Route 716  
 Ashland, KY 41105-0888  
 606-928-6414  
 Fax: 606-928-3635  
**Mid-Atlantic Region**

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

Population: FCI: 1,210 Camp: 292  
 Staff: 286

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



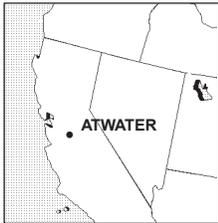
### **USP Atlanta**

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

Security Level: High/Administrative/Male (adjacent Minimum/Male Camp)  
Judicial District: Northern Georgia

Population: USP: 1,878 Camp: 557  
Staff: 608

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



### **USP Atwater**

P.O. Box 019000  
#1 Federal Highway  
Atwater, CA 95301  
209-386-4701  
Fax: 209-386-4635  
*Western Region*

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

Population: USP: 1,177 Camp: 134  
Staff: 331

Location: On a portion of the former Castle Air Force Base. Approximately 130 miles from San Francisco. The area is served by Fresno Yosemite International Airport, Sacramento International Airport, Modesto City/County Airport (Harry Sham Field), Amtrak, and commercial bus lines.



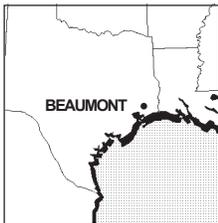
### **FCI Bastrop**

P.O. Box 730  
1341 Highway 95 North  
Bastrop, TX 78602  
512-321-3903  
Fax: 512-304-0117  
*South Central Region*

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

Population: FCI: 1,311 Camp: 167  
Staff: 241

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



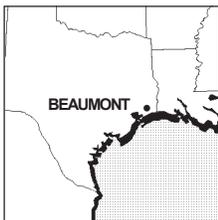
### **FCI Beaumont (Low)**

P.O. Box 26025  
Beaumont, TX 77720  
409-727-8172  
Fax: 409-626-3500  
*South Central Region*

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

Population: FCI: 1927 Camp: 577  
FCC Staff: 858

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



### **FCI Beaumont (Medium)**

P.O. Box 26045  
Beaumont, TX 77720  
409-727-0101  
Fax: 409-720-5000  
*South Central Region*

Security Level: Medium/Male  
Judicial District: Eastern Texas

Population: 1,231  
FCC Staff: See FCI Beaumont (Low).

Location: See FCI Beaumont (Low).



## USP Beaumont

P.O. Box 26035  
Beaumont, TX 77720  
409-727-8188  
Fax: 409-626-3700  
*South Central Region*

Security Level: High/Male  
Judicial District: Eastern Texas

Population: 1,359  
FCC Staff: See FCI Beaumont  
(Low).

Location: See FCI Beaumont  
(Low).



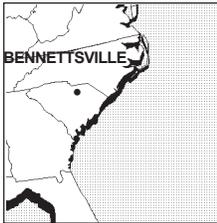
## FCI Beckley

P.O. Box 1280  
Beaver, WV 25813  
304-252-9758  
Fax: 304-256-4956  
*Mid-Atlantic Region*

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

Population: FCI: 1,732 Camp: 456  
Staff: 349

Location: Approximately 51 miles  
southeast of Charleston, WV;  
and 136 miles northwest of  
Roanoke, VA. Institution's  
street address is 1600 Industrial  
Park Rd. The area is served by  
airports in Charleston and  
Beckley, Amtrak, and commercial  
bus lines.



## FCI Bennettsville

696 Muckerman Road  
Bennettsville, SC 29512  
843-454-8200  
Fax: 843-454-8219  
*Southeast Region*

Security Level: Medium/Male  
(adjacent Minimum/Male Camp)  
Judicial District: South Carolina

Population: FCI: 840 Camp: 135  
Staff: 257

Location: In Marlboro County  
off Hwy 9; 86 miles from Myrtle  
Beach. This area is served by  
Florence Regional Airport (31  
miles) and Douglass Interna-  
tional, Charlotte, NC (89 miles).



## USP Big Sandy

P.O. Box 2067  
Inez, KY 41224  
606-433-2400  
Fax: 606-433-2577  
*Mid-Atlantic Region*

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

Population: FCI: 1554 Camp: 137  
Staff: 339

Location: In Eastern Kentucky,  
located 11 miles south of Inez,  
KY on Rt. 3 South; 18 miles  
North of Paintsville, KY and 15  
miles Northeast of Prestonburg,  
KY. The area is served by  
airports in Huntington, WV;  
Lexington, KY; and Charleston,  
WV.



## FCI Big Spring

1900 Simler Avenue  
Big Spring, TX 79720-7799  
432-263-6699  
Fax: 432-268-6867  
*South Central Region*

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

Population: FCI: 1,559 Camp: 177  
Staff: 248

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



### **MDC Brooklyn**

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

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

Population: 2,816  
Staff: 492

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



### **FPC Bryan**

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

Security level: Minimum/Female  
Judicial District: Southern Texas

Population: 950  
Staff: 136

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



### **FCI Butner (Low)**

P.O. Box 999  
Butner, NC 27509  
919-575-5700  
Fax: 919-575-5023  
*Mid-Atlantic Region*

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

Population: 1,318  
FCC Staff: 959

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



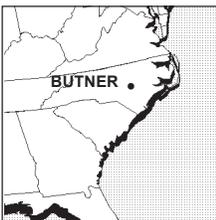
### **FCI Butner (Medium)**

P.O. Box 1000  
Butner, NC 27509  
919-575-4541  
Fax: 919-575-6341  
*Mid-Atlantic Region*

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

Population: FCI: 847 Camp: 318  
FCC Staff: See FCI Butner (Low).

Location: See FCI Butner (Low).



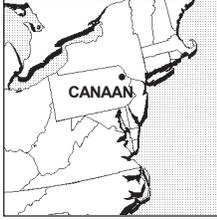
### **FMC Butner**

P.O. Box 1600  
Butner, NC 27509  
919-575-3900  
Fax: 919-575-4801  
*Mid-Atlantic Region*

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

Population: 883  
FCC Staff: See FCI Butner (Low).

Location: See FCI Butner (Low).



### **USP Canaan**

U.S. Penitentiary  
P.O. Box 400  
Waymart, PA 18472  
570-488-8000  
Fax: 570-488-8130  
*Northeast Region*

Security level: High/Male  
(adjacent Minimum/Male Camp)  
Judicial District: Middle  
Pennsylvania

Population: FCI: 675 Camp: 141  
Staff: 251

Location: In the most north-  
eastern county in Pennsylva-  
nia, 20 miles east of Scranton,  
and 134 miles north of Philadel-  
phia



### **FMC Carswell**

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

Security level: Administrative/  
Female (adjacent Minimum/  
Female Camp)  
Judicial District: Northern Texas

Population: FMC: 1,175 Camp: 235  
Staff: 399

Location: In the northeast  
corner of the Naval Air Station,  
Joint Reserve Base; 1 mile from  
Hwy 183 and 3 miles from  
Interstate 30. The area is served  
by Dallas-Fort Worth Airport,  
the Fort Worth Transportation  
Authority, Amtrak, and commer-  
cial bus lines.



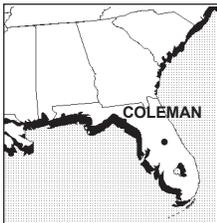
### **MCC Chicago**

71 West Van Buren  
Chicago, IL 60605  
312-322-0567  
Fax: 312-322-1120  
*North Central Region*

Security level: Administrative/  
Male/Female  
Judicial District: Northern Illinois

Population: 721  
Staff: 206

Location: In downtown Chicago,  
at the intersection of Clark and  
Van Buren Sts. The area is  
served by Midway and O'Hare  
Airports, Amtrak, and commer-  
cial bus lines.



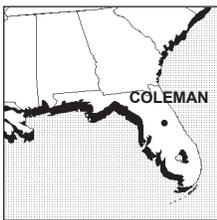
### **FCI Coleman (Low)**

P.O. Box 1021  
Coleman, FL 33521  
352-689-4000  
Fax: 352-330-0259  
*Southeast Region*

Security level: Low/Male  
Judicial District: Middle Florida

Population: 1,955  
FCC Staff: 1,177

Location: In central Florida,  
approximately 50 miles north-  
west of Orlando, 60 miles  
northeast of Tampa, and 35 miles  
south of Ocala. The FCC is  
located south of the town of  
Coleman, off Hwy 301 on State  
Rd 470 in Sumter County.



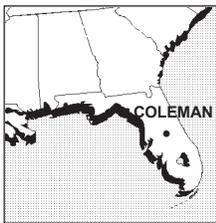
### **FCI Coleman (Medium)**

P.O. Box 1022  
Coleman, FL 33521  
352-689-5000  
Fax: 352-330-0552  
*Southeast Region*

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

Population: FCI: 1,699 Camp: 444  
FCC Staff: See FCI Coleman  
(Low).

Location: See FCI Coleman  
(Low).



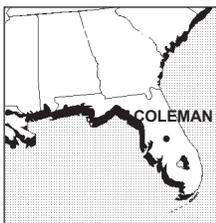
### **USP Coleman**

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

Security level: High/Male  
Judicial District: Middle Florida

Population: 1,624  
FCC Staff: See FCI Coleman  
(Low).

Location: See FCI Coleman  
(Low).



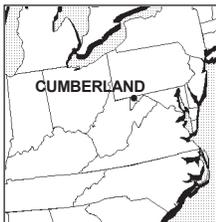
### **USP Coleman II**

P.O. Box 1024  
Coleman, FL 33521  
352-689-7000  
Fax: 352-689-7012  
*Southeast Region*

Security level: High/Male  
Judicial District: Middle Florida

Population: 963  
FCC Staff: See FCI Coleman  
(Low).

Location: See FCI Coleman  
(Low).



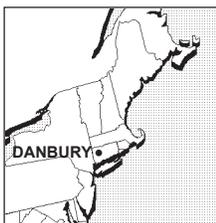
### **FCI Cumberland**

14601 Burbridge Road, SE  
Cumberland, MD 21502-8274  
301-784-1000  
Fax: 301-784-1008  
*Mid-Atlantic Region*

Security level: Medium/Male  
(adjacent Minimum/Male Camp)  
Judicial District: Maryland

Population: FCI: 1,086 Camp: 302  
Staff: 281

Location: In western Maryland, 130 miles northwest of Washington, DC; 6 miles south of Interstate 68, off State Route 51 South. The area is served by the Cumberland regional airport, Amtrak, and commercial bus lines.



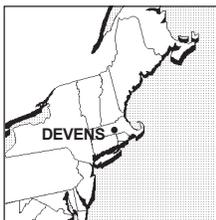
### **FCI Danbury**

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

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

Population: FCI: 1,231 Camp: 211  
Staff: 242

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



### **FMC Devens**

P.O. Box 880  
Ayer, MA 01432  
978-796-1000  
Fax: 978-796-1118  
*Northeast Region*

Security level: Administrative/  
Male (adjacent Minimum/Male Camp)  
Judicial District: Massachusetts

Population: FMC: 1,168 Camp: 135  
Staff: 434

Location: In north central Massachusetts, approximately 39 miles west of Boston and 20 miles north of Worcester on the decommissioned military base of Fort Devens. Off of Route 2, exit 37B. Take the first right, and the the institution is 1/2 mile on the right.



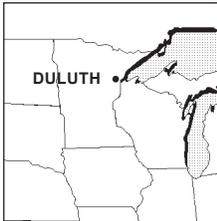
### **FCI Dublin**

5701 8th Street, Camp Parks  
Dublin, CA 94568  
925-833-7500  
Fax: 925-833-7599  
*Western Region*

Security level: Low/Female and  
Administrative/Male (adjacent  
Minimum/Female Camp)  
Judicial District: Northern  
California

Population: FCI: 1,180 Camp: 309  
Staff: 245

Location: 20 miles southeast of  
Oakland, off Interstate 580  
(Hopyard/Dougherty Rd. exit,  
proceed east to the Camp Parks  
Army Base). The area is served  
by the San Francisco and  
Oakland airports and by  
commercial bus lines.



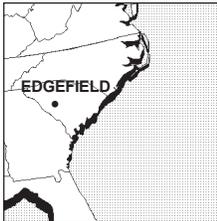
### **FPC Duluth**

P.O. Box 1400  
Duluth, MN 55814  
218-722-8634  
Fax: 218-733-4701  
*North Central Region*

Security level: Minimum/Male  
Judicial District: Minnesota

Population: 904  
Staff: 84

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



### **FCI Edgefield**

P.O. Box 723  
Edgefield, SC 29824  
803-637-1500  
Fax: 803-637-9840  
*Southeast Region*

Security level: Medium/Male  
(adjacent Minimum/Male Camp)  
Judicial District: South Carolina

Population: FCI: 1,618 Camp: 551  
Staff: 338

Location: On the border of  
South Carolina and Georgia,  
northeast of Augusta. The FCI  
is located approximately 30  
miles northeast of I-20, on Hwy  
25. The area is served by air-  
ports in Augusta, GA and  
Columbia, SC.



### **FPC Eglin**

P.O. Box 600  
Eglin AFB, FL 32542-7606  
850-882-8522  
Fax: 850-729-8190  
*Southeast Region*

Security level: Minimum/Male  
Judicial District: Northern  
Florida

Population: 141  
Staff: 93

Location: In the Florida pan-  
handle, 65 miles east of  
Pensacola, on Eglin Air Force  
Base. The area is served by  
Okaloosa County Air Terminal,  
Pensacola Regional Airport, and  
commerical bus lines.



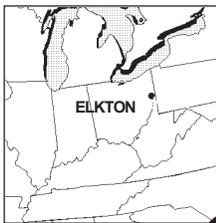
### **FCI El Reno**

P.O. Box 1000  
El Reno, OK 73036-1000  
405-262-4875  
Fax: 405-262-7626  
*South Central Region*

Security level: Medium/Male  
(adjacent Minimum/Male Camp)  
Judicial District: Western  
Oklahoma

Population: FCI: 1,169 Camp: 229  
Staff: 321

Location: 30 miles west of  
Oklahoma City. From Interstate  
40, take exit 119 (Old Hwy 66),  
proceed 1.5 miles to the  
institution on the right. The  
area is served by Will Rogers  
World Airport in Oklahoma City.



### **FCI Elkton**

P.O. Box 89  
Elkton, OH 44415  
330-424-7448  
Fax: 330-424-7075  
*Northeast Region*

Security level: Low/Male  
(satellite Low/Male Facility)  
Judicial District: Northern Ohio

Population: FCI: 1,873 FSL: 581  
Staff: 329

Location: In Northeastern Ohio, less than an hour from Pittsburgh, Youngstown, and Canton. The area is served by the international airport in Pittsburgh, regional airports in Youngstown and Canton, Amtrak, and commercial bus lines.



### **FCI Englewood**

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

Security level: Medium/Administrative/Male (adjacent Minimum/Male Camp)  
Judicial District: Colorado

Population: FCI: 934 Camp: 156  
Staff: 299

Location: 15 miles southwest of Denver, off Interstate 285. The area is served by Denver International Airport, Amtrak, and commercial bus lines.



### **FCI Estill**

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

Security level: Medium/Male  
(adjacent Minimum/Male Camp)  
Judicial District: South Carolina

Population: FCI: 1,044 Camp: 293  
Staff: 288

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



### **FCI Fairton**

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

Security level: Medium/Male  
(adjacent Minimum/Male Camp)  
Judicial District: New Jersey

Population: FCI: 1,407 Camp: 124  
Staff: 318

Location: 50 miles southeast of Philadelphia and 40 miles west of Atlantic City. Off State Hwy 55, at 655 Fairton-Millville Rd. The area is served by airports in Philadelphia, Atlantic City, and Millville; Amtrak in Philadelphia and Atlantic City; and commercial bus service.



### **ADX Florence**

P.O. Box 8500  
Florence, CO 81226  
719-784-9464  
Fax: 719-784-5290  
*North Central Region*

Security level: Administrative  
Maximum/Male  
Judicial District: Colorado

Population: 385  
FCC Staff: 885

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



**FCI Florence**  
 5880 Highway 67 South  
 Florence, CO 81226  
 719-784-9100  
 Fax: 719-784-9504  
*North Central Region*

Security level: Medium/Male  
 (adjacent Minimum/Male Camp)  
 Judicial District: Colorado

Location: See ADX Florence.

Population: FCI: 1,300 Camp: 528  
 FCC Staff: See ADX Florence.



**USP Florence**  
 P.O. Box 7500  
 Florence, CO 81226  
 719-784-9454  
 Fax: 719-784-5157  
*North Central Region*

Security level: High/Male  
 Judicial District: Colorado

Location: See ADX Florence.

Population: 1152  
 FCC Staff: See ADX Florence.



**FCI Forrest City (Low)**  
 P.O. Box 7000  
 Forrest City, AR 72336  
 870-630-6000  
 Fax: 870-494-4496  
*South Central Region*

Security level: Low/Male  
 (adjacent Minimum/Male Camp)  
 Judicial District: Eastern  
 Arkansas

Location: In eastern Arkansas, between Little Rock (85 miles east) and Memphis (45 miles west), near Interstate 40. The area is served by air and rail in Memphis, and Forrest City is directly served by commercial bus lines.

Population: FCI: 1,946 Camp: 284  
 FCC Staff: 526

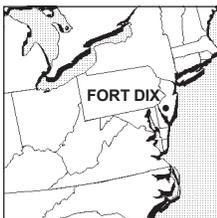


**FCI Forrest City (Medium)**  
 P.O. Box 7000  
 Forrest City, AR 72336  
 870-494-4200  
 Fax: 870-494-4496  
*South Central Region*

Security level: Medium/Male  
 Judicial District: Eastern  
 Arkansas

Location: See FCI Forrest City (Low).

Population: FCI: 1489  
 FCC Staff: See FCI Forrest City (Low).



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

Security level: Low/Male  
 (adjacent Minimum/Male Camp)  
 Judicial District: New Jersey

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

Population: FCI: 4,147 Camp: 428  
 Staff: 611



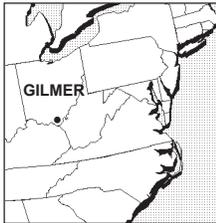
### **FMC Fort Worth**

3150 Horton Road  
Fort Worth, TX 76119-5996  
817-534-8400  
Fax: 817-413-3350  
*South Central Region*

Security level: Administrative/  
Male  
Judicial District: Northern Texas

Population: 1,731  
Staff: 302

Location: In north central Texas, in southeast Fort Worth; north of Interstate 20 and east of Interstate 35. The area is served by Dallas/Fort Worth International Airport, Amtrak, and commercial bus lines.



### **FCI Gilmer**

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

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

Population: FCI: 1,508 Camp: 138  
Staff: 283

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



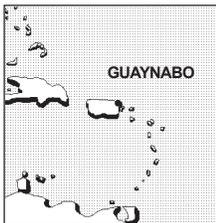
### **FCI Greenville**

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

Security level: Medium/Male  
(adjacent Minimum/Female camp)  
Judicial District: Southern Illinois

Population: FCI: 1,241 Camp: 333  
Staff: 275

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



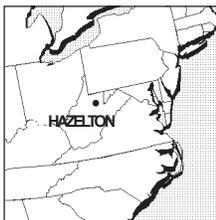
### **MDC Guaynabo**

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

Security level: Administrative/  
Male/Female  
Judicial District: Puerto Rico,  
U.S. Virgin Islands

Population: 1,129  
Staff: 248

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



### **USP Hazelton**

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

Security level: High/Male  
(adjacent Minimum/Male Camp)  
Judicial District: Northern District  
of West Virginia

Population: USP: 790 Camp: 138  
Staff: 335

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



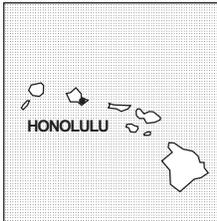
### **FCI Herlong**

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

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

Population: 120  
Staff: 195

Location: In the Sierra highlands of northern California, 70 miles northwest of Reno, NV, and 190 miles northeast of Sacramento, CA.



### **FDC Honolulu**

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

Security level: Administrative/  
Male/Female  
Judicial District: Hawaii

Population: 677  
Staff: 188

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



### **FDC Houston**

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

Security level: Administrative/  
Male/Female  
Judicial District: Southern Texas

Population: 1,044  
Staff: 224

Location: In downtown Houston at the intersection of Texas and San Jacinto Avenues. The area is served by George Bush International Airport, William P. Hobby Airport, Amtrak, and commercial bus lines.



### **FCI Jesup**

2600 Highway 301 South  
Jesup, GA 31599  
912-427-0870  
Fax: 912-427-1125  
*Southeast Region*

Security Level: Medium/Male  
(satellite Low/Male Facility and adjacent Minimum/Male Camp)  
Judicial District: Southern  
Georgia

Population: FCI: 1,020 FSL: 526  
Camp: 145  
Staff: 328

Location: In southeast Georgia on Route 301, 65 miles southwest of Savannah, 40 miles northwest of Brunswick, and 105 miles northwest of Jacksonville, FL. The area is served by airports in Jacksonville, Savannah, and Brunswick, and by Amtrak.



### **FCI La Tuna**

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

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

Population: FCI: 1,201 FSL: 409  
Camp: 267  
Staff: 346

Location: On the Texas and New Mexico border, 12 miles north of the city limits of El Paso, off Interstate 10, on State Hwy 20. The area is served by El Paso International Airport, Amtrak, and commercial bus lines.



## USP Leavenworth

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

*North Central Region*

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

Population: USP: 824 Camp: 481  
Staff: 462

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



## USP Lee

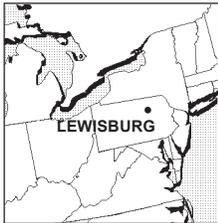
P.O. Box 900  
Jonesville, VA 24263-0900  
276-546-0150  
Fax: 276-546-9116

*Mid-Atlantic Region*

Security level: High/Male  
(adjacent Minimum/Male Camp)  
Judicial District: Western Virginia

Population: USP: 1,459 Camp: 140  
Staff: 364

Location: 8 miles east of Jonesville, off of U.S. 58 at the intersection of State Route 638. The area is served by the Tri-Cities Regional Airport in the Kingsport, Bristol, Johnson City, TN area.



## USP Lewisburg

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

*Northeast Region*

Security level: High/Male  
(adjacent Minimum/Male Camp)  
Judicial District: Middle Pennsylvania

Population: USP: 1,477 Camp: 686  
Staff: 505

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



## FMC Lexington

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

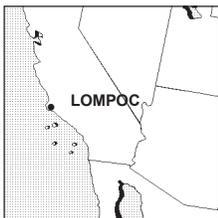
*Mid-Atlantic Region*

Security Level: Administrative/  
Male (adjacent Minimum/Female  
Camp)

Judicial District: Eastern  
Kentucky

Population: FMC: 1,928 Camp: 301  
Staff: 472

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



## FCI Lompoc

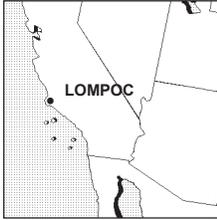
3600 Guard Road  
Lompoc, CA 93436  
805-736-4154  
Fax: 805-736-7163

*Western Region*

Security level: Low/Male  
Judicial District: Central  
California

Population: FCI: 1,507  
FCC Staff: 559

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



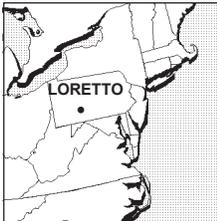
### **USP Lompoc**

3901 Klein Boulevard  
Lompoc, CA 93436  
805-735-2771  
Fax: 805-736-0295  
*Western Region*

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

Population: USP: 1,257 Camp: 344  
FCC Staff: See FCI Lompoc.

Location: See FCI Lompoc.



### **FCI Loretto**

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

Security level: Low/Male  
(adjacent Minimum/Male Camp)  
Judicial District: Western  
Pennsylvania

Population: FCI: 1,290 Camp: 148  
Staff: 223

Location: In southwest Pennsylvania between Altoona and Johnstown, 90 miles east of Pittsburgh, off Route 22, between Interstate 80 and the Pennsylvania Turnpike via Route 220. The area is served by Pittsburgh Airport, Amtrak, and commercial bus service.



### **MDC Los Angeles**

535 N. Alameda Street  
Los Angeles, CA 90012  
213-485-0439  
Fax: 213-253-9510  
*Western Region*

Security level: Administrative/  
Male/Female  
Judicial District: Central  
California

Population: 860  
Staff: 262

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



### **FCI Manchester**

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

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

Population: FCI: 1,107 Camp: 514  
Staff: 293

Location: 75 miles south of Lexington off Interstate 75, and 28 miles east of London on the Daniel Boone Parkway, on Route 8 (Fox Hollow Rd.), off State Hwy 421. The area is served by airports in Lexington, KY and Knoxville, TN.



### **FCI Marianna**

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

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

Population: FCI: 1237 Camp: 293  
Staff: 330

Location: In the Florida panhandle, 65 miles west of Tallahassee and 5 miles north of the town of Marianna, off Hwy 167. The area is served by airports in Tallahassee; Dothan, AL (35 miles northwest of the facility); and Panama City (54 miles south).



### **USP Marion**

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

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

Population: USP: 485 Camp: 389  
Staff: 372

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



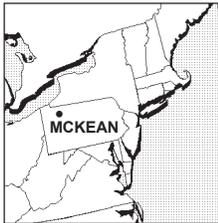
### **USP McCreary**

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

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

Population: USP: 1,585 Camp: 135  
Staff: 306

Location: In the southern part of Kentucky, off Interstate 75 via State Hwy 92 or US 27. The area is served by the Lexington Bluegrass Airport and McGhee Tyson Airport in Knoxville.



### **FCI McKean**

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

Security level: Medium/Male  
(adjacent Minimum/Male Camp)  
Judicial District: Western Pennsylvania

Population: FCI: 1,321 Camp: 338  
Staff: 297

Location: In northwest Pennsylvania between Bradford and Kane, 90 miles south of Buffalo, off Route 59, 1/4 mile east of the intersection of State Route 59 and U.S. Route 219. The area is served by Buffalo and Bradford airports.



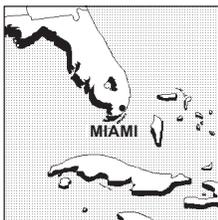
### **FCI Memphis**

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

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

Population: FCI: 1,225 Camp: 315  
Staff: 311

Location: In the northeast section of Memphis near the intersection of Interstate 40 and Sycamore View Rd. The area is served by Memphis International Airport, Amtrak, and commercial bus lines.



### **FCI Miami**

15801 S.W. 137th Ave.  
Miami, FL 33177  
305-259-2100  
Fax: 305-259-2160  
*Southeast Region*

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

Population: FCI: 1,172 Camp: 281  
Staff: 261

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



### **FDC Miami**

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

Security level: Administrative/  
Male/Female  
Judicial District: Southern Florida

Population: 1,664  
Staff: 278

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



### **FCI Milan**

P.O. Box 9999  
Arkona Road  
Milan, MI 48160  
734-439-1511  
Fax: 734-439-0949  
*North Central Region*

Security level: Low/Administrative/Male  
Judicial District: Eastern Michigan

Population: 1,534  
Staff: 309

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



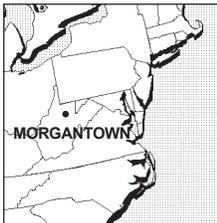
### **FPC Montgomery**

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

Security Level: Minimum/Male  
Judicial District: Middle Alabama

Population: 983  
Staff: 103

Location: On Maxwell Air Force Base, off Interstates 65 and 85. The area is served by Montgomery Regional Airport, Dannelly Field, and commercial bus lines.



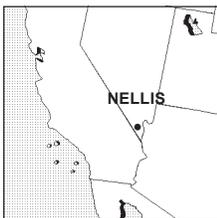
### **FCI Morgantown**

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

Security Level: Minimum/Male  
Judicial District: Northern West Virginia

Population: 1,158  
Staff: 172

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



### **FPC Nellis**

C.S. 4500  
N. Las Vegas, NV 89036-4500  
702-644-5001  
Fax: 702-643-2303  
*Western Region*

Security Level: Minimum/Male  
Judicial District: Nevada

Population: 220  
Staff: 58

Location: 15 miles from downtown Las Vegas on Nellis Air Force Base, Area II. Las Vegas is served by McCarran International Airport and commercial bus lines.



### **MCC New York**

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

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

Population: 901  
Staff: 244

Location: In downtown Manhattan, adjacent to Foley Square, and across the street from the Federal courthouse. The area is served by LaGuardia, Kennedy, and Newark airports; Amtrak, and commercial bus lines.



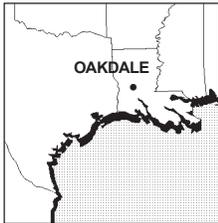
### **FCI Oakdale**

P.O. Box 5050  
Oakdale, LA 71463  
318-335-4070  
Fax: 318-215-2688  
*South Central Region*

Security Level: Medium/Male  
Judicial District: Western  
Louisiana

Population: 1,172  
FCC Staff: 485

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



### **FDC Oakdale**

P.O. Box 5060  
Oakdale, LA 71463  
318-335-4466  
Fax: 318-215-2185  
*South Central Region*

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

Population: FDC: 793 Camp: 144  
FCC Staff: See FCI Oakdale.

Location: See FCI Oakdale.



### **FTC Oklahoma City**

P.O. Box 898802  
7410 South MacArthur Blvd.  
Oklahoma City, OK 73189  
405-682-4075  
Fax: 405-680-4041  
*South Central Region*

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

Population: 1,612  
Staff: 485

Location: 3 miles west of Interstate 44 and 4 miles south of Interstate 40. The area is served by Will Rogers World Airport and commercial bus lines.



### **FCI Otisville**

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

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

Population: FCI: 1,077 Camp: 131  
Staff: 292

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



### **FCI Oxford**

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

Security Level: Medium/Male  
(adjacent Minimum/Male Camp)  
Judicial District: Western Wisconsin

Population: FCI: 1,146 Camp: 223  
Staff: 283

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



### **FCI Pekin**

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

Security Level: Medium/Male  
(adjacent Minimum/Female Camp)  
Judicial District: Central Illinois

Population: FCI: 1,231 Camp: 305  
Staff: 273

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



### **FPC Pensacola**

110 Raby Avenue  
Pensacola, FL 32509-5127  
850-457-1911  
Fax: 850-458-7295  
*Southeast Region*

Security Level: Minimum/Male  
Judicial District: Northern Florida

Population: 546  
Staff: 77

Location: 175 miles west of Tallahassee and 50 miles east of Mobile, AL, on Saufley Field, off Interstate 10. The area is served by Pensacola Municipal Airport, Amtrak, and commercial bus lines.



### **FCI Petersburg (Low)**

P.O. Box 90026  
Petersburg, VA 23804  
804-733-7881  
Fax: 804-863-1510  
*Mid-Atlantic Region*

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

Population: FCI: 1,234 Camp: 350  
FCC Staff: 536

Location: 25 miles southeast of Richmond. From Interstate 95, take Exit 54 (Temple Ave./Hwy 144), proceed east approximately 3 miles, then turn left on River Rd. The area is served by airports in Petersburg and Richmond, Amtrak, and commercial bus lines.



### **FCI Petersburg (Medium)**

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

Security Level: Medium/Male  
Judicial District: Eastern Virginia

Population: FCI: 1,836  
FCC Staff: See FCI Petersburg (Low).

Location: See FCI Petersburg (Low).



### **FDC Philadelphia**

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

Security Level: Administrative/  
Male/Female  
Judicial District: Eastern  
Pennsylvania

Population: 1,119  
Staff: 240

Location: In downtown Philadelphia. The area is served by Philadelphia International Airport, Amtrak, and commercial bus lines.



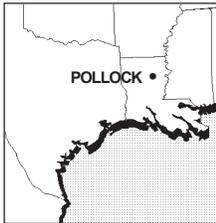
### **FCI Phoenix**

37900 N. 45th Avenue  
Phoenix, AZ 85086  
623-465-9757  
Fax: 623-465-5199  
*Western Region*

Security Level: Medium/Male  
(adjacent Minimum/Female camp)  
Judicial District: Arizona

Population: FCI: 1,199 Camp: 314  
Staff: 311

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



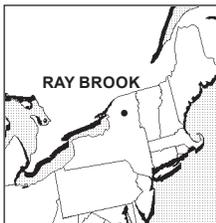
### **USP Pollock**

P.O. Box 1000  
1000 Airbase Road  
Pollock, LA 71467  
318-561-5300  
Fax: 318-561-5391  
*South Central Region*

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

Population: USP: 1,300 Camp: 132  
Staff: 373

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



### **FCI Ray Brook**

P.O. Box 300  
Old Ray Brook Road  
Ray Brook, NY 12977  
518-897-4000  
Fax: 518-897-4216  
*Northeast Region*

Security Level: Medium/Male  
Judicial District: Northern New  
York

Population: 1,266  
Staff: 248

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



### **FMC Rochester**

P.O. Box 4600  
2110 East Center Street  
Rochester, MN 55903-4600  
5507-287-0674  
Fax: 518-287-9601  
*North Central Region*

Security Level: Administrative/  
Male  
Judicial District: Minnesota

Population: 864  
Staff: 425

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



### **FCI Safford**

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

Security Level: Low/Male  
Judicial District: Arizona

Population: 836  
Staff: 170

Location: In southeastern Arizona, 127 miles northeast of Tucson, 165 miles east of Phoenix, off Hwy 191, 7 miles south of the town of Safford. The area is served by airports in Tucson and Phoenix, Amtrak in Phoenix and Tucson, and commercial bus lines.



### **MCC San Diego**

808 Union Street  
San Diego, CA 92101-6078  
619-232-4311  
Fax: 619-595-0390  
*Western Region*

Security Level: Administrative/  
Male/Female  
Judicial District: Southern  
California

Population: 908  
Staff: 236

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



### **FCI Sandstone**

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

Security Level: Low/Male  
Judicial District: Minnesota

Population: 919  
Staff: 230

Location: 100 miles northeast of Minneapolis/St. Paul and 70 miles southwest of Duluth, off Interstate 35 (Sandstone exit, follow Hwy 23 to Route 123 east). The institution is 2 miles from the intersection. The area is served by commercial bus lines.



### **FCI Schuylkill**

P.O. Box 700  
Minersville, PA 17954  
570-544-7100  
Fax: 570-544-7350  
*Northeast Region*

Security Level: Medium/Male  
(adjacent Minimum/Male Camp)  
Judicial District: Middle  
Pennsylvania

Population: FCI: 1,268 Camp: 334  
Staff: 295

Location: 100 miles northwest of Philadelphia and 46 miles northeast of Harrisburg; west of Interstate 81, off State Hwy 901. The area is served by Harrisburg International Airport, Amtrak in Harrisburg, and commercial bus lines.



### **FCI Seagoville**

2113 North Highway 175  
Seagoville, TX 75159  
972-287-2911  
Fax: 972-287-5466  
*South Central Region*

Security Level: Low/Male and  
Administrative/Male (adjacent  
Minimum/Male Camp)  
Judicial District: Northern Texas

Population: 1,976 Camp: 170  
Staff: 302

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



### **FDC SeaTac**

P.O. Box 13901  
Seattle, WA 98198-1091  
206-870-5700  
Fax: 206-870-5717  
**Western Region**

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

Population: 904  
Staff: 231

Location: 12 miles south of Seattle and 16 miles north of Tacoma, 1 mile west of Interstate 5 (200th St.exit). SeaTac International Airport is 1 mile from the facility. Amtrak and commercial bus lines also serve the area. The street address is 2425 S. 200th St.



### **FPC Seymour Johnson**

1055 Peterson Avenue  
Goldsboro, NC 27533-8004  
919-735-9711  
Fax: 919-735-0169  
**Mid-Atlantic Region**

Security Level: Minimum/Male  
Judicial District: Eastern North Carolina

Population: 414  
Staff: 67

Location: Near Goldsboro, NC on Seymour Johnson Air Force Base; off Interstate 40 and 95 and U.S. 70. The area is served by Raleigh/Durham International Airport, Amtrak in Raleigh and Durham, and commercial bus lines.



### **FCI Sheridan**

P.O. Box 8000  
27072 Ballston Road  
Sheridan, OR 97378-9601  
503-843-4442  
Fax: 503-843-3408  
**Western Region**

Security Level: Medium/Male and Administrative/Male (adjacent Minimum/Male Camp)  
Judicial District: Oregon

Population: FCI: 1,511 Camp: 499  
Staff: 332

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



### **MCFP Springfield**

P.O. Box 4000  
1900 W Sunshine  
Springfield, MO 65801-4000  
417-862-7041  
Fax: 417-837-1711  
**North Central Region**

Security Level: Administrative/  
Male  
Judicial District: Western Missouri

Population: 1,215  
Staff: 592

Location: At the corner of Sunshine St. and the Kansas Expressway, off Interstate 44. The area is served by the Springfield/Branson Municipal Airport and commercial bus lines.



### **FCI Talladega**

565 East Renfroe Road  
Talladega, AL 35160  
256-315-4100  
Fax: 256-315-4495  
**Southeast Region**

Security Level: Medium/Male (adjacent Minimum/Male Camp)  
Judicial District: Northern Alabama

Population: FCI: 1,091 Camp: 387  
Staff: 294

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



### **FCI Tallahassee**

501 Capital Circle, NE.  
Tallahassee, FL 32301-3572  
850-878-2173  
Fax: 850-671-6105  
*Southeast Region*

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

Population: 1,509  
Staff: 281

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



### **FCI Terminal Island**

1299 Seaside Avenue  
Terminal Island, CA 90731  
310-831-8961  
Fax: 310-732-5335  
*Western Region*

Security Level: Medium/Male  
Judicial District: Central California

Population: 1,173  
Staff: 279

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



### **FCI Terre Haute**

4200 Bureau Road N  
Terre Haute, IN 47808  
812-238-1531  
Fax: 812-238-9873  
*North Central Region*

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

Population: FCI: 992 Camp: 442  
FCC Staff: 644

Location: Two miles south of the City of Terre Haute, which is 70 miles west of Indianapolis on Interstate 70. The institution is located on Hwy 63. The area is served by Hulman Regional Airport and commercial bus lines.



### **USP Terre Haute**

4200 Bureau Road South  
Terre Haute, IN 47808  
812-244-4400  
Fax: 812-244-4789  
*North Central Region*

Security Level: High/Male  
(operates Special Confinement Unit for inmates under Federal death sentences)  
Judicial District: Southern Indiana

Population: 1,274  
FCC Staff: See FCI Terre Haute.

Location: See FCI Terre Haute.



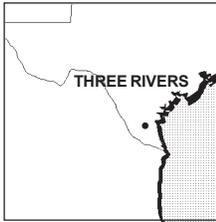
### **FCI Texarkana**

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

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

Population: FCI: 1,498 Camp: 379  
Staff: 271

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



### **FCI Three Rivers**

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

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

Population: FCI: 1,225 Camp: 344  
Staff: 276

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



### **FCI Tucson**

8901 South Wilmot Road  
Tucson, AZ 85706  
520-574-7100  
Fax: 520-574-7341  
*Western Region*

Security Level: Medium/Male,  
Administrative Male/Female  
Judicial District: Arizona

Population: 827  
Staff: 212

Location: In southern Arizona, 10 miles southeast of the city of Tucson, near Interstate 10 and Wilmot Rd. The area is served by Tucson International Airport, Amtrak, and commercial bus lines.



### **FCI Victorville I Medium**

P.O. Box 5300  
Adelanto, CA 92301  
760-246-2400  
Fax: 760-246-2621  
*Western Region*

Security Level: Medium/Male  
(adjacent Minimum/Female Camp)  
Judicial District: Central  
California

Population: FCI: 1,581  
FCC Staff: 826

Location: In San Bernardino County, approximately 85 miles northwest of Los Angeles, on Interstate 15. The area is served by Ontario International Airport, Amtrak, and commercial bus lines.



### **FCI Victorville II**

P.O. Box 5700  
Adelanto, CA 92301  
760-530-5700  
Fax: 760-530-5706  
*Western Region*

Security Level: Medium/Male  
(adjacent Minimum/Male Camp)  
Judicial District: Central  
California

Population: FCI: 821 Camp: 273  
FCC Staff: See FCI Victorville I.

Location: See FCI Victorville I.



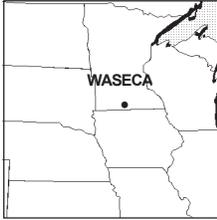
### **USP Victorville**

P.O. Box 5500  
Adelanto, CA 92301  
760-530-5000  
Fax: 760-530-5103  
*Western Region*

Security Level: High/Male  
Judicial District: Central  
California

Population: 966  
FCC Staff: See FCI Victorville I.

Location: See FCI Victorville I.



### **FCI Waseca**

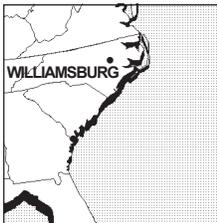
P.O. Box 1731  
1000 University Drive, SW  
P.O. Box 1731  
Waseca, MN 56093  
507-835-8972  
Fax: 507-837-4547

*North Central Region*

Security Level: Low/Male  
Judicial District: Minnesota

Population: 1,076  
Staff: 209

Location: In southern Minnesota, 75 miles south of Minneapolis on Interstate 35; 13 miles west of Owatonna on State Hwy 57. The area is served by airports in Minneapolis and Rochester.



### **FCI Williamsburg**

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

*South East Region*

Security Level: Medium/Male  
(adjacent Minimum/Male camp)  
Judicial District: South Carolina

Population: FCI: 922 Camp: 126  
Staff: 267

Location: In Williamsburg County, off Hwy 521.



### **FPC Yankton**

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

*North Central Region*

Security Level: Minimum/Male  
Judicial District: South Dakota

Population: 772  
Staff: 102

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



### **FCI Yazoo City (Low)**

2225 Haley Barbour Parkway  
P.O. Box 5050  
Yazoo City, MS 39194  
662-751-4800  
Fax: 662-751-4905

*Southeast Region*

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

Population: FCI: 1,720 Camp: 134  
FCC Staff: 447

Location: 36 miles north of Jackson, MS off Hwy 49. The area is served by most major carriers at the airport in Jackson, as well as by Amtrak.



### **FCI Yazoo City (Medium)**

P.O. Box 5666  
Yazoo City, MS 39194  
662-716-1020  
Fax: 662-716-1036

*Southeast Region*

Security Level: Medium/Male  
Judicial District: Southern Mississippi

Population: FCI: 538  
FCC Staff: See FCI Yazoo City (Low).

Location: See FCI Yazoo City (Low).

.....

*This page intentionally left blank.*

# FY 2005 Statistical Data

## Inmate Population

Total population: 187,241  
 Total sentenced population: 167,661  
 Inmates in BOP facilities: 159,269  
 Inmates in privately-managed secure facilities<sup>1</sup>: 18,490  
 Inmates in other contract facilities<sup>2</sup>: 9,482

<sup>1</sup> includes inmates housed in privately-managed secure facilities under contract with the BOP or with a government that has an Intergovernmental Agreement (IGA) with the BOP.

<sup>2</sup> includes inmates housed in community corrections centers, home confinement, jails/short-term detention, contract juveniles, and long-term boarders.

### Inmates by Security Level

Minimum: 18.6%  
 Low: 39.4%  
 Medium: 25.7%  
 High: 10.2%  
 Unclassified<sup>3</sup>: 6.0%

### Inmates by Gender

Male: 174,779 (93.3%)  
 Female: 12,462 (6.7%)

### Inmates by Race

White: 105,695 (56.4%)  
 Black: 75,198 (40.2%)  
 Native American: 3,278 (1.8%)  
 Asian: 3,070 (1.6%)

### Ethnicity

Hispanic: 59,584 (31.8%)

Average Inmate Age : 37

### Citizenship

United States: 133,885 (71.5%)  
 Mexico: 31,877 (17.0%)  
 Colombia: 3,479 (1.9%)  
 Cuba: 1,754 (0.9%)  
 Dominican Republic: 3,444 (1.8%)  
 Other/Unknown: 12,802 (6.9%)

### Sentence Imposed<sup>4</sup>

Less than 1 year: 3,758 (2.2%)  
 1-3 years: 23,778 (14.0%)  
 3-5 years: 27,275 (16.0%)  
 5-10 years: 49,371 (29.0%)  
 10-15 years: 30,705 (18.0%)  
 15-20 years: 14,393 (8.5%)  
 More than 20 years: 15,598 (9.2%)  
 Life: 5,382 (3.2%)  
 Death: 31

<sup>4</sup>Calculated for cases where sentencing information is available.

### Types of Offenses<sup>5</sup>

Drug Offenses: 53.4%  
 Weapons, Explosives, Arson: 13.4%  
 Immigration: 11.2%  
 Robbery: 5.9%  
 Burglary, Larceny, Property Offenses: 4.0%  
 Extortion, Fraud, Bribery: 4.1%  
 Homicide, Aggravated Assault, and Kidnapping: 3.2%  
 Miscellaneous: 2.3%  
 Sex Offenses: 1.1%  
 Banking & Insurance, Counterfeit, Embezzlement: 0.6%  
 Courts or Corrections: 0.4%  
 Continuing Criminal Enterprise: 0.4%  
 National Security: 0.1%

<sup>5</sup>Calculated for cases where offense information is available.

<sup>3</sup>Not yet assigned a security level.

---

### **Staff Breakdown**

Staff by Gender:

Male: 72.4%

Female: 27.6%

Staff by Race/Ethnicity:

White (Non-Hispanic): 64.3%

African American: 21.0%

Hispanic: 11.2%

Asian: 2.1%

Native American: 1.5%

Other: less than 0.1%

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

Alberto R. Gonzales, Attorney General

Harley G. Lappin, Director

Thomas R. Kane, Assistant Director  
Information, Policy, and Public Affairs

Judith Simon Garrett, Deputy Assistant Director  
Information, Policy, and Public Affairs

Enriqueta Tercilla, Chief  
Office of Communications and Archives

Federal Bureau of Prisons  
320 First Street, NW  
Washington, DC 20534  
202-307-3163

Bureau of Prisons website: [www.bop.gov](http://www.bop.gov).

The Attorney General has determined that the publication of this periodical is necessary in the transaction of public business required by law and the Department of Justice.

Cover graphics by:  
Office of Communications and Archives

Printed by:  
Federal Prison Industries

**U.S. Department of Justice**  
*Federal Bureau of Prisons*  
*Washington, D.C. 20534*

---

Forwarding and Return Postage Guaranteed  
Address Correction Requested

BULK RATE POSTAGE  
AND FEES PAID

U.S. Department of Justice  
Permit No. G-231

Official Business  
Penalty for Private Use \$300