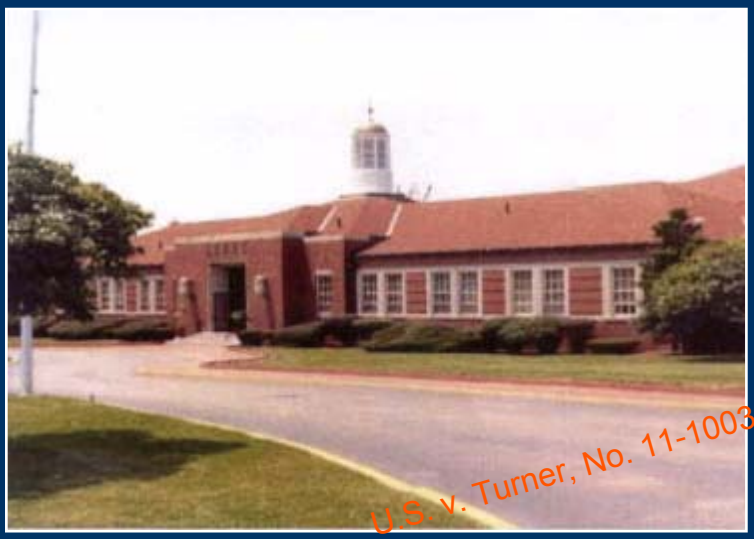
U.S. DEPARTMENT OF JUSTICE

FEDERAL BUREAU OF PRISONS

STATE OF THE BUREAU 2009

THE BUREAU'S CORE VALUES



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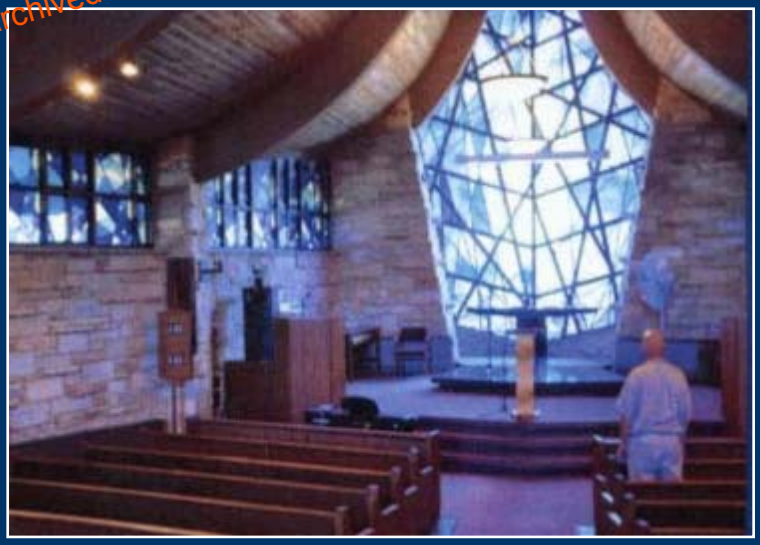
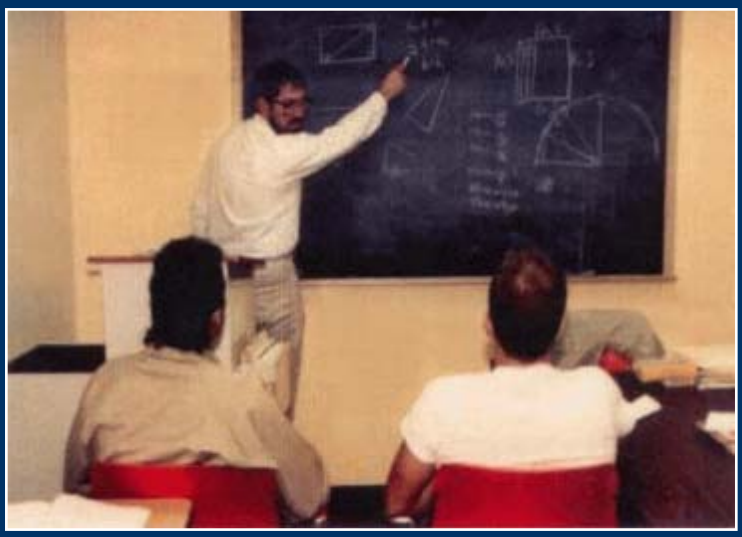
CORRECTIONAL EXCELLENCE
We are correctional workers first, committed to the highest level of performance.



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



INTEGRITY
We demonstrate uncompromising ethical conduct in all our actions.

MESSAGE FROM THE ATTORNEY GENERAL

I am pleased to introduce the *2009 State of the Bureau*, which provides an overview of the Federal Bureau of Prisons' activities for this past fiscal year. The Bureau has carried out extraordinary work in support of the Department of Justice, and more importantly, the American public. Under tragic circumstances, unfortunately, the support provided by the Bureau to the military this past year was costly, as one of the Bureau's employees on active duty with the Army was killed in Fort Hood, Texas. We remember and honor Dr. Libardo Eduardo Caraveo for his dedication and service to the Bureau, the Department, and our country.

Since 1930, the Bureau has provided safe, humane, cost-efficient facilities for offenders – despite the challenges associated with the substantial growth of the inmate population. During FY 2009, the Bureau's leadership and staff continued to pursue innovative enhancements to operations, services, and inmate programs. This combination of strategies, along with the diligent efforts of Bureau staff, has resulted in a more effective and efficient agency. I am grateful for their individual and collective efforts.

The Department will continue to bring to bear its resources and considerable expertise in helping our nation resolve both current and future challenges. To that end, we are focusing on key policy issues and pursuing partnerships with other federal and state agencies, as well as with our local community partners, to best use combined resources. But simply working on these challenges is not enough. As stewards of the public's trust, the Department is firmly committed to achieving *measurable* results that demonstrate enhanced public safety. This requires a proactive, well-coordinated collaboration that appropriately addresses each part of the continuum associated with crime − from prevention through arrest, prosecution, conviction, incarceration, and finally to community reentry once ex-offenders are released.

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The Bureau's approach to preparing offenders to reenter their communities upon release is goal-oriented. The agency offers self-improvement opportunities that help inmates develop the skills required for them to become productive, law-abiding members of our society. Additionally, the Bureau focuses on expanding working relationships with others involved in the reentry process to provide the services and support that individuals need to remain crime-free. These important efforts complement the Bureau's mission to protect society by confining inmates in a safe and appropriately secure manner.

I have no doubt that the Bureau will tackle the many challenges it will face this coming year with the same determination and success that have characterized the agency since its establishment. I look forward to continuing to work with the Bureau's leadership to advance the agency's mission.

Eric H. Holder, Jr.

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MESSAGE FROM THE DIRECTOR

It is my pleasure each year to introduce the agency's annual report – in this case, the *2009 State of the Bureau*. The BOP's annual report highlights the achievements of the more than 37,000 staff members of the Federal Bureau of Prisons (BOP) who carry out their sometimes challenging responsibilities to ensure the safety of the American public. I am particularly proud of the accomplishments of the BOP's dedicated staff and the individual and collective efforts demonstrated each and every day in the service of this agency.

The Bureau's commitment to carrying out its mission is unwavering. Each day we strive to ensure the success of releasing offenders and will not be satisfied until we can maximize the success rate for ex-offenders releasing to their local communities. We recognize that in keeping with the African proverb, "It takes a village..." to help ex-offenders reenter society and create a safety net that meets their needs post-release. On the Bureau's part, we have emphasized the need for all staff to take ownership of our mission to prepare inmates for release and promote teamwork with our external partners to support releasing offenders during reentry. Many public, non-profit, and private organizations across the United States have committed to this important goal. As the proverb suggests, the more people involved in developing and implementing solutions to the challenges associated with reentry, the more likely an inmate to reenter society successfully.

The BOP builds community partnerships in more than name only. Meaningful community partnerships mean partners talk and work together to establish a safety net that prevents an inmate from falling through the cracks in terms of his/her skills or needs. It means inmate families are willing to accept and reinforce the pro-social behaviors inmates acquire as a result of their efforts during incarceration. It means working on the social, cultural, and economic issues that create conditions favorable to law-abiding behavior. To a certain degree, this requires expanding our scope of influence as individuals by accepting ownership for roles we may not have previously viewed as our own.

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As we approach the 40th anniversary of the riots at Attica Prison in New York, we remember the many lives that were lost, both staff and inmates. Those riots led to profound changes in the operations of prisons throughout the country. Specifically, the Attica riots led to a recognition that the effective management of prisons requires firm, fair, consistent, and respectful treatment of inmates. In the Bureau of Prisons, we changed the way we interacted and communicated with inmates, providing for enhanced dignity for those in our charge. These changes live on within the Bureau today.

While ensuring public safety through secure institutions, the BOP workforce has developed practical and creative training and skills development programs and opportunities so critical to inmates' post release success. Each year we explore ways to improve each inmate's chances of success by more effective, efficient, and improved means of service. To that end, I am confident that BOP personnel will continue to work each day to help us achieve improved outcomes in community reentry and protecting the public.

I encourage each of you to read about what the BOP is doing and to consider joining this effort to create safer communities for us all. There is no shortage of need or roles for us to play.

Harley G Lappin

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Federal 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.

CORE VALUES

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

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

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

VISION STATEMENT

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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.

BOP FY09 Operations by National Goal

Introduction

The Federal Bureau of Prisons (BOP) uses a strategic planning approach to management. Strategic planning is driven by the BOP's mission and vision statements, which are supported by seven broad correctional goals. Each goal, in turn, is supported by specific objectives. The BOP's Executive Staff holds regular planning sessions to ensure the strategic goals continue to meet the needs of society, reflect the mission and vision of a modern correctional system, and address the major issues and challenges facing the agency today and into the future. The agency's national strategic planning goals keep resources and effort focused on and applied to activities that directly support its mission. What follows is an overview of the BOP's FY09 accomplishments, arranged according to the Bureau's seven national goals.

Goal 1: Population Management

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

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During FY09, the BOP's inmate population increased by 3.5 percent (or 7,091 offenders) to 208,759. At the end of FY09, the BOP housed 172,423 Federal inmates (or approximately 82.6 percent of the total population) in BOP-operated facilities, while the balance was confined in contract care (i.e., privately managed secure or community-based facilities and local jails). Specifically, 36,336 were confined in privately managed/State and local facilities, and 8,842 were housed in residential reentry centers (RRCs). Overall, the BOP's 115 institutions were at 37 percent above rated capacity, with high- and medium-security facilities at 49 and 47 percent above, respectively. Secure female facilities were at 42 percent above capacity.

Figure 1 provides trend data for the BOP's inmate population that indicates population growth in FY09 has returned to the rate in the years prior to FY08. The reduced growth rate in FY08 resulted in large part from the release of offenders pursuant to the retroactive application of the crack cocaine amendment to the United States Sentencing Guidelines.

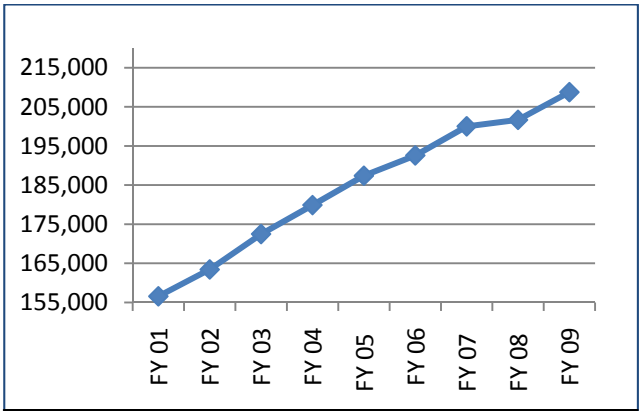

Figure 1: Inmate Population by Year (FY01-FY09)

With respect to inmate characteristics, the BOP numbers for FY09 very closely resemble those of FY08. At the end of FY09, 93.4 percent of the BOP inmate population was male and 6.6 percent female. More than half the inmate population was white (57.4 percent) and 39.0 percent was African American; 1.8 percent Native American; and 1.8 percent was Asian. Just under one third of the inmate population was Hispanic (32.6 percent). Approximately one quarter of the inmate population were non-U.S. citizens (26.7 percent), with Mexico contributing the highest proportion of non-U.S. citizen inmates at 17.8 percent.

Drug offenders continue to represent the largest segment of the inmate population at 51.8 percent. The next largest group was sentenced for weapons, explosives, and arson at 15.1 percent, followed by immigration at 11.3 percent. In FY09, nearly one third of inmates were serving sentences of 5-10 years (29.8 percent), with 19.9 percent serving sentences of 10-15 years and 14.7 percent with sentences of 3-5 years. Of the remaining inmates, 12.4 percent were serving 1-3 year sentences, 9.6 percent were serving sentences longer than 20 years, 8.6 percent had 15-20 year sentences, 1.9 percent had less than one year to serve, and 3.1 percent were serving life sentences.

- Under the auspices of the Department of Justice's (DOJ) Prisoner Exchange Program, the BOP worked with the Office of Enforcement Operations and the U.S. Marshals Service (USMS) to affect the transfer of 174 foreign nationals from BOP prisons back to their home countries; 57 American citizens were returned to the United States from foreign prisons. Transferred inmates complete their sentences in their native countries.

  Non-citizen inmates are encouraged to apply for international treaty transfers to their native countries. This benefits all parties, including U.S. taxpayers: foreign nationals can serve their prison terms in facilities nearer their families. At the same time, the cost to the U.S. Government related to housing non-citizen offenders is reduced.

Crowding

- In an effort to ease crowding, one new medium security facility was activated by the BOP in FY09: the Federal Correctional Institution (FCI) at the Federal Correctional Complex (FCC) in Pollock, LA. The BOP also added 632 contract beds, which are especially useful for meeting the needs of specialized populations such as criminal aliens.

- To further reduce crowding and ensure sufficient bed space to accommodate the projected increase in the inmate population:
  > four new, medium security BOP institutions are under construction: FCIs Mendota (CA), McDowell (WV), Berlin (NH); and Aliceville (AL), the latter to serve as a secure facility for female offenders; and
  > two are in the design phase: United States Penitentiary (USP) Yazoo City and FCI Hazelton, both due to be completed in 2012.

Changes in Institutional Mission

- The following facilities underwent institution population or mission changes in FY09 to accommodate bed space/capacity, security level, and population management needs:
  > USP Lewisburg began conversion to a Special Management Unit (SMU) institution in January 2009. This USP will be the only facility in the BOP where the entire institution will operate as an SMU. The conversion is expected to continue into 2010.

  The SMU program is designed for inmates who are difficult to manage in typical high security institutions. These include those who participate in or have leadership roles in geographical group/gang-related activity, or inmates who pose unique security and management concerns.

  Inmates designated to the Lewisburg SMU will participate in programs designed for self-improvement. SMU inmates are expected to complete the four SMU program levels in 18-24 months; and after successful completion, they will be eligible for transfer to a less restrictive institution.

  > Two other SMUs were activated during FY09: FCI Talladega and FCC Oakdale.

  > Although designed as a penitentiary, USP Canaan originally activated as a medium security facility in February 2005. In July 2008, the institution began the transition from a medium to a high security facility; the conversion was completed in August 2009. As of April 2009, USP Canaan became the primary bus hub for the Northeast Region (NER).

  > FCI Englewood completed the change from housing medium security inmates to housing low security inmates, and FCI Waseca completed its conversion from housing low security males to housing low security females. Waseca's conversion established the first female facility within the North Central Region (NCR), making it possible for some female offenders from the NCR to be located closer to their families and release destinations.

- During FY09, the BOP's Designation and Sentence Computation Center (DSCC) at the Grand Prairie Office Complex processed a total of 63,714 initial designations (which amounts to approximately 1,250 per week or 250 per day) and 28,849 redesignations (averaging about 550 per week or 110 per day). In

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addition, the DSCC processed 17,000 amended orders (including 2,580 Time Served recalculations) in response to the Sentencing Guidelines changes to crack cocaine sentences. The DSCC also processed in excess of 153,000 sentence computations.

Management of Special Inmate Populations/Issues

- **Female Inmate Population:** To address the unique needs of female offenders, several facilities offer intensive treatment programs. These programs are specifically designed to help inmates with histories of chronic sexual, emotional, or physical abuse by teaching them strategies to handle their victimization. They also facilitate grieving over lost relationships and development of positive relationships.

- In FY09, the National Institute of Corrections (NIC) continued its efforts to develop and expand the knowledge base and range of tools available for use with female inmates. NIC:
  - > developed two new validated gender-responsive assessment and classification instruments, with versions for pre-trial, prison, and community corrections settings;
  - > began creating a "National Database of Programs for Criminal-Justice Involved Women" (accessible at www.nicic.gov/wodp), to be launched and managed by NIC;
  - > worked on designing a Gender-Informed Staffing Analysis tool for use in women's prison facilities to address operational and programming practices, staf-fing, and inmate classification; and
  - > started implementing a new initiative involving the development of a Gender-Informed Practices Assess-ment – Facility Version (GIPA-FV). This assessment will examine 12 domains relevant to the operation and management of women's facilities. Support tools (e.g., interview questions and methodology, focus group format) will be developed, pilot sites selected, the assessment prepared and conducted, and assessment materials finalized.

- **Geriatric Offenders:** As a result of collaborative efforts with the Texas Department of Criminal Justice, NIC is creating a module for the management of geriatric offenders from custody to end of life. This training will apply to both custody and civilian staff, enhance sensitivity to the unique needs of the aged, and focus on effective management strategies for use with this special population. The training also will cover budgetary issues associated with this population, as well as psychological and emotional issues that may arise among staff members dealing with older offenders.

- **Medical issues:** The rising incidence of the 2009 H1N1 flu (Swine Flu) triggered the Health Services Division's (HSD) issuance of pertinent information (e.g., on prevention) developed by the Centers for Disease Control and Prevention (CDC), for use by staff, clinicians, and the inmate population.

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Prison Rape Elimination Activities

In late 2008 and the first part of 2009, relevant information and reference documents pertaining to the Prison Rape Elimination Act (PREA) were made available to corrections entities, including the BOP and the public on both the NIC and American University Washington College of Law websites. During this same time period, the PREA page on the NIC website averaged in excess of 3,000 visits per month. NIC's Information Center continued to distribute print and video materials generated with PREA funds during the previous five years. NIC also received the *Final Evaluation Report of Project Activities,* which assessed the work completed under cooperative agreements issued to the American University Washington College of Law.

NIC serves on the Department of Justice (DOJ) PREA workgroup, coordinated by the Attorney General's Office, which will be working on the publication of the final rule required under PREA. In addition, under specific cooperative agreements, NIC is continuing the develop-ment of several related products, one of which

will include a series of publications comprising a "legal tool kit" and several handbooks for corrections practitioners.

A PREA CD, referred to as the "PREA super disc," was compiled for distribution at NIC training, technical assistance events, and professional conferences. The CD contains PREA material developed under NIC's various cooperative agreements over the last five years, plus the standards proposed by the National Prison Rape Elimination Commission (NPREC) and the Commission's report to Congress.

Goal 2: 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.

Staffing / Employee Services

- The BOP hired 2,612 new employees in FY09; this allowed the agency to keep pace with turnovers related to retirements, transfers, and resignations; the activation of one new BOP facility and specialized units; and security level-related mission changes. At the end of FY09, the BOP had a total staff complement of 37,178. As of September 30, 2009, 389 reservists from the BOP were serving on active military duty in support of the country's war efforts.

- Based on policy set forth by the Office of Management and Budget (OMB), the DSCC developed the "High Performance Organization" (HPO) requirements that will go into effect in October 2009 (FY10). The DSCC's organizational structure will include 83 GS-11 Classification and Sentence Computation Specialists and 118 GS-9 Computation and Classification Technician (CCT) positions (the latter previously called "Legal Instruments Examiner"). Staff selected under the expanded CCT position will assume additional classification responsibilities. DSCC's HPO is expected to be fully implemented by the end of FY11.

Recruitment / Retention

- During FY09, the BOP offered and granted several types of staffing incentives, including 286 recruitment, 1,570 retention, and 25 relocation incentives; annual leave credit; and student loan repayment. Incentives were used specifically to attract applicants for hard-to-fill positions.

- The BOP is firmly committed to the principle of affirmative employment, as diversity is critical to effective correctional management. The agency actively promotes diversity within its workforce by ensuring the Affirmative Employment Program Branch remains on target with respect to its recruitment and other objectives.

- BOP Regional Affirmative Employment Administrators and recruiters are using the USAJOBS Careers site to review online applications and contact prospective candidates via e-mail with job information. This allows them to establish automatic notifications from the site to the user when new candidates meeting their search criteria are added to the database.

- A national database available through an outside vendor was used to mine and search for candidates interested in employment by location and position. Through this site, prospective candidates were contacted about employment opportunities within the BOP. Names and résumés of parties interested in hard-to-fill positions were forwarded to hiring officials.

- The BOP participated in two career fairs in Anaheim and Los Angeles, CA to recruit candidates to fill mission critical positions at four BOP locations in that state. This initiative included diversity and military ad campaigns, as well as job postings on the previously mentioned national database and throughout the vendor's strategic partner network community.

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- The BOP created an agency Recruitment Center to aid national recruiters. It includes a national repository of potential employees in support of the BOP's Affirmative Employment Program. Information about the repository and its benefits was provided to Regional Employee Services and Affirmative Employment Administrators. Installation information and a user's handbook were distributed to the field. As a result of this initiative, more than 500 recruits have been added to the database.

- The Human Resource Management Division (HRMD) took action to assist facilities with local recruitment and facilitate re-population of the national correctional officer register. In August 2009, HRMD and the regional offices embarked on a National Recruitment Career Fair initiative. Job fairs were hosted at seven locations across the country. The participating sites were: FMC Rochester, MN; FCI Danbury, CT; FCC Beaumont, TX; FCC Yazoo City, MS; FMC Lexington, KY; FCC Petersburg, VA; and FCC Victorville, CA.

  The events included conducting immediate, on site interviews. Recruitment teams consisting of staff from the host institution, the regional offices, and Central Office helped organize the events. A targeted advertise-ment campaign announcing the events was developed for print, Internet, TV, and radio media. This campaign generated more than 2,000 attendees for these events.

- The various job fairs, from local to national, in which the BOP participated, were well-attended and provided excellent opportunities for advertising the full range of Bureau employment options, as well as current vacancies. For example, FCI Greenville partnered with the St. Louis Hispanic Chamber of Commerce to recruit bilingual staff. FCI Milan partnered with OPM to coordinate and conduct a national hiring fair in Dearborn, MI in July 2009, which included 17 Federal Government agencies in the State of Michigan. In advance of the event, participating agencies posted on the USAJOBS website a list of those positions needing to be filled at the fair. Applicants received invitations to the event and were interviewed on the spot by the hiring managers. Although this effort was labor-intensive, it proved highly productive for the FCI, whose Warden extended several conditional offers of employment.

- In July 2009, the Mid-Atlantic Region (MXR) partnered with the Region 1 Workforce Office of West Virginia, an entity designed to support the economic development of southern West Virginia. This partnership focused specifically on the activation of FCI McDowell. At least in part due to the publicity the Office received, participation increased from 5 initial partners to more than 18. Members included a State Senator, 4 Directors of County Economic Development Associations, four-year colleges, military reserve unit administrators, and community college and career technical centers. Specialized "Talent Team" business cards provided a single point of contact to ensure standardized information was shared. The BOP Recruitment video was posted on the Internet in seven portals and DVD copies were mailed to military reserve units and fraternal organizations. Training on the new facility was also conducted for the leadership of regional Affirmative Action Committees.

  The WV Talent Team Partnership has been instrumental in educating local job seekers about BOP positions. Community officials and leaders from Berlin, NH have expressed interest in learning about how to implement this type of partnership to help staff the new FCI being built there. Their goal is to educate, prepare, and recruit as many local applicants for FCI Berlin. Other BOP facility construction sites are exploring options for developing similar partnerships.

- Western Regional Office (WXRO) personnel returned to a long-used strategy of mass flyer mailings to advertise specific vacancy announcements and provide career information. Demographic groups and locations

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within the region were targeted, helping institutions staff hard-to-fill positions.

- During FY09, the agency's Intranet continued to inform staff about the availability of various incentives offered by the Federal Government, resources, and tools that might enhance their quality of life, either at home or work. Information related to education, housing, finances, energy conservation initiatives, and more was provided. In addition, the BOP promoted the use of Employee Assistance Program resources, which are available to employees and their immediate families through a contractual agreement with Federal Occupational Health. Services are available to staff 24/7 at no charge.

- Many institutions maintain a Staff Feedback link on Sallyport (the BOP's Intranet) to maximize transparency between management and staff. Institutions respond to staff questions regarding decisions, procedures, and other work-related topics of concern or interest to them.

Training

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- During FY09, 2,123 new employees attended the Introduction to Correctional Techniques (ICT) course held at the Staff Training Academy (STA) in Glynco, GA; 466 staff members attended specialty training required by their specific job duties. The Management and Specialty Training Center (MSTC), located at the National Corrections Academy (NCA) in Aurora, CO, conducted 109 classes on-site for 3,026 participants, 10 classes off-site for 184 staff, and 1 CENTRA session for 21 participants. MSTC also provided training to 136 staff using the National Independent Study Center and Foley Belsaw Institute courses, designed to provide knowledge and training necessary to succeed in business.

- STA developed staff training videos on the application of restraints and self-defense. In collaboration with the Intelligence Branch of the Correctional Programs Division (CPD), MSTC developed a Security Threat Groups (STG) Guide for staff use. Both products were posted on the agency's Intranet to ensure access and viewing by all staff.

- The Bureau further refined the Leadership Enhancement and Development Program (LEAD) this year. LEAD was designed to ensure a pool of qualified, skilled leaders is available to meet the agency's future needs, and to facilitate the BOP's succession planning efforts. The program develops individuals identified as having leadership potential, as well as enhances the skill level of current leaders in preparation for even greater responsibilities.

  LEAD training and developmental activities are linked to leadership competencies identified as necessary to be effective at the highest levels of the agency. The program structure is unique in that it ensures training is commensurate with the participant's functional level. Specifically, Phase I offers programming to fit those at the GS 9, 11, and 12 levels; Phase II meets the needs of GS 13, 14, and 15 (non-CEO) participants; and Phase III is suited to meet the needs of GS 15, CEO, and SES-level staff. Participants also may access select classes from other course providers, including NIC, OPM, and the Center for Creative Leadership.

  During FY09, 19 staff graduated from LEAD's Phase I, 7 from Phase II, and 3 from Phase III. From program inception through the end of FY09, a total of 349 staff members have graduated from LEAD. Currently, 132 are enrolled.

- The BOP held its national Affirmative Action training meetings in conjunction with meetings of national organizations including the National Association of Blacks in Criminal Justice, the League of United Latin American Citizens; the Federal Asian Pacific American Council, and the Society of American Indian Government Employees. Training for special emphasis program managers is accomplished through these partnerships. Instructors address topics relevant to the roles these managers play and to the constituency

groups they serve, including but not limited to career development, barrier analysis, recruitment, and diversity management.

Training opportunities ensured program managers and their alternates were well-prepared to manage their collateral duties. But the success of the BOP's Affirmative Action programs was the result of the hard work of many, from staff working with DOJ to establish program goals and direction, to BOP leaders across levels and the field staff who supported the agency's many local activities. Mina Raskin, EEO Officer/Senior Counsel for Dispute Resolution, and Sandra Burks Farrior, Chief of the Affirmative Employment Program Branch, received the DOJ Justice Management Division's Leadership Collaboration Award for their work over the course of more than one year on the DOJ Strategic Planning Workgroup, to create the first DOJ-wide EEO strategic plan.

During FY09, DOJ presented UNICOR with two prestigious Small Business awards. The first recognized the diligent efforts of UNICOR contracting staff in working with the small business community to help UNICOR exceed DOJ's established goals. UNICOR received DOJ's:

> Outstanding Achievement Award for exceeding DOJ's FY08 goals for the use of small, women-owned, and HUBZone small businesses as prime contractors. UNICOR's overall percentage of funds obligated to small businesses last year was 51.5 percent, with 8.2 percent awarded to women-owned and 4.0 percent to HUBZone businesses; and

> the Star Award from the Office of Small and Disadvantaged Business Utilization, for the most dollars obligated among DOJ's components on small business contracts. UNICOR had $326 million in obligated contracts to the small business community, meeting the overall small business goal for FY08.

- Through an intensive training program in 2009, DSCC personnel continued to develop their expertise, thereby improving the agency's approach to processing designation, classification, and sentence computations. The established HPO organizational structure mandates that individuals in the CCT position calculate sentences, classify offenders, and perform sentence computation audits. To ensure the requisite skills are achieved, the DSCC has established strict training guidelines that require staff to demonstrate competence in carrying out these functions prior to moving to the next level of responsibility.

- The Southeast Region (SER) is sponsoring and conducting a "Sexual Harassment Prevention Seminar." Its goal is to provide an overview of policies governing discrimination and sexual harassment and to open a realistic discussion about working in a correctional environment. Specifically, SER seeks to address issues and concerns based on personal experiences, and to increase sensitivity and communication. The Southeast Regional Office (SERO) has conducted this training seminar at several institutions throughout the region and will continue until it has been offered at all institutions desiring or requiring it.

- The BOP provides a mandatory training course for staff working with female inmates, based on the unique needs presented by this group of offenders. This course provides a comprehensive over-view of factors that affect the behavior of female offenders in custody, including emotional concerns, family relationships, health concerns, trauma and/or abuse issues, and physical issues.

NIC's "Operational Practices in the Management of Women's Prisons" training program is offered twice each year to 24-30 participants per class, including up to four BOP participants. The course is designed to assist senior managers and administrators of women's facilities, with a focus on operational management and correctional programming affected by gender differences. Factors addressed include characteristics of women offenders, gender differences, institutional

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culture, staff training needs, inmates-staff relationships, cross-gender supervision, legal issues, medical, inmate programming, and policy development (i.e. property, sick call, pat searches, visitation, and classification). While the audience is predominately wardens, BOP staff members from Central Office, regional administrators from both the BOP and state departments of corrections, and an agency Commissioner took part in this training during FY09. NIC also trained 40 staff members from the Nevada Department of Corrections in an on-site offering of this class.

- NIC presented three training video conferences during FY09, all of which were available to BOP staff along with personnel from other correctional systems:
  - > *From the Battlefront to the Home Front* examined the post-traumatic effects that might be encountered by returning correctional reservists and was viewed by 1,488 corrections professionals;
  - > *No More 'My Way or the Highway': Embracing the 21st Century Workforce* was seen by 3,440 viewers; and
  - > *Essential Skills for New Supervisors* had 2,624 participants.

- During FY09, NIC conducted a variety of training programs to enhance the skills of BOP's management staff and staff from state correctional systems. Examples follow:
  - > "Executive Excellence," an 8-month executive development program, offers innovative learner-centered and competency-based training for future leaders of corrections agencies. In FY09, 2 new groups began with a total of 66 participants, and one class with 31 participants concluded.
  - > "Executive Forum for Deputy Directors," an on-site 32-hour program offered annually, had 28 participants (including 2 from the BOP). Participants are involved in a private, by invitation only, web discussion in the community. The program site rotates through various states that offer and are selected to host the program. Participants tour one or more correctional facility(ies) in close proximity to the program site and observe the sponsoring agency's operations and practices.
  - > "Executive Training for New Wardens" is a 36-hour training program offered twice a year for individuals who have held the position of warden for less than 2 years. During FY09, a total of 66 participants (including 11 from the BOP) completed these classes. Each Warden is required to select a project area based on the curriculum topics or a critical issue that he/she would like to pursue upon return to his/her institution. Throughout the program, participants are presented with opportunities to team with those colleagues who face similar issues, as well as to work with the faculty or individually on strategies for addressing their particular issues.
  - > "Executive Leadership for Women" is a two-phase program designed for individuals functioning at the warden level or above. The class is made up of one person per State or local corrections agency and two BOP participants. During FY09, 27 participants, including 3 from the BOP, completed the course.
  - > The Correctional Leadership Development training program also took place during FY09, with 25 participants, 2 of whom were from the BOP.

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Goal 3: Security and Facility Management

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

- During FY09, no staff member lost his or her life in the line of duty. There were no escapes from secure facilities. Six disturbances involving geographic gangs required institutions to seek medical assistance from outside the prison.

- The ACA recognized W. Scott Higgins, Chief of the BOP's Design and Construction Branch in the Administration Division (ADM) as "Best in the Business" in the June 2009 issue of *Corrections Today*. Mr. Higgins has been the BOP's chief architect and has played a key role in the agency's expansion from the 45 facilities it had in 1983, when he began his

tenure, to the 115 BOP-operated institutions today. This recognition is a testament to his success in designing BOP facilities that maximize security and safety for those who work and live there.

- BOP employees who work at high security institutions face the most difficult inmates, many with histories of violent predatory behavior, gang affiliations, and/or long prison terms. A small segment of this population has proven its inability or unwillingness to comply with institution rules, engaging in repeated and often serious acts of misconduct. Because these inmates appear to be largely responsible for the most serious assaults and the most frequent institution lockdowns, several operational changes were implemented starting in FY08 at high security institutions to improve control of the inmate population and allay safety concerns.

  The agency opened several SMUs to help manage the most aggressive and disruptive inmates from all BOP USP general populations. Moving the disruptive inmates out of general penitentiary populations allows the other USPs to operate in a more safe and orderly manner. SMUs were activated at USP Lewisburg, FCI Talladega, and FCC Oakdale.

  Institution unit teams work closely with the BOP's DSCC to identify appropriate transfers to the SMUs. Separation and programming needs, gang affiliations, projected release dates, and other variables are considered. Recommendations are made to the Regional and Central Offices, where final approval is given. During this reporting period, the DSCC processed, on average per day, 280 initial designations and 160 redesignations per day. Another 1,219 redesignations from high and medium security institutions to SMUs (**not** included in the 160 daily average) were processed.

- Designation and Transportation staff assisted in the redesignation and movement of large numbers of inmates that resulted from the activation of three Sex Offender Management Programs (SOMP), conversion of inmate populations and security levels/missions of three institutions, activation of a private contract facility, and implementation of the medium security phase of the Disruptive Group/STG Movement Plan.

- Sound correctional practices – close inmate supervision and effective communication with inmates – are keys to the effective management of inmates. The agency relies on a variety of other strategies and tools to enhance this fundamental approach, including intelligence gathering and the effective use of technology.

- In addition, the BOP continues to take a proactive approach to crisis management through training programs designed for its Special Operations Response Teams (SORTs), Disturbance Control Teams (DCTs), Crisis Support Teams (CSTs), and Hostage Negotiation Teams (HNTs). BOP facilities conduct emergency preparedness exercises to test the effectiveness of their emergency plans, staff response, and interagency cooperation.

  An example of emergency preparedness efforts that took place in FY09 was Operation Desert Hunt. This mock training exercise, which involved a search for an escaped fugitive, was coordinated and hosted by FCC Tucson, using the Homeland Security Exercise Evaluation Program. In all, 62 representatives from 11 different Federal, State, tribal, and local law enforcement agencies participated. The very successful exercise provided participants and their agencies a better understanding of resource availability, improved insight into the types of limitations or obstacles they might encounter when faced with real-life incidents, and strengthened partnerships among agencies in the Tucson area. An extensive after-action report was produced, and will be used by all participating agencies to improve existing emergency operations plans and develop new mutual aid agreements.

- To ensure rapid response in cases of emergency, the South Central Region (SCR) and Western Region

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(WXR) have two logistic sites that hold emergency equipment – including generators, bunk houses, and mobile kitchens – for use by its institutions.

- In 2009, the WXRO established a regional CST to provide auxiliary support personnel to supplement institution CSTs; this resource is available to support other regions as needed.

- During FY09, the Court Security Improvement Act of 2007 (Public Law 110-177) was enacted (January 7, 2008), which will provide needed protections for BOP staff.
  - > Title 18 U.S.C. §1521 establishes a new criminal offense for filing, attempting to file, or conspiring to file a false lien or encumbrance against the real or personal property of a Federal Judge or Federal law enforcement officer (as described in 18 U.S.C. §1114). The offense is punishable by up to 10 years imprisonment.
  - > Title 18 U.S.C. §119 establishes a new criminal offense for making publicly available "restricted personal information" about a "covered individual" with the intent to threaten, intimidate, or incite a crime of violence against such persons, which includes court officers, jurors, witnesses, informants, Federal law enforcement officers as described in 18 U.S.C. §1114, and others. The offense is punishable by up to 5 years imprisonment.

- Examples of innovative security measures implemented at the institution level come from FCC Coleman:
  - > At USPs I and II, a physical barrier was placed between inmates in the kitchen and dining room, eliminating the opportunity for kitchen inmates to serve extra food. Food Service staff productivity has increased due to fewer staff needed to cover the line/window operation. Additional benefits include improved sanitation as the self-serve hot bar items are now placed directly on the serving trays, decreased feeding time, and reduced congestion during mainline.
  - > A Special Search Team consists of staff members assigned to the FCC. This team receives intelligence from the FCC's Special Investigative Agents and supervisors on the suspected presence of contraband. Searches performed by the team have resulted in staff confiscating numerous homemade weapons and tattooing paraphernalia, various types of narcotics, thousands of stamps used in gambling, and many bags of intoxicants. This strategy has improved safety and security for staff and inmates alike.
  - > Both USPs at the FCC added a Crime Stoppers phone number to each inmate account at those facilities, providing inmates an opportunity to inform staff of illegal activities while maintaining anonymity. There is no charge to inmates for calls placed to this number. Since this line was implemented, inmates have used it to direct staff to homemade weapons and narcotics, and to make staff aware of tension between inmate groups.
  - > At the end of FY09, FCC Coleman implemented use of Secure Pass, a machine used to scan an inmate's body for contraband when staff suspects an inmate of hiding contraband on or in his body. Inmates arriving at either USP are scanned using Secure Pass prior to being allowed into the general compound. Through the use of Secure Pass, razors and stamps have been recovered from inmates hiding these items on their bodies; and contraband has been found in holding cells, after being discarded by inmates waiting to be scanned.
  - > The Stun Lethal Fence was put into operation at both USPs in June 2009. This system is programmed to operate in three distinct modes: stun mode, non-activated stand-by mode, or watch mode. Once the stun mode is activated through contact, a less-than-lethal stun charge is applied, then the fence immediately advances to and prepares for lethal mode. Any further contact with the fence system will result in delivery of a lethal charge to any inmate attempting escape.

- NIC provided a 36-hour training program on the "Management of Violent, High Risk and Supermax Inmates" to an audience of 30 prison administrators, mental health professionals, and operational/security personnel. The program dealt with planning,

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programming, and operational issues specific to this population. Participants had the opportunity to tour a high security correctional facility to observe the practical application of program components. Risk assessments and management strategies, principles of control, and program options that may have application for violent and high-risk inmates were addressed. Participants examined the guiding principles that serve as the foundation for policy, as well as operational strategies necessary for the safe management of these populations.

- NIC's 36-hour *Conducting Prison Security Audits* training program was held three times during FY09. This course, designed for agency teams consisting of three individuals with responsibility for auditing security operations at either the institution or agency level, combines four hours of classroom training on auditing protocol with hands-on experience auditing out-of-state institutions of various security levels and missions.

Goal 4: Correctional Leadership and Effective Public Administration

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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.

Internal Oversight

- The BOP's primary internal system of control is the program review process, through which the agency subjects each of its programs to a thorough examination by organizationally independent, trained BOP subject matter experts. Program review guidelines specific to each discipline assess the strengths and weaknesses of a particular program or activity, as well as compliance with applicable policies, regulations, and American Correctional Association (ACA) standards. Of the 488 program reviews conducted in FY09, 70.5 percent achieved ratings above acceptable (either good or superior). Annual reviews of the same critical functions examined by the program review team are conducted by institution teams, allowing the facility to identify and correct any potential weaknesses. In addition, 26 oversight monitoring activities were conducted at contract facilities. BOP personnel on-site at contract facilities also perform administrative, liaison duties and provide general day-to-day oversight of contracts.

- Several additional measures and oversight strategies allow the BOP's Executive Staff to assess and monitor each institution's performance. Each year the agency conducts a survey of staff as a broad gauge of each institution's social climate. Every several years, teams of regional administrators and their respective Regional Directors conduct Institution Character Profiles (ICPs). ICPs include direct observation of institution operations, interviews with randomly chosen inmates and staff, and input from outside agencies and organizations. Review of data from the agency's management information systems and specially designed surveys provided to staff anonymously prior to the ICP provide a context for identifying prospective issues in advance of the ICP and for interpreting information obtained during the ICP. This array of internal assessment tools helps the BOP ensure that every institution is providing high-quality programs and services in an efficient manner, as well as safe and secure operations.

- **Inmate Complaint Resolution:** The Administrative Remedy Program is the internal grievance process through which an inmate may request consideration or review of any issue related to his/her conditions of confinement. An inmate must first present an issue of concern informally to staff, and staff must attempt to resolve the issue informally before an inmate submits a formal request for Administrative Remedy. At each institution, procedures are in place to resolve inmate complaints informally. If an inmate views the issue as

sensitive and is concerned that his/her safety or well-being would be compromised if the request became known at the institution, the inmate may submit the request directly to the Regional Director. If the request is determined to be of an emergency nature that threatens the inmate's immediate health or welfare, the Warden (or Regional Director) must respond promptly. The program requires timely investigation and response, including redress as appropriate. During FY09, of the total number of requests for Administrative Remedy answered by institutions (28,756) inclusive of all security levels, 6.2 percent were granted. Of those appealed to the regional level and answered (17,175), 3.7 percent were granted. Finally, of the total number appealed to the Central Office level and answered (7,429), 1.3 percent was granted.

- **Staff Conduct:** Leadership requires acknowledging and dealing with problems. All staff are trained on, advised of, and expected to know the laws, regulations, and BOP policies that set the parameters for their conduct. Still, a small percentage of staff becomes involved in misconduct.

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The BOP has zero tolerance for staff misconduct. During FY09, the BOP's Office of Internal Affairs (OIA) opened 4,432 cases involving 5,123 BOP employees, 37 Public Health Service (PHS) employees working in BOP facilities, 30 contract employees and 3 volunteers working in BOP facilities, 268 contract/halfway house employees, and 206 employees working in privatized facilities. These 4,432 cases represent a 0.7 percent increase over the 4,400 cases opened during FY08. Conversely, the rate of reported misconduct among BOP employees decreased slightly between FY08 and FY09, from 14.3 subjects per 100 BOP employees in FY08 to 14.1 subjects per 100 BOP employees in FY09.

Categories of reported misconduct that showed an increase from FY08 were Fiscal Improprieties, Breach of Security, Abuse of Inmates, Sexual Abuse of Inmates, Introduction of Contraband, and Inattention to Duty. The most significant decreases occurred in the categories of Investigative Violations, Discrimination, Failure to Follow Policy, Bribery, and Off-Duty Misconduct.

One major challenge for the BOP, and possibly the entire field of corrections, involves the abuse of authority, and in particular, the sexual abuse of inmates, i.e., any sexual activity between staff and inmates. Federal law expressly criminalizes sexual activity between correctional workers and inmates in Federal prisons and establishes penalties for those who engage in this type of behavior. BOP policy prohibits staff members from showing partiality toward or becoming emotionally, physically, financially, or sexually involved with inmates. Although only a minute portion of the more than 37,000 people who make up the BOP's workforce have ever been involved in this type of behavior with inmates, it is an issue the BOP takes very seriously. When an allegation of staff misconduct is made, either DOJ's Office of the Inspector General (OIG) or the BOP's OIA (if this matter is referred back by the OIG) investigates the matter promptly, vigorously, and thoroughly. Criminal prosecution is pursued or administrative action taken where appropriate.

External Oversight

- The BOP enhances the management of its institutions through a process of accreditation by outside independent agencies. During FY09, 27 previously accredited BOP institutions were re-accredited under the ACA standards established jointly by ACA and the Commission on Accreditation for Corrections. No BOP facilities underwent initial accreditation. The agency maintains accreditation for 99 percent of its facilities.

- All eligible BOP institutions remain accredited by the Joint Commission, formerly known as the Joint Commission for the Accreditation of Healthcare Organizations (JCAHO), except Care Level 1

facilities, which are excluded because they serve healthy inmates.

Stewardship of the Public's Trust

- Both the BOP and Federal Prison Industries (FPI) earned clean audit opinions on their FY09 consolidated financial statements. In addition, the auditor's reports on Internal Control over Financial Reporting and Reports on Compliance and Other Matters identified no material weaknesses. The requirement to produce annual audited financial statements resulted from requirements in the Chief Financial Officers Act of 1990, and applies to the 24 largest Federal departments and agencies. The BOP has now received an unqualified clean opinion for 11 consecutive years. FPI has maintained this exceptional performance standard since it was established in 1934.

- To promote the effective use of taxpayer funds at all levels, NIC hosted a video conference on "Corrections Budgets in Free Fall: Finding Opportunities in Turbulent Times." This broadcast was viewed by 4,780 participants representing correctional systems from across the U.S.

- In FY09, more than $9.6 million in court-ordered obligations was collected from inmates through the Inmate Financial Responsibility Program (IFRP). The IFRP requires inmates to make payments from their trust fund account (including institution earnings) to satisfy court-ordered fines, restitution, child support, and other monetary judgments. Most of the funds are distributed through DOJ's Crime Victims Fund as direct compensation to victims for losses resulting from crime or to victims' assistance and support groups.

- **Volunteers:** The BOP does not have the resources to fill every inmate need; it depends upon a diverse group of volunteers to supplement the services provided by agency staff to carry out its mission effectively. Almost 10,100 citizens volunteered four or more times per year during FY09, providing a full range of services to Federal inmates – religious, counseling, parenting, and recreational, as well as specific release preparation programs. Volunteers are involved in a broad range of activities, including offering training in health and nutrition, employment, personal finance/consumer skills, and community resources; tutoring; prisoner visitation; and leisure-time activities. Without citizen volunteers, it would be virtually impossible to maintain inmate programs at the current level.

- **REDMAP:** In July 2006, to keep pace with the significant cost-reduction initiatives implemented by the agency over the past several years to stay within its appropriated budget, the Executive Staff approved the Reduction and Elimination of Duties Management Assessment Project (REDMAP). This decision acknowledged that, while staffing had been reduced, workloads had not. REDMAP was designed to reduce the workload on staff by reducing paperwork, eliminating redundant processes, and removing unnecessary duties.

  All disciplines have now undergone REDMAP assessments, which involved the systematic, thorough examination of all applicable policies to identify unnecessary or redundant processes or duties. If a process could not be eliminated, it was reviewed for streamlining. A structured risk analysis was conducted on all remaining processes and procedures.

  Each discipline developed a number of recommendations that will take effect after the related policy has been updated. During FY09, 12 BOP program statements (policies) were reviewed as part of REDMAP. Policies were revised, but have not yet been finalized or published.

- **Forward Thinking:** The Forward Thinking (FT) initiative, now in place for the past eight years, involves identifying, monitoring, and developing solutions to issues/trends expected to affect the agency's ability to adapt to future demands. A FT

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Review Team, comprised of approximately 16 of the BOP's leaders, oversees the process of guiding the Bureau toward its "best case" future, provides ongoing training to BOP staff on FT processes, disseminates information, researches trends on a continual basis, and ensures a FT element is included in all new initiatives. This team is currently developing a trainer's guide to facilitate expansion of the FT process agency-wide. This will be supplemented by a 30-minute FT overview that will be incorporated into the BOP's Annual Refresher Training (ART) curriculum beginning in FY2010. Currently, management personnel at the national level involved in coordinating FT activities are working in conjunction with MSTC staff to develop the lesson plan and presentation.

Numerous workgroups have been tasked with developing viable solutions to some of the agency's most difficult and anticipated challenges. Several have already provided the BOP's Executive Staff recommendations on important issues, including staff recruitment and retention, self-sustaining prisons, and leadership development.

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The 14 additional workgroups established in 2007 tackle other issues facing the agency, including labor management relations for managers, sexual misconduct, information technology infrastructure and security, sick leave use, the viability of intake centers, aging facilities, and emergency response. These workgroups, which are ongoing, have had to be extremely flexible and innovative to manage their respective assignments within the confines of the significant fiscal challenges the BOP has experienced. In some cases, meetings have been conducted via video conferencing or through the use of the BOP's CENTRA software application. Despite these obstacles, it is expected the FT initiative will facilitate management of the agency's growth and ensure resources are allocated to those services, programs, and operations that yield maximum benefits to the BOP, and ultimately to the public.

- The BOP actively promoted the U.S. Government Accountability Office's (GAO) request for assistance from the public to fight "Waste, Fraud, Abuse or Mismanagement of Recovery Act Funds," by posting it to the agency's Intranet for staff viewing.

- **UNICOR & Lean Six Sigma:** Two years ago, UNICOR (the trade name for FPI) adopted Lean Six Sigma as its continuous process improvement philosophy and methodology. UNICOR's Continuous Improvement Branch oversees the deployment of Lean Six Sigma. Since its implementation, almost 200 UNICOR staff members have completed Lean Six Sigma "Green Belt" or "Black Belt" training. For example, FCI Loretto received Green Belt certification in March 2009 with a qualifying project that involved creating a centralized data bank for UNICOR's Electronics Group drawings.

Use of Lean Six Sigma reflects UNICOR's commitment to achieving world-class levels of performance. To date, Lean Six Sigma projects completed by UNICOR staff have resulted in savings of several million dollars for FPI. At FCC Forrest City, three Lean Six Sigma projects alone – eliminating excess in slow moving materials, increasing efficiency in the assembly department, and increasing board yield in the saw department – achieved a total savings of $252,000.

Adherence to high industry standards has been confirmed externally. For example, USP Marion's factory received full International Organization for Standardization (ISO) 9001-2008 certification in December 2008, within one year of activation. It was also the first FPI factory to be registered to the new ISO 9001-2008 standard. Registered businesses indicate adherence to ISO standards (which assures product safety, quality, and reliability) that enable businesses to compete more effectively as their specifications are widely accepted within their business sectors across the world.

- **Cost Reduction/Avoidance:** Over the past year, the BOP continued to identify and adopt cost-avoidance strategies to help the agency operate within its means. Examples follow.
  - > During FY09, the medical classification system evolved: clinical leaders from both Psychology and Health Services developed a classification system for mental health that allows for separate Care Level codes for medical and mental health issues, thereby improving the agency's ability to best match inmates with needed resources. Changes to the medical calculator and mental health classification system will be implemented in FY10.
  - > During FY09, the BOP awarded four national Blanket Purchase Agreements (BPAs) for Air Charter/Air Ambulance services for emergency medical flights for the inmate population. As a result of this competitive process, the BOP should achieve an 11.4 percent reduction in overall costs for emergency medical flights in future years.
  - > Through contractual agreements with community hospitals and physicians located in areas in proximity to its RRCs, NCR saved approximately $650,000 during FY09 in expenditures associated with routine physician visits and hospital inpatient and outpatient services.
  - > The regional utilization review pre-certification process requires institutions to submit their routine and elective medical requests for in-house and community procedures to the region for review and approval by Health Services. In the NCR, utilization review has resulted in a decrease in the number of medical town trips that might have otherwise been approved at the local level. This decrease also reduces the potential risk to local communities.
  - > FCI Greenville and other NCR institutions use tricycles as an alternative mode of transportation for inmates. This approach, which reduces costs and energy use, is being mirrored at several BOP facilities.
  - > FCI Greenville's rain water harvesting program yielded almost 128,000 gallons of water that has been used by the Horticulture vocational training program and garage staff.
  - > FCC Lompoc continued its practice of growing vegetables to supplement food service menus, both at the FCC and at other WXR institutions. The FCC's garden harvested 12,637 pounds of squash for use at the FCC. During a seven-month period, it harvested 118,714 pounds of cabbage, which was then distributed to WXR institutions in conjunction with milk distribution, saving the BOP more than $14,000.
  - > FCI Pekin established a Memorandum of Understand-ing with the Regional Medical Emergency Response Team (RMERT) to improve disaster response and augment the existing medical service system for community emergencies in the event of a significant disaster affecting health. Should RMERT be activated, the institution would receive additional support (non-BOP personnel and extensive supplies) at no cost. This would include, among other things, setting up and staffing an emergency portable hospital, critical care unit, and an emergency room within the FCI's secure perimeter.
  - > In collaboration with the Tazwell County Health Department, FCI Pekin now serves as the designated, secure distribution site for the local community under the CDC's Strategic National Stockpile (SNS) program. SNS serves as the nation's repository of medicines, vaccines, and medical equipment that may be needed for managing national emergencies. SNS delivers critical medical assets to the site of the emergency, when local resources have been expended and/or to supplement existing assets. If the emergency involves biological or chemical agents, disease outbreaks, natural disasters, etc, the SNS site backs-up local first responders with re-supply packages. By serving in this capacity, the FCI also ensures that staff, their families, and the inmate population are able to receive needed vaccines, drugs, or other medical supplies as they become available during an emergency affecting the local area.
  - > NCR's Financial Management department worked with institutions in that region to develop staffing plans to alleviate overtime (OT). Effective the last quarter of FY09, each NCR facility was allowed to increase staff on the Sick and Annual (Leave) roster, a strategy that is expected to yield significant

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reductions in OT by the second or third quarter of FY10.

> A full-time psychiatrist, now in place at FCI Waseca, assists four other NCR institutions via telepsychiatry, reducing costs associated with contracting for psychiatric services.

- In January 2009, the FCC Petersburg Print Factory was recognized with six awards at the Printing Industries of Virginia's "Best in Print" competition. The Print Factory received a first place award in the Quality category for a poster it produced for the Federal Retirement Thrift Investment Board. It also received five Awards of Excellence in the Design and Quality categories for brochures printed for the BOP, the Environmental Protection Agency, the Federal Communications Com-mission, and the Federal Retirement Thrift Investment Board.

Supporting the Environment

The BOP is firmly committed to reducing energy usage and its environmental impact. To that end, the agency continues to pursue innovative technologies, such as battery powered vehicles and alternative fuel technologies, including bio-diesel, solar, wind, and geothermal options.

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- To comply with the Energy Policy Act of 2005, the BOP now has 19 active Energy Savings Performance Contracts (ESPCs) in various phases of completion. ESPCs provide an avenue for the agency to address its most immediate needs for infrastructure improvements to reduce energy consumption, including but not limited to water, electric, and gas use.

- DOJ's 2009 Energy and Environmental Management Awards went to BOP facilities: USP Hazelton won in the green purchasing category for prison sanitation, and FCC Victorville's "Going Green in the Desert" won in the recycling category. Both programs were recognized for demonstrating exceptional results and helping further advance Federal environmental stewardship.

USP Hazelton's prison sanitation project involves the purchasing of 100 percent, Green Seal-certified, bio-based, or environmentally friendly sanitation supplies. The USP continually seeks out the best solutions to its sanitation needs – i.e., those that are safe, cost-effective, and minimize negative impact on the environment. Products must meet one or more of the following criteria: be non-toxic, bio-based, environmentally friendly, or compliant with the National Emissions Standards for Hazardous Air Pollutant; contain recycled content; or have Green Seal or EPA Significant New Alternatives Program approval or EPA Environmental Technology Verification. Products also may be approved if they are California South Coast Air Quality Management District compliant or in the U.S. Navy's Plastic Removal in the Marine Environment Program.

When USP Hazelton staff finds a new product, the institution evaluates its suitability for the corrections environment with a four-stage pilot program. The first phase is controlled use by a single department, usually the Secure Female Facility's (SFF) Safety Department. The subsequent phases involve, in order, broad use in the SFF, the USP housing units, and then throughout the facilities. Products currently in use include wet mops made from plastic bottles, bamboo handles and brooms (bamboo is one of the strongest natural materials and is a fast-growing sustainable resource), sponges, microfiber dust mops, Green Solutions Neutral Disinfectant, and BioRenewables Glass Cleaner.

FCC Victorville was recognized for the aluminum can recycling program it initiated in FY07 without start-up funds or full-time staff assigned to the program. Initially, this program diverted more than 3,500 pounds of aluminum cans from the local landfill. During FY08, the recycling program expanded services significantly by including recycling of virtually all ferrous and non-ferrous metals, textiles (clothing), plastic, oils, antifreeze, batteries, tires, cardboard, paper, construction debris, pallets, e-waste,

glass, toner cartridges, light bulbs, and sawdust. The end result was that more than 1.3 million pounds of recyclable materials – including in excess of 50,800 pounds of aluminum cans and 60,000 pounds of scrap metal – were removed from the waste stream.

Other strategies designed to improve the efficiency of recycling operations at FCC Victorville included the purchase of two diesel trash trucks to haul non-recyclable waste to the landfill on an as-needed basis, rather than on a contracted schedule; and using bio-diesel fuel made from used cooking oil for the trucks, which removes more than 8,400 pounds of liquid waste each month. A composting program was implemented and projected to reduce solid waste by an estimated 30 percent each year.

- MXR purchased a fully electric truck for perimeter mobile patrol use. The trucks, called the SUT, are made by Phoenix and can travel 100 miles on a single charge. The vehicle can be recharged in as little as 10-15 minutes or allowed to charge overnight.

- MXR is studying the possibility of replacing existing emergency lighting and night lighting in housing units with LED lighting that requires much less power. In line with the Government's goal of reducing operational costs and greening its facilities, the study will look at retrofitting existing buildings and changing the design for future BOP facilities.

- Throughout FY09, FCI Beckley recycled or otherwise removed from the solid waste stream more than 567,600 pounds (284 tons) of recyclable materials, representing a 25.9 percent increase over the previous year. The institution also received almost $17,900 from the sale of recyclable materials. Cumulative savings from recycling, reduced trash volume and compactor pull fees eliminated by the facility hauling its own solid waste, and material sales exceeded $34,800 for FY09. This figure included the local recycling of wooden pallets, not considered a core material but one that would otherwise incur significant costs to the institution at the landfill. Beginning in the last quarter of FY09, the institution began selling, for recycling purposes, wooden pallets of specific sizes, a strategy that will increase monetary returns for FY2010.

- FCI Dublin's various water conservation initiatives resulted in a 27 percent decrease in annual water use. Actions taken included limiting inmate showers to a maximum of six hours per day, removing water hoses and deactivating the lawn sprinkler system, using rain or non-potable water to irrigate or water lawns and landscaping, using buckets to remove sidewalk debris, and limiting lawn mowing to every three weeks or as needed.

- Through the use of a third party natural gas supplier and participation in the Pennsylvania Electric Company's Smart Return Program, FDC Philadelphia saved approximately $180,000 on the facility's total gas and electric fees. It also saved $115,000 from restricting use of the boiler from May through September 2009.

- In 2009, NIC awarded a cooperative agreement to the Academy of Educational Development to investigate Green Corrections. The project includes exploring the greening of jobs, industries, and looking at sustainability in corrections.

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Technological Enhancements

The BOP continues to dedicate resources to improving its technological capabilities in all areas of the organization.

- The BOP's Electronic Medical Records (BEMR) and its integrated components, BEMR Rx for Pharmacy and BEMR Dental, continue to develop into a comprehensive repository of health information for the entire inmate population. Data collected throughout the inmate's term of incarceration – from the time of the intake screening through discharge and release into the community – afford all health care providers involved in that person's care access to critical data to guide

clinical management. In FY09, numerous enhancements were made to the application, including adding the electronic Medication Administration Record (e-MAR), medication reconciliation, and an improved Utilization Review function. The three components – BEMR, BEMR Rx, and BEMR Dental – are used in every BOP facility and have more than 3,700 full-time users. Additionally, throughout the year, work continued on implementing the Starlims Laboratory Information System (LIS), which will eventually integrate with BEMR. Staff members from HSD's BEMR project and the Office of Information Systems (OIS) have been working together to develop a strategy for wireless connectivity to improve BEMR documentation capability while providing care in special housing units, during institution lockdowns, and in the event of disruptions in land-line Internet services.

- HSD continues to expand the teleradiology program to additional BOP sites. All newly constructed facilities are fitted with digital radiology equipment, providing staff with teleradiology capability at activation. During FY09, 84 sites at 68 institutions transmitted a total of 75,090 images to teleradiologists for interpretation. Comparing costs related to previously using film-based systems to costs associated with the digital systems, the BOP saved in excess of $334,000 during FY09 alone. Digital systems have the added advantage of producing images that can be manipulated to enhance the size and clarity of the image, thus enabling improved diagnostic results. Additional equipment will be installed in FY10, along with infrastructure upgrades to allow for such installation at some of the BOP's older institutions.

- HSD also continues to move forward with the expansion of telehealth services. During FY09, HSD identified and filled a number of positions with psychiatrists designated to participate in the telepsychiatry initiative. By year's end, 11 psychiatrists had provided services to 25 sites (their own home institution, plus 14 additional sites); and 28 more sites with the need for psychiatric consultation services are expected to come on line in FY10. This system uses the BOP network to establish videoconferences between the inmate, his/her primary care provider, and the telepsychiatrist. The telepsychiatrist can observe the inmate's behavior, conduct an assessment of mental status, and provide treatment recommendations, which can then be accomplished at the parent facility. This arrangement can be used to provide timely intervention and treatment recommendations when inmates appear to be decompensating, thereby reducing the potential need for inpatient hospitalization.

- The Bureau continues its use of the automated Victim Notification System (VNS) to enable victims of crime to monitor relevant, accurate information (e.g., offenders, projected release date); the VNS empowers victims and enhances their safety.

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- Victim Impact Panels and Victim Awareness Groups are conducted as part of the inmate release preparation curriculum. Inmates hear from victims' first-hand accounts of how crime has affected their lives. These activities are designed to increase inmate awareness of the individual and societal costs of crime, acknowledgement of personal responsibility, understanding of how their behavior has affected others' lives, and promote change in future behavior.

- During FY09, in excess of 516.4 million hits were recorded for the BOP's public website, which saw more than 17 million unique visitors. NIC hosted one million unique visitors to its website.

Numerous improvements were made to the agency's public website during FY09: for example,

> speed of the site (and specifically that of the Inmate Locator tool and other database-driven applications that feed the site) was improved by upgrading the servers;

> the ability to search locations by security level was added;

> the site was optimized by streamlining the code and reducing the size of images being downloaded to users' browsers; and
> monitoring software was installed to alert the BOP to issues with the public site.

During FY09, the Bureau's Medical Director continued to issue and update Clinical Practice Guidelines (CPGs), providing the latest information on the prevention, detection, and treatment of several diseases. Guidelines are based on nationally accepted standards of care and cover a broad range of topics, including medical management of exposures (HIV, HBC, HCV, human bites, and sexual assaults), methicillin-resistant staphylococcus aureus (MRSA), hepatitis C and cirrhosis, lipid disorders, varicella zoster virus, and preventive health care. The agency's pandemic influenza plan modules – on surveillance and infection control, antiviral medications and vaccines, health care delivery, and care for the deceased – were issued and updated as indicated. In addition to being readily available in-house via the agency's Intranet, the CPGs and modules are available to State and local corrections agencies and the public on the BOP's public website, as well as through NIC's website.

- FY09 saw significant improvements to the agency's Intranet (called Sallyport), including the same last two enhancements that were described above for the public website (installing monitoring software and streamlining code/reducing image size). Database applications that feed Sallyport – e.g., Staff Directory; Policy and Forms; the Labels and Addresses tool; Staff Feedback; and three sections of Staff News – were upgraded. Archived BOP policies dating back to the early 1990s are now searchable through the Bureau's Google search appliance. Sallyport provides staff, to the degree possible, with real-time news, information, and guidance.

- For emergency situations in which immediate search for missing children is warranted to maximize the chances of a safe recovery, DOJ's Office of Justice Programs receives and forwards Amber Alerts to all DOJ components. The BOP re-distributes these messages to all agency staff through its Intranet, noting the geographic area from which the alert was initiated. Staff is encouraged to review these alerts and assist law enforcement in recovering these vulnerable victims.

Goal 5: 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.

Many factors significantly affect recidivism, including the availability of employment and the influence of family and peers. Prisons affect recidivism by helping inmates acquire work skills, gain an education, and undergo substance abuse treatment, all of which are related to a crime-free return to society. Research by the BOP and others confirms inmate programs can be effective in reducing recidivism. The benefits of inmate programs (e.g., residential drug abuse treatment, Federal Prison Industries, education, and vocational training), have been calculated, through rigorous analysis by the Washington State Institute for Public Policy (2001). Depending on the type of program, the savings range from as much as $3.87 to $7.13 for every dollar spent, a result of lowering costs for arrest, conviction, incarceration, and supervision, and through avoidance of future victimization.

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Inmate Skills Development

Through the Inmate Skills Development (ISD) initiative, currently being implemented at all Federal prisons, the BOP is refining its approach to managing inmates' reentry needs to ensure that inmates are provided appropriate programs in the most effective order, thereby increasing the likelihood of a successful reintegration into society following release from prison. This initiative

meets the requirements of the Second Chance Act (Section 231) to establish a federal prisoner reentry strategy that includes assessing inmates' skills and deficiencies and designing programs for addressing the inmates' needs. BOP personnel work with each inmate to develop an individualized program plan that will guide that specific inmate's efforts to address his/her deficiencies. The plan may include any of the numerous programming options available at every Federal prison to address the needs (e.g., physical, mental, emotional) of the BOP's inmate population. Keeping inmates constructively occupied (e.g., by structuring their use of leisure time) has the additional benefit of minimizing the potential for disruption of institution operations.

The ISD Branch, established in 2003, coordinates the BOP's reentry and skills development initiatives across divisions and provides a centralized point of contact for collaborating with public and private sector agencies.

- The Inmate Skills Development System (ISDS) was activated BOP-wide in 2008. This web-based tool helps assess the strengths and weaknesses of offenders, generate an individualized skills development plan for each inmate, select programming appropriate to identified needs, and track progress. The implementation process involves loading data for each inmate into the ISDS. The focus has been, first, on loading all information on initial commitments, followed by gradually loading the data for inmates releasing within the next four years as they cycle through the team process, until the remaining population has been loaded. It is expected that more than 70 percent of the inmate population will have been loaded into the ISDS by the end of calendar year 2009.

- In response to the Second Chance Act and in support of the BOP's reentry efforts, volunteers and mentors have been given expanded access to the inmate population; these services are important to facilitating a smooth reintegration into society.

- NIC, the Office of Probation and Pretrial Services (OPPS), and the BOP jointly conducted Offender Workforce Development (OWD) training for staff from the sponsoring agencies and community partners from various geographic locations. Tools and resources to enhance career opportunities for releasing ex-offenders were provided during these sessions. Currently, 72 BOP staff members are trained OWD Specialists and 18 certified instructors are located across the regions.

- Inmate Skills Development & Reentry Coordinators (ISDRC) at each institution received facilitator training and curriculum materials to conduct Offender Employment Specialist (OES) training in collaboration with their local partners. Local partnerships may include representatives from the BOP institution (including staff from multiple disciplines), local offices of other government agencies, faith-based and community organizations, community colleges and technical schools, one-stop centers, agencies serving veterans, social organizations, and others. To date, about 100 BOP facilities have conducted this training, which supports partnerships by focusing on developing strategies and resources to address issues affecting career development and reentry success.

- Each BOP site is designing reentry web pages on the agency's Intranet that include three pieces of information: partnership representatives and their contact information; a program catalog for each site (e.g., listing all available institution programs or national programs under Central Office oversight); and a list of activities underway and resources. Significant progress was made during FY09 (i.e., 74 institutions had designed their pages) and full compliance is expected by the end of FY10.

- Several collaborative efforts are ongoing, such as those with the:
  > NOWDP, which now also includes the Department of Health and Human Services and the Office of Child Support Enforcement;

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> Office of the Vice President, which held a series of meetings on barriers prisoners face, special needs populations, and how Federal agencies can assist in overcoming these challenges;
> District of Columbia's Criminal Justice Coordinating Council, on reentry initiatives for releasing DC ex-offenders;
> Office of Child Support Enforcement, for the purpose of facilitating supportive family relationships and promoting feasible accommodations for child support obligations;
> Department of Veterans Affairs, to coordinate resources for incarcerated veterans releasing to the community; and
> Department of Education, to enhance educational opportunities for inmates.

Federal Prison Industries (FPI)

FPI, known widely by its trade name UNICOR, is one of the BOP's most important correctional programs. At the end of FY09, FPI was providing job skills training and work experience to almost 19,000 inmates – primarily medium and high security – in Federal prisons around the country. The range of training opportunities provided at individual sites was extensive: e.g., at FCC Forrest City, training was provided for 57 distinct job positions covering such areas as production technology; quality assurance; shipping, receiving, and assembly; maintenance and repair; inventory and tool management; and office technology. During FY09 at that site alone, UNICOR issued 88 factory cross-training certifications.

FPI focuses on enhancing work readiness for serious offenders – those at the greatest risk for recidivating. More than 75 percent of inmates who work in FPI have been convicted of serious offenses, including drug trafficking, weapons, robbery, and other violent offenses. Many inmates in FPI have not held a job previously. Rigorous research has confirmed that inmates who participate in the program gain valuable skills and training, resulting in substantial reductions in the rate of recidivism. Specifically, FPI participants are 24 percent less likely to recidivate for as much as 12 years following release and 14 percent more likely to be employed one year after release from prison than their non-participating counterparts. FPI also contributes substantially to the safe and orderly operation of Federal prisons. Research has demonstrated that inmates in FPI are less likely to be involved in misconduct while incarcerated, as compared to other inmates.

While FPI manufactures products and performs services, the program's real output is inmates who are more likely to return to society as law-abiding, tax-paying citizens because of the job skills training and work experience they received in FPI. Through its various factories and business groups, FPI teaches inmates a basic work ethic and marketable job skills, which in turn help inmates develop a sense of pride in their work performance and output. Inmates who work in FPI and who have court-ordered fines, family support, and victim restitution must contribute 50 percent of their earnings toward these obligations.

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The program is entirely self-sustaining and does not receive appropriated funds for its operations. As a result, the BOP can direct its resources to other programming that helps inmates prepare for a successful reentry. FPI reinvests its earnings in the expansion of existing factories and product lines, staff to supervise inmates at those sites, and expanded employment opportunities for inmates. FPI's total sales for FY09 were $885.3 million, compared to $854.3 million in FY08.

Unfortunately, the continued slow economy and more restrictive legislation enacted over the last several years directly affecting UNICOR, have further limited the number of inmates FPI could train and employ at one time. The total number of inmates employed in FPI dropped from 21,836 in FY08 to 18,972 (or 16 percent of the BOP's population) in FY09. To bring its capacity in line with changes in customer demand, FPI had to reorganize and downsize its operations, which affected 17 different factories in FY09. At the end of FY09, FPI operated 101 factories.

Substantial incentives exist for inmates to participate in this program, the most important being the opportunity to earn a relatively high wage of up to $1.26 per hour (this compares to other institution job assignments where the maximum is .40 per hour). Additionally, employers in the community receive incentives to hire inmates who worked in FPI (for a minimum of six months) through the UNICOR Federal Bonding Program, which provides theft insurance (up to $5,000) to employers who hire ex-Federal offenders. This insurance, available at no cost to the employers or to the employees for the initial six months of employment, is renewable by the employer at commercial rates. In the event of theft of money or property, this insurance will reimburse the employer up to the bond value. Inmates must seek coverage under the program within one year after release.

Occupational/Vocational Training

Occupational and vocational training (OT and VT, respectively) programs are provided at institutions based on the needs of the inmates, general labor market conditions, and institution labor force needs. OT programs provide inmates with marketable skills to increase the likelihood of successful post-release employment. Having viable career or work options – ones that allow inmates to legally support themselves and their families – is critical to their becoming law-abiding citizens. Vocational/ occupational training targeting projected job market growth areas helps inmates secure and maintain employment. Not surprisingly, research has found that inmates who participate in VT or OT are 33 percent less likely to recidivate than similar inmates who did not participate in these programs. Apprenticeships and on-the-job training, available to inmates through these training programs, UNICOR, and institution job assignments, are important contributors to work readiness for inmates nearing release.

On average per month, across the BOP, almost 12,000 inmates (or 7 percent of the inmate population) were actively involved in OT, including in the various apprenticeship programs. During FY09, more than 14,700 inmates completed at least one vocational program. The U.S. Department of Labor (DOL) Bureau of Apprenticeship and Training issued 765 certificates documenting competency and successful completion.

Examples of the range of OT/VT programs provided at BOP institutions are provided below:

- FCI Ray Brook continued to provide two comprehensive VT programs – one in electronics and one leading to a Credentialed Alcohol Substance Abuse Counselor (CASAC), the latter sponsored through a local community Substance Abuse and Treatment Center. During 2009, the electronics program graduated 27 inmates, while CASAC graduated 20. Enrollments were also quite encouraging with 25 in CASAC, 73 in exploratory electronics, and 12 in marketable electronics. The FCI also expanded inmate programming by offering two innovative apprenticeships in quality control.

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- The FCC Coleman Culinary Arts program is a combination of hands-on training and textbook study. Inmates are introduced to occupations involving food preparation and service. The program addresses career maturity skills, safety and sanitation, organization of food preparation, menu planning and recipe selection, food purchasing, and opportunities in the food service industry. Students participate in Food Service one day per week to acquire the practical skills and knowledge required to enter this industry. By helping participants understand what the industry's management wants and needs from its workforce, students can develop into better employees.

  Upon successful completion, participants earn six certifications from the National Restaurant Association: i.e., ServeSafe Sanitation, Controlling Food Cost in Food Service, Human Resources Management and Supervision, Nutrition, Food Production, and Hospitality Marketing Management. Students may qualify for positions at the mid-management level in quantity food preparation and service for private, commercial, and institutional establishments; perform as a cook responsible for

preparation of all foods served in an eating establishment; coordinate the work of the kitchen staff; and conduct chef and kitchen management duties, such as purchasing and coordinating food preparation, hiring, training, scheduling, and supervising staff. In FY09, 143 participants successfully completed the program.

- The VT section of FCI Talladega's Education Department offers the Contren Learning Series for various construction trades (e.g., carpentry, masonry, and welding). In FY09, the VT section applied to become an accredited sponsor through the National Center for Construction Education and Research (NCCER), a not-for-profit education foundation that strives to address a critical workforce shortage facing construction. VT programs are divided into three levels of expertise: helper, basic, and advanced. The student must successfully complete both areas of the Contren Curriculum – the performance and written evaluation – with at least 70 percent accuracy to receive credit for the course from NCCER. Completion of NCCER's "industry-driven standardized craft training programs" results in the award of credentials that are honored by the industry.

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- The FCI Talladega Education Department established the Career Readiness Certificate Program, an education and workforce development opportunity through the Alabama OWD. Career Readiness Certificates are recognized by employers and education entities nationwide as validating that a person has certain essential skills commonplace in today's workforce: i.e., finding task-specific information, reading for instructions and directions, and working with figures. These skills apply across a wide range of jobs and are valuable to employers.

  To be certified, inmates must pass three sections of the ACT WorkKeys Exam: Reading for Information, Locating Information, and Applied Mathematics. The Alabama OWD issues Career Readiness Certificates at three levels – gold, silver, and bronze – depending on an inmate's scores on the exam.

- FCI Dublin offers instruction on both computer graphics (i.e., Photoshop, Illustrator, and After Effects) and business applications (Office XP), as well as training leading to a Certified Forklift Operator's License. Apprenticeships are available in bakery, dental assistant, and carpentry fields. During the FY, two inmates were certified with DOL upon completion of apprenticeship programs; and the institution achieved an impressive 371 VT/OT and 30 technical occupational completions. As of the end of FY09, more than 200 inmates were enrolled in a vocational program.

- In FY09, FCC Lompoc established a VT program based on its highly successful garden program, to instruct camp inmates on growing vegetables using hydroponics. An existing greenhouse was refurbished for this purpose.

- In February 2009, the FDC Miami Education Department implemented an apprenticeship program for housekeeping for its designated inmate population. This 2000-hour program sponsored by DOL's Office of Apprenticeship in Jacksonville, FL, provides inmates an opportunity to earn certification from that office.

Education

The BOP's programs that address educational deficiencies range from Adult Basic Education to high school level classes. Inmates who do not have a high school diploma or a General Educational Development (GED) certificate must participate in the literacy program for a minimum of 240 hours or until they obtain the GED. Because basic literacy skills – reading and writing – make it possible for ex-offenders to read and complete job applications, understand instruction manuals, and communicate with prospective employers and co-workers, educational programs play a significant role in enhancing an inmate's potential for success in life after

prison. In fact, inmates who participate in educational programs while in the BOP are 16 percent less likely to recidivate after release, as compared to their non-participating peers.

During FY09, on average, 14 percent of the inmate population (or 23,977 inmates) were enrolled in the literacy program every month, and almost 6,000 inmates successfully completed their GEDs. Inmate involvement in education has remained relatively stable; 35 percent of the inmate population was enrolled in one or more education programs or classes at the end of the fiscal year.

Most BOP facilities have parenting programs that provide inmates with opportunities to learn about children, child development, and family skills. Examples include the Reading is Fundamental (RIF) program, which strives to develop and deliver literacy programs that encourage young children to read regularly; Hope House, a Washington DC-based non-profit organization that continues to offer the Father to Child Reading Program at FCI Cumberland; and "Family Literacy," a program that allows incarcerated mothers to read via videotape to their children.

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Substance Abuse Programs

The BOP is required by statute to provide substance abuse treatment for eligible inmates (18 U.S.C. §3621(e)). Twenty years ago, the Bureau implemented a comprehensive drug abuse treatment strategy; this program has operated continuously since then, growing and changing with treatment advances of the times. The BOP's substance abuse strategy can best be described as a treatment continuum with four components:

- Drug Abuse Education covers not only the basics regarding substance use and its effects, but also identifies inmates with a further need for programming and refers offenders for appropriate treatment.

- Nonresidential Drug Abuse Treatment is for inmates who have short sentences, those who may not meet the criteria for the Residential Drug Abuse Program (RDAP) or are awaiting placement in RDAP. Nonresidential treatment is a 12-week, cognitive behavioral therapy (CBT) treatment program conducted primarily in groups. It provides strategies to improve rational thinking, help inmates identify issues related to their criminal lifestyles, build communication skills, and become familiar with both institution and community adjustment techniques.

- RDAP programs operate in 62 BOP institutions for the 30-40 percent of the inmate population who have a moderate to serious substance abuse problem. Inmates in these programs are housed together in a separate unit of the prison that is reserved for drug treatment, which consists of intensive half-day programming, five days a week. The remainder of the day is spent in education, work skills training, and/or other inmate programming. RDAP follows the CBT model of treatment wrapped into a modified therapeutic community model where inmates learn what it is like living in a pro-social community.

Upon completion of this portion of the treatment which lasts nine months, aftercare services are provided to the inmate while he/she is in the general population of the prison, and later at the residential reentry center (RRC). The program is open to all offenders diagnosed with a moderate to severe substance abuse problem (using the DSM criteria) who are able to complete all components of the program. A recent (March 19, 2009) BOP regulation adds treatment in a community corrections facility as a mandatory component of the program.

A rigorous evaluation of RDAP demonstrated convincingly that offenders who participated in residential drug abuse treatment were 16 percent less likely to be re-arrested and to have their supervision revoked 3 years after release, compared to inmates who did not receive such treatment. This reduction in recidivism is coupled with a 15 percent reduction in drug use for treated subjects.

The Violent Crime Control and Law Enforcement Act of 1994 (VCCLEA) provided some inmates with a significant incentive to participate in RDAP: certain non-violent inmates with a need for substance abuse treatment who volunteer for the program are eligible to be released early (up to 12 months) from prison. Implementation of this provision resulted in a substantial increase in demand for treatment, giving rise to substantial waiting lists at all RDAP sites. The BOP prioritizes treatment to ensure inmates receive treatment toward the end of their sentence, closest to the time when they are likely to be faced with opportunities for drug use in the community. This strategy is supported by research findings regarding optimal treatment strategies. The BOP reviews inmates for placement in RDAP approximately 36 months prior to release. This schedule provides sufficient time for inmates to complete the program (including the 6 months in an RRC) and earn an early release of 7-8 months, on average.

Over the past eight months, the BOP has reduced the RDAP waiting list from 7,600 inmates to 6,200 inmates. The reduction is attributable to an expansion of drug program capacity to allow treatment of an additional 2,000 inmates. Additionally, BOP policy has changed, which provides for adding new participants as others drop out, are expelled, or otherwise leave the program. This allows RDAPs to remain at capacity at all times. The retroactive application of the reduction in crack sentencing guidelines further reduced the list, as hundreds of inmates who released early had been awaiting treatment.

Finally, the BOP is developing a shorter version of RDAP targeting offenders who are at reduced risk for reoffending and relapse. High risk, drug dependent offenders will be referred for the nine-month program and low risk substance abusers will be referred for a six-month program. Research supports this approach and suggests it will improve the success rate for both high- and low-risk inmates.

The cumulative effects of all these efforts will be that the BOP will be able to treat more inmates earlier in their terms of incarceration, thereby allowing for increased sentence reductions (the demonstrated reduction in recidivism suggests that there is no increased risk to public safety by virtue of these early releases). The cost savings generated from the early releases, in turn, can be used to further expand program offerings and treat more inmates.

- The Community Transition Drug Abuse Treatment (TDAT) requirement – i.e., the continuation of drug abuse treatment upon transfer to an RRC – is a critical component of the program, as this period is the most vulnerable time for an inmate to relapse into drug use and/or criminal behavior. Research demonstrates that continued treatment and supervision is an essential element in the inmate's treatment success.

The primary responsibility of Regional TDAT staff is to monitor an inmate's treatment progress during his/her stay in the RRC. This level of clinical oversight ensures each inmate receives a level of treatment and management similar to that provided in a Bureau institution.

Regional TDAT staff members have developed a complex network of community-based contract providers to deliver treatment to Bureau inmates residing in an RRC or on home confinement. The approximately 400 contractors are licensed and certified professionals – e.g., certified addictions counselors, social workers, professional counselors, psychiatrists, and medical doctors. Regional TDAT personnel work closely with U.S. Probation to establish a continuum of treatment as the inmate leaves Bureau custody and moves to supervised release under U.S. Probation.

During FY09, 30,775 inmates participated in a drug abuse education course; 14,613 inmates received nonresidential treatment; 18,732 inmates participated in RDAP; and 16,123 participated in TDAT. Of those

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inmates parti-cipating in RDAP, 84 percent successfully completed the program.

As a result of their successfully completing RDAP, during FY09, 4,518 inmates received an early release that averaged 7.53 months. Since implementation of the early release incentive, 37,136 inmates have been released early; a total of 218,572 inmates have participated in RDAP. In FY09, the BOP was able to meet the demand for services and all eligible inmates received RDAP before their release from BOP custody.

Religious Programs and Services

During FY09, BOP chaplains, assisted by more than 7,700 contractors and volunteers, provided a broad range of religious services and programs to accommodate the practices of 32 distinct faith traditions represented within the inmate population (e.g., Asatru, Jewish, Moorish Science Temple of America, Muslim, Nation of Islam, Native American, Protestant, Rastafarian, Roman Catholic). Worship services for adherents of those faith groups made up approximately half of all religious programming opportunities.

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The BOP operates the Life Connections Program (LCP), an 18-month residential, multi-faith reentry program designed to assist inmates with the personal transformation many of them need to become law-abiding citizens. Participants address critical areas of their lives in the context of their personal faith or value system. Each day is equally split into LCP classes/ sessions and work; programming also takes place in the evening and on weekends. Inmates in LCP are connected with mentors and with a faith-based or community organization at their release destination to improve community reintegration. LCPs operate at FCIs Milan and Petersburg, USPs Leavenworth and Terre Haute, and FMC Carswell. LCPs are open to inmates of all religious faiths and inmates with no religious leanings. To date, 1,123 inmates have graduated from the program. Evaluation by the BOP's Office of Research and Evaluation (ORE) has determined that participation in LCP significantly lowers the potential for inmates engaging in serious forms of institutional misconduct while participating. An evaluation of the impact of LCPs on recidivism is underway.

Future goals for LCP include implementing a new curriculum for community mentoring organizations and developing an aftercare program to reinforce the changes made during an inmate's initial participation.

Thresholds is a faith-based, nonresidential program that addresses the reentry needs of inmates not eligible for LCP participation – i.e., primarily those with less than two years remaining on their sentence. The program is taught and facilitated by Chaplains and mentors, who meet with inmates for approximately 1.5-2 hours per week for 6 to 9 months. Initially implemented at FMC Carswell in 2005-06, it was expanded across the BOP in late 2007 and is now offered at 30 institutions. More than 1,000 inmates have participated or are currently engaged in the program, and the BOP plans to expand the number of sites offering this program to at least 50 by the end of FY2010.

Specialized Programs and Services

During FY09, BOP forensic psychologists completed 1,201 court-ordered forensic evaluations. BOP Psychology Services departments around the country conducted 346,799 mental health assessments/ evaluations, 40,809 individual sessions, and 1,234 crisis counseling sessions. Psychologists also attended to the needs of offenders in special housing units, conducting monthly status reviews.

The BOP continues to develop and operate specialized treatment programs using evidence-based, cognitive-behavioral interventions that focus on improving inmates' emotional and behavioral responses to difficult situations and emphasizing life skills and pro-social values development. These programs are designed to address a variety of issues, including cognitive deficits and mental illness, as well as to facilitate inmates' adjustment during incarceration and upon release to the

community. Brief descriptions of some of the programming opportunities follow:

- The Bureau Rehabilitation and Values Enhancement (BRAVE) Program, which operates at FCI Beckley, is designed to improve the institutional adjustment of young male, medium security level offenders serving their first significant term (five years or more) of Federal incarceration. BOP research has demonstrated that as a group, medium security inmates, 30 years of age or younger, have the greatest difficulty adapting to institution rules.

- The Skills Program, operating at FCC Coleman (Medium), is designed to improve life skills of inmates with cognitive and social learning deficits. This six-month program begins with an assessment of their educational needs, learning problems, and level of social functioning. The inmates participate in activities designed to increase educational levels, strengthen social skills, and improve their ability to adjust to a correctional environment satisfactorily. An evaluation of the program indicates that it increases the likelihood of completing GEDs, participating in the Inmate Financial Responsibility Program (IFRP), and receiving positive work reports and evaluations, while reducing the number of incident reports for misconduct that participants receive.

- The Step Down Program, operating at FCI Danbury and FCC Butner (Medium), offers intensive residential mental health care to inmates with severe mental illness, thereby reducing the need for inpatient treatment.

- The Challenge Program targets high-risk offenders with histories of substance abuse and/or mental illness. In FY09, this program was expanded to operate at all 15 penitentiaries. High security inmates receive at least nine months of treatment that may include substance abuse and/or individual treatment, management for mental illness, and/or treatment for a dual disorder.

- The Resolve Program provides psycho-educational and group counseling to female offenders with a history of trauma-related mental illness. This program now operates at 10 facilities that house female inmates.

- The Habilitation (HAB) Program serves high security level, low functioning inmates who cannot adapt to a penitentiary environment, but who may have the ability to function well at medium security institutions. Many HAB candidates are considered to be at risk of predation for various reasons, including their smaller size, mental illness, and criminal history. Program candidates with a history of predatory violence or disruptive institutional behaviors are excluded from consideration for the program. Once accepted, participants are required to attend psycho-educational groups designed to facilitate successful adjustment to medium security facilities. Individual therapy is available to participants on an as needed basis. The program currently operates at the medium security facility at FCC Butner. HAB graduates who have maintained favorable adjustment are transferred to other medium security level institutions.

- "Doing Time with the Right Mind," implemented at the medium security facility at FCI Florence, is a two-phase, inmate-facilitated program that helps inmates serve their terms of incarceration in a positive manner. The program emphasizes self-discovery, identifying strengths and weaknesses, acknowledging one's victims, coping with feelings, self-respect, and earning the respect of others. During each of the 12 weeks that make up the first phase, group sessions focus on race and race-related perceptions, respect, family, self-appraisal, uncontrol-lable issues, and personal development. Each group consists of 40 inmates, who meet once a week for a 2-hour session. There are presently two classes in session. The second phase of the program lasts eight weeks and addresses prison politics, personal leadership, proven principles, and goal-setting. In FY09, 162 inmates had completed phase one and 85 completed the entire program. The program has been a resounding success, with more

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than 200 inmates requesting placement in future classes. There has been a reduction in incident reports for those inmates who have completed the program.

- FCI Herlong has established a self-study/journal program for inmates in the special housing unit. Overseen by a psychologist, the program strives to decrease idle time, while teaching inmates how to change their negative, criminal thinking.

Sex Offender Treatment: The Adam Walsh Child Protection and Safety Act of 2006 (referred to as "the Adam Walsh Act") affected the BOP by requiring sex offender registration, the establishment of sex offender management and treatment programs in each Bureau region, and the civil commitment of certain sex offenders as "sexually dangerous persons." Although the BOP already offered programming to its population of sex offenders, expansion of management and treatment services was necessary to achieve compliance with the law.

- On average, the number of sex offenders, per month, in the BOP equals 10.3 percent of the inmate population. Approximately 75 percent of those sex offenders meet the statutory definition in the Adam Walsh Act of "engaging or attempting to engage in sexually violent conduct or child molestation," which is required for certification as a sexually dangerous person (SDP).

- To address the unique and difficult challenges associated with sex offenses, the BOP has established Sex Offender Management Program (SOMP) sites in each region, as mandated by the Adam Walsh Act. These sites provide treatment and specialized correctional management services to inmates who meet the admission criteria. The primary goal of the SOMPs is to help sex offenders manage their behavior to reduce the incidence of sexual re-offending. The program adheres to the philosophy that criminal sexual behavior can be managed effectively in most cases through intensive supervision and appropriate, comprehensive treatment.

SOMP comprises the following program components:

> Treatment: all SOMP institutions offer either the high- intensity residential (SOTP-R) or the moderate intensity nonresidential Sex Offender Treatment Program (SOTP-NR).

> Specialized management: SOMP institutions may impose correctional management plans (CMP) on sex offenders who engage in risk-relevant behavior. Risk-relevant behavior refers to conduct related to a sex offender's history that indicates a risk of future sexual offending upon release (e.g., collecting sexual pictures of children, attempting to contact potential child victims).

For each participant, the goals of the SOTP are to:

> decrease the risk of sexual re-offending;

> increase resiliency and improve quality of life, both in prison and after release;

> build healthy, rewarding, and meaningful relationships; and

> develop a new sense of meaning and purpose in life.

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FMC Devens offers the high intensity SOTP-R in a residential, therapeutic community setting. The remaining SOMP sites (FCI Marianna, USP Marion, FCC Petersburg, FCI Seagoville, and FCC Tucson) offer the moderate intensity SOTP-NR. Treatment volunteers are assigned to the appropriate program based upon their individual risk classification. At the end of FY09, 674 sex offenders were housed at the low security male SOTP-NR at FCI Seagoville, making up 41 percent of the inmate population.

- To meet the civil commitment mandates of the Adam Walsh Act, the Sex Offender Certification Review Branch (SOCRB) in Central Office initiates review of sex offenders 18 months from their projected release dates. This allows sufficient time to determine whether civil commitment should be recommended and to complete all legal proceedings prior to the projected release date. During FY09, the SOCRB completed

more than 6,400 case reviews. A total of 13 cases were certified by the Panel and filed with the court, and 2 inmates were committed under Title 18 United States Code Section 4248.

FCI Butner operates the BOP's Commitment and Treatment Program, which holds certified, post-sentence persons and civilly committed sex offenders who are transferred to Butner for treatment.

In Support of Inmate Transition…

- TRULINCS provides inmates with computer access to perform routine daily functions and limited use of electronic messaging to communicate with friends and family. TRULINCS has been implemented at more than 50 percent of BOP facilities.

- The Bureau's Inmate Transition Branch (ITB) continued to manage release-related programming. It expanded and improved the format of job fairs held for inmates releasing to the community, and coordinated 82 mock job fairs across the BOP during FY09. Approximately 5,330 inmates and about 785 company recruiters, employers, representatives from community organizations, and local agency staff participated.

  Mock job fairs serve various functions: they allow inmates to practice interviewing; get their resumes critiqued; and obtain constructive feedback so they can improve their performance, thereby increasing the likelihood of finding employment. Business volunteers have a chance to get to know the inmates and what they offer; including business representatives in this process help improve employers' comfort level with hiring ex-offenders. In fact, some inmates have obtained employment through contacts made at mock fob fairs. In locations where community corrections contractors and RRCs are in close proximity to BOP facilities, they are encouraged to become involved in inmate mock job fairs.

- Employment Resource Centers (ERCs) are available at all main BOP institutions (and at most camps), providing inmates access to career and work-related materials. Specifically, ERCs help inmates explore career options, prepare for job searches, write resumes and cover letters, and compile all documentation required by employers who may hire them. This resource is designed to enhance an inmate's job readiness and ability to integrate successfully into the workforce upon release. For example, at FCI Phoenix, offender reentry services are available through this center, which not only has numerous printed resources available for inmate use, but also various job-related videos for viewing by inmates.

- Two pilots were underway during FY09 and continuing into FY10: a demonstration project entitled "My Own Business Proposal" at FCI Terminal Island; and the second – a VT course provided by the Alchemy Corporation under contract at USP Leavenworth.

- Volunteers play a significant role in pre-release activities and contribute to reducing the potential for recidivism in releasing inmates. They can provide constructive and reality-based feedback and serve as role models who can reinforce the pro-social values so many of the inmates lack, but are critical for reentry success. In some cases, volunteers may be an inmate's only support system and link to society. All BOP institutions are encouraged to recruit volunteers who support the positive personal development of inmates.

- Institution Community Relations Boards (CRBs) are an important resource for the Bureau with regard to reentry. They share with institutions what the community has available for releasing inmates and liaison with businesses and the community at large in arranging work activities for BOP inmates. Community service projects are conducted in cooperation with local municipalities and community and faith-based organizations. These projects provide inmates an opportunity to learn and practice work skills, while contributing back to the community in positive ways.

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- By volunteering for community service and public works projects, inmates further exercise personal control and responsibility for strengthening many of their own skill sets. At the end of FY09, ITB reported that 255 public works and 44 community service projects, and 211 community service programs done in conjunction with inmate OT programs were underway across the BOP.

- **Elderly Offender Pilot Program:** The Second Chance Act of 2007, Section 231(g), Elderly and Family Reunification for Certain Non-Violent Offenders Pilot Program, directs the BOP to conduct a pilot program to determine the effectiveness of removing certain elderly offenders from BOP facilities and placing them on home detention until the expiration of their prison terms. As of September 30, 2009, 13 inmates were on home detention as a result of their acceptance into this pilot program, and 35 more cases were pending final arrangements.

Residential Reentry Centers (RRCs)

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Each year the BOP releases approximately 50,000 inmates back to U.S. communities; and another 20,000 offenders are either deported through the U.S. Immigration and Customs Enforcement (ICE) or transferred to State and local authorities for criminal proceedings or to serve a sentence. Most inmates (approximately 80 percent) who are released to U.S. communities are transferred to an RRC (also known as halfway house) to serve the last few months of their sentence in a structured setting in the community prior to completing their Federal sentence. Many of these inmates are transferred to home detention during the last portion of their RRC stay.

RRCs provide a structured, supervised environment and the types of support services the ex-offender needs (e.g., job placement and assistance in finding employment, counseling) to facilitate a smooth transition into the community. They make it possible for ex-offenders to establish positive ties to the community gradually, while correctional staff supervises their activities during this important readjustment phase.

Inmates who are released through RRCs are more likely to be gainfully employed and therefore less likely to recidivate as compared to inmates who are released from a prison directly to the community.

- In FY09, BOP community corrections field offices received and processed 41,763 referrals for RRC placement from both BOP institutions and U.S. Probation.

- In FY09, 29,572 inmates were transferred to RRCs: 89.7 percent successfully completed the RRC program, 2.5 percent failed via escape, 7.7 percent failed for some other reason, and 16 (or 0.08 percent) died during the RRC placement.

- Of all inmates who transferred to an RRC before release from custody, 124 (0.6 percent) went directly from an institution to home detention, and 6,706 (33.4 percent) went to an RRC followed by home detention.

Goal 6: 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.

- To serve the needs of the diverse faith groups represented in BOP facilities, Religious Services at the institutions rely heavily on the 233 contractors and about 7,500 volunteers to augment services by BOP Chaplaincy staff.

As of September 2009, the Life Connections Program (LCP) was supported by 1,036 mentors and partnered with almost 1,100 communities and faith-based organizations across the country, providing a support system to assist inmates in achieving a successful reentry into the community following release. A total of 182 mentors participated during the incarceration phase of the LCP.

- At FCC Florence, about 15 partnerships have been established, including with parenting organizations and such agencies as the USPO, AARP Worksearch Program; Denver Workforce Center; Colorado AIDS Project, and The Empowerment Program.

- FCI Greenville's partnership with "Dress for Success" ensures inmates nearing release are provided with clothing appropriate for the transition to the community, and specifically those needed for job interviews.

- In addition to having a close working relationship with the BOP's Sacramento Community Corrections Office, FCI Herlong established partnerships with Lassen Community College, several U.S. Probation Offices, the Social Security Administration, Veteran Affairs, Nevada Career Information Systems, and Alliance for Workforce Development. It also partnered with numerous local employers and local job placement agencies, including My Journey Home, Nevada Job Connect, Sacramento Works, and Bristlecone Family Treatment Services.

- FCC Lompoc works closely with the Veterans Administration (VA), resulting in the completion of more than 75 VA eligibility applications, of which 54 inmate applicants were found eligible for VA programs (including for VA health care upon release from custody). Incarcerated Veterans Reentry Specialists and the FCC's ISD Coordinator hold meetings with the inmate veterans throughout the FCC once every four months to provide up-to-date information about VA programs and to assist them in completing applications for VA eligibility.

During FY09, a strong working relationship was established with the State of California's Employment Development Department. Information is shared on employment barriers and ways to break through them, the Federal Bonding Program, and the Work Opportunity Tax Credit.

- FDC Philadelphia established a community reentry partnership with the Our Place organization located in Washington, DC. Our Place was recently funded by the Federal Government to provide case management services to 80 incarcerated female inmates currently housed in Federal facilities and expected to release to the DC area within the next year. The FDC has identified 15 female inmates at that site who will be teamed by Unit Management, Psychology, and Education Departments in conjunction with Our Place case managers, as part of this process. The ISDS will be used for planning, tracking, and information-sharing purposes.

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- FCI Greenville and its FPC were awarded the Commander's Award for Public Service by Colonel Thomas O'Hara, Jr., Commander of the St. Louis District of the Army Corps of Engineers. The award recognized the facility's long-term partnership with the Army Corps of Engineers at Carlyle Lake, and the various benefits it yields. By way of this public service project that serves the military, inmate participants complete unfunded work, thereby helping to preserve and enhance public lands, and maintain facilities and natural resources.

Through this public service partnership:

> inmates learn valuable job skills and acquire a sound work ethic, an appreciation for nature, and a sense of personal responsibility for the care of the environment;

> the institution benefits from having inmates constructively occupied in activities that help them prepare for release;

> the Government achieves a cost avoidance of about $250,000 per year, which allows those funds to be used in other areas; and
> the public benefits by having inmates better-prepared for release to their local communities, as this reduces the potential for recidivism, further victimization, and future costs to taxpayers.

The FCI was awarded the "Greenville Service Award" for the outreach service provided to the Bond County Beautification Project, which maintains the grounds for the Greenville courthouse.

- FCI Dublin's community service and public works projects support, e.g., the National Park Service and U.S. Army in the Parks Reserve Training Forces Area (RTFA), Clothes for Kids (18 inmate participants created 86 clothing items), Quilts for Kids (12 inmates created 141 projects), and the Choices program for troubled youth.

- FCI Edgefield's Wake-Up Juvenile Awareness Program was recognized by the District Director of the Georgia Department of Juvenile Justice for its efforts to divert troubled youth from entering the adult prison system and its positive impact on local communities.

- FCI Herlong's relationship with its long-established and active CRB resulted in the implementation of several community service projects. In all, inmate volunteers performed more than 6,600 service hours in support of the local community.

- FCI Danbury's Psychology Services collaborated with the University of Hartford in implementing a doctoral program/practicum placement for doctoral level students within the institution. This partnership provides training for future psychologists, as well as additional services for inmates.

  Health Services entered into a partnership with the not-for-profit organization College Health Services Corps, which provides preventative and educational classes for inmates. Also, Health Services has agreements with the University of Connecticut School of Pharmacy, Yale University School of Nurse Practitioner, and Kings College School for Physician Assistant that allow medical students the opportunity to perform clinical rotations in a correctional environment, while supplementing services for the inmate population.

- FMC Rochester provides medical students and residents at Mayo Clinic opportunities for psychiatric rotations. These rotations in the Psychiatry Department have been very popular among the Clinic's residents, as they are able to observe and evaluate many unique forensic cases that typically are unavailable to psychiatric residents. Residents and students also receive instruction from FMC staff on a broad spectrum of issues ranging from schizophrenia to the incidence of dementia in the prison setting. In turn, medical students and residents actively support the BOP's mission by providing services.

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- BOP staff members across the country honor the trust bestowed upon them by the public, not only through their diligent efforts at work, but by directly supporting and contributing generously to their communities. They participate in numerous local charitable activities and community service, including food and school supply drives, crime prevention programs, and the Combined Federal Campaign (CFC); tutor and mentor children and at-risk youth; and much more.

Technical Assistance

- During FY09, NIC's Information Center generated 5,500 responses to requests for its services. In addition, a total of 266 responses were generated by NIC to technical assistance requests. Of those, 30 were processed through the Prisons Division, 34 through the Academy Division (plus another 57 via phone or e-mail consultation that were not included in the above total), 89 through the Community Corrections Division, 76 through the Jails Division, 14 through the Transition and Offender Workforce Development

Division (TOWDD), and 14 through the Women's Offender Initiative. NIC also provided technical assistance on PREA specifically to the New Hampshire, Washington State, and Tennessee Departments of Corrections, as well as the New York State Sheriff's Association.

- NIC's TOWDD continued its support of other U.S. correctional systems by:
  - > providing technical assistance to States through the "Transition from Prison to Community" (TPC) initiative. The TPC model encourages strategic changes to reduce recidivism and future victimization; enhance public safety; and improve the lives of members of the community at large, victims, and offenders. This model is in place in eight States – Oregon, Missouri, Michigan, North Dakota, Rhode Island, New York, Georgia, and Indiana.
  - > developing and testing, in collaboration with the Urban Institute, the Transition from Jail to Community (TJC) model designed to improve long-term reintegration outcomes for individuals returning to their communities from county jails. Local jurisdictions in Denver County, CO; Douglas County, KS; Orange County, CA; Kent County, MI; Lacrosse County, WI; and Davidson County, TN are implementing this model.
  - > publishing an information bulletin entitled "Creating a Workforce Development Culture to Reduce Reincarceration" that reviewed Vermont DOC's workforce development program and reported its results. Funded by the U.S. Department of Education's Office of Vocational and Adult Education, Vermont's program used a research-based correctional strategy to teach social and work-related skills to offenders, with the ultimate goal of reducing recidivism. This innovative program achieved 20 and 37 percent reductions in recidivism during the evaluation period for male and female participants, respectively. By understanding the expectations, social rules, values, and norms that guide proper behavior, program participants were better prepared to enter the labor workforce.

- Two of the Inmate Transition Branch's (ITB) training videos – *The Road to Success* and *One Step at a Time* – have been well-received; the ITB continues to provide copies in response to the numerous requests it receives. The videos demonstrate the realities ex-offenders face during their transition to the community; and show BOP staff, inmates, and community agencies providing the support needed for a successful reentry.

Training Programs

- Staff members in the ISD Branch and NIC joined with Federal partners in conducting presentations and workshops designed to heighten awareness of collaborative efforts in the areas of offender workforce and skills development. Audiences included representatives from OPPS, the U.S. Sentencing Commission, Homeless Veterans, RRCs, and other correctional, government, and community agencies. Both the ISD Branch and NIC's TOWDD continue their ongoing participation in the National Offender Workforce Development Partnership (NOWDP), a nationwide initiative designed to enhance opportunities for career-oriented employment for releasing offenders, as well as to reduce barriers to employment of ex-offenders.

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NIC co-sponsored the 2009 Defendant Offender Workforce Development (DOWD) Conference, hosted by the OPPS, Western District of Pennsylvania, in collaboration with the BOP, AOUSC, OPPS (national), DOL, and the National Career Development Association. More than 650 attendees took part in hands-on training opportunities in workforce development techniques, explored potential new partnerships, and accessed the multiple resources available on site.

- NIC supports the work of local and state departments of corrections and jails throughout the United States and its territories. During FY09, 2,509 State and local corrections personnel received training via traditional

instructor-led methods, 17,379 participants viewed remote broadcasts, and 4,749 e-learning course completions were recorded.

- During FY09, NIC's TOWDD focused significant effort on participating, developing, and expanding training opportunities to maximize the skill level of those working on OWD and employment issues. Examples include:
  - > collaboration with NIC's Academy Division and the National Correctional Industries Association (NCIA) to develop strategies to facilitate contributions by correctional industries to the national reentry initiative. To that end, a blended, competency-based training curriculum is being developed for admin-strators of correctional industries that will include the use of assessments, evidence-based practices, and risk reduction with OWD. This train-the-trainer curriculum will be based on results from a validated job task analysis (DACUM) of correctional industries administrators.
  - > work on developing a professionally endorsed and certified, competency-based, train-the-trainer curriculum for Offender Employment Retention Specialists, also to be based on the results of a validated job task analysis of that position.
  - > provision of the 180-hour Offender Workforce Development Specialist (OWDS) training-for-trainers course in collaboration with the National Career Development Association (NCDA). Multi-disciplinary teams of trainees receive competency-based instruction to increase their skills in assisting offenders in finding and retaining employment.

- During FY09, NIC granted 33 state/local cooperative agreement awards supporting training activities. As an example, approximately 600 State and local corrections staff members were trained in matters related to the Women's Offender Initiative via six technical assistance events and two cooperative agreements, which included on-site and webinar events.

- NIC conducts two training programs for DOC directors: "New Directors' Training" (NDT) and "All Directors' Training" (ADT). Depending on the number of new appointees, NDT may be conducted annually or biannually. This program is conducted in a peer training format with a 1:2 ratio of new to experienced directors. Typically, 35 directors participate in the annual ADT, which is for current state directors of corrections with responsibility for state prisons (and community corrections operations in some cases).

- Correctional Leadership for Women is offered twice a year. In FY09, 23 participants took the first class and 24 the second. Even though this class usually has BOP participants, there were none this year. This is a middle-manager leadership program modeled after the Executive Program.

Goal 7: Counter-Terrorism

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

As of September 30, 2009, the BOP housed 216 individuals with a history of or nexus to international terrorism (IT) and 123 individuals with a history of or nexus to domestic terrorism (DT). The agency's approach to managing these offenders is comprehensive, involving:

- the use of sound correctional practices in each BOP facility
- the use of an objective classification system, which is critical to managing any inmate population safely
- designation to and placement of inmates at the most appropriate facility given security needs (e.g., the most dangerous and sophisticated terrorists are housed at the BOP's most secure facility under the most restrictive conditions)
- well-coordinated inmate transfers
- close monitoring of the inmate population, particularly those identified as high risk, and 100 percent monitoring of ***all*** communications (general

correspondence and social telephone calls) of inmates placed on mail or telephone monitoring restriction

- intelligence gathering, analysis, and well-coordinated information-sharing with all levels of law enforcement and correctional staff to identify threats to institution security and reduce crime in the community
  - > As a member of the National Joint Terrorism Task Force (NJTTF), the BOP receives alerts from other NJTTF agencies on an ongoing basis, as well as information available on any person entering BOP institutions who may be tied to terrorist organizations. Locally, FBI Joint Terrorism Task Forces (JTTFs) facilitate this process for the BOP's individual institutions.
  - > The BOP actively participates and supports the Correctional Intelligence Initiative (CII), a project of the NJTTF tasked with facilitating coordination on terrorism-related matters among all JTTFs and all U.S. correctional systems (Federal, State, local, territorial, etc.).
  - > The BOP intelligence unit has staff detailed to the FBI's Counterterrorism and Violent Crimes Major Offenders Centers and the National Drug Intelligence Center. It also operates the Sacramento Intelligence Unit in Sacramento, CA with intelligence officers working with the Safe Streets Task Forces in numerous metropolitan areas.
- compliance with three ACA standards that require liaison with JTTFs on matters with a terrorism nexus, and specifically vetting/screening protocols for contractors and volunteers
- close oversight of the activities of and services provided by contractors and volunteers
  - > Like many other correctional agencies, the BOP relies on citizen volunteers and contractors to supplement the services the agency provides. The BOP must carefully screen each person before granting access, then provide the requisite ongoing supervision for any volunteer or contractor authorized to enter an institution. The sheer volume of volunteers and contractors in the agency's resource pool (e.g., during FY09, nearly 10,100 citizens volunteered four or more times) makes this a challenging task. In part because the bulk of volunteers and contractors directly support the work of the Religious Services department, BOP chaplains play a critical role in scrutinizing and supervising them.
- careful scrutiny by the Warden of requests to approve any inmate organization (the Warden must ensure adequate supervision to prevent the misuse of organizations for recruitment or other illicit purposes), and last but not least,
- staff training on, e.g., identifying "red flags" or indicators of potential recruitment and radicalization activities.

To date, recruitment and radicalization of inmates in the BOP has not been a significant problem. There have been no indications of organized recruitment efforts, nor has there been evidence of wide-spread attempts at radicalization and recruitment. However, the need for vigilance is ongoing, as pockets of concern must be quickly identified and managed. To that end, executive staff at BOP institutions ensures institution staff has effective monitoring capabilities and receives the supervision, oversight, and guidance to implement and consistently follow management strategies.

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Counter-Terrorism Unit (CTU)

Established in October 2006, the Bureau's CTU in Martinsburg, WV, serves as an extension of the BOP's Intelligence Branch. The CTU assists the agency in identifying, developing, and implementing policies, programs, and protocols that apply in national security matters (such as cases classified as IT or DT) by:

- identifying and validating inmate involvement in terrorist activities;
- Coordinating foreign language translation services and managing the contract that provides these services for all BOP facilities;
- monitoring and analyzing terrorist inmate communications, and producing intelligence products;
- developing and providing relevant counter-terrorism training; and
- actively collaborating with other correctional agencies, law enforcement, and the intelligence community.

The CTU's accomplishments during FY09 include:

- identifying individuals with a history of or nexus to international and domestic terrorism;
- processing numerous requests from the FBI, including 632 for BOP information, 343 for BOP content in compliance with the Fisher Memo (which allows the BOP to provide content of inmate telephone conversations to the FBI without a court order or other legal process), and 376 for BOP transactional data;
- processing on average 5,000 separate pieces of inmate communications (in more than 40 languages and dialects) each month;
- identifying and analyzing a vast amount of valuable information culled from monitoring inmate communications, and integrating the analysis into an intelligence product disseminated to DOJ components and State and local law enforcement agencies (in FY09, CTU's staff produced 25 intelligence summaries);
- providing corrections-specific instruction on terrorism as part of BOP or DOJ training meetings: Investigative and Intelligence Training, Regional Special Investigative Services (SIS) Training, National Captains' Training, and the FBI's NJTTF CII conference; and
- presenting two specialized courses on international and domestic terrorism to a total of 90 BOP SIS technicians.
  - These 40-hour classes substantially expanded the scope of instruction beyond that typically provided via the Investigative and Intelligence Training course. The audience was exposed to and took part in in-depth presentations and discussions on the CII, religious extremism, domestic and international terrorism, documents examination, crypt analysis, correctional legal issues, and case studies of the sovereign movement.

In all, 19 BOP staff members are assigned to the CTU, two of whom are Trust Fund employees who directly support the CTU mission. One full- and one part-time FBI intelligence analysts are assigned to the unit. Interagency intelligence sharing continues to generate positive results in such areas as gang activity and terrorism. As a result, non-BOP staffing is expected to increase in the future, as other DOJ agencies co-locate intelligence analysts from their respective components to the CTU to support its mission.

Some inmates require (as a result of their current offense of conviction, offense conduct, or other verified information) increased monitoring of communications with persons in the community to ensure the safe, secure, and orderly running of BOP facilities, and to protect the public. The BOP's Communications Management Units (CMUs) at FCC Terre Haute and USP Marion serve that purpose. CMUs are open units that operate separately from the general population of the main institution. Operational procedures reduce inmates' ability to circumvent existing mail and telephone monitoring procedures. The CTU provides oversight of monitoring efforts.

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Types of inmates who may be housed in CMUs include those:

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

All staff participates in the Annual Refresher Training class "Supervision of Offenders," which covers issues related to the management of terrorist offenders.

To promote sharing of what is working well and lessons learned (e.g., identification of warning flags and appropriate response by staff), during FY09, BOP staff, including the Director, provided remarks during national and international corrections training conferences on terrorism-related issues.

BOP Components

The Federal Bureau of Prisons (BOP) operates correctional facilities across the country. To successfully manage these facilities requires administrative, policy, training, program review, and other support functions that are carried out by the BOP's Central Office, regional offices, Grand Prairie Office Complex, training centers, and community corrections management offices.

Central Office

The BOP's headquarters, or Central Office, is located at 320 First Street NW, Washington, DC 20534, and it includes the following components:

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

Correctional Programs Division (CPD): develops activities and programs designed to help inmates acquire the skills necessary to facilitate successful reintegration into their communities upon release and to ensure institution security, safety of staff and inmates, and orderly institution operations. Programs include psychology and religious services, drug abuse treatment, programs for special needs offenders and females, and case management. CPD provides national policy direction for correctional services, intelligence gathering and counter-terrorism activities, emergency prepared-ness, the Federal Witness Security Program, notification of release-related activities to crime victims, designations and sentence computation, inmate transportation, the inmate disciplinary process, and the coordination of transfer of inmates to and from other countries. CPD has responsibility for various functions related to contract residential reentry centers (RRCs), community corrections field offices, federally sentenced juveniles, community-based drug treatment, and liaisons with the U.S. Marshals Service and Immigration and Customs Enforcement. Division staff provides direct oversight to field staff that monitors contract compliance and coordinates the BOP's privatization management efforts.

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

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

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

Information, Policy, and Public Affairs (IPPA): manages the BOP's information and security technologies (including mission critical systems, wide area network, and public and internal websites); research and evaluation programs; communications and archives, public affairs, and legislative affairs offices; and policy development.

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

Program Review Division (PRD): assesses the strength of internal systems of control; provides oversight of BOP program performance through strategic planning and the internal audit (program review) process; and evaluates compliance with laws, regulations, and standards, coordinating the BOP's responses to external audits, such as those conducted by the U.S. Government Accountability Office (GAO), the Office of the Inspector General (OIG), and the American Correctional Association (ACA).

National Institute of Corrections (NIC): provides technical assistance, training, and information to State and local corrections agencies and to BOP employees;

and operates the NIC Information Center clearinghouse. NIC has seven divisions: Jails, Community Corrections, Prisons, Academy, Offender Workforce Development, Financial Management, and Research and Evaluation.

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

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

Regional Offices

The BOP's six regional offices directly support the operations of facilities within their respective geographic areas by providing management and technical assistance to institution and community corrections personnel; conducting specialized training; providing technical assistance to state and local criminal justice agencies; and contracting to provide RRC placements for offenders. Regional staff includes administrators who are subject matter experts in all disciplines represented at the institution level. They maintain close contact with institution staff to ensure effective BOP operations.

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Staff Training Centers

Training is integral to BOP staff development. Introductory training is conducted at the BOP's Staff Training Academy. Specialized professional training is provided at the Management and Specialty Training Center.

Staff Training Academy (STA)
Federal Law Enforcement Training Center
Building 21
Glynco, GA 31524
912-267-2711 Fax: 912-267-2983

Management and Specialty Training Center (MSTC)
National Corrections Academy
791 N. Chambers Road
Aurora, CO 80011
303-340-7800 Fax: 303-340-7968

Grand Prairie Office Complex

Located in Grand Prairie, TX, the BOP's Grand Prairie Office Complex (GRA) provides consolidated services in three functional areas to better serve employees and achieve more efficient and cost-effective operations. Subject matter expertise is available at GRA in human resources, inmate systems, inmate classification and designation, and financial management.

Grand Prairie Office Complex (GRA)
U.S. Armed Forces Reserve Complex
346 Marine Forces Drive
Grand Prairie, TX 75051

Components:

Consolidated Employee Services Center (CESC)
972-352-4200 Fax: 972-352-4220
E-mail address: GRA-HRM/Chief-CESC@bop.gov

Designation and Sentence Computation Center (DSCC)
972-352-4400 Fax: 972-352-4395
E-mail address: GRA-DSC/PolicyCorrespondence&AdminRemedies@bop.gov

Field Acquisition Office (FAO)
972-352-4500 Fax: 972-352-4545
E-mail address: GRA/FieldAcquisitionOffice@bop.gov

Institution Security Levels

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

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

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

Medium Security FCIs: have strengthened (double-fenced with electronic detection systems) perimeters, 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 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. Administrative facilities 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): FCCs include institutions with different missions and security levels located in close proximity, allowing them to share services, enable staff to gain experience at institutions of many security levels, and enhance emergency preparedness by having additional resources readily available.

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

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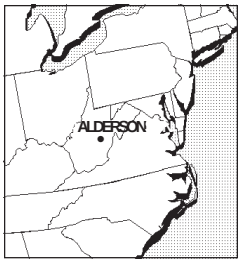
Bureau Institutions

*Note: Population numbers effective **10/02/08**.*

Regions:

MXR	Mid-Atlantic
NCR	North Central
NER	Northeast
SCR	South Central
SER	Southeast
WXR	Western

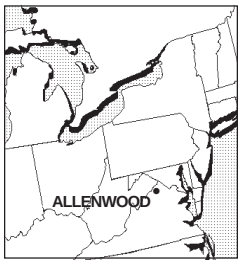


FPC Alderson

P.O. Box A
Alderson, WV 24910
304-445-3300
Fax: 304-445-3312

Security Level: Minimum/Female
Judicial District: Southern West Virginia
Region: MXR
Population: 1,136

Location: In the foothills of the Allegheny Mountains, 270 miles southwest of Washington, DC; 12 miles south of I-64, off State Hwy 3.



FCC Allenwood

P.O. Box 3500
White Deer, PA 17887
USP: 570-547-0963
USP Fax: 570-547-9201
Medium: 570-547-7950
Low: 570-547-1990

FCC Security Levels: Low, Medium, High/Male
Judicial District: Middle Pennsylvania
Region: NER
Population: 3,870

Location: 197 miles north of Washington, DC; 11 miles south of Williamsport, PA; 2 miles north of Allenwood, on US Route 15.

FCI Ashland

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

Security Levels: Low with adjacent Minimum Camp/Male
Judicial District: Eastern Kentucky
Region: MXR
Population: FCI: 1,226 Camp: 277

Location: In the highlands of northeastern Kentucky, 125 miles east of Lexington; 53 miles southwest of the city of Ashland; off State Route 716, 1 mile west of US 60.

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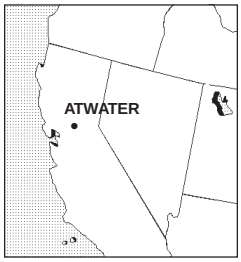
USP Atlanta

601 McDonough Blvd., SE
Atlanta, GA 30315-0182
404-635-5100
Fax: 404-331-2137

Security Levels: Medium/Administrative with adjacent Minimum Camp/Male
Judicial District: Northern Georgia
Region: SER
Population: USP: 1,999 Camp: 441

Location: In southeast Atlanta, at the junction of Boulevard and McDonough Blvd; off I-20 (south on Boulevard) or I-285 (north on Moreland Ave., left on McDonough Blvd.).



USP Atwater

P.O. Box 019001
#1 Federal Way
Atwater, CA 95340
209-386-0257
Fax: 209-386-4635

Security Levels: High with adjacent Minimum Camp/Male
Judicial District: Eastern California
Region: WXR
Population: USP: 974 Camp: 117

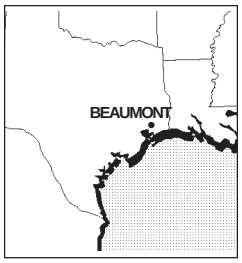
Location: On a portion of the former Castle Air Force Base, about 130 miles from San Francisco.

FCI Bastrop

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

Security Levels: Low with adjacent Minimum Camp/Male
Judicial District: Western Texas
Region: SCR
Population: FCI: 1,190 Camp: 182

Location: 30 miles southeast of Austin, 8 miles south of Elgin, 8 miles north of Bastrop, off Hwy 95.

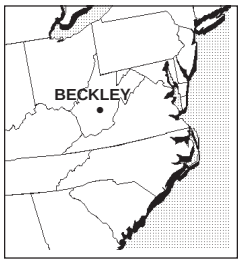


FCC Beaumont

P.O. Box 26035
Beaumont, TX 77720-6035
USP: 409-727-8188
USP Fax: 409-626-3700
Medium: 409-727-0101
Low: 409-727-8172

FCC Security Levels: Low, Medium, High with adjacent Minimum Camp/Male
Judicial District: Eastern Texas
Region: SCR
Population: 4,462

Location: On the Texas Gulf coast, about 90 minutes from Houston. From US 10, take Route 69; exit at Florida Ave.; turn right on West Port Arthur Rd., then right on Knauth Rd.

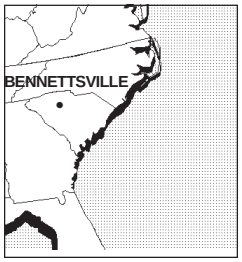


FCI Beckley

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

Security Levels: Medium with adjacent Minimum Camp/Male
Judicial District: Southern West Virginia
Region: MXR
Population: FCI: 1,811 Camp: 390

Location: Approximately 51 miles southeast of Charleston, WV and 136 miles northwest of Roanoke, VA.



FCI Bennettsville

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

Security Levels: Medium with adjacent Minimum Camp/Male
Judicial District: South Carolina
Region: SER
Population: FCI: 1,620 Camp: 124

Location: In Marlboro County off Hwy 9, 86 miles from Myrtle Beach.

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USP Big Sandy

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

Security Levels: High with adjacent Minimum Camp/Male
Judicial District: Eastern Kentucky
Region: MXR
Population: USP: 1,444 Camp: 109

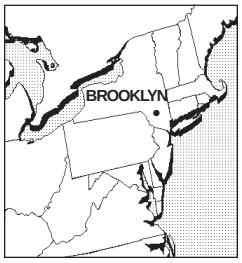
Location: In Eastern Kentucky, 11 miles south of Inez on Route 3 S; 18 miles southeast of Paintsville and 15 miles northeast of Prestonburg.

FCI Big Spring

1900 Simler Dr.
Big Spring, TX 79720-7799
432-466-2300
Fax: 432-466-2576

Security Levels: Low with adjacent Minimum Camp/Male
Judicial District: Northern Texas
Region: SCR
Population: FCI: 1,331 Camp: 178

Location: Midway between Dallas and El Paso, on the southwest edge of Big Spring, at the intersection of I-20 and U.S. Hwy 80.

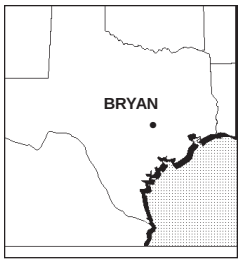


MDC Brooklyn

P.O. Box 329001
Brooklyn, NY 11232
Phone: 718-840-4200
Fax: 718-840-5005

Security Levels: Administrative/ Male, Female
Judicial District: Eastern New York
Region: NER
Population: 2,500

Location: In the Sunset Park section of Brooklyn, one of the five boroughs of New York City.

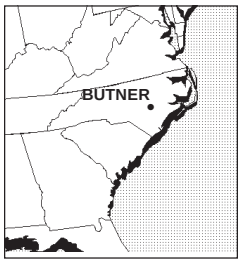


FPC Bryan

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

Security Level: Minimum/Female
Judicial District: Southern Texas
Region: SCR
Population: 920

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.

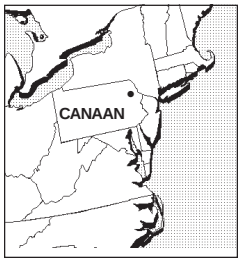


FCC Butner

Old NC Hwy 75
P.O. Box 1600
Butner, NC 27509
FMC: 919-575-3900
FMC Fax: 919-575-4801
Medium I: 919-575-4541
Medium II: 919-575-8000
Low: 919-575-5000

FCC Security Levels: Low, Medium with adjacent Minimum Camp, Administrative/Male
Judicial District: Eastern North Carolina
Region: MXR
Population: 4,445

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



USP Canaan

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

Security Levels: High with adjacent Minimum Camp/Male
Judicial District: Middle Pennsylvania
Region: NER
Population: USP: 789 Camp: 131

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

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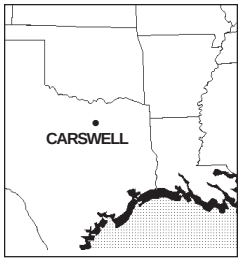
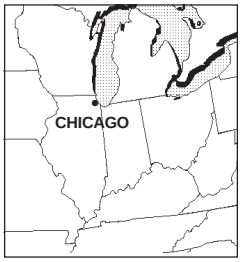


FMC Carswell

P.O. Box 27066
"J" St. - Bldg 000
Fort Worth, TX 76127
817-782-4000
Fax: 817-782-4875

Security Levels: Administrative with adjacent Minimum Camp/Female
Judicial District: Northern Texas
Region: SCR
Population: FMC: 1,520 Camp: 277

Location: In the northeast corner of the Naval Air Station, Joint Reserve Base; 1 mile from Hwy 183 and 3 miles from I-30.

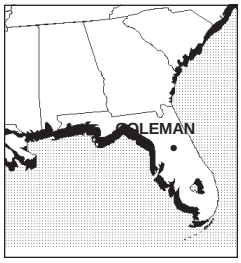


MCC Chicago

71 W Van Buren
Chicago, IL 60605
312-322-0567
Fax: 312-347-4012

Security Level: Administrative/Male, Female
Judicial District: Northern Illinois
Region: NCR
Population: 710

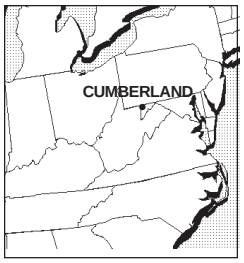
Location: In downtown Chicago, at the intersection of Clark and Van Buren Sts.



FCC Coleman

P.O. Box 1024
Coleman, FL 33521
USPII: 352-689-7000
USPII Fax: 352-689-7012
USPI: 352-689-6000
Medium: 352-689-5000
Low: 352-689-4000

FCC Security levels: Low, Medium, High/Male; Minimum Camp/Female
Judicial District: Middle Florida
Region: SER
Population: 7,489
Location: In central Florida, south of the town of Coleman, off Hwy 301 on State Rd 470 in Sumter County; about 50 miles northwest of Orlando, 60 miles northeast of Tampa, and 35 miles south of Ocala.

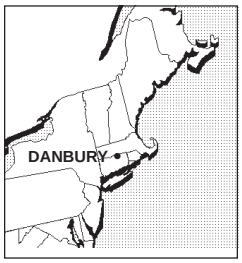


FCI Cumberland

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

Security Levels: Medium with adjacent Minimum Camp/Male
Judicial District: Maryland
Region: MXR
Population: FCI: 1,239 Camp: 298

Location: In western Maryland, 130 miles northwest of Washington, DC; 6 miles south of I-68, off State Route 51 S.

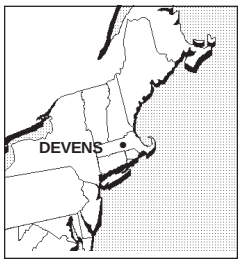


FCI Danbury

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

Security Levels: Low with adjacent Minimum Camp/Female
Judicial District: Connecticut
Region: NER
Population: FCI: 1,210 Camp: 209

Location: In southwestern Connecticut, 70 miles from New York City, 3 miles north of Danbury, on State Route 37.



FMC Devens

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

Security Levels: Administrative with adjacent Minimum Camp/Male
Judicial District: Massachusetts
Region: NER
Population: FMC: 1,099 Camp: 103
Location: In north central Massachusetts, about 39 miles west of Boston and 20 miles north of Worcester on the decommissioned military base of Fort Devens, off Route 2, exit 37B. Take the first right; institution is 0.5 mile on the right.

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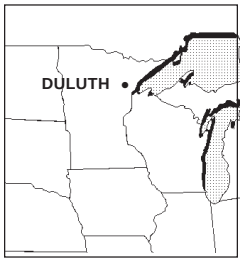
FCI Dublin

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

Security Levels: Low/Female; Administrative/Male with adjacent Minimum Camp/Female
Judicial District: Northern California
Region: WXR
Population: FCI: 1,248 Camp: 313

Location: 20 miles southeast of Oakland, off I-580; take Hopyard/Dougherty Rd. exit, then proceed east to the Camp Parks Army Base.

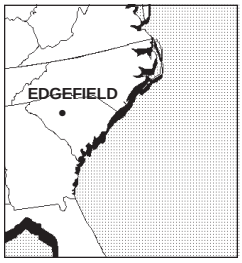


FPC Duluth

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

Security Level: Minimum/Male
Judicial District: Minnesota
Region: NCR
Population: 852

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.



FCI Edgefield

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

Security Levels: Medium with adjacent Minimum Camp/Male
Judicial District: South Carolina
Region: SER
Population: FCI: 1,660 Camp: 463

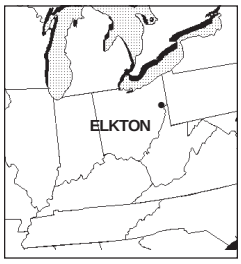
Location: On the South Carolina/Georgia border, northeast of Augusta, approximately 30 miles northeast of I-20 on Hwy 25.

FCI El Reno

4205 Hwy 66 W
P.O. Box 1000
El Reno, OK 73036-1000
405-262-4875
Fax: 405-319-7626

Security Levels: Medium with adjacent Minimum Camp/Male
Judicial District: Western Oklahoma
Region: SCR
Population: FCI: 1,142 Camp: 251

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



FCI Elkton

P.O. Box 129
Lisbon, OH 44432
330-420-6200
Fax: 330-420-6436

Security Levels: Low with satellite Low Facility/Male
Judicial District: Northern Ohio
Region: NER
Population: FCI: 1,873 FSL: 593

Location: In northeastern Ohio, less than an hour from Pittsburgh, Youngstown, and Canton.

FCI Englewood

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

Security Levels: Low, Administrative with adjacent Minimum Camp/Male
Judicial District: Colorado
Region: NCR
Population: FCI: 377* Camp: 165

Location: 15 miles southwest of Denver, off I-285.
*Numbers to continue to increase following population change.

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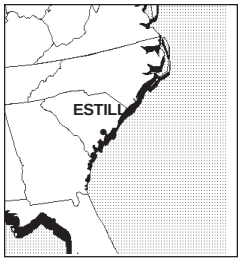
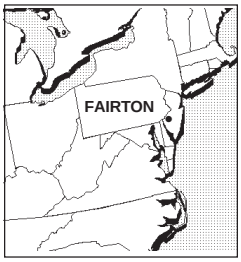


FCI Estill

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

Security Levels: Medium with adjacent Minimum Camp/Male
Judicial District: South Carolina
Region: SER
Population: FCI: 1,110 Camp: 279

Location: In Hampton County, off State Rd. 321, about 3 miles south of Estill.

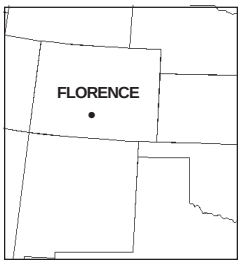


FCI Fairton

655 Fairton-Milville Rd.
P.O. Box 280
Fairton, NJ 08320
856-453-1177
Fax: 856-453-4186

Security Levels: Medium with adjacent Minimum Camp/Male
Judicial District: New Jersey
Region: NER
Population: FCI: 1,437 Camp: 102

Location: 50 miles southeast of Philadelphia and 40 miles west of Atlantic City, off State Hwy 55 at 655 Fairton-Millville Rd.



FCC Florence

5880 State Hwy 67
Florence, CO 81226
ADX: 719-784-9464
ADX Fax: 719-784-5290
USP: 719-784-9454
FCI: 719-784-9100

FCC Security Levels: Medium, High, Administrative Maximum with adjacent Minimum Camp/Male
Judicial District: Colorado
Region: NCR
Population: 3,069

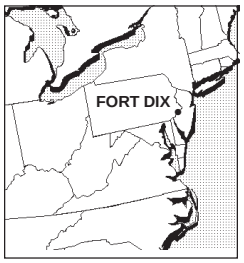
Location: On State Hwy 67, 90 miles south of Denver, 45 miles south of Colorado Springs, and 40 miles west of Pueblo.

FCC Forrest City

P.O. Box 7000
Forrest City, AR 72336
Medium: 870-494-4200
Med. Fax: 870-494-4496
Low: 870-630-6000

FCC Security Levels: Medium, Low with adjacent Minimum Camp/Male
Judicial District: Eastern Arkansas
Region: SCR
Population: 3,838

Location: In eastern Arkansas, between Little Rock (85 miles east) and Memphis (45 miles west), near I-40.

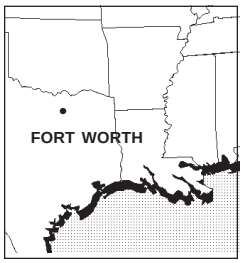


FCI Fort Dix

5756 Hartford Rd.
P.O. Box 38
Fort Dix, NJ 08640
609-723-1100
Fax: 609-724-7557

Security Levels: Low with adjacent Minimum Camp/Male
Judicial District: New Jersey
Region: NER
Population: FCI: 3,676 Camp: 419

Location: In central New Jersey, approximately 45 minutes east of Philadelphia, off Route 68; follow signs for Fort Dix/McGuire Air Force Base.



FCI Fort Worth

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

Security Level: Low/Male
Judicial District: Northern Texas
Region: SCR
Population: 1,741

Location: In north central Texas, in southeast Fort Worth; north of I-20 and east of I-35.

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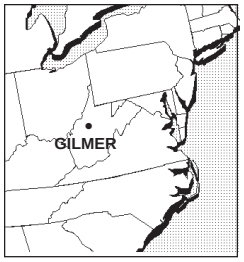


FCI Gilmer

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

Security Levels: Medium with adjacent Minimum Camp/Male
Judicial District: Northern West Virginia
Region: MXR
Population: FCI: 1,767 Camp: 121

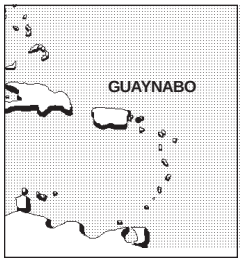
Location: In central West Virginia, 85 miles northeast of Charleston and 150 miles from Pittsburgh, PA.

FCI Greenville

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

Security Levels: Medium/Male with adjacent Minimum Camp/Female
Judicial District: Southern Illinois
Region: NCR
Population: FCI: 1,212 Camp: 302

Location: Approximately 43 miles east of St. Louis, MO and 63 miles from Springfield, IL.

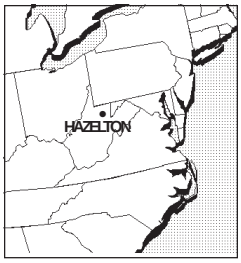


MDC Guaynabo

P.O. Box 2008
Cataño, Puerto Rico
00963-2008
787-749-4480
Fax: 787-775-7824

Security Level: Administrative/Male, Female
Judicial District: Puerto Rico, U.S. Virgin Islands
Region: SER
Population: 1,481

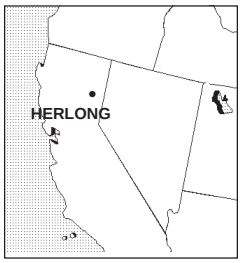
Location: 6 miles west of San Juan, Puerto Rico, off Hwy 22, at the intersection of Roads 165 and 28.



USP Hazelton

1640 Sky View Dr.
P.O. Box 450
Bruceton Mills, WV
26525
304-379-5000
Fax: 304-379-5039

Security Levels: High with adjacent Minimum Camp/Male; Secure Female Facility (SFF) Low/Female
Judicial District: Northern District of West Virginia
Region: MXR
Population: USP: 1,560 Camp: 118 SFF: 751
Location: In the mountains of Preston County, WV in the community of Bruceton Mills, about 35 minutes from Morgantown; 45 minutes from Uniontown, PA; and 45 minutes from Cumberland, MD.

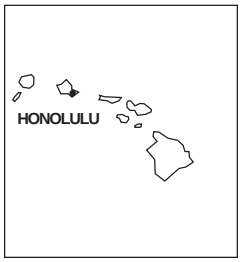


FCI Herlong

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

Security Levels: Medium with adjacent Minimum Camp/Male
Judicial District: Eastern California
Region: WXR
Population: FCI: 945 Camp: 119

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



FDC Honolulu

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

Security Level: Administrative/Male, Female
Judicial District: Hawaii
Region: WXR
Population: 657

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

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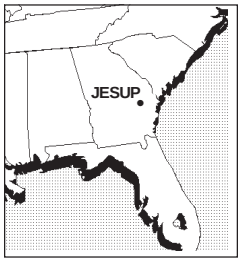
FDC Houston

1200 Texas Ave.
P.O. Box 526245
Houston, TX 77002
713-221-5400
Fax: 713-229-4200

Security Level: Administrative/Male, Female; Low (work cadre)/Male
Judicial District: Southern Texas
Region: SCR
Population: 835

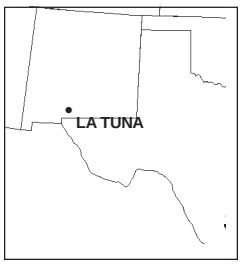
Location: In downtown Houston at the intersection of Texas and San Jacinto Avenues.



FCI Jesup

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

Security Levels: Medium with satellite Low Facility and adjacent Minimum Camp/Male
Judicial District: Southern Georgia
Region: SER
Population: FCI: 1,170 FSL: 593 Camp: 147
Location: In southeast Georgia on Route 301, 65 miles southwest of Savannah, 40 miles northwest of Brunswick, and 105 miles northwest of Jacksonville, FL.



FCI La Tuna

8500 Doniphan
P.O. Box 1000
Anthony, NM-TX 88021
915-791-9000
Fax: 915-791-9128

Security Levels: Low with satellite Low Facility and adjacent Minimum Camp/Male
Judicial District: Western Texas
Region: SCR
Population: FCI: 1,021 FSL: 318 Camp: 281

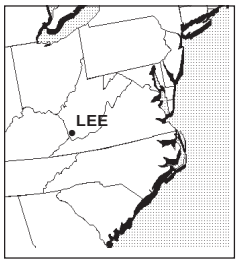
Location: On the Texas/New Mexico border, 12 miles north of the city limits of El Paso, off I-10 on State Hwy 20.

USP Leavenworth

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

Security Levels: Medium with adjacent Minimum Camp/Male
Judicial District: Kansas
Region: NCR
Population: USP: 1,921 Camp: 415

Location: 25 miles north of Kansas City on Hwy 73.

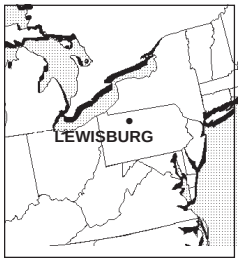


USP Lee

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

Security Levels: High with adjacent Minimum Camp/Male
Judicial District: Western Virginia
Region: MXR
Population: USP: 1,483 Camp: 117

Location: 8 miles east of Jonesville, off US 58 at the intersection of State Route 638.



USP Lewisburg

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

Security Levels: High (Special Management Unit) with adjacent Minimum Camp/Male
Judicial District: Middle Pennsylvania
Region: NER
Population: USP: 1,552 Camp: 531
Location: In central Pennsylvania, in the town of Lewisburg, 200 miles north of Washington, DC; 170 miles west of Philadelphia; 6 miles south of I-80 and 2 miles off US Route 15.

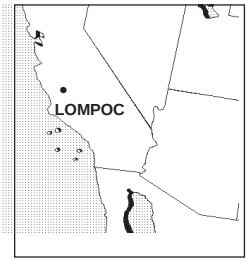
U.S. v. Turner, No. 11-10058 archived on August 10, 2012

FMC Lexington

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

Security Levels: Administrative/Male with adjacent Minimum/Female Camp
Judicial District: Eastern Kentucky
Region: MXR
Population: FMC: 1,620 Camp: 290

Location: 7 miles north of Lexington on US Hwy 421.

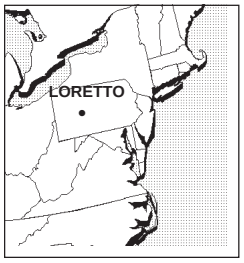


FCC Lompoc

3901 Klein Blvd.
Lompoc, CA 93436
USP: 805-735-2771
Low: 805-736-4154
Fax: 805-736-1292

FCC Security Levels: Low, Medium with adjacent Minimum Camp/Male
Judicial District: Central California
Region: WXR
Population: 3,715

Location: 175 miles northwest of Los Angeles, adjacent to Vandenberg Air Force Base.

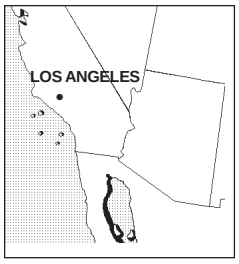


FCI Loretto

P.O. Box 1000
Loretto, PA 15940
814-472-4140
Fax: 814-471-1660

Security Levels: Low with adjacent Minimum Camp/Male
Judicial District: Western Pennsylvania
Region: NER
Population: FCI: 1,269 Camp: 152

Location: In southwest Pennsylvania between Altoona and Johnstown, 90 miles east of Pittsburgh, off Route 22, between I-80 and the Pennsylvania Turnpike via Route 220.



MDC Los Angeles

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

Security Level: Administrative/Male, Female
Judicial District: Central California
Region: WXR
Population: 1,055

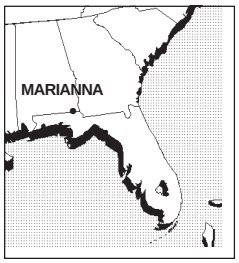
Location: In downtown Los Angeles, off Hollywood Freeway (Hwy 101), on the corner of Alameda and Aliso Streets.

FCI Manchester

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

Security Levels: Medium with adjacent Minimum Camp/Male
Judicial District: Eastern Kentucky
Region: MXR
Population: FCI: 1,190 Camp: 410

Location: 75 miles south of Lexington off I-75; 28 miles east of London on the Hal Rogers Pkwy; on Route 8 (Fox Hollow Rd.), off State Hwy 421.



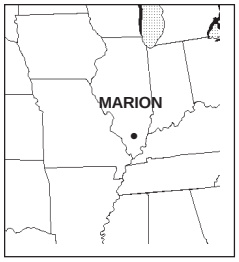
FCI Marianna

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

Security Levels: Medium/Male with adjacent Minimum Camp/Female
Judicial District: Northern Florida
Region: SER
Population: FCI: 1,250 Camp: 267

Location: In the Florida panhandle, 65 miles west of Tallahassee and 5 miles north of the town of Marianna, off Hwy 167.

U.S. v. Turner, No. 11-10028 archived on August 10, 2012

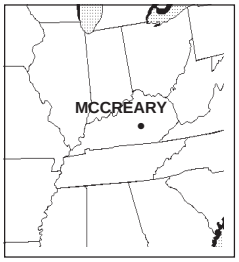


USP Marion

4500 Prison Rd.
P.O. Box 2000
Marion, IL 62959
618-964-1441
Fax: 618-964-2058

Security Levels: Medium (including Communications Management Unit) with adjacent Minimum Camp/Male
Judicial District: Southern Illinois
Region: NCR
Population: USP: 896 Camp: 307

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.

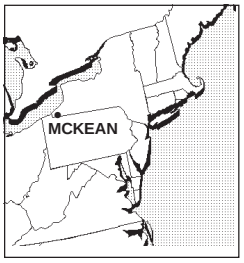


USP McCreary

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

Security Levels: Medium with adjacent Minimum Camp/Male
Judicial District: Eastern Kentucky
Region: MXR
Population: USP: 1,601 Camp: 126

Location: In the southern part of Kentucky, off I-75 via State Hwy 92 or via US 27.



FCI McKean

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

Security Levels: Medium with adjacent Minimum Camp/Male
Judicial District: Western Pennsylvania
Region: NER
Population: FCI: 1,304 Camp: 282

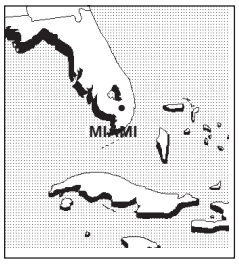
Location: In northwest Pennsylvania between Bradford and Kane, 90 miles south of Buffalo, off Route 59, 1/4 mile east of the intersection of State Route 59 and US Route 219.

FCI Memphis

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

Security Levels: Medium with satellite Minimum Camp/Male
Judicial District: Western Tennessee
Region: MXR
Population: FCI: 1,218 Camp: 300

Location: In the northeast section of Memphis, near the intersection of I-40 and Sycamore View Rd.

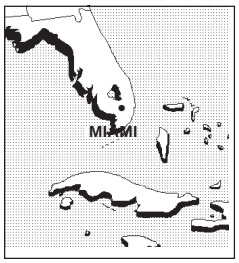


FCI Miami

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

Security Levels: Low with adjacent Minimum Camp/Male
Judicial District: Southern Florida
Region: SER
Population: FCI: 1,084 Camp: 398

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. S.



FDC Miami

33 NE 4th St.
Miami, FL 33132
305-982-1277
Fax: 305-536-7368

Security Level: Administrative/Male, Female
Judicial District: Southern Florida
Region: SER
Population: 1,659

Location: East of Miami International Airport in downtown Miami, at the corner of NE 4th St. and N Miami Ave.

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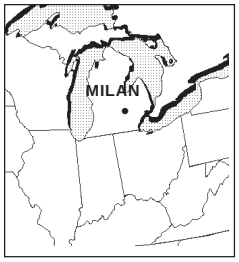
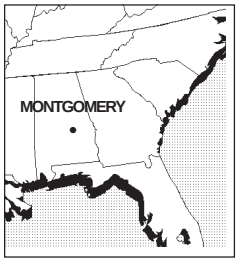


FCI Milan

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

Security Levels: Low, Administrative/Male
Judicial District: Eastern Michigan
Region: NCR
Population: 1,463

Location: 45 miles south of Detroit and 35 miles north of Toledo, in the town of Milan, off US 23 (exit 27).

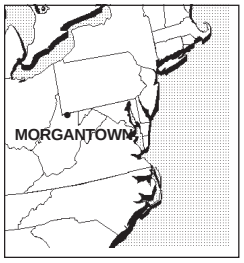


FPC Montgomery

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

Security Level: Minimum/Male
Judicial District: Middle Alabama
Region: SER
Population: 860

Location: On Maxwell Air Force Base, off I-65 and I-85.



FCI Morgantown

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

Security Level: Minimum/Male
Judicial District: Northern West Virginia
Region: MXR
Population: 1,032

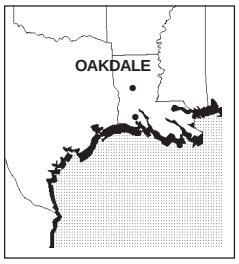
Location: In north central West Virginia, on the southern edge of Morgantown, off State Hwy 857 (Greenbag Rd.).

MCC New York

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

Security Level: Administrative/Male, Female
Judicial District: Southern New York
Region: NER
Population: 759

Location: In downtown Manhattan, adjacent to Foley Square and across the street from the Federal courthouse.

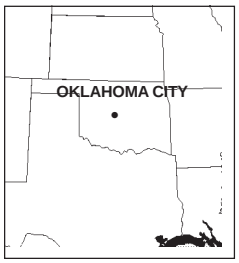


FCC Oakdale

P.O. Box 5050
Oakdale, LA 71463
FCI: 318-335-4070
Fax: 318-215-2688
FDC: 318-335-4466

FCC Security Levels: Low, Administrative with adjacent Minimum Camp/Male; High Security Special Management Unit
Judicial District: Western Louisiana
Region: SCR
Population: 2,066

Location: In central Louisiana, 35 miles south of Alexandria, 58 miles north of Lake Charles, off State Hwy 165 on Whatley Rd.



FTC Oklahoma City

P.O. Box 898802
7410 S. MacArthur Blvd.
Oklahoma City, OK
73189
405-682-4075
Fax: 405-680-4203

Security Level: Administrative/Male, Female
Judicial District: Western Oklahoma
Region: SCR
Population: 1,550

Location: 3 miles west of I-44 and 4 miles south of I-40.

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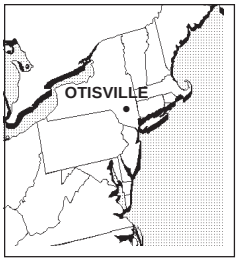
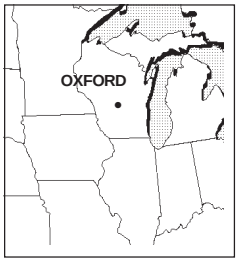


FCI Otisville

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

Security Levels: Medium with adjacent Minimum Camp/Male
Judicial District: Southern New York
Region: NER
Population: FCI: 1,106 Camp: 110

Location: In southeastern part of New York State, near the Pennsylvania and New Jersey borders; 70 miles northwest of New York City (NYC).

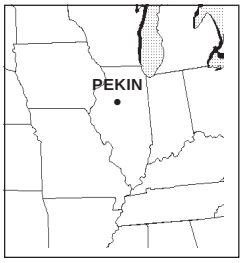


FCI Oxford

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

Security Levels: Medium with adjacent Minimum Camp/Male
Judicial District: Western Wisconsin
Region: NCR
Population: FCI: 1,077 Camp: 201

Location: In central Wisconsin, 60 miles north of Madison, off I-39 at the intersection of County Rd. G and Elk Ave.

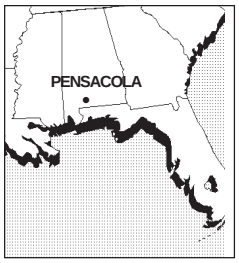


FCI Pekin

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

Security Levels: Medium/Male with adjacent Minimum Camp/Female
Judicial District: Central Illinois
Region: NCR
Population: FCI: 1,215 Camp: 311

Location: On Route 29 S in Pekin, about 10 miles south of Peoria, 170 miles southwest of Chicago, and 170 miles northeast of St. Louis.

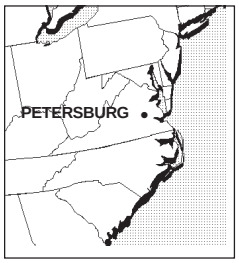


FPC Pensacola

110 Raby Ave.
Pensacola, FL
32509-5127
850-457-1911
Fax: 850-458-7291

Security Level: Minimum/Male
Judicial District: Northern Florida
Region: SER
Population: 689

Location: 175 miles west of Tallahassee, 50 miles east of Mobile, AL on Saufley Field, off I-10.

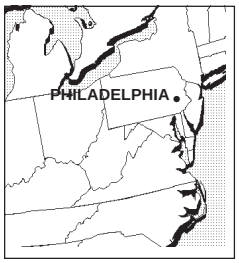


FCC Petersburg

P.O. Box 90026
Petersburg, VA 23804
Medium: 804-504-7200
Med. Fax: 804-504-7204
Low: 804-733-7881

FCC Security Levels: Medium, Low with adjacent Minimum Camp/Male
Judicial District: Eastern Virginia
Region: MXR
Population: 3,540

Location: 25 miles southeast of Richmond. From I-95, take exit 54 (Temple Ave./Hwy 144), proceed east about 3 miles, then turn left on River Rd.



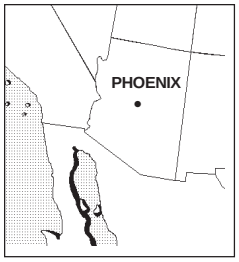
FDC Philadelphia

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

Security Levels: Administrative/Male, Female
Judicial District: Eastern Pennsylvania
Region: NER
Population: 1,116

Location: Philadelphia city center.

U.S. v. Turner, No. 11-10038 archived on August 10, 2012

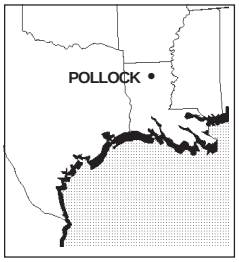


FCI Phoenix

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

Security Levels: Medium/Male with adjacent Minimum Camp/Female
Judicial District: Arizona
Region: WXR
Population: FCI: 948 Camp: 287

Location: 30 miles north of downtown Phoenix, off I-17, Pioneer Rd. exit.

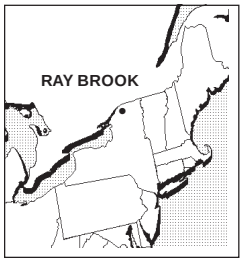


FCC Pollock

1000 Airbase Rd.
P.O. Box 1000
Pollock, LA 71467
USP: 318-561-5300
USP Fax: 318-561-5391
Medium: 318-765-4400

FCC Security Levels: High with adjacent Minimum Camp, Medium/Male
Judicial District: Western Louisiana
Region: SCR
Population: USP: 1,305 FCI: activating Camp: 189

Location: In central Louisiana between Hwys 165 and 167, approximately 12 miles north of Alexandria.

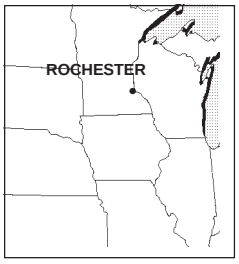


FCI Ray Brook

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

Security Level: Medium/Male
Judicial District: Northern New York
Region: NER
Population: 1,236

Location: In upstate New York, midway between the villages of Lake Placid and Saranac Lake, off Route 86.



FMC Rochester

P.O. Box 4600
2110 E. Center St.
Rochester, MN
55903-4600
507-287-0674
Fax: 507-424-7600

Security Level: Administrative/Male
Judicial District: Minnesota
Region: NCR
Population: 905

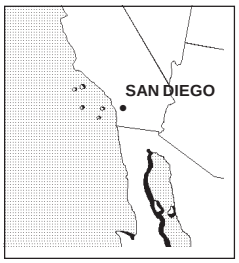
Location: In southeastern Minnesota, 2 miles east of downtown Rochester, off Fourth St.

FCI Safford

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

Security Level: Low/Male
Judicial District: Arizona
Region: WXR
Population: 848

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.



MCC San Diego

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

Security Level: Administrative/Male, Female
Judicial District: Southern California
Region: WXR
Population: 1,116

Location: In downtown San Diego, adjacent to the Federal Courthouse.

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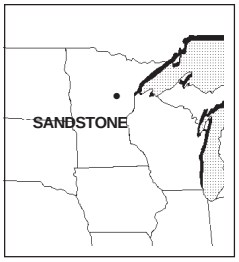
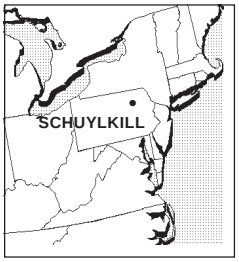


FCI Sandstone

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

Security Level: Low/Male
Judicial District: Minnesota
Region: NCR
Population: 1,241

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



FCI Schuylkill

Route 901 & I-81
P.O. Box 700
Minersville, PA 17954
570-544-7100
Fax: 570-544-7224

Security Levels: Medium with adjacent Minimum Camp/Male
Judicial District: Middle Pennsylvania
Region: NER
Population: FCI: 1,299 Camp: 292

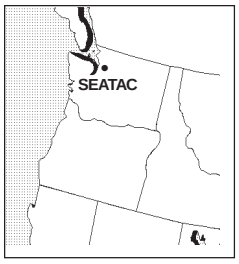
Location: 100 miles northwest of Philadelphia, 46 miles northeast of Harrisburg; west of I-81 off State Hwy 901.

FCI Seagoville

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

Security Levels: Low, Administrative with adjacent Minimum Camp/Male
Judicial District: Northern Texas
Region: SCR
Population: 1,904 Camp: 159

Location: 11 miles southeast of Dallas, off Hwy 175 (Hawn Freeway).

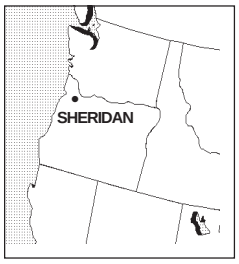


FDC SeaTac

2425 S 200th St.
SeaTac, WA
98198-1091
206-870-5700
Fax: 206-870-5717

Security Level: Administrative/Male, Female
Judicial District: Western Washington
Region: WXR
Population: 899

Location: 12 miles south of Seattle, 16 miles north of Tacoma, 1 mile west of I-5 (200th St. exit).



FCI Sheridan

27072 Ballston Rd.
P.O. Box 8000
Sheridan, OR
97378-9601
503-843-4442
Fax: 503-843-6645

Security Levels: Medium, Administrative with adjacent Minimum Camp/Male
Judicial District: Oregon
Region: WXR
Population: FCI: 1,400 Camp: 480

Location: In northwestern Oregon, 90 minutes south of Portland, off Hwy 18 on Ballston Rd.

MCFP Springfield

P.O. Box 4000
1900 W Sunshine
Springfield, MO
65801-4000
417-862-7041
Fax: 417-837-1717

Security Level: Administrative/Male
Judicial District: Western Missouri
Region: NCR
Population: 1,111

Location: At the corner of Sunshine St. and the Kansas Expressway, off I-44.

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FCI Talladega

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

Security Levels: Medium with adjacent Minimum Camp/Male; High Security Special Management Unit
Judicial District: Northern Alabama
Region: SER
Population: FCI: 808 Camp: 357

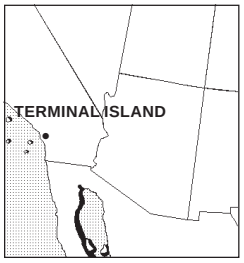
Location: In northeast Alabama, 50 miles east of Birmingham, 100 miles west of Atlanta, GA; off the 275 bypass on Renfroe Rd.

FCI Tallahassee

501 Capital Cir. NE
Tallahassee, FL
32301-3572
850-878-2173
Fax: 850-216-1299

Security Levels: Low/Female, Administrative/Male
Judicial District: Northern Florida
Region: SER
Population: 1,275

Location: 3 miles east of downtown Tallahassee, on Hwy 319 at its intersection with Park Ave. and Conner Blvd.

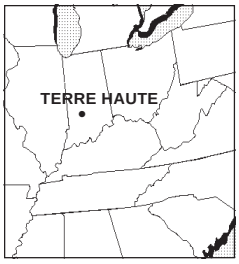


FCI Terminal Island

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

Security Level: Low/Male
Judicial District: Central California
Region: WXR
Population: 1,079

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.



FCC Terre Haute

4700 Bureau Rd. S
Terre Haute, IN 47802
USP: 812-244-4400
USP Fax: 812-244-4791
Medium: 812-238-1531

FCC Security Levels: Medium with adjacent Minimum Camp, High (includes Special Confinement Unit for inmates under Federal death sentences)/Male
Judicial District: Southern Indiana
Region: NCR
Population: 3,424

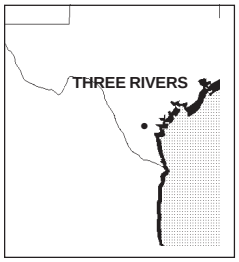
Location: On Hwy 63, 2 miles south of the City of Terre Haute, which is 70 miles west of Indianapolis on I-70.

FCI Texarkana

P.O. Box 9500
Texarkana, TX 75505
903-838-4587
Fax: 903-223-4417

Security Levels: Low with adjacent Minimum Camp/Male
Judicial District: Eastern Texas
Region: SCR
Population: FCI: 1,381 Camp: 338

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



FCI Three Rivers

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

Security Levels: Medium with adjacent Minimum Camp/Male
Judicial District: Southern Texas
Region: SCR
Population: FCI: 1,014 Camp: 310

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

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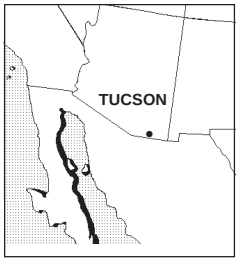


FCC Tucson

9300 S Wilmot Rd.
Tucson, AZ 85756
USP: 520-663-5000
USP Fax: 520-664-5024
Medium: 520-574-7100

FCC Security Levels: High with adjacent Minimum Camp, Medium/Male; Administrative/Male, Female
Judicial District: Arizona
Region: WXR
Population: 1,558

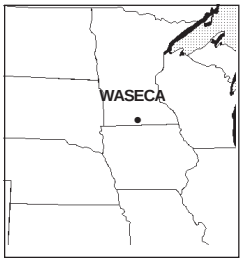
Location: In southern Arizona, 10 miles southeast of Tucson, near I-10 and Wilmot Rd.

FCC Victorville

P.O. Box 5400
Adelanto, CA 92301
USP: 760-530-5000
USP Fax: 760-530-5103
Medium I: 760-246-2400
Medium II: 760-530-5700

FCC Security Levels: High, Medium/Male with adjacent Minimum Camp/Female
Judicial District: Central California
Region: WXR
Population: 4,750

Location: In San Bernardino County, approximately 85 miles northwest of Los Angeles, on I-15.

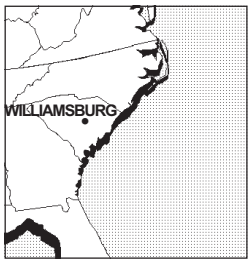


FCI Waseca

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

Security Level: Low/Female
Judicial District: Minnesota
Region: NCR
Population: 964

Location: In southern Minnesota, 75 miles south of Minneapolis on I-35; 13 miles west of Owatonna on State Hwy 57.



FCI Williamsburg

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

Security Levels: Medium with adjacent Minimum Camp/Male
Judicial District: South Carolina
Region: SER
Population: FCI: 1,614 Camp: 129

Location: In Williamsburg County, off Hwy 521.

FPC Yankton

1016 Douglas Ave.
Yankton, SD 57078
605-665-3262
Fax: 605-668-1113

Security Level: Minimum/Male
Judicial District: South Dakota
Region: NCR
Population: 797

Location: In southeastern South Dakota, 60 miles northwest of Sioux City, IA and 85 miles southwest of Sioux Falls, SD; off US Hwy 81.

FCC Yazoo City

P.O. Box 5666
2225 Haley Barbour Pkwy.
Yazoo City, MS 39194
Medium: 662-716-1020
Med. Fax: 662-716-1036
Low: 662-751-4800

FCC Security Levels: Medium, Low with adjacent Minimum Camp/Male
Judicial District: Southern Mississippi
Region: SER
Population: 3,313

Location: 36 miles north of Jackson, MS, off Hwy 49.

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FY 2009 Statistics

Total inmate population: 208,759
Inmates in BOP institutions: 172,423
Inmates in privately-managed, state or local secure facilities[1]: 36,336
Inmates in RRCs[2]: 8,842

[2] Includes inmates housed in facilities under contract with the BOP or with a government that has an Intergovernmental Agreement (IGA) with the BOP.
[3] Includes inmates housed in residential reentry centers (RRCs) and on home confinement.

Inmate Population[3]

[3]All numbers from Quick Facts as of 10/02/08. Percentages may not add to 100 due to rounding.

Inmates by Security Level

Minimum:	16.7%
Low:	38.2%
Medium:	29.7%
High:	11.0%
Unclassified[4]:	4.3%

[4]Not yet assigned a security level.

Inmates by Gender

Male:	93.4%
Female:	6.6%

Inmates by Race

White:	57.4%
Black:	39.0%
Native American:	1.8%
Asian:	1.8%

Ethnicity Hispanic: 32.6%

Average Inmate Age: 38

Citizenship

United States:	73.3%
Mexico:	17.8%
Colombia:	1.3%
Cuba:	0.9%
Dominican Republic:	1.4%
Other/Unknown:	5.3%

Sentence Imposed

Less than 1 year:	1.9%
1-3 years:	12.4%
3-5 years:	14.7%
5-10 years:	29.8%
10-15 years:	19.9%
15-20 years:	8.6%
More than 20 years:	9.6%
Life:	3.1%
Death:	51

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Types of Offenses

Drug Offenses:	51.8%
Weapons, Explosives, Arson:	15.1%
Immigration:	11.3%
Robbery:	4.5%
Burglary, Larceny, Property Offenses:	3.5%
Extortion, Fraud, Bribery:	4.9%
Homicide, Aggravated Assault, and Kidnapping:	2.8%
Miscellaneous:	1.0%
Sex Offenses:	3.8%
Banking & Insurance, Counterfeit, Embezzlement:	0.4%
Courts or Corrections:	0.3%
Continuing Criminal Enterprise:	0.3%
National Security:	0.0%

Staff Breakdown

Staff by Gender

Male: 72.4% Female: 27.6%

Staff by Race/Ethnicity

White (Non-Hispanic):	63.9%
African American:	21.2%
Hispanic:	11.4%
Asian:	2.1%
Native Anerican:	1.5%

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Eric H. Holder, Jr., Attorney General

Harley G. Lappin, Director

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Washington, DC 20534
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Internet Access to Information

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

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Federal Bureau of Prisons
Washington, D.C. 20534

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Preparing offenders to succeed in society…