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Mission of the Federal Bureau of Prisons

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

This year, as has been the case in so many years in the past, employees of the Federal Bureau of Prisons at every level—from wardens to line staff—have had to respond to the pressures of growth in America's criminal justice system. These pressures, reflected throughout this report, have placed immense responsibilities on the Bureau to deal with an unprecedented influx of inmates. System growth—in numbers of inmates, institutions, and employees—has not only placed enormous stress on day-to-day operations, but has also contributed to changes in the Bureau's organization that will enable it to function even more effectively in the future.



Managing a prison is more than just a recounting of organizational structure and programs. It is, at its heart, a professional workforce doing the basics well. The Bureau in 1990 continued its tradition of doing the basics well.

I welcome your comments on this annual report, and hope you will find it to be both useful and interesting.

A handwritten signature in dark ink, reading "J. Michael Quinlan". The signature is fluid and cursive, with the first name "J. Michael" and last name "Quinlan" clearly legible.

J. Michael Quinlan

Director

Federal Bureau of Prisons



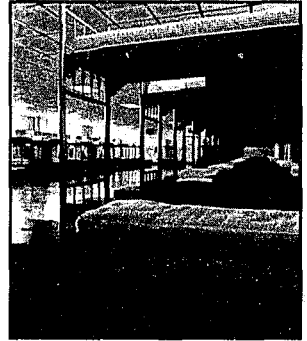
Growth continued to be the key word defining Bureau of Prisons activities in 1990—in terms of numbers of inmates, of staff, and of infrastructure. This unprecedented growth, which is projected to continue at least into the middle of the decade, is part of a nationwide surge in imprisonment that began in the mid-1980's with the "war on drugs." From 1980 to 1989, total Federal and State prison populations grew 115.3 percent. At the end of 1989, prisons nationwide were estimated by the Bureau of Justice Statistics to be at 110 to 129 percent of their capacities (the Bureau of Prisons, which was included in this national estimate, was at 163 percent of capacity), while the number of sentenced prisoners per 100,000 U.S. residents was 274—another record.

This growth rate also reflects changes in public attitudes and in Federal sentencing laws, which have reduced good time allowances, eliminated parole, and required mandatory minimum sentences for many drug offenses. Time served is increasing dramatically in many offense categories; for instance, the average sentence for robbery was 44.8 months prior to statutory changes, but has increased to 78 months under the new law, while the number receiving probation for the same offense has dropped from 18 to 0.5 percent following changes in sentencing structure. The impact of these changes in the Nation's criminal justice system is significant. At the end of 1990, the Bureau held roughly 8,000 inmates more than had been projected earlier in the decade, before the new sentencing laws were passed.

On December 31, 1990, the Bureau's inmate population stood at 59,072, compared to 53,348 at the end of 1989—a 10.7 percent increase. An all-time high in absolute numbers, this translates into a systemwide crowding rate of 160 percent, compared to 163 percent at the end of 1989. The Bureau's goal is to reduce the crowding rate to 130 percent by 1995. Crowding, while serious, was successfully managed. The composition of the Bureau's inmate population shifted throughout the year, reflecting trends that were evident during the late 1980's. For instance, the Bureau's population is now approximately 24 percent non-U.S. citizens, a 600 percent increase since 1980. The Federal detainee population has exploded over the last decade, from 4,000 in 1981 to more than 14,000 today, of which about 4,000 are in Bureau custody (the rest being held by the Immigration and Naturalization Service or in State and local jails under contract with the U.S. Marshals Service). The proportion of female offenders in the Bureau continues to grow as well, now totaling 7.1 percent—a 13.1 percent growth rate since 1989 (the male population grew by 10.6 percent).

The Bureau has successfully managed to deal with this growth because it has in place a strong organizational infrastructure. The agency's strategic planning process enables administrators to rely on expertise at every level of the organization, from line staff to top managers. This in turn facilitates the effective evolution of particular programs and realignment of resources when necessary. This management process has resulted in revisions to key policies, such as the Bureau's inmate classification system, to take into account major changes in the Federal sentencing structure.

The growth in inmate population has translated into growth in the number of staff as well. The Bureau of Prisons is now the largest component of the Department of Justice, and operates the largest employee applicant examining process in the Federal Government,



Left: Crowding has become a fact of life, not only in Bureau institutions, but in American corrections nationwide.

Top: A dormitory-style facility at the Lewisburg Intensive Confinement Center.

Bottom: Inmates at work at the Federal Correctional Institution, Lexington, Kentucky, the Bureau's largest facility for females.



Top: Growth in staff has roughly paralleled inmate population growth.

Bottom: An open house at the Federal Correctional Institution, Jesup, Georgia, which opened in 1990.

Right: Construction proceeds on the Federal Correctional Complex in Allenwood, Pennsylvania, scheduled to open in 1993.

outside of the Office of Personnel Management. Recruitment remained a major emphasis in 1990 to ensure that the number of employees increased in parallel with the inmate population. Successful recruitment efforts meant that, at year's end, the percentage of positions filled ranged from a high of 99 percent for correctional officers, to a low of 91 percent for harder-to-fill medical positions.

The rapid pace of new construction continued in 1990. Three state-of-the-art medium security Federal Correctional Institutions (FCI's) opened, in McKean, Pennsylvania; Fairton, New Jersey; and Jesup, Georgia. Prefabricated modular housing units were placed in eight additional facilities and the security levels of three other institutions were increased to provide more secure beds. In all, 4,038 beds were added through new construction, and 4,108 through conversions, upgrades, and other enhancements.

The agency received substantial increases in funding for construction—\$1.5 billion in FY 1990. An additional six facilities were under construction at year's end, including the first (in Puerto Rico) outside the continental United States. Also under construction was the first Federal Correctional Complex, located in Florence, Colorado. This design concept, new to the Bureau, involves constructing several correctional facilities of different security levels at a single site, thus yielding construction and operational savings, giving staff career mobility without requiring geographic moves that are costly for the Government and difficult for staff and their families, and enhancing opportunities for the employment of spouses by the Bureau.

Organizationally, the Bureau made the first significant change in its regional structure since 1975. A new Mid-Atlantic Region was created, with headquarters near Baltimore, bringing the number of regional offices to six.





Crowding is a fact of life in almost all American prisons, and has led to many court challenges regarding the constitutionality of conditions of confinement. The Bureau has avoided such challenges through a balanced program of inmate employment, functional programs, and a healthy environment that alleviates many of the stresses associated with crowding. Nevertheless, almost all Bureau inmates currently are incarcerated in crowded institutions.

As of December 1990, the average male inmate in the Bureau of Prisons was 37 years old and was serving an average sentence of 9 years and 9 months. Overall, 54.2 percent were serving sentences for drug-related offenses, up from 47.8 in 1989; 13.3 for robbery; 7.4 for property crimes; 7.4 for extortion, bribery, or fraud; 5.8 for violent crimes; 5.8 for offenses involving firearms or explosives; and 1.5 for "white-collar" offenses. Female inmates, who now make up 7.1 percent of the Bureau's population and are heavily clustered at the low and minimum security levels, were on average 35.7 years old and serving an average sentence of 89.9 months.

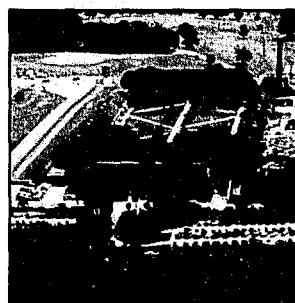
In the Bureau there are many self-improvement opportunities available for inmates, with work mandatory for all who are medically able, and literacy and drug education programs mandatory for specific cohorts of inmates who have related needs. The search for effective drug treatment programs has been long and often frustrating, as correctional philosophies shifted from the so-called "medical model" of the 1970's, with its emphasis on mandatory treatment, indeterminate sentences, and rehabilitation, to the "nothing works" era of the early 1980's, which saw a trend back to a "just deserts," incapacitative philosophy, with

a minimal focus on rehabilitation. Under the current balanced approach, motivated inmates are offered opportunities to participate in programs that will enable positive change.

Substance abuse presents one of the most serious problems facing our society, and individuals with substance abuse histories are nowhere more strongly concentrated than among the Nation's prisoners. Today, 47 percent of the inmates in the Federal system arrived for their current incarceration having moderate to serious drug abuse problems. Current thinking on substance abuse treatment argues for a mix of programs, including education and pre- and postrelease treatment, offered over a comparatively long duration to inmates who are motivated to change.

Outpatient drug treatment and drug education programs are offered in most Bureau institutions. In 1990, the Bureau implemented pilot drug treatment programs that will offer 500 treatment hours (about 3 hours per day), a 1:24 staff-inmate ratio, 280 hours of counseling, and a comprehensive, transitional community treatment phase that is expected to be extremely important in ensuring postrelease success. In addition to these comprehensive programs, the Bureau also has developed three pilot intensive treatment programs—at the Federal Correctional Institutions in Butner, North Carolina; Lexington, Kentucky; and Tallahassee, Florida—that require twice the hourly involvement and staff-inmate ratio of the comprehensive program. The comprehensive and intensive programs are being compared in a study funded by the National Institute of Drug Abuse, in cooperation with the Bureau.

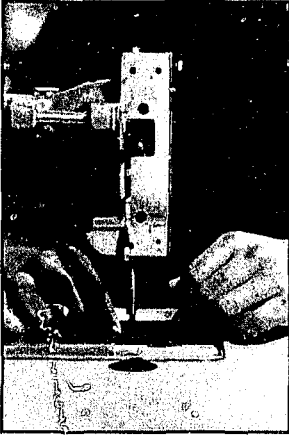
To detect and deter inmate drug use, the Bureau operates a program of random and targeted drug testing. In 1990, 71,731 urine tests were administered, resulting in a 1.9-percent detection rate, primarily for marijuana usage—



Left: Drug counseling is offered in all Bureau facilities.

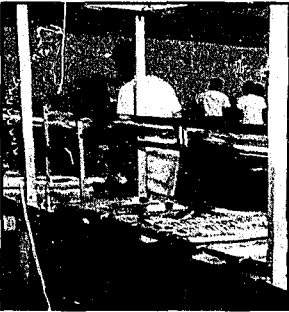
Top: An inmate at the Federal Correctional Institution, Butner, North Carolina, with a Special Olympics winner.

Bottom: The Federal Correctional Institution, Tallahassee, Florida, houses one of the Bureau's pilot intensive drug treatment programs.



Top: Federal Prison Industries, or UNICOR, employs one-fourth of the inmate workforce in a variety of occupations—here, making office furniture.

Bottom: Institution menus are increasingly planned according to "heart healthy" principles.



down from a 1985 peak of 7.4 percent (the program began in 1977). This indicates the relatively low rate of drug use in Federal prisons—contrary to widely held opinion.

The high number of inmates who have substance abuse histories emphasizes the need for increased attention to health and wellness issues. Many institutions are adopting American Heart Association guidelines in their meal planning to cut down on fat and salt and increase consumption of fruit and grains. Inmate response to these initiatives has been positive. The Bureau also instituted a smoke-free environment initiative that established clear limits on areas of the institutions where inmates and staff may smoke. Certain aspects of the Bureau's wellness program for staff (see p. 12) will be extended to inmates next year.

The Bureau's education and literacy programs received national attention in 1990. A formal half-day work/education program was implemented at pilot institutions and will be expanded Bureau-wide in 1991. The literacy standard for participants in this program was raised to the GED level (or high school diploma). The high school equivalency level is increasingly the minimum literacy standard for a modern, technological society. As a result, with minor exceptions, all Federal prisoners who test below the 12th grade level on Adult Basic Level Examination (ABLE) must enroll for 120 days in a basic education program, with the GED as its goal. Inmates may opt to withdraw from the program after that period without obtaining a GED, but all promotions in Federal Prison Industries, and institutional assignments beyond the entry-level grade, are contingent on successful completion of a GED.

Perhaps the most important of all correctional programs is the inmate work program carried out through Federal Prison Industries, or UNICOR, a wholly owned Government corporation since 1934. While all Federal inmates must work, about 25 percent of them are employed by UNICOR (14,398 in December 1990, up from 13,649 in December 1989).

Inmate work serves several functions. As a *correctional* program, it is the single most important tool in reducing idleness and relieving the stresses associated with crowding. As a *vocational* program, it provides training in specific industrial processes, and, perhaps even more significantly, teaches "real-world" work habits that are necessary for any job. As an *industrial* program, it produces high-quality goods at competitive prices for the Federal Government.

UNICOR has periodically been the subject of controversy, and that was again true in 1990, as representatives of private industry and organized labor argued that it presented unfair competition to the private sector, and that its mandatory source status for Government procurements should be eliminated. Nevertheless, UNICOR's contracts with its sole customer, the Federal Government, represent only one-sixth of 1 percent of all Federal procurements.

The Bureau undertook a major educational initiative at mid-year to acquaint members of Congress with UNICOR's importance to correctional management. An independent market study, to be conducted in 1991, should provide valuable data about UNICOR's place in the spectrum of Government contracting.

Inmates earn a modest amount through their work in the institution; UNICOR jobs are the best paid—the salary scale ranges from \$.23 to \$1.15 per hour—and are much in demand for that reason. Inmates can use these funds for personal needs such as commissary purchases, but increasing amounts are returned to victims

through the Inmate Financial Responsibility Program, which seeks to collect court-ordered fines, restitution orders, and other judgments. In 1990, more than \$14 million was collected through this program, and more than \$43 million has been collected since the program's inception in 1987.

While there are many subpopulations among Federal offenders, one of the fastest growing is female inmates, who now make up 7.1 percent of the Bureau's population. There is a growing recognition among correctional agencies that female inmates have unique needs—for instance, the majority have children for whom they have primary responsibility. Medical services for female inmates present unique issues, as do psychology and chaplaincy services. Educational, vocational training, and recreational programs likewise need to be tailored specifically to the needs of females in custody. In 1990, the Bureau of Prisons formed a Female Offender Section at its Washington, D.C., headquarters to better address these concerns through such initiatives as developing new medical staffing patterns for female institutions, establishing dedicated religious programming for females, and providing trained case managers to support newly admitted female inmates, as well as a special program for pregnant inmates.

As inmates serve longer sentences—the number of inmates with an expected length of stay of 10 years or more increased by 46 percent in the last year alone—the average age of the population will increase, as will health care costs. In addition, aging inmates will increasingly require specialized program plans to help them cope with lifecycle changes in their prison "careers." A portion of the Public Health Service facility in Carville, Louisiana, was acquired in 1990, and will be converted to house chronic care inmates. The need for more such facilities will clearly grow as the inmate

population ages with the "greying of America." Hospice programs for terminally ill inmates are available in Springfield, Missouri, and Lexington, Kentucky.

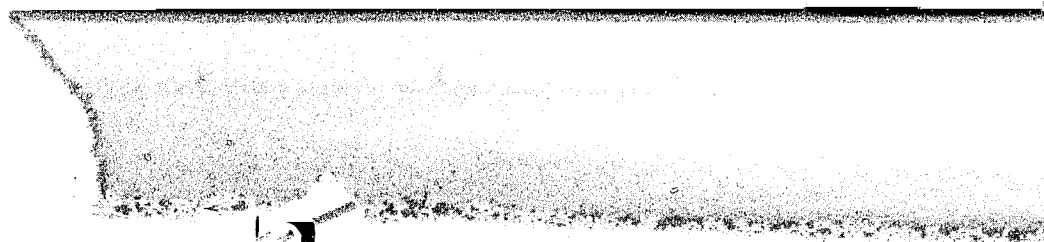
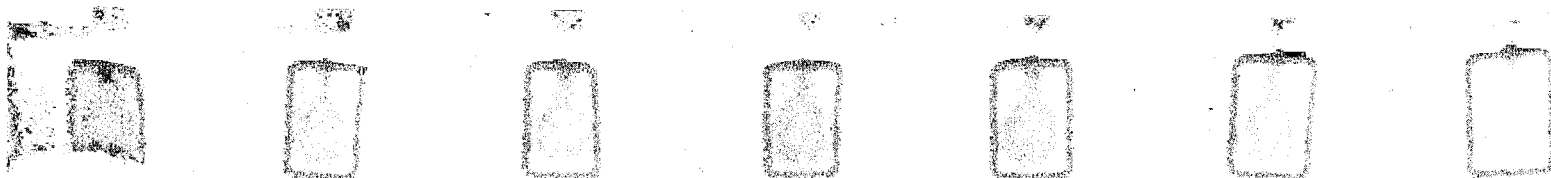
About 24 percent of the Bureau's current population consists of foreign nationals. The "Marielito" Cuban inmates continued to face an unresolved confinement situation, although more than 250 were returned to Cuba in 1990. However, their ultimate disposition will depend upon the U.S. and Cuba reaching a political settlement regarding their status.

Few Federal inmates meet the profile of the so-called "boot camp" inmate—a young, nonviolent, physically strong first offender. However, in late 1990, the Bureau developed a pilot Intensive Confinement Center (ICC) in Lewisburg, Pennsylvania that offers a modified approach to the "boot camp" regimen. It will place a selected group of inmates in a highly structured situation featuring long days of intensive work, physical training, drilling, educational/vocational training, life skills training, and substance abuse treatment programming on a tightly controlled schedule. The participants must volunteer and be serving sentences of 30 months or less for nonviolent crimes. After successfully completing the 6-month ICC placement, participants serve the remainder of their sentences in a community corrections setting.



Top: The Extended Care Unit at the Federal Correctional Institution, Lexington, Kentucky, one of several for elderly or chronic care inmates.

Bottom: The Intensive Confinement Center offers a much more highly structured correctional regimen for its volunteer participants.



The recruitment of new staff kept pace proportionately with the growth of the inmate population in 1990—19,258 in December 1990, as compared to 16,649 in 1989. The Bureau's comprehensive recruitment strategy—including a professional advertising campaign—resulted in a tripling of the number of correctional officer applicants and a quadrupling of the number of bilingual applicants. The percentage of minorities and women employed in the Bureau has also grown steadily, from 36.6 percent in 1981 to 44.8 percent in 1990. This growth is especially pronounced among managers; for instance, the representation of women in managerial positions has increased from 6 to 15.8 percent since 1981. Of last year's graduates of the Bureau's management training "Leadership Forums" promoted in 1990, 20 percent were minorities and 20 percent were women.

An area that called for special attention is medical recruitment. A year ago, the vacancy rate for all medical positions was 26 percent, most of which can be attributed to uncompetitive salary levels and the poor public image of prisons in general. Intensive recruiting during 1990 brought that rate down to 10 percent. Physician vacancies dropped from 47 to 17, while physician assistant vacancies dropped from 35 to 9.

In addition to recruitment, retention of staff is an important factor in maintaining an effective correctional workforce. The Bureau continued to structure promotions and transfers based on employee preferences and to work closely with the Council of Prison Locals, AFGE, to ensure that labor/management relations in the Bureau were effective. The Bureau also recognized the quiet contributions that many of its retirees made through their work as volunteers and in their support of the Bureau in the community.

With rapid expansion of staff and the consequent reduction of the average employee's experience level, training becomes even more essential in maintaining the Bureau's values and standards of excellence. The Bureau's "basic training" classes at the Federal Law Enforcement Training Center in Glynco, Georgia, graduated 3,939 students—the highest figure for a single year. The Bureau also significantly expanded its cross-development training series, which enabled employees to gain basic exposure to other disciplines, deal more effectively with other departments, and prepare for career advancement.

The growth in the Bureau's specialty training programs continued. The Management and Specialty Training Center (MSTC) in Aurora, Colorado, graduated 2,251 students in such fields as facilities management, special investigations, and recreation supervision. A Training Institution Program, managed through MSTC, is an intensive mentoring program that will provide newly selected departmental managers with the basic skills necessary to help them fill their new roles.

To help meet the growing demand for legal services, the National Paralegal Training Center opened in 1989 in Dallas, Texas, and graduated its first class in 1990. Trainees receive actual work experience on temporary duty assignments, as well as academic training in a variety of legal topics.

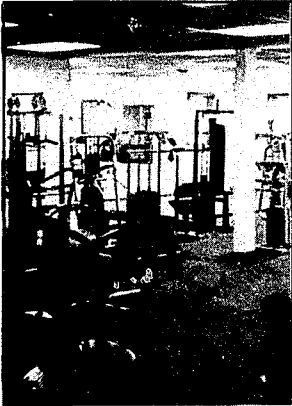
While Federal jobs are often attractive because of the benefits and security they offer, salary levels can be low compared with those of some State correctional systems. Congress took a major step this year toward redressing that imbalance. The Federal Employee Pay Comparability Act of 1990 will implement a variety of benefits, including locality pay and bonus pay for staff who have specialized language skills. Also established were recruitment and relocation bonuses for difficult-to-fill positions, along with retention allowances that will assist in



Left: A Special Operations Response Team (SORT) member trains on the indoor firing range.

Top: Recruitment of medical staff improved significantly in 1990.

Bottom: An Introduction to Correctional Techniques class at the Federal Law Enforcement Training Center.



Top: Most institutions now have well-equipped Wellness Centers.
Bottom: A Hispanic Heritage Week festival at the Federal Detention Center, Oakdale, Louisiana. The Bureau supports cultural diversity in the workplace.

recruitment and retention. In addition, more than 2,000 Bureau employees in specific job categories are now under special pay rates established during 1990. The mandatory retirement age was advanced from 55 to 57.

The Bureau's wellness program continues to grow. Institutional wellness coordinators offer a wide variety of initiatives to improve employees' health and fitness and increase their preparedness for and enjoyment of their jobs. In 1990 the wellness concept expanded to encompass the counseling offered by the Bureau's Employee Assistance Program, financial fitness, and spiritual assistance. One of the most important steps employees can take to improve their health is to quit smoking; stringent smoke-free workplace regulations went into effect in 1990.

The Bureau understands how important it is to support the families of its staff, and greater emphasis was placed on involving families in the wellness and other programs. Also, as family and workplace issues play a larger role as indicators of job satisfaction, the Bureau is seeking other ways to meet the needs of its employees. Pilot childcare programs went into operation at the Federal Correctional Institution, Danbury, Connecticut, and the Federal Prison Camp, Duluth, Minnesota. Other creative benefits included expanded relocation services and employee leave sharing. These types of enhancements resulted in a reduction of employee turnover for the first time in many years, by .8 percent.

A major part of the Bureau's effort to improve employee satisfaction is the gathering of accurate information regarding employees' perceptions of their jobs, their workplace, management, and the Bureau in general. Social Climate Surveys were administered to staff at

all locations to elicit such information. Adding an important dimension to this kind of survey, staff were asked for information regarding the Central and Regional Offices, and the responsiveness and level of assistance those offices provide. Survey data are included in the Key Indicators System (see below) and are immediately available to Bureau administrators, along with "objective" data such as staff absenteeism and inmate assaults—providing a full picture of how well each institution functions.

Coupled with the Social Climate Survey, the Bureau continued to conduct Character Profiles at its institutions. This system entails an onsite visit to each facility by Regional and Central Office staff, during which they assess the quality of life in the institution. The system is intended to complement the Social Climate Survey (which is administered by questionnaire), and adds essential, personal and organizational dimensions to management's assessment and Key Indicators System data regarding institutional functions.

In 1990, the Bureau saw increased Thrift Savings Program involvement on the part of its staff. This program is an essential component of the retirement plan of every employee covered under the Federal Employment Retirement System; while optional, this increased involvement is an encouraging sign of the forethought with which Bureau employees are approaching their careers and their futures.

The Bureau continued its implementation of the Drug-Free Workplace program through testing of all job applicants and all management employees at grades GM-13 and up. Of 4,017 applicants, 20 tested positive and were declined employment. A total of 679 managers were tested during the year; none tested positive. Bureau-wide, only 13 employees were administered tests for reasonable suspicion of drug use; of those, 3 tested positive, none of whom are still employed by the Bureau.

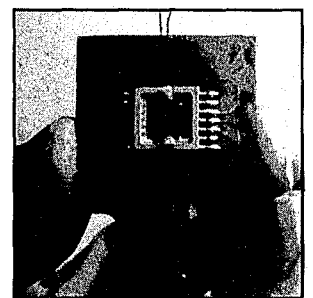
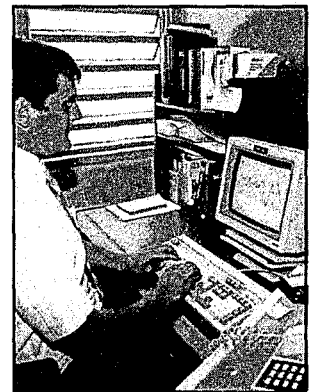
It is clear that the prison of the future, like all other workplaces, will increasingly depend on computers. The Key Indicators/Strategic Support System (KI/SSS) is a cutting-edge effort to put microcomputers to work for Bureau managers. KI/SSS places extensive information regarding all aspects of institutional operations at users' fingertips in graphic and tabular form, allowing them to quickly identify significant trends.

Existing automated systems continue to be upgraded and expanded. For example, Administrative Remedy and Inmate Discipline modules were added to SENTRY, the Bureau's online inmate data system. Indexes of Administrative Remedy actions filed by inmates, logs of disciplinary hearings, and trends in disciplinary actions are available immediately through SENTRY. Computer-assisted instruction continues to play a greater role. It is used with inmates in educational programming and to assist staff, for instance, through computer-based cross-development training programs and as learning guides for using the Bureau's Health Services Manual.

An innovative video link between the Federal Court House in Denver, Colorado, and the Federal Correctional Institution in Englewood, Colorado, allows for the long-distance arraignment of detainees, thus avoiding unnecessary court trips.

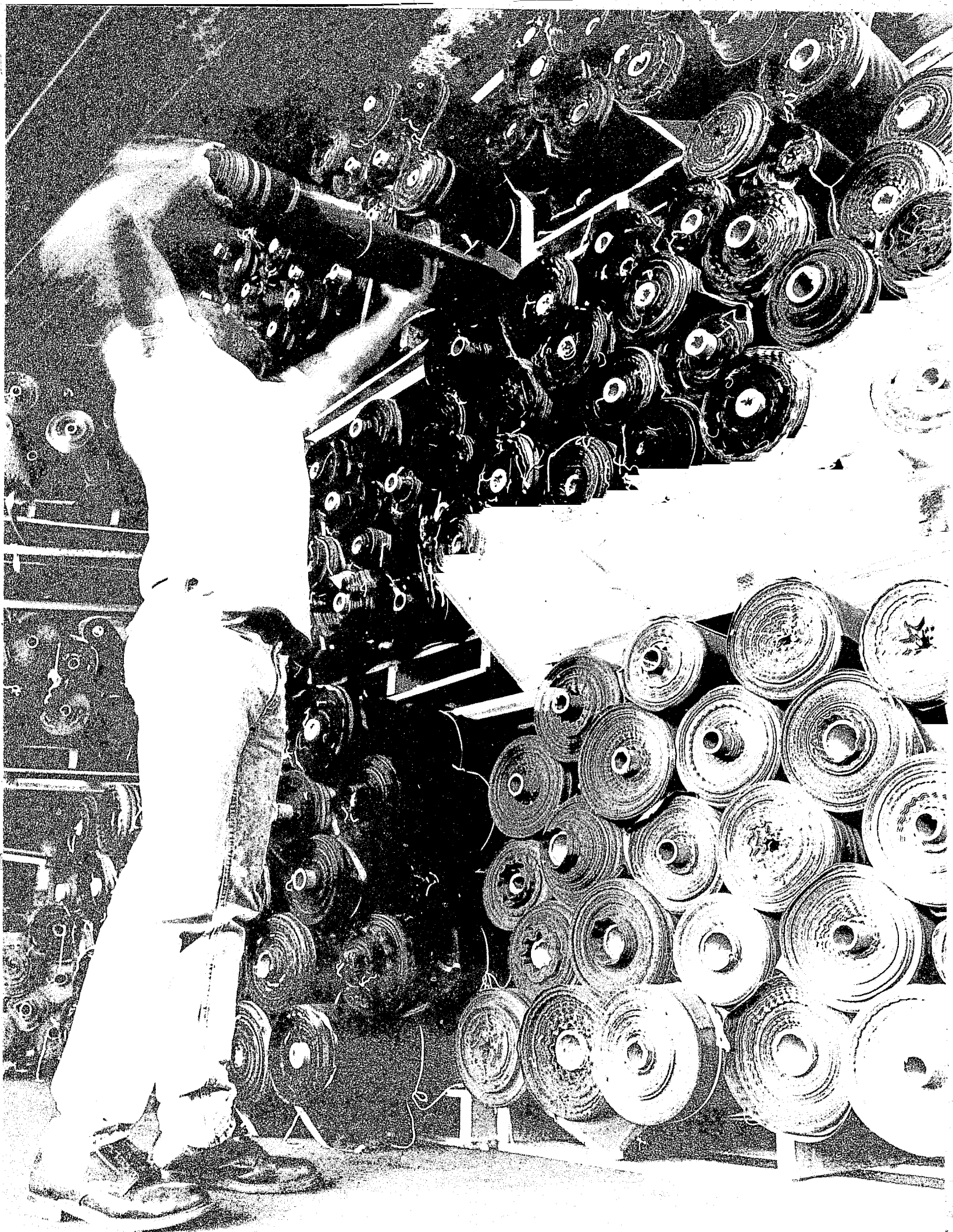
The Bureau's Office of Research and Evaluation continued work on a number of research projects in 1990—projections of future inmate population levels; the development of the Bureau's Key Indicators system; evaluation of the effectiveness of unit-based drug treatment programs; assessment of the security classification system; and an evaluation of the intensive confinement concept.

Looking to the future, the National Institute of Corrections established a joint project with NASA to explore possible applications of space technology to corrections. Some particularly promising technologies were identified for use in contraband and drug use detection, computer-aided literacy programs using artificial intelligence, and perimeter security.



*Top: **Key Indicators** allows instant access to a wide variety of significant data.*

*Bottom: **Microsensor gas analyzers** such as this have great potential for detecting contraband.*



In 1990, the Bureau made significant achievements in Community Corrections, developing new approaches while refining existing programs. About 30 offices around the Nation monitor Community Corrections Center (CCC) contracts; 111 new contracts were awarded and 293 contracts were renewed during the year. These centers provide the Bureau with more than 3,500 beds for inmates who are nearing the end of their sentences, or who are serving short terms of confinement in the community. The Bureau also received expanded legislative authority to place inmates in home confinement near the ends of their sentences

Intermediate punishments—whether some form of electronic monitoring system that allows an offender to hold a job in the community while living in his or her own home or a CCC, a day reporting system, or nontraditional work programs in the community—have received a great deal of attention in recent years. While they are not a solution for prison crowding, they are well worth developing as part of an effort to find appropriate punishments for less serious offenses. In a joint effort with the U.S. Parole Commission and the U.S. Probation Service, the Bureau agreed to contribute financial and staff resources to electronic monitoring programs in 14 judicial districts. The Bureau also provides onsite personnel assistance in 11 of those districts.

Another innovation is a pilot “urban work camp” program in Philadelphia, Pennsylvania, that allows inmates to be placed in a Community Corrections Center for the last 18 months of their sentence. During this time, they are assigned to jobs with a nearby Federal

agency—in this case the Department of Defense. When an inmate is 6 months from his or her release date, he or she is placed in the prerelease component within that Community Corrections Center.

Bureau-operated community service and work programs, often based at Federal Prison Camps, can also help nonviolent, non-dangerous offenders prepare for return to society. Other Federal agencies can benefit from these programs. At FCI McKean, Pennsylvania, camp inmate crews assist the U.S. Forest Service in trail maintenance and other outdoor labor-intensive work to maintain public lands. At the former U.S. Penitentiary, Alcatraz, California, inmates from FCI Pleasanton perform maintenance and repair services for the National Park Service. On military base prison camps, inmates provide such services as laundry and groundskeeping. Small-scale work projects are carried out by Bureau inmates for other Federal agencies, such as the Veterans Administration.



Left: A community corrections resident works at the Defense Personnel Support Center in Philadelphia, which supplies uniforms, food, and medicine to the armed forces around the world.

Top: An inmate at the Federal Correctional Institution, McKean, Pennsylvania, helps maintain trails for the U.S. Forest Service.

Bottom: Home confinement by means of electronic monitoring is likely to be used much more extensively in years to come.

Networking With Other Agencies

The Bureau benefited from the support of many other organizations in 1990, and maintained particularly close coordination with the Department of Justice, the Office of Management and Budget, and Congress to secure resources to carry out its mission.

Detention issues were a major focus of interagency efforts. The Bureau, the Immigration and Naturalization Service, and the Marshals Service developed the first coordinated plan to project detention needs to 1996. A new Federal Deportation Center opened in 1990, in Oakdale, Louisiana; it is operated jointly with Immigration and Naturalization Service and the Executive Office of Immigration Review. The procedures in use here will serve to streamline the deportation process for illegal aliens. An agreement—the first of its kind—with the Oklahoma City Airport Trust Authority will result in a new detention facility being built by the private sector and leased to the Bureau (Oklahoma City is a major prisoner transportation hub).

Throughout the year, the Bureau worked closely with the United States Parole Commission, the United States Sentencing Commission, the United States Probation Service, the Office of the United States Pardon Attorney, the Office of National Drug Control Policy, and numerous State and local law enforcement groups. Agencies under the Office of Justice Programs—the Bureau of Justice Statistics, the National Institute of Justice, and the Bureau of Justice Assistance—participated in a number of joint activities with the Bureau. The Federal Bureau of Investigation, the Drug Enforcement



Administration, the U.S. Secret Service, and U.S. Attorneys throughout the country were supportive of Bureau operations. The Bureau also took a highly active part in professional associations such as the American Correctional Association and the Association of State Correctional Administrators, among many others.

In the medical area, the Bureau has enjoyed a close working relationship with the U.S. Public Health Service (PHS) since 1930. The Bureau's medical director has always been a PHS officer, and the current medical director holds the rank of Assistant Surgeon General. To complement the civil service medical staff, the PHS provides the Bureau with physicians, dentists, psychiatrists, nurses, psychologists, hospital administrators, and pharmacists—roughly three-quarters of Bureau staff who are medical doctors are PHS officers. This ongoing relationship is particularly important, given that—as in society in general—prisons are experiencing dramatic increases in the cost of medical care.

The Bureau participated in Sentencing Institutes sponsored by the Federal Judicial Center and the Administrative Office of the United States Courts; these institutes have as part of their function assisting Federal judges in learning more about the Bureau of Prisons, its institutions, and its programs.

The Bureau also benefited greatly from its relationship with the Department of Defense. In particular, DoD's support for prison camps located on military installations was valuable in a time of continued prison crowding. The continued cooperation of the Department of the Treasury made the facilities of the Federal Law Enforcement Training Center in Glynco, Georgia, available for "basic training" of correctional workers.

The Bureau's prisoner transportation program, operated in cooperation with the Marshals Service, resulted in 127,053 prisoner moves in 1990.

The Bureau continued to support State systems during the year. For instance, the Bureau confined a large number of Pennsylvania offenders in the aftermath of a major prison disturbance at the Commonwealth's Camp Hill facility. Some of the most dangerous and escape-prone inmates from State systems around the country are boarded in maximum security Bureau facilities.

Early in the year, the Bureau entered into an agreement with the Correctional Service of Canada to share information and undertake a number of joint ventures. In October, First Lady Barbara Bush, along with Attorney General Dick Thornburgh, spoke at a major international prison literacy conference held in Ottawa, Canada, with participants from 12 European, African, and Caribbean nations attending.

In March, Bureau Director J. Michael Quinlan led an official delegation to visit five prisons in the Soviet Union, the first such visit featuring primarily corrections professionals. A group of Soviet justice system officials visited the United States in late 1990; it is hoped that more such exchanges of information and expertise will be held in the future.

The National Institute of Corrections expanded its work with State and local systems, training more than 15,000 correctional professionals at its National Academy of Corrections in Boulder, Colorado, and providing training to another 1,500 through conferences and workshops. NIC also responded to more than 15,000 requests for information from practitioners and policymakers and awarded grants to State and local agencies and private organizations.



Left: The Cuban Detainee Work Group includes representatives of the Bureau of Prisons, the Immigration and Naturalization Service, and the Public Health Service.

Top: Bureau Director J. Michael Quinlan thanks First Lady Barbara Bush for her participation in the international correctional literacy conference held in Ottawa, Canada.

Bottom: Soviet visitors to the Federal Correctional Institution, Danbury, Connecticut.

A black and white photograph of a man with glasses and a beard, wearing a striped shirt and a dark tie. He is standing in front of a large window with a grid pattern. The image is grainy and has a high-contrast, almost stencil-like appearance.

Public Outreach and Community Involvement

In the past year, the Bureau has undertaken several major initiatives to increase public understanding of the prison system, helping to overcome popular myths and increase the level of knowledge about how prisons actually function. Just as important, the agency has been active in finding ways to facilitate citizen involvement with prisons, reinforcing mainstream values staff bring to the inmates as well as institution involvement in the community, demonstrating that correctional institutions contribute significantly to the communities of which they are members.

The *Federal Prisons Journal*, the Bureau's publication for justice system professionals, concluded its first year of publication with a special edition devoted to the agency's 60th anniversary. The issue featured interviews with and excerpts from the writings of the Bureau's five directors, as well as articles exploring the evolution of Bureau management, innovations in drug treatment, and possible "high tech" prisons of the future.

The Bureau paid attention to its history in other ways as well. In conjunction with the National Park Service, a historical exhibit is being developed for Alcatraz Island, the second most visited National Park in the U.S. This exhibit will correct many of the myths about the former U.S. Penitentiary and the entire Federal prison system.

An important mechanism for strengthening the relationship between the community and the prison is Community Relations Boards (CRB's). Almost every Bureau institution (with the exception of military base prison camps) now has a CRB, which brings community

leaders into the prison to learn more about the Bureau and the local institution. Community Relations Boards also keep institution administrators informed about issues of community concern. These Boards have proven especially helpful in informing other communities that have prospective prison sites about the effects of locating a Federal institution in their area.

Three successful Issues Forums brought together Bureau administrators with representatives of Congress, the Federal judiciary, other Federal agencies and components of the Department of Justice, academia, and members of the community who have a responsible interest in corrections to address such topics as medical and religious issues, the aging of the inmate population, and long-term offenders. Bureau representatives made presentations at major corrections-related conferences, such as those of the American Correctional Association and the American Society of Criminology. The National Institute of Corrections (NIC) and the National Institute of Justice co-sponsored a major conference on intermediate punishments, held in September 1990.

Members of the public visited Federal prisons in various capacities—most often as relatives or friends of inmates, but also as volunteers, students, representatives of the media, and interested members of the community. In addition, many representatives of State, local, and foreign criminal justice systems and other Federal agencies visited Bureau facilities.

Volunteerism is increasingly important in the Federal system. Organizations such as Prisoner Visitation and Support, Prison Fellowship, Yokefellows, Alcoholics and Narcotics Anonymous, and a large number of religious volunteers have for years served this function, and the Bureau continues to welcome and support their activities. But community support is important not just because of specific services provided to inmates, but because exposure to these members of the community keeps prisoners in touch with mainstream societal

values, as well as providing a mechanism for helping break down the myths that otherwise distance both inmates and staff from the rest of society.

In another form of community input, boards appointed by the Attorney General and the President guide and advise the National Institute of Corrections and Federal Prison Industries, respectively. These boards, composed of citizens from the business, academic, and government communities, provide important collateral input into decisions about the operations of these two Bureau components.

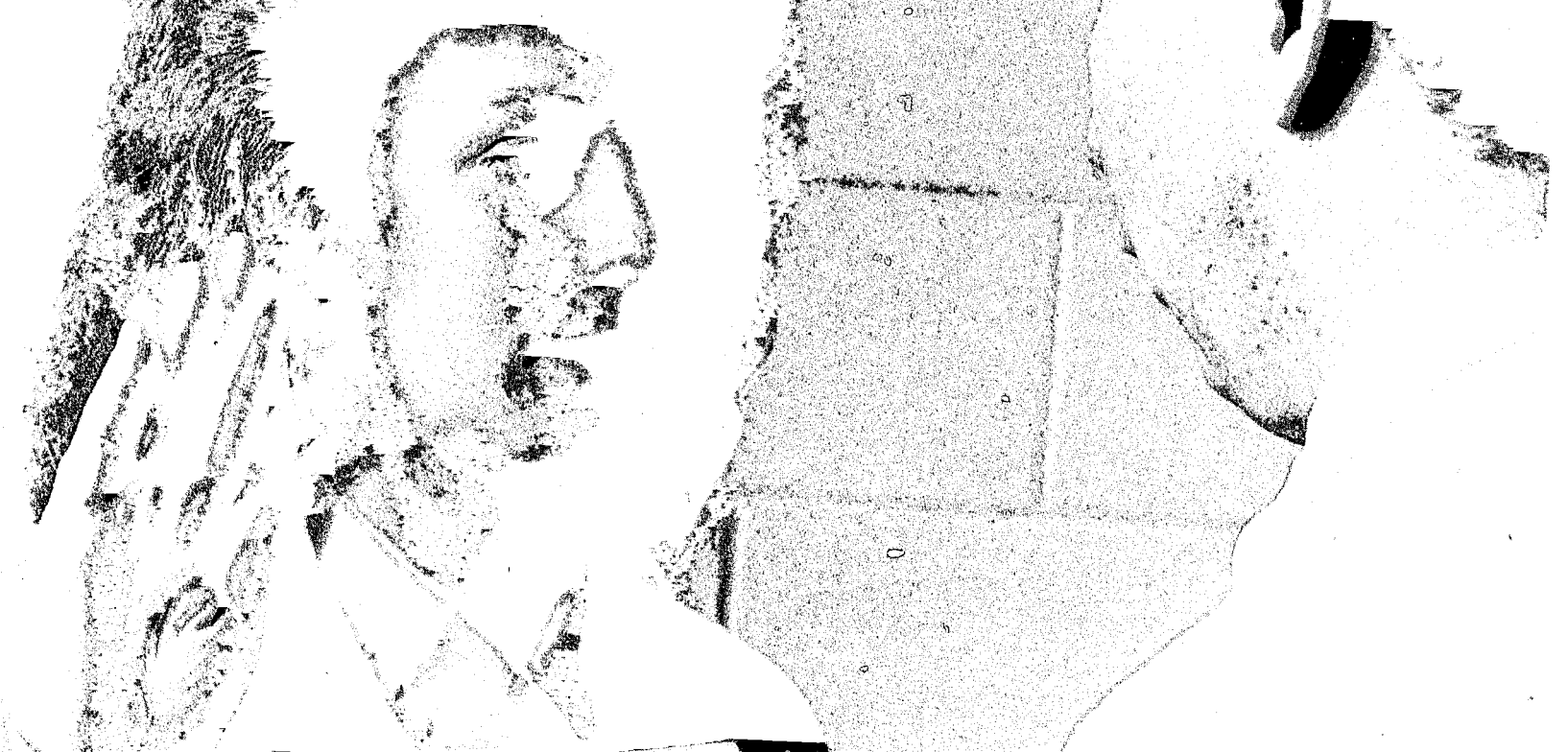
Inmates were also involved in outreach programs during 1990. At the Federal Correctional Institutions at La Tuna, Texas, and Tallahassee, Florida, as well as the Federal Prison Camp, Tyndall, Florida, inmates conducted drug abuse awareness programs for the local community, which have been received with great appreciation.

Environmental issues continued to dominate public consciousness in 1990. Prisons are not major sources of pollution, but the Bureau formed a task force to examine ways to reduce any harmful effects on the environment. A number of institutions successfully set up recycling programs that are particularly important where there are Federal Prison Industries factory operations. The Bureau also established an energy conservation task force, which will examine this issue in greater detail.



Left: Citizen involvement in such activities as education and spiritual counseling helps bring mainstream values to inmates.

Top: The inmate Emergency Response Team at the Federal Prison Camp, Boron, California, provides important services in a sparsely populated area.
Bottom: An open house at the Federal Prison Camp, Maxwell, Alabama. Media interest in corrections has grown in recent years as correctional budgets increase.



Form No. 100-10

APPOINTMENT AFFIDAVITS

(Name of appointing authority) _____ (Date of appointment) _____

(Signature of appointee) _____ (Office or position) _____ (Place of appointment) _____

I, the undersigned, do hereby certify that:

A. OATH OF OFFICE

I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; that I will take no part in any political activity while employed in the service of the United States; and that I will not aid or abet any person in the commission of any crime.

B. AFFIDAVIT AS TO CIVIL RIGHTS VIOLATIONS

I declare that I am not a member of any organization that advocates the annihilation of any race, religion, or national origin; and I will not participate in any such activities.

C. AFFIDAVIT AS TO PURCHASE AND SALE OF OFFICE

I declare that I have not purchased or sold any office or position of honor or profit, and I will not do so while employed in the service of the United States.

The Bureau has always emphasized professionalism and integrity in all areas of its operations. However, with the growth of the organization and the relative inexperience of many staff, this is an even more important topic. The spectrum of program integrity starts with proper staff selection and training and ends with oversight by the General Accounting Office and the Congress to ensure that statutory and other requirements are fully met.

Program integrity is also ensured through a well-developed system of internal controls that includes program reviews and Institution Character Profiles. But it also is safeguarded by the openness of Bureau facilities—openness to the public, to the academic community, and to representatives of other Government organizations, including the Congress. The many institution visits by Members of Congress in 1990 included one to the United States Penitentiary in Marion, Illinois, by the Chairman of the House Subcommittee on the Courts, Intellectual Property, and the Administration of Justice, which has oversight responsibility for the Bureau of Prisons.

The Bureau continues to support the accreditation process of the American Correctional Association. At present, 43 Bureau institutions are accredited by ACA, with another 10 accreditations in process. In addition, the Joint Commission on the Accreditation of Healthcare Organizations has accredited a number of Bureau medical facilities—FCI Butner, FCI Lexington, and MCFP Springfield. This accreditation ensures that high-quality medical care is provided to all Bureau inmates who require it.

As part of the Department of Justice program to ensure the integrity of its programs, the Bureau of Prisons identified four high-risk areas with which managers must be especially concerned.

■ The first of these areas is crowding. With the Bureau's population approximately 160 percent of capacity, the Bureau has developed a 5-year plan to expand prison capacity to reduce crowding to 130 percent.

■ The need for human resource and, particularly, management development is critical, in view of the growth of the agency in recent years, and that expected in the future. Without adequate staff to manage existing and new correctional facilities, serious problems could occur. Significant progress has been made in the Bureau's organization and procedures to address this issue.

■ The third high-risk area is environmental health and safety. Prison facilities often do not fully comply with nationally recognized fire protection codes or regulations on management and disposal of hazardous wastes. The Bureau has accelerated several initiatives to identify and dispose of hazardous materials and to further develop procedures and training to deal with this issue in coming years.

■ The fourth area is that of criminal aliens in prisons. The Bureau's population consists of about one-fourth criminal aliens, who contribute greatly to crowding and cause a disproportionate share of disruptions in the Bureau's institutions. The Bureau's options for managing these inmates are limited by several factors, including statutory and diplomatic considerations. However, the innovation of a classification system for Mariel Cubans and other internal management changes have enhanced the Bureau's ability to manage this difficult population.



Left: A swearing-in ceremony at the Federal Prison Camp, Allenwood, Pennsylvania.

Top: U.S. Congressman George E. Brown (left) and his wife tour the Federal Correctional Institution, Terminal Island, California, with Associate Warden Teresa Hunt (center).

Bottom: Bureau Ethics Officer George Pruden conducts a workshop on ethics in government at the Federal Correctional Institution, Big Spring, Texas.



The Bureau of Prisons is committed to serving the Nation, its constituents, and the local communities in which its institutions are located. Those with an interest in the Bureau's programs and services are welcome to express their views and to work together with Bureau staff to improve its operations.

Despite the challenge of crowding, the Bureau is continuing to fulfill its prime mission of protecting the public, while providing a safe, humane institutional environment and developing multifaceted approaches to increasing system capacity and enhancing inmate programs. This has been due to the many dedicated, hardworking women and men of the Bureau, who deserve recognition not only for a successful 1990, but for maintaining a well-functioning organization year after year.



Left: Keeping ever-increasing numbers of inmates productively employed will be a major challenge for the Bureau.

Top: Community members tour the Federal Prison Camp, Yankton, South Dakota.

Center: The fire department, Federal Correctional Institution, Danbury, Connecticut, joins a Labor Day parade.

Bottom: A graduating class at the Federal Law Enforcement Training Center takes the oath of service.

Inmate Characteristics

1990 Design Capacity

Total	36,624
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Percent of capacity 160%

Average Costs of Confinement per Inmate

Daily	\$49.07
-------	---------

Annual \$17,909

Gender

	%
Male	92.9
Female	7.1

1990 Population

Total	58,659
-------	--------

Sentenced 85.9%

Unsentenced	14.1%
-------------	-------

Average Number of Months Served by Offense

All Offenses	14.9
--------------	------

Drug Offenses 20.6

Robbery	39.5
---------	------

Property Offenses 16.1

Extortion, Fraud, and Bribery	11.7
-------------------------------	------

Violent Offenses 31.8

Firearms, Explosives, and Arson	15.7
---------------------------------	------

White-Collar Offenses 11.6

Immigration	3.1
-------------	-----

Courts or Corrections 15.2

Sex Offenses	27.1
--------------	------

National Security 14.5

Continuing Criminal Enterprise	78.8
--------------------------------	------

Miscellaneous 4.0

Based on inmates released in 1990.

Race/Ethnicity

	%
White	64.9
Black	32.7
American Indian	1.5
Asian	0.9
Hispanic	26.1

Citizenship

	%
United States	75.4
Mexico	5.9
Cuba	5.2
Colombia	5.1
Others	8.4

Age

	%
Less than 25	9.4
25-29	16.8
30-34	20.1
35-39	18.8
40-41	14.8
45-49	8.9
50-54	5.4
55-59	3.1
60 or older	0.8

Marital Status

	%
Married	34.8
Single	35.8
Divorced	15.7
Common-Law	8.0
Separated	5.3
Widowed	0.9

Inmates Held by Security Levels

Old Levels	%	New Levels	%
Level 1	37.0	Minimum	23.3
Level 2	13.4	Low	22.5
Level 3	15.9	Medium	28.7
Level 4	18.4	High	13.0
Level 5	4.2	Pretrial	7.6
Level 6	1.0	Holdover	4.9
Unassigned	10.1		

Inmates Held by BOP Regions

	%
Northeast	13.7
Mid-Atlantic	16.3
Southeast	17.1
North Central	15.0
South Central	19.0
Western	18.0

Type of Commitments

	%
U.S. Code	81.3
Parole Violation	5.9
Probation Violation	3.0
District of Columbia Superior Court	2.4
State, Territorial	2.0
Others	5.5

Substance Abuse Before Commitment (%)

	Used in past	Reported problem
Alcohol	64.0	12.8
Cannabis	26.2	6.0
Cocaine	24.2	14.4
Other Narcotics	12.5	6.2
Tranquilizers	7.6	1.7
Amphetamines	7.0	2.9
Heroin	6.8	5.2
Barbiturates	3.9	1.1
Other Drugs	3.7	1.2
Hallucinogens	2.7	0.3
PCP	1.0	0.2
Inhalants	0.8	0.3

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

New Law/Old Law Comparative Figures

Offenders sentenced after November 1, 1987, are subject to Federal Sentencing Guidelines, which have altered the profile of inmates committed to the Bureau of Prisons, as shown in this chart.

Inmate Characteristics

	New Law	Old Law	All BOP
Number of Sentenced Inmates	24,126	26,262	50,388
Average Age	35	40	37
Age at First Arrest	26	24	25
Age at First Commitment	29	27	28

Sentence Length (%)

Less Than 1 Year	3.9	1.4	2.6
1-3 Years	22.6	4.7	13.6
3-5 Years	17.3	8.7	12.9
5-10 Years	31.6	26.6	29.0
10-15 Years	13.8	20.8	17.3
15-20 Years	5.3	13.5	9.5
More Than 20 Years	5.0	19.4	12.3
Life	0.5	4.7	2.6

Type of Offense (%)

Drug Offenses	68.8	40.0	54.2
Robbery	7.4	19.1	13.3
Property Offenses	4.7	9.9	7.4
Extortion, Fraud, and Bribery	5.2	9.6	7.4
Violent Offenses	1.7	9.9	5.8
Firearms, Explosives, and Arson	6.8	8.9	5.8
White-Collar Offenses	1.5	1.5	1.5
Immigration	1.3	0.4	0.8
Courts or Corrections	1.0	1.0	1.0
Sex Offenses	0.5	1.0	0.8
National Security	0.1	0.2	0.1
Continuing Criminal Enterprise	0.4	1.8	1.1
Miscellaneous	0.6	0.8	0.7

Federal Bureau of Prisons Employees

Personnel

Personnel, Dec. 31, 1990	19,258
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Department

%

Correctional Services	36.5
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C.E.O.'s Office	3.7
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UNICOR	5.7
--------	-----

Mechanical Services	7.5
---------------------	-----

Health Services	6.9
-----------------	-----

Business Office	6.3
-----------------	-----

Food Service	4.1
--------------	-----

Records/Inmate Systems	3.8
------------------------	-----

Education/Vocational Training	2.7
-------------------------------	-----

Personnel	2.7
-----------	-----

Recreation	1.5
------------	-----

Psychological Services	1.3
------------------------	-----

Community Programs	1.0
--------------------	-----

Unit/Case Management	9.5
----------------------	-----

Religion	0.7
----------	-----

Central Office

%

Administration	1.8
----------------	-----

Human Resources	0.6
-----------------	-----

FLETC—Glynco	0.4
--------------	-----

Correctional Programs	0.3
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Director's Office	0.7
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National Institute of Corrections	0.2
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Program Review	0.4
----------------	-----

Health Services	0.2
-----------------	-----

Education/Vocational Training	0.1
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UNICOR	1.1
--------	-----

Gender

%

Male	74.5
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Female	25.5
--------	------

Race/Ethnicity

%

White	72.4
-------	------

Black	18.4
-------	------

Hispanic	7.3
----------	-----

American Indian	0.8
-----------------	-----

Asian	1.1
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FCI: Federal Correctional Institution

FDC: Federal Detention Center

FMC: Federal Medical Center

FPC: Federal Prison Camp

MCC: Metropolitan Correctional Center

MCFP: Medical Center for Federal Prisoners

USP: U.S. Penitentiary

FPC Alderson
West Virginia 24910
304-445-290 FTS 924-3000
Fax: 304-445-2675

FPC Allenwood
Montgomery, Pennsylvania 17752
717-547-1641
Fax: 717-547-1504

FCI Ashland
Ashland, Kentucky 41101
606-928-6414 FTS 358-8011
Fax: FTS 358-8552

USP Atlanta
601 McDonough Blvd, S.E.
Atlanta, Georgia 30315-0182
404-622-6241 FTS 251-0100
Fax: 404-331-2404

FCI Bastrop
Box 730
Bastrop, Texas 78602
512-321-3903 FTS 521-3050
Fax: 512-321-6565

FCI Big Spring
Big Spring, Texas 79720-7799
915-263-8304 FTS 738-9000
Fax: 915-267-5910

FPC Boron
P.O. Box 500
Boron, California 93516
619-762-5161 FTS 791-1164
Fax: 619-762-5719

FPC Bryan
P.O. Box 2197, 1100 Ursuline
Bryan, Texas 77803-4951
409-823-1879 FTS 521-2500
Fax: 409-260-9546

FCI Butner
P.O. Box 1000
Butner, North Carolina 27509
919-575-4541 FTS 629-8011
Fax: 919-575-6341

FMC Carville
Box 68, GWLHDC
Carville, Louisiana 70721
504-389-0636 FTS 687-0637
Fax: 504-389-0637

MCC Chicago
71 West Van Buren
Chicago, Illinois 60605
312-322-0567 FTS 383-0500
Fax: 312-322-0565

FCI Danbury
Danbury, Connecticut 06811-3099
203-743-6471 FTS 642-9071
Fax: 203-746-7393

FPC Duluth
Duluth, Minnesota 55814
218-722-8634 FTS 787-0011
Fax: 218-722-8792

FPC Eglin
Eglin Air Force Base, Florida 32542
904-882-8522 FTS 534-9100
Fax: 904-678-9291

FPC El Paso
P.O. Box 16300
El Paso, Texas 79906-0300
915-540-6150 FTS 570-6150
Fax: 915-540-6165

FCI El Reno
P.O. Box 1000
El Reno, Oklahoma 73036-1000
404-262-4875 FTS 743-1011
Fax: FTS 743-1227

FCI Englewood
Littleton, Colorado 80123
303-985-1566 FTS 320-1566
Fax: 303-989-0663

FCI Fairton
P.O. Box 280
Fairton, New Jersey 08320
609-453-1177 FTS 298-1177
Fax: 609-453-4015

FCI Fort Worth
3150 Horton Road
Fort Worth, Texas 76119-5996
817-535-2111 FTS 738-4011
Fax: 817-531-2193

FPC Homestead
Homestead, Florida 33039-5000
305-258-9676 FTS 351-9200
Fax: 305-258-7005

FCI Jesup
2600 Highway 301 South
Jesup, Georgia 31545
912-427-0870 FTS 230-0111
Fax: 912-427-1226

FCI La Tuna
La Tuna, New Mexico-Texas 88021
915-886-3422 FTS 572-3213
Fax: 915-886-4977

USP Leavenworth
Leavenworth, Kansas 66048
913-682-8700 FTS 758-1000
Fax: 913-682-3617

USP Lewisburg
Lewisburg, Pennsylvania 17837
717-523-1251 FTS 591-3800
Fax: 717-524-5805

FCI Lexington
3301 Leestown Road
Lexington, Kentucky 40511
606-255-6812 FTS 355-7000
Fax: 606-255-9860

USP Lompoc
3901 Klein Boulevard
Lompoc, California 93436
805-735-2771 FTS 795-2000
Fax: 805-737-0295

FCI Lompoc
3600 Guard Road
Lompoc, California 93436
805-736-4154 FTS 795-2600
Fax: 805-735-4340

FCI Loretto
PO Box 1000
Loretto, Pennsylvania 15940
814-472-4140 FTS 592-0000
Fax: 814-472-5173

MDC Los Angeles
535 N. Alameda Street
Los Angeles, California 90053-1500
213-485-0439 FTS 996-7000
Fax: 213-626-5801

FCI Marianna
3625 FCI Road
Marianna, Florida 32446
904-526-2313 FTS 848-0514
Fax: 904-526-2788

USP Marion
Marion, Illinois 62959
618-964-1441 FTS 277-5400
Fax: 618-964-1695

FPC Maxwell
Maxwell Air Force Base
Montgomery, Alabama 36112
205-834-3681 FTS 534-2000
Fax: 205-269-1430

FCI McKean
P.O. Box 5000 (McKean County)
Bradford, PA 16701
814-362-8900 FTS 923-1900
Fax: 814-362-3287

FCI Memphis
1101 John A. Denie Road
Memphis, Tennessee 38134-7690
901-372-2269 FTS 228-8201
Fax: FTS 228-8395

MCC Miami
Miami, Florida 33177
15801 S.W. 137th Avenue
305-253-4400 FTS 822-1100
Fax: FTS 822-1179

FCI Milan
Milan, Michigan 48160
313-439-1511 FTS 378-0011
Fax: 313-439-1330

FPC Millington
6696 Navy Road
Millington, Tennessee 38053
901-872-2277 FTS 493-8299
Fax: 901-873-8208

FCI Morgantown
Morgantown, West Virginia 26505
304-296-4416 FTS 923-4556
Fax: 304-296-7549

FPC Nellis
Nellis Air Force Base, Area II
Las Vegas, Nevada 89191-5000
702-644-5771 FTS 449-5100
Fax: 702-644-7483

MCC New York
150 Park Row
New York, New York 10007
212-791-9130 FTS 662-9130
Fax: 212-571-1034

FCI Oakdale
P.O. Box 5050
Oakdale, Louisiana 71463
318-335-4070 FTS 687-9000
Fax: FTS 687-9181

FDC Oakdale
P.O. Box 5060
Oakdale, Louisiana 71463
318-335-4466 FTS 490-8100
Fax: 318-335-4476

FCI Otisville
P.O. Box 600
Otisville, New York 10963
914-386-5855 FTS 887-1055
Fax: 914-386-9455

FCI Oxford
Box 500
Oxford, Wisconsin 53952-0500
608-584-5511 FTS 364-2000
Fax: 608-584-5315

FPC Pensacola
Sausley Field
Pensacola, Florida 32509-0001
904-457-1911
Fax: 904-456-1996

FCI Petersburg
P.O. Box 1000
Petersburg, Virginia 23804-1000
804-733-7881 FTS 920-3230
Fax: 804-733-3728

FCI Phoenix
Box 1680, Black Canyon Stage 1
Phoenix, Arizona 85027
602-256-0924 FTS 762-8000
Fax: 602-465-7051

FCI/FDC Pleasanton
Dublin, California 94568
415-833-7500 FTS 462-0000
Fax: 415-833-7592

FCI Ray Brook
P.O. Box 300
Ray Brook, New York 12977
518-891-5400 FTS 561-3075
Fax: 518-891-0011

FMC Rochester
P.O. Box 4600,
2110 East Center Street
Rochester, Minnesota 55903-4600
507-287-0674 FTS 787-1110
Fax: 507-282-3741

FCI Safford
RR 2, Box 820
Safford, Arizona 85546
602-428-6600 FTS 261-1000
Fax: 602-428-1582

MCC San Diego
808 Union Street
San Diego, California 92101-6078
619-232-4311 FTS 890-0000
Fax: 619-231-4913

FCI Sandstone
Sandstone, Minnesota 55072
612-245-2262 FTS 782-0011
Fax: 612-245-5178



FCI Schuylkill

P.O. Box 700
Minersville, Pennsylvania 17954
717-544-7102
Fax: 717-544-7105

FCI Seagoville

Seagoville, Texas 75159
214-287-2911 FTS 729-8471
Fax: 214-287-4827

FPC Seymour Johnson

Caller Box 8004
Goldsboro, NC 27533-8004
919-735-9711
Fax: 919-735-9267

FCI Sheridan

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

MCFP Springfield

P.O. Box 4000
Springfield, Missouri 65808
417-862-7041 FTS 271-8000
Fax: 417-862-5248

FCI Talladega

902 Renfro Road
Talladega, Alabama 35160
205-362-0410 FTS 534-1011
Fax: 205-362-1619

FCI Tallahassee

501 Capital Circle, N.E.
Tallahassee, Florida 32301
904-878-2173 FTS 965-7543
Fax: 904-877-7260

FCI Terminal Island

Terminal Island, California
90731
213-831-8961 FTS 793-1160
Fax: 213-547-0070

USP Terre Haute

Terre Haute, Indiana 47808
812-238-1531 FTS 335-0531
Fax: 812-234-1643

FCI Texarkana

Texarkana, Texas 75501
214-838-4587 FTS 731-3190
Fax: 903-838-4071

FCI Three Rivers

P.O. Box 4000
Three Rivers, Texas, 78071
512-786-3576 FTS 477-0000
Fax: 512-786-4909

FCI Tucson

8901 South Wilmot Road
Tucson, Arizona 85706
602-741-3100 FTS 762-6921
Fax: 602-574-0775

FPC Tyndall

Tyndall Air Force Base
Florida 32403-0150
904-283-3838 FTS 351-2200
Fax: 904-286-6603

FPC Yankton

Box 680
Yankton, South Dakota 57078
605-665-3262 FTS 782-1400
Fax: 605-665-4703

Regional Offices

Mid-Atlantic Regional Office

Junction Business Park
10010 Junction Drive
Suite 100-N
Annapolis Junction,
Maryland 20701
301-717-7000 FTS 394-7000
Fax: 301-317-7015

North Central Regional Office

Air World Center
10920 Ambassador Drive
Suite 200
Kansas City, Missouri 64153
816-891-7007 FTS 752-1360
Fax: 816-891-1349

Northeast Regional Office

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

South Central Regional Office

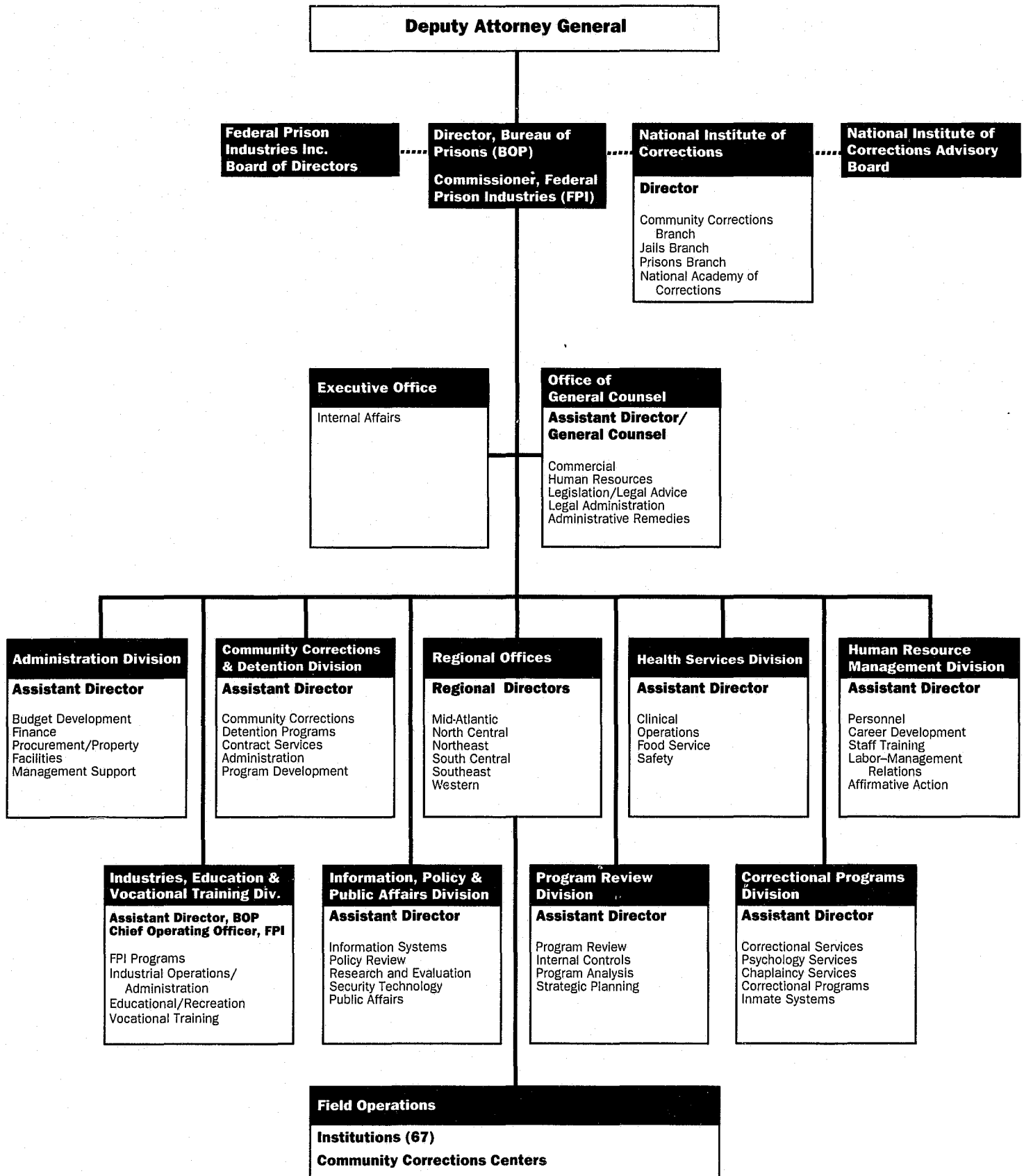
4211 Cedar Springs Road
Suite 300
Dallas, Texas 75219
214-767-9700 FTS 725-9700
Fax: 214-767-9724

Southeast Regional Office

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

Western Regional Office

1301 Shoreway Road, 4th floor
Belmont, California 94002
415-595-8160 FTS 468-1700
Fax: 415-508-4802



The Federal Bureau of Prisons is pleased to be able to provide this 1990 State of the Bureau report to its constituents, other agencies, and organizations, as well as to the public. One of our objectives is to make corrections more understandable to the American public, and to convey the important part that correctional agencies play in this Nation's criminal justice system.

If there is information you would like to receive that is not contained in this issue, or if you have other suggestions for changes or improvements in how the information is presented, please feel free to use this form or to write separately.

Please direct any responses or inquiries to:

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