

***Private Adult Correctional Facility Census***  
*Seventh Edition*

*prepared by*

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Private Corrections Project  
Center for Studies in Criminology & Law  
University of Florida  
Gainesville, Florida**

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*June 30, 1994*

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***June 30, 1994***

## Preface

Established in 1988 for the purpose of conducting policy-relevant research on correctional privatization, the Private Corrections Project at the University of Florida is now internationally recognized as the most authoritative source of information about this innovative means of providing correctional services. The core research goals of the Project require timely and accurate information about contract awards. Originally an informal by-product of meeting this requirement, today the semi-annual publication of the *Private Adult Correctional Facility Census* attracts more interest from the academic, corporate, financial, and political communities than does any other single Project-based initiative.

Those who are or who have been associated with the Private Corrections Project are gratified by so much interest being focused on the *Census* by so large and diverse a group of readers. At the same time, however, the fact that so many readers rely on the *Census* as the authoritative source of information about correctional privatization gives rise to a pressing need to guarantee that the information presented in the *Census* is both comprehensive and valid. It also establishes a responsibility to assure that readers fully understand both what the *Census* contains and what, in effect, it consciously ignores. Thus, in addition to reviewing the key findings of the 7th Edition of the *Census* and describing some significant expansions in the coverage this and future editions of the *Census* will provide, I will use this preface as an opportunity to review some definitional and methodological features of the *Census* that readers should carefully take into account.

### The Census Format & Methodology

First, the *Census* contains information only about the privatization of secure adult correctional facilities. This intentionally narrow focus sometimes has caused previous editions of the *Census* to be misinterpreted by readers for whom "secure adult correctional facilities" is an unfamiliar concept. As used here the concept refers to detention and correctional facilities within which adult prisoners are, with the exception of some relatively isolated work

assignments they may have outside the security perimeter of facilities, confined on a twenty-four hour a day basis. Such prisoners may or may not have been convicted on criminal charges. For example, pre-trial detainees housed in local jails prior to their trials and prisoners housed in facilities being operated under contract with the Immigration and Naturalization Service and the U.S. Marshals Service have not been convicted.

Perhaps more importantly, this focus ignores both secure facilities for juvenile offenders and non-secure facilities for adults (e.g., community corrections centers, halfway houses, work-release centers, and restitution centers) that are operated by private firms. Contracting with the private sector for the management of non-secure correctional facilities was common long before the privatization of secure adult facilities began in the early 1980s. *Census* results, however, have never and do not now indicate the fraction of pre-trial detainees, adjudicated delinquents, and sentenced offenders who are housed in non-secure facilities for which private firms are responsible.

Second, the methodology and reporting format adopted for the *Census* must be fully appreciated. Regarding the methodological issue, data are collected on an international basis toward the end of December and June of each year. This is generally accomplished by my personally contacting one or more top executives of each private corrections management firm, questioning them about recent corporate developments, reviewing data regarding each secure facility their firm operates, and obtaining information from them about developments in other firms they believe would be of relevance to the *Census*. When I have any reservations about the completeness or accuracy of the information those senior executives have provided, I can and do contact facility-level administrators and/or government officials in an effort to assure that what is published in the *Census* is valid. Sometimes it is also possible to cross-validate the information provided by comparing it with various other sources (e.g., corporate press releases, media reports, analyses I receive from brokerage firm analysts, and documents a growing number of firms are obliged to file with the Securities and Exchange Commission).

Regarding the reporting of data, those who review the *Census* data with special care--a group that always includes but is certainly not limited to financial analysts--sometimes report what they perceive to be inconsistencies. Looked at in some ways, these readers are absolutely correct, but the core problem is that they are assuming a bit more by way of exhaustive data analysis than the *Census* is designed to provide. Specifically, each edition of the *Census* depicts where the private corrections management firms are regarding secure adult correctional facility contracts at a particular point in time and how that point in time differs from where they were at an earlier point in time. What the *Census* does not expressly address, however, is a narrow range of adjustments that can take and have taken place within the private corrections industry.

This potential problem is well-illustrated by the fate of Prigor, Inc., a firm that is no longer a component of the industry. At one time the *Census* reported that Prigor would assume management responsibility for six 500-bed minimum security facilities in Texas once their construction was completed. Later it became clear that only one of the six would receive prisoners. The *Census* was revised accordingly. Still later the State of Texas purchased all six facilities and made a policy decision that all six would be publicly rather than privately managed. The *Census* was again revised accordingly, but the *Census* did not overtly direct attention toward the diminishing fortunes of Prigor--although a careful comparison of Prigor's position in the private corrections industry across several editions of the *Census* certainly did document its demise.

The same problem has materialized in a less extreme form in other editions of the *Census*. Indeed, a careful comparison of the results reported here with those of the 6th Edition, for example, will reveal that Capital Correctional Resources no longer operates the parish-level facility it previously operated in Louisiana and that the GRW Corporation has both gained and lost one facility in Texas.

This ebb and flow of activity can be monitored by readers of the *Census*. The monitoring, however, requires a careful consideration of more than a single edition of the *Census*.

## Changes in the Content of the Census

Turning now to adjustments in the scope of the coverage provided by the *Census*, readers will find four changes.

First, many readers have asked that more historical data be provided. The inclusion of what appears here as Figure 1 reflects an effort to respond to that request. Based on a combination of statistical information drawn from prior editions of the *Census* and comparable information published in the 1993 *Annual Report* of the Corrections Corporation of America, Figure 1 graphically depicts historical growth in the private corrections industry as measured by the total number of secure beds for which private firms were responsible.

Second, readers have encouraged more emphasis on adjustments that have been made or are about to be made in the rated capacity of existing facilities. This has been done by printing information on all new contract awards in bold-faced type and by printing information on existing facilities whose size changed by ten percent or more since the last *Census* in italics.

Third, several of the private management firms--Cornell Cox, Inc., the Corrections Corporation of America, Corrections Partners, Inc., Esmor Correctional Services, Inc., the GRW Corporation, and the Wackenhut Corrections Corporation--provide management services for types of correctional facilities that fall beyond the scope of the *Census*. This has resulted in some misinterpretations of *Census* results by, for example, government agencies and more than a few representatives of the financial industry. An effort to clarify the broader roles being played by these firms is provided by the narrative that appears in Appendix B.

Finally, a particularly troublesome problem for those working within as well as those observing developments in correctional privatization is linked to questions regarding the jurisdictions within which full-scale privatization of secure adult facilities is permitted by law. Framing complete and authoritative answers for such questions is exceedingly difficult. To be sure, sometimes the state of existing law can be determined in quite a matter-of-fact manner. In Florida, for instance, one statute expressly authorizes contracting

by the management of county-level facilities, one statute expressly authorizes contracting by the Florida Department of Corrections, and yet another statute expressly authorizes state-level contracting by the Florida Correctional Privatization Commission. All three statutes have been exercised. None of the three has ever been successfully challenged on constitutional or legal grounds.

Suffice it to say that life is not always so simple as it is in Florida. There are isolated jurisdictions that expressly prohibit contracting. There are jurisdictions that expressly authorize contracting by one level of government (e.g., the relevant state agency) but that do not expressly authorize contracting by other governmental entities (e.g., counties). There are jurisdictions where positive or negative assessments of existing legal authority are provided by attorney general opinions rather than by statutes. There are jurisdictions whose statutes are silent with regard to local- and/or state-level contracting. There are many jurisdictions that impose one or more limitations on contracting authority (e.g., limiting contract awards to prisoners with a particular security classification).

Even though a thorough understanding of this issue is of critical importance both to those who would like to make or receive contract awards, there is no authoritative source of up-to-date information on where the private management of one or more types of secure correctional facilities is lawful. Thus, the Private Corrections Project has initiated an on-going research initiative aimed at providing the necessary information. Much of the research was conducted by Mr. Kevin Mayeux, a graduate research assistant with the Project who is also a student at the College of Law of the University of Florida. Importantly, the findings summarized in Appendix C of the *Census* are preliminary. Comments from readers of the *Census* would be both welcomed and greatly appreciated.

### **Key Census Survey Findings**

The first half of 1993 witnessed unprecedented changes within as well as rapid growth of the private corrections industry. No period in the brief history of correctional privatization comes even remotely close to matching what has transpired since the 6th Edition was published in January.

Regarding changes within the industry, at least five events are especially noteworthy. Several of them are likely to have multiple implications for what the future of the correctional privatization industry.

- *In February Esmor Correctional Services, Inc. became a publicly-held company and began trading on the NASDAQ exchange under the symbol ESMR. The warm reception accorded Esmor's initial public offering (IPO) rather clearly demonstrates a perception on the part of individual and institutional investors that correctional privatization is becoming an increasingly attractive means of providing for the delivery of correctional services. The same perception clearly contributed to major upward movement in market evaluations of the common stock of the Corrections Corporation of America (CCA). (Prior to the Esmor IPO, CCA, which trades on the NASDAQ under the symbol CCAX, was the only publicly-traded private corrections management firm.)*
- *In March The Cornell Cox Group was transformed into Cornell Cox, Inc. and announced its acquisition of Eclectic Communications, Inc. (ECI). ECI, the oldest company in the private corrections industry, is now operating as a wholly-owned subsidiary of Cornell Cox, Inc.*
- *In May the Wackenhut Corrections Corporation (WCC), a wholly-owned subsidiary of The Wackenhut Corporation, filed an S-1 Registration Statement with the Securities and Exchange Commission. The S-1 filing is a prerequisite to the issuance of an IPO by WCC. Presupposing the success of the IPO, WCC, which should begin trading soon on the NASDAQ under the symbol WCCX, will become the third publicly-held private corrections management firm.*
- *In June the Corrections Corporation of America announced the formation of what it described as "an international strategic alliance" with Sodexho, S.A., a multi-national French firm that, among its many other business involvements, provides a broad array of contract services in five French prisons. The formation of this relationship between CCA and Sodexho is but one of multiple indicators of the growing interest in and attractiveness of correctional privatization on the international scene.*

- Also in June there were additional signs of a strengthening of the corporate ties between Correction Management Associates, Inc. (CMA) and Correctional Services Group, Inc. It continues to seem likely that the two companies will merge to form Correctional Partners, Inc. (CPI) In anticipation of that corporate development, this edition of the Census identifies facilities previously shown as being operated by CMA as being operated by CPI.

Regarding contract and contract-related developments that have taken place since the 6th Edition of the *Census* was published in January, the changes have been significant and the growth has exceeded what many perceived to be the aggressive projections I made in the preface to the 6th Edition. Key illustrations of those developments would certainly include the following items.

- Between 12/31/93 and 6/30/94 the number of secure private facilities rose by 15.07% to 84 and the rated capacity of all secure private facilities rose by 33.64% to 43,508.
- Between 12/31/93 and 6/30/94 the rated capacity of secure private facilities already in operation rose by 6.87% to 26,445 and the actual prisoner population in those facilities rose by 10.77% to 24,677.
- Between 12/31/93 and 6/30/94 the capacity utilization for secure private facilities already in operation rose by 3.64% to 93.31%.
- Between 12/31/93 and 6/30/94 planned expansions, which includes both the construction of new facilities and the expansion of existing facilities, moved upward more sharply than in any previous report. The number of new facilities projected to receive prisoners within the coming 12-18 months rose by 61.54% to 21. Industry-wide capacity increases attributable to both new construction and expansions of existing facilities leaped forward by 118.45% to 17,063 beds.
- The size and number of new contract awards in some jurisdictions are especially noteworthy. In particular, since 12/31/93 Texas has awarded contracts for 5 new state facilities that will have an aggregate rated capacity of 5,500 prisoners (contracts for three 1,000-bed facilities were awarded to the Wackenhut Corrections Corporation, a 1,500-bed contract was awarded to Management and Training Corporation, and

a 1,000-bed contract was awarded to Concept, Inc.

- At least two jurisdictions that previously had awarded no contracts for the design, construction, and management of secure facilities began doing so rather aggressively. Since 12/31/94 Puerto Rico has awarded a 1,500-bed and a 1,000-bed contract to the Corrections Corporation of America. During the same time period, corporate sources report two 400-bed contract awards in Virginia to Corrections Partners, Inc.
- Florida, which for many years chose not to act on the expressed statutory authority to contract granted to it by the Florida Legislature in the mid-1980s, awarded contracts for two 750-bed state facilities. (One contract was awarded to the Corrections Corporation of America and one contract was awarded to the Wackenhut Corrections Corporation.) Significantly, both Florida contract awards were made by the Florida Correctional Privatization Commission, which was created by the Florida Legislature in 1993, rather than by the Florida Department of Corrections. It is altogether possible that this statutory means of brushing agency resistance to contracting aside will provide a model for legislation in other jurisdictions whose legislative bodies are confronting comparable public agency opposition.

#### Implications for the Future of Correctional Privatization

Six months ago I predicted that "the number of privately managed facilities will increase to between 85-90 by the end of the year" and that "the rated capacity of facilities under contract will increase to between 42,500-45,000." Several representatives of the financial community and more than a few of the private corrections management firms swiftly advanced the opinion that my forecast was too aggressive. I, of course, am so polite and diplomatic that I will refrain from putting too much emphasis on the fact that six months into the calendar year covered by my forecast already finds us with 84 privately managed facilities with a rated capacity of 43,508.

The more interesting questions shift the focus of attention from what already has happened to what

the balance of the year and beyond are likely to bring. Looked at on quite a general level, the only possible conclusion would appear to be that the alternative created by correctional privatization has moved well beyond the "interesting experiment" status it had in the mid-1980s to the proven option position it now enjoys. As I and others have documented in various published studies, the evidence unequivocally demonstrates that--presupposing it exercises reasonable judgment in the preparation of procurement documents, contract preparation, and contract monitoring--government can realistically anticipate operating cost savings in the range of 10-20 percent by contracting with the added benefit of an improvement in the caliber of services it receives.

This general conclusion is easily illustrated by a recent set of contract awards. In December of 1993, the Florida Correctional Privatization Commission issued a request for proposals providing for the private design, financing, construction, and management of two 750-bed medium security state prisons. The controlling statute mandated a cost savings of at least 7 percent below a benchmark price established by the Florida Auditor General. The benchmark price was determined by full-scale audit of costs for the construction and operation of substantially similar facilities constructed and operated by the Florida Department of Corrections.

Each private firm was allowed to submit proposals for one or both of the two facilities. Eight firms submitted a total of twelve proposals. All twelve proposals yielded cost savings of at least the required 7 percent. The contract awards to the Corrections Corporation of America and the Wackenhut Corrections Corporation will yield cost savings to Florida modestly above 10 percent. Further, language in both contracts is such that cost savings equal to or greater than those realized during the initial year of contract performance will persist for the three-year term of the base contracts. Further still, the contracts require prompt award of accreditation by the American Correctional Association, basic services that are at least the equivalent of those provided by the Florida Department of Corrections, and programs in the areas of education, vocational training, and substance abuse education/treatment that are more elaborate than

those presently provided by the Florida Department of Corrections.

Examples like that provided by Florida's recent experience has spawned a growing interest in correctional privatization both within and beyond the boundaries of the United States. Still, it would be unrealistic to expect that the torrid pace of new contract award witnessed during the past six months will persist in an uninterrupted fashion indefinitely.

My best judgment is that the immediate future will bring more modest numbers of new contract awards coupled with sizeable increases in the number of private facilities that are in operation. Those increases are essentially guaranteed by the number of new facilities that are presently under construction.

Importantly, this does not mean that the immediate future will yield no opportunities for significant growth. During the balance of 1994, for example, there are good reasons to anticipate significant contract awards in, on the international scene, Australia and Great Britain and in such American jurisdictions as Arizona, California, Colorado, Florida, Louisiana, Mississippi, Utah, and Virginia. Thus, were I asked to provide a more precise year-end forecast, I would have to estimate that the end of 1994 will reveal 90-95 private facilities with a rated prisoner capacity of 48,000-50,000 prisoners. Even if this upward adjustment of my December 31, 1993 projections proves to be too optimistic, there already is no question whatsoever about 1994 bringing a record increase in all statistical categories monitored by the *Private Adult Correctional Facility Census*.

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June 30, 1994

## Private Adult Facility Census Summary for June 30, 1994

Management Firm	Rated Capacity of All Facilities Under Contract*	# Facilities Under Contract	Rated Capacity of Facilities Now In Operation	Prisoner Populations on 6/30/94	% Occupancy for Facilities in Operation	New Facilities to Open within 12-18 months	Expansion Anticipated Within 12-18 Months
Alternative Programs, Inc.	240	1	240	240	100.00%	0	0
The Bobby Ross Group	872	1	872	868	99.54%	0	0
Capital Correctional Resources	836	1	836	796	95.22%	0	0
Concept, Inc.	4,426	8	1,926	1,876	97.40%	3	2,500
Cornell Cox, Inc.	794	3	794	752	94.71%	0	0
Corrections Corporation of America	13,056	23	8,593	8,251	96.02%	4	4,463
Corrections Partners, Inc.	1,672	4	584	562	96.23%	2	1,088
Corrections Services, Inc.	32	1	32	29	90.63%	0	0
Dove Development Corporation	762	2	762	633	83.07%	0	0
Eden Detention Center	699	1	499	565	113.23%	0	200
Esmor Correctional Services, Inc.	1,170	4	870	845	97.13%	1	300
Group 4 - ICS	300	1	300	300	100.00%	0	0
The GRW Corporation	244	2	244	244	100.00%	0	0
Management & Training Corporation	2,400	3	450	425	94.44%	2	1,950
Mid-Tex Detention, Inc.	1,236	3	736	744	101.09%	1	500
North American Corrections	633	1	489	489	100.00%	0	144
U.S. Corrections Corporation	2,918	6	1,650	1,465	88.79%	2	1,268
The Villa at Greeley, Inc.	400	1	0	0	N/A	1	400
Wackenhut Corrections Corporation	10,818	18	6,568	5,593	85.16%	5	4,250
<b>TOTALS</b>	<b>43,508</b>	<b>84</b>	<b>26,445</b>	<b>24,677</b>	<b>93.31%</b>	<b>21</b>	<b>17,063</b>
<i>% Changes Since 12/31/93</i>	<i>33.64%</i>	<i>15.07%</i>	<i>6.87%</i>	<i>10.77%</i>	<i>3.64%</i>	<i>61.54%</i>	<i>118.48%</i>

\*Capacity Figures Include New Facilities and Expansions of Existing Facilities.

## Private Adult Correctional Facility Census, United States Facilities

Management Company	Alternative Programs, Inc.	<i>Bobby Ross Group</i>	<i>Capital Correctional Resources, Inc.</i>	Concept, Inc.	Concept, Inc.
Facility Location	Bakersfield, CA	<i>Newton Co., TX</i>	<i>Groesbeck, TX</i>	Tuscaloosa, AL	Eloy, AZ
Facility Name	Mesa Verde Community Correction Facility	<i>Newton County Detention Facility</i>	<i>Limestone County Detention Facility</i>	Tuscaloosa Metro Detention Facility	FBOP/INS Detention Center
Primary Source of Prisoners	*State of California	<i>*State of Texas</i>	<i>*State of Texas</i>	Tuscaloosa County	Federal Bureau of Prisons
Secondary Source of Prisoners	N/A	<i>N/A</i>	<i>N/A</i>	City of Tuscaloosa City of Northport	Immigration and Naturalization Service
Rated Capacity	240	<i>872</i>	<i>836</i>	176	1,000
Present Population	240	<i>868</i>	<i>796</i>	176	N/A
Occupancy Percentage	100.00%	<i>99.54%</i>	<i>95.22%</i>	100.00%	N/A
Security Level	minimum	<i>minimum/medium</i>	<i>minimum/medium</i>	minimum	medium
Ownership of Facility	private	<i>public</i>	<i>public</i>	public	public
First Received Prisoners	May-89	<i>Jun-93</i>	<i>Apr-93</i>	Dec-92	Jul-94
ACA Accreditation?	no	<i>no</i>	<i>no</i>	no	will be sought
Facility Construction	new construction	<i>take-over</i>	<i>new construction</i>	new construction	new construction
Facility Expansion Planned?	no	<i>no</i>	<i>no</i>	no	no
* Notes	*Parole Division	<i>*TDJC Institutional Division See Appendix A, Notes 1 &amp; 2</i>	<i>*TDCJ Institutional Division See Appendix A, Notes 1 &amp; 3</i>	<i>See Appendix A, Note 4</i>	

*Facilities not reported in the 12/31/93 Census appear in bold. Facilities whose size has changed significantly since the 12/31/93 Census appear in italics.*

## Private Adult Correctional Facility Census, United States Facilities

Management Company	Concept, Inc.	Concept, Inc.	<i>Concept, Inc.</i>	Concept, Inc.	Concept, Inc.
Facility Location	Bridgeport, TX	Brownfield, TX	<i>Mineral Wells, TX</i>	Overton, TX	Sweetwater, TX
Facility Name	Bridgeport Pre-Parole Transfer Facility	Brownfield Intermediate Sanction Facility	<i>Mineral Wells Pre-Parole Transfer Facility</i>	TBA	Sweetwater Pre-Parole Transfer Facility
Primary Source of Prisoners	*State of Texas	*State of Texas	<i>*State of Texas</i>	*State of Texas	*State of Texas
Secondary Source of Prisoners	N/A	N/A	<i>N/A</i>	N/A	N/A
Rated Capacity	200	200	<i>1,100</i>	500	250
Present Population	200	200	<i>1,050</i>	N/A	250
Occupancy Percentage	100.00%	100.00%	<i>95.45%</i>	N/A	100.00%
Security Level	minimum	minimum/medium	<i>minimum</i>	minimum	minimum
Ownership of Facility	private	public	<i>private</i>	public	public
First Received Prisoners	Nov-87	Jul-92	<i>Jul-89</i>	Feb-95	Mar-92
ACA Accreditation?	no	no	<i>no</i>	will be sought	no
Facility Construction	renovation	new construction	<i>renovation</i>	new construction	take-over
Facility Expansion Planned?	no	no	<i>no</i>	no	no
* Notes	*TDCJ Board of Pardons & Paroles	*TDCJ Board of Pardons & Paroles	<i>*TDCJ Board of Pardons &amp; Paroles See Appendix A, Note 5</i>	*TDJC Institutional Division	*TDCJ Board of Pardons & Paroles See Appendix A, Note 6

Facilities not reported in the 12/31/93 Census appear in bold. Facilities whose size has changed significantly since the 12/31/93 Census appear in italics.

**Private Adult Correctional Facility Census, United States Facilities**

<b>Management Company</b>	<b>Concept, Inc.</b>	<b>Cornell Cox, Inc.</b>	<b>Cornell Cox, Inc.</b>	<b>Cornell Cox, Inc.</b>	<b>Corrections Corporation of America</b>
<b>Facility Location</b>	<b>Williamson County, TX</b>	<b>Baker, CA</b>	<b>Live Oak, CA</b>	<b>Central Falls, RI</b>	<b>Florence, AZ</b>
<b>Facility Name</b>	<b>TBA</b>	<b>Baker Community Correction Facility</b>	<b>Leo Chesney Community Correction Facility</b>	<b>Central Falls Detention Facility</b>	<b>Pinal County Detention Facility</b>
<b>Primary Source of Prisoners</b>	<b>*State of Texas</b>	<b>*State of California</b>	<b>*State of California</b>	<b>U.S. Marshals Service</b>	<b>U.S. Marshals Service</b>
<b>Secondary Source of Prisoners</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>*State of North Carolina</b>	<b>N/A</b>
<b>Rated Capacity</b>	<b>1,000</b>	<b>272</b>	<b>220</b>	<b>302</b>	<b>500</b>
<b>Present Population</b>	<b>N/A</b>	<b>262</b>	<b>200</b>	<b>290</b>	<b>N/A</b>
<b>Occupancy Percentage</b>		<b>96.32%</b>	<b>90.91%</b>	<b>96.03%</b>	<b>N/A</b>
<b>Security Level</b>	<b>minimum</b>	<b>minimum/medium</b>	<b>minimum/medium</b>	<b>maximum</b>	<b>medium</b>
<b>Ownership of Facility</b>	<b>public</b>	<b>private</b>	<b>private</b>	<b>public</b>	<b>private</b>
<b>First Received Prisoners</b>	<b>Feb-95</b>	<b>Jan-88</b>	<b>May-89</b>	<b>Oct-93</b>	<b>Nov-95</b>
<b>ACA Accreditation?</b>	<b>will be sought</b>	<b>yes - 8/90</b>	<b>yes - 1/91</b>	<b>will be sought</b>	<b>will be sought</b>
<b>Facility Construction</b>	<b>new construction</b>	<b>renovation</b>	<b>new construction</b>	<b>new construction</b>	<b>new construction</b>
<b>Facility Expansion Planned?</b>	<b>no</b>	<b>no</b>	<b>no</b>	<b>no</b>	<b>no</b>
<b>* Notes</b>	<b>*TDCJ Institutional Division See Appendix A, Note 7</b>	<b>*Parole Division See Appendix A, Note 8</b>	<b>*Parole Division See Appendix A, Note 8</b>	<b>*North Carolina Department of Corrections</b>	

*Facilities not reported in the 12/31/93 Census appear in bold. Facilities whose size has changed significantly since the 12/31/93 Census appear in italics.*

## Private Adult Correctional Facility Census, United States Facilities

Management Company	Corrections Corporation of America	Corrections Corporation of America	Corrections Corporation of America	Corrections Corporation of America	Corrections Corporation of America
Facility Location	Panama City, FL	Panama City, FL	Bay County, FL	Brooksville, FL	Winnfield, LA
Facility Name	Bay County Jail Annex	Bay County Jail	TBA	Hernando County Jail	Winn Parish Correction Center
Primary Source of Prisoners	Bay County	Bay County	<b>*State of Florida</b>	Hernando County	<i>*State of Louisiana</i>
Secondary Source of Prisoners	U.S. Marshals Service & INS	U.S. Marshals Service	N/A	U.S. Marshals Service	N/A
Rated Capacity	257	276	<b>750</b>	252	1,282
Present Population	237	255	N/A	260	1,274
Occupancy Percentage	92.22%	92.39%	N/A	103.17%	99.38%
Security Level	all levels	all levels	<b>medium</b>	all levels	medium
Ownership of Facility	private	public	<b>public</b>	public	public
First Received Prisoners	May-86	Oct-85	<b>Sep-95</b>	Oct-88	Mar-90
ACA Accreditation?	yes - 8/88	yes - 8/88	<b>will be sought</b>	yes - 8/91	yes - 5/91
Facility Construction	new construction	take-over	<b>new construction</b>	take-over	new construction
Facility Expansion Planned?	yes, 48 beds	no	<b>no</b>	yes, 50 beds	no
* Notes			<b>*Florida Correctional Privatization Commission</b>		<i>*Louisiana Department of Corrections</i>

*Facilities not reported in the 12/31/93 Census appear in bold. Facilities whose size has changed significantly since the 12/31/93 Census appear in italics.*

**Private Adult Correctional Facility Census, United States Facilities**

<b>Management Company</b>	<b>Corrections Corporation of America</b>				
<b>Facility Location</b>	Leavenworth, KS	Estancia, NM	Grants, NM	Santa Fe, NM	<b>Guayama, Puerto Rico</b>
<b>Facility Name</b>	Leavenworth Detention Center	Torrance County Detention Facility	NM Women's Correction Facility	Santa Fe Detention Center	<b>TBA</b>
<b>Primary Source of Prisoners</b>	U.S. Marshals Service	U.S. Marshals Service	*State of New Mexico	Santa Fe County/ U.S. Marshals Service	<b>*Commonwealth of Puerto Rico</b>
<b>Secondary Source of Prisoners</b>	N/A	Federal Bureau of Prisons	N/A	City of Santa Fe City of Moriarty	N/A
<b>Rated Capacity</b>	256	256	204	201	<b>1,000</b>
<b>Present Population</b>	186	204	214	233	N/A
<b>Occupancy Percentage</b>	72.66%	79.69%	104.90%	115.92%	N/A
<b>Security Level</b>	maximum	minimum/medium	all levels	all levels	<b>medium</b>
<b>Ownership of Facility</b>	private	private	public	public	<b>public</b>
<b>First Received Prisoners</b>	Jun-92	Dec-90	Aug-89	Aug-86	<b>Jan-96</b>
<b>ACA Accreditation?</b>	yes - 8/93	no	yes - 5/91	yes - 8/88	<b>will be sought</b>
<b>Facility Construction</b>	new construction	new construction	new construction	take-over	<b>new construction</b>
<b>Facility Expansion Planned?</b>	no	no	yes, 25 beds	no	<b>no</b>
<b>* Notes</b>			*New Mexico Department of Corrections		<b>*Puerto Rico Administration of Corrections</b>

*Facilities not reported in the 12/31/93 Census appear in bold. Facilities whose size has changed significantly since the 12/31/93 Census appear in italics.*

## Private Adult Correctional Facility Census, United States Facilities

Management Company	Corrections Corporation of America	Corrections Corporation of America	Corrections Corporation of America	Corrections Corporation of America	Corrections Corporation of America
Facility Location	Ponce, Puerto Rico	Nashville, TN	Clifton, TN	Chattanooga, TN	Mason, TN
Facility Name	<b>TBA</b>	Metro-Davidson Co. Detention Center	South Central Correctional Center	Silverdale Facilities	West Tennessee Detention Facility
Primary Source of Prisoners	<b>*Commonwealth of Puerto Rico</b>	<b>*Davidson County</b>	<b>*State of Tennessee</b>	Hamilton County	U.S. Marshals Service
Secondary Source of Prisoners	N/A	N/A	N/A	U.S. Marshals Service	Washington, D.C.
Rated Capacity	<b>1,500</b>	870	1,336	414	416
Present Population	N/A	664	1,287	414	432
Occupancy Percentage	N/A	76.32%	96.33%	100.00%	103.85%
Security Level	<b>medium</b>	medium	medium	minimum	all levels
Ownership of Facility	<b>public</b>	public	public	public	private
First Received Prisoners	<b>Sep-96</b>	Feb-92	Mar-92	Sep-84	Oct-90
ACA Accreditation?	<b>will be sought</b>	yes - 1/94	yes - 1/94	no	yes - 8/92
Facility Construction	<b>new construction</b>	new construction	new construction	take-over	new construction
Facility Expansion Planned?	<b>no</b>	no	no	no	no
* Notes	<b>*Puerto Rico Administration of Corrections</b>	<b>*Houses state prisoners</b>	<b>*Tennessee Department of Corrections</b>		

*Facilities not reported in the 12/31/93 Census appear in bold. Facilities whose size has changed significantly since the 12/31/93 Census appear in italics.*

**Private Adult Correctional Facility Census, United States Facilities**

<b>Management Company</b>	<b>Corrections Corporation of America</b>				
<b>Facility Location</b>	Cleveland, TX	Laredo, TX	Houston, TX	Venus, TX	Venus, TX
<b>Facility Name</b>	Cleveland Pre-Release Center	Laredo Processing Center	Houston Processing Center	Venus Pre-Release Center	TBA
<b>Primary Source of Prisoners</b>	*State of Texas	Immigration and Naturalization Service	Immigration and Naturalization Service	*State of Texas	*State of Texas
<b>Secondary Source of Prisoners</b>	N/A	Federal Bureau of Prisons	*State of Texas	N/A	N/A
<b>Rated Capacity</b>	520	258	350	520	500
<b>Present Population</b>	520	261	397	520	500
<b>Occupancy Percentage</b>	100.00%	101.16%	113.43%	100.00%	100.00%
<b>Security Level</b>	minimum	minimum	minimum	minimum	minimum
<b>Ownership of Facility</b>	public	private	private	public	public
<b>First Received Prisoners</b>	Sep-89	Mar-85	May-84	Aug-89	Oct-94
<b>ACA Accreditation?</b>	yes - 7/90	no	yes - 1/86	yes - 10/90	will be sought
<b>Facility Construction</b>	new construction				
<b>Facility Expansion Planned?</b>	no	no	no	no	no
<b>* Notes</b>	*TDCJ Institutional Division		*TDCJ Board of Pardons & Paroles	*TDCJ Institutional Division	*TDCJ Institutional Division

*Facilities not reported in the 12/31/93 Census appear in bold. Facilities whose size has changed significantly since the 12/31/93 Census appear in italics.*

**Private Adult Correctional Facility Census, United States Facilities**

<b>Management Company</b>	<b>Corrections Partners, Inc.</b>	<b>Corrections Partners, Inc.</b>	<b>Corrections Partners, Inc.</b>	<b>Corrections Partners, Inc.</b>	<b>Corrections Services, Inc.</b>
<b>Facility Location</b>	Oswego, KS	Hinton, OK	Chesapeake, VA	TBA	Seal Beach, CA
<b>Facility Name</b>	Labette County Conservation Camp	Great Plains Correctional Facility	TBA	TBA	Seal Beach Detention Facility
<b>Primary Source of Prisoners</b>	*State of Kansas	*State of North Carolina	*State of Virginia	*State of Virginia	City of Seal Beach
<b>Secondary Source of Prisoners</b>	N/A	Federal Bureau of Prisons	N/A	N/A	Adjoining localities
<b>Rated Capacity</b>	104	480	400	400	32
<b>Present Population</b>	90	472	N/A	N/A	29
<b>Occupancy Percentage</b>	86.54%	98.33%	N/A	N/A	90.63%
<b>Security Level</b>	minimum	medium	minimum	minimum	pre-arraignment
<b>Ownership of Facility</b>	public	public	public	public	public
<b>First Received Prisoners</b>	Feb-91	Oct-91	Jul-95	Jul-95	Jul-94
<b>ACA Accreditation?</b>	in progress	yes - 8/93	will be sought	will be sought	will be sought
<b>Facility Construction</b>	new construction	new construction	new construction	new construction	renovation
<b>Facility Expansion Planned?</b>	will be sought	yes, 288 beds	no	no	no
<b>* Notes</b>	*Commitments ordered Kansas District Courts	*North Carolina Department of Corrections	*Virginia Department of Corrections	*Virginia Department of Corrections	

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## Private Adult Correctional Facility Census, United States Facilities

<b>Management Company</b>	<b>Dove Development Corporation</b>	<b>Dove Development Corporation</b>	<b>Eden Detention Center, Inc.</b>	<b>Esmor Correctional Services, Inc.</b>	<b>Esmor Correctional Services, Inc.</b>
<b>Facility Location</b>	<i>Crystal City, TX</i>	<i>Pearsall, TX</i>	Eden, TX	Elizabeth, NJ	Tarrant Co., TX
<b>Facility Name</b>	<i>Crystal City Detention Center</i>	<i>Frio Detention Center</i>	Eden Detention Center	Elizabeth Processing Center	Tarrant County Community Correction Facility
<b>Primary Source of Prisoners</b>	<i>*State of Texas</i>	<i>*State of Texas</i>	Federal Bureau of Prisons	Immigration and Naturalization Service	Tarrant County
<b>Secondary Source of Prisoners</b>	<i>N/A</i>	<i>Frio County</i>	Immigration and Naturalization Service	N/A	N/A
<b>Rated Capacity</b>	<i>467</i>	<i>295</i>	499	300	320
<b>Present Population</b>	<i>321</i>	<i>312</i>	565	N/A	310
<b>Occupancy Percentage</b>	<i>68.74%</i>	<i>105.76%</i>	113.23%	N/A	96.88%
<b>Security Level</b>	<i>medium</i>	<i>minimum/medium</i>	minimum/medium	minimum/medium	minimum
<b>Ownership of Facility</b>	<i>private</i>	<i>public</i>	private	private	public
<b>First Received Prisoners</b>	<i>Jul-93</i>	<i>Dec-92</i>	Jan-89	Jul-94	Feb-92
<b>ACA Accreditation?</b>	<i>being considered</i>	<i>being considered</i>	no	will be sought	yes - 8/93
<b>Facility Construction</b>	<i>take-over</i>	<i>take-over</i>	new construction	renovation	new construction
<b>Facility Expansion Planned?</b>	<i>no</i>	<i>no</i>	yes, 200 beds	no	no
<b>* Notes</b>	<i>*TDCJ Institutional Division See Appendix A, Note 1 &amp; 9</i>	<i>*TDCJ Institutional Division See Appendix A, Note 1</i>			

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## Private Adult Correctional Facility Census, United States Facilities

Management Company	Esmor Correctional Services, Inc.	Esmor Correctional Services, Inc.	GRW Corporation	GRW Corporation	Management & Training Corporation
Facility Location	Houston, TX	Seattle, WA	<b>Ector County, TX</b>	Odessa, TX	Marana, AZ
Facility Name	State of Texas Intermediate Sanction Facility	Seattle Processing Center	<b>Ector County Detention Annex</b>	Odessa Detention Center	Marana Community Treatment Facility
Primary Source of Prisoners	*State of Texas	Immigration and Naturalization Service	<b>Ector County</b>	City of Odessa	*State of Arizona
Secondary Source of Prisoners	N/A	N/A	N/A	*State of Texas	N/A
Rated Capacity	400	150	<b>144</b>	100	450
Present Population	390	145	<b>144</b>	100	N/A
Occupancy Percentage	97.50%	96.67%	<b>100.00%</b>	100.00%	N/A
Security Level	minimum	minimum/medium	<b>medium</b>	all levels	minimum
Ownership of Facility	public	public	<b>public</b>	public	private
First Received Prisoners	Dec-93	Jul-89	<b>Jun-94</b>	Oct-93	Sep-94
ACA Accreditation?	will be sought	yes - 9/91	<b>no</b>	no	no
Facility Construction	renovation	renovation	<b>new construction</b>	take-over	new construction
Facility Expansion Planned?	no	no	<b>no</b>	no	no
* Notes	*TDCJ Board of Pardons & Paroles			*TDCJ Institutional Division <i>See Appendix A, Note 1</i>	*Arizona Department of Corrections

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## Private Adult Correctional Facility Census, United States Facilities

Management Company	Management & Training Corporation	Management & Training Corporation	Mid-Tex Detention, Inc.	Mid-Tex Detention, Inc.	Mid-Tex Detention, Inc.
<b>Facility Location</b>	Desert Center, CA	<b>Henderson County, TX</b>	Big Spring, TX	Big Spring, TX	Big Spring, TX
<b>Facility Name</b>	Eagle Mountain Return-to-Custody Facility	<b>Texas State Jail Facility, Henderson</b>	City of Big Spring Correctional Center (Interstate)	City of Big Spring Correctional Center (Airpark)	TBA
<b>Primary Source of Prisoners</b>	*State of California	<b>*State of Texas</b>	Federal Bureau of Prisons	Federal Bureau of Prisons	Federal Bureau of Prisons
<b>Secondary Source of Prisoners</b>	N/A	<b>N/A</b>	Immigration and Naturalization Service	Immigration and Naturalization Service	Immigration and Naturalization Service
<b>Rated Capacity</b>	450	<b>1,500</b>	360	376	500
<b>Present Population</b>	425	<b>N/A</b>	368	376	N/A
<b>Occupancy Percentage</b>	94.44%	<b>N/A</b>	102.22%	100.00%	N/A
<b>Security Level</b>	minimum	<b>minimum</b>	minimum/medium	minimum/medium	minimum/medium
<b>Ownership of Facility</b>	private	<b>public</b>	public	public	public
<b>First Received Prisoners</b>	Sep-88	<b>Jun-95</b>	May-89	Feb-91	Jan-95
<b>ACA Accreditation?</b>	yes - 6/93	<b>will be sought</b>	no	no	no
<b>Facility Construction</b>	renovation	<b>new construction</b>	renovation	renovation	new
<b>Facility Expansion Planned?</b>	no	<b>no</b>	no	no	no
<b>* Notes</b>	*Parole Division	<b>*TDCJ Institutional Division See Appendix A, Note 7</b>			

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## Private Adult Correctional Facility Census, United States Facilities

Management Company	<i>North American Corrections</i>	U.S. Corrections Corporation	U.S. Corrections Corporation	U.S. Corrections Corporation	U.S. Corrections Corporation
Facility Location	<i>Spur, TX</i>	Gretna, FL	Beattyville, KY	Louisville, KY	St. Marys, KY
Facility Name	<i>Dickens Detention Center</i>	Gadsden County Correctional Facility	Lee Adjustment Center	River City Correctional Center	Marion Adjustment Center
Primary Source of Prisoners	<i>*State of Texas</i>	*State of Florida	*Commonwealth of Kentucky	Jefferson County	*Commonwealth of Kentucky
Secondary Source of Prisoners	<i>N/A</i>	N/A	N/A	N/A	N/A
Rated Capacity	<i>489</i>	768	500	350	500
Present Population	<i>489</i>	N/A	450	325	450
Occupancy Percentage	<i>100.00%</i>	N/A	90.00%	92.86%	90.00%
Security Level	<i>maximum</i>	minimum/medium	minimum	minimum	minimum
Ownership of Facility	<i>private</i>	public	private	private	private
First Received Prisoners	<i>Jul-91</i>	Feb-95	Aug-90	Jan-90	Jan-86
ACA Accreditation?	<i>no</i>	will be sought	yes - 1/94	no	yes - 8/92
Facility Construction	<i>new construction</i>	new construction	new construction	renovation	new construction
Facility Expansion Planned?	<i>yes, 144 beds</i>	no	no	no	no
* Notes	<i>*TDCJ Institutional Division See Appendix A, Note 1</i>	*Florida Department of Corrections	*Kentucky Department of Corrections		*Kentucky Department of Corrections

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## Private Adult Correctional Facility Census, United States Facilities

<b>Management Company</b>	<b>U.S. Corrections Corporation</b>	<b>U.S. Corrections Corporation</b>	<b>The Villa at Greeley, Inc.</b>	<b>Wackenhut Corrections Corporation</b>	<b>Wackenhut Corrections Corporation</b>
<b>Facility Location</b>	Wheelwright, KY	Diboll, TX	Del Camino, CO	McFarland, CA	San Diego, CA
<b>Facility Name</b>	Otter Creek Correctional Center	TBA	TBA	McFarland Return-to-Custody Facility	San Diego City Jail
<b>Primary Source of Prisoners</b>	*Commonwealth of Kentucky	*State of Texas	*State of Colorado	*State of California	City of San Diego
<b>Secondary Source of Prisoners</b>	N/A	N/A	N/A	N/A	N/A
<b>Rated Capacity</b>	300	500	400	224	200
<b>Present Population</b>	240	N/A	N/A	215	88
<b>Occupancy Percentage</b>	80.00%	N/A	N/A	95.98%	44.00%
<b>Security Level</b>	minimum	minimum/medium	minimum	minimum	minimum
<b>Ownership of Facility</b>	private	public	private	private	public
<b>First Received Prisoners</b>	Oct-93	Mar-95	May-95	Jan-89	May-92
<b>ACA Accreditation?</b>	will be sought	will be sought	will be sought	no	will be sought
<b>Facility Construction</b>	new construction	new construction	new construction	new construction	new construction
<b>Facility Expansion Planned?</b>	no	no	no	no	no
<b>* Notes</b>	*Kentucky Department of Corrections	*TDCJ Institutional Division	*Colorado Department of Corrections	*Parole Division	

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## *Private Adult Correctional Facility Census, United States Facilities*

Management Company	Wackenhut Corrections Corporation	Wackenhut Corrections Corporation	Wackenhut Corrections Corporation	Wackenhut Corrections Corporation	Wackenhut Corrections Corporation
Facility Location	Aurora, CO	Glades County, FL	Kinder, LA	Jamaica/Queens	Bridgeport, TX
Facility Name	Aurora/INS Processing Center	TBA	Allen Correctional Center	New York INS Processing Center	Bridgeport Pre-Release Center
Primary Source of Prisoners	Immigration and Naturalization Service	<b>*State of Florida</b>	<b>*State of Louisiana</b>	Immigration and Naturalization Service	<b>*State of Texas</b>
Secondary Source of Prisoners	N/A	N/A	N/A	N/A	N/A
Rated Capacity	300	750	1,282	105	520
Present Population	199	N/A	1,275	100	519
Occupancy Percentage	66.33%	N/A	99.45%	95.24%	99.81%
Security Level	minimum	medium	medium	medium	minimum
Ownership of Facility	private	public	public	private	public
First Received Prisoners	May-87	Jun-95	Dec-90	Oct-89	Aug-89
ACA Accreditation?	yes - 9/89	will be sought	yes - 1/93	no	yes - 5/91
Facility Construction	new construction	new construction	new construction	renovation	new construction
Facility Expansion Planned?	no	no	no	no	no
* Notes		<b>*Florida Correctional Privatization Commission</b>	<b>*Louisiana Department of Corrections</b>		<b>*TDCJ Institutional Division</b>

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**Private Adult Correctional Facility Census, United States Facilities**

<b>Management Company</b>	<b>Wackenhut Corrections Corporation</b>	<b>Wackenhut Corrections Corporation</b>	<b>Wackenhut Corrections Corporation</b>	<b>Wackenhut Corrections Corporation</b>	<b>Wackenhut Corrections Corporation</b>
<b>Facility Location</b>	Fort Worth, TX	<b>Jack County, TX</b>	Kyle, TX	Lockhart, TX	Lockhart, TX
<b>Facility Name</b>	North TX Intermediate Sanctions Facility	<b>TBA</b>	Kyle Pre-Release Center	Lockhart Work Program Facility	Lockhart Pre-Release Center
<b>Primary Source of Prisoners</b>	*State of Texas	<b>*State of Texas</b>	*State of Texas	City of Lockhart	*State of Texas
<b>Secondary Source of Prisoners</b>	N/A	<b>N/A</b>	N/A	*State of Texas	N/A
<b>Rated Capacity</b>	400	<b>1,000</b>	520	500	500
<b>Present Population</b>	397	<b>N/A</b>	520	499	N/A
<b>Occupancy Percentage</b>	99.25%	<b>N/A</b>	100.00%	99.80%	N/A
<b>Security Level</b>	minimum	<b>minimum</b>	minimum	minimum	minimum
<b>Ownership of Facility</b>	public	<b>public</b>	public	public	public
<b>First Received Prisoners</b>	Aug-91	<b>Jul-95</b>	Jun-89	Jan-93	Oct-94
<b>ACA Accreditation?</b>	no	<b>will be sought</b>	yes - 9/90	will be sought	will be sought
<b>Facility Construction</b>	renovation	<b>new construction</b>	new construction	new construction	new construction
<b>Facility Expansion Planned?</b>	no	<b>no</b>	possible	no	no
<b>* Notes</b>	*TDCJ Board of Pardons & Paroles	<b>*TDCJ Institutional Division See Appendix A, Note 7</b>	*TDCJ Institutional Division	*TDCJ Board of Pardons & Paroles	*TDCJ Institutional Division

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***Private Adult Correctional Facility Census, United States Facilities***

<b>Management Company</b>	<b>Wackenhut Corrections Corporation</b>	<b>Wackenhut Corrections Corporation</b>	<b>Wackenhut Corrections Corporation</b>
<b>Facility Location</b>	San Antonio, TX	<b>Travis County, TX</b>	<b>Willacy County, TX</b>
<b>Facility Name</b>	Central Texas Parole Violator Facility	<b>TBA</b>	<b>TBA</b>
<b>Primary Source of Prisoners</b>	*State of Texas	<b>*State of Texas</b>	<b>*State of Texas</b>
<b>Secondary Source of Prisoners</b>	U.S. Marshals Service	<b>N/A</b>	<b>N/A</b>
<b>Rated Capacity</b>	623	<b>1,000</b>	<b>1,000</b>
<b>Present Population</b>	611	<b>N/A</b>	<b>N/A</b>
<b>Occupancy Percentage</b>	98.07%	<b>N/A</b>	<b>N/A</b>
<b>Security Level</b>	minimum/medium	<b>minimum</b>	<b>minimum</b>
<b>Ownership of Facility</b>	public	<b>public</b>	<b>public</b>
<b>First Received Prisoners</b>	Jan-89	<b>Jul-95</b>	<b>Jul-95</b>
<b>ACA Accreditation?</b>	no	<b>will be sought</b>	<b>will be sought</b>
<b>Facility Construction</b>	take-over	<b>new construction</b>	<b>new construction</b>
<b>Facility Expansion Planned?</b>	no	<b>no</b>	<b>no</b>
<b>* Notes</b>	*TDCJ Board of Pardons & Paroles	<b>*TDCJ Institutional Division See Appendix A, Note 7</b>	<b>*TDCJ Institutional Division See Appendix A, Note 7</b>

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## Private Adult Correctional Facility Census, International Facilities

Management Company	<b>*Australasian Correctional Management Property Limited</b>	<i>*Australasian Correctional Management Property Limited</i>	<i>*Corrections Corporation of Australia</i>	Group 4 International Corrections Services
Country	Australia	<i>Australia</i>	<i>Australia</i>	England
Facility Location	New South Wales	<i>Queensland</i>	<i>Queensland</i>	Hull
Facility Name	Junee Correctional Centre	<i>Arthur Gorrie Correctional Centre</i>	<i>Borallon Correctional Centre</i>	Wolds Remand Prison
Primary Source of Prisoners	New South Wales Department of Corrective Services	<i>Queensland Department of Correctional Services</i>	<i>Queensland Department of Correction Services</i>	Home Office Remands Contract Unit
Secondary Source of Prisoners	N/A	<i>N/A</i>	<i>N/A</i>	N/A
Rated Capacity	600	<i>518</i>	<i>276</i>	300
Present Population	597	<i>400</i>	<i>244</i>	300
Occupancy Percentage	99.50%	<i>77.22%</i>	<i>88.41%</i>	100.00%
Security Level	minimum/medium	<i>minimum/medium</i>	<i>all levels</i>	medium
Ownership of Facility	private	<i>public</i>	<i>N/A</i>	public
Received Prisoners	Apr-93	<i>Jun-92</i>	<i>Jan-90</i>	Apr-92
Facility Construction	new construction	<i>new construction</i>	<i>new construction</i>	new construction
Expansion Plans?	none	<i>none</i>	<i>yes, 90 beds</i>	none
* Notes	*a subsidiary of the Wackenhut Corrections Corporation	<i>*a subsidiary of the Wackenhut Corrections Corporation</i>	<i>*a Corrections Corporation of America joint venture company</i>	

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***Private Adult Correctional Facility Census, International Facilities***

<b>Management Company</b>	<b>*Premier Prison Services, Ltd. Corporation</b>	<b>*UK Detention Services, Ltd.</b>
<b>Country</b>	England	England
<b>Facility Location</b>	Middlesex	Redditch
<b>Facility Name</b>	HM Prison Doncaster	HM Prison Blackenhurst
<b>Primary Source of Prisoners</b>	Prison Minister's Office	Prison Minister's Office
<b>Secondary Source of Prisoners</b>	N/A	N/A
<b>Rated Capacity</b>	776	649
<b>Present Population</b>	173	649
<b>Occupancy Percentage</b>	22.29%	100.00%
<b>Security Level</b>	all levels	medium
<b>Ownership of Facility</b>	public	public
<b>Received Prisoners</b>	Jun-94	Apr-93
<b>Facility Construction</b>	new construction	new construction
<b>Expansion Plans?</b>	none	none
<b>* Notes</b>	*a Wackenhut Corrections Corporation joint venture company <i>See Appendix A, Note 10</i>	*a Corrections Corporation of America joint venture company

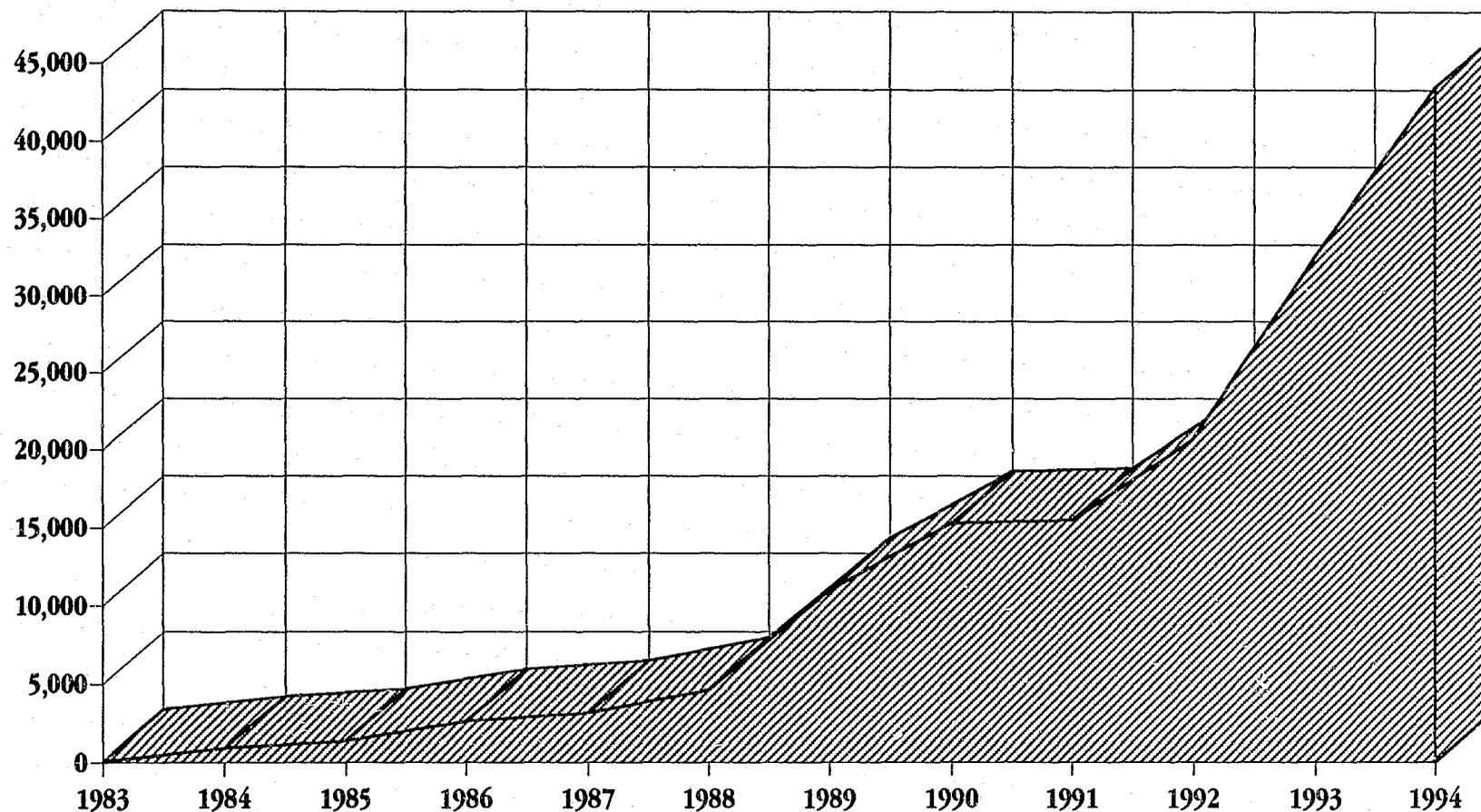
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**Table 1: American, International, and Overall Corporate Market Share Comparisons**

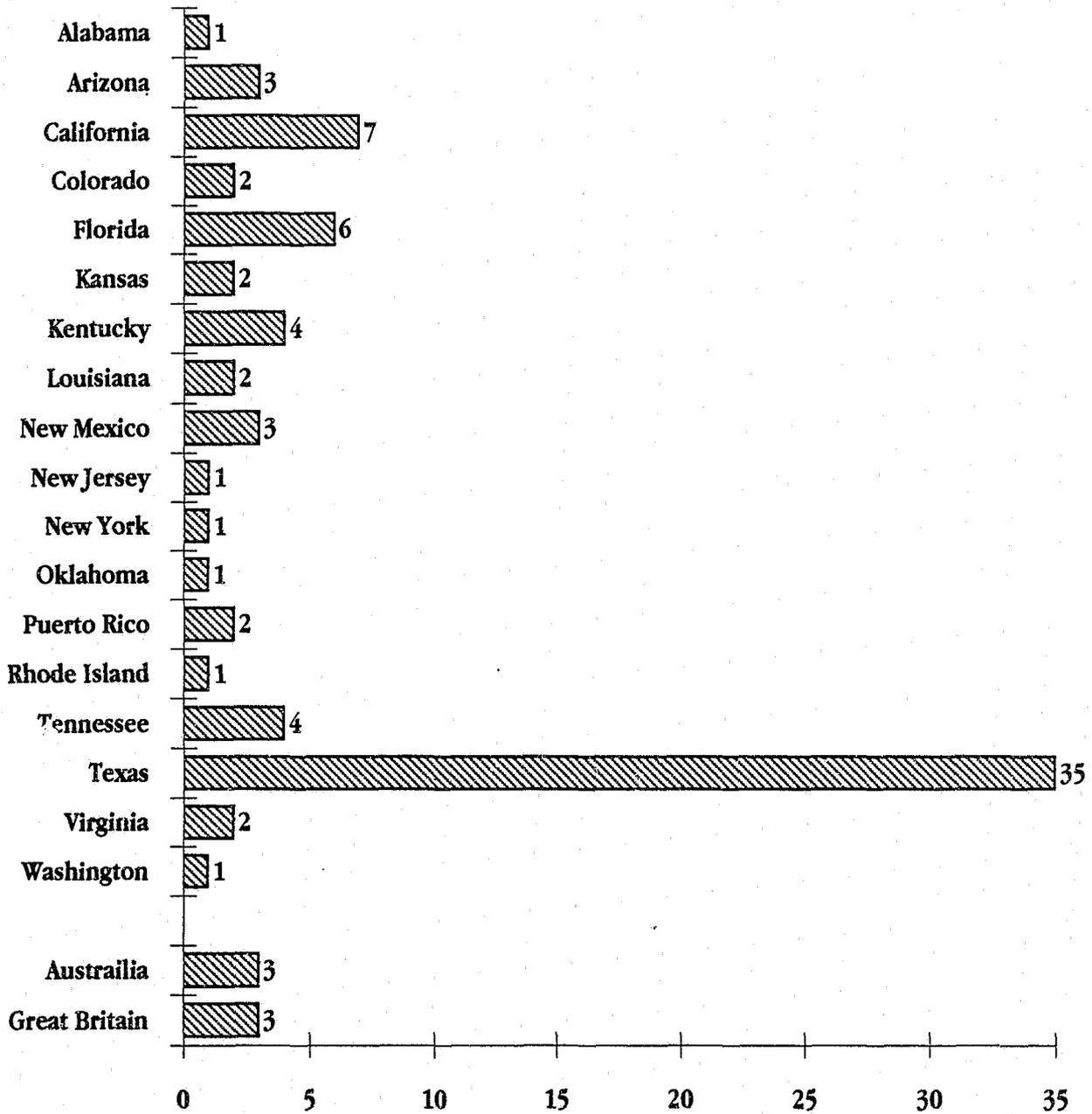
<b>Management Firm</b>	<b>Capacity of All American Facilities Under Contract*</b>	<b>Capacity of All International Facilities Under Contract*</b>	<b>American Market Share</b>	<b>International Market Share</b>	<b>Overall Market Share</b>
Alternative Programs, Inc.	240	0	0.60%	N/A	0.55%
The Bobby Ross Group	872	0	2.16%	N/A	2.00%
Capital Correctional Resources	836	0	2.07%	N/A	1.92%
Concept, Inc.	4,426	0	10.98%	N/A	10.17%
Cornell Cox, Inc.	794	0	1.97%	N/A	1.82%
Corrections Corporation of America	12,041	1,015	29.88%	31.63%	30.01%
Corrections Partners, Inc.	1,672	0	4.15%	N/A	3.84%
Corrections Services, Inc.	32	0	0.08%	N/A	0.07%
Dove Development Corporation	762	0	1.89%	N/A	1.75%
Eden Detention Center	699	0	1.73%	N/A	1.61%
Esmor Correctional Services, Inc.	1,170	0	2.90%	N/A	2.69%
Group 4 - ICS	0	300	N/A	9.35%	0.69%
The GRW Corporation	244	0	0.61%	N/A	0.56%
Management & Training Corporation	2,400	0	5.96%	N/A	5.52%
Mid-Tex Detention, Inc.	1,236	0	3.07%	N/A	2.84%
North American Corrections	633	0	1.57%	N/A	1.45%
U.S. Corrections Corporation	2,918	0	7.24%	N/A	6.71%
The Villa at Greeley, Inc.	400	0	0.99%	N/A	0.92%
Wackenhut Corrections Corporation	8,924	1,894	22.14%	59.02%	24.86%
<b>Totals</b>	<b>40,299</b>	<b>3,209</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

\*Capacity Figures Include New Facilities and Expansions of Existing Facilities.

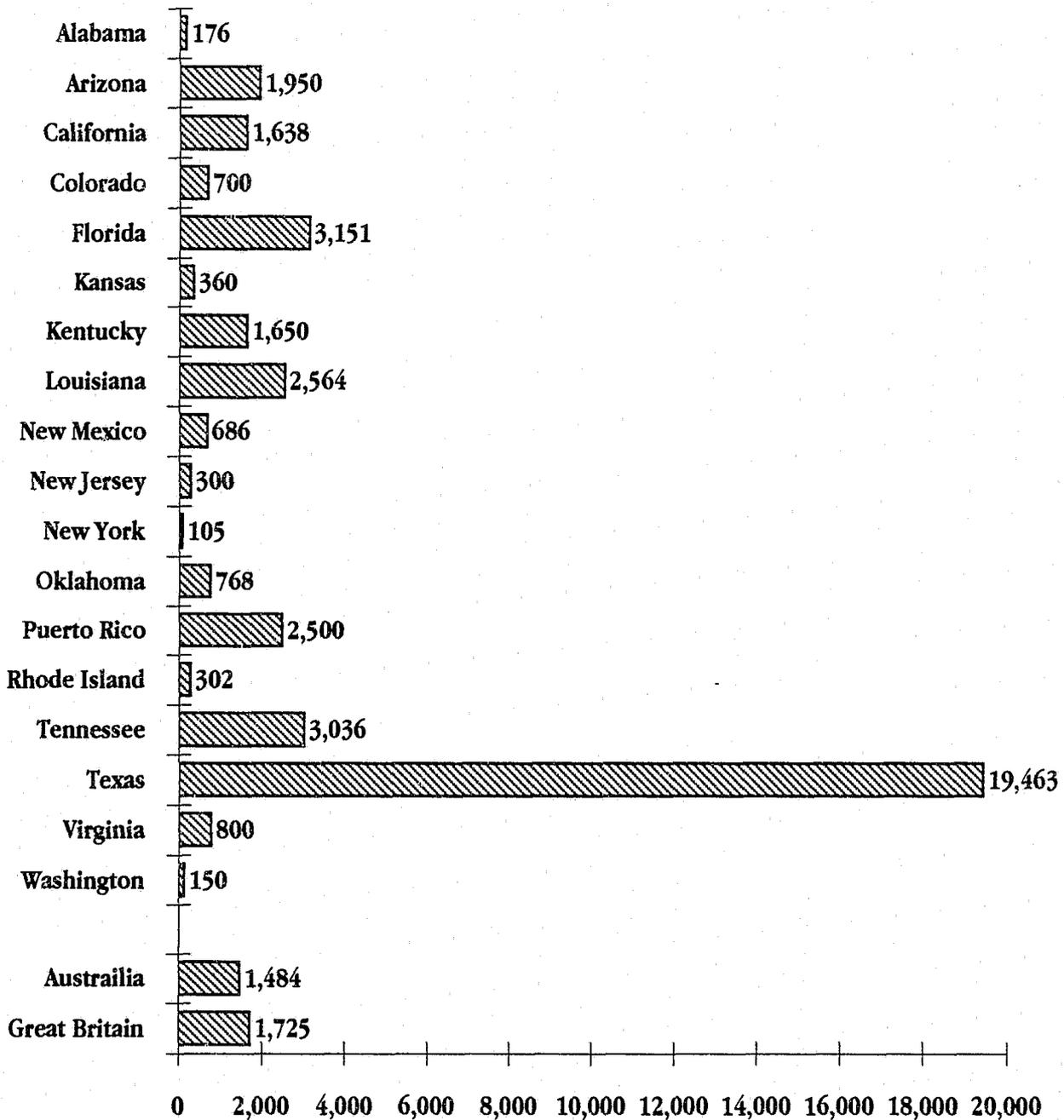
**Figure 1: Secure Private Correctional Facility Beds Under Management Trend, 1983 Thru June 30, 1994**



**Figure 2: Geographical Locations of Private Facilities (Including Facilities Under Construction)**



**Figure 3: Rated Capacities of Private Facilities by Geographical Location (Including Facilities Under Construction & Planned Expansions)**



## *Notes to Clarify Data for Individual Facilities*

### APPENDIX A

Note 1: The Institutional Division of the Texas Department of Criminal Justice (TDCJ) is now or in the immediate future will be responsible for at least four distinctively different types of correctional facilities: (1) traditional state prisons, (2) facilities for prisoners who were successfully prosecuted for offenses categorized as "state jail felonies," (3) pre-release centers operated by private firms working under contract with the TDCJ, and (4) a special set of privately-managed facilities which house sentenced offenders for whom no suitable space is available in other categories of TDCJ facilities. This note identifies facilities whose prisoner populations fall in whole or substantial part in the fourth category. These prisoners are commonly referred to as "backlog" or as "paper-ready" inmates.

Note 2: This facility was previously operated by Concept, Inc. and, before that, by Texas Detention Management, Inc. Texas Detention Management, Inc. no longer operates any secure adult correctional facilities.

Note 3: This facility was previously operated by Detention Services, Inc. Detention Services, Inc. no longer operates any secure adult correctional facilities.

Note 4: This facility was previously operated by Prisor, Inc. Prisor, Inc. no longer operates any secure adult correctional facilities.

Note 5: This facility was previously described as having a rated capacity of 1,800 prisoners. The rated capacity now indicated more accurately reflects the existing capacity of the facility. Significant renovation would on existing structures would be required prior to the facility being suitable for the housing of 1,800 prisoners.

Note 6: This facility was previously operated by Prisor, Inc.

Note 7: This note identifies facilities intended to house state jail felons. Also see Note 1.

Note 8: This note identifies facilities operated by Eclectic Communications, Inc. (ECI). As indicated in the Preface, ECI is now a wholly-owned subsidiary of Cornell Cox, Inc.

Note 9: This facility was previously operated by Detention Services, Inc.

Note 10: The low occupancy level reported for this facility is an artifact of its opening soon before the completion of the Census. An occupancy percentage substantially equal to the average reported in the summary statistical data is anticipated by August 1, 1994.

***An Overview of Relevant Information on Juvenile and Non-Secure Facility Management by Management Firms Included in the 7th Edition***

**Appendix B**

***Cornell Cox, Inc.*** Cornell Cox, Inc., via the efforts of Eclectic Communications, Inc., which is now a subsidiary of Cornell Cox, Inc., also operates a 50-bed non-secure facility in San Francisco, California under a contract with the California Department of Corrections, a 47-bed facility in Inglewood, California under a contract with the California Department of Corrections, a 40-bed facility in Los Angeles, California under a contract with the California Department of Corrections, a 50-bed facility in Oakland, California under a contract with the Federal Bureau of Prisons, a 50-bed facility in San Diego, California under a contract with the Federal Bureau of Prisons, a 66-bed facility in San Francisco, California under a contract with the Federal Bureau of Prisons, a 15-bed facility in Goleta, California under a contract with the California Department of Corrections, a 25-bed facility in Inglewood, California under a contract with the California Department of Corrections, and a 43-bed facility in El Monte, California under a contract with the Federal Bureau of Prisons.

***Corrections Corporation of America*** The Corrections Corporation of America also operates the Shelby Training Center, a 175-bed secure juvenile training school in Memphis, Tennessee, and Tall Trees, a 63-bed non-secure juvenile residential facility in Memphis, Tennessee

***Corrections Partners, Inc.*** Corrections Partners, Inc. also operates the 80-bed Davidson County Juvenile Detention Facility in Nashville, Tennessee and has begun construction of the Southwest Indiana Regional Youth Village, a 140-bed juvenile facility located in Vincennes, Indiana.

***Esmor Correctional Services, Inc.*** Esmor Correctional Services, Inc. also operates the 72-bed Brooklyn Correctional Center for Men in Brooklyn, New York under a contract with the Federal Bureau of Prisons, the 101-bed LeMarquis Correctional Center for Men in New York, New York under a contract with the Federal Bureau of Prisons, the 36-bed LeMarquis Correctional Center for Women in New York, New York under a contract with the Federal Bureau of Prisons, the 150-bed New York Community Correctional Program under a contract with the New York State Department of Corrections, and the 200-bed Fort Worth Community Corrections Facility under a contract with the Texas Board of Pardons and Paroles.

***The GRW Corporation*** The GRW Corporation also will begin operating a 400-bed secure juvenile facility in October, 1994 in Tallulah, Louisiana under a contract with the Louisiana Office of Youth Development.

***Wackenhut Corrections Corporation*** The Wackenhut Corrections Corporation will begin operating a 96-bed secure juvenile facility in Coke County, Texas on October 1, 1994 under a contract with the Texas Youth Commission.

# *Preliminary Findings Regarding Legal Authority to Contract*

## **Appendix C**

The materials presented in this appendix summarize preliminary research conducted by the Private Corrections Project regarding the existing status of law in American jurisdictions. As a general rule, the scope of contracting authority is established by expressed statutory provisions. The applicability of this general rule, however, is determined by interpretations of individual constitutions and of general statutes that define the rights and obligations of public correctional authorities.

Reasonable care was taken to assure the validity of the information provided here. All statutes were reviewed both manually and via computerized scans. An effort also was made to identify relevant Attorney General opinions. Representatives of the Attorney General in each jurisdiction were asked to confirm the accuracy of the initial research findings. Nonetheless, the results reported here should be viewed as preliminary rather than final. They certainly do not represent any effort to provide a legal opinion regarding the present status of contracting authority in any jurisdiction.

Readers are solicited to comment on these preliminary results and, where possible, to refer us to specific statutory materials or attorney general opinions they feel we should take into account in our preparation of future summaries of this area of law.

**Preliminary Research Findings Regarding Legal Authority to Contract for Secure Adult Facilities**

<b>Jurisdiction</b>	<b>Source of Local-Level Contracting Authority</b>	<b>Local-Level Contract(s) Awarded?</b>	<b>Source of State-Level Contracting Authority?</b>	<b>State-Level Contract(s) Awarded?</b>
Alabama	Statutory Interpretation	Yes	None Identified	No
Alaska	Expressed Statutory	No	Expressed Statutory	No
Arizona	Expressed Statutory	No	Expressed Statutory	Yes
Arkansas	Expressed Statutory	No	Expressed Statutory	No
California	Expressed Statutory	Yes	Expressed Statutory	Yes
Colorado	Expressed Statutory	No	Expressed Statutory	Yes
Connecticut	None Identified	No	None Identified	No
Delaware	N/A	N/A	No	No
District of Columbia	Statutory Interpretation	Yes	N/A	N/A
Florida	Expressed Statutory	Yes	Expressed Statutory	Yes
Georgia	None Identified	No	None Identified	No
Hawaii	N/A	No	None Identified	No
Idaho	None Identified	No	None Identified	No
Illinois	Statutory Prohibition	No	Statutory Prohibition	No
Indiana	Expressed Statutory	No	Expressed Statutory	No
Iowa	Statutory Interpretation	No	Statutory Interpretation	No
Kansas	None Identified	Yes	None Identified	No
Louisiana	Expressed Statutory	Yes	Expressed Statutory	Yes
Kentucky	Expressed Statutory	Yes	Expressed Statutory	Yes
Maine	Negative Attorney General Opinion	No	None Identified	No
Maryland	Statutory Interpretation	No	Statutory Interpretation	No
Massachusetts	None Identified	No	None Identified	No
Michigan	Negative Attorney General Opinion	No	None Identified	No
Minnesota	Expressed Statutory	No	Statutory Interpretation	No
Mississippi	Expressed Statutory	No	Expressed Statutory	No
Missouri	Negative Attorney General Opinion	No	Negative Attorney General Opinion	No

***Preliminary Research Findings Regarding Legal Authority to Contract for Secure Adult Facilities***

Montana	Expressed Statutory	No	Expressed Statutory	No
Nebraska	Expressed Statutory	No	Expressed Statutory	No
Nevada	Expressed Statutory	No	None Identified	No
New Hampshire	Expressed Statutory	No	None Identified	No
New Jersey	None Identified	No	None Identified	No
New Mexico	Expressed Statutory	Yes	Expressed Statutory	Yes
New York	None Identified	No	Statutory Prohibition	No
North Carolina	None Identified	No	None Identified	Yes, for out-of-state facilities
North Dakota	Expressed Statutory	No	Expressed Statutory	No
Ohio	Negative Attorney General Opinion	No	None Identified	No
Oklahoma	Expressed Statutory	No	Expressed Statutory	No
Oregon	None Identified	No	None Identified	No
Pennsylvania	None Identified	No	None Identified	No
Puerto Rico	None Identified	No	Expressed Statutory	Yes
Rhode Island	None Identified	No	None Identified	No
South Carolina	Statutory Interpretation	No	None Identified	No
South Dakota	None Identified	No	Expressed Statutory	No
Tennessee	Expressed Statutory	Yes	Expressed Statutory	Yes
Texas	Expressed Statutory	Yes	Expressed Statutory	Yes
Utah	Expressed Statutory	No	Expressed Statutory	Award Pending
Vermont	None Identified	No	None Identified	No
Virginia	Negative Attorney General Opinion	No	Expressed Statutory	Yes
Washington	None Identified	No	None Identified	No
West Virginia	Expressed Statutory	No	Expressed Statutory	No
Wisconsin	None Identified	No	None Identified	No
Wyoming	Expressed Statutory	No	Expressed Statutory	No

## **Management Firm Addresses**

### **Alternative Programs, Inc.**

Wendy Jones  
425 Golden State Avenue  
Bakersville, CA 93301  
(805) 326-0411

### **The Bobby Ross Group**

Bobby Ross  
1021 Ranch Road 620 South, Suite D  
Austin, TX 78734  
(512) 263-9480

### **Capital Correctional Resources, Inc.**

Mr. Mike Brewer  
P.O. Box 10681  
Jackson, MS 39209  
(601) 922-4333

### **Concept, Inc.**

Bill Sandbach  
325 West Main Street, Suite 1802  
Louisville, KY 40202  
(502) 585-5023

### **Cornell Cox, Inc.**

Norm Cox  
8023 Vantage Drive, Suite 970  
San Antonio, TX 78230  
(210) 525-8201

### **Correctional Partners, Inc.**

Michael Shmerling  
Loews Vanderbilt Plaza  
2100 West End Avenue, Suite 725  
Nashville, TN 37203  
(615) 320-9800

### **Corrections Corporation of America**

John D. Rees  
102 Woodmont Blvd.  
Nashville, TN 37205  
(615) 292-3100

### **Corrections Services, Inc.**

Bud Grossman  
85 Argonaut, Suite 120  
Alliso Viejo, CA 92656  
(714) 472-5852

### **Dove Development Corporation**

Ron Greiner  
502 South Cedar Street  
Pearsall, TX 78061  
(210) 334-3320

### **Eden Detention Center, Inc.**

Don Zimmerman  
P.O. Box F, Highway East  
Eden, TX 76837  
(915) 869-2704

### **Esmor Correctional Services, Inc.**

Dick Staley  
275 Broadhollow Road  
Melville, New York  
(516) 694-7161

### **Group 4 International Correctional Services**

Halle H. Williams  
1225 "I" Street, N.W., Suite 500  
Washington, D.C. 20005  
(202) 789-2798

**GRW Corporation**

Gil R. Walker  
P.O. Box 1403  
Brentwood, TN 37204  
(615) 373-5703

**Management and Training Corporation.**

Ron Russell  
P.O. Box 9935  
Ogden, UT 84403  
(801) 626-2000

**Man Care, Ltd. Institutional Management Services**

Roger Kendrick  
St. James Court  
Wilderspool Causeway  
Warrington  
England  
(44) 92-524-2939

**Mid-Tex Detentions, Inc.**

Chuck Haugh  
Route 2, P.O. Box 7  
Big Spring, TX 79729  
(915) 264-0060

**North American Corrections**

Travis McPherson  
Route 1, Box 222  
Spur, TX 79370  
(806) 271-3421

**TASC, Inc.**

Sonny Emerson  
731 West Wadley, Building "M"  
Midland, TX 79705  
(915) 682-6852

**U.S. Corrections Corporation**

Robert McQueen  
2500 7th St. Rd.  
Louisville, KY 40208  
(502) 635-5444

**The Villa at Greeley**

Michael Brand  
1750 6th Avenue  
Greeley, CO 80631  
(303) 353-9512

**Wackenhut Corrections Corporation**

Jeff Spoon  
1500 San Remo Avenue  
Coral Gables, FL 33146-3009  
(305) 666-5656

**Private Facility Addresses**

**Alternative Programs, Inc.**

Mesa Verde Community Correction Facility  
Maurice Nadal  
425 Golden State Avenue  
Bakersfield, CA 93301  
(805) 326-0411

**The Bobby Ross Group**

Newton County Detention Facility  
Lester Beard  
Route 1, Box 22  
Newton, TX 75966  
(409) 379-3000

**Capital Correctional Resources**

Limestone County Detention Center  
Tony Sewell  
910 Tytus Road  
Groesbeck, TX 76642  
(817) 729-8616

**Concept, Inc.**

Bridgeport Pre-Parole Transfer Facility  
James Eddington  
P.O. Box 98  
Bridgeport, TX 76426  
(817) 683-2162

Brownfield Intermediate Sanction Facility  
George Fry  
P.O. Box 188  
Brownfield, TX 79316  
(806) 637-4032

Mineral Wells Pre-Parole Transfer Facility  
Harvey Cox  
Route 4, Building 780  
Mineral Wells, TX 76067  
(817) 325-6933

Sweetwater Pre-Parole Transfer Facility  
Jody Bralley  
Route 3, Avenger Village  
Sweetwater, TX 79556  
(915) 235-1751

Tuscaloosa Metropolitan Detention Facility  
J. B. Hopkins  
1616 26th Ave.  
Tuscaloosa, AL 35401  
(205) 349-4511

**Cornell Cox, Inc.**

Baker Community Correction Facility  
Harlan Hanson  
P.O. Box 560  
Baker, CA 92309  
(619) 733-4356

Leo Chesney Community Correction Facility  
Jacqueline Hildebrand  
P.O. Box 66  
Live Oak, CA 95953  
(916) 695-1846

Wyatt Detention Facility  
Joseph Ponte  
950 High Street  
Central Falls, RI 02863  
(401) 729-1190

**Correctional Partners, Inc.**

Great Plains Correctional Facility  
Tom Martin  
P.O. Box 1018  
Hinton, OK 73047  
(405) 542-3711

Labette County Conservation Camp  
Walter Wharton  
Oswego, KS 67356  
(316) 795-2925

***Corrections Corporation of America***

Bay County Jail  
Denny Durbin  
314 1/2 Harmon Avenue  
Panama City, FL 32401  
(904) 785-5245

Bay County Jail Annex  
Denny Durbin  
5600 Nehl Road  
Panama City, FL 32404  
(904) 785-3007

Cleveland Pre-Release Facility  
Joe Ross Driskell  
901 Fifth Street  
Cleveland, TX 77328  
(713) 592-9559

Hernando County Jail  
L.T. Brown  
16425 Spring Hill Drive  
Brooksville, FL 34609  
(904) 799-7379

Houston Processing Center  
Pam Fugazzi  
15850 Export Plaza Road  
Houston, TX 77032  
(713) 449-1481

Laredo Processing Center  
Jose Hinojosa  
RR#4, Box 125-A  
Laredo, TX 78041  
(512) 727-4118

Leavenworth Detention Center  
Butch Jordon  
100 Highway Terrace  
Leavenworth, KS 66048  
(913) 727-3246

Metro-Davidson County Detention Center  
Jimmy Turner  
P.O. Box 17427  
Nashville, TN 37217  
(615) 831-7088

New Mexico's Women's Correction Facility  
Tom Newton  
1700 East Old Highway 66  
Grants, NM 87020  
(505) 287-2941

Santa Fe Detention Center  
Joe V. Gutierrez  
4250 Airport Road  
Santa Fe, NM 87505  
(505) 473-4164

Silverdale Facilities  
Tim Baltz  
7609 Standifer Gap Road  
Chattanooga, TN 37421  
(615) 892-0921

South Central Correctional Center  
Kevin Myers  
P.O. Box 279  
Clifton, TN 38425  
(615) 676-5372

Torrance County Detention Facility  
Daniel P. Moriarty  
P.O. Box 837  
Estancia, NM 87016  
(505) 384-2711

Venus Pre-Release Center  
Sandy Estes  
P.O. Box 361  
Venus, TX 76084  
(214) 366-3334

West Tennessee Detention Facility  
Thomas C. Ruffino  
P.O. Box 487  
Mason, TN 38049  
(901) 294-3060

Winn Parrish Correction Center  
Mike Gilliam  
P.O. Box 1260  
Winnfield, LA 71483  
(318) 628-3971

***Dove Development Corporation***

Frio Detention Center  
Darrell Woods  
502 South Cedar Street  
Pearsall, TX 78061  
(210) 334-3320

Crystal City Detention Center  
Larry Young  
Highway 83 North  
Crystal City, Texas 78839  
(210) 374-9353

***Eden Detention Center, Inc.***

Eden Detention Center  
Don Zimmerman  
P.O. Box F, Highway East  
Eden, TX 76837  
(915) 869-2704

***Esmor Correctional Services, Inc.***

Seattle Processing Center  
William Paul  
815 Airport Way South  
Seattle, WA 98134  
(206) 467-6030

South Texas Intermediate Sanction Facility  
Fred Bagley  
1511 Preston Avenue  
Houston, TX 77002  
(713) 223-0601

Tarrant County Community Corrections Facility  
Ron King  
651 Justice Lane  
Mansfield, TX 76063  
(817) 473-1324

***GRW Corporation***

Odessa Detention Center  
Richard Tessaro  
203 North Grant  
Odessa, TX 79761  
(915) 332-6033

Ector County Detention Annex  
Wallace Brucker  
102 Reed Avenue  
Odessa, TX 79761  
(915) 332-2800

***Management & Training Corporation***

Eagle Mountain Return-to-Custody Facility  
Gary Bryant  
P.O. Box 96  
Desert Center, CA 92239  
(619) 392-4324

***Mid-Tex Detention, Inc.***

City of Big Spring Correctional Center (Interstate Unit)  
Fran Roberts  
Route 2, P.O. Box 7  
Big Spring, TX 79720  
(915) 263-8532

City of Big Spring Correctional Center (Airpark Unit)  
Bill Scanlon  
3700 Wright Avenue  
Big Spring, TX 79720  
(915) 263-8806

***North American Corrections***

Dickens Detention Center  
Travis McPherson  
Route 1, Box 222  
Spur, TX 79370  
(806) 271-3421

***U.S. Corrections Corporation***

Lee Adjustment Center  
Don Stewart  
P.O. Box 900  
Beattyville, KY 41311  
(606) 464-2866

Marion Adjustment Center  
P.O. Box 10  
St. Mary, KY 40063  
(502) 692-9622

Otter Creek Correctional Center  
P. O. Box 500  
Wheelwright, KY 41669-0500  
(606) 452-9700

River City Correctional Center  
Beverly Heiney  
Eighth and Market St.  
Louisville, KY 40202  
(502) 587-6506

***Wackebut Corrections Corporation***

Allen Correctional Center  
Terry L. Terrell  
Route 1, Box 83-T  
Kinder, LA 70648  
(318) 639-2942

Aurora / INS Processing Center  
Craig Dobson  
11901 East 30th Avenue  
Aurora, CO 80010  
(303) 361-6612

Bridgeport Pre-Release Center  
Don Houston  
4000 N. 10th Street  
Bridgeport, TX 76426  
(817) 683-3010

Central Texas Parole Violator Facility  
Paul Bailey  
218 South Laredo Street  
San Antonio, TX 78207  
(210) 227-5600

Lockhart Work Program Correctional Facility  
Scott Comstock  
P.O. Box 1170  
Lockhart, TX 78644-1170  
(512) 398-3480

McFarland Return-to-Custody Facility  
Larry Brinkman  
120 Taylor Road  
McFarland, Ca 93250  
(805) 792-3001

New Vision Chemical Dependency Treatment Facility  
Jackie Noles  
P.O. Box 1300  
Kyle, TX 78640  
(512) 268-0079

New York / INS Processing Center  
Arthur Cinotti  
145-55 226th Street  
Jamaica (Queens), NY 11413  
(718) 949-4209

North Texas Intermediate Sanction Facility  
Sandra Thacker  
4700 Blue Mound Road  
Fort Worth, TX 76106  
(817) 740-0180

San Diego City Jail  
Rob Roberts  
P.O. Box 12630  
San Diego, CA 92112  
(619) 661-7205

**International Facility Addresses**

***Australasian Correctional Management Property Limited / Wackebut Corrections Corporation***

Arthur Gorrie Correctional Centre  
Kevin Lewis  
P.O. Box 1300  
Darra, Queensland  
4076 Australia  
(61) 7271-9711

June Correctional Centre  
George Grigas  
Park Lane  
June, New South Wales  
2663 Australia  
(011) 616-924-3113

***CCA International/Corrections Corporation of  
America***

Borallon Correctional Centre  
Brian Dickson  
P.O. Box 782  
Ipswich, Queensland  
4305 Australia  
(67) 677-870-0133

***Group 4 ICS***

Wolds Remand Prison  
Steven Twinn  
Brough, Humberside  
United Kingdom HU152JZ  
(44) 386-858-585

***Premier Prison Services, Ltd./Wackenbut  
Corrections Corporation***

Doncaster Prison  
Kevin Rodgers  
c/o PPS, Ltd.  
Sunbury-On-Thames  
Middlesex  
United Kingdom TW167HW  
(44) 932-770-519

***UK Detention Services, Ltd./Corrections  
Corporation of America***

Blakenhurst Prison  
David Brook  
Hewell Lane  
Redditch  
Worshestershire  
United Kingdom B97Q3  
(44) 527-543-348