

ALASKA LEGISLATURE

HOUSE and SENATE FINANCE COMMITTEE FILES, 1995-1996

1424

158

Need Reviews on Probation/Parole

Probation/Parole

Discretionary Parole

Mandatory Parole

Probation up to 10 years (use to be 5 years) §

Concurrent vs Consecutive §

Example: If you get 10 years with 5 suspended you will serve 5 years in prison with 1 2/3 years good time reduction. You serve 3 1/3 years in a prison you can get a furlough at 1 2/3 years in prison and paroled at the same time.

If you violate Parole you lose your good time, and you can go back to court to lose suspended time. The institution can also take good time with a disciplinary hearing if the Parole Board doesn't.

Your probation stops while your in prison.

Your probation continues once you have been furloughed or have been released again. You have to serve Parole on good time then Probation starts after that.

Violation of Probation you can go back to jail on the suspended time and probation runs the same time or it can run after you get out serving the suspend time.

You can end up spending 10-15 years on a 5 year sentence, because of rule/regs etc.

Example: Concurrent vs Consecutive.

Court ruled - If the judge at sentencing does not rule the charges run concurrent it automatically runs consecutive opposite of what it once was (92).

So if you have 90 day Misc. charges and the order doesn't say concurrent it automatically runs consecutive causing individual to stay in Jail (time 180 days).

Cost Savings with little or no staff increase

HMCC- hook up septic line/ increase population by 100 build an infirmary at HMCC and add houses (wings) at House 5.

PCC 450 inmates

Palmer medium

Plans have two more houses within the blue prints

Palmer minimum

Build second identical facility (fence in both add 165 beds).

PCC 640 acres - add another facility - medium/close instead of at Seward.

Pt. MacKenzie - Allow building cooperative Sawmill (65 inmates to 250 inmates) increase this to be a prison farm (it can pay for itself in 3 years).

6th Ave - Female Intake (totally)

CIPT -Add 3-4 new modules including female Psy Module, and male misdemeanors

WWCC - Add beds

Bethel/Nome/Ketchikan -Add dorms make facilities more efficient by adding beds, wings, houses

MSPT -Add second building (Palmer is willing to bond this)(its in the plans) (these additions are reasonable and can be done with little or no staff increases)

A means or channel by which suggested budget cutscan be submitted without fear.

Institutions pay most of their own bills instead of sending them to be paid at Juneau's Central Office.

Division of Family and Youth Services

The law enforcement agency can only arrest juveniles not detain them

10 years ago the family courts would determine who was detained at MYC via Court Juvenile

Intake Officers

Today it's a PO II (Probation Officer II) at McLaughlin Youth Center

They use a criteria that was drawn up and revised periodically by MYC administration. It is overseen by MYC administration to insure it is followed by the letter.

The PO II's offices are at MYC

This criteria is how you get a juvenile detained or institutionalized. A lot is determined by bed space so there is no separation between courts and the jail. It would be like having the D.A.'s office controlled by the DOC at Cook Inlet Pre-Trial Facility.

MYC program 10 -15 years ago was 12 -18 months long, now it's 6 months long.

Individuals have to have a long criminal background now in order to be detained and/or they are waved into adulthood. So there is no deterrent to juveniles who commit crimes because they are released even though they are committing hard core felonies. Thus you build up long term juvenile records until they are waved to adulthood. Once they are waved to adults that juvenile record can be used against them in sentences. Very little chance they will ever get out of our system.



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Post-it [®] Fax Note	7671	Date		# of pages	3
To	REP. MULDER	From	Bill WEIMAR		
Co./Dept.		Co.	ALLVEST		
Phone #	258-5511	Phone #	274-6667		
Fax #		Fax #	274-3625		

November 14, 1995

Representative Eldon Mulder
716 West 4th, Suite 310
Anchorage, Alaska 99501-2133

Dear Representative Mulder:

I attended the second half of your privatization hearings and thought it would be useful to shed some factual light on some of the assertions that Correctional Officer Larson made at today's hearing.

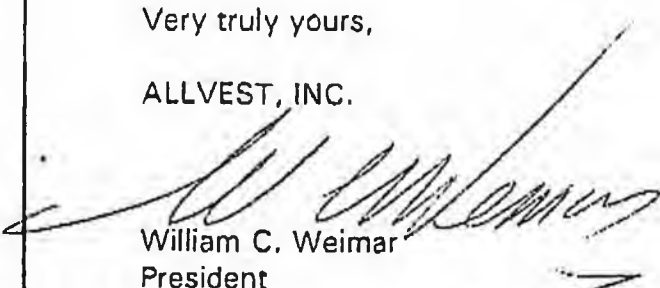
Under separate cover I am faxing you the Corrections Yearbook for 1994. It is published by the Criminal Justice Institute, Inc. It contains data about the various prison systems around the country. I am also including the 1994 "Corrections Yearbook" for jail systems.

You will note that the data supports the assertion that the Alaskan system is the most expensive system in the country both as to overall cost and food service.

There were a number of other statements that were made today that were inaccurate or uniformed. I will not make an attempt to correct the record, however, I will be happy to answer any questions that may have been raised in your mind.

Very truly yours,

ALLVEST, INC.


William C. Weimar
President

cc: Rep. Brown
Rep. James
Rep. Davis

1994

THE CORRECTIONS YEARBOOK

INSTANT ANSWERS
TO KEY QUESTIONS IN CORRECTIONS™

Adult Corrections



Published by
Criminal Justice Institute, Inc.

How much did agencies spend per inmate per day during 1993? What were food and health care costs per day?

In 1993, 52 agencies averaged spending \$52.38 per Inmate per day. An average of \$3.45 was spent on food service by 44 agencies and \$5.90 on health care by 44 agencies.

	Total	Food	Health		Total	Food	Health
AL	25.54	1.24	2.59	MT*	44.00	2.57	6.28
AK	113.21	10.81	3.78	NE	50.16	3.45	6.14
AZ ¹	43.21	3.61	5.34	NV	38.83		
AR	31.43	1.26	4.42	NH	47.40	3.10	7.03
CA ²	56.87	4.10	7.46	NJ	71.83	5.48	8.29
CC	52.87			NM ³	75.21	5.14	8.21
CT	62.97	3.98	9.26	NY	67.40	2.59	6.78
DE	61.69	2.67	5.63	NC ³	57.56		
DC	60.44	5.04	5.45	ND	50.60	3.42	3.50
FL	42.66	2.35	8.63	OH	35.02	2.41	3.73
GA ³	51.74	3.58	7.36	OK	32.35	2.46	2.65
HI	73.25	6.51	6.47	OR ⁴	50.06	4.05	5.75
ID	38.28	3.06	4.84	PA	54.56	4.41	6.40
IL ⁵	43.22	4.50	6.58	RI	94.54		
IN	43.62	3.00		SC	33.69	2.52	3.37
IA ⁶	53.82	4.02	2.96	SD ⁷	34.86	3.79	4.65
KS	57.59	4.11	7.43	TN	48.10	2.59	6.10
KY	34.39			TX	45.70		
LA ⁸	33.01	2.63	3.37	UT	54.80		11.45
ME	71.42	5.24	8.92	VT	63.85	3.43	4.96
MD	51.13	1.96	4.66	VA	44.37		
MA	63.01	2.74	6.60	WA	61.62	2.58	7.87
MI	55.21	2.35	3.73	WV	39.73	3.55	4.93
MN	73.55	4.19	7.06	WI	55.32	3.63	3.69
MS	27.57	1.36	2.52	WY	68.77	1.73	10.23
MO	25.05	1.84	3.72	FED ¹⁰	57.22	2.69	4.48

¹FY 93. ²Food is feeding service; med. incl. dental & opt. ³Food incl. food prep. (personnel), food production (farm) & equip. ⁴Food incl. food, labor & supplies. ⁵Food, med. costs for supplies only. ⁶Facilities for food only. ⁷Med. incl. mental health. ⁸FY 92-93. ⁹Total based on expanded caseload incl. 120 inmate program beds at CA State Hosp. ¹⁰On 9/30/93 (FY 93). Food/med. incl. salaries, contract facilities.

Which agencies are contracting for food and health services?

On January 1, 1994, 16 agencies contracted for food services in 40 institutions and 28 for health services in 413 institutions.

	Food Service		Health Service	
	Prisons	Inmates	Prisons	Inmates
Alabama ¹			30	16,411
Arizona	3	9,540		
Arkansas			15	8,024
Colorado ²			17	
Connecticut ³	2	1,562	21	13,324
Delaware			6	3,678
Florida ⁴	8	6,784	1	1,968

maintaining a prisoner in 1993?

Among 141 systems, the average cost per day was \$47.70.

Cost Per Day		Cost Per Day	
Mobil, AL	\$30.84	Alachua, FL	\$63.84
Maricopa, AZ	\$37.54	Brevard, FL	\$37.00
Monava, AZ	\$45.91	Citrus, FL	\$92.52
Pima, AZ	\$48.00	Collier, FL	\$41.00
Pinal, AZ	\$37.96	Hillsborough, FL	\$58.00
Yuma, AZ	\$47.21	Indian River, FL	\$45.00
Butte, CA	\$44.00	Jacksonville, FL	\$58.00
Los Angeles, CA	\$45.46	Manatee, FL	\$43.31
Merced, CA	\$28.00	Orange, FL	\$47.00
Napa, CA	\$80.09	Osceola, FL	\$45.00
Nevada, CA	\$59.00	Pinellas, FL	\$60.00
Orange, CA	\$32.24	Sarasota, FL	\$45.00
Sacramento, CA	\$58.00	Cobb, GA	\$35.00
San Bernardino, CA	\$48.40	DeKalb, GA	\$22.40
San Jose, CA	\$68.00	Floyd, GA	\$25.00
San Luis Obispo, CA	\$59.00	Glynn, GA	\$37.00
Sonoma, CA	\$84.37	Gwinnett, GA	\$45.00
Stanislaus, CA	\$80.00	Richmond, GA	\$25.21
Ventura, CA	\$52.00	Canyon, ID	\$25.80
Yolo, CA	\$84.21	Cook, IL	\$46.00
Arapahoe, CO	\$46.31	Kane, IL	\$33.10
Denver, CO	\$52.00	Lake, IL	\$47.90
El Paso, CO	\$58.34	Peoria, IL	\$55.00
Jefferson, CO	\$85.00	Rock Island, IL	\$30.00

THE CORRECTIONS YEARBOOK

INSTANT ANSWERS TO KEY QUESTIONS IN CORRECTIONS™

Jail Systems



Published by
Criminal Justice Institute, Inc.

Inmate Costs	Cost Per Day	Cost Per Day	
Sangamon, IL	\$42.50	Hamilton, OH	\$35.11
Ekhart, IN	\$35.00	Lake, OH	\$71.43
Manion, IN	\$43.50	North West Ohio	\$41.13
Tippecanoe, IN	\$35.00	Stark, OH	\$63.00
Vanderburgh, IN	\$41.00	Oklahoma, OK	\$37.50
Sedgwick, KS ¹	\$51.78	Tulsa, OK	\$35.00
Jefferson, KY	\$49.00	Marion, OR ¹	\$75.00
Lexington-Fayette, KY	\$27.34	Berks, PA ¹	\$40.00
McCracken, KY	\$28.00	Bucks, PA ¹	\$46.72
E. Baton Rouge, Pa., LA	\$27.78	Chester, PA	\$52.09
Iberia Parish, LA	\$24.00	Cumberland, PA	\$42.00
Jefferson Parish, LA	\$33.47	Dauphin, PA	\$42.50
Lafayette Parish, LA	\$23.00	Delaware, PA	\$45.00
Anne Arundel, MD	\$52.00	Erie, PA	\$40.00
Frederick, MD	\$35.00	Lancaster, PA	\$33.80
Harford, MD	\$38.80	Philadelphia, PA	\$67.23
Montgomery, MD	\$23.84	Westmoreland, PA	\$53.00
Prince George's, MD	\$53.17	York, PA ²	\$28.13
Suffolk, MA	\$117.30	Greenville, SC	\$36.04
Worcester, MA	\$70.00	Lexington, SC	\$40.00
Bay, MI	\$40.00	Spannburg, SC	\$26.98
Ingham, MI	\$34.46	Hamilton, TN	\$29.54
Washtenaw, MI	\$55.00	Shelby, TN	\$31.87
Wayne, MI	\$74.20	Bexar, TX	\$50.00
Ramsey, MN	\$80.00	Collin, TX	\$42.00
Greene, MO	\$35.00	Denton, TX	\$28.54
Jackson, MO	\$45.47	El Paso, TX	\$50.00
St. Louis City, MO	\$35.00	Hays, TX	\$42.50
St. Louis, MO	\$51.00	Montgomery, TX	\$26.50
Lancaster, NE	\$30.30	Tarrant, TX	\$41.11
Clark, NV	\$56.39	Wichita, TX	\$35.00
Washoe, NV	\$66.00	Salt Lake, UT	\$40.45
Hillsborough, NH	\$55.95	Clk.-Fred.-Win., VA	\$25.00
Ccean, NJ	\$22.38	Fairfax, VA	\$42.86
Passaic, NJ	\$27.00	Newport News, VA	\$39.00
Somerset, NJ	\$58.38	Pr. Wm.-Man., VA	\$82.00
Sernalillo, NM	\$60.19	Richmond City, VA	\$30.00
Albany, NY	\$65.68	Roanoke City, VA	\$35.75
Broome, NY	\$67.00	Virginia Beach, VA	\$52.00
Monroe, NY	\$58.25	King, WA ³	\$48.18
Niagara, NY	\$28.00	Pierce, WA	\$40.52
Oneida, NY	\$70.00	Whatcom, WA	\$37.21
Onondaga, NY	\$39.85	Yakima, WA	\$29.88
Suffolk, NY	\$123.86	Manitowoc, WI	\$43.00
Sullivan, NY	\$81.39	Racine, WI	\$55.00
Guilford, NC	\$44.50	Rock, WI	\$55.00
Mecklenburg, NC	\$37.50	Average	\$47.70

¹Approximate. ²Net cost after reimbursement from INS. ³Per diem charge.

HB

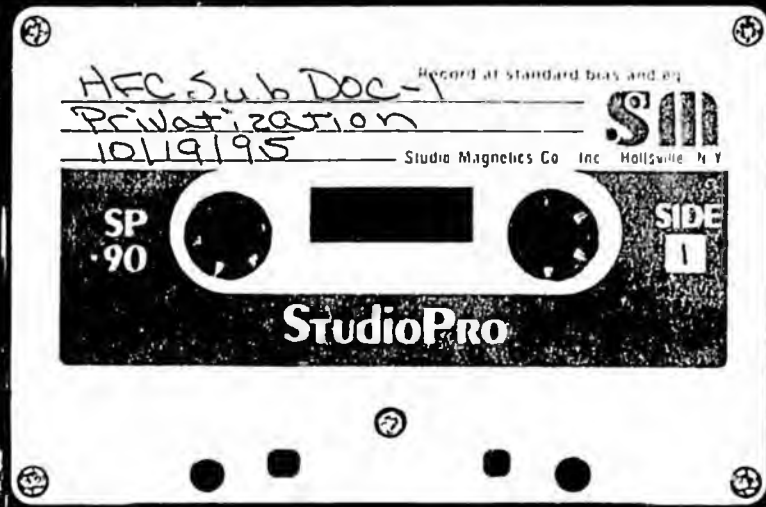
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(FILE 3)

HFIN

FILE

THE FOLLOWING TAPES WERE IN FOUND IN
THE COMMITTEE FILE BUT WERE REMOVED
AND ARE NOW KEPT WITH THE COMMITTEE
TAPES.



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Copies of minutes listed below were originally included in this file. The minutes are available on the legislative computer database. In order to save space copies of minutes have not been left in the files. are available in the original file:

Mary Pagenkopf

House Finance Subcommittee on Corrections
Interim Hearing on Privatization 10/19/95
Tape 1
Tape 2
Tape 3



ALASKA STATE LEGISLATURE
HOUSE OF REPRESENTATIVES



CHAIR,
LEGISLATIVE COUNCIL

CO-CHAIR,
HOUSE SPECIAL COMMITTEE
ON MILITARY AND
VETERANS' AFFAIRS

CO-CHAIR,
MILITARY AFFAIRS FOR
ANCHORAGE COUNCIL

REPRESENTATIVE ELDON MULDER
DISTRICT 23 MULDOON-Ft. RICHARDSON

MEMORANDUM

DATE: November 2, 1995

TO: Representative Mulder
Representative G. Davis
Representative Rokeberg

Representative Brown
Representative Navarre
Senator Green

FROM: Denny DeWitt
Phone 465-2647

RE: Information on Tennessee Audit of CCA Facility

Mr. Don Valesko, Business Manager, Public Employees Local 71 provided written testimony to the committee at the October 19 hearing. In it he offered criticism of the safety record of facilities operated by Corrections Corporation of America. He referred to a study released by the state of Tennessee. He stated,

"However, the privately run CCA facility ranked lower on safety in the Tennessee audit ..."

I enclosed the Executive Summary of the referenced report, dated February 1, 1995. Please note the bottom of page ix, where you will find the following comment from the authors,

"We do not believe there was a significant security and safety performance difference among the three facilities during the rated evaluation period."

I will be happy to copy the entire report at your request.

cc: Office of Management and Budget
Legislative Finance
Department of Corrections

**Comparative Evaluation
of
Privately-managed CCA Prison
(South Central Correctional Center)
and
State-managed Prototypical Prisons
(Northeast Correctional Center, Northwest Correctional Center)**

Executive Summary

February 1, 1995

Executive Summary

This summary answers key questions about the Comparative Evaluation purpose, process and results. The question and answer format and numbers follow the major sections of the report. This summary provides the reader with an overview of the evaluation process, results and conclusions.

1. What is the Comparative Evaluation?

In 1991, because of the State's interest in improving the quality of prison operation and to learn, if possible, from the private sector, the State decided to enact legislation allowing a private company to operate one of its prototypical medium-security facilities. The objective was to compare public and private operation at basically the same type of physical plants. This legislation required a comparison of the performance and cost of the private operation to that of the State operation. This report is the performance comparison.

2. Why was a comparative evaluation conducted?

This evaluation was conducted and a report submitted in response to the requirements of TCA 41-24-105, which directs the Select Oversight Committee on Corrections to compare the quality of services provided by a private contractor to the quality of services provided by the State at prisons which are comparable in size, population, and physical plant. This statute also mandates that the Fiscal Review Committee conduct a comparison of the costs of the State and private operations at the three prototypical prisons. The law requires that contract renewal be based on the results of these two studies.

TCA 41-24-105 (d) The contract may be renewed only if the contractor is providing at least the same quality of services as the state at a lower cost, or if the contractor is providing services superior in quality to those provided by the state at essentially the same cost.

3. How was the comparative evaluation conducted?

As a means of satisfying the statutory requirement, the Select Oversight Committee on Corrections brought together leaders of the Department of Correction and executives of Corrections Corporation of America for the purpose of agreeing upon the method to be used for comparing the performance and quality of services provided by the three prisons. Department of Correction and CCA representatives met over five times with the Oversight Committee director and consultant as all parties joined together in developing a strategy to fairly compare all three prisons given the limited resources to undertake such a difficult task. A consensus was reached on the methodology as all parties agreed upon the measures or indicators to be used, the collection methods, the means of validation, the

value and weighting of indicators, and the process for conducting the evaluation. In October of 1992, the Oversight Committee adopted a resolution confirming the methodology endorsed by all parties.

- The first step in organizing the comparative evaluation was to identify the measures or indicators to be used. The object was to identify indicators that would reveal the most relevant information about the operational performance of the facilities being compared.
- The second step was to identify the source of those measures. Where would the data and information come from and how would it be collected.
- The third step was to define how the information would be validated or verified to be true and accurate.
- The fourth step was to define the value of each indicator or what the measure was worth.
- The fifth step was to define how the actual comparison would be made.

The specific indicators to determine the nature of inmates in each facility were:

Age
Race
Custody Level or Classification
Medical Classification
Education Level

Audit

An operational audit was conducted at each of the three facilities. This audit was very similar to the annual inspection process conducted by the TDOC Office of Compliance. The purpose was to conduct an inspection of programs and operations at the three facilities.

Security and Safety Index

The security and safety evaluation considered a wide variety of factors. Some of the factors considered included:

Disciplinary Reports
The Use Of Force
Assaults
Deaths
Injuries
Escapes

Program and Activity Index

The program and activity index measured inmate assignments, and activity or idleness.

Source

The source of the indicators and measures came from existing records, reporting procedures, and inspection processes. The primary sources were:

- 1 TDOC and CCA records
- 2 TDOC and CCA weekly, monthly, quarterly, and annual reports.
- 3 The Performance Audit Inspection
- 4 The Program and Activities Records and Jobs Audit

In addition to the records and reporting processes and the audits, the SOCC staff and consultant made site observations and conducted interviews with staff and inmates.

Validation

The primary process of validating or verifying the data and information routinely reported by TDOC and CCA was the Performance Compliance Audit and the Program and Activities and Jobs Audit.

Value or Weight

The value or numerical weight given to each indicator or measure previously discussed was agreed-to by TDOC and CCA as follows:

<u>Element</u>	<u>Value</u>
Nature of Inmates	0
Professional Standards	0
Audit	60
Security and Safety Index	25
Program and Activity Index	15
Survey	0

The nature of inmates, and the professional standards, were control measures. They were given no score. The performance audit consisted of nearly 200 elements. Each element was worth one point. The total performance audit was worth sixty (60) percent of the aggregate comparison score.

The security and safety index is worth twenty five (25) percent of the total comparison score. The program and activity index is worth fifteen (15) percent of the total score

Comparison

Describing what is a "comparable, superior, or poorer-than" quality of performance for correctional services is subjective. The risks associated with giving a numerical score to the quality of correctional performance is high. There are very few outcome measures that are either easily quantified or are very meaningful in judging quality of performance. There are many variables to consider when making a judgment about the quality of correctional services. This approach was designed to be as objective, fair, and comprehensive as was practical.

During the development of this design approach, it was clear the parties were concerned about a process that concludes with a numerical score. They were concerned about being given a score that may be misunderstood or misinterpreted. Since this project did not attempt to have scientific rigor, it would be misleading and imply a sense of false precision to rely on a numerical score. On the other hand, it was essential to give some weight and value to indicators and measures used. We have tried to avoid the limits of heavy reliance on a numerical score. The audit, security and safety, and program and activities measures were given a numerical score. They are supported by interpretations and explanations.

In each area where deficiencies are noted or comments are made by the SOCC staff or consultant, an opportunity was given to TDOC or CCA to present facts or evidence to clarify any misunderstandings and correct any misrepresentations.

LIMITATIONS

The methodology described above was sufficient to conduct the comparative evaluation. However, there are limitations and factors that were beyond the control of the State or the private contractor, and the evaluation methodology, that could affect the quality of the data described and the interpretation of that data.

It is important to point out those limitation factors, so they can be given consideration when reviewing or interpreting the data and findings in this comparative evaluation report.

- The first limiting factor was that each of the three institutions opened at different times. There was nearly a 1 1/2 year difference between the opening of Northeast and Northwest Correctional Centers. The methodology attempted to account for this starting time discrepancy by picking points in time that were consistent for data collection and evaluation. However, the fact remains that one institution had more than a year's experience over the other two institutions.

- There was an initial apparent lack of clarity regarding authority and responsibility, as it related to "care, custody, and control" by the private operator. This report was not an attempt to discuss or describe contractual language or responsibilities between the State and the private operator. However, the complexities in operational practices with regard to disciplinary authority and responsibility between the State and the private operator took several months to resolve. This critical period of opening and operating a new prison usually sets the tone for the operation, for a long time. This was not a quantifiable observation, but was based on the experience of opening prisons and jails and observing the impact of an organized transition and activation process, and the first year of operation of a new prison.
- The quality of data used in any evaluation is critical. The initial plan for the methodology was to use the State's Tennessee Offender Management Information System, (TOMIS) as the primary data source. The TOMIS system was being developed as the comparative evaluation data was being collected. This resulted in an inability to obtain certain data, a change in data reporting formats, and an agreement by the State and the private contractor to use certain data collection and verification efforts. It should be noted that the State, particularly the Department of Correction's Planning and Research Division, did an excellent job in controlling, managing, and reporting on the quality and quantity of data used throughout this comparative evaluation.
- The demands placed on the Office of Compliance, Tennessee Department of Correction, were not fully anticipated. The workload and tasks associated with contract monitoring, compliance monitoring, liaison and communication responsibilities were substantial. The TDOC Office of Compliance assumed these additional responsibilities and did an excellent job in coordinating and reporting compliance issues for the comparative evaluation process.
- The corrections system must be flexible and meet the demands of a constantly changing inmate population. A limiting factor in this comparative evaluation was some of the demand for change on the system. For example, during some of the evaluation period, the Northwest Correctional Center was partly used as a reception center because of system demands.
- A primary focus of the programs and activities associated with the correctional system was inmate jobs and work assignments. The industry component at each of the three facilities that was anticipated to supply substantial jobs, did not meet expectations.

In spite of these limitations and factors that could affect the quantity and quality of data, or the interpretation of the findings, it did not have a significant affect on the comparative evaluation approach. In fact, the State and the private contractor, particularly the wardens at the three institutions, used administrative prerogatives, creativity, and good judgment in mitigating many of the limitations.

4. What were the findings of the annual audits?

The following table represents the second annual inspection of each facility by the special comparative evaluation inspection team.

Second Inspection <u>Element</u>	NECC		SCCC		NWCC	
	<u>Comp.</u>	<u>Non-C.</u>	<u>Comp.</u>	<u>Non-C.</u>	<u>Comp.</u>	<u>Non-C.</u>
Administration	87.7	12.3	97.9	2.1	97.6	2.4
Safety & Conditions	95.6	4.4	88.1	11.9	94.5	5.5
Health Services	96.7	3.3	100.0	0.0	97.8	2.2
Mental Health	96.3	3.7	100.0	0.0	100.0	0.0
Treatment	95.9	4.1	99.35	.6	95.1	4.9
Security	99.5	.5	99.5	.5	98.4	1.6
AVERAGE (**)	95.28	4.72	97.48	2.52	97.23	2.77

** Does not include Correctional Enterprises

Compare Two Insp. <u>Element</u>	NECC		SCCC		NWCC	
	<u>Comp.</u>	<u>Non-C.</u>	<u>Comp.</u>	<u>Non-C.</u>	<u>Comp.</u>	<u>Non-C.</u>
First Inspection	90.67	9.35	84.53	15.47	90.08	9.92
Second Inspection	95.28	4.72	97.48	2.52	97.23	2.77
Percent Improvement	5.08		15.32		7.94	

For evaluation purposes, the second inspection score was counted in the overall rated comparison. After each audit the ratings were reviewed with the facility. It is interesting to note the substantial improvement for all three facilities between the first and second inspections. SCCC made the biggest improvement. It is also interesting to note the very high levels of compliance and the closeness of the scores. This is all the more impressive since it was done independently by a bi-partisan team from TDOC and CCA. Also, the scores are consistent with the ACA accreditation ratings.

ACA Accreditation Ratings

Facility	Date	Score
NECC	June 7-9, 1993	98.78
-SCCC	October 4-6, 1993	99.29
NWCC	June 6-8, 1994	98.88

5. What were the findings of the Security and Safety review?

A wide range of security and safety factors were reviewed. The review included reports on serious incidents for a fifteen-month period from July 1993 through September 1994, and a review of Disciplinary Classification reports and Dispositions for different periods in 1993 and 1994.

It is very difficult to say that one facility is more or less secure or safe than another facility. There are many variables that constitute safe and secure. Nearly everyone has an opinion. Our opinions were based on observations, data, and our best professional judgment. We started with some assumptions and we referred to data from TDOC and CCA reports for most of our comments

Our first assumption was that there was full compliance with security and safety practices, and that our observations and comments would describe deficiencies in security, or safety compliance, or practices. Our second assumption was that we would refer to serious incident and disciplinary reports, because they have been accepted by the parties, and are the parties' reports.

Statement of Qualifications

Before we discuss specific security and safety issues it is important to remind the reader of the need to qualify and condition the interpretation, use, and referencing of a single number or set of numbers, or narrow specific statements in this report. We recognize the wide and varied interests in the results of this evaluation. We have attempted to present information in text and tables that are clear and concise in form and style.

However, we are very conscious that information can be taken out of context and appear to be much more than it is. Or worse, what it is not. The reporting of events described as "serious incidents" in a prison report can have unintended consequences. We urge the reader to read the full report before reaching conclusions or quoting things out of context.

One measure of security and safety is the number and type of assaults that occur in a facility. During the fifteen-month period, NWCC had significantly more assaults than either NECC or SCCC. NWCC reported 165 assaults.

NECC reported 69 and SCCC reported 80. 62 of NWCC's assaults resulted in minor injuries to staff. Assaults reported for the three facilities include serious and minor assaults involving staff, inmates and visitors.

Disturbances, or the loss or threat of a loss of control is a measure of the security and safety of a facility. NWCC reported 7 temporary losses of control and NECC and SCCC each reported 2. A review of the 7 incidents at Northwest reflect the differences in reporting as the incidents were very minor, for example; a disruptive student in a classroom, a disruptive inmate in line to receive clothes, an inmate refusing to enter his cell and being escorted.

Escapes are an obvious measure of security for a prison. During the fifteen-month period, NECC had two, NWCC had one, and SCCC had no escapes from secure supervision. SCCC had 2 attempted escapes from secure supervision.

The number of injuries to staff and prisoners is a measure of the security and safety of a facility. During the fifteen-month period, SCCC reported significantly more injuries to prisoners and staff than either NECC or NWCC, with 214 injuries reported at SCCC, 21 and 51 at NECC and NWCC respectively.

The use of force is also reviewed when looking at the security and safety of a prison. The facilities have significantly different reported incidents of the use of force. SCCC had 30 reported incidents, NECC 4 and NWCC 6.

Both the injury and use of force data is as reported on TOMIS and does not necessarily reflect a higher incidence of injury or use of force at SCCC or NWCC. Rather, the data may be indicative of the focus of the facilities in reporting and the discretionary nature of the reporting requirements.

The use of a disciplinary system, and the writing of charges and disposition of those charges is a measure of the security and safety of a prison. There was not much difference in the issuing of disciplinary tickets among facilities. SCCC appears to write more minor infractions and NWCC appears to write more serious infractions.

The disposition of disciplinary charges is also a very good measure of the security and safety of a prison. It is an indication of how the facility manages its problems, and can be an indicator of facility safety. During the fifteen-month period, NECC reported 500 dispositions to verbal reprimand, while NWCC and SCCC reported seven and 13, respectively.

Each of the institutions met the security and safety requirements of two annual inspections and an ACA audit. Their respective scores were exceptionally high, in fact, almost identical. There were differences in certain indicators. However, in reviewing the entire period, in our

judgment, there was very little difference in the performance of security and safety among the three facilities.

6. What were the findings of the Program and Activities Review?

The following table summarizes the first and second years of operation at the three facilities regarding the percent of inmates inactive or idle due to job waiting.

This category depicts inmates who are eligible for a work or program assignment but remain idle and unassigned.

<u>Compare First and Second Years</u>	<u>Job Waiting Percent</u>		
	<u>NECC</u>	<u>SCCC</u>	<u>NWCC</u>
First Year	11	19	21
Second Year	4	11	12

The tables reflect the high rate of inmates in the "job waiting" category during the first year of operation. This is a critical time when inmates should be assigned to programs and work because the facility is setting its operational tone.

The tables also reflect the substantial improvement at each facility in reducing the amount of job waiting in the second year of operation.

The primary reason the job-waiting numbers and percents were so high was because the facilities had no industry program. The facilities were constructed but the program was not operational. SCCC and NWCC have had no real industry program during the evaluation period. NECC had a small industry program during the second year of operation.

The State recognized the prisoner "job waiting" and industry problem. In 1994 the SOCC initiated efforts that led to legislation creating a new prison industry board and a renewed focus to develop work opportunities and prisoner jobs.

7. What conclusions were reached from the comparative evaluation?

There were elements within each area that was reviewed where one facility received a higher rating than another facility. However, there were also elements within each area where one facility received a lower rating. In total, the facilities all rated very high and are nearly identical in their overall performance. The closest objective numerical rating to support this conclusion was the second annual inspection reports and the ACA audit.

We do not believe there was a significant security and safety performance difference among the three facilities during the rated evaluation period.

We do believe there was a significant "job-waiting" difference among the three facilities during the evaluation period. However, as TDOC and CCA agreed during the development of the methodology, adjustments could be made to the Program and Activity Index rating based on the jobs audit and verification of program and activity assignments. It is difficult to penalize SCCC and NWCC for not assigning inmates to an industry program that was not provided. On the other hand, the State was responsible for providing the industry program at all three facilities.

It was our judgment to rate all three facilities the same for the program and activity index.

Overall Rating

The overall Comparative Evaluation rating is depicted in the following table. It includes the second Annual Audit, worth 60 %, the Security and Safety Index, worth 25 %, and the Program and Activity and Jobs Index, worth 15 %.

<u>Evaluation Rating</u>	<u>NECC</u>	<u>SCCC</u>	<u>NWCC</u>
Audit (60 %)	57.17	58.49	58.34
Security and Safety Index (25 %)	25.00	25.00	25.00
Program and Activity Index (15 %)	15.00	15.00	15.00
	97.17	98.49	98.34

In reviewing the ratings we considered the range of difference of up to 3 % among the three facilities, as essentially comparable. Therefore, our conclusion was that all three facilities were operated at essentially the same level of performance.

B. What recommendations are being made?

The following recommendations were developed from information learned and opinions formed during the evaluation process. They are intended to guide State policy makers as they look for ways to improve the correctional system. They are intended to guide State policy makers in their decision making process, if the State decides to continue this contract or contracts for correctional services in the future. We recommend the following:

- Establish an independent contract monitoring and operational compliance capability for corrections contracts where a comparative evaluation will be conducted. The potential conflict and the complexities require a separate contract monitor.
- Review State restrictions and TDOC policy to provide maximum flexibility to allow corrections operational contractors to use their business and marketplace creativity; obviously, with appropriate legal safeguards.

- Allow the private contractor the authority and opportunity to privatize the industry program at SCCC. This could take several different forms. This should not preclude a contract with the TRAIL Board.
- Review the "start-up" needs and provide TDOC with adequate resources to service the operational demands of a new private prison contract. The need for transitioning into the new facility and the prison activation process require commitment of time and resources.
- Review the needs and establish clearer lines of authority, accountability, and communication, between the State and a private contractor. Set policy and establish more formal and documented procedure.

JUNEAU EMPIRE, SUNDAY, OCTOBER 8, 1995

Tight quarters break the law



MICHAEL PENN / THE JUNEAU EMPIRE

Bret Hodges, right, along with Craig Allen, top left, and Chris Roger, all convicted felons, spend most of their time in E Dorm at the Lemon Creek Correctional Center. The dormitory holds twice as many inmates than originally built for.

Prison population grows as Alaska's fines mount

■ Friday, state prisons held 2,739 inmates, which exceeds court-ordered emergency capacity of 2,665

By JEANINE POHL

THE JUNEAU EMPIRE

The fines are more than half a million dollars and growing almost daily, but the state of Alaska says it still can't pay the court-ordered penalties in the case it lost against inmates in a prison-rights lawsuit more than a year ago.

And part of the problem that created the class-action lawsuit known as the Cleary case - overcrowded prisons - is expected to continue growing as prison populations increase in the fall and winter months, when unemployment increases and so does the crime rate.

As of Friday, the state-prison population was 2,739, which is over its court-ordered emergency capacity of 2,665.

State Corrections Commissioner Margaret Pugh said she will again ask the Legislature when it convenes in January for funds to pay more than \$650,000 in fines the state has accumulated since a court order then imposed in September 1994.

The Cleary case was first filed

in 1981; the 1994 agreement came out of a court determination that the state was in contempt of earlier orders regarding prison overcrowding.

Every day one of the state's 15 prisons is over capacity the state is fined \$300, and if the total prison population statewide exceeds capacity there is an additional \$300 daily fine.

The state's funding request was turned down during the last legislative session because Republican majority lawmakers said at the time they didn't want to use general fund money to be transferred from one state agency to another, from prisons to the courts.

"It was a paper exercise," said Rep. Brian Porter, R-Anchorage, of the state's request.

Porter is chairman of the House Judiciary Committee, which he said will look at measures to lower the prison population, including alternative sentencing and sharing the responsibility for misdemeanor or offenses with local governments.

Porter stopped short, however, of advocating for more prevention programs - a goal of the Knowles administration - saying he's not yet convinced that prevention works to keep people out of jail as well as traditional penalties and sentences.

Building more prisons is another

Please turn to Fines, Page A6

Inmates shipped to Arizona are subject of appeal

By JEANINE POHL

THE JUNEAU EMPIRE

The state of Alaska and attorneys for prison inmates continue to wrangle in court over the fate of 206 Alaska inmates doing time in a private Arizona jail.

The first contract with Central Arizona Detention Center in Florence, Ariz., ended June 30, but the state extended it through June 1996, Department of Corrections Commissioner Margaret Pugh said Friday.

When prisoners were first shipped south in January, the state called it a stop-gap measure to relieve overcrowding and slow the fines the state accumulates each day one or more of its 15 prisons exceeds its capacity.

The fines are part of a settlement of the Cleary case, a class-action lawsuit first filed in 1981 on behalf of Alaska prisoners over prison-crowding conditions and other complaints.

Lawyers for the inmates tried to stop the transfer from taking place, arguing that some inmates were moved south against their will, or were separated from fami-

Please turn to Appeal, Page A6

Fines . . .

Continued from A1

er option Porter said he would consider, but cautiously.

Pugh also said that expanding state prisons is an option, although she is working more toward less expensive alternatives to jail time and to preventing crime in the first place.

"We can't build our way out of the social problems that create criminal behavior," she said.

An attorney for the inmate plaintiffs said he expects the Legislature may be more forthcoming with funding this coming session,

because a plan will be submitted on behalf of the inmates with specific suggestions on how the fines would be spent.

Anchorage attorney Scott Taylor said when the Department of Corrections asked the Legislature for money last session to pay the fines, it was an arbitrary number, based on what the department thought the fines might be.

Taylor said Anchorage Superior Court Judge Karen Hunt asked both sides in the case last spring to estimate the fines accumulated, and how the money should be spent.

Once that's been determined,

Taylor believes Hunt will approve such a plan, which can then be submitted to the Legislature for funding.

"I have no reason to believe they won't ultimately pay this," Taylor said of legislators

However Michael Stark, assistant attorney general for Corrections at the Alaska Department of Law, said it doesn't make sense to determine how money can be spent until the Legislature appropriates it.

Taylor responded that the state's position is a chicken-and-egg argument, which will ultimately be decided by Judge Hunt.

Appeal . . .

Continued from A1

lies, and that some of the prisoners' rights and benefits as Alaskans have not been carried through in Arizona.

While inmate attorney Scott Taylor said he is asking that the transfer plan be rejected, he also realizes that it may not be practical to ask that inmates be returned to Alaska.

Some are satisfied serving time in Arizona, Taylor said Friday, but others were pulled out of Alaska while in the midst of training or

education programs that aren't being offered at the private prison.

"Some should be given the opportunity to come back," Taylor said from Anchorage. . . .

The Department of Corrections maintains that prisoners' rights haven't be compromised by the move south.

Michael Stark, assistant attorney general for the Corrections Department, said the state maintains that the Cleary settlement agreement only covers inmates in prisons owned or operated by the state.

The Corrections Department

did include many parts of the Cleary settlement agreement into its contract with the Arizona prison, Stark said.

Under state law, he said, the department may contract out with a private corporation providing "a similar degree of custody and care" to what inmates would have experienced in an Alaska prison.

Although initial appeals on behalf of inmates to the Alaska Supreme Court were rejected, hearings on the appeal were held earlier this month by Anchorage Superior Court Judge Karen Hunt.

Oral arguments in the case are scheduled for Nov. 20.

National Report

The New York Times

SATURDAY, AUGUST 19, 1995

Private Tennessee Prison Is Praised in State Studies

Officials Nationwide Are Paying Notice

By FOX BUTTERFIELD

CLIFTON, Tenn. — Except for the corporate shoulder patch on the guards' uniforms, the South Central Correctional Center could be mistaken for any other modern prison, a campus of squat concrete structures surrounded by a double chain-link fence topped with coils of razor wire glinting under the sun.

But two recent studies by a special committee of the Tennessee Legislature have concluded that the prison here, run by the Corrections Corporation of America, is operating at a lower cost and providing better and safer services than comparable prisons administered by the State Department of Corrections.

The studies, while limited to one state, are drawing attention among prison officials nationwide because they provide the strongest evidence yet that private, for-profit prisons, after a decade of occasional blunders and persistent criticism from opponents, can work. And, while the studies show only slightly better performance by the private prisons, they come at a time when governments across the country, including New York City's, are increasingly turning to private prisons as a way to cut costs.

The number of inmates in privately managed or owned prisons is expected to leap to 65,000 by this year's end from 1,345 in 1985, with a projected annual growth of 35 percent over the next few years, said Charles W. Thomas, a criminologist and director of the Private Prisons Project at the University of Florida. Indeed, the prison business has become one of the fastest-growing industries in the nation.

On Aug. 11, aides to Mayor Rudolph W. Giuliani of New York said they had begun soliciting proposals from private companies to take over the management of some of the city's jails.



Kevin Myers, warden of the South Central Correctional Center, the private prison that studies by two Tennessee Legislature committees said was operating at a lower cost and providing better and safer services than similar prisons run by the State Corrections Department.

And the Clinton Administration has said that for the first time the Federal Bureau of Prisons would turn over to private companies four newly built minimum- and low-security prisons. Australia, Britain and New Zealand have recently copied the American private-prison lead, while Canada, France, the Netherlands and the Czech Republic are negotiating with American concerns to build private prisons.

Even a critic of such privatization, John J. DiIulio Jr., professor of poli-

tics and public affairs at Princeton University, said he was impressed with the results in Tennessee and several other private prisons. "This success comes as a surprise," he said. Because of widespread corruption and the exploitation of inmate labor when private prisons were in vogue in the 18th and 19th centuries, he said he had expected more abuses when for-profit prisons were first revived in the Reagan Administration.

"I remain against private prisons for philosophical reasons," Professor DiIulio said. "People would not be happy with private police or private executions. But I have to concede that the evidence so far is favorable."

Even some inmates who have been in the South Central prison agree it is well-run. "I should have never left," Samuel Mitchell, a 21-year-old convicted robber, said of South Central, which is tucked in an isolated green hollow just above the point where Tennessee, Alabama and Mississippi meet.

But critics and nettlesome questions remain. Professor DiIulio pointed out that the private prison companies have largely confined themselves to managing smaller, lower-security institutions and have yet to tackle any of the big maximum security prisons that require more staffing and are therefore more expensive to run. He calls this practice "creaming" and says it "leaves a cloud over the evidence."

The industry has attracted some companies with little experience and more interest in the bottom line than in administering a prison.

The Immigration and Naturalization Service recently canceled the contract of the Esmor Correctional Services Corporation after an uprising in its immigration detention center in Elizabeth, N.J. An investigation by the service found that Esmor, in cutting costs, had failed to train guards and that they abused detainees by beating them or putting them in leg irons.

J. Michael Quinlan, a former director of the Federal Bureau of Prisons and now director of strategic planning for Corrections Corporation of America, said some government agencies needed to be more watchful. Some agencies, Mr. Quinlan said, look to private prisons simply as a way "to do something on the cheap."

Prison costs are the fastest growing budgetary item for many government agencies, as the number of inmates held by Federal, state and local governments has tripled over the past two decades, to 1.5 million.

"They are just warehousing," Mr. Quinlan said, "when they should be looking at the full range of education programs, job training and recreation to keep the inmates from being idle."

Texas, for example, which has more than 30 private prisons, the most in the country, requires that private concerns guarantee a cost that is at least 10 percent below that of the State Department of Criminal Justice Services prisons. As a result, Professor Thomas of the University of Florida said, Texas pays too little to allow for good educational and jobs programs in its private prisons.



Photographs by Alan E. Weiner for The New York Times

Two Tennessee studies provide the strongest evidence yet that private, for-profit prisons can work. Phillip Phillips, 25, serving 10 years at the South Central Correctional Center at Clifton, Tenn., a private prison studied, said it was the best of the half dozen prisons he has been in.

Norval Morris, a penologist and professor of law and criminology emeritus at the University of Chicago, said: "This is simply selling a prisoner into servitude. Obviously, you can build a dungeon and throw people in it and throw food down to them very cheaply. The question is what services you provide them."

The boom in private prisons has also led to criticism from inmates' families, as convicts have been shipped to private prisons in distant states.

Bobby Ross, a former sheriff and president of the Bobby Ross Group, estimates that more than 3,000 inmates from Colorado, Missouri, North Carolina, Utah and Virginia are in private prisons outside their own state. Mr. Ross recently imported 735 inmates from Virginia to fill his company's Newton Correctional

Facility, on the Louisiana border near Beaumont, Tex.

"It's just making real efficient use of beds," Mr. Ross said. "It has its downside," he acknowledged. "Their families resent the distance. But it may be better for the inmates. They were sleeping on the floor where they were before."

So far, despite several lawsuits by these transported inmates, no court has ruled the practice illegal.

Comparing the quality of prisons, even among state-run prisons within the same state, has long been a tricky business because of the different characteristics of the prisons and their inmates. But the two recent reports by a special joint committee of the Tennessee Legislature compare the privately run South Central prison with two state prisons that were built at the same time and

have an identical design and size, with just over 1,000 inmates each. Because of this, experts say the comparative studies are the most accurate and comprehensive evaluation available.

Based on the findings, the Legislature gave the South Central prison run by the Corrections Corporation a score of 97.48, compared with scores of 97.23 and 95.28 for the two state prisons.

One report measured a long list of factors including escapes, assaults, disciplinary write-ups and the availability of medical care, jobs and education programs. During the two-year study, South Central prison had no escapes while one of the state prisons had one and the other had two. As for prisoner assaults, one of the state prisons recorded 165 on guards and other inmates and the other had 69 while South Central had 80.

A second study by the committee found that the Corrections Corporation's prison cost an average of \$35.18 per inmate per day, compared with an average of \$35.76 in the two state prisons. This means that the privately run prison saves the state about \$150,000 a year. The state renewed Corrections Corporation's contract.

Doctor R. Crants, the chairman of the Corrections Corporation of Nashville, the oldest and by the far the largest company in the business, said an open competition between the prison run by his concern and the two state institutions forced all three to find ways to reduce costs. The costs at other state prisons in Tennessee normally run more than \$40 per prisoner per day.

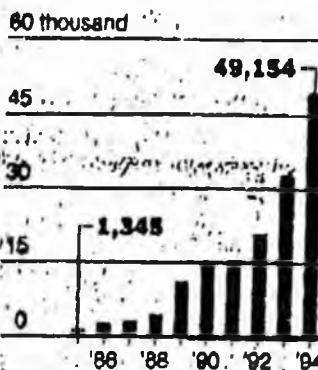
The Corrections Corporation, like other private companies, hires non-union guards, offering employees stock option programs rather than a pension plan. And some public officials point out that taxpayers may gain in the long run because private prison guards will not be on public pensions when they retire.

But Mr. Crants insists that the real secret to success for private prisons is in reducing labor costs by making prisons a better place in which to work. Up to 25 percent of

KEEPING COUNT

The Growth Of Private Prisons

Number of prison beds under private management available for occupancy or under construction



Source: Professor Charles Thomas, director of the Private Corrections Project at the University of Florida

state prison budgets go for overtime pay, he said, a result of guards' calling in sick.

"What this is all about is to make the corrections officer think he is coming to work in a nice place," Mr. Crants said. "So don't overcrowd the inmates, give them lots of programs to keep them busy and keep the walls painted and the grass green."

At South Central, Phillip Phillips, 25, serving a 10-year term for armed robbery, says the Corrections Corporation prison is the best of the half dozen where he has been spent time. "It's cleaner, you get more choice of food and the staff is more patient and willing to take time," he said as he mopped the floor.

Mr. Mitchell, the 21-year-old father, would certainly back Mr. Phillips. To be near his brother, Mr. Mitchell requested a transfer this spring to North West Correctional Center, one of the state-run prisons studied.

The food in the private prison was better, Mr. Mitchell said ruefully, with a Pepsi machine and a salad bar in the food line. The Corrections Corporation counselors were more willing to talk with him, he said, and there were more jobs available to occupy otherwise idle days.

"If you ask me," Mr. Mitchell said in an interview, "I think all penitentiaries should be privately run."



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November 1, 1995

The Honorable Eldon Mulder
Alaska State Legislature
House of Representatives
Alaska State Capitol
Juneau, AK 99801-1182

Dear Representative Mulder:

Once again, thank you for inviting me to testify last week before the Alaska's House Finance Subcommittee on Corrections. It was an honor and privilege to speak to committee members about privatization and Corrections Corporation of America. I hope that I was able to inform and further educate you and your legislative colleagues about private sector corrections.

As you know, there were some viewpoints expressed at the hearing that were opposed to privatization. Those opinions were submitted by Don Valesko, business manager for Public Employees Local 71. For the purposes of accuracy and the legislative record, I wanted to take this opportunity to address the issues that Mr. Valesko mentioned in his written material.

Since its founding in 1983, CCA has experienced its share of criticism and scrutiny. Special political interest groups, labor unions, lobbyists and long-time bureaucratic thinkers are among our most staunch critics. The fact is that the corrections industry itself has and always will be a controversial and highly regulated one.

Whenever I hear opposing or critical statements made about CCA, the first question I ask the individual is "have you ever visited a CCA facility?" Not surprisingly, the answer typically is "no." So for the record, I extend an invitation to Mr. Valesko or any other members of Public Employees Local 71 to visit a CCA facility, talk to our staff, speak with the inmates, and look at our programs and services at Florence, AZ, and at other facilities across the country. Opinions usually can be better formed based on the first-hand knowledge and observation that are gained during such a visit.

It is also CCA's experience that private sector companies often are held to higher standards than public sector operators. We have found that the general public and lawmakers are most concerned with efficient use of tax dollars by government. CCA has repeatedly been able to provide cost savings to government, which has resulted in those dollars being used for other public services, such as roads, schools, etc. In fact, many of our contracts require that certain cost criterion be met, such as operating a facility for a specified percentage (from 7 to 10%) less than it has been or would be if operated by the public sector. We consistently have been able to meet that requirement.

For each facility we operate, CCA has a detailed contract with the contracting government agency. Contractual examples include the ratio of staff to inmates, square footage per inmate, number and type of educational/vocational programs and emergency plans. The contract, which is renegotiated and renewed based on terms and provision of quality of service, also documents the per diem cost to be paid to CCA by the government agency. Each per diem varies, depending upon whether or not financing or construction was involved, classification and size of facility, type of inmates, programs and services, etc.

To ensure that we adhere to the contract, the government agency appoints a Contract Monitor. That person is responsible for making sure that we are complying with the contract. The purpose of this monitoring system is to provide greater accountability on our part to make sure that government dollars are used effectively and efficiently. We welcome that accountability.

Accountability also can be measured by independent sources. CCA takes pride in its American Correctional Association (ACA) accreditation achievements. To become ACA accredited, a facility and its management must pass a comprehensive and intensive audit that includes nearly 500 mandatory and non-mandatory standards. These standards deal with management and personnel procedures, physical layout, training programs and delivery of services. The facility must make a perfect score (100%) on the mandatory portion of the inspection and a high score on the non-mandatory part to receive accreditation. All of CCA's facilities operate according to ACA standards and those facilities that are eligible are ACA accredited. This accreditation status, in many cases, is deemed more critical to privately run institutions than others.

As I stated in my testimony, we invest in our employees, especially in training them and training them well. We follow and often exceed the training requirements of the jurisdiction in which we are doing business. In our staff orientation and training, we emphasize interpersonal communication skills, problem solving, risk management and defense tactics. All of this training is designed to promote communication, to address inmate questions and problems

when they are small issues and to prevent incidents. We are keenly aware of the responsibilities of on-line staff, and we invest in them as people, realizing that they are the most important resource we have. It would be irresponsible of us, as the industry leader, not to invest in initial and ongoing staff training.

In regard to pay and benefits of CCA employees, our compensation package is very competitive with public sector employment and the market place. If it wasn't, we would not be able to effectively retain qualified staff.

There are additional reasons that make CCA employment attractive to people interested in the corrections profession. For the purpose of retirement savings, CCA has an Employee Stock Ownership Plan (ESOP), which means that employees literally have ownership in the company. They have a vested interest in doing a quality job. Also, CCA believes in employee recognition and promotion. Entry-level corrections professionals can and do advance. Employees also can transfer to other CCA facilities to pursue career advancement. We strongly advocate promoting from within the company.

In regard to the analysis done by the state of Tennessee comparing the operations and costs of three identical state institutions, one of which is managed by CCA, the concluding point is clear. It is correct to say that the report showed that all three facilities were similar in daily operational costs. However, keep in mind that all three institutions were operating at around \$20.00 less per day than comparable state-run facilities, whose is around \$55.00. By including the private sector into the equation for the study, all three facilities dramatically reduced their daily operational costs, saving taxpayers hundreds of thousands of dollars. That is the conclusion and true outcome of the study. In addition, the state of Tennessee recently renewed its contract with CCA for the operation of South Central Correctional Center.

As I stated earlier, CCA emphasizes training that is designed to promote communication and to prevent incidents. Unfortunately, all the communication and preventive tactics in the world sometimes cannot stop determined inmates who don't want to be incarcerated for their crimes. As such, escapes and attempted escapes are a fact of the corrections field. CCA's security record is a good one. In its 13-year history, the company has the equivalent of more than 15 million days of housing prisoners and inmates, yet has experienced only a handful of escapes.

Specifically in regard to South Central, it is an accurate statement to say that we experienced some challenges when the facility opened in March, 1992. Some inmates who were sent to the facility, based upon their offense(s) and classification, should have been housed in higher level security prisons, but were

assigned (by the state) to South Central to be housed in lower level security areas. Following several inmate incidents, CCA immediately submitted and implemented an enhanced management and security plan in October, 1992. Since that time, there have been no escapes from inside the secure perimeter. The facility was accredited by ACA in January, 1994, and again, the state renewed its contract with CCA earlier this year for the operation of South Central.

At the multi-security level Hernando County Jail in Florida and the Silverdale Facilities in Tennessee, we also experienced some challenges. Those challenges were directly related to the design and construction of the facility, for which we were not responsible. Escapes did occur during the initial management assumption; however, corrective action immediately was taken. That action included CCA's investment in redesigning and building certain areas of the institutions. Hernando County Jail was accredited by the ACA in January 1992.

At Silverdale, CCA is not nor ever has been responsible for the management of road crews. Silverdale inmates are supplied to the Hamilton County Highway Department for its oversight and management of those inmates. At both Hernando County and Silverdale, CCA's contracts with both government entities have continually been renewed. We also are in the process of negotiating with Hamilton County to expand the Silverdale Facilities to accommodate the need for more county beds.

In response to Mr. Valesko's reference to privately operated facilities in Texas, there were initial differences of opinion between the private sector providers (CCA and Wackenhut) and the state regarding educational and vocational services. CCA and the Texas Department of Criminal Justice discussed action steps and plans to address those differences. There were three results to be observed. First, by July 1990, two months after the private companies were purported to be in such bad shape, the board publicly declared them to be satisfactory. Subsequently, the Office of Texas Comptroller John Sharp issued a report declaring that the state's own prison education system that was held out as exemplary, needs "swift and fundamental restructuring." Test results in 1992 reveal a 78% passing rate in academic classes and a 76% passing rate in vocational training in the Texas prisons. In addition, Comptroller Sharp stated, "Private prisons are cost effective, saving governmental entities from five to 15 percent based on cited studies...A mix of public and private prisons is healthy for competition and experimentation of new programs." Both CCA pre-release centers in Texas are accredited by the ACA. The contracts between CCA and the TDCJ for our operations have continually been renewed. In fact, to meet Texas' need for more pre-release beds, CCA expanded last year the Venus facility from 520 to 1040 beds.

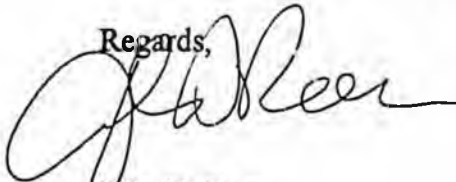
Finally, regarding our Santa Fe operations, the state of Oregon in 1990 had an immediate need for bed space. Corrections officials asked us to house on a short-term basis inmates at our Santa Fe Detention Center. With the permission of the Santa Fe county government, an agreement was reached to house Oregon inmates of appropriate classification (nonviolent) in the jail. Upon inmate arrival, it was quickly discovered through CCA's reclassification system that some of the inmates did not meet the agreed upon criteria. CCA's allegiance was first to Santa Fe County. Therefore, the process to immediately return the inmates to Oregon was initiated. Through this entire process, Santa Fe county officials were kept abreast of all transactions.

I hope this information is helpful. As I said, I wanted to state it for the record. Please understand that responding to historical allegations and incomplete information puts CCA in a defensive position. It is not my intent to be perceived that way. However, it is my intent to provide clarification of our business approach, as well as address specific incidents cited by Mr. Valesko.

We, at CCA, are very proud of our accomplishments, including our operations, security record and employees. As anyone in the corrections field knows and understands, this business is not an easy one. However, we have been successful and effective in working with numerous government entities at all levels to do what we do best -- provide quality corrections services, in partnership with government, at less cost to the taxpayer.

Thank you for your interest. Please contact me if you have further questions.

Regards,

A handwritten signature in cursive script, appearing to read "John D. Rees". The signature is written in dark ink and is positioned above the printed name.

John D. Rees

Private Adult Correctional Facility Census
Seventh Edition

prepared by

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Private Corrections Project
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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 Pricor, Inc., a firm that is no longer a component of the industry. At one time the *Census* reported that Pricor 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 Pricor—although a careful comparison of Pricor'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 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 Affiliates, 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 awards 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 sizable 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
TOTALS	43,508	84	26,445	24,677	93.31%	21	17,063
<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 & 2</i>	<i>*TDCJ Institutional Division See Appendix A, Notes 1 & 3</i>	See Appendix A, Note 4	

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 & Paroles See Appendix A, Note 5</i>	*TDJC Institutional Division	*TDCJ Board of Pardons & Paroles <i>See Appendix A, Note 6</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.	Cornell Cox, Inc.	Cornell Cox, Inc.	Cornell Cox, Inc.	Corrections Corporation of America
Facility Location	Williamson County, TX	Baker, CA	Live Oak, CA	Central Falls, RI	Florence, AZ
Facility Name	TBA	Baker Community Correction Facility	Leo Chesney Community Correction Facility	Central Falls Detention Facility	Pinal County Detention Facility
Primary Source of Prisoners	*State of Texas	*State of California	*State of California	U.S. Marshals Service	U.S. Marshals Service
Secondary Source of Prisoners	N/A	N/A	N/A	*State of North Carolina	N/A
Rated Capacity	1,000	272	230	302	500
Present Population	N/A	262	200	290	N/A
Occupancy Percentage		96.32%	90.91%	96.03%	N/A
Security Level	minimum	minimum/medium	minimum/medium	maximum	medium
Ownership of Facility	public	private	private	public	private
First Received Prisoners	Feb-95	Jan-88	May-89	Oct-93	Nov-95
ACA Accreditation?	will be sought	yes - 8/90	yes - 1/91	will be sought	will be sought
Facility Construction	new construction	renovation	new construction	new construction	new construction
Facility Expansion Planned?	no	no	no	no	no
* Notes	*TDCJ Institutional Division See Appendix A, Note 7	*Parole Division See Appendix A, Note 8	*Parole Division See Appendix A, Note 8	*North Carolina Department of Corrections	

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	*State of Florida	Hernando County	*State of Louisiana
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	750	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	medium	all levels	medium
Ownership of Facility	private	public	public	public	public
First Received Prisoners	May-86	Oct-85	Sep-95	Oct-88	Mar-90
ACA Accreditation?	yes - 8/88	yes - 8/88	will be sought	yes - 8/91	yes - 5/91
Facility Construction	new construction	take-over	new construction	take-over	new construction
Facility Expansion Planned?	yes, 48 beds	no	no	yes, 50 beds	no
* Notes			*Florida Correctional Privatization Commission		*Louisiana Department of Corrections

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

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	TBA	Metro-Davidson Co. Detention Center	South Central Correctional Center	Silverdale Facilities	West Tennessee Detention Facility
Primary Source of Prisoners	*Commonwealth of Puerto Rico	*Davidson County	*State of Tennessee	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	1,500	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	medium	medium	medium	minimum	all levels
Ownership of Facility	public	public	public	public	private
First Received Prisoners	Sep-96	Feb-92	Mar-92	Sep-84	Oct-90
ACA Accreditation?	will be sought	yes - 1/94	yes - 1/94	no	yes - 8/92
Facility Construction	new construction	new construction	new construction	take-over	new construction
Facility Expansion Planned?	no	no	no	no	no
* Notes	*Puerto Rico Administration of Corrections	*Houses state prisoners	*Tennessee Department of Corrections		

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

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

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	<i>Dove Development Corporation</i>	<i>Dove Development Corporation</i>	Eden Detention Center, Inc.	Esmor Correctional Services, Inc.	Esmor Correctional Services, Inc.
Facility Location	<i>Crystal City, TX</i>	<i>Pearsall, TX</i>	Eden, TX	Elizabeth, NJ	Tarrant Co., TX
Facility Name	<i>Crystal City Detention Center</i>	<i>Frio Detention Center</i>	Eden Detention Center	Elizabeth Processing Center	Tarrant County Community Correction Facility
Primary Source of Prisoners	<i>*State of Texas</i>	<i>*State of Texas</i>	Federal Bureau of Prisons	Immigration and Naturalization Service	Tarrant County
Secondary Source of Prisoners	<i>N/A</i>	<i>Frio County</i>	Immigration and Naturalization Service	N/A	N/A
Rated Capacity	<i>167</i>	<i>295</i>	499	300	320
Present Population	<i>321</i>	<i>312</i>	565	N/A	310
Occupancy Percentage	<i>68.74%</i>	<i>105.76%</i>	113.23%	N/A	96.88%
Security Level	<i>medium</i>	<i>minimum/medium</i>	minimum/medium	minimum/medium	minimum
Ownership of Facility	<i>private</i>	<i>public</i>	private	private	public
First Received Prisoners	<i>Jul-93</i>	<i>Dec-92</i>	Jan-89	Jul-94	Feb-92
ACA Accreditation?	<i>being considered</i>	<i>being considered</i>	no	will be sought	yes - 8/93
Facility Construction	<i>take-over</i>	<i>take-over</i>	new construction	renovation	new construction
Facility Expansion Planned?	<i>no</i>	<i>no</i>	yes, 200 beds	no	no
* Notes	<i>*TDCJ Institutional Division See Appendix A, Note 1 & 9</i>	<i>*TDCJ Institutional Division See Appendix A, Note 1</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	Esmor Correctional Services, Inc.	Esmor Correctional Services, Inc.	GRW Corporation	GRW Corporation	Management & Training Corporation
Facility Location	Houston, TX	Seattle, WA	Ector County, TX	Odessa, TX	Marana, AZ
Facility Name	State of Texas Intermediate Sanction Facility	Seattle Processing Center	Ector County Detention Annex	Odessa Detention Center	Marana Community Treatment Facility
Primary Source of Prisoners	*State of Texas	Immigration and Naturalization Service	Ector County	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	144	100	450
Present Population	390	145	144	100	N/A
Occupancy Percentage	97.50%	96.67%	100.00%	100.00%	N/A
Security Level	minimum	minimum/medium	medium	all levels	minimum
Ownership of Facility	public	public	public	public	private
First Received Prisoners	Dec-93	Jul-89	Jun-94	Oct-93	Sep-94
ACA Accreditation?	will be sought	yes - 9/91	no	no	no
Facility Construction	renovation	renovation	new construction	take-over	new construction
Facility Expansion Planned?	no	no	no	no	no
* Notes	*TDCJ Board of Pardons & Paroles			*TDCJ Institutional Division See Appendix A, Note 1	*Arizona Department of Corrections

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

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	<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

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

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, IA	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	*State of Florida	*State of Louisiana	Immigration and Naturalization Service	*State of Texas
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		*Florida Correctional Privatization Commission	*Louisiana Department of Corrections		*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

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

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

Management Company	*Australasian Correctional Management Property Limited	*Australasian Correctional Management Property Limited	*Corrections Corporation of Australia	Group 4 International Corrections Services
Country	Australia	Australia	Australia	England
Facility Location	New South Wales	Queensland	Queensland	Hull
Facility Name	Junee Correctional Centre	Arthur Gorrie Correctional Centre	Borallon Correctional Centre	Wolds Remand Prison
Primary Source of Prisoners	New South Wales Department of Corrective Services	Queensland Department of Correctional Services	Queensland Department of Correction Services	Home Office Remands Contract Unit
Secondary Source of Prisoners	N/A	N/A	N/A	N/A
Rated Capacity	600	518	276	300
Present Population	597	400	241	300
Occupancy Percentage	99.50%	77.22%	88.51%	100.00%
Security Level	minimum/medium	minimum/medium	all levels	medium
Ownership of Facility	private	public	N/A	public
Received Prisoners	Apr-93	Jun-92	Jan-90	Apr-92
Facility Construction	new construction	new construction	new construction	new construction
Expansion Plans?	none	none	yes, 90 beds	none
* Notes	*2 subsidiary of the Wackenhut Corrections Corporation	*a subsidiary of the Wackenhut Corrections Corporation	*a Corrections Corporation of America joint venture company	

*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, International Facilities

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

*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.

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

<i>Management Firm</i>	<i>Capacity of All American Facilities Under Contract*</i>	<i>Capacity of All International Facilities Under Contract*</i>	<i>American Market Share</i>	<i>International Market Share</i>	<i>Overall Market Share</i>
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%
<i>Totals</i>	40,299	3,209	100.00%	100.00%	100.00%

*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

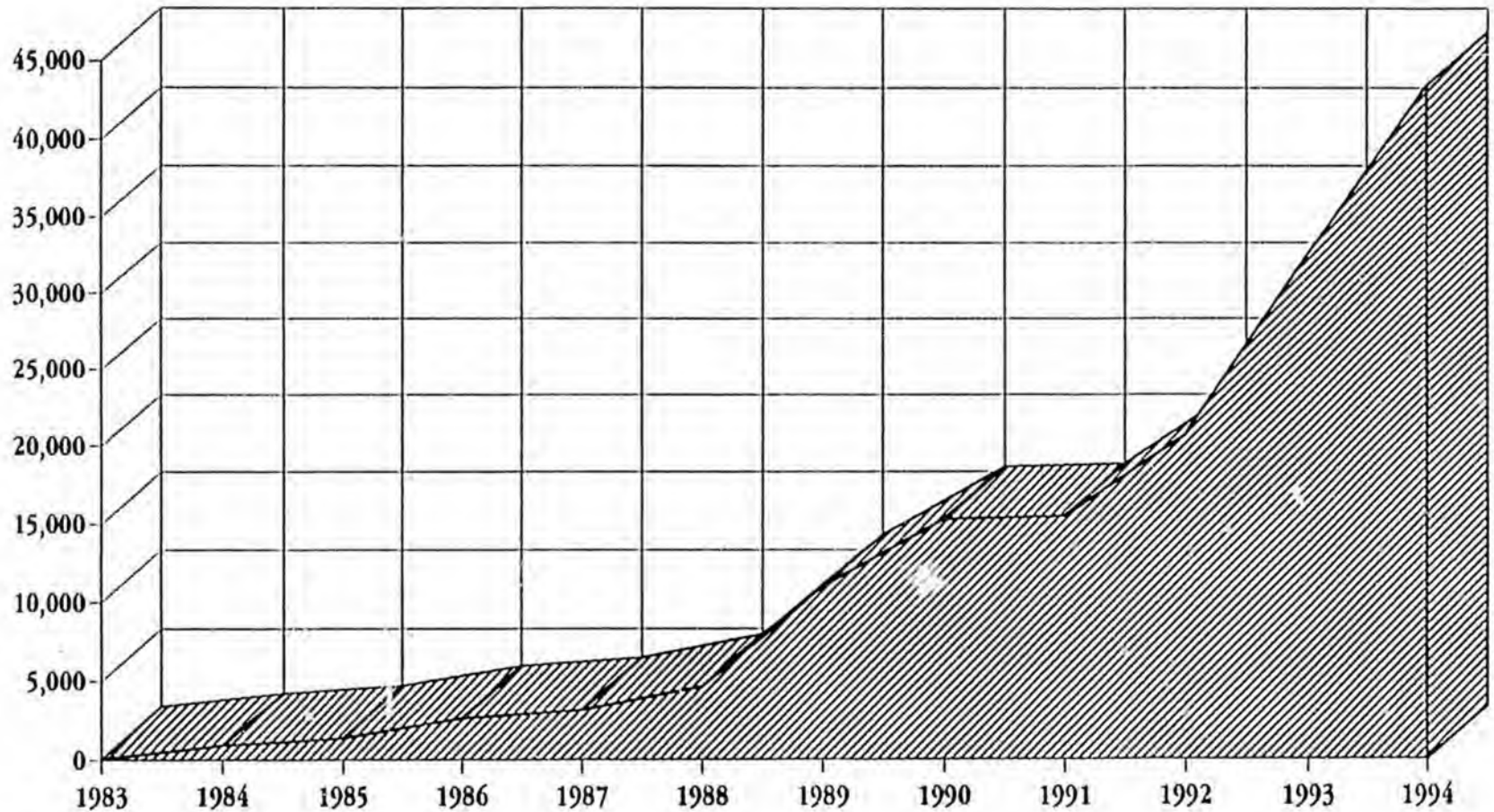


Figure 2: Geographical Locations of Private Facilities (Including Facilities Under Construction)

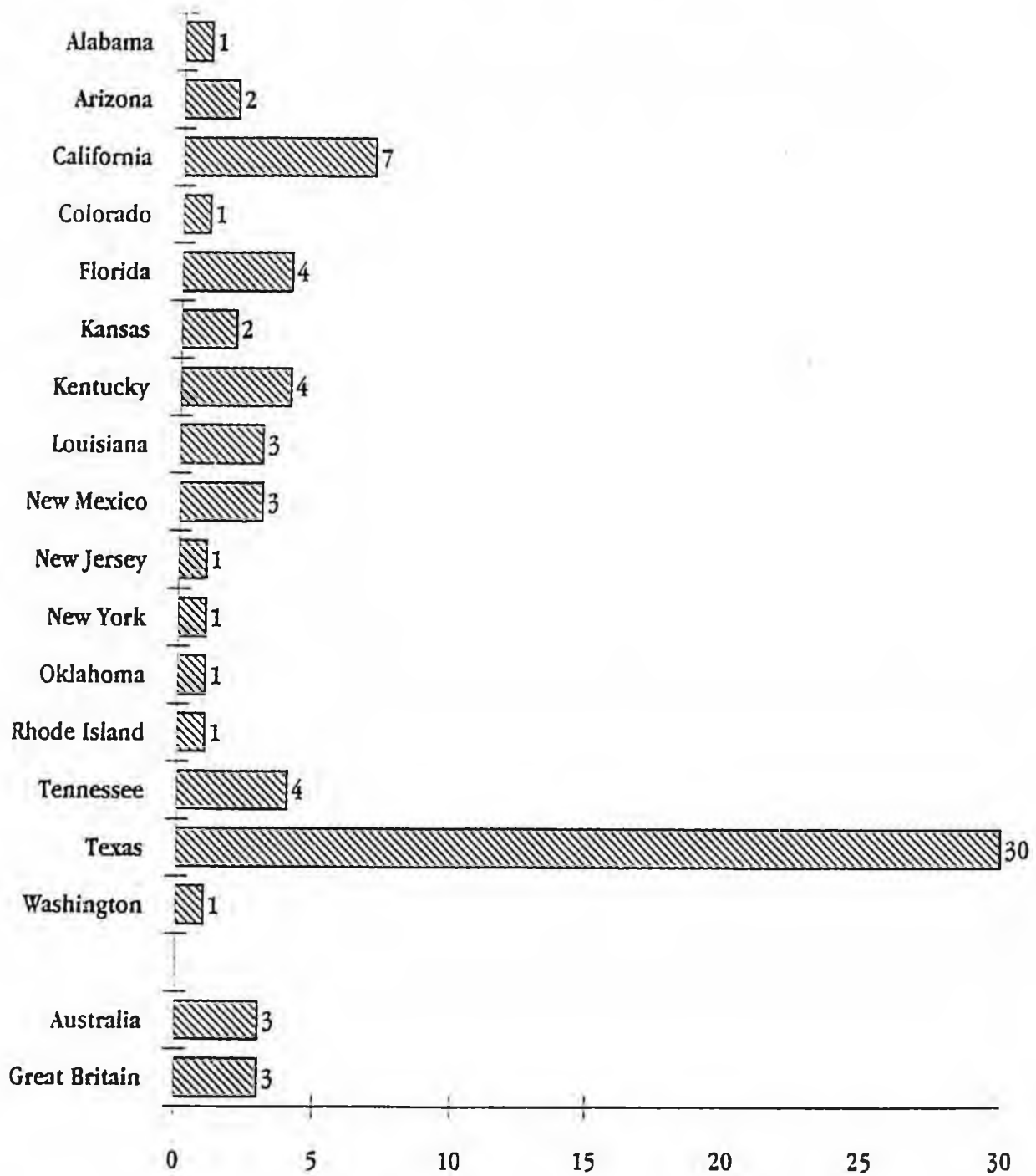
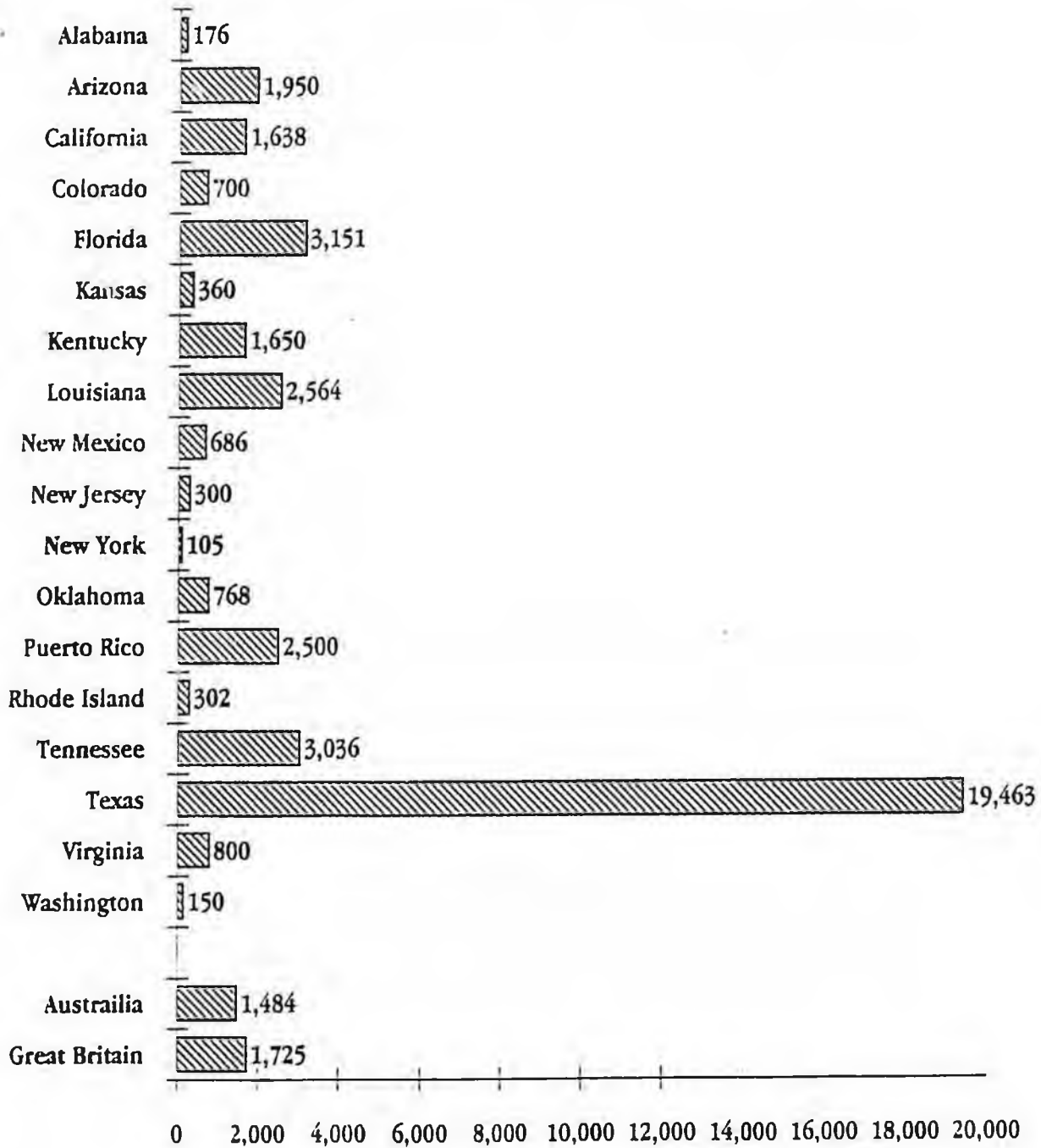


Figure 3: Rated Capacities of Private Facilities by Geographical Location (Including Facilities Under Construction & Planned Expansions)



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 Pricor, Inc. Pricor, 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 Pricor, 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

Jurisdiction	Source of Local-Level Contracting Authority	Local-Level Contract(s) Awarded?	Source of State-Level Contracting Authority?	State-Level Contract(s) Awarded?
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 Bradley
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 73839
(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 40055
(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 TW167H.7
(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

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
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(318) 639-2942

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Craig Dobson
11901 East 30th Avenue
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(303) 361-6612

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

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(210) 227-5600

Lockhart Work Program Correctional Facility
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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

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4700 Blue Mound Road
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(817) 740-0180

San Diego City Jail
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(619) 661-7205

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Limited / Wackebut Corrections Corporation***

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Darra, Queensland
4076 Australia
(61) 7271-9711

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

Business

Privatizing America's Prisons, Slowly

Despite a checkered past, the future is looking brighter for the private prison industry.

By ANTHONY RAMIREZ

NASHVILLE

ERNEST ANDERSON, his biceps straining his blue prison fatigues, cocks back his shining bald head and smiles his gap-toothed smile as he talks about crime, punishment and private enterprise.

"I am a career criminal," Mr. Anderson said. Then, the 35-year-old convict goes on to describe the last decade of his life, years filled with gun play, drug dealing and struggling, often unsuccessfully, with what he calls "my anger problem." He has spent most of those years in prison, five different ones.

Mr. Anderson's story is more or less typical of repeat offenders, and seasoned criminals like him account for the majority of the million people locked up in state and Federal prisons today—five times the number two decades ago.

A typical American prisoner perhaps. But Mr. Anderson is one of a growing number of inmates who are being guarded, fed and put through rehabilitation programs run not by government, but by private companies.

So far, less than 2 percent of inmates are in such facilities and only 13 states, including Texas and Florida, allow private prisons. But this veteran consumer of prison ser-

vices sounds satisfied. "Until this facility, with this facility's programs, I have not been given the opportunity to turn my life around," Mr. Anderson said.

His current residence, the Metro-Davidson Detention Facility in Nashville, is managed by the Corrections Corporation of America, the largest company in the business of for-profit prisons.

The private-prison industry has no shortage of critics, from public-sector unions out to protect their jobs to civil liberties advocates who warn that company-run prisons are less accountable.

Private prisons are not new; they date back to colonial times. But by the 1950's, prisoner-abuse scandals at private operations led to the public administration of prisons. The private-prison movement revived in the early 1980's, but grew slowly for years.

But while the private-prison business has critics and a checkered past, its future seems bright. True, the \$33 billion crime bill that is stalled, for now, in Congress would have accelerated the industry's growth even more with over \$10 billion for prison construction, some of which would have gone to private prisons. Still, the industry's optimism remains unshaken, and it is explained mainly by a familiar, if dreary, litany: the unchecked national problems of crime, and overcrowded state and Federal prisons. The need to control Government spending makes privately managed prisons look increasingly attractive.

A Better Image, Too

The reputation of the \$250

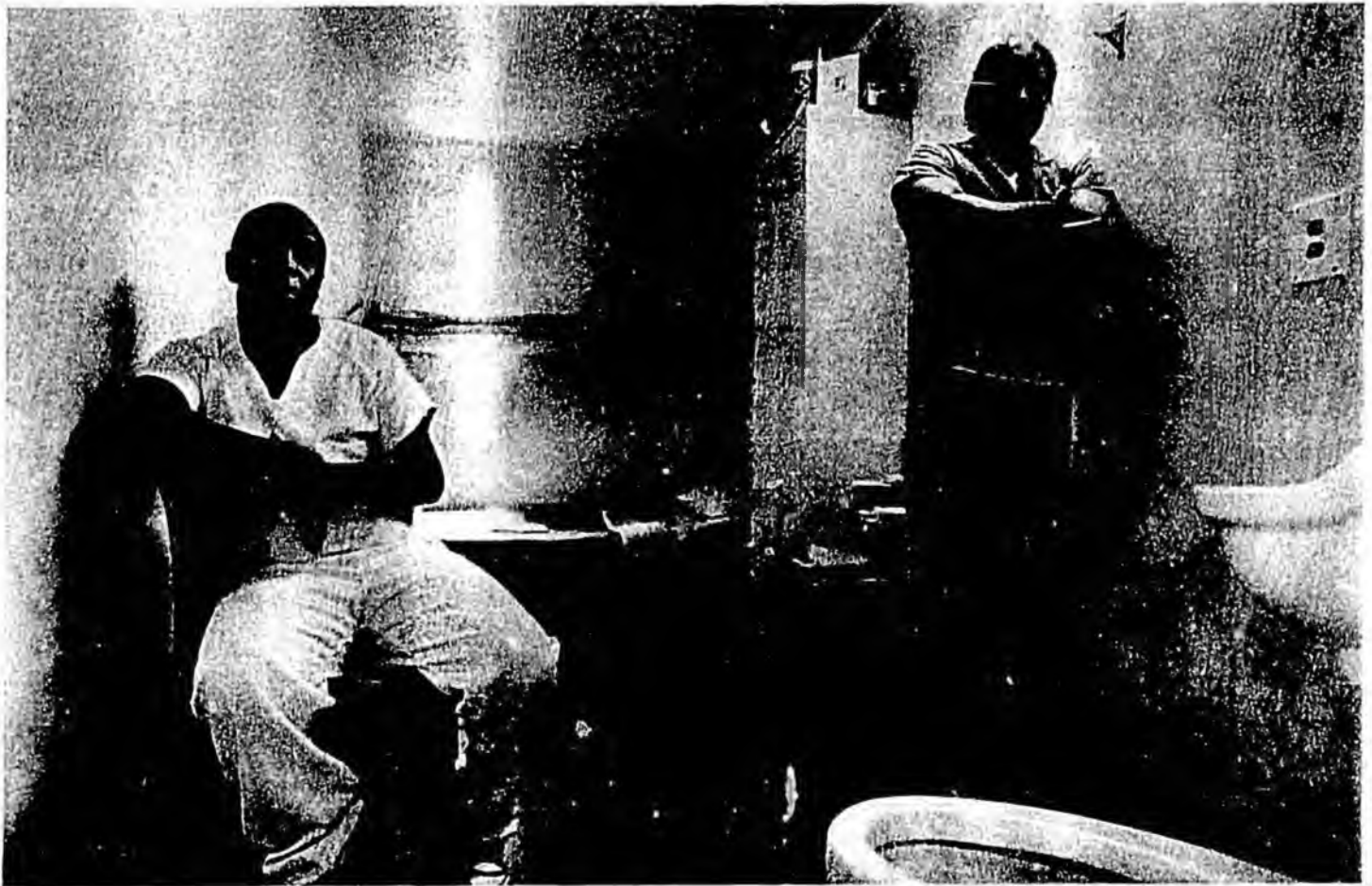


Alan S. Weiner for The New York Times

Doctor R. Crants, chairman of Corrections Corporation, in his company's Nashville prison.

million-a-year private prison business has also improved lately. The industry is still small, with nearly a score of little companies in the field. But the two largest companies, Corrections Corporation of

America and Wackenhut Corrections Corporation, which went public last month, hold more than half of the private-prison population. Policy experts say these companies manage a wide range of facilities,



Alan S. Weiner for The New York Times

Ernest Anderson, left, and Broderick Smith, who says the prison 'ain't no Holiday Inn."

and are developing innovative drug-rehabilitation, educational and job-training programs.

Leading the industry's surge is the Corrections Corporation of America, based in Nashville. Its 23 prisons under contract in seven states house about a third of the prisoners in the United States who are now held in private prisons. Last year, the company's profits rose 57 percent to \$4 million on revenues of \$100 million.

This year, Corrections Corporation's income rose 30 percent during the first half, and analysts predict further growth. Over the next two years, the company's 13,000 beds under contract should increase by 85 percent and profits should more than double, said William Oliver, an analyst at Equitable Securities in Nashville. Corrections Corporation's share price more

than doubled in the last year, closing Friday at \$15.75.

Equally impressive, the company has been able to win over some former critics with its ability to both cut costs and offer ample prison services. Policy analysts and prisoner advocates worry that private contractors like Corrections Corporation will run barebones prisons to maximize profits. After all, they reasoned, private operators are paid a per-day fee for each prisoner.

So far, however, these experts say that Corrections Corporation has surprised them and prompted them to rethink at least the Nashville company's version of prison privatization. William C. La Rowe, director of the Texas Center for Correctional Services, a prisoners' rights group, says he was once an opponent of prison privatization and of Corrections Corpora-

tion. But Mr. La Rowe, who has made unannounced visits to Texas prisons for years, likes what he has seen.

"At Corrections Corporation prisons you don't have the atmosphere of impending violence that you have in a state prison," Mr. La Rowe said. "If Corrections Corporation ran more prisons, I am sure you'd see an increase in savings and a decrease in violence."

Even prison experts who remain skeptical about privatization in general seem impressed by Corrections Corporation. "Not everybody is Corrections Corporation," said John J. DiIulio Jr., a professor at Princeton University. "I'm worried about the fly-by-night companies."

The praise is welcome indeed to Doctor R. Crants, the 49-year-old, white-haired chairman and chief executive of Corrections Corporation, who led the often difficult

struggle to build the business.

A West Point graduate, Mr. Crants founded Corrections Corporation in 1983 along with Thomas W. Beasley, an insurance executive, and T. Don Hutto, a former Virginia corrections commissioner. Mr. Beasley, the former chairman, is now a director of the firm, and Mr. Hutto is international projects manager, including prison ventures in Australia and Britain.

Its founders and financial backers wanted to bring prisons into the wider movement to "privatize" services that were once the exclusive province of government, including public schools, mass transit systems and municipal hospitals. In fact, Corrections Corporation got some of its venture capital from the Massey Burch Investment Group, which also backed HCA Hospital Corporation of America, the nation's largest for-profit op-

erator of hospitals.

But for years, Corrections Corporation seemed to falter. It underestimated the political resistance to the concept of private prisons, and time needed to create a profitable business. Overreaching, it failed in an ambitious bid to persuade the Tennessee legislature to let the company run the entire state prison system in the mid-1980's. The company went public in 1986 with high hopes, but it did not report a yearly profit until 1989. It lost money again in 1991, recovering steadily thereafter.

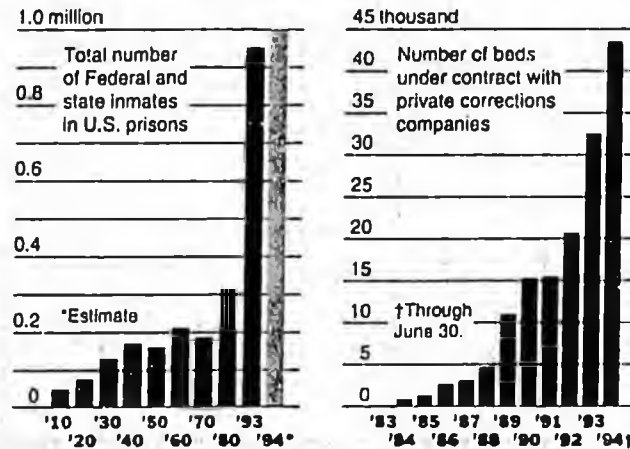
Today, however, Mr. Crants sounds confident that Corrections Corporation has fine-tuned its private-prison formula. The company's biggest customers are the United States Marshals Service, which is responsible for Federal prisoners up to their sentencing, and the prison systems of Texas, Tennessee and Louisiana. If the door to private prisons should open nationally, Mr. Crants says, his company is ready to expand.

Perhaps, but Corrections Corporation's growth and profits depend on the company being able to run prisons less expensively than states or the Federal Government. In Texas, for example, where it runs four prisons, the company's contract specifies that it manage prisons for 10 percent less than those of the state.

Corrections Corporation does own 9 of the 25 prisons it manages or is now building, but in each case the company constructed these smaller operations as a condition of its contract. In short, Corrections Corporation does not risk its money in the construction business. Its profit depends on managing its prisons so that its costs are less than the contracted "per diem" fee it receives for each prisoner. Every contract varies, but last year the company collected just

More Inmates, More Private Prisons

As the American prison population rises sharply, some states have turned to private companies to operate and manage prisons to curb costs.



Sources: Corrections Corporation of America; Charles W. Thomas/University of Florida at Gainesville

The New York Times

under \$40 a day on average for each prisoner.

How does Corrections Corporation cut costs? It pays the prevailing wage in the states where it operates, but its prisons are not unionized. The company offers its 2,300 employees a stock-option program, but it does not have a pension plan. According to union officials, pension costs can add up to 15 percent of compensation costs for public-sector prison workers.

The no-pensions approach saves some, but Corrections Corporation executives and wardens insist that the far larger gains come from changing the unhealthy environment found in so many prisons. Part of the formula is to keep potentially quarrelsome prisoners like Mr. Anderson at Metro-Davidson so busy with drug rehabilitation, recreational and educational programs that trouble will not tempt them. These prisoner programs add to costs at the outset, but company officials believe they more than pay for themselves, though the savings are hard to measure.

It is a truism that there are no perfect days in prison. Yet anything that makes prisoners

less dissatisfied reduces the tension between the inmates and prison staff, making costly disturbances less likely. That means attention to detail and quality control in basic services like food and mail delivery to inmates, and communicating regularly with prisoners.

"In this environment, little problems become big monsters real fast," said Jimmy Turner, warden of Metro-Davidson.

"In a state prison," Mr. Turner continued, "if a prisoner said, 'I'm going to tear this cell up if you don't talk to me.' Well, the attitude of the state employee was, 'Go ahead and tear it up. We'll repair that \$1,000 commode, but you're not going to threaten us to talk to you.'"

Mr. Turner paused. "I can tell you right now, as a shareholder in this company, if an inmate wants to talk to me, he can talk to me."

IN the prison environment, small changes can make a big difference. David Myers, who is now the company's president, was warden at Bay County Jail, a Panama City, Fla., operation taken over by Corrections Corporation in 1985 after a series

of disturbances. Once there, Mr. Myers found that the prisoners' breakfast consisted of a hard-boiled egg and a stale piece of bread. He ordered the fare changed the next day to scrambled eggs and bacon. The new breakfast menu helped calm the inmates, and disturbances subsided.

The real day-to-day savings from easing the inmate-staff tension in prison life come from reducing labor costs, which represent up to two-thirds of the cost of running a prison. Though salaries vary widely state by state, corrections officers are not highly paid, with a typical salary estimated at \$20,000 or less. But it is a high-stress job, with notoriously high levels of absenteeism, or "blue flu."

That adds to overtime costs, swelling the expense of running a prison. If, for example, one corrections officer calls in sick, he is still paid \$10 an hour for his day. But his absence may well mean two other officers have to fill in, working eight hours of straight time and four hours each being paid at time and a half. The salary for those three that day becomes \$360, or a 50 percent increase because one person called in sick.

Stress is hard to measure, but it also leads to costly staff turnover and can lead to prison-yard troubles.

"A better work environment means you are less likely to have tired, short-tempered, confrontational people who become violent," said Mr. Crants, the company chairman. "And I am talking about the guards."

And spending more at the outset might save money in the long run. For example, the company buys costly \$40 chairs made from hard-to-destroy plastic. In a state-run prison, wardens might be required to buy cheaper wooden chairs or benches.

Cheaper might even be more dangerous. In Texas, prisoners would shatter wooden benches into four-foot-long planks with rusty nails.

The ideal situation for Corrections Corporation is when it can help design and build a prison from scratch as it did with Metro-Davidson, an \$18 million, nearly 900-bed facility that opened in February 1992. The prison holds locally sentenced felons serving one to six years.

THE prison employs a "wheel-and-spoke design," where one or two corrections officers in an electronic command post constantly monitor prison cells circled around the post. The arrangement reduces blind spots, company officials say.

"What you want to avoid is the telephone-pole design," said Robert Britton, vice-president for operations. "That's the long, traditional cell block you see in old Jimmy Cagney movies. You can't see. It isn't secure for guards or prisoners."

To keep inmates busy and to prepare them for life after prison, Metro-Davidson has an unusually large number of educational and rehabilitation programs for an operation in which the average stay is 12 months. Inmates not only can get a high-school equivalency degree, but also attend programs that teach marketable skills like computer data processing.

An especially innovative program, called Lifeline, is a six-month drug rehabilitation and psychological counseling program designed to bring brooding loners out of their self-destructive cycle of drug addiction and anger. The program, developed by Corrections Corporation, was not a requirement of the state contract.

Yet the company says there is room for improvement — and cost savings—at state

prisons it takes over but had no hand in designing.

The Winn Correctional Center in Winn Parish, La., is an example. It is a classic Jimmy Cagney prison out in the middle of rural nowhere. When Corrections Corporation took over management of the 1,300-bed facility in 1990, it became the first privately operated medium-security prison in the United States.

Small things tell. At the commissary, where prisoners can buy personal items like candy bars, the store once opened onto a long corridor. A guard had to stand there and observe the prisoners. By caging the commissary, a guard could now roam the corridor, enhancing security.

Perhaps the biggest innovation at Winn is the continuing experimentation with programs to try to give prisoners marketable skills. Besides the usual computer and "culinary arts" classes, Corrections Corporation is starting a 60-worker garment factory using standard single- and double-needled tailoring machines to make disposable hazardous waste suits. "These are real skills," said Michael Phillips, assistant warden.

The prisoners show a qualified enthusiasm for the job training. Ricky Temple, 36, is serving a 40-year sentence at Winn for rape and forcible assault. Mr. Temple says he has already learned some things in prison, like "how to be a better burglar, a better bank robber." But, he added, "I want to have a legitimate skill when I get out."

Other inmates, however, are impressed by other advantages that they say the Corrections Corporation prison seems to offer.

"You don't have to sleep with one eye open here," said Jesse Howard, 37, who is serving a 30-year sentence for armed robbery. "You don't

have to carry two or three knives with you because the guards are always looking at everybody." ■



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