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DIRECTOR OF THE FEDERAL BUREAU OF PRISONS
BEFORE THE U.S. HOUSE OF REPRESENTATIVES

COMMITTEE ON APPROPRIATIONS
SUBCOMMITTEE ON COMMERCE, JUSTICE, SCIENCE AND RELATED AGENCIES

FEDERAL BUREAU OF PRISONS FY 2013 BUDGET REQUEST

MARCH 6, 2012

Good afternoon, Chairman Wolf, Ranking Member Fattah, and Members of the Subcommittee. It is a pleasure to appear before you today to discuss the President's Fiscal Year 2013 Budget request for the Federal Bureau of Prisons (BOP).

Although this is my first appearance before this Subcommittee as Director of the BOP, I have been with the Bureau for nearly 24 years, having started as a correctional officer and then holding many positions including Warden, Senior Deputy Assistant Director, and Assistant Director. Let me begin by thanking you, Chairman Wolf, Congressman Fattah, and other members of the Subcommittee for your strong support of the BOP. I look forward to continuing our work with you.

Our mission is to protect society by confining offenders in the controlled environments of prisons and community-based facilities that are safe, humane, cost-efficient, and appropriately secure, and that provide work and other self-improvement opportunities to assist offenders in becoming law-abiding citizens. As the Nation's largest corrections system, the Bureau is responsible for the incarceration of almost 217,000 inmates. Currently, the Bureau confines more than 176,000 inmates in 117 facilities that collectively were designed to house only 128,000 individuals. More than 18 percent of federal inmates are housed in privately operated prisons, residential reentry centers, and local jails.

Continuing increases in the inmate population pose ongoing challenges for our agency. In fiscal year 2011, the inmate population increased by 7,541 inmates, and by the end of fiscal year 2013 the Bureau expects a net increase of 11,500 inmates. System-wide, the Bureau is operating at 38 percent over rated capacity and crowding is of special concern at higher security facilities, with 53 percent crowding at high security facilities and 49 percent at medium security facilities. We believe the inmate population will continue to increase for the foreseeable future, but we continue to take a variety of steps to mitigate the effects of crowding in our facilities. The safety of our staff is always a top priority, and we use all available resources to ensure our institutions are secure.

While managing these challenges, we continue to exercise sound judgment in executing the budgets you provide. As good stewards of the public's trust, we will continue to contain costs, while maintaining a high level of service.

FY 2013 Budget Request

The President's FY 2013 Budget for the BOP is \$6.820 billion for the Salaries and Expenses (S&E) account. For the Buildings and Facilities (B&F) account, \$99.2 million is requested, and a rescission of \$75 million in prior years' new construction balances is proposed.

The BOP's highest priorities continue to be:

- Ensuring the safety of federal inmates, staff, and surrounding communities;
- Increasing on-board staffing at BOP correctional institutions;
- Adding bed space to reduce inmate crowding to help prevent violence in prisons;
- Maintaining existing institutions in an adequate state of repair;
- Maximizing the use of inmate reentry programs such as education and drug treatment in order to reduce recidivism; and
- Seeking long-term strategies to control population growth.

S&E Program Changes

The request includes \$81.4 million in program enhancements to begin the activation process for two institutions, the United States Penitentiary (USP) at Yazoo City, Mississippi and the Federal Correctional Institution (FCI) at Hazelton, West Virginia, and to acquire 1,000 private contract beds.

Also included, are \$58.0 million in offsets: \$41 million for a proposed legislative initiative, which, if passed, would allow additional Good Conduct Time credit for inmates; \$3.2 million for expanding the compassionate release program; \$2.8 million for information technology savings; and \$11.0 million for realignment of regional and administrative operations. The inmate population is projected to continue to increase for the foreseeable future. As such, the BOP continues to require increased resources to provide for safe inmate incarceration and care, and the safety of BOP staff and surrounding communities, which is why the requested funding is vital.

The Administration has proposed legislation that would provide inmates with enhanced incentives for good behavior and for participation in programming that is proven to reduce the likelihood of recidivism. The first proposal increases good conduct time credit availability by seven days per year for each year of the sentence imposed. This would result in a reduction, within a year, of approximately 4,000 federal inmates in custody, resulting in a significant savings of taxpayer dollars. This proposal could result in a significant cost avoidance of up to \$41 million. This proposal would not only slow the rate of future crowding, it would also increase the incentives for inmates to comply with institution rules. Inmates who refuse to comply with institution rules could lose some or all of the available credits, thereby prolonging their time spent in custody.

The second proposal creates a new sentence reduction credit that inmates could earn for successful participation in recidivism-reducing programs, such as Federal Prison Industries,

education, and occupational/vocational training. Participation in these programs is voluntary to inmates so we are unable to estimate the specific amount of cost avoidance that this proposal might generate. We can, however, confidently assume this proposal would reduce the future anticipated growth in the inmate population while encouraging participation in programs proven effective at reducing recidivism, and thereby improve public safety.

B&F Budget Request

For FY 2013, a total of \$99.2 million is requested for the B&F appropriation. Additionally, a rescission of \$75 million in prior years' New Construction unobligated balances is proposed. The rescission eliminates \$64.7 million from the planned "Acquire Existing Institution for Higher Security FCI" project and reduces four partially funded projects planned for Leavenworth, KS; Letcher County, KY; Forrest City, AR; and El Reno, OK. The proposed rescission will leave \$500,000 or less in available funding for these projects.

With the continued and future projected inmate growth and age of existing prisons, the BOP continues to allocate Modernization and Repair (M&R) funds primarily for emergencies as major infrastructure and life safety systems begin to fail and to address a limited number of high priority major projects, annually. Approximately one-third of BOP's 117 institutions are 50 years or older. The aging and failing infrastructure at these locations exacerbates our challenges in maintaining our federal prisons.

The Federal Inmate Population

Continuing increases in the inmate population pose substantial ongoing challenges for our agency. In FY 2011, the inmate population increased by 7,541 net new inmates, and an additional 11,500 inmates are expected between now and the end of FY 2013. This growth is anticipated in large part because of the upward trend in drug offenders indicted, convicted, and sentenced to federal prison over the last few years. Drug offenders comprise the largest single offender group admitted to Federal prison and sentences for drug offenses are much longer than those for most other offense categories. We believe the inmate population will continue to grow for the foreseeable future, and so will the BOP's challenges to provide for safe inmate incarceration and care, and for the safety of BOP staff and surrounding communities.

The BOP is responsible for the incarceration of about 217,000 inmates. Approximately 81 percent of the inmate population is confined in Bureau-operated institutions, while almost 19 percent are under contract care, primarily in privately operated prisons. Most of the inmates in BOP facilities (51 percent) are serving sentences for drug trafficking offenses. The remainder of the population includes inmates convicted of weapons offenses (15 percent), immigration offenses (12 percent), violent offenses (7 percent), fraud and other property offenses (8 percent), and sex offenses (5 percent). The average sentence length for inmates in BOP custody is 9 ½ years. Approximately 26 percent of the federal inmate population is comprised of non-U.S. citizens.

It is particularly challenging to manage the federal prisoner population at higher security levels. The combined inmate population confined in medium and high security facilities

represents over 45 percent of the inmate population housed in BOP facilities. It is important to note that at the medium security level, about 66 percent of the inmates are drug offenders or weapon offenders, approximately 76 percent have a history of violence, 42 percent have been sanctioned for violating prison rules, and half of the inmates in this population have sentences in excess of 8 years. At the high security level, more than 70 percent of the inmates are drug offenders, weapons offenders, or robbers, another 10 percent have been convicted of murder, aggravated assault, or kidnapping, and half of the inmates in this population have sentences in excess of 12 years.

Moreover, approximately 70 percent of high security inmates have been sanctioned for violating prison rules, and more than 90 percent of high security inmates have a history of violence. One out of every six inmates at high security institutions or USP's is gang affiliated. There is a much higher incidence of serious assaults by inmates on staff at medium and high security institutions than at the lower security level facilities. Serious assaults are defined as assaulting any person, or an armed assault on the institution's secure perimeter (a charge for assaulting any person at this level is to be used only when serious physical injury has been attempted or accomplished). In FY 2011, 78 percent of serious assaults against staff occurred at medium and high security institutions. Highs made up 61 percent of serious assaults on staff, and 17 percent occurred at Mediums. Very few assaults occur at low and minimum security institution which house inmates who are less prone to violence.

Institution Crowding

The BOP confines over 176,000 inmates in Bureau-operated facilities, which have a total rated capacity of about 128,000 beds. Crowding is of special concern at higher security facilities including penitentiaries (operating at 53 percent over capacity) and medium-security institutions (operating at 49 percent over capacity). These facilities confine a disproportionate number of inmates who are prone to violence. The BOP has managed overcrowding by double and triple bunking inmates throughout the system, or housing them in space not originally designed for inmate housing, such as television rooms, open bays, program space, etc.

To manage crowding, we have taken a number of steps to help mitigate some of the effects in our facilities. For example, we have improved the architectural design of our newer facilities and have taken advantage of improved technologies in security measures such as perimeter security systems, surveillance cameras, and equipment to monitor communications. These technologies support BOP employees' ability to provide inmates the supervision they need in order to maintain security and safety in our institutions. We have also enhanced population management and inmate supervision strategies in areas such as classification and designation, intelligence gathering, gang management, use of preemptive lockdowns, and controlled movement. While we continue to look for ways to address crowding in our facilities, the challenges continue to increase as we face an ever growing inmate population.

In 2005, the BOP performed a rigorous analysis of the effects of crowding and staffing on inmate rates of violence. Data was used from all low-security, medium-security, and high-security BOP facilities for male inmates for the period July 1996 through December 2004. We accounted for a variety of factors known to influence the rate of violence and, in this way, were

able to isolate and review the impact that crowding and the inmate-to-staff ratio had on serious assaults. This study found that increases in both the inmate-to-staff ratio and the rate of crowding at an institution (the number of inmates relative to the institution's rated capacity) are related to increases in the rate of serious inmate assaults¹.

The analysis revealed that an increase of one inmate in an institution's inmate-to-custody-staff ratio increases the prison's annual serious assault rate by approximately 4.5 per 5,000 inmates. This demonstrates through sound empirical research that there is a direct relationship between crowding, staffing, and institution safety.

The BOP employs many management interventions in an attempt to prevent and suppress inmate violence. These interventions are resource-intensive and include: paying overtime to increase the number of custody staff available to perform security duties, utilizing staff from program areas (detracting from inmate programs and other vital institution functions), locking down an institution after a serious incident and performing intensive interviews to identify perpetrators and causal factors, performing comprehensive searches to eliminate weapons and other dangerous contraband, and designating and housing inmates in Special Management Units (SMU). SMU inmates consist of sentenced offenders who participated in or had a leadership role in geographical group/gang-related activity, or those who have a history of disruptive, disciplinary and/or misconduct infractions. The BOP designates inmates to SMUs because greater management of their interaction is necessary to ensure the safety, security, and orderly operation of BOP facilities, and protection of the public. SMU inmates require a more restrictive confinement than general population inmates. The BOP currently has 5 SMUs in operation.

Staffing

Each and every staff member in the Bureau is critical to this mission. Through the continuous diligent efforts of our staff, who collectively work 24 hours each day, 365 days per year-- weekends and holidays—we protect the public. By maintaining high levels of security and ensuring inmates are actively participating in evidence-based reentry programs, we serve and protect society.

As of December 31, 2011, the BOP has 36,172 S&E staff on-board, which is 88 percent of the FY 2012 authorized level. The FY 2013 President's Budget Request proposes to increase staffing at existing institutions by 210 persons, and would bring the on-board staffing to 90 percent of the FY 2013 authorized level. The challenges have never been greater. The BOP is managing overcrowded institutions and taking on more gang-affiliated inmates, who are prone to violence.

¹ Federal Bureau of Prisons (2010). The Effects of Changing Crowding on Inmate Violence and Administrative Remedies Granted. Office of Research and Evaluation, Federal Bureau of Prisons, Washington, DC.

Inmate Reentry

We are committed to both parts of the BOP's mission – security and reentry. The Attorney General has made clear his strong commitment to reentry as a critical component of public safety. Maintaining high levels of security and ensuring inmates are actively participating in evidence based reentry programs are equally important to ensure the safety of our staff and to serve and protect society. It's our philosophy that "reentry begins on the day of incarceration," and we work with inmates to address identified skill deficiencies and weaknesses, provide appropriate treatment programs and assist with preparation for reintegration. Over the past few years we have made great strides in enhancing collaboration both within and outside our agency to ensure we are providing offenders the best opportunities for success once back in the community.

Our agency has control of the programs in which inmates can participate while they are incarcerated; therefore, we can directly affect the process by which inmates leave our custody and return to the community. Almost all federal inmates will be released back to the community at some point. Each year, over 45,000 federal inmates return to our communities, a number that will continue to increase as the inmate population grows. Most need job skills, vocational training, education, counseling, and other assistance such as drug abuse treatment, anger management, and parenting skills if they are to successfully reenter society.

Federal prisons offer a variety of inmate programs to address reentry needs, including work, education, vocational training, substance abuse treatment, observance of faith and religion, psychological services and counseling, release preparation, and other programs that impart essential life skills. We also provide other structured activities designed to teach inmates productive ways to use their time.

Rigorous research has demonstrated that inmates who participate in FPI or vocational training are 24 percent less likely to recidivate than similar non-participating inmates; inmates who participate in vocational or occupational training are 33 percent less likely to recidivate; inmates who participate in education programs are 16 percent less likely to recidivate; and inmates who complete the residential drug abuse treatment program are 16 percent less likely to recidivate and 15 percent less likely to relapse to drug use within 3 years after release². Also,

2 Federal Bureau of Prisons (1985). PREP: Post Release Employment Project Interim Report. Office of Research and Evaluation, Federal Bureau of Prisons, Washington, DC.

Federal Bureau of Prisons (2000). TRIAD Drug Treatment Evaluation Project Final Report of Three-Year Outcomes: Part I. Office of Research and Evaluation, Federal Bureau of Prisons, Washington, DC.

Harer, M. D. (1995). Prison Education Program Participation and Recidivism: A Test of the Normalization Hypothesis. Office of Research and Evaluation, Federal Bureau of Prisons, Washington, DC.

Saylor, W. G. and Gaes, G. G. (1997). PREP: Training Inmates Through Industrial Work Participation and Vocational and Apprenticeship Instruction. *Corrections Management Quarterly*, 1(2).

inmates who participate in work programs and vocational training are less likely to engage in institutional misconduct, thereby enhancing the safety of staff and other inmates.

In 2001, the Washington State Institute for Public Policy evaluated the costs and benefits of a variety of correctional, skills-building programs. The study examined program costs; the benefit of reducing recidivism by lowering costs for arrest, conviction, incarceration, and supervision; and the benefit by avoiding crime victimization.

The study was based on validated evaluations of crime prevention programs, including the BOP's assessment of our industrial work and vocational training programs (the Post Release Employment Project study) and our evaluation of the Residential Drug Abuse Treatment program (the TRIAD study). The "benefit" is the dollar value of criminal justice system and victim costs avoided by reducing recidivism, and the "cost" is the funding required to operate the correctional program. The benefit-to-cost ratio of residential drug abuse treatment is as much as \$2.69 for each dollar invested in the program; for adult basic education, the benefit is as much as \$5.65; for correctional industries, the benefit is as much as \$6.23; and for vocational training, the benefit is as much as \$7.13. The study clearly indicates these inmate programs result in significant cost savings through reduced recidivism, and their expansion is important to public safety³.

Substance Abuse Treatment

The BOP is mandated by statute (the Violent Crime Control and Law Enforcement Act of 1994) to provide drug abuse treatment to inmates. Our substance abuse strategy includes a required drug education course, non-residential drug abuse treatment, residential drug abuse treatment, and community transition treatment.

Drug abuse education is available in all BOP facilities. Drug abuse education provides inmates with information on the relationship between drugs and crime and the impact of drug use on the individual, his or her family, and the community. Drug abuse education is designed to motivate appropriate offenders to participate in nonresidential or residential drug abuse treatment, as needed.

Non-residential drug abuse treatment is also available in every BOP institution. Specific offenders whom we target for non-residential treatment services include:

- inmates with a relatively minor or low-level substance abuse impairment;
- inmates with a more serious drug use disorder whose sentence does not allow sufficient time to complete the residential drug abuse treatment program;
- inmates with longer sentences who are in need of and are awaiting placement in the residential drug abuse treatment program;

3 Aos, Steve, Phipps, P., Barnoski, R. and Lieb, R. (2001) The Comparative Costs and Benefits of Programs to Reduce Crime. Washington State Institute for Public Policy.

- inmates identified with a drug use history who did not participate in residential drug abuse treatment and are preparing for community transition; and
- inmates who completed the unit-based component of the residential drug abuse treatment program and are required to continue treatment until placement in a residential reentry center, where they will receive transitional drug abuse treatment.

Participants in the residential drug abuse treatment program live together in a unit reserved for drug abuse treatment in order to minimize any negative effects of interaction with the general inmate population. Residential drug abuse treatment is provided toward the end of the sentence in order to maximize its positive impact on soon-to-be-released inmates.

It is important to note that under our statutory mandate, the BOP is required to provide residential drug abuse treatment to all inmates who volunteer and are eligible for the program. In FY 2007 and FY 2008, the BOP could not meet this requirement due to inadequate funding for program expansion; however in FY 2009, FY 2010 and FY 2011, the BOP was able to provide residential drug abuse treatment to 100 percent of the federal inmate population eligible for treatment.

Because certain non-violent offenders who successfully complete all components of this recidivism-reducing program are eligible for an incentive of up to one year off their sentence, inmates are strongly motivated to participate. Due to limited capacity, however, inmates receive, on average, only an eight month reduction. The FY 2013 budget request of \$13 million would fund an expansion of the residential drug treatment program. An expansion of the drug treatment capacity will allow more inmates to participate in the program and earn an early release, thereby reducing crowding and costs. Specifically, such expansion will allow the BOP to treat all eligible inmates and extend the sentence reductions for those who qualify from the current 8 months average to the full 12 months allowed by statute.

Drug abuse treatment in the BOP includes a community transition treatment component to help ensure a seamless transition from the institution to the community, and inmates are monitored and managed across systems by BOP community corrections staff. As part of the community transition, the BOP provides a treatment summary to the residential reentry center where the inmate will reside, to the community-based treatment provider who will treat the inmate, and to the U.S. Probation Officer before the inmate's arrival at the residential reentry center. Participants in community transition drug abuse treatment typically continue treatment during their period of supervised release after they leave BOP custody.

Specific Pro-Social Values Programs

Based on the proven success of the residential substance abuse treatment program, we have implemented additional cognitive-behavioral programs to address the needs of other segments of the inmate population (including younger offenders and high-security inmates). These programs focus on inmates' emotional and behavioral responses to difficult situations and emphasize life skills and the development of pro-social values, respect for self and others,

responsibility for personal actions, and tolerance. Many of these programs have already been found to significantly reduce inmates' involvement in institution misconduct. The positive relationship between institution conduct and post-release success makes us hopeful about the ability of these programs to reduce recidivism.

Inmate Work Programs

Prison work programs teach inmates occupational skills and instill in offenders sound and lasting work habits and a work ethic. All sentenced inmates in federal correctional institutions are required to work (with the exception of those who for security, educational, or medical reasons are unable to do so). Most inmates are assigned to an institution job such as food service worker, orderly, painter, warehouse worker, or groundskeeper.

Additionally, approximately 13,500 inmates work in FPI. FPI is one of the BOP's most important correctional programs because it has been proven to substantially reduce recidivism. FPI provides inmates the opportunity to gain marketable work skills and a general work ethic -- both of which can lead to viable, sustained employment upon release. It also keeps inmates productively occupied; inmates who participate in FPI are substantially less likely to engage in misconduct.

At present, FPI reaches only 8 percent of the inmate population housed in BOP facilities; this is a significant decrease from previous years. For example, in 1987 FPI employed 32 percent of the inmate population. This decrease is primarily attributable to various provisions in Department of Defense authorization bills and appropriations bills that have weakened FPI's standing in the Federal procurement process. We are very thankful for the additional authorities provided in the FY 2012 appropriation, and are working to begin new programs.

Education, Vocational Training, and Occupational Training

The BOP offers a variety of programs for inmates to enhance their education and to acquire skills to help them obtain employment after release. Institutions offer literacy classes, English as a Second Language, adult continuing education, parenting classes, recreation activities, wellness education, and library services.

With few exceptions, inmates who do not have a high school diploma or a General Educational Development (GED) certificate must participate in the literacy program for a minimum of 240 hours or until they obtain the GED. The English as a Second Language program enables inmates with limited proficiency in English to improve their English language skills. Also, a number of institutions offer inmates the opportunity to enroll in and pay for more traditional college courses that could lead to a bachelor's degree.

We also facilitate vocational training and occupationally-oriented higher education programs. Occupational and vocational training programs are based on the needs of the specific institution's inmate population, general labor market conditions, and institution labor force needs. On-the-job training is afforded to inmates through formal apprenticeship programs, institution job assignments, and work in the FPI program.

Life Connections

The Life Connections Program is a residential multi-faith-based program that provides the opportunity for inmates to deepen their spiritual life and assist in their ability to successfully reintegrate following release from prison.

Life Connections programs are currently operating at FCI Petersburg, USP Leavenworth, FCI Milan, USP Terre Haute, and the Federal Medical Center Carswell. BOP's Office of Research and Evaluation has completed several preliminary analyses of the program and found a reduction in serious institution misconduct among program participants.

Inmates who are not eligible for the residential Life Connections Program may volunteer to participate in a modified version of the program called Threshold. This is a non-residential spiritual/values based program taught by chaplains and volunteers over a six to nine month time period. This program is designed to strengthen inmate community re-entry and reduce recidivism. Currently 75 institutions are planning or offering Threshold in FY 2012.

The Second Chance Act

The Second Chance Act of 2007 required several changes to BOP policies and practices. The BOP is committed to providing opportunities for offenders to prepare for a successful reentry to the community. We have made significant progress toward meeting the mandates of the Second Chance Act, which is particularly noteworthy given the funding challenges we have faced in the past.

Inmate Skills Development Initiative

The Inmate Skills Development initiative refers to the BOP's targeted efforts to unify our inmate programs and services into a comprehensive reentry strategy. The three principles of the Inmate Skills Development initiative are: (1) inmate participation in programs must be linked to the development of relevant inmate reentry skills; (2) inmates should acquire or improve a skill identified through a comprehensive assessment, rather than simply completing a program; and (3) resources are allocated to target inmates with a high risk for reentry failure.

The initiative includes a comprehensive assessment of inmates' strengths and deficiencies in nine core areas. This critical information is updated throughout each inmate's incarceration and is provided to probation officers as inmates get close to their release from prison so as to assist in the community reentry plan. As part of this initiative, program managers have been collaborating and developing partnerships with a number of governmental and private sector agencies to assist with inmate reentry.

Specific Release Preparation Efforts

In addition to the wide array of inmate programs described above, the BOP provides a

Release Preparation Program in which inmates become involved toward the end of their sentence. The program includes classes in resume writing, job seeking, and job retention skills. The program also includes presentations by officials from community-based organizations that help ex-inmates find employment and training opportunities after release from prison.

Release preparation includes a number of inmate transition services provided at our institutions, such as mock job fairs where inmates learn job interview techniques and community recruiters learn of the skills available among inmates. At mock job fairs, qualified inmates are afforded the opportunity to apply for jobs with companies that have job openings. Our facilities also help inmates prepare release portfolios, including a resume, education and training certificates, diplomas, education transcripts, and other significant documents needed for a successful job interview.

The BOP has established employment resource centers at most federal prisons to assist inmates with creating release folders to use in job searches; soliciting job leads from companies that have participated in mock job fairs; identifying other potential job openings; and identifying points of contact for information on employment references, job training, and educational programs.

We use residential reentry centers (RRCs) -- also known as community corrections centers or halfway houses -- to place inmates in the community prior to their release from custody in order to help them adjust to life in the community and find suitable post-release employment. These centers provide a structured, supervised environment and support in job placement, counseling, and other services. As part of this community-based programming, some inmates are also placed on home detention (statutorily limited to 10 percent of an inmate's sentence). They are at home under strict schedules with telephonic and electronic monitoring.

RRCs are most effective, in terms of recidivism reduction, for higher-risk inmates, especially those who have demonstrated a willingness to participate in education, vocational training, and treatment programs while they are in BOP institutions. Consistent with research findings, we continue to move the BOP toward a risk-reduction model in RRC programming, which recognizes that lower-risk inmates may need few RRC services and may, therefore, receive relatively short RRC placements and instead transition more rapidly to home detention; some may be placed directly in home detention with no time in an RRC. In contrast, higher-risk inmates who have shown they are ready to address their crime-producing behaviors may be appropriate for longer RRC stays. These changes will not decrease the number of inmates who will be placed in RRCs. Indeed, we anticipate they will result in greater numbers of placements in community-based programs and a more effective use of our limited RRC resources.

Conclusion

Chairman Wolf, this concludes my formal statement. Again, I thank you, Mr. Fattah, and Members of the Subcommittee for your continued support of our agency. As I have indicated in my testimony, the BOP faces many challenges as the inmate population continues to grow. For many years now, the BOP has stretched resources, streamlined operations, and constrained costs to operate as efficiently and effectively as possible.

The FY 2013 President's Request will allow us to add bedspace for the constantly growing inmate population and expand drug abuse treatment programs. I look forward to working with you and the Committee on this request, and would be happy to answer any questions.

Compliments of: <http://www.FedCURE.org>