

**U.S. Department of Justice
Federal Prison System
FY 2008 PERFORMANCE BUDGET
Congressional Submission
Salaries and Expenses
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I. Overview for the Bureau of Prisons, Salaries and Expenses (S&E) Appropriation

The mission of the Bureau of Prisons (BOP), an agency of the Department of Justice (DOJ), 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. Beginning in FY 2007, electronic copies of the Department of Justice's congressional budget justification and Capital Asset Plan and Business Case exhibits can be viewed or downloaded from the Internet using the internet address:
<http://www.usdoj.gov/jmd/2008justification/>.

The BOP was established in 1930 to house Federal inmates, to professionalize the prison service, and to centralize the administration of the 11 Federal prisons in operation at that time (now 114). The BOP administers correctional programs that balance punishment, deterrence, and incapacitation with opportunities to prepare the offender for successful reintegration into society. The BOP operates Federal prisons of varying security levels and also utilizes privately operated facilities, halfway houses (residential reentry centers), and facilities secured through Intergovernmental Agreements. The BOP is also a major provider of pretrial detention bed space and operates several metropolitan detention centers and jail units. In addition, the BOP houses all District of Columbia adult felons sentenced to a term of confinement. Finally, through the National Institute of Corrections (NIC), the BOP provides assistance to Federal, State, local, and international correctional agencies.

For FY 2008, the BOP requests a total of \$5,151,440,000, with 35,143 FTEs, and 39,383 positions (19,058 Correctional Officers) for the Salaries and Expenses (S&E) appropriation to support DOJ Strategic Goal 4: Ensure the Fair and Efficient Operation of the Federal Justice System. The 2008 Budget provides for new prison construction and additional contract beds to address the Administration's priority to reduce crowding in prisons and ensure the safety of both inmates and correctional officers. A total of \$32.0 million in program increases is requested for the S&E appropriation. The S&E program increases include \$27.0 million for the beginning of the twenty-four month activation process at the Federal Correctional Institution (FCI) in Pollock, Louisiana (1,152 beds), and \$5.0 million to strengthen the BOP's ability to manage sex offenders in accordance with the Adam Walsh Child Protection and Safety Act of 2006.

These increases are BOP's highest priority needs for FY 2008 in the S&E budget. The inmate population will continue to increase for the foreseeable future, and so will BOP's challenges to provide for their incarceration and care.

Requested increases are as follows:

Strategic Goal	Item	Dollars (\$000)	Pos	FTE
4.4/4.5	Federal Correctional Institution Pollock, LA 1,152 beds (10/07)	\$27,000	354	177
4.4/4.5	Requirements of the Walsh Act of 2006	5,000	56	28
TOTAL		\$32,000	410	205

The BOP will use these resources to manage a total of 202,584 inmates projected by the end of FY 2008. The systemwide crowding level in BOP facilities is estimated to be at 36 percent above rated capacity at that time.

Background

The BOP faces the continuing challenge of caring for and managing the increasing Federal inmate population in crowded conditions within budgeted levels. The Federal inmate population has increased dramatically over the past 25 years, up nearly 700 percent, from approximately 25,000 inmates and 41 institutions in 1980 to 193,616 inmates and 114 institutions as of January 11, 2007. Of the current Federal inmate population over 163,000 are in facilities operated by the BOP and the remainder (nearly 16 percent) are in contract care consisting of privately operated secure facilities, facilities managed by state and local governments, residential reentry centers, or home confinement.

The population increases in the 1980s were a result of Federal law enforcement efforts and new legislation that dramatically altered sentencing in the Federal criminal justice system. The Sentencing Reform Act of 1984 established determinate sentencing, abolished parole, and reduced good time. Additionally, several mandatory minimum sentencing provisions were enacted in 1986, 1988, and 1990. The large inmate population increases of FY 1998 - 2000 were mainly due to higher number of prosecutions of drug defendants, immigration cases, and weapon offenses. The increase in FY 2001 is attributed to incarceration of District of Columbia sentenced felons in Federal prisons. In FY 2006, the net inmate population increased by 5,190 and this net growth of at least 5,000 inmates per year is projected to continue over the next several years.

The BOP does not control the number of new admissions to federal prisons. As a result, BOP faces major challenges in efficiently and cost effectively managing the Federal inmate population growth within crowded conditions and limited contract beds. BOP has focused on ways to mitigate the negative effects of prison over crowding. These include determining an acceptable level of crowding, expanding facilities and work opportunities, etc. BOP facilities are very crowded - - 37 percent above rated capacity system-wide as of January 11, 2007. The BOP is striving to ensure that Federal inmates continue to serve their sentences in a safe and humane environment.

The BOP maintains institution security through a combination of innovative prison design, highly trained staff, security technology, and careful classification of inmates. Inmates are assigned a custody level, which relates to the degree of supervision needed and ensures that offenders are placed in the least restrictive and least expensive environment appropriate to their custody and security needs. Such advances have improved BOP's ability to safely manage its inmate population.

Projected Population, Capacity* and Crowding

	<u>2005</u> (Actual)	<u>2006</u> (Actual)	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>
BOP Facilities						
Starting Capacity.....	108,537	118,652	119,510	122,189	123,661	124,517
Approved/Needed Capacity.....	10,115	858	2,679	1,472	856	1,832
Subtotal Capacity.....	118,652	119,510	122,189	123,661	124,517	126,349
Pop. Projection.....	159,501	162,514	165,756	168,267	170,177	173,406
Percent Crowded.....	34%	36%	36%	36%	37%	37%
Contract.....	27,853	30,070	31,828	34,317	37,708	39,581
Total Federal Prison System						
Population.....	187,354	192,584	197,584	202,584	207,885	212,587

* Fiscal year-end capacity ties to the date by which the majority of beds at new institutions/expansions are projected to be available for inmates.

The chart above includes population projections for FY 2007 – FY 2010. The projections are based on data and information from a variety of sources including the Administrative Office of the U.S. Courts, the U.S. Sentencing Commission, the Executive Office for United States Attorneys, the Office of the Federal Detention Trustee, the Drug Enforcement Administration, the Federal Bureau of Investigation, and the BOP’s own information system (SENTRY).

The BOP provides work and education programs and other self-improvement opportunities to assist offenders in successfully re-entering society. These programs, designed to change thinking and behaviors, also improve institution security by reducing inmate idleness and serious misconduct that threatens the safety of staff and inmates. For example, the BOP operates its Life Connections (faith-based) pilot programs (LCP). Through these programs, the BOP provides opportunities for the development and maturation of the participating inmate’s faith commitment, with a goal of reducing recidivism rates. The BOP Office of Research and Evaluation has developed a data collection instrument to measure and compare rates of recidivism and anticipates an interim report on recidivism will be produced in FY 2009, and a more complete report comparing greater numbers of inmates will be finished by FY 2011. In the interim (until this research can be completed), an evaluation has already demonstrated a positive effect of LCP participation on serious misconduct while inmates participate in the program. Additionally, the BOP has developed programs that target specific inmate subgroups, such as penitentiary inmates with behavioral problems, violent and predatory inmates, younger inmates serving their first significant prison term, or inmates with cognitive and social learning needs.

In response to the rapid growth in the number of Federal inmates with drug abuse histories, and to meet the requirements of the Violent Crime Control and Law Enforcement Act (VCCLEA) of 1994, the BOP has developed a comprehensive drug abuse treatment strategy consisting of five components: screening and assessment; drug abuse education; non-residential drug abuse counseling service; residential drug abuse programming; and community transitional drug abuse treatment. Since 1997, the BOP continues to provide residential drug abuse treatment to 100 percent of all inmates needing and wanting to participate prior to their release.

The BOP fully supports DOJ’s Strategic Objective 4.4 and 4.5 by providing adequate health care services to inmates while controlling costs. The BOP strives to maintain the accreditation standards of the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) at medical centers and institutions with chronic care inmates. Meeting these standards provides a widely accepted method of assessing the quality of health care provided at BOP facilities. The BOP’s goal is to have new institutions accredited within two years of activation. By meeting JCAHO accreditation

standards, BOP institutions must exhibit substantial compliance with approximately 200 health care standards during a triennial JCAHO accreditation survey. JCAHO standards not only address patients' rights, but also provide the BOP with the opportunity to assess and improve overall efficiency of health care programs. The foundation of JCAHO standards is the continuous quality improvement of health care processes and patient outcomes.

Consistent with the Government Performance and Results Act, the FY 2008 budget (similar to the FY 2007 President's budget) proposes to streamline the S&E decision unit structure from four program activities to three to align the BOP budget more closely with the mission and strategic objectives contained in the DOJ Strategic Plan (FYs 2003-2008). The budget will be realigned to reflect the BOP's outputs and full costs for each major program activity by attributing management and administration costs for each program in the appropriate program decision unit. Thus, it will provide a more accurate picture of total activity costs in the budget. In this way, budget and performance are more closely linked, and provide a better basis on which to make budget decisions.

The BOP's S&E budget, which funds BOP's operations, was selected for review under the Program Assessment Rating Tool (PART) process in the FY 2004 and FY 2005 budget processes. The review was updated in November 2005. Under the FY 2004 and FY 2005 PART processes, the BOP was rated "Moderately Effective." The score should improve even further when reassessed in the future as the BOP has worked with DOJ and the Office of Management and Budget (OMB) to address follow up recommendations in the areas of crowding and using a multi-pronged approach to acquire additional capacity. This program is scheduled to be reviewed again in FY 2007.

The BOP has completed the following recommendations in reference to PART: 1) Complete the Taft study comparing private versus public prison management, operations and costs and make the study available for independent review and analysis. This study was contracted through the National Institute of Justice (NIJ). It concluded that private prison management was more cost effective than public prison management. The BOP prepared additional analysis on the cost and safety issues addressed in the NIJ sponsored study. The BOP used actual versus estimated costs and drew different conclusions regarding costs and safety lapses at private prisons; 2) Complete an assessment of "the acceptable level of crowding in federal prisons." The BOP completed the assessment, and is reviewing results with the Administration; 3) Consider using unobligated balances and modernization and repair funds to modify and/or upgrade existing facilities to house higher security inmates and contract out for lower security inmates and develop a plan to modify and/or upgrade existing low and minimum security prisons to accommodate higher level security inmates. The BOP completed the study, and the Justice Management Division contracted with the National Academy of Public Administration (NAPA) for an independent review and validation of this study. NAPA concluded that converting minimum or low security facilities to higher security institutions is not a cost-effective use of limited taxpayer resources.

The BOP has also completed the following reports in FY 2006: 1) Comparing the costs of housing geriatric prisoners with serious medical conditions in existing facilities to housing them in specialized facilities designed for geriatric prisoners with serious medical conditions; 2) Costs, efficiencies, and economies of scale that result from the construction of additional facilities on the site of existing facilities; 3) Correspondence privileges allowed for convicted terrorists; 4) NIC's activities to address and eliminate sexual misconduct with inmates in all correctional systems; 5)

BOP's programs for mentally-ill offenders; and 6) Report on BOP's capacity needs, based on projected prison population for each year from FY 2006 to FY 2016.

Challenges

Over the past several years, the BOP has faced numerous fiscal challenges. In response, the BOP has proposed and implemented a number of initiatives to streamline operations, centralize and automate functions, and reduce management positions BOP wide. These cost savings initiatives have enabled the BOP to operate more efficiently.

The major challenge the BOP continues to face is how to care for and manage the growing Federal inmate population while maintaining appropriately safe and secure prisons.

Federal prison overcrowding has provided additional challenges to managing the federal prisoner population. Recently, BOP has focused on overcrowding at its higher security institutions. Technological and management techniques have improved the Bureau's ability to safely manage a growing prisoner population. However, it is important to note that at medium security levels, more than half of the inmates are drug traffickers or weapons offenders, nearly 80 percent have a history of violence, and the average sentence exceeds 10 years. At high security levels, more than 70 percent of the inmates are either drug offenders, weapons offenders, or robbers and another 14 percent have been convicted of murder, aggravated assault, or kidnapping. At the high security level, the average sentence exceeds 15 years. Also, more than 60 percent of high security inmates have been sanctioned for violating prison rules and nearly 90 percent have a history of violence

Further, as described in the DOJ Strategic Plan, the BOP's work has taken on significantly greater risks with the incarceration of high-profile convicted terrorists. For example: Zacarias Mossaoui; Nidal Ayyad (World Trade Center Bomber); Terry Nichols; Sheik Rahman; Richard Reid, and Ramzi Yousef.

As a strategy to keep pace with inmate population growth, the BOP continues to rely on a combination of limited new construction, use of state, local and private sector contract beds. Adding capacity allows the BOP, DOJ and Administration to work toward the long-term goal of reducing system-wide prison crowding.

FY 2008 Total Bureau of Prisons Request by DOJ Strategic Goal

The BOP's mission plays a direct role in supporting the DOJ, Strategic Goal 4: Ensure the Fair and Efficient Operation of the Federal Justice System. In FY 2008, the BOP is requesting a total of \$5,151,440,000, with 39,383 positions and 35,143 FTEs for its S&E appropriation to support the Department's Strategic Goals to:

Provide for the safe, secure and humane confinement of detained persons awaiting trial and or sentencing. (Strategic Goal 4.3)

Maintain and operate the Federal Prison System in a safe, secure, humane, and efficient manner. (Strategic Goal 4.4)

Provide services and programs to facilitate inmates' successful reintegration into society, consistent with community expectations and standards. (Strategic Goal 4.5)

Full Program Costs

The BOP's budget integrates both the DOJ and BOP Strategic Goals and Objectives, and each performance objective is linked with the costs of critical strategic actions. Consistent with the Government Performance and Results Act, the FY 2008 budget (similar to the FY 2007 President's budget) proposes to streamline the S&E decision unit structure from four program activities to three to align the BOP budget more closely with the mission and strategic objectives contained in the DOJ Strategic Plan (FYs 2003-2008). The budget will be realigned to reflect the BOP's outputs and full costs in major program activity by including the appropriate costs of management and administration in each program decision unit, so that a more accurate picture of total activity costs is reflected in the budget. In this way, budget and performance are more closely linked, and provide a better basis on which to make budget decisions.

FY 2008 Budget Request by Decision Unit

The BOP is requesting resources for program improvements that are critical to safely manage growth in the Federal inmate population. Even with these improvements, the projected rate of growth in the Federal inmate population will exceed the rated capacity added. Thus, in order to reduce crowding, funding for additional contracts with the private sector, timely completion of new construction, and timely activations are required.

Inmate Care and Programs - \$ 1,839,284,000

Resources for each objective that the BOP supports are identified under each decision unit. The total costs include the following:

- The direct cost of all activities
- Indirect costs
- Common administrative systems costs

Both performance and resource tables within each decision unit justification define the total costs of achieving the strategies the BOP will implement in FY 2008.

Program Improvements

- 1) Activations: Funds to begin the activation process of FCI Pollock, LA (1,152 beds).
- 2) Funds to improve the management of sex offenders in accordance with the Adam Walsh Act of 2006.

Institution Security and Administration - \$2,486,714,000

Resources for each objective that the BOP supports are identified under each decision unit.

The total costs include the following:

The direct cost of all activities
Indirect costs
Common administrative systems costs

Both performance and resource tables within each decision unit justification define the total costs of achieving the strategies the BOP will implement in FY 2008.

Program Improvements

1)Activations: Funds to begin the activation process of FCI Pollock, LA (1,152 beds).

Contract Confinement - \$825,442,000

Resources for each objective that the BOP supports are identified under each decision unit. The total costs include the following:

The direct cost of all activities
Indirect costs
Common administrative systems costs

Both performance and resource tables within each decision unit justification define the total costs of achieving the strategies the BOP will implement in FY 2008.

Performance Challenges: The challenges that impede progress toward achievement of agency goals are complex and ever changing. Congressional actions, changing and new investigative and prosecutorial initiatives, internal DOJ decisions and procedures, technological developments, and criminal behavior are only a few factors that impact BOP and other law enforcement agencies, and pose new challenges that demand attention and change. Additionally, the BOP has worked with DOJ, OMB, and Congress to streamline operations and reduce costs to operate as efficiently and effectively as possible.

External Challenges: The Federal inmate population has increased dramatically over the past 25 years, up nearly 700 percent from approximately 25,000 inmates and 41 institutions in 1980 to 193,616 inmates and 114 institutions as of January 11, 2007 (the estimate for FY 2008 is 202,584 inmates and 115 institutions). The BOP must accept and provide for all Federal inmates. Currently 163,700 of these inmates are in facilities operated by the BOP, and the remainder (nearly 16 percent) are in contract care - privately operated secure facilities, facilities managed by state and local governments, residential reentry centers, or home confinement. Since the BOP cannot limit its assigned workload (inmate care & custody), and thereby control workload costs, the BOP faces the continuous challenge of efficiently and effectively managing the ever growing inmate population.

In addition to the challenges of inmate population growth and new legislation, the BOP is also impacted by the continuing war on terrorism and housing an increasing number of dangerous terrorist inmates. The BOP currently houses over 1,000 inmates who have been convicted of terrorist acts (including Domestic, International, Violent Anti-Government, White Supremacy and BioChem-Nuclear). Also, as a result of these events, the BOP has added equipment, patrols, and specialized services for the safe incarceration of these inmates.

Internal Challenges: The largest internal challenge for the BOP is to provide adequate levels of bed space and staffing to safely manage the growing inmate population. Increases in the inmate population, employee involvement in external military service assignments, unpredictable events such as September 11, 2001, and devastating natural disasters such as Hurricanes Andrew, Ivan, Katrina, and Rita pose significant internal management challenges in the areas of cost control and staffing. The BOP is actively monitoring and addressing these areas of concern, while housing inmates in the safest and most cost effective manner.

Offsets: The BOP has initiated a number of management actions to streamline operations, improve program efficiencies and reduce costs in order to live within its funding levels and ensure the lowest possible costs despite the growing inmate population. Examples of such actions include centralizing prisoner sentence computation and inmate designation functions, consolidating the servicing of human resource and employee development functions, and transferring inmates with the most critical medical needs to dedicated BOP medical centers. The BOP continues to make progress in its streamlining and other efficiency measures initiated to operate within available resources by delayering and abolishing nearly 700 management positions, and closing four outmoded and inefficient stand alone prison camps.

II. Summary of Program Changes

The requested increases for the BOP S&E appropriation are summarized in the table below:

Item Name	Description	Pos	FTE	(\$000)	Page
Walsh Act	Requirements of the law	56	28	\$5,000	29
FCI Pollock, LA	Activation	354	177	\$27,000	53
TOTAL.....		410	205	\$32,000	

III. Appropriation Language and Analysis of Appropriation Language

Federal Prison System

Salaries and Expenses

The FY 2008 budget estimates include proposed changes in the appropriation language listed and explained below. New language is italicized and underlined, and language proposed for deletion is bracketed.

For necessary expenses [necessary] of the Federal Prison System for the administration, operation, and maintenance of Federal penal and correctional institutions, including purchase (not to exceed [640] 669, of which [605] 642 are for replacement only) and hire of law enforcement and passenger motor vehicles, and for the provision of technical assistance and advice on corrections related issues to foreign governments, [\$4,987,059,000] \$5,151,440,000: Provided, That the Attorney General may transfer to the Health Resources and Services Administration such amounts as may be necessary for direct expenditures by that Administration for medical relief for inmates of Federal penal and correctional institutions: Provided further, That the Director of the Federal Prison System, where necessary, may enter into contracts with a fiscal agent/fiscal intermediary claims processor to determine the amounts payable to persons who, on behalf of the Federal Prison System, furnish health services to individuals committed to the custody of the Federal Prison System: Provided further, That not to exceed \$6,000 shall be available for official reception and representation expenses: Provided further, That not to exceed \$50,000,000 shall remain available for necessary operations until September 30, [2008] 2009: Provided further, That, of the amounts provided for Contract Confinement, not to exceed \$20,000,000 shall remain available until expended to make payments in advance for grants, contracts and reimbursable agreements, and other expenses authorized by section 501(c) of the Refugee Education Assistance Act of 1980, for the care and security in the United States of Cuban and Haitian entrants: Provided further, That the Director of the Federal Prison System may accept donated property and services relating to the operation of the prison card program from a not-for-profit entity which has operated such program in the past notwithstanding the fact that such not-for-profit entity furnishes services under contracts to the Federal Prison System relating to the operation of pre-release services, halfway houses or other custodial facilities.

(18 U.S.C. 3050, 3059, 3651, 4001, 4002, 4003, 4007, 4008, 4009, 4010, 4011, 4013(a)(4), 4041, 4042, 4081, 4082, 4121-4129, 4253, 4281, 4351-4353, 5015)

Analysis of Appropriation Language

1. No substantive language changes.

IV. Decision Unit Justification

A. Inmate Care and Programs

Inmate Care and Programs TOTAL	Perm. Pos.	FTE	Amount (\$000,s)
2006 Enacted w/ Rescissions and Supplementals	15,258	13,313	\$1,766,995
2007 Estimate	14,615	12,786	1,771,327
Adjustments to Base and Technical Adjustments	-333	-379	50,047
2008 Current Services	14,282	12,407	1,821,374
2008 Program Increases	187	94	17,910
2008 Offsets	0	0	0
2008 Request	14,469	12,501	1,839,284
Total Change 2007-2008	- 146	-285	67,957

1. Program Description: Inmate Care and Programs

This activity covers the cost of all inmate food, medical supplies, institutional and release clothing, welfare services, transportation, gratuities, staff salaries (including salaries of Health Resources and Services Administration commissioned officers), and operational costs of functions directly related to providing inmate care. This decision unit also represents costs associated with Inmate Programs (Education and Vocational Training, Drug Treatment, Life Connections, Religious and Psychological Services). Finally, this activity covers costs associated with Regional and Central Office executive direction and management support functions related to providing inmate care.

The purpose of Inmate Programs is to improve inmate self-control, provide educational opportunities and pre-release programs to facilitate re-entry and transition, and establish healthy relationships between staff and inmates by dividing the large institution population into smaller, more manageable groups. A team of multi-disciplinary staff (i.e., Unit Manager, Case Manager, Correctional Counselor and a Unit Officer) who have administrative and supervisory authority are permanently assigned and located in housing units to work with the inmates. This places services closer to the users, and permits decision-making by those who are most knowledgeable about inmates and their programs. Regular and consistent interaction between inmates and staff provides better communication and understanding of inmate needs.

Medical

Inmate Health Care

All BOP institutions operate outpatient ambulatory care clinics. New institutions are typically given two years after activation to apply for the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) accreditation except Care Level I institutions because they house predominantly a healthy inmate population. Health Services programs and operations cannot be reviewed via program review or JCAHO until the institution is fully operational. BOP

medical personnel are civil service and U.S. Public Health Service (USPHS) professionals. The USPHS provides support personnel including physicians, dentists, nurses, pharmacists, physician assistants, and nurse practitioners via a reimbursable agreement.

All inmates undergo a comprehensive intake screening when admitted to BOP facilities. The screening includes: physical examination; screening for tuberculosis and other contagious diseases; suicide risk and mental health assessment; history of current and prior medical conditions; dental screening; dispensing of appropriate and necessary medications; ordering of appropriate tests (including DNA); and development of a medical treatment plan, if indicated. To update BOP providers on the continually evolving medical practices and management of high volume or high risk diseases such as diabetes, HIV, Hepatitis, hypertension, etc., the BOP Medical Director issues Clinical Treatment Guidelines. These guidelines are based on current, published recommendations from recognized authoritative organizations such as the Centers for Disease Control, the National Institutes of Health, and the American Diabetes Association.

Episodic medical care is available through “sick call/triage” on weekdays, as well as on an urgent basis at any time. Medical staff are either on-site or on-call, and, when appropriate, inmates with emergencies are transported immediately to the nearest community hospital emergency department. Ongoing medical care is provided through appointments with a physician, physician assistant, or nurse practitioner. Management of certain conditions requires periodic consultation with community specialists, such as psychiatrists, surgeons, cardiologists and infectious disease specialists. To obtain the most competitive and cost effective rates possible, each institution solicits comprehensive medical contracts, which include facility and physician services, based on the 1) prevailing Operating Federal Medicare rate for the applicable area for inpatient facility services, and 2) prevailing Medicare fee schedule amounts for the area for outpatient services and physician services. Offerors are allowed to propose a discount from, or a discount to, those Medicare benchmarks which are then negotiated by the BOP.

The BOP currently has six Medical Referral Centers (MRCs), which are also JCAHO accredited, to supplement its health care delivery system. Each MRC provides specialized care to inmates with a variety of chronic and sub-acute medical and psychiatric conditions. The Medical Center for Federal Prisoners at Springfield, Missouri, the Federal Medical Center (FMC) Butner, North Carolina; FMC Rochester, Minnesota; FMC Lexington, Kentucky; and FMC Devens, Massachusetts, treat male inmates, while FMC Carswell, Texas, handles the MRC needs for female inmates.

Increasing numbers of federal inmates require medical care, primarily as a result of the rapidly expanding inmate population and the high number of inmates with a history of drug abuse (40 percent) which are entering the Federal Prison System. Although the prevalence of HIV infection has remained stable at approximately 1 percent of the inmate population, these individuals are living longer both in and outside of prison due to the availability of expensive, complex medication regimens. In 2005, 7 percent of inmates in the BOP were known to be infected with the hepatitis C virus. The BOP continues monitoring the health of hepatitis C-infected inmates and determining which are candidates for treatment.

The Health Services Division, in the BOP’s Central Office, is focused on several major initiatives to provide quality health care in institutions while reducing health care costs:

1. *Telehealth.* Telehealth, which is part of the BOP's video conferencing capabilities through the Wide Area Network (WAN), uses telecommunications technologies to exchange health information and provide health care services. All institutions have received telehealth equipment and telehealth capabilities through WAN. Telehealth provides access to clinical and consultive services predominately in psychiatry. Other disciplines under expansion include orthopedics, wound care, physical therapy, social services, nutritional counseling, psychology, dentistry, cardiology, dermatology, podiatry, OB/GYN, and oncology.
2. *Teleradiology.* In FY 2004, the BOP entered into an interagency agreement with the Walter Reed Army Medical Center (WRAMC) to provide digital x-ray interpretations to BOP institutions. Five institutions in the Mid-Atlantic Region were the first to come on line to test the process. By the end of FY 2005, 30 institutions were on-line with teleradiology. At this time, the WRAMC appears to be at the limits of their capability to provide this service. The BOP is actively pursuing a contract with another service provider which would provide comprehensive teleradiology services (interpretations, equipment, and maintenance) for the remaining institutions not serviced by the WRAMC. Upon award of this contract, the goal is to provide services and upgraded equipment to all facilities by the end of FY 2008. When the WRAMC closes, the program may move to its successor facility; however, we have no assurances the program will have the resources needed to continue to provide this service to the BOP.
3. *Electronic Medical Records System.* The BOP has begun deployment of an electronic medical record (EMR) system. Initial deployment of the EMR commenced in FY 2006 at the Federal Correctional Institution at Englewood, Colorado, and full Bureau-wide deployment is anticipated by the end of FY 2009. Subsequent efforts, concurrent with ongoing deployments, will focus on continued product development, training of staff, and managing the integration of pharmacy and clinical laboratory data systems with the EMR.
4. *Levels of Care.* The Health Services Division has developed a phased implementation strategy for a Medical Classification System: Phase I - Classify BOP inmate population; Phase II - Establish beds and staffing; Phase III - Realign health care staff; Phase IV - Full implementation (including movement of inmates). The purpose of the inmate Medical Classification System is to identify inmate health care needs (medical, mental health, and forensic) and assign inmates to facilities with appropriate health care capabilities, particularly, community health care resources. Similar to the Security Designation and Custody Classification System, a score will be created for each inmate based on their need for health care at the time of their initial designation. A SENTRY assignment will be made and the inmate will be designated to an institution with the appropriate health care resources. These assignments will be updated by Health Services staff whenever an inmate's medical or mental health condition changes. Phase I was commenced in November 2004 and plans currently provide for full implementation of Phase II and III by early 2007.

5. *Bill Adjudication.* The Health Services Division has validated the medical claims processing capabilities of the Department of Veterans Affairs (VA), Financial Services Center, and determined that the services provided by the VA would result in cost savings to the BOP. As a result, a multi-disciplinary group was formed in FY 2006 to articulate technical specifications, data transfer protocols, and work flow processes to determine how adjudication services can be integrated into the BOP, and to facilitate the development of a Statement of Work to support the future acquisition of these services whether from the VA or a commercial vendor.
6. *Utilization Review (UR).* It is the policy of the BOP that every institution will have an established Utilization Review Committee (URC) chaired by the institution Clinical Director. The URC's responsibilities include reviewing all medically necessary non-emergent cases and authorizing treatment; reviewing outside medical, surgical, and dental procedures; reviewing requests for specialist evaluations; monitoring lengths of stay and interventions associated with inpatient admissions at community-based health care facilities; and making decisions (approve, refer, defer, or deny) for each case presented. The Clinical Director is the final authority for all URC decisions. To facilitate and provide greater consistency with the UR process, the Health Services Division purchased a software-based clinical decision criteria system in FY 2006 with the goal of implementing its use at all BOP facilities by the end of FY 2008.
7. *Catastrophic Case Management.* The BOP developed a process to monitor and track catastrophic cases and the associated costs. A single catastrophic case can easily account for 20 to 30 percent of a typical institution's annual outside medical budget. This strategy will allow the BOP to better understand the impact of catastrophic health care events on the health care budget and decision making. Data have been collected and are currently being analyzed.
8. *Airborne/Contagious Disease Management.* It is the policy of the Bureau of Prisons that each institution have at least one airborne infection isolation room (AIIR), formally called a negative pressure isolation room (NPIR), which complies with the Centers of Disease Control and Prevention (CDC) and Occupational Safety and Health Administration (OSHA) guidelines for respiratory isolation. AIIRs provide the BOP with the ability to effectively contain contagious diseases such as tuberculosis (TB), varicella (chicken pox), measles, and, most recent and notable, Avian influenza (bird flu) in the correctional setting. Since 1999, all new facilities are designed and built to meet these guidelines. The Health Services Division continues to: 1) conduct market research and interview vendors for possible alternatives to structural modifications or construction necessary to provide for these rooms; 2) survey institutions on an annual basis to determine the status of AIIR capabilities in the BOP; and 3) track costs associated with community-based isolations which are necessary due to the inability of institutions without AIIR capabilities to manage these cases inside the institution. In addition, an internal agency workgroup is assessing the implications of managing a pandemic in the BOP and, through the Office of Emergency Preparedness, mock exercises are being held to test readiness and response levels to such events.

Safety and Environmental Health

The Federal Employees Compensation Act (FECA) provides compensation benefits to BOP employees for disability due to personal injury or disease sustained while in the performance of duty. In 1996, the BOP initiated a program to reduce work related injuries and illnesses and to reduce the annual increase in workers' compensation cost. The added focus has resulted in a reduction in the average annual increases in workers compensation cost from 11.46 percent in 1991 to 6.2 percent in 2005. In addition, total injury rates decreased by 1.7 percent from 2004 to 2005, and new injury cases decreased by 1.7 percent from 2004 to 2005.

In FY 2005, there were 2,316 new claims for compensation benefits. The total chargeback costs for FY 2005 were \$39 million with an injury rate of 6.73 per 100 employees. The FY 2006 cost was approximately \$43 million. The majority of the compensation costs result from long term cases that are more than one year old. Additional efforts are underway through training, temporary alternative duty assignments, and development of a tracking system to decrease compensation costs.

Food Service

The BOP provides daily meals which meet the Dietary Reference Intake (DRI) recommended by the Food and Nutrition Board, Institute of Medicine of the National Academies of Sciences, for vitamins and minerals. Meal preparation is accomplished primarily by inmate workers (about 12 percent of the population) under the supervision of staff. Food preparation, recipe and menu management, and cost-based budgetary accounting are maintained by the use of a computerized Food Service management software system. The United States Penitentiary (USP) at Lompoc, California, and the Federal Correctional Institution (FCI) at El Reno, Oklahoma, utilize available land resources in limited production of beef and milk. Farm products are consumed at the producing institutions and are also shipped to nearby institutions to offset their need to purchase some products on the open market. In addition to the Lompoc and El Reno farm operations, 27 institutions maintain vegetable gardens to supplement their food program. Besides providing vegetables inexpensively to the institutions, the gardens can provide inmate jobs and vocational training opportunities. During FY 2008, the BOP estimates serving over 182 million meals, which is nearly 501,035 meals per day and almost 3.5 million meals per week.

Education and Vocational Training

Inmate education programs include literacy, English-as-a-Second Language (ESL), occupational education (vocational training and apprenticeship), advanced occupational training, parenting, release preparation courses; and a wide range of adult continuing, wellness, and structured and unstructured leisure time activities. Education programming provides inmates with an opportunity to learn the functional skills which support their reintegration into the community. BOP's Office of Research has found that participation in education programs leads to a 16 percent reduction in recidivism by inmates who participate in these programs.

With few exceptions (i.e., pretrial inmates and sentenced deportable aliens), the BOP requires inmates without a high school diploma or General Educational Development (GED) credential to enroll in a literacy program. This requirement affects over 40 percent of the total inmate

population. Curriculums are designed to teach the knowledge and skill areas for inmates to progress from basic literacy through the GED credential. The implementation of the Violent Crime Control and Law Enforcement Act (VCCLEA) and the Prison Litigation Reform Act (PLRA), mandates that inmates with needs must participate and make satisfactory progress in literacy in order to vest their good time (VCCLEA) or be eligible to earn the full amount of good conduct time (PLRA). Since their implementation in November 1997 these two Acts have nearly tripled the demand for literacy programs. The Crime Control Act of 1990 requires that all non-English speaking Federal prisoners participate in ESL until they function at the equivalent of the eighth grade level.

Vocational training, apprenticeship programs, and Advanced Occupational Education (AOE) programs serve to enhance inmates' skills during incarceration and increase the employment opportunities of offenders upon release, particularly those who either lack solid employment history or a marketable skill. AOE courses afford inmates, who have successfully completed high school or GED, the opportunity to further their preparation for post release employment by obtaining a marketable skill via a one or two-year certificate program (e.g., drafting, building maintenance, and data processing).

Parenting programs promote positive relationships and family values. With few exceptions, all programs offer visiting room and parenting education components. Release preparation courses familiarize inmates with current employer recruitment procedures and the expectations of potential employers. Offerings include pre-employment training for successful job interviews, resume preparation, filling out job applications, and preparing employment folders which hold documents required for employment.

Adult Continuing Education courses are designed for inmates who have a desire to "brush up" in a special area or enroll in a special program (speed reading, English, mathematics, history, foreign languages, etc.). Wellness and leisure programs reduce inmate idleness, promote healthy life styles, and encourage the development of positive leisure time skills.

The BOP's Post Release Employment Study convincingly demonstrates that vocational training programs decrease recidivism. Studies show that inmates who participate in these programs are 33 percent less likely to recidivate. Federal inmates can choose a vocation, through instruction, work experiences, and career orientation; acquire or improve productive work skills and habits; and gain practical knowledge essential to working and functioning in a complex industrial-technical world of work.

The Volunteer and Citizen Participation Programs create partnerships with community groups, public service organizations and other agencies by encouraging staff and inmate volunteerism and enhancing citizens' understanding of and participation in correctional facilities. Inmate volunteerism and citizen participation programs facilitate inmates' reentry into their communities and families. Institution citizen participation programs continue to increase the number of volunteers providing non-traditional services. The statement of work for contract community corrections facilities now requires the use of volunteers. Institution Volunteer Coordinators and directors of these contract facilities have been encouraged to establish ongoing working

relationships as a means to improve the volunteer program at these facilities, and facilitate reentry for inmates.

Inmate Transition Branch

The Inmate Transition Branch (ITB) mission is to strengthen existing and establish new BOP programs that enhance the post release employment of federal prisoners and the use of community, staff, and inmate volunteers.

To accomplish its mission, the ITB has pioneered the design for institution mock job fairs. In addition, employment resource centers are being activated in all federal prisons. To further enhance employment opportunities, prisoners close to release prepare employment folders that include all documents critical for post release employment.

Since 1997, the ITB has assisted in the conduct of approximately 500 mock job fairs in more than 100 federal prisons. More than 15,000 inmates and over 6,100 company recruiters and representatives from education and other community service agencies have participated. In addition, ITB staff have assisted state prisons, regional jails and federal probation services to hold both real and mock job fairs.

Volunteer programs play a major role in the sequence of pre-release activities. As part of the oversight responsibility of the branch, institutions are provided guidance and policy to recruit volunteers who support the development of inmate pre-release skills. Through their own volunteer activities, inmates may strengthen character and improve interpersonal skills. Staff engage in program efforts which clearly project the agency's commitment to education, faith, environment, public safety and welfare of the surrounding community.

Drug Treatment

In response to the rapid growth of federal inmates with drug use histories (40 percent of inmates entering the BOP), BOP has and continues to develop a strong and comprehensive drug abuse treatment strategy consisting of: screening, referral, and assessment; drug abuse education; residential drug abuse treatment programming; non-residential drug abuse counseling; and institution and community transition drug abuse treatment.

Drug Program Screening and Assessment. Upon entry into a BOP facility, an inmate's records are assessed to determine whether:

- 1) there is evidence in the pre-sentence investigation that alcohol or other drug use contributed to the commission of the instant offense;
- 2) the inmate received a judicial recommendation to participate in a drug treatment program; and
- 3) the inmate violated his or her community supervision as a result of alcohol or other drug use.

If an inmate's record reveals any of these elements, the inmate must participate in a Drug Abuse Education course, available at every BOP institution.

In addition, as part of the initial psychological screening, inmates are interviewed concerning their past drug use to determine their need for BOP drug abuse treatment options.

Drug Abuse Education. Participants in the Drug Abuse Education course receive factual information on alcohol and drugs and the physical, social, and psychological impact of these substances. Participants assess the impact of substance use on their lives, the lives of their family, and on their community. Drug abuse education participants are also informed of program options available to them in the BOP and are encouraged to volunteer for appropriate programs.

Residential Drug Abuse Treatment. The Residential Drug Abuse Treatment Program (RDAP) provides intensive unit-based treatment with extensive assessment and cognitive behavioral therapy. The programs are typically 9 months long and provide a minimum of 500 hours of drug abuse treatment. Inmates who participate in RDAP are 16 percent less likely to recidivate and 15 percent less likely to relapse 3 years after release.

Non-Residential Drug Abuse Treatment. Unlike residential programs, inmates are not housed together in a separate unit; they are housed in and with the general inmate population. Non-residential treatment was designed to provide maximum flexibility to meet the needs of the offenders, particularly those individuals who have relatively minor or low-level substance abuse impairment. These offenders do not require the intensive level of treatment needed by individuals with moderate-to-severe addictive behavioral problems.

A second purpose of the program is to provide those offenders who have a moderate to severe drug abuse problem with supportive program opportunities during the time they are waiting to enter the residential drug abuse program or for those who have little time remaining on their sentence and are preparing to return to the community.

Non-Residential Follow-up Treatment. Follow-up treatment is required of all inmates who complete the RDAP and return to the general population. This program reviews all the key concepts of the RDAP.

Community Transition Drug Abuse Treatment. Community transitional drug abuse treatment (TDAT) is the final component of the institution's RDAP. For an inmate to successfully complete all components of the RDAP, the inmate must be transferred to a residential reentry center (RRC, also known as a community corrections center, or CCC), and participate in community based drug treatment. In addition, offenders who did not have an opportunity to participate in RDAP may be referred to TDAT by community corrections staff.

The following is a list of BOP's existing Residential Drug Abuse Treatment Programs:

Residential Drug Abuse Treatment Programs

FCI Leavenworth, KS	FCI Sandstone, MN
FPC Talladega, AL	FCI Yazoo City, MS
FPC Montgomery, AL	FCI Butner, NC
FCI Forrest City(Low), AR	FCI Fairton, NJ
FCI Forrest City(Med), AR	FCI Ft. Dix, NJ
FCI Phoenix, AZ	FCI Elkton, OH
FPC Phoenix, AZ	FCI El Reno, OK
FCI Dublin, CA	FCI Sheridan, OR
FPC Dublin, CA	FPC Sheridan, OR
FCI Lompoc (Low), CA	FPC McKean, PA
FCI Lompoc (Camp), CA	FPC Lewisburg, PA
FCI Terminal Island, CA	FPC Edgefield, SC
FPC Englewood, CO	FPC Yankton, SD
FPC Florence, CO	FCI Beaumont (Low), TX
FCI Florence, CO	FPC Beaumont, TX
FCI Danbury, CT	FMC Carswell, TX
FCI Coleman (Low), FL	FCI Seagoville, TX
FCI Marianna, FL	FCI Fort Worth, TX
FPC Miami, FL	FCI LaTuna, TX
FPC Pensacola, FL	FSL (Federal Satellite Low) LaTuna, (El Paso) TX
FCI Tallahassee, FL	FPC Bryan, TX
FCI Jesup, GA	FCI Bastrop, TX
FPC Greenville, IL	FPC Texarkana, TX
FPC Leavenworth, KS	FCI Beckley, WV
FMC Lexington, KY	FPC Beckley, WV
FCI Cumberland, MD	FCI Morgantown, WV
FPC Cumberland, MD	FPC Alderson, WV
FCI Milan, MI	FCI Oxford, WI
FCI Waseca, MN	FCI Petersburg, VA

Life Connections Program

Consistent with the President's government-wide Faith Based and Community Initiative, the BOP established the Life Connections Program (LCP) in FY 2002. There are 512 inmates who have completed the incarceration phase of the program. Fifteen percent of the inmates who have completed the incarceration phase have been released to RRCs or directly to the community. These 46 inmates have been matched with a mentoring community of their own faith tradition. Through the LCP, the BOP provides opportunities for the development and maturation of the participating inmates' faith commitment, with a goal of reducing recidivism. The LCP consists of an intensive, multi-phase program to attempt to instill values and character through a curriculum of personal, social and moral development (e.g., education, parenting and family responsibilities, and victim-offender mediation). The initiative is subject to rigorous empirical scrutiny to gauge both qualitative and quantitative results. The program has been implemented in institutions of various security levels and in various geographical regions of the country, and is being carried out in partnership with a broad spectrum of religious and community organizations. This voluntary program is available to male and female inmates. The current sites are: FMC

Carswell, Texas; FCI Milan, Michigan; FCI Petersburg, Virginia; USP Terre Haute, Indiana; and USP Leavenworth, Kansas.

Religious Programs

Chaplaincy personnel conduct religious services of their particular faith group and accommodate the delivery of religious services for other faith groups to fulfill their roles as correctional program providers. Chaplaincy staff play a positive role in inmate and religious group accommodation as they provide programs across the spectrum of faiths represented in the inmate population. Chaplains also train and familiarize staff regarding the variety of faiths that inmates practice, while providing guidance for institution compliance with the legal standard established by the Religious Freedom Restoration Act and the First Amendment. A religious diet program is available in the BOP. The religious diet program offers religiously certified foods for those whose religious dietary needs include a certification, or a no-flesh component, which allows inmates to self-select from foods to meet their religious dietary needs.

In 2006, the BOP has 308 religious contracts for the delivery of services to smaller faith groups and for other related religious services (i.e., music ministry and seminar workshops). Chaplains also recruit, train, supervise, and sustain 8,169 volunteers from the community who regularly visit the institutions to participate in religious programming. Prior to any service rendered, religious volunteers and contractors have credentials verified and are screened through a national volunteer/contractor database to enhance institutional security. Approximately 147,000 religious worship services (which represents a 5 percent increase due to new institutions activations) were conducted in FY 2005 representing the 31 religious disciplines within the prisoner population. Chaplaincy personnel also offer a wide variety of non-worship religious program options (i.e., studies of sacred writings, studies of sacred languages, retreats, choir and CCD). Religious volunteers and contractors are monitored consistent with their security clearance.

Psychology Services

Psychology staff are an integral part of correctional treatment as they administer programs of group and individual psychotherapy, crisis intervention, prosocial skill building, and staff consultation and training. BOP policy requires that every inmate admitted to a BOP facility be given an initial psychological screening which consists of psychological interviews, social history reviews, and behavioral observation. The purposes of the screening are to identify special treatment or referral needs; provide information useful in future crisis-counseling situations; identify strengths as well as potential adjustment problems to imprisonment; and discuss possible program needs with the inmates and provide information about these programs.

Both individual and group psychotherapy are available to inmates who express a desire and demonstrate the need for it. Treatment programs are offered for developing "life competency skills" including communication, self-management, interpersonal relationships, conflict resolution, problem solution and work skills. Short-term crisis counseling has been acknowledged by mental health professionals as a powerful, viable skill, and BOP psychologists with expertise in this area have provided training and consultation to staff in institutions. BOP psychologists have traditionally provided the courts, parole officials and prison administrators with quality psychological evaluations of offenders.

The BOP's psychology staff also provide sex offender treatment and management programs for sex offenders during confinement, as well as for civilly committed sex offenders. The BOP is expanding the number of programs available to sex offenders as required under the Adam Walsh Child Protection and Safety Act.

Sexual Offender Treatment Programs (SOTP). SOTPs are residential treatment programs which provide a wide range of cognitive-behavioral and relapse prevention techniques to treat and manage sexual offenders. The primary goal of SOTP is to help sexual offenders manage their sexual deviance in order to reduce sexual recidivism. The program incorporates use of a plethysmograph to determine deviant patterns of arousal and a polygraph to identify possible minimization and deception of participants.

Sex Offender Management Programs (SOMP). SOMPs serve three roles: pre-screening releasing sex offenders to determine applicability of civil commitment provisions, management of sex offenders' risk of inappropriate sexual conduct during confinement, and non-residential sex offender treatment.

Inmate Skills Development

The Inmate Skills Development Branch was established in June 2003, to coordinate efforts to implement inmate skill development initiatives across BOP's divisions and provide a centralized point of liaison with external agencies to equip inmates with the necessary skills to succeed upon release.

These nine skills to be developed include: **academic, vocational, interpersonal, leisure time, cognitive, character, daily living, wellness, and mental health.**

The Inmate Skills Development Initiative goals are to:

- Develop an instrument to assess individual skill needs
- Monitor and track skill enhancement throughout incarceration
- Link program assignments to needs identified through assessment
- Focus on skill acquisition rather than program completion
- Allocate program resources based on skill needs of population
- Prioritize skill needs of high risk populations (i.e., sex offenders, criminal career, and mental health cases)
- Develop coordinated and effective communications with internal and external components
- Provide a seamless transition from incarceration to the community

A multi-tiered process has been developed to provide a clear framework for delivery of services and efficient methods for information collection and distribution to enhance inmate skill development. This includes:

INMATE SKILLS ASSESSMENT (ISA): An automated web-based data entry application addressing the identified skills necessary for a successful community re-entry has been developed and will be demonstrated at several institutions representative of male and female populations with a wide range of security levels.

INDIVIDUALIZED SKILLS DEVELOPMENT (ISD) PLAN which uses the information gathered through the ISA to summarize the inmate's skill strengths and deficits. The ISD Plan is continuously updated and includes objectives and action planning to address inmates' needs. The ISD Plan follows the inmate throughout the term of incarceration and upon release to the community.

MODELS OF COLLABORATION are being developed to assist with skill enhancement and the seamless transition to the community. This component focuses on expanding inter-agency and intra-agency communication and information sharing throughout the inmate's incarceration. Through expanded web-based applications and automation, the ISD automation will allow for up-to-date information to be more accessible for sharing with relevant agencies throughout the incarceration period effectuating a seamless flow of information and providing a continuum of care. Collaborations also reduce redundancy in and amongst agencies and allows for more effective tailoring of services.

The following summarizes the Central Office responsibilities for: Psychology Services Branch; Chaplaincy Services Branch; Inmate Skills Development Branch and the Health Services Division.

The Psychology Services Branch is responsible for planning and monitoring the delivery of psychology services, forensic evaluations for federal offenders, the suicide prevention program, psychological evaluations for the community witness protection program, the employee assistance program, the development and implementation of unit-based psychology treatment programs, and victims assistance training. In addition, the Branch is responsible for drug abuse treatment program initiatives through standardized drug education programs, intensive treatment programs, less intensive counseling programs, and institution transitional and community treatment programs.

The Chaplaincy Services Branch facilitates opportunities for free exercise of religion by Federal inmates while extending this mission of pastoral care to institution staff members as their personal spiritual needs may require. This Branch has provided extensive educational materials to ensure that BOP provides for all faith groups, consistent with the Religious Freedom Restoration Act. As of August 2006, there were approximately 240 Chaplains serving 31 faith traditions throughout the BOP's 114 institutions. In addition, the BOP has 8,169 volunteers and 308 contract Chaplains serving the variety of faith traditions within the BOP. Beginning in FY 2002 and continuing today, this branch has the responsibility for oversight of the residential Life Connections pilot programs. Through the pilots, the BOP provides opportunities for the development and maturation of the participating inmates' faith commitment, with a goal of reducing recidivism rates.

The Inmate Skills Development Branch coordinates efforts across the BOP's Divisions to implement skill development initiatives which will enhance efforts to equip inmates with the necessary skills and resources to succeed upon release to the community. The Branch also provides a centralized point of liaison with external agencies involved in this effort.

The Health Services Division comprises three primary program functions: inmate health care, safety and environmental health, and food services. The Medical Director's Branch, in collaboration with the Operations Branch, ensures that inmates are provided medically necessary health care in accordance with proven standards of care without compromising public safety concerns. The Safety and Environmental Health Section is responsible for a safe and healthy environment in which staff and inmates can work and live. The Food Service Section establishes requirements for healthy, nutritionally sound, and appetizing meals that meet the needs of the general population and those at nutritional risk.

PERFORMANCE AND RESOURCES TABLE

Decision Unit: Inmate Care and Programs

DOJ Strategic Goal/Objective: 4.3, 4.4 & 4.5

Workload/Resources		Final Target		Actual		Estimate		Changes		Requested (Total)	
		FY 2006		FY 2006		FY 2007		Current Services Adjustments and FY 2008 Program Changes		FY 2008 Request	
Workload: Total End of Year Federal Inmate Population*		192,788		192,584		197,584		5,000		202,584	
Total Costs and FTE		FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
		38,594	4,830,160	32,117	4,821,065	37,062	4,936,737	-1,919	214,703	35,143	5,151,440
TYPE/ STRATEGIC OBJECTIVE	Performance	FY 2006		FY 2006		FY 2007		Current Services Adjustments and FY 2008 Program Changes		FY 2008 Request	
Program Activity	1. Inmate Care and Programs	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
		13,313	1,766,995	10,914	1,761,629	12,786	1,771,327	-285	67,957	12,501	1,839,284
Performance Measure	# Inmates completing at least 1 Vocational Program	10,800		12,805		12,000		1,600		13,600	
Performance Measure	Drug Treatment: %/# inmates in RDAP	100%/18,000		100%/17,442		100%/18,000		0/0		100%/18,000	
Performance Measure	Drug Treatment: # Non-residential Treatment	13,600		13,697		14,300		200		14,500	
Performance Measure	# Inmates participating in Life Connections Pilot	545		443		545		0		545	
Performance Measure	Inmate financial responsibility program collections (\$000)	\$10,080		\$10,020		\$10,130		\$80		\$10,210	
Performance Measure	% Inmates with GED/H.S. Diploma 7 months prior to release (citizens)	75%		74%		75%		0		75%	
Outcome	# Inmates suicides (not to exceed)	21		15		22		1		23	

*The chart above includes population projections for FY 2007 and FY 2008. The projections are based on data and information from a variety of sources including the Administrative Office of the U.S. Courts, U.S. Sentencing Commission, Executive Office for United States Attorneys, Office of the Federal Detention Trustee, Drug Enforcement Administration, the Federal Bureau of Investigation, and the BOP's own information system (SENTRY). Data from United States Marshals Service indicates that as of November 15, 2006, there are nearly 9,000 inmates in Marshal's custody who are either designated or waiting to be designated to a BOP facility.

Data Definition, Validation, Verification, and Limitations:

Data Collection and Storage: Data are gathered from several computer systems. Inmate data is collected on the BOP on-line system (SENTRY); personnel data is collected from the National Finance Center (NFC) database and from field locations reporting on a regular basis; and financial data is collected on the Financial Management Information System (FMIS). BOP also utilizes population forecast modeling in order to plan for future construction and contracting requirements to meet capacity needs. Inmate employment data is maintained by each industry business office through the transfer of source data into an automated inmate payroll system. Vocational Training program completions are entered into the SENTRY Education Data System at the institution level. Institution education staff verify and record inmates' high school or General Educational Development (GED) attainment in the SENTRY Education Data System when inmates enter BOP custody or when they pass the GED tests and obtain a high school equivalent credential. The Office of Information Systems prepares a monthly report which reflects the high school/GED attainment status of citizen inmates who are within 7 months of their release. GED completion data is provided by the American Council on Education, a non-profit agency, through its GED testing service. GED completion information is posted in the BOP's internal Web site quarterly and all agency personnel have access to the information.

Data Validation and Verification: Within BOP headquarters, staff in different divisions retrieve and verify data on a daily, weekly, and monthly basis, analyze it, and formulate reports and projections. For example, weekly population reports are analyzed and copies provided to both DOJ and OMB. Vocational training (VT) data is entered at the BOP facility level using automated reporting procedures to track program completions data. VT data accuracy is monitored by field education staff via quarterly roster reports. Once year end data is available, it is verified through a two-step process: (1) a roster report is produced by the BOP Office of Information Systems, and sent out to field locations. The report identifies every inmate who completed or withdrew from a VT program at the given institution. (2) Local BOP staff use the list to verify that the data was correctly entered into SENTRY, and make any corrections. After the grace period ends, an automated computer run is made by the BOP Office of Research and the data is maintained in the BOP Key Indicator Information System for historic use. Drug treatment information is retrieved from SENTRY and/or Psychological Data Systems (PDS) data. Data is verified by monitoring the number of inmates on the waiting list for the Residential Drug Treatment Program (RDAP) program who are within 36 months of release, as maintained in the SENTRY database, against the total RDAP program capacity to ensure 100 percent of eligible inmates receive treatment prior to release. BOP Life Connections Pilot Program data is tracked in SENTRY and provides information on inmates enrolled in the program. Life Connections applicant information is cross-referenced and verified through records maintained in BOP's Faith-Based Program Office and at each pilot site. Inmate Financial Responsibility Program (IFRP) data is received from the Finance Branch (Accounting Operations) and is cross-referenced with IFRP SENTRY data on a monthly basis to ensure consistency and accuracy. High school diploma and General Education Development (GED) attainment are verified at the end of each quarter and year-end, institution and region education staff are provided with copies of GED completion data (reports from the GED Testing Service and quarterly education roster reports) to verify the accuracy of GED completions, as they are recorded in the SENTRY based Education Course System. Suicides are reported at BOP locations on SENTRY and verified by BOP headquarters staff in several different divisions. Suicide data is also verified by the National Employee Assistance Coordinator who reviews the Suicide Reconstruction Report. The BOP data undergoes a number of quality control procedures ensuring its accuracy. The FBI's III file is the primary source of rap sheet information used by courts throughout the land and is also thought to be of high quality.

Data Limitations: Due to the unpredictable environment in prisons and other external factors, there may often be discrepancies between projected and actual numbers contained in the performance graphs. Most plans are developed based on historical data, past experience and joint agency efforts to project for the future.

PERFORMANCE MEASURE TABLE

Decision Unit: Inmate Care and Programs											
Performance Report and Performance Plan Targets		FY 2000	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006		FY 2007	FY 2008
		Actual	Actual	Actual	Actual	Actual	Actual	Target	Actual	Target	Target
Performance Measure	# Inmates completing at least 1 Vocational Program	8,971	9,301	10,190	10,673	11,553	12,476	10,800	12,805	12,000	13,600
Performance Measure	Drug Treatment: %/# inmates in RDAP	100% / 12,541	100% / 15,441	100% / 16,243	100% / 17,578	100% / 18,278	100% / 18,027	100% / 18,000	100% / 17,442	100% / 18,000	100% / 18,000
Performance Measure	Drug Treatment: # Non-residential Treatment	7,931	10,827	11,506	12,023	13,014	14,224	13,600	13,697	14,300	14,500
Performance Measure	# Inmates participating in Life Connections Pilot	n/a	n/a	n/a	205	545	608	545	443	545	545
Performance Measure	Inmate Financial Responsibility Program Collections (\$000)	\$7,313	\$8,055	\$8,362	\$8,660	\$8,919	\$9,807	\$10,080	\$10,020	\$10,130	\$10,210
OUTCOME Measure	% Inmates with GED/H.S. Diploma 7 months prior to release (citizens)	66%	66%	73%	74%	73%	74%	75%	74%	75%	75%
OUTCOME Measure	# Inmates suicides (not to exceed)	16	13	15	11	9	13	21	15	22	23

3. Performance, Resources, and Strategies

The Inmate Care and Programs decision unit directly contributes to the Department's Strategic Goal 4: Ensure the Fair and Efficient Operation of the Federal Justice System.

a. Performance Plan and Report for Outcomes

As illustrated in the preceding Performance and Resources Table, the outcome measure for this decision unit is: Number of Inmate Suicides.

Regarding suicides, while it is the objective of the BOP and DOJ to prevent all suicides, the targets reflect projections based solely on historical data. The BOP was under their target for FY 2006 with 15 inmate suicides. The FY 2007 target is 22 or less inmate suicides and the FY 2008 target is 23 or less inmate suicides.

The BOP had an actual of 74 percent of inmates (U.S. citizens) within seven months of release having a GED/H.S. diploma, 1 percent shy of the target. BOP has converted to a new assessment and placement exam in FY 2006. The FY 2007 and FY 2008 GED targets will remain at 75 percent.

The BOP exceeded its FY 2006 target for the number of inmates completing at least one vocational training program at 12,805. However, BOP is in the process of modifying the data collection system and therefore is raising the FY 2007 target to 12,000. For FY 2008, the target remains at 13,600 for inmates completing at least one vocational training program.

The BOP had 17,442 inmates in the Residential Drug Treatment Program for FY 2006. The target for FY 2007 will remain at 18,000. However, BOP is lowering their FY 2008 target back to 18,000 since there was no additional funding provided. There has been no expansion of this program since FY 2003. Currently, there are more than 7,600 inmates awaiting treatment, with the average growth of the waiting list continuing at about 500 inmates per year. Therefore, unless there are new positions funded, BOP will fall short of its ability to provide appropriate substance abuse treatment for 100 percent of eligible inmates.

The BOP exceeded their target for FY 2006 for inmates enrolled in non-residential drug treatment programs with 13,697. The target for FY 2007 is 14,300 and for FY 2008 the projection is 14,500. Unlike residential programs, inmates are not housed together in a separate unit; they are housed in and with the general inmate population.

With the Victorville site closed and the replacement at the Terre Haute site still ramping up, BOP fell short of meeting the FY 2006 target with an actual of 443 inmates participating in the Life Connections Pilot. However, the BOP is expecting full capacity by June 2007. In addition, with the cancellation of the single-faith, residential re-entry programs, BOP has adjusted their target projections for FY 2007 and FY 2008 to 545.

The BOP collected a total of \$10,020,000 under the Inmate Financial Responsibility Program for FY 2006. For FY 2007, the projection is \$10,130,000 and \$10,210,000 for FY 2008.

b. Strategies to Accomplish Outcomes

The BOP will continue to provide productive work, education, occupational training, and recreational activities that have a clear correctional management purpose to minimize inmate idleness, while preparing inmates for employment opportunities and a successful reintegration upon release.

Self-improvement programs designed to change thinking and behaviors have also proven to be effective in dealing with behaviors that threaten the security of staff and inmates. For example, the BOP operates its Life Connections (faith-based) pilot programs. Through these programs, the BOP provides opportunities for the development and maturation of the participating inmate's faith commitment, with a goal of reducing recidivism rates. The BOP Office of Research and Evaluation has developed a data collection instrument to measure and compare rates of recidivism and anticipates an interim report on recidivism could be produced in FY 2009, and a more complete report comparing greater numbers of inmates by FY 2011. In the interim (until this research can be completed), an evaluation has already demonstrated a positive effect of LCP participation on serious misconduct while inmates participate in the program. Additionally, the psychology/drug treatment program for high security inmates targets drug use, the reduction of antisocial attitudes and behaviors, and emphasizes the values of respect for self and others, responsibility for personal actions, honesty in relationships, and tolerance. This program, as well as the Bureau Responsibility and Values Enhancement (BRAVE) Program for younger inmates having difficulty adapting to prison rules, have significantly reduced misconduct among program participants. Research on the BRAVE program conducted by the Bureau's Office of Research and Evaluation covering the years 1998-2000 showed that participants had misconduct rates averaging 52 percent lower than comparison groups.

The Violent Crime Control and Law Enforcement Act (VCCLEA) of 1994 requires the BOP to provide appropriate substance abuse treatment for 100 percent of "eligible" inmates by the end of 1997 and each year thereafter. To be "eligible" for residential treatment, the prisoner must be: sentenced to BOP custody; determined by the BOP to have a substance abuse disorder; reside in a BOP institution; and be within 24 - 36 months of release. In FY 2005, the percentage of inmates entering the BOP with a substance abuse disorder has risen from 34 percent to 40 percent.

In response to the rapid growth in the Federal inmate population of those with drug abuse histories, the BOP has developed a comprehensive drug abuse treatment strategy consisting of five components: screening and assessment; drug abuse education; non-residential drug abuse counseling service; residential drug abuse programming; and community transitional drug abuse treatment. Since 1997, the BOP continues to provide residential drug abuse treatment to 100 percent of all inmates needing and wanting to participate.

Program Increase

Item Name: Sex Offender Management Plan & Impact of Walsh Act

Budget Decision Unit: **Inmate Care & Programs**
Strategic Goal(s) & Objective(s): **Goal 4; Objectives 4.4 and 4.5**
Organizational Program: **Treatment**

Program Increase: Positions **+56** Correctional Officers **0** FTE **+28** Dollars **\$5,000,000**

Description of Item

This is an initiative to continue to refine BOP's Comprehensive Sex Offender Management Plan in the BOP. This strategy is necessary to implement the requirements of Public Law 109-248, Adam Walsh Child Protection and Safety Act of 2006, signed by the President on July 27, 2006. The legislation contains a number of new offenses and enhanced penalties for crimes against children, sexual exploitation offenses, and failure to comply with sex offender registration requirements. The law also requires the establishment of additional sex offender management and treatment programs and creates a statute for the court ordered civil commitment of dangerous sex offenders. Currently the BOP has one Sex Offender Treatment Program (SOTP) operating at FCI Butner, NC and one Sex Offender Management Plan (SOMP) operating at FMC Devens, MA. This initiative expands the SOTP by one program and the SOMP by five programs. The BOP is planning for one SOMP per region and across all security levels. This initiative supports BOP's objective to design, implement, and evaluate a comprehensive sex offender management program to increase institution security and decrease criminal recidivism of sex offenders upon release from prison. This strategy is necessary to address the management and treatment needs of an ever increasing number of sex offenders entering the Bureau's population.

Justification

Since 1988 the number of sex offenders incarcerated in BOP institutions has grown from 3,843 to over 10,000. In the next twelve months 21 percent of these sex offenders will be released to the community. In the next three years, almost half of the sex offenders will be released to the community. Most of these offenders are returning to society without an assessment of risk, treatment, or community transition planning. Sexual predatory inmates also threaten the safety of staff and inmates. Last year over 5,000 inmates received incident reports for sexual misconduct. At the current rate of growth, the BOP anticipates having approximately 15,000 sex offenders in the BOP by 2007. The BOP must treat these inmates and assist offender re-entry into the community. To expand this program, staff and resources are necessary to conduct evaluations for civil commitment proceedings, offender-specific assessments, treatment and correctional management services, and community transition.

Impact on Performance (Relationship of Enhancement to Strategic Goals)

The expansion of the Sex Offender Management Program will meet the requirements of Walsh Act and:

- increase institution security by effectively reducing sexual victimization of staff and inmates;
- decrease criminal recidivism of sex offenders upon release from prison through effective risk appraisal, risk management, psychological treatment and community transition planning and treatment in support of the DOJ Re-entry initiative;
- increase the BOP's risk assessment capability on sexual offenders releasing to the community in support of the Administrative Office of the United States Courts supervision and Re-entry initiatives;
- and provide strategies for the management and treatment of internet pedophiles and other sex offenders who target children in support of the on-going interest of the DOJ Criminal Division, Child Exploitation Branch.

Base Funding

FY 2006 Enacted			FY 2007 Estimate			FY 2008 President's Budget Current Services		
Pos	FTE	(\$000)	Pos	FTE	(\$000)	Pos	FTE	(\$000)
15	15	1,400	15	15	1,400	15	15	1,400

Personnel Increase Cost Summary

Type of Position	Modular Cost per Position	Number of Positions Requested	FY 2008 Request (\$000)
Psychologist	\$58	31	\$1,798
Treatment Specialists	41	25	1,018
Total Personnel		56	2,816

Non-Personnel Increase Cost Summary

Item	Unit	Quantity	FY 2008 Request (\$000)
Travel			90
Other Services			271
Supplies/Other Expenses			1,599
Equipment			224
Total Non-Personnel			2,184

Total Request for this Item

Item	Pos	FTE	Personnel (\$000)	Non-Personnel (\$000)	Total (\$000)
Current Services	15	15	1,400	- -	\$1,400
Increases	56	28	2,816	2,184	\$5,000
Grand Total	71	43	4,216	2,184	\$6,400

c. Results of Program Assessment Rating Tool (PART) Reviews

The BOP's S&E budget, which funds most BOP operations, was selected for review under the PART process in the FY 2004 and FY 2005 budget processes. The review was updated in November 2005. Under the FY 2004 and FY 2005 PART processes, the BOP was rated "Moderately Effective." The score should improve even further in future years as the BOP continues to work with DOJ and OMB to address follow-up recommendations in the areas of crowding and continue a multi-pronged approach to acquire additional capacity.

Follow-up actions and status at the end of the August 2006 are as follows:

Action: Complete the Taft Study comparing private vs. public prison management, operations and costs and make the study available for independent review and analysis.

Status: This study was contracted through the NIJ. It concluded that private prison management was more cost effective than public prison management. The BOP prepared additional analysis on the cost and safety issues addressed in the NIJ sponsored study. The BOP used actual versus estimated costs and drew different conclusions regarding costs and safety lapses at private prisons.

Action: Consider using unobligated balances and modernization and repair funds to modify and/or upgrade existing facilities to house higher security inmates and contract out for lower security inmates.

Status: The feasibility study was sent to DOJ on August 8, 2005. JMD contracted with the National Academy of Public Administration (NAPA) for an independent review and validation of this study, and their review was completed and submitted to DOJ in December 2005. DOJ submitted the BOP study and the NAPA independent review to OMB on December 29, 2005. NAPA concluded converting current minimum or low security facilities to higher security institutions is not a cost-effective use of limited taxpayer resources.

The BOP continues to add contract low security beds consistent with funding, to help reduce crowding. The BOP awarded a 1,195 bed contract (not to exceed 1,374) at the end of 2004. The CAR V contract (1,200 new beds for Criminal Aliens) was awarded on May 24, 2006. Additionally, the BOP continues to ramp up the Moshannon Valley private facility holding 1,332 inmates as of January 11, 2007. The FY 2007 President's Budget includes funding for nearly 4,000 contract beds. The FY 2008 request provides annualization of prior year increases which

will fund 1,079 beds. Finally, the CAR VI contract was awarded in January 2007 to five offerors to house low security criminal alien inmates currently under BOP custody.

Action: Develop a plan to modify and/or upgrade existing low and minimum security prisons to accommodate higher level security inmates.

Status: The feasibility study was sent to DOJ on August 8, 2005. JMD contracted with the National Academy of Public Administration (NAPA) for an independent review and validation of this study, and their review was completed and submitted to DOJ in December 2005. DOJ submitted the BOP study and the NAPA independent review to OMB on December 29, 2005. NAPA concluded converting current minimum or low security facilities to higher security institutions is not a cost-effective use of limited taxpayer resources.

Action: Establish a moratorium on new prison construction until the program is able to demonstrate through studies or other documentation what it considers to be an acceptable level of inmate crowding (inmates as a percentage of facility rated capacity).

Status: The OMB required the BOP complete an assessment of "the acceptable level of crowding in federal prisons." The BOP completed the assessment, and is reviewing results with the Administration. The study concluded that the acceptable level of crowding should be reduced substantially, as high levels of crowding lead to serious assaults. The study involved a time span of more than 8 ½ years and documented the higher level of serious assaults that are associated with crowding.

Action: Take greater advantage of state and local and private sector bedspace to meet its space requirements.

Status: The BOP continues to add contract low security beds consistent with funding, to help reduce crowding. The BOP awarded a 1,195 bed contract (not to exceed 1,374) at the end of 2004. The CAR V contract (1,200 new beds for Criminal Aliens) was awarded on May 24, 2006. On January 17, 2007, the BOP awarded multiple CAR VI contracts to five offerors to house low security criminal alien inmates currently under BOP custody. Additionally, the BOP continues to ramp up the Moshannon Valley private facility holding 1,332 inmates as of January 11, 2007. The FY 2007 President's Budget includes funding for nearly 4,000 contract beds. The FY 2008 request provides annualization of prior year increases which will fund 1,079 beds. Finally, the CAR VI contract was awarded in January 2007 to five offerors to house low security criminal alien inmates currently under BOP custody. NOTE: This follow-up action will be ongoing with each new FY request for additional contract beds.

B. Institution Security and Administration

Institution Security and Administration TOTAL	Perm. Pos.	FTE	Amount (\$000's)
2006 Enacted w/ Rescissions and Supplementals	26,031	24,754	\$2,380,134
2007 Estimate	24,861	23,745	2,394,009
Adjustments to Base and Technical Adjustments	-567	-1,747	78,615
2008 Current Services	24,294	21,998	2,472,624
2008 Program Increases	223	111	14,090
2008 Offsets	0	0	0
2008 Request	24,517	22,109	2,486,714
Total Change 2007-2008	-344	-1,636	92,705

1. PROGRAM DESCRIPTION : Institution Security and Administration

The Bureau of Prisons (BOP) is managed from a central office in Washington, D.C., where the Director, Assistant Directors, and Assistant Director/General Counsel guide the agency's headquarters functions, and six regional offices, each of which is led by a Regional Director. The Executive Staff, which includes the Director, Assistant Directors, and Regional Directors meet once per quarter to review all major issues and determine policy for the BOP. The management staff at each institution, including Wardens, Associate Wardens, and Executive Assistants, provide overall direction and implement policies. Staff training is provided on site at each institution, central office, regional offices, training centers; and through external training provided by the Office of Personnel Management, National Institute of Corrections, other federal agencies, colleges/universities, and private agencies. The BOP sets and enforces high standards of training for personal and professional conduct in its workforce.

This budget activity covers costs associated with Institution Security and Administration, Institution Maintenance, Institution Staff Training and general administration which includes oversight function of the executive staff; and regional and central office program managers in the areas of: policy development and implementation; legal services; budget development; budget execution; financial management; personnel management; facilities management; procurement and property management; research evaluation; program analysis; system support; and ADP services.

All institutions are assigned a security classification level based in part on the physical design of each facility. There are four security levels: minimum; low; medium; and high. Additionally, there is an administrative category for institutions that house a variety of specialized populations such as pre-trial, medical, mental health, sex offenders, and U.S. Department of Homeland Security, Immigration and Customs Enforcement (ICE) detainees. Based on BOP research, female offenders generally do not require the same degree of security as male offenders. Therefore, a modified classification system is used for female inmates. Females may also be placed in state and local facilities.

Each inmate is tracked through BOP's SENTRY Information System. Offenders are assigned a security and custody status which relates to the degree of supervision needed and ensures that offenders are placed in the least restrictive and least costly correctional environment appropriate to their custody and security level needs. The result is a grouping of offenders with similar custodial needs in an institution, and a relative reduction in the mixing of aggressive and non-aggressive offenders.

Within each institution, Correctional Officers are assigned to security posts which are primarily established on the basis of structural/visual considerations. The two basic categories of security are external security and internal security. External security consists of a walled or fenced perimeter, supplemented by staffed security towers or armed mobile perimeter patrols. There is also razor wire strung between a double fence with high mast lighting to illuminate the perimeter, and highly technical equipment such as alarm systems, and video surveillance. Entrances through the perimeter are controlled by a series of gates, both electrical and manual, supplemented by metal detection systems and search procedures for weapon and contraband control. BOP has fully incorporated Closed Circuit Television technology in its higher security facilities which has enhanced supervision and provides valuable intelligence in the management of federal inmates. For practical purposes, all other security measures, processes and activities can be called internal security, commencing when an inmate is admitted and terminating upon his or her release.

Staff supervise inmates in living units, work areas, visiting areas, dining halls, and any other area where inmates may be located or have access. Regularly scheduled counts are conducted several times a day (5 on weekdays 6 on weekends) in all institutions to monitor the whereabouts of inmates. Work supervisors and program personnel are held strictly accountable for all inmates under their supervision.

Violations of institution regulations are dealt with through the Inmate Disciplinary Process. Correctional staff conduct investigations of the alleged misconduct and forward the findings to the Unit Discipline Committee. Depending on the seriousness of the charge, the Unit Discipline Committee will make a finding, or refer the report to the Discipline Hearing Officer for disposition. When practical, inmates are afforded the opportunity to participate in, and present evidence at a due process hearing before findings are made. Inmates may appeal these decisions utilizing the administrative remedy process.

Investigative staff continue to gather and share intelligence information with other law enforcement entities. Staff forward intelligence data referrals to the National Joint Terrorism Task Force; local Joint Terrorism Task Force; Federal Bureau of Investigation (FBI), Counterterrorism Division; and Central Intelligence Agency, Liaison personnel.

The Administrative Detention program provides for the separation of inmates who require closer supervision and monitoring from those in the general population. Such cases include, but are not limited to, protective custody, serious escape risks, threats to the security and orderly running of the institution. The Disciplinary Segregation Program provides for segregation of offenders who have been found guilty of violations of rules through the Inmate Disciplinary Process.

The Facility Maintenance program is designed to adequately maintain and continue to safely operate the physical plants of BOP institutions. Facilities vary in age from those recently constructed to those 100 or more years old. Thirty-six of the BOP facilities are over 50 years old. As of January 2006, BOP facilities were situated on approximately 55,647 acres of land and contained approximately 73.2 million square feet of floor area, all of which must be maintained and furnished with utility services. Complex heating and air conditioning systems, high pressure steam power plants, sophisticated hospital equipment, emergency electrical power systems and fire protection and life safety systems all require regular maintenance. Each institution maintains communication systems including complete private automatic branch exchange telephone systems, radio systems including base station and mobile units and several electronic detection and control systems. In FY 2008, this program will provide for the maintenance and operation of 3,886 vehicles.

Physical plant requirements are identified through regular inspections conducted in the on-going preventive maintenance program, formal semi-annual inspections, and requests for specific needs identified by institution staff members. This program finances maintenance and minor improvement projects which normally cost \$10,000 or less. However, there are policy guidelines which allow funding of maintenance projects (work requests) costing more than \$10,000 in certain circumstances. Some exceptions would include emergencies or security threats such as hurricanes or disturbances. Maintenance and repair requirements in excess of \$10,000 are normally included in the "Modernization and Repair" program of the Buildings and Facilities budget.

The work within the maintenance program is accomplished almost entirely by inmate crews under staff supervision. Each work crew consists of a staff foreman and 5 to 15 inmates. Each institution must have highly skilled staff with experience and training in every phase of construction and maintenance work including steamfitting, air conditioning, mechanics and/or electronics repair. A few specific jobs are contracted out because special skills or equipment items are required, or because the work may be extremely dangerous. Examples of these jobs include elevator inspection and repair, radio frequency alignment, and water tower painting.

Central Office and Other Functions:

A summary of Central Office and other oversight functions for this decision unit are provided below:

The Executive Staff is comprised of the Director, six Regional Directors, and seven Program Assistant Directors and the Director of NIC in the central office and serve as the policy and decision makers for the BOP, with a span of control across the entire agency. They meet regularly in person and via video conference and teleconference to establish and update strategic plans, goals and objectives, and to assess achievement and redirect strategies as appropriate and consistent with the President's Management Agenda and the DOJ Strategic Plan. The Executive Staff oversees BOP's resources; guides BOP's staffing, training and management development program; sets inmate and capacity standards; and develops and approves budget initiatives and operating plans.

The Office of Internal Affairs reports to the Director and provides liaison and investigative assistance to the Department of Justice Office of the Inspector General (OIG). The Office is responsible for investigating staff misconduct within BOP when there are allegations of waste, fraud, mismanagement, or other improper activities by the BOP employees, staff at contract/halfway house facilities; staff at facilities with an Intergovernmental Agreement; and staff at privatized facilities. The Office of Internal Affairs also coordinates with the Office of Inspector General, the Federal Bureau of Investigation, and other law enforcement entities when investigations may lead to criminal prosecution or when there are allegations involving the abuse of an individual's constitutional rights under the law.

The Office of General Counsel provides legal advice, assistance, and representation to BOP officials in the areas of Correctional Law, Commercial Law, Real Estate and Environmental Law, Inmate Civil and Criminal Litigation, Inmate Remedies, Administrative Claims, Ethics, Equal Employment Opportunity Complaint Processing, Labor Law, Freedom of Information and Privacy Acts, Administrative Rulemaking, Alternative Dispute Resolution, and legislation affecting the BOP.

The Correctional Programs Division ensures a safe, secure institution environment for inmates and staff, and encourages inmate population activities and programs designed to eliminate idleness and instill a positive work ethic. The Division provides leadership and policy direction in ten areas: correctional services, correctional programs, psychology services, religious services, inmate systems management, female offenders, inmate skills development, privatization management, community corrections, and detention services. Also, the Correctional Programs Division is responsible for answering inquiries from the general public, elected officials, the courts, and other law enforcement agencies concerning correctional issues, inmate correspondence, and administrative remedy filings.

The Correctional Services Branch has primary responsibility for security and custody issues. This includes oversight for emergency preparedness (to include Special Operations Response Teams, disturbance control, contingency planning and annual crisis management training), locksmith operations, inmate discipline, the inmate urinalysis program, and the intelligence

gathering network. Additionally, this branch is responsible for monitoring and revising all program statements applicable to Correctional Services, as well as, develops specifications for all contracts related to weapons, chemical agents, and emergency equipment. This branch continues to seek ways to reduce violence in BOP facilities by providing incident preventive and response protocols for adaptation at the institution level. The initiatives include drug interdiction, operating and maintaining security posts within federal institutions, and enhancing the intelligence network for the detection and prevention of security hazards and breaches on Federal property. The Correctional Services Branch, Intelligence Section, also includes staff who are assigned to the FBI, National Drug Intelligence Center, FBI Counter Terrorism Division, and the FBI Criminal Investigative Division (safe streets and gang section).

The Correctional Programs Branch is responsible for planning, documenting, monitoring, and providing the delivery of correctional programs and services to inmates. The branch provides guidance, instruction, and technical support to field staff in the areas of witness security, the central inmate monitoring system, unit management issues and training, case management, policy development, inmate financial responsibility program, inmate classification, treaty transfer program, and DC Offender issues. The branch also provides oversight for the Receiving and discharge, mailroom, and select Records Office functions at institutions. This branch implements individual pre-release planning for inmates successful reintegration into the community through the implementation of policy. Additionally, the Branch provides services to victims and witnesses of federal crimes to ensure their rights are upheld, their dignity and privacy respected, and their safety protected. Unit Management, an integral part of Correctional Programs, determines inmate program needs and encourages pro-social institution and community behaviors that benefit inmates, staff, victims and society. This is accomplished through functional unit management and effective interaction.

The Designation and Sentence Computation Branch is responsible for policy development related to sentence computations, performing the sentence calculations, admission and release of inmates, initial designation of the place of confinement as well as the creation and delivery of classroom-based and multimedia training programs for these policy areas from a central location. The branch also has responsibility for coordinating airlift and bus movement of federal inmates in conjunction with the Detention Trustee, the Justice Prisoner Alien Transportation System in Kansas City, and U.S. Marshals throughout the United States, territories and possessions. The branch monitors various court rulings and decisions, modifications to statutes, updates to the U.S. Sentencing Guidelines, Administrative Office of the U.S. Courts policies and procedures and the U.S. Parole Commission rules and practices in order to stay abreast of current developments in the Federal criminal justice system and amend policies and procedures to incorporate these changes. The branch responds to inmate Administrative Remedies, controlled correspondence signed by the BOP Executive Staff, written and telephonic inquiries from law enforcement, state and local corrections agencies, prosecutors and defense attorneys at all levels of the government, and public inquiries on related issues.

The Female Offender Administrator works with BOP staff at all levels to ensure female offenders receive appropriate programs and services. Additionally, the Administrator works with other BOP divisions to ensure programs are designed and implemented to meet the needs of incarcerated parents and their children.

The Human Resource Management Division (HRMD) is responsible for the development, implementation, and administration of all human resource (HR) and training policies and programs which meet the regulatory requirements of the Federal Government.

The Affirmative Employment Branch plans, develops, and implements the BOP's Federal Equal Opportunity Recruitment Program, Disabled Veterans Affirmative Employment Program, Section 501 Affirmative Employment Program, and Title VII Affirmative Employment Program; monitors compliance with the Equal Employment Opportunity Commission's (EEOC) Management Directive 715 (MD-715), and various Executive Orders concerning recruitment, hiring, and advancement of staff; provides management staff with techniques and procedures to assess, identify and eliminate barriers to the recruitment, hiring, advancement and retention of staff; monitors the recruitment efforts at all levels to ensure a diverse pool of qualified applicants are available for positions BOP-wide; and develops and implements the Diversity Management Program.

The Office of Executive Workforce Planning is responsible for human capital planning; strategic planning on recruitment, retention and hard to fill positions; operational reporting at the national level; automated systems for executive staff; and identification and evaluation of HR systems to meet E-Gov streamlining initiatives. This Office also provides expertise on a wide and complex range of HR issues that have short and long term goals. Ongoing human capital planning activities in conjunction with DOJ includes the development of the human capital accountability system plan, the skills gap analysis and subsequent monitoring plans on how the skill gaps identified can be closed. In the identification of best practices among the DOJ agencies, one of the BOP's best practices in human capital accountability is from this office. The Workforce Planning System (WPS) for Executive Staff consists of three separate systems developed and maintained by this office: The Management Preference Profile System, the Management Selection System and a CEO Module on Wardens and Associate Wardens. BOP HR data on over 35,000 employees is retrieved and analyzed using a variety of systems and software including the PC, mainframe and web systems. To address recruitment, retention and hard to fill position issues, this office administers a web-based pre-employment survey to collect a random sample of data on applicants which yields useful information about social/ethical issues related to hiring qualified law enforcement officers. In addition, turnover and staff perceptions on their workplace is monitored using the BOP's Prison Social Climate reports and OPM's Human Capital Survey.

The Personnel Branch ensures all positions are properly classified and employees receive all benefits, rights and entitlements; develops and operates a nationwide staffing program for processing job applications for the following professions: Correctional Officer, Clinical Psychologist, Registered Nurse, Nurse Practitioner, Physician Assistant, and Medical Officer; develops an effective correctional workforce through challenging staff development experiences; and administers the Management Selection System for Warden and Associate Warden positions. An Internet-based application processing and referral system (BOP-HIRES) has been implemented which allows applicants to apply for positions on-line and allows the Human Resource Office to request and receive a Certificate of Eligibles instantly. Correctional officer applicants as well as candidates interested in hard-to-fill occupations can apply on-line. This form of applying for a BOP position has been well received to the extent that over 226,142

individuals have registered their interest in becoming a correctional officer. Since the beginning of BOP-HIRES (May 2001), BOP has hired 8,717 employees. Continued automation of human resource functions are on-going including automated merit promotion and local delegated examining unit announcements on BOP-CAREERS which eases the process of applying for a position and expedites the development of candidate lists for selecting officials. The HRMD has begun cost savings initiatives to implement strategies to provide optimal human resource services in a more efficient manner and implement the use of technology to further improve service to staff. These initiatives include consolidating all position classification to ensure greater consistency in the application of OPM classification standards and allow the development of additional standardized position descriptions.

The Consolidated Employee Service Center (CESC) located in Grand Prairie, Texas, is comprised of three components: Consolidated Processing Unit (CPU), Consolidated Benefits Unit (CBU), and the Consolidated Staffing Unit (CSU). The Center is now fully staffed.

As of July 24, 2006, the Consolidated Processing Unit (CPU) began servicing staff from every location throughout the Bureau of Prisons. The CPU's primary functions are to process payroll and personnel transactions; set pay; maintain Official Personnel Files and other employee files; and provide a "Help Desk" to respond to inquires about payroll/personnel transactions. In January 2007, the CPU began working with OPM, DOJ, and a contractor to transition BOP's paper OPFs to e-OPFs.

The Consolidated Staffing Unit (CSU) develops and operates a nationwide staffing program for processing job applications; manages a nationwide Delegated Examining certification program to assist field locations in staffing their positions by providing timely services to job applicants and all BOP facilities; and maintains responsibility for processing and announcing all non-bargaining unit merit promotion announcements. An Internet-based application processing and referral system (BOP-Careers) has been implemented which allows applicants to apply for positions online under merit promotion or Delegated Examining competitive examinations. The CSU began transitioning work on February 1, 2006, on a limited scale and then began its planned activation phases on February 28, 2006, when it began processing all non-bargaining unit merit promotion announcements and Delegated Examining requests for all positions. During this short time, the CSU has processed over 2,079 job announcements and certificates. On April 17, 2006, the CSU transitioned the Open Continuous System from all six Regional Offices. On January 29, 2007, the CSU will begin operating a nationwide staffing program for processing job applications for the following professions: Correctional Officer, Clinical Psychologist, Registered Nurse, Nurse Practitioner, Physician Assistant, and Medical Officer. The final phase of transitioning bargaining unit merit promotion processing from the field is projected to occur in the near future. Once this final phase is complete, the CSU will process all merit promotion actions throughout the Bureau with the exception of the Management Selection System for Warden and Associate Warden positions.

The Consolidated Benefits Unit (CBU) is now servicing staff from every BOP location including accurately establishing the service computation date for leave and retirement. CBU staff are considered our agency experts in employee benefits. The CBU processes applications for retirements, and calculates projected annuity estimates. Additionally, they provide information

regarding the effects a military activation has on an employee's retirement eligibility. In conjunction with the local Employee Services Department (ESD), the CBU assists survivors with processing employee death claims and dependent life insurance claims. The CBU provides advice on a wide variety of inquiries regarding all aspects of benefits, including health insurance, life insurance, long term health care, flexible spending accounts, Thrift Savings Plan, and provides updates on new benefits (FEHB dental and vision) as they develop. The CBU monitors OPM, regulatory and proposed legislative changes regarding federal employee benefits. This information is reviewed and disseminated to employees utilizing Sallyport, e-mails, informational pamphlets, and responses to individual inquiries.

The Labor Management Relations and Employee Security Branch provides expert advice and guidance on matters relating to the employees' union, employee grievances, and employee disciplinary actions; provides agency representation before administrative third parties; provides advice on local negotiations; represents the agency at national negotiations; manages the personnel security and background investigation program, ensuring all employees receive appropriate background investigations and subsequent reinvestigation, with employment security approvals processed in a timely manner. In conjunction with the Office of Personnel Management (OPM), the Employee Security Section will be automating background form processing via e-Quip to enable staff to complete various security forms for national security access and five year reinvestigations. The forms will be completed and submitted electronically, expediting the processing time and reducing postage costs.

The Training and Staff Development Branch coordinates tailored training based on the individual's needs by utilizing qualified and highly knowledgeable BOP staff as well as contracting with distinguished training institutions such as the Office of Personnel Management and the National Institute of Corrections. As a result, the Leadership Enhancement and Development (LEAD) Program is in its sixth year and continues to provide training and developmental activities linked specifically to leadership competencies necessary to be effective at the highest level of the agency. As of December 2006, the LEAD Program has produced 206 graduates who have completed their program requirements.

The Training & Staff Development Branch continues to maintain, enhance, and service the BOP's Training Management System (TMS) which was launched agency-wide in April 2004. The TMS highlights include: employee training transcripts dating back to 1960; reporting capabilities to track mandatory training; using course codes to track web-based training offered by other Government agencies; requiring certifications in TMS for all mandatory training; administering training curriculum; and managing staff career development.

The Ombudsman Program provides staff a confidential, independent, and neutral resource outside of the formal reporting process. The Ombudsman Program is directed by a senior independent staff person who reports to the Director. The Ombudsman serves as a designated neutral who is available for all staff to assist with work related concerns, issues, or problems. The Ombudsman Program is voluntary and is an additional resource for staff which does not replace any existing formal processes for a redress of grievances or complaints, nor does it alter the time frames involved in those processes.

The Staff Training Academy (STA) at the Federal Law Enforcement Training Center (FLETC) Glynco, Georgia provides introductory and advanced correctional training for BOP law enforcement staff. The Introductory Correctional Training Program (ICTP) is a 5-week program for a total of 159 hours of instruction that is taught in two phases. The phases consist of a 2-week Institution Familiarization (IF) and a 3-week Introduction to Correctional Techniques (ICT) program.

The STA oversees the curriculum development and administration of the 2-week (56 hours) IF course provided at all institutions for new employees prior to attending the ICT at the STA. The ICT is a 3-week (103 hours) program of instruction that covers hostage situations, ethics, interpersonal communication skills, special offenders, diversity, inmate discipline, legal procedures, etc. Successful completion of this program (academics, firearms and the Physical Ability Test) is required for continued employment of newly hired staff entering into law enforcement positions. The ICTP is fully accredited by the Eastern Kentucky University. In FY 2006, 1,723 new employees participated in 35 classes of the ICT program. The STA provided advanced correctional skills training for trainers in disturbance control, firearms, bus operations, self-defense and side-handle baton in FY 2006. The STA also provides advanced correctional training for Marksman/Observer and Witness Security. The majority of the advanced training programs are conducted at BOP institutions resulting in a substantial cost avoidance in training costs. In FY 2006, 548 staff members participated in 23 advanced classes.

The ICTP is evaluated with a standardized instrument (Kirkpatrick's Level I, II, and III), which has provided a database enabling detailed reports for analysis of the ICTP. Analysis of these reports provide insight on modifications to enhance the ICTP.

The STA requires the institutions in the field to use an on-line testing instrument (Kirkpatrick Level II) to evaluate the IF course and a program evaluation form (Kirkpatrick Level I). All students must complete the on-line assessment prior to attending the ICT program at Glynco. In addition, students are required to complete an on-line Kirkpatrick's Level I assessment evaluating various aspects of the program. This data has been made available to the Employee Services Managers so that they may use it to evaluate and improve their local programs. Prior to this implementation, the Academy was unable to objectively evaluate the IF program. This technological advance has allowed the STA to perform a complete evaluation of the IF program.

Each student arriving at the STA is temporarily issued a laptop computer containing an electronic manual, electronic tutorials. STA ICT students are also tested with on-line testing instruments, and complete an on-line program evaluation form.

The STA continues to support and expand the on-line testing programs. The IF testing program has been in place since August 2003. As of December 31, 2006, 6,131 IF exams have been administered. Students have been successful 95 percent (5,844) of the time, and have failed 4 percent (275) of the time the IF exams have been administered. The mean score on the IF exam is 82.8 percent. The ICT testing program has been in place since August 2004. As of December 31, 2006, we have administered the ICT Exam I 5,077 times. Students have been successful 96 percent (4,855) of the time. The mean score of ICT Exam I is 86.4 percent. The STA has also administered the ICT Exam II 5,062 times. Students have been successful 99 percent (5,002) of the time. The mean score for the ICT Exam II is 87.1 percent. The STA

continues to collect and analyze Level I and Level II data to insure the STA continues to provide a relevant high quality training program.

The Management and Specialty Training Center (MSTC) in Aurora, Colorado provides the majority of the BOP's senior level training courses and curriculum development workgroups to include Job Task Analysis and Needs Analysis. The training offered at the MSTC is competency-based, providing participants the opportunity to progressively develop leadership skills and specialty competencies. A wide range of courses are available for institution Executive Staff, Department Heads, Supervisors and Technical Support Staff. These courses include training for Correctional Services Supervisors, Food, Financial and Personnel staff, Education and Recreation staff, Drug Treatment and Psychology Services, Chaplains, Trust Fund staff, and others. In addition to preparing personnel for position specific responsibilities, the MSTC also trains staff to assume collateral responsibilities such as: Hostage Negotiations Team Members, Disciplinary Hearing Officers, EEO Counselors and others. All classes are evaluated for effectiveness and an analytical review of participant performance is conducted through a critique of pre/post test scores or performance-based evaluations.

From September 2006, the MSTC conducted 14 residential classes, 2 off-site classes, 2 assist visits, and hosted 1 non-BOP related training class. In addition the MSTC provided on-site training for 1,111 participants and 152 resource staff. The totals for the FY 2006 training schedule are 123 classes, 3,071 students, and 336 resource staff.

To maximize the use of tax dollars, the MSTC provides several alternatives for training including off-site training and distance learning initiatives such as Centra. Centra is a live instructor-led webcast training program. The conversion of paper-based MSTC pre- and post-tests to online access via eZ.exam is complete. Implementation of eZ.exam has eased the administrative duties of ESM staff in BOP institutions and MSTC staff who schedule per- and post-tests for classes in Aurora, Colorado. Staff testing data is updated on a biweekly basis with the National Finance Center database. The MSTC is working with the Regional Computer Services Administrators to incorporate the Institution Character Profiles for staff access in eZ.exam.

The MSTC is working closely with the Training Staff Development Branch to create customized reports to compile staff training records, and convert the Form-24 (Training Request) to electronic format in SABA, as required by DOJ's e-learning Implementation Plan. The Curriculum Development Department has been working closely with the MSTC Instructional Technology Department, and National Institution of Corrections to develop and deliver regionally-based training for Associate Wardens in the Bureau of Prisons, and are in the process of creating a training curriculum for the Forward Thinking Initiative. The Health and Nutrition Course conversion to distance learning is 90 percent complete, with the two field-test phases complete. The MSTC is currently soliciting feedback from participants and users in the field. The Suicide Prevention Video is complete and approved for duplication and distribution to the field in January.

The National Institute of Corrections, Longmont, Colorado, and the MSTC, Aurora, Colorado, are in the process of co-locating their training facilities at the MSTC. This will realize cost

savings while allowing collaboration on current and future training initiatives within both divisions.

The Information, Policy, and Public Affairs Division facilitates the sharing and dissemination of information within the BOP and to external constituents, including Congress, other components of the Federal Government; state and local governments; members of the criminal justice community; the media; and the general public. The Division includes the offices of Public Affairs, Legislative Affairs, Research and Evaluation, Information Systems, Policy Information Management, and Security Technology.

The Office of Public Affairs is responsible for public and media relations, communications functions, archival and historical programs, and provides a wide range of information services to the media, the public, and other organizations. This office serves as the primary contact for 6 regional offices and 114 institutions with respect to media policy and national media issues. In addition, this office coordinates responses to national media contacts, responds to numerous inquiries from local and national news organizations, compiles a detailed weekly report from the Director to the Deputy Attorney General, prepares informational videotape programs, and compiles daily news article clippings for review by all staff. This office develops projects, publications, and communications that enhance public knowledge of BOP and its programs; is responsible for content management of the Bureau's public website and Sallyport; serves as the primary editor for agency communications; and maintains liaison with foreign governments and international organizations requesting technical assistance, advice, and information.

The Office of Public Affairs also conducts historical research and develops publications and special presentations on BOP history for both internal and external audiences; responds to requests from BOP offices, other Federal agencies, scholars, the press, and the general public for historical information and records; collects and preserves historical records and artifacts; and develops displays on BOP history.

The Office of Legislative Affairs works closely with the DOJ Office of Legislative Affairs in all areas. The office's major functions include: tracking and analyzing legislation of interest to the BOP; maintaining contact with Members of Congress and their staff; responding to Congressional inquiries and concerns; preparing the Director and other staff for Congressional hearings and visits with members of Congress; coordinating implementation of new laws; and coordinating tours for Congressional members and/or their staffers and others.

The Office of Research and Evaluation supports the mission of the BOP by conducting rigorous social science research to evaluate many inmate programs and agency policies. Additionally, the Branch maintains an interactive PC-based system for monitoring management information systems (key indicators/strategic systems), responding to information and technical assistance requests, and processing research proposals. The Research Office generates and distributes reports on such topics as institution social climate, escapes, inmate classification, inmate programs, staff misconduct, and privatization. The office also responds to requests for prison impact assessments and information or technical assistance from BOP staff and outside agencies. Finally, the Office of Research provides the agency with critical information and analyses

regarding issues such as population projections, gangs, HIV, inmate misconduct, medical classification, performance measurement, and inmate classification.

The Policy Information Management Branch is responsible for forms development and management, electronic publishing, records management and the electronic Freedom of Information Act reading room. The branch is also responsible for system-wide management of agency directives and quality assurance before and after issue. This branch's National Policy Management Office is responsible for facilitating the development of well-written, understandable, and meaningful policy that effectively guides BOP employees in their day-to-day tasks and responsibilities. This is accomplished by providing written guidance to policy developers (e.g., helping Central Office staff write outcome-based objectives for policy), involving bargaining unit employees in the policy development process, carefully reviewing newly-developed policy for clarity and consistency, conducting a meaningful clearance process involving subject matter experts, and authenticating policy by ensuring appropriate approvals have been received prior to publication and distribution. Finally, this branch serves as a liaison with the National Archives and Records Administration, assisting in the transfer of records to the National Archives and providing staff with training and advice on records management procedures.

The Office of Security Technology is responsible for identifying, evaluating, assisting, and developing security technology initiatives and equipment within BOP; centralizing the identification and screening of new equipment and technology for potential use; establishing relationships with other federal and State law enforcement agencies regarding technology; responding to field requests for technical solutions to operational problems; and establishing standards for the use of security systems.

The Office of Information Systems ensures the provision of current, automated data and information systems for all BOP locations. Responsibilities include: computer services, the agency internet and intranet sites, application system development, technical support, personal computer support, financial systems, and field support.

The Program Review Division is responsible for analyzing BOP programs and guiding BOP managers in the assessment of their operations. The division assists management in the strategic planning process, coordinates and monitors oversight activities of audit and regulatory authorities, and ensures that effective management and operational procedures exist throughout the BOP. Additionally, the division's chief executive serves as the BOP's Competition Advocate and Limited English Proficiency Liaison.

The Program Review Branch, composed of 14 different disciplines, conducts program reviews of BOP programs at all levels and locations for compliance with the laws, regulations and policy, adequacy of controls, efficiency of operations, and effectiveness in achieving program results.

The Strategic Management Section (SMS) is responsible for monitoring and analyzing BOP programs to provide timely and relevant information about specific program performance and BOP-wide patterns and trends, and is responsible for creating and overseeing national policy on Institution Character Profiles (ICP) and Pilot Programs. *The Program Analysis Section (PAS)* provides program management in the area of American Correctional Association (ACA)

accreditation. PAS also serves as the liaison for BOP's contacts with external audit authorities, and is responsible for coordinating Integrity Act issues.

The Contract Facility Monitoring (CFM) Section is responsible for monitoring the agency's secure adult correctional contract facilities and large Intergovernmental Agreements. Through this process, the agency is assured inmates housed in contract facilities are confined in a safe and secure environment in accordance with all applicable laws, regulations, and correctional standards.

The Administration Division provides the resources and support necessary for BOP to perform in an effective and efficient manner. This includes the development of budget requests; the stewardship of financial resources; procurement and property management; the design and construction of new correctional facilities; the renovation and maintenance of existing facilities; and other administrative support services. Following, describes the functions of the Branches and the positions may be included in both the BOP's Salaries and Expenses and Buildings and Facilities appropriations.

The Budget Development Branch formulates BOP's resource requests including budget submissions, amendments, supplementals, prison impact assessment estimates and resource reprogrammings; justifies the budget estimates by preparing formal budget exhibits, written testimony and detailed data which support the agency's funding requests before the Department of Justice, the Office of Management and Budget, and the House and Senate Appropriations Subcommittees; and represents the BOP at various interagency budget related workgroups.

The Budget Execution Branch encompasses the planning and control process from the point of enactment of the appropriations through the obligations and expenditure of resources and achievement of resource goals. The Budget Execution Branch's primary objective is to ensure that the BOP does not exceed obligation, workyear, and position levels prescribed by Congress in Public Law on an annual basis. To ensure this objective is met, the Branch focuses on the following: determine if adequate funding and positions are available to effectively carry out the mission of the BOP within approved levels; provide guidance involving the interpretation and application of budget execution concepts and requirements to Regions, Central Office, and Training Centers; develop and maintain BOP policy by ensuring that Budget Execution program Statements are consistent with external governing agencies regulations (i.e., Office of Management and Budget and the Department of Justice); ensure financial reports required to be submitted to outside agencies provide an accurate picture of the financial status of the BOP; and develops, maintains, and coordinates specialized training courses for BOP Budget Analysts.

The Finance Branch ensures that all financial transactions are recorded in an accurate and timely manner in the financial management system in order to produce the financial reports necessary for monitoring the financial status of the BOP and its institutions; develops BOP accounting policies and internal controls to ensure compliance with the requirements of the Department of Justice, the Office of Management and Budget, the General Services Administration, and the Department of Treasury; disburses Central Office vendor and travel payments; manages contract programs which support the financial management mission of the BOP such as the Government-wide Travel Charge Card Program, the third party draft program, the Central Office Travel

Management Center contract; develops specifications for the design and operation of the BOP's financial management system; and prepares the annual Financial Statement of the Federal Prison System required by the Chief Financial Officer Act of 1990 and the Government Management Reform Act of 1994 (GMRA).

The Capacity Planning Branch coordinates and analyzes information related to capacity planning, covering such varied areas as female offender needs, the D.C. felon requirements, detention requirements, medical facilities, new facilities construction and contract confinement. The Branch also produces and updates the BOP's Capacity Plan, which is the official composite for the determination of correctional capacity requirements; assists the Office of Research in developing population projections by population subgroups based on data from the Administrative Office of the U.S. Courts, and is responsible for reviewing rated capacity changes (i.e., renovations) at each institution and assuring that those changes are properly reflected in SENTRY.

Facilities Management Branch directs and monitors the existing institution modernization and repair program and the vehicle fleet; establishes policy governing the maintenance of existing facilities; and provides technical support to both BOP staff and outside entities regarding architectural, engineering, and facilities issues.

The Site Selection and Environmental Review Branch identifies sites for new correctional facilities; provides public information programs for local officials and the general public to garner support for proposed facilities; and coordinates the development of the required environmental impact studies.

The Design and Construction Branch is responsible for the planning, design, and construction of new institutions for the BOP; develops design and related technical standards and policies for development of new BOP facilities; participates in BOP's long range capacity expansion planning; and provides technical advice and support within BOP and to outside entities related to architectural, engineering, construction, and project management issues.

The Acquisitions Branch (AQB) develops BOP-wide procurement policy to ensure supplies and services needed to operate correctional facilities are acquired in a timely manner, within Federal statutory regulations, and at the best value to the Government. The AQB is responsible for maintaining a competitive business arena and protecting the integrity of the BOP's national procurement program. The AQB solicits, awards and administers contracts for projects with national scope and impact. For example, the AQB awards national contracts in the areas of community corrections, relocation services, weapons, ammunition, and information technology (IT) equipment, including the inmate telephone system and the BOPNet program for IT equipment. The AQB provides procurement oversight, and oversees the largest purchase card program in the Department of Justice. The AQB provides direct contract services and develops procurement and oversight policies for the private operation and management of secure adult corrections/detention facilities. The value of these contracts are in the hundreds of millions of dollars.

The Field Acquisition Office (FAO) solicits, awards and administers contracts for the day to day operation for all BOP institutions and six regional offices. The FAO is also responsible for oversight of the procurement operations at all BOP institutions.

The Property and Construction Branch (PCB) develops, administers, and provides oversight of the BOP Design-Build construction contracting program which includes the acquisition, design, and construction of all new prison facilities throughout the United States; establishes all utility contracts (i.e., electric, water, sewer, telephone and natural gas) for all newly constructed prison facilities; procures and administrates Architect/Engineering (A/E) services for renovation studies on 50+ year old prison facilities (36) throughout the United States; acquires site evaluation and environmental analysis services for the investigation of potential locations and specific sites for new prison facilities; is responsible for the acquisition and oversight of professional Construction Management Firm contracts to provide inspection and quality assurance during the construction of new prison facilities; provides guidance and oversight to regional offices and institutions in the specialized areas of design/build, A/E construction, utility service, and construction management contracting; and develops and conducts training to all BOP procurement staff in the specialized area of construction contracting. In addition, the PCB maintains accountability for real and personal property through the SENTRY system; conducts periodic quality assurance reviews of BOP facilities to ensure compliance with Financial Statement Accounting Standards; updates and disseminates BOP Property Management policy, as required; conducts annual training for BOP staff assigned property management responsibilities; reviews, processes, and ensures approval for temporary permits/easement requests to construct, install, operate, and maintain various services (sewer, water, gas, electric) and right-of-ways; reviews, processes, and ensures approvals for requests to lease office, warehouse, and parking space; acquires and distributes excess personal property to BOP facilities located throughout the United States; maintains the staff quarters rental rate program for more than 700 staff residences at 35 sites; and provides oversight to the Transit Subsidy Program involving over 1,800 staff participating at approximately 34 sites through out the BOP.

Finally, *the Trust Fund Branch* provides commissary services; ensures the financial integrity of the Trust Fund and Inmate Deposit Fund; implements and manages a BOP-wide inmate telephone calling program; and provides management oversight for the laundry and warehouse operations.

PERFORMANCE AND RESOURCES TABLE

Decision Unit: Institution Security and Administration

DOJ Strategic Goal/Objective: 4.3, 4.4 & 4.5

Workload/Resources		Final Target		Actual		Estimate		Changes		Requested (Total)	
		FY 2006		FY 2006		FY 2007		Current Services Adjustments and FY 2008 Program Changes		FY 2008 Request	
Workload: Total End of Year Federal Inmate Population*		192,788		192,584		197,584		5,000		202,584	
Total Costs and FTE		FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
		38,594	4,830,160	32,117	4,821,065	37,062	4,936,737	-1,919	214,703	35,143	5,151,440
TYPE/ STRATEGIC OBJECTIVE	Performance	FY 2006		FY 2006		FY 2007		Current Services Adjustments and FY 2008 Program Changes		FY 2008 Request	
Program Activity	1. Institution Security and Administration	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
		24,754	2,380,134	20,939	2,379,053	23,745	2,394,009	-1,636	92,705	22,109	2,486,714
Performance Measure	# institutions/rated capacity	115/119,723		114/119,510		114/122,189		1/1,472		115/123,661	
Performance Measure	Correctional Officers On-board	15,400		16,013		16,300		50		16,350	
Performance Measure	Inmate to Correctional Officer Ratio	10.35:1		10.15:1		10.17:1		0.12:1		10.29:1	
Performance Measure	Rate of assaults in Federal Prisons (Rate/5,000)**	130		119		130		0		130	
Performance Measure	Rate of serious assaults in Federal Prisons (Rate/5,000)**	--		--		14		0		14	
Performance Measure	Facilities accredited: ACA	99%		99%		99%		0		99%	
Outcome	Escapes from Secure Institutions	0		1		0		0		0	
Outcome	System-wide Crowding	37%		36%		36%		0%		36%	
Outcome	Per Capita (Operating) Costs NOTE: Does not include construction costs	\$66.12		\$67.00		\$69.70		\$2.80		\$72.50	

*The chart above includes population projections for FY 2007 and FY 2008. The projections are based on data and information from a variety of sources including the Administrative Office of the U.S. Courts, U.S. Sentencing Commission, Executive Office for United States Attorneys, Office of the Federal Detention Trustee, Drug Enforcement Administration, the Federal Bureau of Investigation, and the BOP's own information system (SENTRY). Data from United States Marshals Service indicates that as of November 15, 2006, there are nearly 9,000 inmates in Marshal's custody who are either designated or waiting to be designated to a BOP

facility.

**Due to the time required to adjudicate allegations of assaults, there is a lag between the occurrence and reporting guilty findings. Therefore, the figures reported represents incidents that were reported for the preceding twelve months ending several months before the end of the FY. Beginning with the FY 2007 data, data will focus on the rate of serious assaults (inmate on inmate per 5,000) which is a more meaningful safety indicator for BOP facilities.

Data Definition, Validation, Verification, and Limitations: The BOP strives to have all facilities accredited within two years of activation by both ACA and JCAHO.

Data Definition: The low, medium and high crowding levels are based on a mathematical ratio of the number of inmates divided by the rated capacity of the institutions at each of the specific levels. System-wide: represents all inmates in BOP facilities and all rated capacity, including secure and non-secure (minimum security) facilities, low, medium and high security levels, as well as administrative maximum, detention, medical, holdover, and other special housing unit categories. Low security facilities: double-fenced perimeters, mostly dormitory housing, and strong work/program components. Medium security facilities: strengthened perimeters, mostly cell-type housing, work and treatment programs and a higher staff-to-inmate ratio than low security facilities. High security facilities: also known as U.S. Penitentiaries, highly secure perimeters, multiple and single cell housing, highest staff-to-inmate ratio, close control of inmate movement. Assaults include assaults between inmates and inmates, and inmates and staff.

Data Collection and Storage: Data are gathered from several computer systems. Inmate data is collected on the BOP on-line system (SENTRY); personnel data is collected from the National Finance Center (NFC) database, and from field locations reporting on a regular basis; and financial data is collected on the DOJ Financial Management Information System (FMIS). BOP also utilizes population forecast modeling in order to plan for future construction and contracting requirements to meet capacity needs. Data for escapes from secure prisons are taken from the Significant Incident Reports (recorded on BOP form 583) submitted by the institution where the escape occurred. The form is submitted to the BOP's Central Office where it is recorded in a log. Copies of the report are also sent to the respective regional office where the information is reviewed. The information from the log is transferred to, and maintained by, the Office of Research and Evaluation, which analyzes the data and makes it available through the Key Indicators Management Information System. Data (rate of assaults in federal prisons per 5,000 inmates) are collected from the BOP's SENTRY, specifically the CDR module, which reports all disciplinary measures taken with respect to individual inmates. This data are maintained and stored in the BOP's management information system (Key Indicators), which permits retrieval of data in an aggregated manner. The data represents all adjudicated assaults and combines both "inmate on inmate" and "inmate on staff" assaults. Once an ACA audit is completed, an electronic report is received from the ACA. These reports are maintained in GroupWise shared folders by institution, in WordPerfect files, and a hard copy is filed in an institution folder.

Data Validation and Verification: Within BOP headquarters, staff in different divisions retrieve and verify data on a daily basis, analyze it, and formulate reports and projections. Subject matter experts review and analyze population and capacity levels daily, both overall and by security level. The BOP Capacity Planning Committee (CPC), comprised of top BOP officials, meets bi-monthly to review, verify and update population projections and capacity needs for the BOP. Offender data is collected regularly from the Office of the U.S. Courts by the BOP Office of Research in order to project population trends and the CPC reconciles bed space needs and crowding trends to ensure that adequate prison space is maintained in both federal prisons and contract facilities. Correctional officer on-board numbers are gathered each pay period and verified through NFC payroll records. The correctional officer to inmate ratio is based on number of correctional officers on-board divided into total inmate population in BOP facilities. Inmate assaults and escapes from secure BOP institutions are reported at BOP locations on SENTRY and verified by BOP Correctional Programs Division (Intelligence Section) and the BOP Office of Research. On an annual basis, BOP Program Review personnel develop a schedule for initial accreditation and reaccreditation of all eligible BOP facilities to ensure reviews are conducted on a regular and consistent basis. Subject matter experts review report findings to verify accuracy and develop any necessary corrective measures. BOP Health Service's Office of Quality Management (OQM) develop initial JCAHO accreditation schedules based on new facility activations. OQM staff, who are subject matter experts, monitor the JCAHO contract, schedule the reviews, monitor and verify the results and work with staff to develop corrective measures as needed. Actual obligation data is collected and analyzed from the DOJ Financial Management Information System (FMIS) and compared against the average daily inmate population to determine the per capita costs. Expense and population data are corroborated through contact with BOP regional offices and prison facilities, and reconciled to enacted appropriations, earned reimbursements, billings, and treasury reports.

Data Limitations: Due to the unpredictable environment in prisons and other external factors, there may often be discrepancies between projected and actual numbers contained in the performance tables. Most plans are developed based on historical data, past experience and joint agency efforts to project for the future. In addition, budget delays and shortfalls also affect performance results.

PERFORMANCE MEASURE TABLE

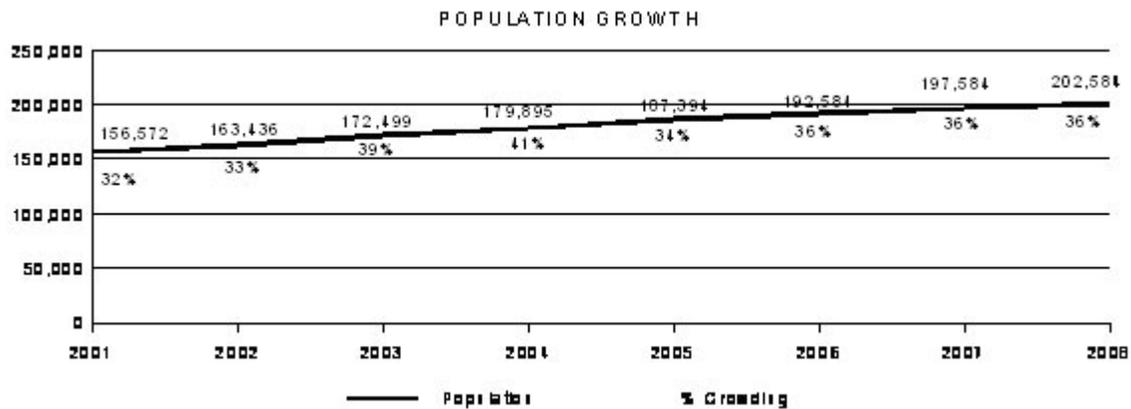
Decision Unit: Institution Security and Administration											
Performance Report and Performance Plan Targets		FY 2000	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006		FY 2007	FY 2008
		Actual	Actual	Actual	Actual	Actual	Actual	Target	Actual	Target	Target
Performance Measure	# Institutions/rated capacity	97 / 94,927	100 / 98,425	102 / 103,262	103 / 105,193	109 / 108,537	116 / 118,652	115 / 119,723	114/ 119,510	114 / 122,189	115 / 123,661
Performance Measure	Correctional Officers On-board	13,862	14,626	14,603	14,712	14,982	15,500	15,400	16,013	16,300	16,350
Performance Measure	Inmate to Correctional Officer Ratio	9.06:1	8.91:1	9.42:1	9.94:1	10.18:1	10.29:1	10.35:1	10.15:1	10.30:1	10.33:1
Performance Measure	Rate of assaults in Federal Prisons (Rate/5,000)	120/5,000	118/5,000	120/5,000	127/5,000	121/5,000	118/5,000	130/5,000	119/5,000	130/5,000	130/5,000
Performance Measure	Rate of serious assaults in Federal Prisons (Rate/5,000)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	14/5,000	14/5,000
Performance Measure	Facilities Accredited: ACA	90%	95%	95%	90%	94%	99%	99%	99%	99%	99%
OUTCOME Measure	Escapes from Secure Institutions	0	4	0	0	2	0	0	1	0	0
OUTCOME Measure	System-wide Crowding	32%	32%	33%	39%	41%	34%	37%	36%	36%	36%
OUTCOME Measure	Per Capita (Operating) Costs	\$59.02	\$60.75	\$61.69	\$63.51	\$63.57	\$64.19	\$66.12	\$67.00	\$69.70	\$72.50

3. Performance, Resources, and Strategies

The Institution, Security and Administration decision unit contributes directly to the Department's Strategic Goal 4: Ensure the Fair and Efficient Operation of the Federal Justice System.

a. Performance Plan and Report for Outcomes

As illustrated in the preceding Performance and Resources Table, the outcome measures for this decision unit are: Escapes from Secure Institutions; System-wide Crowding and Per Capita Operating Costs. The FY 2006 "escapes" target was zero escapes from secure institutions, however during the third quarter one escape did occur from Pollock, LA (inmate remains a fugitive). Follow-up actions have been completed and corrective actions implemented to prevent further escapes.



The chart above includes population projections for FY 2007 and FY 2008. The projections are based on data and information from a variety of sources including the Administrative Office of the U.S. Courts, the U.S. Sentencing Commission, the Executive Office for United States Attorneys, the Office of the Federal Detention Trustee, the Drug Enforcement Administration, the Federal Bureau of Investigation, and the BOP's own information system (SENTRY).

Data from the United States Marshals Service indicates that as of November 15, 2006, there are nearly 9,000 inmates in Marshal's custody who are either waiting designation or waiting for movement to a BOP facility.

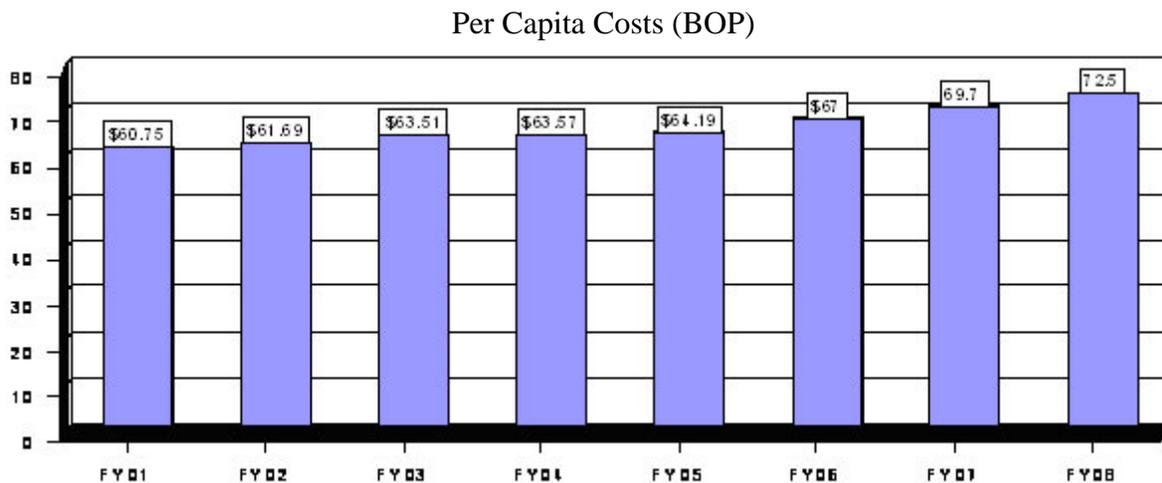
BOP exceeded their FY 2006 system-wide crowding target at 36 percent. However, with only one expansion requested in FY 2007, and one activation in FY 2008, BOP's crowding targets for both years remain at 36 percent.

The target number of facilities for FY 2006 was 115 institutions and a rated capacity of 119,723 beds. However, with the change in counting Hazelton, WV as a unit instead of a new institution, BOP finished FY 2006 with 114 facilities. BOP was within 99.8 percent of meeting the capacity target. But, with the delay of the Hazelton, WV activation, BOP was not able to meet the

capacity target. However, inmates arrived in the first quarter of FY 2007, and therefore, capacity was added. BOP does not plan on activating any new institutions in FY 2007 and the target for rated capacity for FY 2007 is 122,189 beds. With only one facility planned for activation in FY 2008, the number of facilities for FY 2008 is 115 with a target for rated capacity at 123,661 beds.

During FY 2006, BOP revised its targets for number of Correctional Officers on board due to a number of factors including: reserve duty in the Middle East; budget reductions, and delay of enactment of appropriations. BOP surpassed their target for FY 2006 with 16,013 Correctional Officers on board. Therefore, for FY 2007 and FY 2008, BOP adjusted their targets. Estimates for FY 2007 are 16,300 Correctional Officers on board and for FY 2008 a total of 16,350.

Ninety-nine percent of BOP facilities were American Correctional Association (ACA) accredited in FY 2006, which met the target. BOP's target for FY 2007 and FY 2008 is to remain at 99 percent for ACA.



Note: FY 2001 – FY 2005 are actual Per Capita costs. FY 2006 – FY 2008 are projected Per Capita costs.

The FY 2008 daily per capita target for all security levels is \$72.50, and the BOP requests 22,109 FTE and \$2,486,714,000 in this decision unit to reach this target. As illustrated in the bar graph, the BOP intends to hold inmate costs (per capita) to no more than inflationary increases. That meant an average daily increase of about 2 percent a year from FY 2001 – FY 2005. However, higher than anticipated utility and medical costs caused an increase of 4.4 percent in FY 2006. BOP is estimating a 4 percent increase for FY 2007 and FY 2008.

b. Strategies to Accomplish Outcomes

The BOP will continue to add capacity efficiently and cost-effectively through expansions of existing facilities, the acquisition and conversion of military and other properties to prison use, utilization of contract facilities and the on-going design and construction of new prisons, and through the BOP's intense on-going maintenance program (Modernization and Repair) to

maintain the infrastructure of federal prisons and protect taxpayer dollars. The BOP will continue to monitor staffing ratios, inmate misconduct, and schedule regular accreditation/re-accreditation for its facilities.

Program Increase

Item Name: FCI Pollock, LA - 1,152 beds - Activation funding date 10/07

Budget Decision Unit: Inmate Care & Programs/Institution Security & Administration

Strategic Goal(s) & Objective(s): Goal 4; Objectives 4.4 and 4.5

Organizational Program: Activations

Program Increase: Positions +354 Correctional Officers 182 FTE + 177 Dollars +\$27,000,000

Description of Item

The BOP is requesting an enhancement for its operations in order to begin the activation process at FCI Pollock, LA, a 1,152 bed medium security facility. Construction of the Pollock facility will be complete in February 2007, and will require funding for the activation process in October of 2007. The activation is a two year process, including many steps from selecting wardens and executive staff, to identifying and ordering equipment, meeting with the community, recruiting new staff, furnishing and equipping the new facility, and eventually accepting inmates. The total resources required for this facility in FY 2008 are 354 positions, 177 FTEs and \$27,000,000, which also provides for one time costs for equipping the facility, conducting background investigations for new employees and providing standard law enforcement training. All one-time costs are non-recurred the following year in accordance with future needs. This request includes \$8,127,000 in inmate related costs. This will provide marginal funding for security, food, medical care, clothing, unit management and records. When fully operational, the medium security facility will house nearly 1,624 inmates at 41 percent crowding, and the full year operating cost, net of one time activation expenses is projected to be nearly \$39 million annually.

Justification

As of January 11, 2007, the BOP's medium security facilities are over crowded at 39 percent above capacity, and activation of this facility will provide critically needed medium security bed space.

The Federal inmate population has increased dramatically over the past 25 years, up nearly 700 percent, from approximately 25,000 inmates and 41 institutions in 1980 to 193,616 inmates and 114 institutions as of January 11, 2007. Of the current Federal inmate population over 163,000 are in facilities operated by the BOP and the remainder (nearly 16 percent) are in contract care consisting of privately operated secure facilities, facilities managed by state and local governments, residential reentry centers, or home confinement.

The population increases in the 1980s were a result of Federal law enforcement efforts and new legislation that dramatically altered sentencing in the Federal criminal justice system. The Sentencing Reform Act of 1984 established determinate sentencing, abolished parole, and reduced good time. Additionally, several mandatory minimum sentencing provisions were enacted in 1986, 1988, and 1990. The large inmate population increases of FY 1998- 2000 were mainly due to higher number of prosecutions of drug defendants, immigration cases, and weapon offenses. The increase in FY 2001 is attributed to incarceration of District of Columbia sentenced felons in Federal prisons. In FY 2006, the net inmate population increased by 5,190 and this net growth of at least 5,000 inmates per year is projected to continue over the next several years.

This request will enable requisite programming opportunities to federal offenders, promoting an atmosphere conducive to positive change while they are incarcerated and better transition upon release. Programming is extremely important for successful prisoner re-entry into American society. Research has indicated the positive connection between education/vocational training for inmates and lower recidivism.

Impact on Performance (Relationship of Increases to Strategic Goals)

With activation of this facility, the BOP’s overall rated capacity will increase by 1,152 beds.

This enhancement is in direct support of the following DOJ Strategic Objectives: 1) 4.4 “Maintain and operate the federal prison system in a safe, secure, humane and efficient manner” and, 2) 4.5 “Provide services and programs to facilitate inmates’ successful reintegration into society, consistent with community expectations and standards.”

Base Funding

FY 2006 Enacted			FY 2007 Estimate			FY 2008 President’s Budget Current Services		
Pos	FTE	Dollars (\$000)	Pos	FTE	Dollars (\$000)	Pos	FTE	Dollars(\$000)
0	0	0	0	0	0	0	0	0

Personnel Increase Cost Summary

Type of Position	Modular Cost per Position	Number of Positions Requested	FY 2008 Request
-	-	-	-

Total Personnel Please see attached

Non-Personnel Increase Cost Summary

Item	Unit Cost	Quantity	FY 2008 Request
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Total Non-Personnel Please see attached

Total Request for this Item

Item	Pos	FTE	Personnel	Non-Personnel	Total
Current Services	0	0	0	0	0
Increases	354	177	\$13,342	\$13,658	\$27,000
Grand Total	354	177	\$13,342	\$13,658	\$27,000

c. Result of Program Assessment Rating Tool (PART) Reviews

See Inmate Care and Programs Decision Unit

Personnel Increase Cost Summary: FCI Pollock, LA
(Dollars in Thousands)

Type of Position	Modular Cost per Position	Num. of Pos.	FY 2008 Request
Food Service Administrator	\$59	1	\$59
Asst. Food Serv. Administrator	41	1	41
Cook Foreman	45	13	591
Material Handler Supervisor	39	1	39
Medical Officers	92	2	183
Health System Administrator	55	1	55
Dentist	55	1	55
Physician's Asst/Nurse Pract.	46	13	602
Medical Record Tech.	33	2	66
Medical Secretary	33	1	33
Dental Assistant	33	1	33
Laundry Plant Manager	37	1	37
Laundry Plant Operators	31	1	31
Unit Manager	47	3	142
Case Management Coordinator	47	1	47
Case Managers	40	14	555
Counselor	34	14	474
Unit Secretary	28	14	393
Drug Treatment Specialist	39	1	39
Inmate Systems Manager	56	1	56
ISM Supervisor	33	1	33
Legal Instrument Examiner	32	6	190
ISM Officer	30	9	273
Supervisor of Education	56	1	56
Teachers	39	10	394
Education Technicians	30	1	30
Recreation Supervisor	41	1	41
Recreation Specialist	35	9	318
Chaplains	59	2	117
Chief of Psychology	56	1	56
Psychologists	47	3	141
Chief Corr. Supervisor	62	1	62
Supv. Correctional Officer	52	1	52
Supv. Correctional Officer	44	7	305
Supv. Correctional Officer	37	5	186
Senior Officer Specialist	35	69	2,382
Correctional Officer	34	75	2,538
Security Officer	41	1	41
Secretary	31	1	31

Associate Wardens	67	2	133
Discipline Hearing Officer	47	1	47
Computer Specialist	47	1	47
Attorney Advisor	56	1	56
Paralegal	40	1	40
Secretary	29	3	87
Human Resources Manager	56	1	56
H.R Security Officer	39	1	39
Human Resource Specialist	34	2	68
Human Resource Assistants	30	1	30
Budget & Accounting Officer	39	1	39
Operating Accountant	34	3	102
Budget Analyst	33	1	33
Contract Specialist	34	3	102
Inventory Mgmt. Specialist	33	1	33
Accounting Technicians	30	4	121
Material Handler Supervisor	38	4	151
Employee Develop. Specialist	34	2	67
Facility Manager	56	1	56
Electronic Technician	40	3	119
Maint. Mech. Supervisor	55	1	55
H.V.A.C Supervisor	46	6	274
Electrical Worker Supervisor	46	2	91
Plumbing Worker Supervisor	44	2	87
Maintenance Worker Supervisor	44	7	306
Gardener Supervisor	42	2	84
Painter Supervisor	44	1	44
Carpentry Worker Supervisor	44	1	44
Automotive Worker Supervisor	44	1	44
Facilities Assistant	30	1	30
Safety Manager	47	1	47
Safety Specialist	33	1	33
Total Personnel		354	13,342

Non- Personnel Increase Cost Summary:

Object Class 11.8	7
Object Class 21	186
Object Class 22	83
Object Class 23	1,746
Object Class 24	17
Object Class 25	2,369
Object Class 26	3,719
Object Class 31	5,531
Object Class 41	0
Total Non- Personnel	13,658

Total Request for this Item

	Pos.	FTE	Personnel	Non- Personnel	Total
Grand Total	354	177	13,342	13,658	27,000

C. Contract Confinement

Contract Confinement TOTAL	Perm. Pos.	FTE	Amount (\$000,s)
2006 Enacted w/ Rescissions and Supplementals	393	391	683,031
2007 Estimate	397	395	771,401
Adjustments to Base and Technical Adjustments	0	2	54,041
2008 Current Services	397	397	825,442
2008 Program Increases	0	0	0
2008 Offsets	0	0	0
2008 Request	397	397	825,442
Total Change 2007-2008	0	2	54,041

1. PROGRAM DESCRIPTION : Contract Confinement

This budget activity covers costs associated with BOP inmates in contract care, costs associated with management and oversight of contract confinement functions and for the National Institute of Corrections (NIC). Over 15 percent of the BOP inmate population is housed outside of BOP facilities in alternative confinement. This includes private prisons, residential reentry centers RRCs (also known as community corrections centers, CCCs, or halfway houses), state and local facilities, and home confinement. In March 2006, the Executive Staff approved changing the Community Corrections Centers name to Residential Reentry Centers. This name change provides a clearer description of the services and programs being offered, associates the BOP's community-based programs with other reentry initiatives being implemented around the country, and clearly differentiates community-based programs from correctional facilities.

Community corrections staff throughout the nation utilize and oversee contract community-based confinement, provide case management services for inmates in contract facilities, and perform liaison activities with the U.S. Marshals Service (USMS), the U.S. Probation Service, the U.S. Parole Commission, Federal Courts, other federal agencies, state and local government agencies.

Since January 1982, the number of inmates managed in contract RRCs has increased from a daily population of 1,425 to a daily population of 9,001 by the end of FY 2006. Approximately 250 RRCs throughout the nation provide services to federal offenders, all of whom are preparing for their release to the community. These inmates are transferred from federal institutions to RRCs near the end of their sentence for transitional programming. Life skills, gainful employment, the reestablishment of family ties, and drug treatment are major aspects of transitional programs. Home confinement is the last phase of incarceration for offenders who have demonstrated personal responsibility and positive programming while in BOP custody. Strict accountability procedures are required for inmates on home confinement to continue the sanction of the sentence.

Since the mid 1980s, the BOP has contracted for the confinement of sentenced offenders in secure facilities. This gives the BOP the needed flexibility to manage a rapidly growing inmate population and to help control crowding. Growth is particularly significant among the BOP's low security level populations. The BOP has found that contract confinement is particularly suited to low and minimum security offenders. The great majority of inmates in BOP contract facilities are low security, short-term, sentenced criminal aliens. The BOP has committed to contracting out for low and minimum security inmates, and continues to increase its use of secure contract facilities as a means of handling inmate crowding.

As the number of contract beds increases, the BOP remains vigilant and continues to monitor, evaluate and make appropriate changes to the management and oversight of contracts. The oversight and administration of these facilities are centralized, which ensures consistent, cost effective contract administration procedures across various regions and for different types of contracts.

Through the Privatization Management Branch (PMB), the BOP oversees the operation of secure contract facilities. Contracts are with private companies or state, county and city governments, some of whom subcontract with private companies for facility operations. Staff from the PMB ensure that contractors adhere to established performance standards and facilitate communications between contract facilities and the BOP. The BOP is the largest user of secure contract confinement among all correctional jurisdictions in the country, with over 18,700 inmates in 11 privately managed secure facilities. Additionally, over 11,000 inmates are in RRCs, home confinement, short-term detention, juvenile facilities, or long-term boarders that are also privately operated.

Several categories of federal offenders are confined in smaller numbers in state, local, and private facilities. There are over 200 juveniles who must be separated from adult offenders and are placed as close to their respective residence as possible in state, local, and privately run community-based and secure facilities. Adult offenders whose lives might be endangered in federal facilities (protection cases) are placed in state correctional facilities. Offenders whose short sentences preclude transfer to a federal facility are placed in local jails to serve their sentences. Females who do not generally pose as great a security risk as males may also be placed in contract facilities.

Mariel Cuban detainee placements into the BOP have been affected by the *Clark v Martinez* Supreme Court decision. The decision ruled that indefinite detention was not permissible if a criminal alien could not be returned to their country of citizenship. Consequently, the Department of Homeland Security, Immigration and Customs Enforcement (ICE), released many of the Mariel Cuban detainees in BOP custody. As of December 1, 2006, BOP has a total of 28 Mariel Cuban detainees in its custody. This group represents detainees with mental health and medical needs that are inhibiting their release into the community.

Approximately 26 percent of the BOP population are non-U.S. citizens. The BOP, ICE, and the Executive Office for Immigration Review (EOIR) work together to facilitate the Enhanced Institution Removal Programs (IRPs), first implemented in 1997, and now in place at 30 BOP institutions and contract facilities around the nation. Thirteen of the 30 facilities provide courtroom and office space for ICE and EOIR staff to process and complete deportation decisions. All IRP sites facilitate the release of inmates with deportation orders. The goal of the IRP is to complete removal proceedings for non-U.S. citizen inmates at the beginning of their sentence, rather than immediately before release. As a result, ICE can minimize the number of non-U.S. citizen inmates detained after expiration of their sentence, and the BOP can manage its inmate population more efficiently by anticipating the needs of inmates who have a current order of deportation.

Following are Central Office functions for: Community Corrections and Detention Services Branch; Privatization Management Branch; and the National Institute of Corrections.

The Community Corrections and Detention Services Branch (CCD) is responsible for the general program and policy development for the BOP's network of approximately 250 contract residential reentry centers. CCD provides technical assistance to the BOP's 24 community corrections offices in the areas of contract oversight, case management, inmate systems management, and financial management. Responsibility for the BOP's network of contract confinement facilities for Federal juvenile offenders and short-term detention facilities also rests with the CCD.

The CCD is also responsible for liaison duties with BOP staff at all locations as well as other agencies regarding detention issues. Agencies include the USMS, ICE, EOIR, Office of the Federal Detention Trustee (OFDT), and other DOJ components. CCD staff work closely with the USMS on issues pertaining to housing USMS prisoners; with ICE on housing detainees, including Mariel Cubans, and efforts to maximize the IRP; and with the OFDT to comply with Congressional requirements including reports and pilot projects. In addition, CCD develops policy for pretrial prisoners; the IRP; and maintains the Memorandum of Understanding with the USMS.

The Privatization Management Branch is responsible for coordinating the BOP's efforts in managing a growing population of more than 18,700 inmates located in contractor operated secure correctional facilities. Staff from this branch oversee the management and operation of facilities, develop new requirements; establish policy and procedures; develop and manage contract budgets; and serve as liaisons between the contractors and the BOP and other members of the federal family.

National Institute of Corrections

Also included in this decision unit is the National Institute of Corrections (NIC), the only federal government agency that is solely dedicated to providing comprehensive, technical corrections assistance to state and local correctional agencies. NIC provides technical assistance either by sending a technical resource provider and/or staff to the requesting agency, or an individual or team of individuals from the requesting system visits another agency to gain expertise and

experience in the specific area of concern. The NIC Academy is the training division which provides training and related services for state and local correctional practitioners. By developing and delivering training to prisons, jails and community corrections practitioners, the Academy enhances interaction among correctional agencies, other components of the criminal justice system, public policymakers, and concerned public and private organizations, thus improving correctional programming throughout the country. In FY 2006, the NIC provided training to more than 60,000 corrections professionals and others nationwide viewed NIC's satellite broadcasts and satellite training programs. In addition, more than 4,300 corrections professionals completed e-Learning courses through the NIC Learning Center. Further, the NIC was directed by Congress to conduct studies on subjects such as sexual abuse of inmates, state prison health care, location of alien detention facilities (i.e., Southwest Border), and Prison Rape Prevention under the Prison Rape Elimination Act. The NIC receives some reimbursement from other agencies for training and technical assistance, and works with the Office of Justice Programs, the Department of Health and Human Services, and other agencies to ensure that Federal monies are maximized in state and local corrections settings.

PERFORMANCE AND RESOURCES TABLE

Decision Unit: Contract Confinement

DOJ Strategic Goal/Objective: 4.3, 4.4 & 4.5

Workload/Resources		Final Target		Actual		Estimate		Changes		Requested (Total)	
		FY 2006		FY 2006		FY 2007		Current Services Adjustments and FY 2008 Program Changes		FY 2008 Request	
Workload: Total End of Year Federal Inmate Population*		192,788		192,584		197,584		5,000		202,584	
Total Costs and FTE		FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
		38,594	4,830,160	32,117	4,821,065	37,062	4,936,737	-1,919	214,703	35,143	5,151,440
TYPE/ STRATEGIC OBJECTIVE	Performance	FY 2006		FY 2006		FY 2007		Current Services Adjustments and FY 2008 Program Changes		FY 2008 Request	
Program Activity	1. Contract Confinement	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
		391	683,031	264	680,383	395	771,401	2	54,041	397	825,442
Performance Measure	#/% of Contract Beds	29,407 / 16%		30,070/16%		31,828 / 16%		2,489 / 1%		34,317 / 17%	
Performance Measure	Adult corrections personnel trained by NIC	62,000		60,374		59,000		3,000		62,000	

*The chart above includes population projections for FY 2007 and FY 2008. The projections are based on data and information from a variety of sources including the Administrative Office of the U.S. Courts, U.S. Sentencing Commission, Executive Office for United States Attorneys, Office of the Federal Detention Trustee, Drug Enforcement Administration, the Federal Bureau of Investigation, and the BOP's own information system (SENTRY). Data from United States Marshals Service indicates that as of November 15, 2006, there are nearly 9,000 inmates in Marshal's custody who are either designated or waiting to be designated to a BOP facility.

Data Definition: The low, medium and high crowding levels are based on a mathematical ratio of the number of inmates divided by the rated capacity of the institutions at each of the specific levels. System-wide: represents all inmates in BOP facilities and all rated capacity, including secure and non-secure (minimum security) facilities, low, medium and high security levels, as well as administrative maximum, detention, medical, holdover, and other special housing unit categories. Low security facilities: double-fenced perimeters, mostly dormitory housing, and strong work/program components. Medium security facilities: strengthened perimeters, mostly cell-type housing, work and treatment programs and a higher staff-to-inmate ratio than low security facilities. High security facilities: also known as U.S. Penitentiaries, highly secure perimeters, multiple and single cell housing, highest staff-to-inmate ratio, close control of inmate movement. Assaults include assaults between inmates and inmates, and inmates and staff.

Data Collection and Storage: Data are gathered from several computer systems. Inmate data is collected on the BOP on-line system (SENTRY); personnel data is collected from the National Finance Center (NFC) database, and from field locations reporting on a regular basis; and financial data is collected on the DOJ Financial Management Information System (FMIS). BOP also utilizes population forecast modeling in order to plan for future construction and contracting requirements to meet capacity needs.

Data Validation and Verification: Within BOP headquarters, staff in different divisions retrieve and verify data on a daily basis, analyze it, and formulate reports and projections. Subject matter experts review and analyze population and capacity levels daily, both overall and by security level. The BOP Capacity Planning Committee (CPC), comprised of top BOP officials, meets bi-monthly to review, verify and update population projections and capacity needs for the BOP. Offender data is collected regularly from the Office of the U.S. Courts by the BOP Office of Research in order to project population trends and the CPC reconciles bed space needs and crowding trends to ensure that adequate prison space is maintained in both federal prisons and contract facilities. The number of adult corrections staff trained by NIC is tracked on the NIC registrar's database. Corrections personnel must request and obtain approval for training through senior corrections officials who forward approved applications to the NIC registrar for entry into the database.

Data Limitations: Due to the unpredictable environment in prisons and other external factors, there may often be discrepancies between projected and actual numbers contained in the performance tables. Most plans are developed based on historical data, past experience and joint agency efforts to project for the future. In addition, budget delays and shortfalls also affect performance results.

PERFORMANCE MEASURE TABLE

Decision Unit: Contract Confinement											
Performance Report and Performance Plan Targets		FY 2000	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006		FY 2007	FY 2008
		Actual	Actual	Actual	Actual	Actual	Actual	Target	Actual	Target	Target
Performance Measure	#/% of Contract Beds	19,565 / 13%	26,245 / 17%	25,909 / 16%	26,287 / 15%	27,377 / 15%	27,893 / 15%	29,407 / 16%	30,070 / 16%	31,828 / 16%	34,317 / 17%
Performance Measure	Adult corrections personnel trained by NIC	59,154	51,030	58,178	54,500	57,001	66,133	62,000	60,374	59,000	62,000

3. Performance, Resources, and Strategies

The Contract Confinement decision unit contributes directly to the Department's Strategic Goal 4: Ensure the Fair and Efficient Operation of the Federal Justice System.

a. Performance Plan and Report for Outcomes

BOP's FY 2006 contract capacity target was 29,407 and BOP exceeded the target with an actual contract capacity of 30,070. This is an increase from 14.9 percent at the end of FY 2005 to 15.6 percent at the end of FY 2006. For FY 2007, BOP anticipates having 31,828 contract beds and projects 34,317 contract beds for FY 2008.

The goal of the National Institute of Corrections (NIC) was to provide 62,000 adult corrections personnel with training each year. The actual FY 2006 participants trained was 60,374. One reason NIC did not meet their target were cancellations right before training. NIC has implemented the National and International Business Services Corporations' Learning Management System in late November 2004. This system allows federal, State and local personnel to take training courses over the Internet with their supervisor's approval. NIC is adjusting their FY 2007 target to 59,000 due to the NIC Academy moving to the MSTC building and the jails division moving to Washington, D.C. During this transition period, some programs will not take place. However, FY 2008 projections are back up to 62,000 participants.

b. Strategies to Accomplish Outcomes

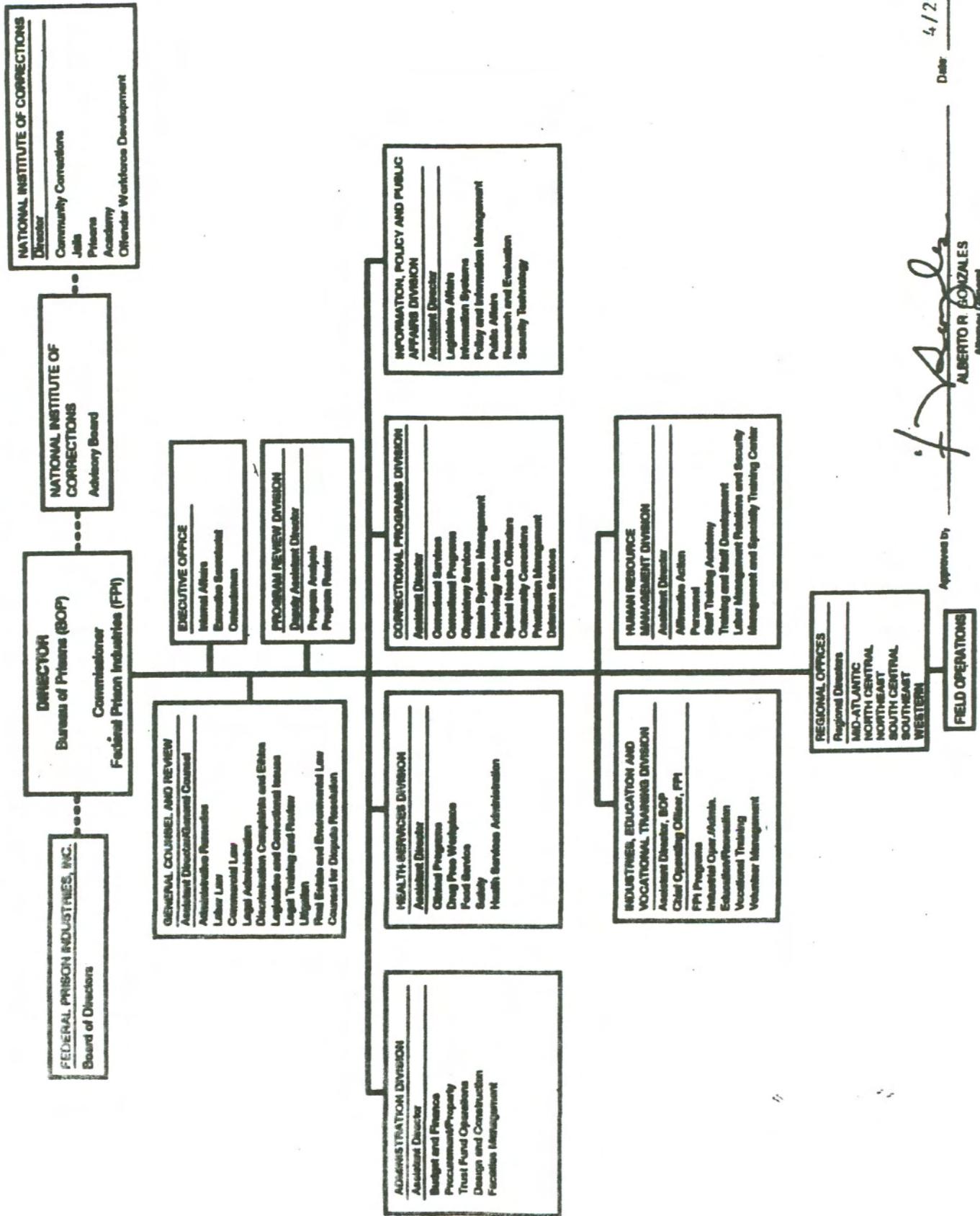
Since federal inmate population levels are projected to increase and continue to exceed the rated capacity of BOP facilities and current contracts, every possible action is being taken to keep institutional crowding at manageable levels to ensure that federal inmates continue to serve their sentences in a safe and humane environment.

As a strategy to keep pace with inmate population growth, the BOP continues to request funds to add bed space via contracts and activation of new prisons. Adding capacity allows the BOP and DOJ to work toward the long-term goal of reduced system-wide prison crowding to approximately 15 percent. With the requested funds, the BOP will continue to add private and other contract beds, activate new facilities, and expand existing facilities. NIC will continue to provide adult corrections personnel with training.

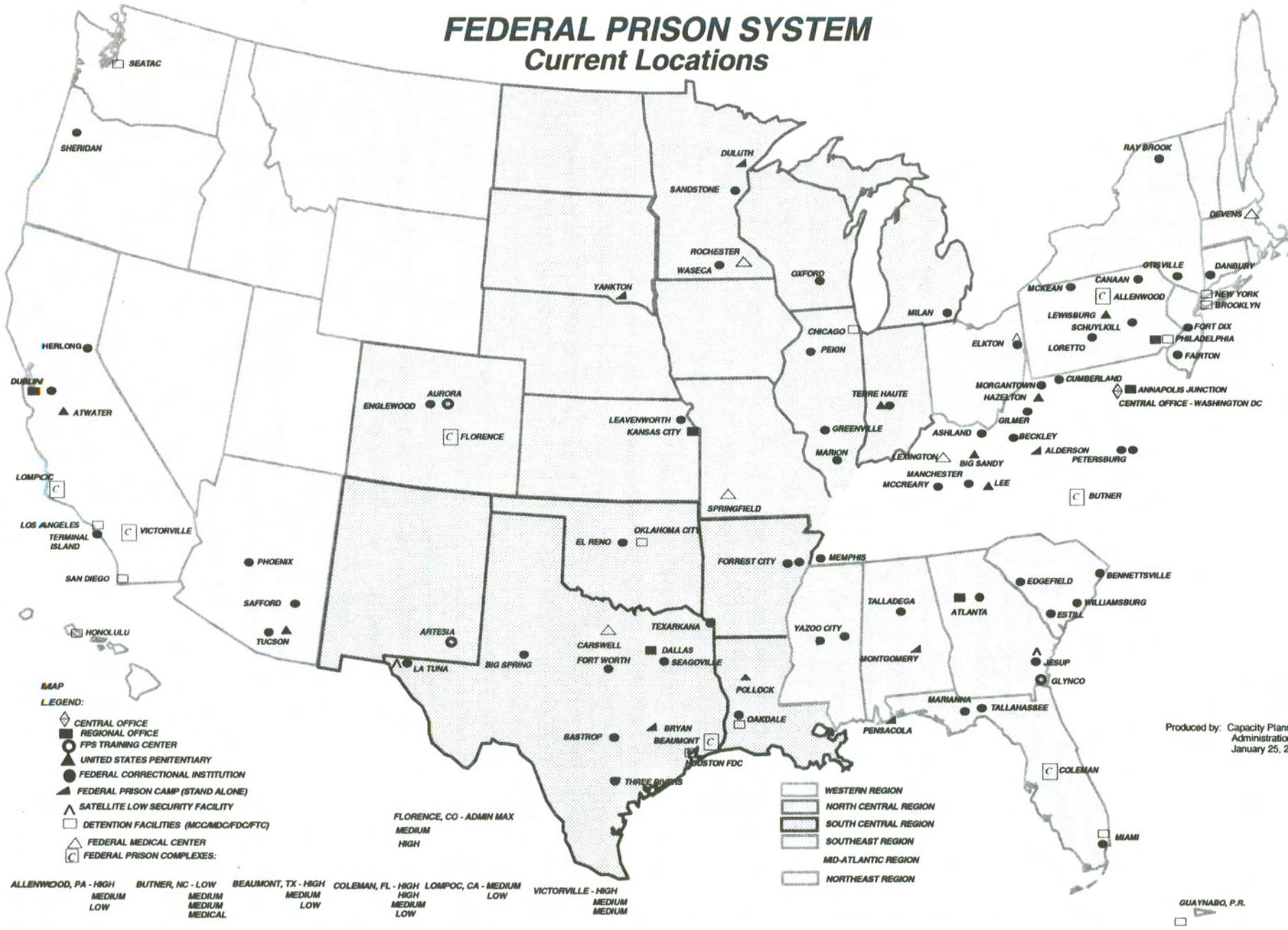
c. Result of Program Assessment Rating Tool (PART) Reviews

See Inmate Care and Programs Decision Unit

FEDERAL BUREAU OF PRISONS



FEDERAL PRISON SYSTEM Current Locations



Produced by: Capacity Planning Branch
Administration Division
January 25, 2007

- MAP LEGEND:**
- ◆ CENTRAL OFFICE
 - REGIONAL OFFICE
 - FPS TRAINING CENTER
 - ▲ UNITED STATES PENITENTIARY
 - FEDERAL CORRECTIONAL INSTITUTION
 - ▲ FEDERAL PRISON CAMP (STAND ALONE)
 - △ SATELLITE LOW SECURITY FACILITY
 - DETENTION FACILITIES (MCC/MDC/FDC/FTC)
 - △ FEDERAL MEDICAL CENTER
 - Ⓢ FEDERAL PRISON COMPLEXES:

ALLENWOOD, PA - HIGH MEDIUM LOW BUTNER, NC - LOW MEDIUM MEDICAL BEAUMONT, TX - HIGH MEDIUM LOW COLEMAN, FL - HIGH MEDIUM LOW LOMPOC, CA - MEDIUM LOW VICTORVILLE - HIGH MEDIUM MEDICAL

- WESTERN REGION
- NORTH CENTRAL REGION
- SOUTH CENTRAL REGION
- SOUTHEAST REGION
- MD-ATLANTIC REGION
- NORTHEAST REGION

PRISON WORK CAMPS LOCATED WITH HIGHER SECURITY FACILITIES AND COMPLEXES (SATELLITE CAMPS):

ASHLAND, KY; ATLANTA, GA; ATWATER, CA; BASTROP, TX; BEAUMONT, TX; BECKLEY, WV; BENNETTSVILLE, SC; BIG SPRING, TX; BIG SANDY, KY; BUTNER, NC; CANAAN, PA; CARSWELL, TX; COLEMAN, FL; CUMBERLAND, MD; DANBURY, CT; DEVENS, MA; DUBLIN, CA; EDGFIELD, SC; EL RENO, OK; ENGLEWOOD, CO; ESTILL, SC; FAIRTON, NJ; FLORENCE, CO; FORREST CITY, AR; FORT DIX, NJ; GILMER, WV; GREENVILLE, IL; HAZELTON, WV; HERLONG, CA; JESUP, GA; LA TUNA, TX; LEAVENWORTH, KS; LEE, VA; LEWISBURG, PA; LEXINGTON, KY; LOMPOC, CA; LORETO, PA; MANCHESTER, TX; MARIANNA, FL; MARION, IL; MCCREARY, KY; MCKEAN, PA; MEMPHIS, TN; MIAMI, FL; OAKDALE, LA; OTISVILLE, NY; OXFORD, WI; PEKIN, IL; PETERSBURG, VA; PHOENIX, AZ; POLLOCK, LA; SCHUYLKILL, PA; SEAGOVILLE, TX; SHERIDAN, OR; TALLADEGA, AL; TERRE HAUTE, IN; TEXARKANA, TX; THREE RIVERS, TX; TUCSON, AZ; VICTORVILLE, CA; WILLIAMSBURG, SC; YAZOO CITY, MS.

B. Summary of Requirements

Summary of Requirements
Federal Prison System
Salaries and Expenses
(Dollars in thousands)

	FY 2008 Budget		
	Pos.	FTE	Amount
2006 Enacted (with Recissions, direct).....	41,682	38,458	4,830,160
2006 Supplementals.....
Total 2006 Appropriation Enacted (with Recissions and Supplemental).....	41,682	38,458	4,830,160
2007 President's Budget (Information Only).....	39,873	36,926	4,987,059
2007 Continuing Resolution Level (as reflected in the 2008 President's Budget, Information Only).....	39,873	36,926	4,830,160
2007 Estimate (direct) *.....	39,873	36,926	4,936,737
2007 Rescission Against Balances.....
2007 Estimate (with Rescissions).....	39,873	36,926	4,936,737
Technical Adjustments.....
Adjustments to base:			
Increases:			
2008 pay raise (3.0%).....	59,087
2007 pay raise annualization (2.7%).....	21,814
Changes in Compensable Days (2 Days).....	22,016
Thrift Savings Plan.....	13,233
Health Insurance Premiums.....	10,178
Accident Compensation.....	2,107
Rental Payment to GSA.....	970
DHS Security Charges.....	17
Security Investigations.....	7
Contract Beds Cost Adjustments (Wage + Price Increase).....	26,279
Annualization & Non-recurring of prior years Program Increases:			
Expansion at FCI Otisville, NY.....	...	10	664
Contract for 392 low security private beds (6 months @ \$65.88/day).....	...	2	5,091
Contracts for 4,500 low security private beds @ \$65.88/day (2,995 beds funded through '07) 883 in '08.....	21,240
Subtotal Increases.....	0	12	182,703
Decreases: Unfunded Position and FTE Reduction.....	(900)	(2,136)	...
Total Adjustments to Base.....	(900)	(2,124)	182,703
Total Adjustments to Base and Technical Adjustments.....	(900)	(2,124)	182,703
2008 Current Services.....	38,973	34,802	5,119,440
Program Increases:			
Activation: Pollock, LA FCI 1,152 beds (10/07).....	354	177	27,000
Walsh Act Requirements.....	56	28	5,000
Total Program Increases.....	410	205	32,000
Total Program Changes.....	410	205	32,000
2008 Total Request.....	39,383	35,007	5,151,440
2007 - 2008 Total Change.....	(490)	(1,919)	214,703

* The Department of Justice 2008 budget request was built on a starting point that recognized progress in enacting the FY 2007 appropriation. The starting point used (referred to throughout this document as the "Estimate") is the average of the Senate Committee and House passed marks, less one percent, unless noted otherwise.

	2006 Enacted w.Rescissions and Supps.			2007 Estimate			Adjustments to Base and Technical Adjustments			2008 Current Services			2008 Increases			2008 Offsets			2008 Request		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Estimates by Budget Activity:																					
1. Inmate Care & Programs.....	15,258	13,313	1,766,995	14,615	12,786	1,771,327	(333)	(379)	50,047	14,282	12,407	1,821,374	187	94	17,910	0	0	0	14,469	12,501	1,839,284
2. Institution Security & Administration.....	26,031	24,754	2,380,134	24,861	23,745	2,394,009	(567)	(1,747)	78,615	24,294	21,998	2,472,624	223	111	14,090	0	0	0	24,517	22,109	2,486,714
3. Contract Confinement.....	393	391	683,031	397	395	771,401	-	2	54,041	397	397	825,442	0	0	0	0	0	0	397	397	825,442
Total.....	41,682	38,458	4,830,160	39,873	36,926	4,936,737	(900)	(2,124)	182,703	38,973	34,802	5,119,440	410	205	32,000	0	0	0	39,383	35,007	5,151,440
Reimbursable FTE		136			136			-			136			0			0			136	
Total.....	41,682	38,594	4,830,160	39,873	37,062	4,936,737	(900)	(2,124)	182,703	38,973	34,938	5,119,440	410	205	32,000	0	0	0	39,383	35,143	5,151,440

D: Resources by DOJ Strategic Goal and Strategic Objective

Resources by Department of Justice Strategic Goal/ Objective
 Federal Prison System
 (Dollars in thousands)

Strategic Goal/4 Objective	2006 Enacted with Resc. & Sup.		2007 Estimate		2008 Current Services		2008				2008 Request	
	Direct, Reimb. Other	Direct Amount	Direct, Reimb. Other	Direct Amount	Direct, Reimb. Other	Direct Amount	Increases		Offsets		Direct, Reimb. Other	Direct Amount
							FTE	\$000s	FTE	\$000s		
Ensure the Fair and Efficient Operations of the Federal Justice System	FTE	\$000s	FTE	\$000s	FTE	\$000s	FTE	\$000s	FTE	\$000s	FTE	\$000s
4 (4.3)(4.4) Salaries and Expenses	36,108	4,570,892	34,568	4,670,360	32,444	4,845,480	167	25,226	0	0	32,611	4,870,706
4 (4.5) Salaries and Expenses	2,486	259,268	2,494	266,377	2,494	273,960	38	6,774	0	0	2,532	280,734
4 (4.3) Buildings and Facilities	251	99,961	247	200,006	247	104,938	6	115,000	0	(9,935)	253	210,003
4 (4.5) Commissary	724	0	695	0	695	0	6	0	0	0	701	0
4 (4.5) FPI	2,295	0	1,914	0	1,914	0	16	0	0	0	1,930	0
Grand Total 4 (4.3 , 4.4 & 4.5)	41,864	4,930,121	39,918	5,136,743	37,794	5,224,378	233	147,000	0	(9,935)	38,027	5,361,443

E. Justification for Base Adjustments

Justification for Base Adjustments Federal Prison System

Increases

2008 pay raise. The request provides for a proposed 3.0 percent pay raise to be effective in January of 2008. (This percentage is likely to change as the budget formulation process progresses.) This increase includes locality pay adjustments as well as the general pay raise. The amount requested, \$59,087,000, represents the pay amounts for 3/4 of the fiscal year plus appropriate benefits (\$41,597,000 for pay and \$17,490,000 for benefits).

Annualization of 2007 pay raise. This pay annualization represents first quarter amounts (October through December) of the 2007 pay increase of 2.2 percent included in the 2007 House passed bill for Treasury. The amount requested \$21,814,000, represents the pay amounts for 1/4 of the fiscal year plus appropriate benefits (\$15,359,000 for pay and \$6,455,000 for benefits).

Changes in Compensable Days. The increase costs of two more compensable days in FY 2008 compared to FY 2007 is calculated by dividing the FY 2007 estimated personnel compensation \$2,101,079,000 and applicable benefits \$761,001,000 by 260 compensable days. The cost increase of two compensable days is \$22,016,000.

Thrift Savings Plan (TSP). The cost of agency contributions to the Thrift Savings Plan will also rise as FERS participation increases. The contribution rate is 4.3 percent and the increase of the TSP is \$13,233,000.

Health Insurance. Effective January 2006, this component's contribution to Federal employees' health insurance premiums increased by 5.01 percent. Applied against the 2007 estimate of \$203,242,000, the additional amount required is \$10,178,000.

Accident Compensation. The Department of Labor bills each agency for injury benefits paid on their behalf in the past year under Federal Employee Compensation Act. For FY 2008, an additional \$2,107,000 is required.

General Services Administration (GSA) Rent. GSA will continue to charge rental rates that approximate those charged to commercial tenants for equivalent space and related services. The requested increase of \$970,000 is required to meet our commitment to GSA.

Department of Homeland Security (DHS) Security Charges. The DHS will continue to charge Basic Security and Building Specific Security. The requested increase of \$17,000 is required to meet our commitment to DHS, and cost estimates were developed by DHS.

Security Investigations. The \$7,000 increase reflects payments to the Office of Personnel Management for security re-investigations of employees requiring security clearances.

Contract Beds Cost Adjustments (Wage Increase and Contract Price Increases). The Service Contract Act of 1965, as amended, states in paragraph (3) adjustment of compensation, that if the term of the contract is more than 1 year, the minimum monetary wages and fringe benefits to be paid or furnished there under to service employees under this contract shall be subject to adjustment after 1 year and not less than once every 2 years. In addition this request reflects resources for BOP to pay contract bed price increases, specifically costs for exercising option years. For FY 2008, an additional \$26,279,000 is required.

Annualization of additional positions approved in 2007. This provides for the annualization of 24 additional positions requested in the 2007 President's budget and contract bed increases.

	2005 Increases (\$000)	Annualization Required for 2008 (\$000)	2007 Increases (\$000)	Annualization Required for 2008 (\$000)
Annual Salary rate of 24 new positions			1,251	
Less Lapse			620	
Net Compensation			631	620
Other Personnel Compensation			64	267
Associated employee benefits			273	
Travel			36	
Transportation of things			2	
Communication/utilities			54	
Printing/Reproduction			0	
Other Contractual Services:				
25.2 Other Services	9,400	21,240	4,684	4,962
Supplies and Materials			113	
Equipment			118	-94
Total Cost Subject to Annualization	9,400	21,240	7,846	5,755

Decreases

Unfunded Position and FTE Reduction. Over the past several years, the Department has been unable to fund positions and FTE at the authorized levels because of enacted rescissions, pay raise absorptions, and other mandatory cost increases. The Department is eliminating these unfunded positions and FTEs in FY 2008, including 900 positions and 2,136 FTEs for Bureau of Prisons.

F: Crosswalk of 2006 Availability

Crosswalk of 2006 Availability
 Federal Prison System
 Salaries and Expenses
 (Dollars in thousands)

Decision Unit:	FY 2006 Enacted w/o rescission			Rescissions			Supplementals Amount	Reprogrammings Transfers			Carryover/ Recoveries			2006 Availability		
	Pos.	FTE	Amount	Pos.	FTE	Amount		Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
1. Inmate Care and Programs.....	15,321	13,376	\$1,762,523	(229)	(229)	(22,512)	\$0	0	0	0	0	0	0	15,092	13,147	\$1,740,011
2. Institution Security and Administration.....	25,290	24,013	2,256,037	(386)	(386)	(28,814)	0	0	0	0	0	0	\$10,000	24,904	23,627	2,237,223
3. Contract Confinement.....	393	391	691,867	-	-	(8,836)	0	0	0	0	0	0	2,140	393	391	685,171
4. Management and Administration.....	1,293	1,293	182,222	-	-	(2,327)	0	0	0	0	0	0	0	1,293	1,293	179,895
Total.....	42,297	39,073	4,892,649	(615)	(615)	(62,489)	0	0	0	0	0	0	12,140	41,682	38,458	4,842,300
Reimbursable FTEs.....		136													136	
Total Compensable FTEs.....		39,209													38,594	

Enacted Rescissions: Funds rescinded as required by the Department of Justice Appropriations Act, 2006 (P.L. 109-108) and the Department of Defense Appropriations Act, 2006 (P.L. 109-148).

Unobligated Balances. Funds were carried over from FY 2005 in the following accounts: S&E X account \$2,140,000; and FY 05/06 account \$10,000,000.

G: Crosswalk of 2007 Availability

Crosswalk of 2007 Availability
 Federal Prison System
 Salaries and Expenses
 (Dollars in thousands)

Decision Unit:	FY 2007 Estimate			Rescissions			Reprogrammings/ Transfers			Unobligated Balances Carried Forward/ Recoveries			2007 Availability		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
1. Inmate Care and Programs.....	14,615	12,786	\$1,771,327	0	0	0	0	0	0	0	0	0	14,615	12,786	\$1,771,327
2. Institution Security and Administration...	24,861	23,745	2,394,009	0	0	0	0	0	0	0	0	0	24,861	23,745	2,394,009
3. Contract Confinement.....	397	395	771,401	0	0	0	0	0	0	0	0	\$1,144	397	395	772,545
Total.....	<u>39,873</u>	<u>36,926</u>	<u>4,936,737</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,144</u>	<u>39,873</u>	<u>36,926</u>	<u>4,937,881</u>
Reimbursable FTEs.....		136												136	
Total Compensable FTEs.....		<u>37,062</u>												<u>37,062</u>	

Unobligated Balances. Funds were carried over from FY 2006 in the following accounts: S&E X account \$1,144,000.

H: Summary of Reimbursable Resources

Summary of Reimbursable Resources
 Federal Prison System
 Salaries and Expenses
 (Dollars in thousands)

Collection by Source:	2006 Enacted			2007 Planned			2008 Request			Increase/Decrease		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
States	136	136	\$5,583	136	136	\$5,583	136	136	\$8,500	\$2,917
Staff Housing Rental.....	4,066	4,066	3,840	(226)
Federal Prison Industries.....	1,779	1,779	1,825	46
Meal Tickets.....	852	852	600	(252)
Sale of Farm By-Products	1,250	1,250	1,100	(150)
USMS Medical Reimbursement.....	8,628	8,628	9,300	672
NIC.....	448	448	946	498
Recycling.....	405	405	629	224
Sale of Vehicles.....	350	350	285	(65)
Travel and purchase Cards.....	2,010	2,010	2,975	965
Budgetary resources.....	136	136	25,371	136	136	25,371	136	136	30,000	4,629

I: Detail of Permanent Positions by Category

Detail of Permanent Positions by Category
 Federal Prison System
 Salaries and Expenses

Category	2006 Enacted w/ Rescissions and Supps.		2007 Estimate		2008 Request					
	Total Authorized	Total Reimb- ursable	Total Authorized	Total Reimb- ursable	Adj. to Base Decreases	Program Increases	Program Decreases	Total Changes	Total Authorized	Total Reimb- ursable
Attorneys (905).....	177	...	174	...	(4)	1	...	1	171	...
Paralegal Specialist (950).....	79	...	78	...	(1)	1	...	1	78	...
Other Legal and Kindred (900-998).....	604	...	478	...	(11)	6	...	6	473	...
Correctional Institution Administration (006).....	2,199	...	1,971	...	(44)	7	...	7	1,934	...
Correctional Officers (007).....	19,593	...	19,319	...	(443)	182	...	182	19,058	...
Other Misc. Occupations (001-099).....	770	19	745	19	(17)	4	...	4	732	19
Soc. Science, Econ. and Kindred (100-199).....	3,304	18	2,959	18	(67)	86	...	86	2,978	18
Personnel Management (200-299).....	1,119	2	816	2	(18)	7	...	7	805	2
General Admin clerical and office services (300-399).....	2,777	58	2,694	58	(60)	21	...	21	2,655	58
Biological science (400-499).....	2	...	2	2	...
Accounting and Budget (500-599).....	1,007	4	932	4	(21)	9	...	9	920	4
Medical, Dental & Public Health (600-799).....	2,771	8	2,673	8	(60)	20	...	20	2,633	8
Engineering and Architecture Group (800-899).....	354	...	354	...	(7)	3	...	3	350	...
Information and Arts Group (1000-1099).....	21	...	19	19	...
Business and Industry Group (1100-1199).....	398	...	386	...	(8)	3	...	3	381	...
Equipment, Facilities and Service Group (1600-1699).....	604	16	508	16	(11)	5	...	5	502	16
Education Group (1410-1411; 1700-1799).....	1,302	9	1,256	9	(28)	12	...	12	1,240	9
Supply Group (2000-2099).....	128	...	124	...	(2)	1	...	1	123	...
Transportation (2100-2199).....	3	...	3	3	...
Information Technology (2210).....	398	...	398	...	(9)	1	...	1	390	...
Ungraded (culinary, farm, mechanical & construction).....	4,072	2	3,984	2	(89)	41	...	41	3,936	2
Total.....	41,682	136	39,873	136	(900)	410	...	410	39,383	136
Washington.....	1,207	...	1,112	1,112	...
U.S. Field.....	40,475	136	38,761	136	(900)	410	...	410	38,271	136
Total.....	41,682	136	39,873	136	(900)	410	...	410	39,383	136

J: Financial Analysis of Program Changes

Financial Analysis of Program Changes
Federal Prison System
Salaries and Expenses
(Dollars in thousands)

	Inmate Care & Programs				Institution Security & Admin.			
	FCI Pollock, LA		Walsh Act Requirements		FCI Pollock, LA		Program Changes	
	Pos.	Amount	Pos.	Amount	Pos.	Amount	Pos.	Amount
Grades								
SES.....
GS-15.....	2	\$215	2	\$215
GS-14.....	2	\$183	2	183
GS-13.....	6	464	31	\$2,505	4	308	41	3,277
GS-12.....	9	586	4	260	13	846
GS-11.....	40	2,171	25	1,417	13	705	78	4,293
GS-10.....	1	51	1	51	2	102
GS-09.....	24	1,113	18	834	42	1,947
GS-08.....	7	303	69	2,990	76	3,293
GS-07.....	10	416	82	3,410	92	3,826
GS-06.....	18	693	3	116	21	809
Ungraded.....	14	824	27	1,611	41	2,435
Total Positions and annual Rate.....	131	6,836	56	3,922	223	10,468	410	21,226
Lapse (-)*.....	(65)	(3,418)	(28)	(1,961)	(112)	(5,234)	(205)	(10,613)
11.1 FTEs and Compensation.....	66	3,418	28	1,961	111	5,234	205	10,613
11.5 Other personnel compensation.....	...	279	636	...	915
11.8 Special Personal services payment.....	...	7	7
Total FTEs and personnel compensation...	66	3,704	28	1,961	111	5,870	205	11,535
12 Personnel benefits.....	...	1,491	...	855	...	2,284	...	4,630
21 Travel and trans of persons.....	...	42	...	90	...	144	...	276
22 Transportation of things.....	...	36	47	...	83
23.2 Rental payments to others.....	...	13	13
23.3 Comm, utilities and misc.....	1,733	...	1,733
24 Printing and reproduction.....	17	...	17
25.2 Other services.....	...	1,672	...	271	...	697	...	2,640
26 Supplies and materials.....	...	2,770	...	1,599	...	949	...	5,318
31 Equipment.....	...	3,176	...	224	...	2,349	...	5,749
41 Grants, subsidies, and contributions.....	...	6	6
Total, 2008 program changes requested....	66	12,910	28	5,000	111	14,090	205	32,000

*Lapse rate is based on projected activation date of a facility or projected date of an initiative within the funding level.

Summary of Requirements by Object Class (Cont'd)

Object Class	2006 Actuals		2007 Estimate		2008 Request		Increase/Decrease	
	Positions & Workyears	Amount	Positions & Workyears	Amount	Positions & Workyears	Amount	Positions & Workyears	Amount
ALLOCATION TO DEPARTMENT OF HEALTH AND HUMAN SERVICES								
11.1 Personnel compensation:								
PHS.....	...	45,396	...	46,463	...	47,860	...	1,397
Total workyears and personnel compen.....	...	45,396	...	46,463	...	47,860	...	1,397
Other Objects:								
12.1 Personnel benefits: PHS.....		18,720		20,010		20,602		592
21 Travel and transportation of persons.....		49	
22 Transportation of things.....		300	
25.2 Other services.....		56	
26 Supplies and materials.....		2	
Total direct obligations, HHS Allocation.....	...	64,116	...	66,473	...	68,462	...	1,989
Total obligations Salaries and Expenses.....	32,117	4,821,065	37,062	4,833,444	34,577	5,151,440	(2,485)	317,996
Unobligated balance, start-of-year.....		(2,140)		(1,144)	
Expired balance transfer to unexpired account.....		(10,000)	
Adjustment.....		(1,373)	
Unobligated balance, expiring.....		21,464	
Unobligated balance, end-of-year.....		1,144	
Total Requirements.....		4,830,160		4,832,300		5,151,440		
Relation of obligations to outlays:								
Total obligations.....		4,821,065		4,833,444		5,151,440		
Obligated balance, start-of-year.....		512,549		544,140		799,101		
Adjustment in expired accounts.....		(9,704)			
Obligated balance, end-of-year.....		(544,140)		(799,101)		(1,033,172)		
Outlays.....		4,779,770		4,578,483		4,917,369		

M: Status of Congressionally Requested Studies, Reports, and Evaluations

Bureau of Prisons (BOP)
Salaries and Expenses

Status of Congressionally Requested Studies, Reports, and Evaluations

1. The Conference Report associated with the FY 2006 Department of Justice Appropriations Act, page 84, directs the BOP to submit a report on its capacity needs, based on the projected prison population for each year from fiscal year 2006 to fiscal year 2016. Target response to the Committee is February 1, 2006. This report was completed and signed by the Director on December 27, 2005 and remains in the Departmental/Office of Management and Budget's clearance process.
2. The Conference Report associated with the FY 2006 Department of Justice Appropriations Act, page 84, directs the BOP to provide a report on the costs, efficiencies, and economies of scale that would result from the construction of additional facilities on the site of existing facilities. Target response to the Committee is February 1, 2006. This report was completed and sent to the Hill on March 28, 2006.
3. The Conference Report associated with the FY 2006 Department of Justice Appropriations Act, page 84, directs the BOP to provide a report comparing the costs of housing geriatric prisoners with serious medical conditions in existing facilities to housing them in specialized facilities designed for geriatric prisoners with serious medical conditions. Target response to the Committee is February 1, 2006. This report was completed and sent to the Hill on March 28, 2006.
4. The Conference Report associated with the FY 2006 Department of Justice Appropriations Act, page 83, states the Committee is concerned about the correspondence privileges allowed for convicted terrorists. The Committee strongly encourages the Attorney General to continue to examine this matter and provide an update to the Committee by February 1, 2006. This report was completed and sent to the Hill on May 2, 2006.

5. The Conference Report associated with the FY 2006 Department of Justice Appropriations Act, page 83, states the Committee commends the BOP on its work to address and prevent sexual misconduct. With funds provided in earlier appropriations Act, the National Institute of Corrections has made useful progress in providing training and technical support to correctional systems throughout the country to eliminate staff sexual misconduct with inmates, training in investigating cases, and training the 'trainers' in order that employees at every level will be more aware of, and better prepared to deal with, these cases. The Committee directs the BOP to continue these efforts and to report to the Committee by March 31, 2006 on progress made in this area. This report was completed and sent to the Hill on April 24, 2006.

6. The Conference Report associated with the FY 2006 Department of Justice Appropriations Act, page 83, directs BOP to provide a report to the Committee on its programs to assist the mentally-ill and also encourages the National Institute of Corrections to work with State and local prisons and jails to share expertise in working with mentally-ill offenders. This report was completed and sent to the Hill on May 23, 2006.

N: Summary by Appropriation

Federal Prison System

Summary by Appropriation (FY 2006 - FY 2008)

Appropriation	2006 Enacted w/rescissions			2007 President's Budget			2008 President's Budget		
	Pos.	FTEs*	\$000's	Pos.	FTEs*	\$000's	Pos.	FTEs*	\$000's
Salaries and Expenses.....	41,682	38,458	\$4,830,160	39,873	36,926	\$4,987,059	39,383	35,007	\$5,151,440
GWOT Supplemental.....				22	11	17,000	22	11	9,100
Buildings and Facilities.....	270	251	88,961	263	247	117,102 **	269	253	210,003
Hurricane Supplemental.....			11,000						
Federal Prison Industries.....	2,458	2,295	0	2,058	1,914	0	2,075	1,930	0
Commissary.....	731	724	0	695	695	0	701	701	0
TOTAL.....	45,141	41,728	4,930,121	42,911	39,793	5,121,161	42,450	37,902	5,370,543

* Excludes 136 Reimbursable Workyears .

** Additionally, for 2007, a rescission of \$142 million in unobligated balances is proposed.

O: Summary of Change

Summary of Change
Federal Prison System
Salaries and Expenses
(Dollars in Thousands)

	Pos.	FTE*	Amount
2007 President's Budget.....	39,873	36,926	\$4,987,059
FY 2007 Adjustment.....	(50,322)
Adjustments- to-base:			
Increases:			
2008 Pay Raise 3.0% (3/4 of the year).....	59,087
Annualization of 2007 pay raise 2.7%.....	21,814
Changes in Compensable Days (2 Days).....	22,016
Thrift Savings Plan.....	13,233
Health Insurance Premiums.....	10,178
Accident Compensation.....	2,107
Rental Payment to GSA.....	970
DHS Security.....	17
Security Investigations.....	7
Contract Beds Cost Adjustments (Wage + Price Increase).....	26,279
Subtotal.....	155,708
Annualization & Non-recurring of Prior Years Program Increases:			
Expansion at FCI Otisville, NY, 75 beds.....	...	10	664
Contract for new 392 low security private beds (6 months @\$65.88/day).....	...	2	5,091
Contracts for 4,500 low security private beds (\$65.88/day) 2,995 through '07 + 883 in '08.....	21,240
Subtotal, Annualization of prior year program increases.....	...	12	26,995
Hollow Position and FTE Reduction.....	(900)	(2,136)	...
Total Adjustments-to-base changes.....	(900)	(2,124)	132,381
2008 Current Services.....	38,973	34,802	5,119,440
2008 Program Improvements:			
Pollock, LA FCI 1,152 beds (10/07).....	354	177	27,000
Walsh Act.....	56	28	5,000
Total, 2008 Program Improvements.....	410	205	32,000
2008 President's Budget.....	39,383	35,007	5,151,440

*Excludes 136 reimbursable FTEs.