

U. S. Department of Justice  
Federal Bureau of Prisons



STATE OF THE BUREAU  
A DAY IN THE LIFE

1993





# FROM THE ATTORNEY GENERAL

The Federal Bureau of Prisons plays a central role in the Department of Justice's policy of ensuring public safety by protecting society from truly dangerous criminals. The Bureau does this by providing high-quality correctional programs (including drug treatment) in its institutions, but also by supporting community-based confinement options and other innovative programming for non-dangerous offenders. This balanced, multi-faceted approach to the correctional process — providing a full range of programs that can not only deter but prevent future criminal behavior — is central to ensuring that justice is well-served in the United States.

As the Department of Justice focuses its efforts on critical criminal justice issues, it really has but one resource to draw on — its employees. In the field of corrections, thoughtful observers know that successful prison operations depend on not just bricks and mortar — they reflect the

character and professionalism of the people who carry them out. For these reasons, it is fitting that this issue of the Bureau of Prisons' *State of the Bureau* publication focuses on line staff.

This unique publication contains a real-life account of what it is like to work in a Federal prison. It captures the ebb and flow of daily prison life in an unusually informative way — by following activities at the line staff level. This *State of the Bureau* shows why Bureau staff throughout the Nation have every right to be proud of the job they are doing and why the Bureau is such a fine organization.

It is my hope that, through this publication, readers will share the satisfaction I feel about the truly outstanding job Bureau of Prisons staff does every day.



Janet Reno



# FROM THE DIRECTOR

This issue of the Federal Bureau of Prisons' annual *State of the Bureau* publication is dedicated to line staff — the “unsung heroes” who keep the Bureau running so effectively. Every line employee in the Bureau makes an important contribution to our organization; this publication captures some of the real-world issues they deal with, and spotlights the talent, skills, and professionalism that help keep Federal prisons safe and secure.

The Bureau is a large, complex organization, composed of 72 facilities housing almost 90,000 inmates. But at the heart of every Bureau institution and program are staff — people who perform the often unglamorous, but always necessary tasks that keep our Nation's prisons sound. They supervise inmates; they maintain security, safety, and sanitation levels in housing units and in other areas of the institution; they train other staff; they see that food is prepared and served properly; they counsel inmates; they prepare financial reports; they issue medication and make sick call rounds in locked units; they issue laundry; and they oversee work details and industrial production. They are vital to maintaining secure, safe prison operations and to ensuring public safety.

This issue of the *State of the Bureau* profiles a day in the life of the Bureau, through a composite of actual line staff activities in two medium-security Bureau institution — the 1940's vintage Federal Correctional Institution in Englewood, Colorado (confining about 1,000 inmates when its minimum-security camp and detention center are included), and the new Federal Correctional Institution in Florence, Colorado (holding a total of about 1,350 inmates, including the minimum-security camp). In a few instances, significantly different aspects of the two facilities' operations have been merged to aid readability— such as portraying “old” and “new” housing units as if they were in the same institution and describing two UNICOR factories when each facility only has one. But for the most part, the operational practices of both institutions are similar enough to make it realistic to portray these two prisons as one. While this account represents activities at two institutions for males, it also accurately represents operations at institutions for female offenders.

We chose to focus on employees from four disciplines — Correctional Services (the uniformed security force), Federal Prison Industries (those respon-

sible for inmate manufacturing and service work for other Federal agencies), Food Service (staff who manage meal preparation and services within the institution), and Mechanical Services (employees responsible for facility maintenance and renovation) to typify the daily efforts and contributions made by Bureau staff. We could have chosen a number of other disciplines to profile, because staff in every department are equally deserving of recognition for the fine work they are doing. Bureau staff typify the kind of dedication and professionalism of which the American public can be proud.

In addition to the article on line staff, this issue of the *State of the Bureau* contains a wealth of material about the Bureau, its institutions, its strategic plan, and its operations. I am very proud to present to the readers of the *State of the Bureau* this unique look at the everyday activities of the men and women who serve the American public through their work for the Federal Bureau of Prisons. I welcome your comments on this issue, as well as on other aspects of the Bureau and its operations.



Kathleen M. Hawk