



1993 ACCOMPLISHMENTS

It is the mission of the Federal Bureau of Prisons to protect society by confining offenders in the controlled environments of prison and community-based facilities that are safe, humane, and appropriately secure, and that provide work and other self-improvement opportunities to assist offenders in becoming law-abiding citizens.

In 1988, the Federal Bureau of Prisons (BOP) adopted a strategic planning approach to management agency-wide. Driven by the Bureau's Mission Statement and guided by eight cultural anchors/core values, the Bureau's six broad correctional goals provide the framework for its strategic plan.

The Bureau's current strategic plan reflects major agency issues that have been identified from a variety of sources — both internal and external. Particular emphasis is placed on identifying issues of relevance to practitioners in the field and those factors that impact the safety and security of BOP institutions. Managers are encouraged through a variety of assessment and evaluation tools to examine their operations on a continuous basis to identify issues that may have national impact. These are then forwarded to senior agency administrators for consideration for inclusion in the agency strategic plan. The agency regularly reviews current Bureau objectives, monitoring progress toward their accomplishment, and modifies them as necessary. The Bureau's mission and six national goals are reviewed annually to ensure that they continually meet the needs of society and reflect the vision and mission of a modern correctional agency.

In recent months strategic planning has taken on even greater significance in that it provides a mechanism for implementation of Congressional and Executive Branch mandates for increased cost efficiency and responsiveness to the agency's constituency. Bureau managers can use the strategic planning process to address new initiatives, monitor progress, and identify required resources. Virtually all Bureau activities that require the commitment and monitoring of resources are included in the Bureau strategic plan and monitored for cost efficiency and progress at all levels.

1993 marked a significant increase in the utilization of strategic planning as a management tool. As a result, it is possible to identify many of the Bureau's accomplishments as they relate to the Strategic Plan.

STRATEGIC GOAL I: POPULATION MANAGEMENT

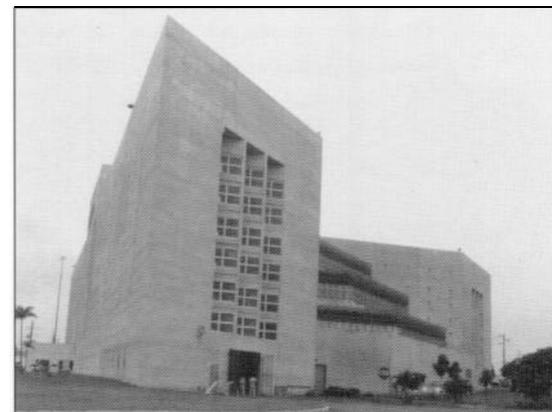
The Federal Bureau of Prisons will proactively manage its offender population to ensure safe and secure operations.

■ During 1993, the Federal Bureau of Prisons' total inmate population grew from 79,859 to 89,586 — an increase of 12.2 percent. Of the 89,586 inmates, 92.3 percent were male and 7.7 percent were female. From January 1 to December 31, 1993, the Bureau added 7,836 beds through new construction, expansion, and

revised its capacity guidelines. During 1992, capacity increased by 8,260.

In 1993, Congress approved funding to add more than 7,000 low-security beds at six new facilities and effect two expansions at existing institutions. More than 40,000 beds are now under some phase of development, to be completed by 1998. Adjustments to capacity guidelines made it possible to double-bunk up to 100 percent of the BOP's minimum- and low-security inmates, and 50 percent of the medium-security inmates and detainees, reducing future construction needs and costs.

New medium-security facilities were activated in Florence, Colorado; Estill, South Carolina; and Allenwood, Pennsylvania. A United States Penitentiary opened in Allenwood, Pennsylvania; a surplus military site was converted to a 1,872-bed low-security Federal Correctional Institution in Fort Dix, New Jersey (pictured at left); and a new Metropolitan Detention Center opened in Guaynabo, Puerto Rico (pictured below) — the first Bureau institution to be located outside the continental United States.



A building, with a rated capacity of 370, was constructed on the grounds of the U.S. Penitentiary in Atlanta. It houses detention/pretrial inmates, Bureau inmates awaiting assignment to Federal facilities, and Special Housing Unit inmates. This facility shares several inmate service functions with the Penitentiary (hospital operations, food warehousing, utility/power plant operations, receiving and discharge, visiting room operations, and inmate record-keeping), which helps lower operating costs.

The Federal Prison Camp at Tyndall Air Force Base, Florida, ceased operations in September 1993 for cost-containment reasons, and its inmates were transferred to institutions whose operations are more cost-effective.

■ The Bureau's community corrections center and home confinement programs experienced substantial growth in 1993, topping 5,000 participants for the first time in Bureau history. In 1993, community corrections populations increased by 13 percent, from 3,982 to 4,504; home confinement populations increased by almost 100 percent, from 442 to 883. The increased use of these alternative confinement options nominally offset the crowding pressures being placed on low- and medium-security facilities.

■ The Bureau's female population continued to grow at a faster rate than its male population. In 1993, the Bureau developed and implemented a new designation and classification system for female offenders, which will result in greater use of minimum- and low-security bedspace for women.

■ The Bureau's Intensive Confinement Center for women, located in Bryan, Texas, graduated its first class — composed of 57 inmates in January, and went on to graduate another three classes by the end of the year.

■ Although the Bureau experienced considerable success in providing bedspace and services for its growing inmate population in 1993, the year was not without its challenges.

Significant disturbances occurred at six institutions, and food strikes or work stoppages took place with greater frequency throughout the system. Fortunately, all of these incidents were resolved without significant injuries to staff or inmates, and public safety was maintained.

It is important to note that countless violent incidents are thwarted by good intelligence and effective preemptive

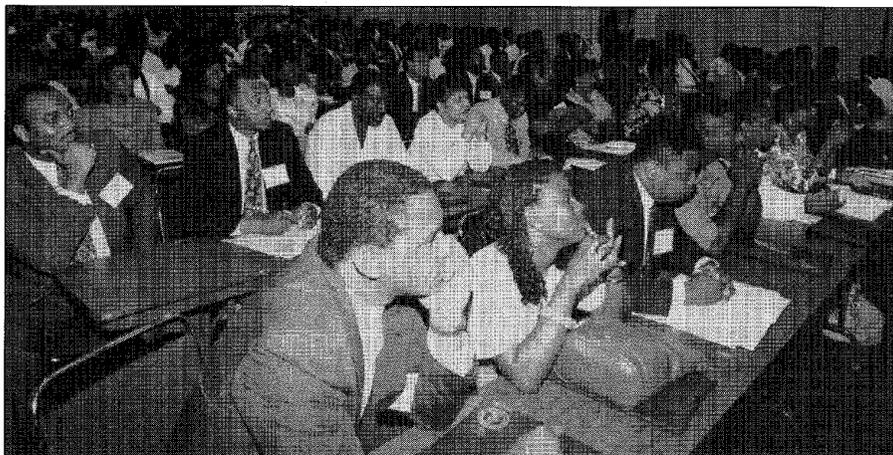


Over the past decade, the nature of the Bureau's inmate population has changed as a result of legislative and enforcement emphasis on crime control — particularly the aggressive prosecution of drug and weapons cases, the imposition of mandatory minimum sentences, and the abolition of parole and statutory good time. The average length of time served has increased, as has the number of inmates with offenses related to gangs, firearms, and robbery.

The inmate population was generally more disruptive, aggressive, and violent in 1993 than it was in 1992. Signifi-

cant disturbances occurred at six institutions, and food strikes or work stoppages took place with greater frequency throughout the system. Fortunately, all of these incidents were resolved without significant injuries to staff or inmates, and public safety was maintained.

It is important to note that countless violent incidents are thwarted by good intelligence and effective preemptive action. The Bureau prides itself on excellent communication between employees and inmates and on staff's ability to address inmate concerns before they precipitate disruptive incidents. Still, many of the inmates being sentenced to Federal prison today present a much greater challenge to the staff who manage them; therefore, the Bureau has made — and will continue to make — adjustments to its inmate classification system and institutional security procedures, enabling staff to more effectively manage the offenders in Bureau of Prisons care.



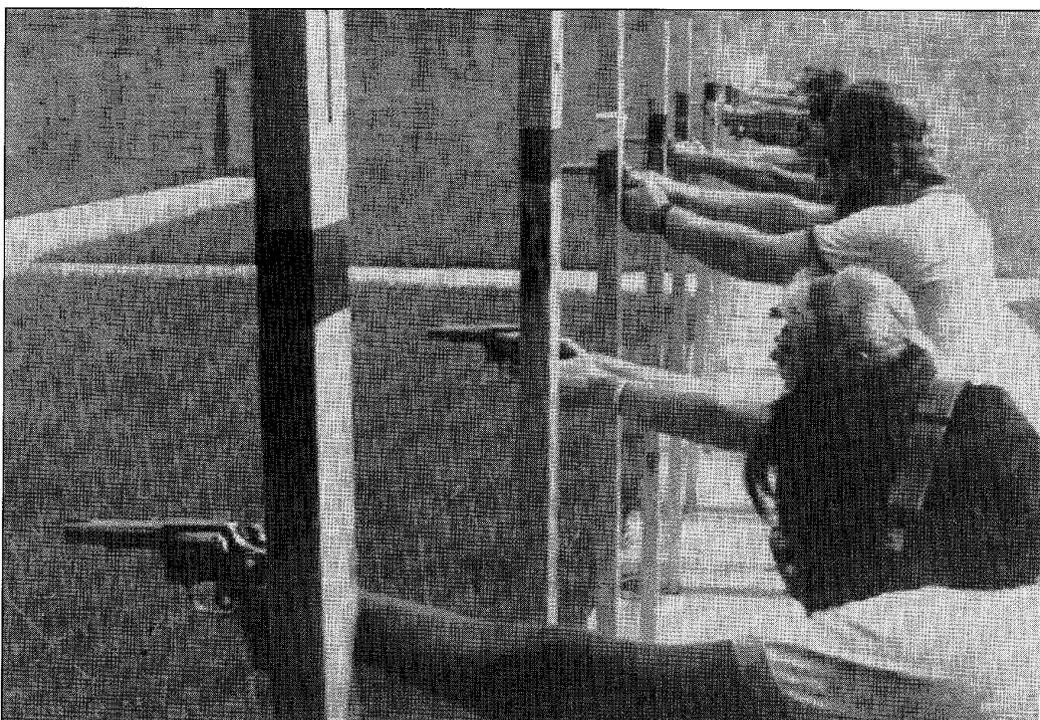
STRATEGIC GOAL 2: HUMAN RESOURCE MANAGEMENT

The Federal Bureau of Prisons will have a competent and representative workforce meeting the organization's needs up to and beyond the year 2000.

■ The Bureau of Prisons matched the continued growth of the inmate population with growth in its own staff. During 1993, the Bureau hired 2,695 new employees, bringing the total number of employees to 24,958 by the year's end. The Bureau emphasizes the recruitment of minorities and women to ensure a workforce that is representative of U.S. society and one that better enables staff to deal with the diverse inmate population.

To foster the development of personal and professional excellence among Bureau staff, the Bureau in 1993 formalized a mentoring program for all staff. The Bureau's Executive Staff

authorized the program, based in part on recommendations submitted by the Affirmative Action Task Force. The program matches newer staff members with more experienced Bureau personnel who serve as professional role models and mentors. While the program is for all staff, it should have a very positive influence on the professional development of minority staff.



■ The Bureau continued its beneficial relationships with minority organizations, such as Federally Employed Women (FEW), the League of United Latin American Citizens (LULAC), and the National Association of Blacks in Criminal Justice (NABCJ). Female and minority employees occupy positions at all levels of Bureau management. In response to Government-wide concerns about equal opportunity, the BOP developed and implemented new cultural diversity and sexual harassment courses for all staff in basic and annual training.

■ In 1993, the Bureau continued to refine training programs to ensure quality while containing costs. For example, the Bureau revised its introductory training program to eliminate any duplication of effort and to ensure quality and consistency; scheduled back-to-back courses to reduce travel costs;

made increased use of video and satellite technologies to disseminate training materials, saving time and money otherwise spent on travel; and implemented computer-based testing, which automates the evaluation phase for each of 16 “cross development” self-study courses offered by the Bureau.

Due to the sensitive nature of their work, all Bureau staff must undergo background investigations when they are first hired, and then again every 5 years. In 1993, the Bureau streamlined its background investigations process by activating the Dallas Security and Background Investigation Unit. In November 1992, 2,000 initial investigations and 3,021 5-year update reinvestigations were awaiting closure; as of June 1, 1993, this backlog of cases had been fully eliminated.

n In 1993, the Bureau converted to the U.S. Department of Agriculture, National Finance Center (NFC) system for personnel/payroll and training processing. This transition required the conversion of personnel, payroll, and training records for over 24,000 Bureau employees. The transition also required use of the NFC supplied Personal Computer Time and Attendance Reporting System (PC-TARE) for recording employees’ time and attendance data. Accurate time and attendance data is essential to prompt and equitable compensation. In addition to training Human Resource Management staff from each Bureau facility, all time and attendance clerks, regardless of their discipline, were required to have training in PC-TARE and its related policies and procedures.

n The implementation of the Federal Employees Pay Comparability Act of 1990 (FEPCA), created a number of major changes in the compensation of Bureau employees. The resultant pay enhancements that took effect and were implemented in 1993 included a special pay rate increase for employees in grades 3-10, and special pay adjustments for law enforcement officers in 16 Bureau facilities (based on their geographical location). These provisions have affected the pay and benefits of many Bureau employees and have contributed to an equitable means of recruiting and compensating staff.

n The Bureau refined the Incentive Awards Program in an effort to streamline award categories and to improve program accountability. Additionally, the Bureau instituted the Employee Award System (EASY), a nationwide automated database designed to track awards and provide consistency in reporting and cost analysis. Finally, the Bureau coordinated the agency’s national awards program; 169 individuals received awards in 140 award categories. The Bureau rewards staff who have made significant contributions to the efficiency of the agency.

■ The Bureau placed continued emphasis on the benefits of participation in the Thrift Savings Program (TSP). TSP participation reached 83 percent — up four percent from the previous year for employees covered under the Federal Employee Retirement System (FERS). Meanwhile, TSP participation of Civil Service Retirement System (CSRS) staff approached 50 percent. These figures compare

favorably to Governmentwide participation rates of 74 percent for FERS and 45 percent for CSRS employees.

STRATEGIC GOAL 3: SECURITY AND FACILITY MANAGEMENT

The Federal Bureau of Prisons will maintain its facilities in operationally sound conditions and in compliance with security, safety and environmental requirements.

■ Six sites across the Nation have been selected to store equipment — such as field kitchens, beds, cots, tents, generators, and emergency lighting — for use during major disturbances, natural disasters, and other emergencies. Each site will serve a Bureau of Prisons region, and will be accessible to all Bureau facilities in that region. Additionally, stocks of materials at these sites will be monitored, and Central Office staff will ensure equitable distribution of key supplies nationwide. The flooding of the Mississippi River and Hurricane Andrew made it clear that a system of storage sites can be of great use in quickly mobilizing damage-control equipment to disaster areas. Efficient mobilization should allow BOP emergency response staff to limit the damage — to lives, health, and property — caused by fires, earthquakes, hurricanes, flooding, institution disturbances, and other crises.



Equipment for these sites is acquired through military surplus channels and from various institutions' stocks of property.

n The BOP is a lead agency within the Department of Justice in terms of its comprehensive and successful recycling programs. During fiscal year 1993, the Bureau's program recycled more than 4,323 tons of materials, resulting in an estimated cost-avoidance of \$126,837 in solid-waste disposal charges. In addition, another \$49,625 of profits was realized from the sale of recyclable materials, and these funds were returned to the Department of the Treasury. These figures reflect the BOP's concern for both the environment and the agency's limited fiscal resources. Over the course of a year, the Bureau's recycling program saved landfill space equivalent to a football field of trash 30 feet deep.

STRATEGIC GOAL 4: CORRECTIONAL LEADERSHIP AND EFFECTIVE PUBLIC ADMINISTRATION

It is the goal of the Federal Bureau of Prisons to manage its operations and resources in a competent and effective manner that encourages creativity and innovation in development of exemplary programs as well as excellence in maintaining the basics of correctional management. The Bureau continually strives toward improvements in its effective use of resources and its efficient delivery of services.

n Accreditation and reaccreditation figured prominently in the Bureau's accomplishments in 1993. Facilities must function in accordance with an accepted set of national standards — drawn up by professional correctional administrators nationwide — to qualify for accreditation. The American Correctional Association (ACA) coordinates the development of the accreditation standards and implements the accreditation process.

In 1993, the Bureau and ACA implemented the Intensive Reaccreditation Process (IRP), by which the ACA is able to expedite its standard accreditation process. The BOP and the ACA recognized that both the BOP's independent program review examiners and the ACA use much of the same documentation, observations, and



interviews for their respective —and similar —purposes. By pairing an ACA auditor with a Bureau program review team, there is no longer a need for institution staff to maintain duplicate documentation files or to make special preparations for two separate audits. This saves staff time, which saves money. Because the IRP is less labor-intensive for ACA auditors than is the standard ACA accreditation process, ACA is able to charge the Bureau less per audit performed.

The United States Penitentiary in Lewisburg, Pennsylvania, was the first Bureau institution to undergo the IRP. An additional seven institutions were reaccredited under this process in 1993. IRP will be used on a wider basis in the coming years.

During 1993, six Bureau institutions received accreditation for the first time, while seven were reaccredited. Most of those receiving initial accreditation were institutions that have opened within the last 5 years. The Bureau is strongly committed to the accreditation process and encourages new facilities to pursue accreditation as soon as it is practical for them to do so. At year's end, a total of 52 Bureau institutions were accredited.

This year, all five BOP medical referral centers received 5-year accreditation awards from the Joint Commission on Accreditation of Healthcare Organizations (JCAHO), meaning that those facilities meet the essential healthcare needs of their client populations consistent with community standards. The JCAHO accreditation process provides the Bureau with an external bench-

mark against which to measure its healthcare programs, allowing it to improve their quality, efficiency, and productivity as necessary. During September 1993, 55 staff from 19 Bureau of Prisons institutions underwent training to prepare for upcoming JCAHO accreditation of their ambulatory care facilities.

■ In 1993, the Bureau installed a videoconferencing system at the Metropolitan Detention Center, Guaynabo, Puerto Rico, that permits selected pre-trial proceedings to be conducted from the U.S. Courthouse without transporting the accused. This eliminates the potential for escape or assault during transport and saves transportation and escort expenses. The Immigration and Naturalization Service installed a similar system at the Federal Medical Center in Lexington, Kentucky for immigration review hearings.

■ In 1993, the Bureau of Prisons and U.S. Attorneys Offices around the Nation collected more than \$12 million in fines, assessments, restitution, and other financial obligations through the Inmate Financial Responsibility Program (IFRP).

Funds are collected from inmate accounts in BOP institutions (funds composed primarily of wages paid to inmates for institutional work assignments) and from outside sources (other monies the inmate or his or her family have outside the institution). The majority of these funds are distributed — through U.S. Attorneys Offices and the Department of Justice's Crime Victims Fund — to victim assistance and support groups or as direct compensa-

tion for losses resulting from crimes. In addition to helping crime victims, the IFRP also helps offenders meet their fiscal and moral responsibilities, including child support, alimony, and other court-ordered obligations.

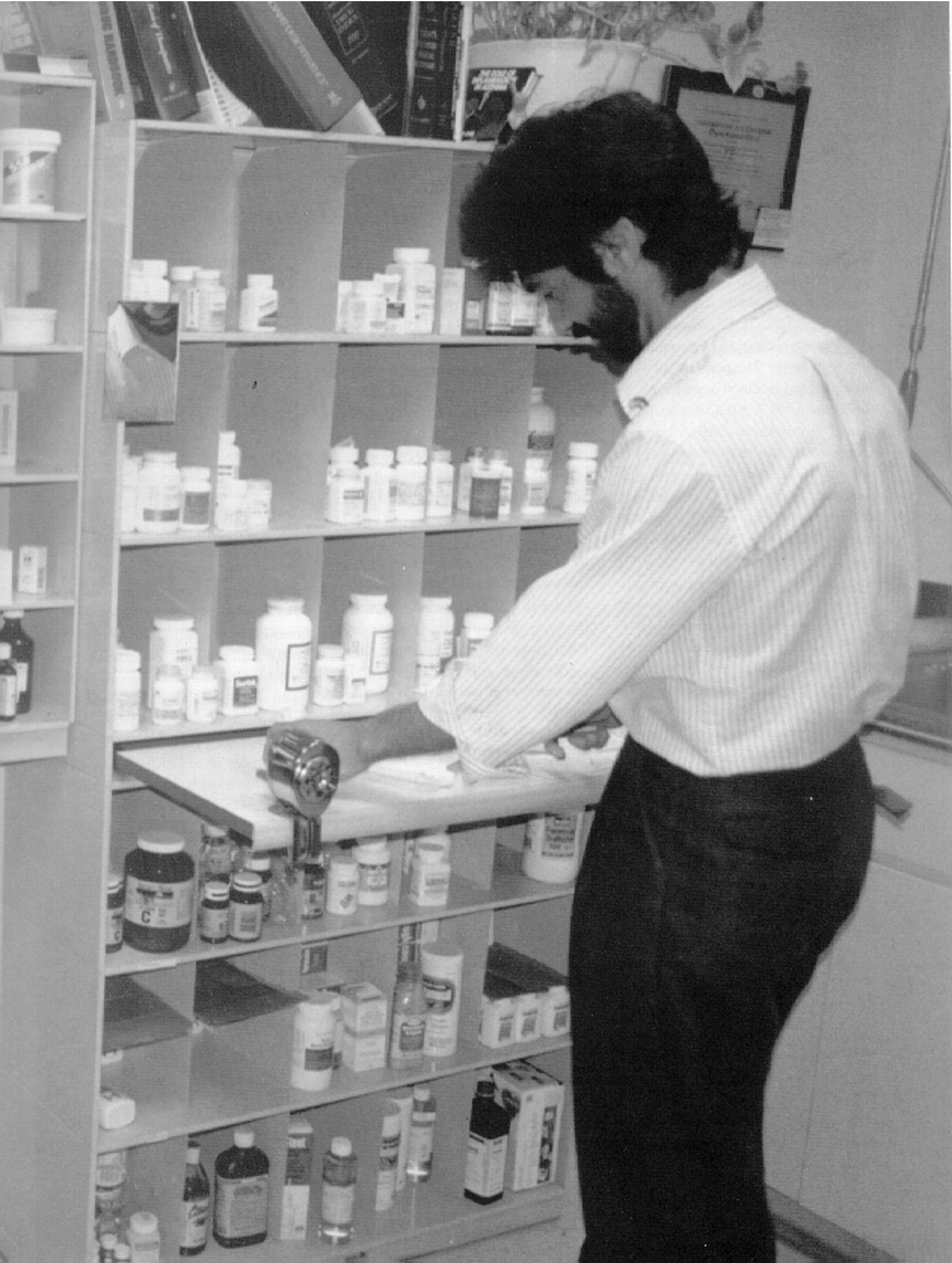
The total amount collected through the IFRP now stands at over \$80 million — from almost 77,000 inmate participants — since the IFRP's inception in 1987.

STRATEGIC GOAL 5: INMATE PROGRAMS AND SERVICES

The Federal Bureau of Prisons provides services and programs to address inmate needs, providing productive use-of-time activities and facilitating the successful reintegration of inmates into society, consistent with community expectations and standards.

■ The Bureau of Prisons continued to assign qualified inmates to its Intensive Confinement Centers (ICC's) in 1993. ICC's — also known as "boot camps" — house minimum-security, nonviolent offenders and expose them to a 6-month program of intensive education, physical development, discipline, and self-esteem programs.

In January 1993, ICC Bryan — the Bureau's ICC for women — graduated its first team of participants. ICC Lewisburg, an all-male ICC, passed the 500-graduate mark in May.



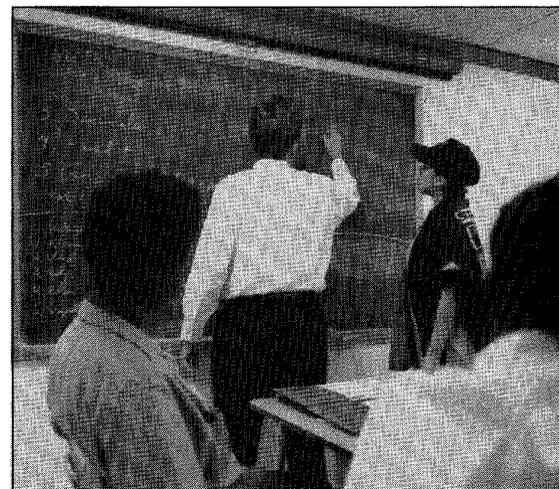
n To keep pace with increases in the overall Federal inmate population, inmate employment in Federal Prison Industries (UNICOR) continued to increase, exceeding 16,000 inmates — approximately 21 percent of the Bureau's total confined population — by the end of 1993. UNICOR is a wholly-owned Government corporation that uses inmate labor to produce items for sale to the Federal Government, thus providing inmates with valuable job skills and productive work. In order to manage a rapidly growing inmate population and protect public safety — while still giving inmates the means to improve themselves with productive and valuable work experience — UNICOR expanded the number of inmate jobs. UNICOR continues to be sensitive to the concerns that its ongoing activities and related market-expansion efforts are conducted so as to have a minimal impact on private-sector interests.

■ As of December 1993, more than 650 male and female Federal inmates, from both institutions and Community Corrections Centers, were employed in 45 public works projects with other Federal agencies. Most worked on either National Forest Service or National Park Service projects, or on military bases throughout the Nation.

The number of inmates employed in community service projects increased by 36 percent, from 429 to 587. Projects included making toys for hospitalized children, raising money for local and national charities, and providing food for needy families.

■ A total of 5,725 inmates received General Educational Development (GED) certificates during 1993. Also, the rate of successful GED completion increased by 5 percent from 1992 to 1993, with 275 more inmates receiving their GED certificates in 1993 than did so in 1992. Bureau research has demonstrated that inmates who have completed education programs are significantly less likely to recidivate than similar offenders who did not participate in such programs.

n In 1993, more than 12,500 inmates participated in drug education. A total of 3,560 inmates completed the Bureau's residential drug abuse treatment program, more than triple the 1,135 who participated in 1992. The non-residential treatment program — which is similar to outpatient treatment available in the community — had an even higher participation rate. The participation levels for residential and non-residential programs is all the more impressive because such involvement is voluntary.



The Bureau of Prisons' transitional services program, associated with the institutional residential drug treatment program, provides community-based substance abuse treatment to inmates who move through a community custody phase of confinement (i.e., home confinement halfway house placement) prior to release from custody. In 1993, the transitional services program saw participation by approximately 700 inmates — a five-fold increase over the approximately 120 participants during FY 1992.

n Due to a change in policy, institution commissaries now sell certain non-prescription medications directly to inmates. Under the previous policy, all nonprescription medications were obtained only through Health Services departments at the institutions, and they were given free of charge. Inmates may now purchase common items to treat their minor illnesses, such as colds. This not only encourages inmates to take responsibility for their health, but it also helps to contain costs and obvi-

ate the need for Health Services staff to treat inmates for routine, minor conditions.

The Bureau has improved the cost effectiveness of health care services through two managed-care initiatives. By assigning inmates with health problems through the Office of the Medical Designator, the Bureau refers inmates to the lowest-cost providers — either community hospitals or the Bureau's medical referral centers — when they need medical treatment not available at their assigned institutions.

The other managed-care initiative is the awarding of a prime-vendor contract so that all institutions purchase pharmaceuticals from a single source. This facilitates "one-stop shopping" for Federal Supply Schedule items, and allows for overnight deliveries, reduced inventories, and reduced waste of expired medication. The prime vendor

contract has already produced a substantial cost savings for the Bureau, and it will continue to do so in the future.

These two initiatives further assist the Bureau in delivering care consistent with community standards while cutting costs and eliminating waste.

n The BOP recruited 298 new health care professionals in 1993, including 56 medical doctors, 25 dentists, 101 physician assistants, 24 registered pharmacists, and 49 registered nurses.

The Bureau of Prisons Medical Recruitment section implemented a recruiting strategy based on mass mailings, which costs considerably less than other methods of recruitment.

n In 1993, the Bureau expanded the common fare diet program to all institutions — a 44-percent increase. Com-

mon fare accommodates the dietary needs of many faith groups in a cost-effective manner through the provision of vegetarian and kosher meals and the availability of disposable eating utensils and plates.

STRATEGIC GOAL 6: BUILDING PARTNERSHIPS

The Federal Bureau of Prisons will continue to seek opportunities for expanding the involvement of community and local, State, and Federal agencies, in improving the effectiveness of the services it provides to offenders and constituent agencies. The active participation by Bureau to improve partnerships will allow the Bureau to carry out its mission within the criminal justice system and to remain



responsive to their agencies and the public. The Federal Bureau of Prisons will develop partnerships to focus the shared responsibility for the establishment of a supportive environment promoting the reintegration of offenders into the community.

report to Congress that fall. The process fostered unprecedented cooperation between UNICOR and private business and labor.

At the summit, representatives from UNICOR, industry, and labor examined general growth strategies pro-

n In 1993, the National Institute of Corrections (NIC) continued its work with State and local corrections agencies, training more than 1,570 correctional professionals at the NIC Academy in Longmont, Colorado, and providing training to another 2,595 through audio conferences and workshops. The NIC Information Center fielded 13,313 requests for information from corrections practitioners and policymakers. NIC also awarded 39 grants to agencies and organizations in 22 States and the District of Columbia, and conducted 489 technical assistance visits. In addition, NIC trained 187 juvenile justice practitioners working in juvenile corrections through an interagency agreement with the Office of Juvenile Justice and Delinquency Prevention.

n The Bureau's institutions and offices received many visits from foreign government officials during 1993. These officials toured facilities and spoke with Bureau staff members about Federal prison operations and programs.

During 1993, the Bureau sent staff to Poland, Mexico, Panama, Colombia, Russia, and Hungary to discuss correctional issues and offer management assistance to officials in those countries as they develop and refine their correctional systems.

n The number of Urban Work Cadre Programs (UWC's) — which assign inmates living in Community Corrections Centers to perform jobs for other Federal agencies — has expanded to 10, with 220 inmates participating as of December 31, 1993.



n To keep pace with the expanding Federal inmate population, Federal Prison Industries (UNICOR) increased the number of its inmate employees in 1993 while minimizing its impact on private business and labor. To work towards this goal, UNICOR participated in a Congressionally mandated 2-year evaluation of its operations, culminating in a summer 1993 summit and a

posed in the 2-year, independent study of UNICOR's operations. Summit participants shaped those strategies into specific legislative and public policy proposals for UNICOR. These proposals — reflecting the concerns, compromises, agreements, and disagreements' of all parties involved — were documented and delivered in the report to Congress mentioned above.

Agencies participating in UWC programs include the Department of Defense (specifically the Navy, Army, and Air Force), the National Park Service, the Veterans Administration, and the U.S. Forest Service.

A number of steps were taken to develop the Comprehensive Sanctions Center (CSC) Program. A joint project of the Bureau of Prisons and the U.S. Probation Service, CSC's are Community Corrections Centers that offer a wide range of programming and supervision options, including intensive drug treatment, holistic health, intensive supervision, and home confinement programs. This assortment of programs allows CSC's to accommodate offenders who have a wide range of security and program needs.

A pilot CSC was begun in Cleveland, Ohio, in 1993. There are now seven CSC sites across the country. As CSC program components prove useful, they may be adapted for and applied to standard Community Corrections Centers.

n The Bureau signed an Interagency Support Agreement between the United States Penitentiary, Leavenworth, Kansas, and the Munson Army Community Hospital, Fort Leavenworth, to provide inmates with inpatient, outpatient, and ambulatory surgery services. This agreement has resulted in — and will continue to result in — a cost avoidance of approximately \$400,000 per year.

n Through the use of videoteleconferencing in the areas of Labor Management Relations, Community Cor-

rections, and other training programs, the BOP avoided \$50,000 in resource staff travel costs.

The Bureau this year also saw considerable expansion in the use of its "BOPDOCS" CD-ROM system. The system stores volumes of policy and other data on a single compact disc, and allows instant access to any of that data. Its most widely used application is in the researching and retrieval of Bureau policy statements, saving staff labor and printing costs (as fewer paper copies of the statements need to be distributed) and keeping policy current, as updated discs are produced monthly.

n The BOP and the U.S. Probation Service began a 1-year prerelease supervision demonstration project in which probation officers begin formal supervision of inmates at the time the inmates are transferred to community corrections centers, rather than at the end of their sentences. This provides inmates with an enhanced continuity of programming as they are transferred from Bureau of Prisons custody to that of the U.S. Probation Service.

n The BOP's National Office of Citizen Participation has joined with the Rainbow Coalition — a culturally diverse advocacy group for social change in urban America — on a project involving local churches. Community participants will work with adult offenders who are nearing release, supporting them in transitions to the community.

Additionally the Rainbow Coalition, with assistance from the BOP and

other components of the Department of Justice, is piloting a mentoring program aimed at diverting youth from incarceration. The program offers special counseling — in such areas as life skills, employment, drug abuse, and family matters — in lieu of confinement. Following the successful completion of the year-long pilot, the program will be expanded to approximately 50 other cities.

The BOP estimates that more than 5,900 volunteers donated their time to assisting inmates during 1993. These volunteers perform a vital service to institutions by augmenting the programs and services offered to inmates, while at the same time serving as positive role models.