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Federal Bureau of Prisons

CHANGE NOTICE

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Farm Manual

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Director, Federal Bureau of Prisons

This Change Notice (CN) implements the following change to Program Statement 4600.02, **Farm Manual**, dated October 18, 1995. The text that it replaces is marked with a **highlight**:

Chapter 1. ADMINISTRATION AND MANAGEMENT

1. **National Administration.** The Assistant Director, Industries, Education and Vocational Training Division, supervises the Farm Service along with collateral responsibility of the specific Regional Director.

The General Manager, Federal Prison Industries, is responsible for the general supervision of all farm activities in consultation with the National Food Service Administrator as needed. The General Manager, as other duties permit, shall visit each farm annually and make special visits when considered necessary or desirable.



Program Statement

OPI: HSD
NUMBER: 4600.02
DATE: October 18, 1995
SUBJECT: Farm Manual

1. PURPOSE AND SCOPE. To prescribe the standard management of farm operations within the Bureau of Prisons. The Manual shall be the reference used by Farm Managers, Food Service staff, and all others responsible for maintaining the highest quality farm program for their institutions.

2. PROGRAM OBJECTIVES. The expected results of this program are:

a. All inmates assigned to Bureau farms will have opportunities to acquire skills and abilities that may assist them to obtain employment upon release.

b. High quality food will be economically produced in amounts the institution requires.

3. STANDARDS REFERENCED

a. American Correctional Association Foundation/Core Standards for Adult Correctional Institutions: C2-4115; C2-4127

b. American Correctional Association 3rd Edition Standards for Adult Correctional Institutions: 3-4304, 3-4318

c. American Correctional Association 3rd Edition Standards for Adult Local Detention Facilities: FC-5074

d. American Correctional Association 3rd Edition Standards For Adult Local Detention Facilities: 3-ALDF-4D-09

e. American Correctional Association 2nd Edition Standards for Administration of Correctional Agencies: None

4. DIRECTIVES AFFECTED

a. Directive Rescinded

P.S. 4600.01 Farm Manual (04/14/82)

b. Directives Referenced

P.S. 1600.06 Occupational Safety and Environmental Health,
(02/25/92)
P.S. 1640.03 Smoking/No Smoking Areas (07/01/94)
P.S. 3000.02 Human Resource Management Manual (11/01/93)
P.S. 4100.02 BOP Acquisitions Policy (05/03/89)
P.S. 4200.08 Facilities Operations Manual (09/01/93)
P.S. 4400.02 Property Management Manual (07/16/90)
P.S. 4700.03 Food Service Manual (06/10/91)
P.S. 5251.03 Work and Performance Pay Program, Inmate
(05/15/91)
P.S. 5500.07 Correctional Services Manual (01/31/95)

5. RESPONSIBILITIES. Each institution shall formulate methods to implement this Manual which are consistent with the mission of its farm.

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Kathleen M. Hawk
Director

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Chapter 1. ADMINISTRATION AND MANAGEMENT

1. National Administration. The Assistant Director, Health Services Division, supervises the Farm Service, along with collateral responsibility of the specific Regional Director.

The National Administrator, Food and Farm Services, is responsible for the general supervision of all farm activities. The National Administrator, as other duties permit, shall visit each farm annually and make special visits when considered necessary or desirable.

2. Regional Administration. All correspondence and reports relating to farm operations shall be routed through the appropriate regional office for consideration, and shall then be forwarded to the National Administrator.

3. Institutional Administration. Within the structure depicted in the Administrative Chart, the Farm Manager is responsible for farm management.

4. Farm Manager. The Farm Manager works with the Regional Director, Warden, farm staff, and other institution personnel to plan and operate farm programs.

The Warden or Superintendent, Farm Manager, and other staff members with farm-related functions, shall plan and carry out the farm program at each institution. Major changes in farm plans shall receive prior approval by the Regional Office. All emergency changes shall be reported promptly to the Regional and Central Offices.

Chapter 2. PERSONNEL MANAGEMENT

1. General Information. Farm Managers are responsible for supervising staff members assigned to the farm, and shall have a working knowledge of position classifications, evaluations, recruitment and promotion policies, and the responsibility of coordinating the training of these staff members. The personnel complement shall be established by the local institution, based on its needs and the needs of the region.

2. Job Descriptions. The Farm Manager, in conjunction with the Human Resource Manager, shall write job descriptions for each farm position. Each staff member shall be given a copy of his/her job description and shall become familiar with assigned duties.

Although post orders are not mandatory, they may be written and used at the discretion of the Farm Manager.

3. Farm Uniforms. Information about official farm uniforms, and other authorized items, can be found in the Human Resource Management Manual, Sec. 990.1, 9.b.

4. Training. Training is a continual process that involves orientation at initial appointment, and continues throughout the employee's tour of duty. The Farm Manager shall develop a flexible training program according to the specific needs of each employee. This may be accomplished by attending farm shows, seminars, etc. Each member of the department shall meet all Bureau and local training requirements.

5. Staff Meetings. Staff meetings are part of training, as well as an administrative and communication device. They cover problems and situations that can best be approached from a collective standpoint, and many day-to-day questions about operations can easily be resolved. Each farm shall hold a staff meeting at least once a month. Minutes shall be kept and copies forwarded to the Regional and Central Offices, Food/Farm Administrators.

Staff meetings shall not be limited to daily operating problems. The agenda shall also include such areas as improved farming techniques, equipment innovations, procurement, and personnel.

The Farm Manager shall chair staff meetings, although he/she may delegate other staff to serve as temporary chairperson. Meetings shall be open to other institution staff. Staff having reasons to attend shall confer with the Farm Manager prior to the meeting. Wardens, Associate Wardens, and Camp Administrators shall attend when feasible.

6. Work Schedules. The Farm Manager shall prepare a schedule of duty assignments for all farm staff. Once the schedule is posted, it shall not be changed except in emergencies, or unless approved by the Farm Manager.

Chapter 3. CUSTODY AND SECURITY

1. General Information. Correctional Service procedures intended to maintain proper custody, control, and security in farm operations shall be enforced by the Farm Manager, while working with the Captain.

Farm staff have custody and security responsibilities and shall take appropriate correctional actions as required.

2. Tool Control. A knife and tool cabinet, equipped with a shadow board and a locking device, shall be located in the slaughterhouse. All knives and tools shall be marked with an identification symbol. A complete and accurate inventory shall be maintained in duplicate; one copy shall be maintained in the Captain's office. Local policy might also require that a copy of the inventory be kept in the central tool room, as well as the tool cabinet itself.

The Tool Room Officer shall survey and properly dispose of all broken or worn-out tools and arrange for them to be replaced. When a knife or tool is lost or misplaced, the Captain shall be notified immediately, and sent a written report.

3. Key Control. Special attention shall be given to keys used on the farm. Under no circumstances shall any inmate be permitted to use or carry controlled keys. When going off duty, staff shall count all keys then turn keys into the designated center.

Chapter 4. INMATE PERSONNEL MANAGEMENT

1. General Information. Proper correctional policies and procedures shall be observed in the supervision of inmates. Farm staff shall be responsible for inmate supervision and training with respect to the following:

a. Major and minor equipment and utensils must be handled with care. Inmates shall be instructed in equipment operation and steps shall be taken to prevent abuse.

b. Care and safeguarding of livestock is an important responsibility of inmate workers. Farm staff shall provide training/supervision in this area.

2. Accident Prevention. Each inmate shall receive initial instructions by a supervisor in the proper and safe manner to perform his/her duties. The supervisor shall ensure that each inmate is able to perform assigned tasks safely and efficiently under supervision.

Monthly safety talks shall be given to inmates. The Safety Manager can help prepare outlines for the monthly talks. Documentation of the talks shall be submitted to the Safety Manager.

The Safety Manager shall ensure that all equipment complies with Occupational Safety and Health Administration (OSHA) regulations. He/she shall maintain the fire control plan and ensure compliance with National Fire Prevention Association standards.

For all injuries the Administrative Form BPS-140 "Report of Inmate Injury" shall be prepared and forwarded to the Safety Manager. The Safety Manager shall be notified immediately in case of accident and shall assist in on-site accident investigations. Staff shall process the report of the injury in accordance with inmate Accident Compensation procedures (see 28 CFR part 301).

3. Inmate Clothing. Inmates assigned to the farm shall be neat and clean and dress only in approved clothing. Inmates in dairy and slaughterhouse food processing areas shall wear white smocks or coveralls and white paper caps or hairnets. A safety-type work shoe shall be provided. Tennis shoes are not to be worn at any time. Cloth or plastic throwaway aprons may be worn. Inmates working in slaughterhouses may wear a steel mesh apron. Rubber boots may be worn for these jobs. A heavy coat may be provided for those working in refrigerated areas and freezers.

All inmates shall be supervised to ensure they are personally neat and that they take proper care of their clothing. They

shall be neatly groomed, in accordance with local policies. Bearded inmates working in processing areas shall wear a beard guard. If an inmate has long hair, a hairnet must be worn under the hat, or the hair must be piled so that it is held in place under the hat.

The supervisor in charge of the detail shall inspect each worker daily and require that all deficiencies be corrected before the inmate begins the work day.

The Farm Manager shall establish a suitable method for handling clothing that will:

- a. Ensure that adequate clothing is on hand to supply each worker with changes as needed;
- b. Develop laundering, pressing, and issuing procedures flexible enough to permit inmates to receive clean uniforms as often as required;
- c. Ensure that specialized clothing is worn only by inmates authorized to have it; and
- d. Prevent abuse of clothing.

Inmates assigned to general duties such as field crop work, cattle tending, horseman, etc., shall dress in appropriate (e.g., blue jeans) work clothing.

4. Use of Tobacco. Use of tobacco is not permitted in any food preparation area. The Farm Manager shall designate areas where tobacco is permitted in accordance with the Program Statement on Smoking/No Smoking Areas.

5. Counseling. Guidance and counseling of inmates is a responsibility of the farm staff. When adjustment problems are encountered or inmates seek assistance with personal matters, a discussion between the inmate and his supervisor may resolve an otherwise difficult situation.

All farm staff may be required to counsel inmates under their supervision on their adjustment to institution conditions. Staff shall be prepared to:

- a. Recognize problems;
- b. Handle those cases they are qualified to handle; and
- c. Refer to professional staff cases they are not qualified to handle.

6. Inmate Staffing and Assignments. The number of inmates assigned to the farm shall be based on a staffing needs developed by the Farm Manager and approved by administrative staff. The number of inmates shall be based on the work needing to be done, as indicated by job descriptions. Inmate job descriptions shall be written by the Farm Manager or designer, and kept on file in the farm office. They shall be kept current so the number of inmate workers represent actual needs, avoiding under- or overstaffing. Job descriptions shall list the duties for each assignment. An organization chart or computerized list of inmate workers shall be available to staff, showing all positions in the department.

7. Inmate Training. Farm staff shall evaluate the abilities of each inmate, determine the responsibilities and requirements of each job, then assign the inmate to the most suitable job, as follows:

a. Job Descriptions. Inmates shall sign for receipt of their position description prior to starting work within the department. Farm staff shall give written and verbal explanations of general rules and procedures to all newly assigned inmates. The job description shall explain the exact duties of the position and include a brief explanation of work routines to be followed.

b. Initial Assignments. The Farm Manager shall approve all assignments within the farm operation. Very rarely can an inmate begin a new job and perform effectively without assistance. Assistance from the Foreman, or a designated supervisor, can be used in making initial assignments.

8. Guidance. Ordinarily, the attitude and job performance of an inmate will vary during his/her assignment. Changes often occur gradually. It is the responsibility of farm staff to recognize changes and take appropriate action. Sometimes an inmate will become careless and slip into poor work habits, or perhaps the performance of an inmate will improve unexpectedly. These situations will become apparent with the efficient use of the performance rating or work reports.

When an inmate's performance slips, it is necessary to consider discussing the problem with the inmate or, perhaps, reassign him/her to a more suitable job within the department. Poor or outstanding inmate performance should be noted on the inmates monthly performance pay time sheet (see the Program Statement on Inmate Work and Performance Pay). When performance shows significant improvement, this too must be recognized. This may include a recommendation for meritorious compensation, promotion to a more responsible position, or other recognition consistent with institutional policy.

The goals of farm staff regarding inmate training shall be to:

- a. Develop inmates, through well-organized training programs, to qualify for employment upon release;
- b. Develop good work habits;
- c. Instill feelings of confidence and self-reliance;
- d. Develop personality traits that will be conducive to good employer-employee relationships; and
- e. Develop social attitudes essential to successful community living.

Chapter 5. FARM PLANS, RECORDS, REPORTS, AND ACTIVITIES

1. General Information. Planning the farm program is the basic responsibility of the Farm Manager, with assistance from farm staff.

Farm records and accounting start with daily reports completed by individual supervisors. It is essential that these reports are accurate (weight and numbers), with all information required on the forms and signed by the supervisor (see Attachment A).

The Farm Manager shall prepare an annual livestock inventory and crop inventory for use in the annual report, with copies filed at the farm office.

The Farm Manager shall also be responsible for compliance with statutory and regulatory requirements applicable to all existing or changed farm operations, including but not limited to, compliance with requirements of the U.S. Department of Agriculture (USDA), OSHA, and the Environmental Protection Agency regarding food processing and disposal of food and waste and other products generated by or resulting from the farm operation.

2. Forms Used in Farm Operations. Bureau-approved forms are designed to guide planning and to maintain records to meet management's needs. Each staff member shall learn recording and reporting procedures and the use of records. The use of local forms, subsidiary records, or worksheets, are permitted. They may not, however, be substituted for those this Manual requires. Attachment B is a summary of farm records.

Quarterly reports, summarizing inventory changes of livestock and crops, feed consumption, production/processing operations, and financial status, shall be prepared by the Farm Manager and forwarded to the Regional Food and Farm Administrator no later than January 31, April 30, July 31, and October 31.

3. Planning. Plans showing required operating funds, the kinds and scope of crop and livestock enterprises, the needed supplies and facilities, etc., shall be developed by means of:

a. Annual Farm Budget. The farm budget shall be prepared as part of the institution budget following local procedures. The Farm Manager shall confer with the Business Manager as to the methods to follow and the information needed in determining funds required for farm operations. A copy shall be included with the Annual Farm Plan.

b. Annual Farm Plan. A copy shall be forwarded to the Regional Food Administrator by July 15 for approval. Approved copies shall be retained in the farm office and mailed to the National Food and Farm Administrator.

c. Crop and Land Management Program. The Farm Manager shall develop a crop and land management program with assistance of farm staff. A copy of the program shall be kept in the farm office.

d. Farm Equipment and Construction Estimates. Farm staff shall submit to the Farm Manager an annual estimate of needed construction and equipment, supported with a description, justification, and cost estimate for each item. The Farm Manager shall use these estimates to develop the annual farm plan.

4. Property Controls. The Farm Manager is accountable for all machinery and equipment, livestock, crop and livestock products, etc., and for purchased feed, fertilizer, seed, and other operating supplies issued to the farm. Farm office records are based on receipts and issues reported by staff.

5. Livestock. A complete livestock inventory shall be accomplished each year by a Business Office employee, the employee in charge of the herd, and the Farm Manager or designer. A copy shall be maintained in the farm office. The inventory team shall trace the count to herd records, ensuring that accurate counts have been made and that the records agree, and that the classification of animals by growth and weight is correct.

Herd inventory records shall be updated by the beef herdsman and dairy supervisor. The beef herd inventory shall be updated each time cattle are moved or relocated.

All differences between counts and records must be recorded, fully investigated, and reported on Reports of Survey. Adequate explanations shall be written on the survey so the reviewer can understand the transaction.

Livestock inventories, together with itemized increases and decreases, shall be reported daily on Farm Record No. 1 and Farm Record No. 2. The Farm Manager, beef herdsman, and dairy foreman shall review the accuracy of livestock records and question any variance.

6. Crop Production. Stock Record Cards (BP-109) on all purchased feeds and grain shall be separately maintained from homegrown products. The Farm Production Disposition and Inventory Record shall be maintained for production, disposition, and inventory for homegrown feed and grain. The Daily Report shall be the source document for posting to the Inventory Record Cards. Inventory increases shall be posted from the Daily Crop Production Report (No. 3) and Receiving Reports for Purchased Grain and Feed Concentrates. Inventory decreases shall be posted from the Daily Reports (Livestock/Feed Mill) and Report of Survey.

All purchased and homegrown feed and grain shall be inventoried quarterly by a Business Office employee and farm staff member the Farm Manager designates. A Report of Survey shall be prepared for any significant difference. (Note: Feeds and grain stored in bulk are difficult to inventory since weight will fluctuate with density.) All purchased and homegrown feed and grain shall be inventoried quarterly and balances (actual and estimated) certified on the Farm Form 7 and BP-109. Justifiable differences in homegrown inventory balances shall be called to the Farm Manager's attention and a "writeoff" shall be approved by initialing the Farm Record 7.

7. Purchased Feeds. Purchased feed shall be charged to the appropriate cost center at the time of the purchase for cost accounting purposes. Storage items shall be charged off on the Daily Farm Reports. Figures entered on the Daily Livestock Reports shall be totaled at the end of each month to determine the estimated balance.

8. Farm Machinery and Equipment. Farm machinery and equipment inventories shall be maintained in the Business Office, together with other institution equipment. The Farm Manager shall review records annually to detect errors or oversights. A current inventory of all accountable property and tools shall be kept in the farm office.

9. Scales. Scales used in farming operations must be certified annually.

10. Record Retention. Required records and reports, including daily reports, storehouse requisitions, etc, shall be retained for two years.

Chapter 6. PROCUREMENT AND DISPOSAL METHODS AND PROCEDURES

1. General Information. Per regulations implemented by local operating procedures, the Business Office controls receipts and expenditures. Through Financial Management Training, the Farm Manager shall be instructed in the basic principles in the Procurement Manual and become familiarized with institution purchasing and disposal practices.

2. Livestock Deaths. The causes of all livestock deaths shall be shown on the daily livestock reports and reported on a Report of Survey, BP-111.

3. Disposal Authorization.

a. Surplus Farm Commodities. Farm surplus, i.e. livestock and crops, shall be reported to the Inventory Management Specialist by a Report of Survey.

b. Farm Commodities Produced and Transferred. Planned production and transfer of commodities between institutions shall have the concurrence of the Regional Food Service Administrator. The approved plan shall become part of the annual Farm Plan.

Production costs shall be charged to the receiving institution by a standard pricing procedure. Prices may include transportation charges, as computed by the producing (shipping) institution. Prices shall be authorized in writing by the Regional Director and communicated to each institution and the Central Office.

Chapter 7. LAND MANAGEMENT

1. General Information. The Bureau land management policy requires development and operation of each acre for the use(s) it is best suited.
2. Farm Maps. Each Farm Manager shall maintain a map showing the current boundaries of all fields or plots, including pasture and tilled land, waste areas, woods, the institution and residential grounds, etc., together with the total acreage in each division. Each plot shall be designated by an identifying number.
3. Land Development Program. Each Farm Manager shall use the Natural Resource Conservation Service, USDA, to obtain information regarding soil conservation. A conservation plan shall include soil capabilities and other technical information to improve fertility and increase crops.
4. Soil Analysis. A sample from each field or soil type shall be taken at least every three years. Soil analysis, and the accompanying recommendations for the use of fertilizer, shall be followed when applying fertilizing materials to crops.

Chapter 8. FIELD CROP PRODUCTION

1. General Information. In order to plant the crops that will be most advantageous to the Bureau the Farm Manager shall study the relative advantages of crops from the perspectives of land use and returns under prevailing conditions. In conjunction with farm staff, the Farm Manager shall develop soil management and crop programs.

2. Reports and Records. Farm Record Form 3 and Accounting Forms 15 shall be used to maintain crop production and disposition records.

3. Field Crop Operations. The crop program and practices shall be determined by the Farm Manager and his staff, in keeping with local conditions.

a. Crop Varieties. Farm staff shall secure, from the USDA Extension Service, lists of crops recommended for the area. These lists, together with the experience of the farm staff, will be used to select the most adaptable crops.

b. Seed. Although it may be advantageous to produce small grains for seed, the general policy is to purchase seeds that have been certified. Produced seed shall only be from certified seed stock and shall be tested for germination before planting.

c. Seed Treatment. Proven preplanting seed treatments shall be applied. Legume seed shall be treated with a suitable inoculant.

d. Fertilizer and Lime. The most effective amounts and types of fertilizer and methods of application for each crop shall be determined by the soil test. Lime is usually most effective when worked into the soil during seedbed preparation.

e. Planting Dates. Planting dates recommended for the area, together with staff experience and evaluation of conditions in a given year, shall be used to select the proper dates.

f. Production. All grain production shall be recorded daily by scale weight; estimated weight shall be used only when scales are not available or inoperative (the daily report shall indicate "estimated weight"). All grain produced shall be recorded on the farm production sheet.

(1) Hay Production. Hay production shall be recorded daily by the number of bales (square or round) produced. Cured bale weight shall be recorded on the Farm Production Disposition and Inventory Form and issued on the same basis. Inventories shall be maintained by type (alfalfa, etc.).

(2) Silage Production. With a wide variation between crop moisture content and moisture loss in storage, the scale weight shall be reduced by 5 to 20 percent. Production weight shall be estimated using 35 lbs. per cubic foot. Total production shall be recorded on the Farm Production and Distribution Form.

Chapter 9. STORAGE

1. General Information. The Farm Manager and the farm staff are responsible for the operation and use of storage facilities. Mechanical Services maintains the storage facilities.
2. Storage Records and Inventories.
 - a. Records. Total production and disposition reported on daily reports, institutional invoices, etc., shall be posted on Farm Record Form 7 and available for the information of farm staff.
 - b. Inventories. An effort shall be made to arrange items in storage for convenience both in use and in taking inventories. Inventories and other estimates of amounts in farm storage are required monthly.
3. Storage Management. Stored items shall be inspected monthly by farm staff to detect and dispose of any spoilage and/or insect infestation.

Chapter 10. DAIRY OPERATIONS

1. General Information. Each dairy shall produce, as closely as practical, the amount of milk required to meet the institution's needs. Dairy operations, under the Farm Manager's direction, shall be supervised by the dairy foreman and may include three or more dairymen. Dairy staff shall plan and operate the dairy program with minimal direction. Dairymen may be assigned other duties such as general farm supervision, on weekends and holidays.

2. Records and Reports. Recordkeeping and reporting shall use Farm Record Forms 2 and Accounting Forms 8, 9, and 10. Other records are left to the choice of the Farm Manager and dairy foreman. Forms 2, 8, and 9 shall be filed in the farm office.

a. Milk Test Reports. Bacteria counts for milk from the dairy shall be made at least once each month by a certified laboratory and reported to the Farm Manager.

In case of unsatisfactory results, dairy staff shall check for possible causes, correct the problems, and retest. The Farm Manager and the Safety Manager shall arrange for the tests.

The number of bacteria in milk shall be determined in accordance with the latest revision of Public Health Service Publication No. 229, "Grade A Pasteurized Milk Ordinance." A copy can be obtained from the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20502. Bacteria limits per milliliter shall not exceed:

Raw--100,000.
Pasteurized--20,000.
Coliform--10.

b. Pesticide Tests. Chemical residue tests shall be made of a composite milk sample from the dairy herd at least semiannually. The dairy foreman and Safety Officer are jointly responsible for testing.

3. Management of the Herd. To standardize dairy operations, the following guidelines have been established:

a. Breed. Holstein.

b. Herd Size. The number of cows needed to produce the minimum milk requirements (based on average herd production) plus sufficient replacement heifers, will constitute a herd.

c. Nonproduction. At the discretion of the Farm Manager, male animals may be transferred to the beef herd. Cull animals shall be slaughtered for meat or sold as excess property.

d. Herd Identification. All dairy heifers must be identified with a numbered ear tag, and either a photo or a sketch identifying marking shall be filed in the dairy office. Deaths, slaughters, shortages, etc., shall be identified by number.

e. Breeding. Animals shall be bred via Artificial Insemination (A.I.), using computerized data for semen selection. The only exception(s) shall occur when there is/are breeding problems, and then, a male sire shall be used. A copy of the Dairy Herd Improvement Association shall be maintained in the dairy office. The standard lactation period shall be 305 days, using a 60-day rest period for each cow. Each cow is to be bred no sooner than 60 days after calving. Heat period records shall show the cycle of each female prior to the planned breeding date. All bred females shall be tested for pregnancy within 60 days of breeding.

f. Milking. Milking shall be accomplished at the same times each day, at 10- to 14-hour intervals. Milk shall be filtered, pasteurized, and homogenized to meet state and Federal standards.

g. Cleaning Materials. Dairy trade washing powders, detergents, and similar cleaning materials shall be used for sanitation. All caustic materials shall be kept under lock and controlled by bin cards.

h. Accounting Form 100. This form shall be used to transfer animals to the slaughterhouse, to transfer farm products to Food Service, etc. Included on this form shall be the: kill number; group classification; number; and live weight.

4. Milk Transfer. When milk is transferred to a receiving institution by the farm's refrigerated truck, using an inmate driver, these procedures shall be followed:

a. A numbered seal shall be affixed to the doors after the truck has been loaded. Loading and securing the truck are the responsibility of the dairy foreman.

b. A requisition containing the seal number shall be prepared and processed in the same manner as the form transferring the milk to the receiving institution.

c. Receiving institutions shall return a signed copy of the Accounting Form BP-100.

d. Resealing is required at each intermediate point, with the new seal number noted on the requisition to the next delivery point. The dairy foreman shall be responsible for receipt, security, logging, and control of the seals.

Chapter 11. BEEF CATTLE OPERATIONS

1. General Information. Economical beef cattle production depends on a relatively stable supply of low-cost, good-quality pasture and forage such as hay or silage, along with adequate buildings, corrals, and equipment. Three types of production, alone or in combination, appear to be best suited to prison farming.

a. Beef Cow and Calf Herds. Maintaining beef cow herds and growing out the calves is the most conservative and profitable type of beef cattle operation.

b. Holstein Steer Herds. For institutions with dairies and limited amounts of pasture and roughage, Holstein herds are the most suitable. Crossbred females may be added to the herd, but Holstein cattle shall not be retained as beef brood cows.

c. Feeder Cattle Programs. The purchase of feeder cattle for additional growth and fattening is the most speculative of all beef cattle operations and shall occur only on farms not suited for beef cow herds and under conditions that indicate sizable returns are likely to be received.

Cattle operations are administered under the Farm Manager's direction and supervised by a staff member. Smaller herds are combined with other farm details for supervisory purposes.

2. Reports and Records. Records shall include information essential to herd management, such as:

- # cost keeping;
- # property control inventories;
- # feed consumed;
- # beef produced;
- # disposition of animals; and
- # breeding and calving records; etc.

a. The Daily Report of Beef Operations shall track livestock inventory and feed usage.

b. The Daily Report of Beef Operations (Farm Record Form 1) shall be prepared by the beef cattle supervisor, who shall forward copies to the Farm Manager. Newborn calves shall be reported on the daily report as they are tagged. Age classifications are to be changed each year. Animals to be slaughtered shall be recorded by class and identification numbers, live weight, etc.

c. The Farm Manager's Quarterly Report (Farm Form 8), based upon information submitted on the Daily Report of Beef Operations, shall be prepared and maintained in the Farm Office.

d. Accounting Form BP-100 shall be used to transfer animals to the slaughterhouse, to market, etc. When making transfers to the slaughterhouse, the supervisor shall acquire the live weight of the cattle and shall sign the requisition.

3. Planning Beef Cattle Operations

a. Breeds of Cattle. Many types of cattle may be bred, including straight breeds such as Angus, Hereford and Shorthorn. A crossbreeding program may be established.

b. Crossbreeding. If crossbreeding is to be successful and profitable, the program must be well-planned and systematic. When more than two breeds of cattle are used, the third cross should be slaughtered or bred back to the foundation stock for another complete cycle. The advantages of crossbreeding must not be overlooked, as research has shown that production in pounds of calves weaned can be increased as much as 20 percent using planned crossbreeding.

c. Beef Requirement Estimates. The Annual Farm Plan, Form 10, shall establish the procedure for estimating the annual beef requirements and production.

4. Management of the Beef Herd. Sound management practices include Identification, Breeding, Selection, Culling, and General Herd Health.

a. Identification. All animals in the breeding herd shall be assigned identifying numbers. Methods of identification are branding, neck chains, and rubber ear tags.

b. Beef Inventory. The herd shall be inventoried each September by the Farm Manager or his/her designee. The Beef herdsman and business office representative shall count the herd. A written report signed by all three shall certify the count.

c. Feeding Beef Cattle. The combination of pasture units, roughage production, and slaughter ratio shall determine the point beyond which herd size should not be expanded.

(1) Brood Cows. Mature brood cows shall be given a fully balanced ration with sufficient nutrients to maintain a healthy, thriving condition. Salt and other needed minerals shall be available at all times.

(2) Bulls. Mature herd sires shall be maintained on or about the same feed as the cow herd. Winter rations shall include adequate amounts of protein.

(3) Feeding Calves and Young Stock. Calves receiving adequate amounts of milk will do well on pasture or roughage. Crib-feeding will increase the weaning weight and may be

profitable in some instances. Replacement heifers and young stock shall be kept in a growing and gaining condition on a balanced ration.

d. Breeding. The most important factor affecting reproductive performance in the average herd is the level of nutrition. This is also true in replacement heifers, which shall ordinarily be of sufficient size to calve at two years of age.

e. Selection. Replacement heifers shall be selected on their conformation and growth rates (weaning and yearling weights). If conformation is adequate in the herd, however, more emphasis shall be placed on the growth rate. Replacements for herd sires shall be carefully selected.

f. Culling. The cow herd shall be continually culled. All open heifers at the end of the breeding season, cows that are below average producers or developing unsoundness, and old cows that are beyond their peak production shall be culled. The culling of all open cows during their peak production years is not always advisable and shall depend upon the individual situation.

g. Herd Health. Factors affecting the health of the beef herd are numerous. The supervisor is expected to have a working knowledge of the prevention, diagnosis, control, and treatment of livestock ailments, diseases, and parasites common to the area.

5. Registration/Showing of Livestock. Livestock operations in the Bureau are on a commercial basis.

Registration of animals shall be on an individual basis with approval of the Farm Manager. The institution shall be shown as the owner of any animal(s) approved to be registered. The showing of livestock is permitted.

Chapter 12. MAINTAINING LIVESTOCK HEALTH

1. General Information. Farm animals shall be maintained in a healthy condition, free from disease and parasites. Practices shall conform to applicable Federal and state livestock disease eradication programs. Recommendations and restrictions on the use of vaccines, drugs, and insecticides shall be followed according to each label.

Under the Farm Manager's direction, each foreman is responsible for the well-being of the animals and their suitability for human consumption. All farm staff shall be alert to evidence of ill health for any livestock, and shall have a working knowledge of the prevention, diagnosis, control, and treatment of ailments common to the area.

2. Reports and Records. Livestock deaths are entered on the daily livestock reports (Farm Forms 1 and 2 and Report of Survey in support of inventory changes), which must show the cause of death.

Unusual or severe disease outbreaks shall be reported to the Regional Food Administrator as soon as a fairly complete estimate of the situation can be developed. Reports shall be provided telephonically if the situation is urgent, and shall include all information that appears significant for diagnosis and treatment.

3. Health Maintenance and Disease Control Procedures.

a. Sanitation. The Farm Manager and each livestock supervisor shall establish sanitary practices and shall train and direct both relief staff members and inmate workers. Training in sanitation shall include:

- + maintaining clean livestock equipment, quarters, and lots;
- + proper handling of manure;
- + prompt disposal of dead animals and other potentially infectious material;
- + quarantine of sick animals;
- + protecting feed and water from contamination; and
- + correct use of disinfectants; etc.

b. Veterinary Service. Federal and state veterinarians responsible for specific livestock sanitation and disease eradication programs are available in most areas and shall be used if needed. Consultation may also be secured from officials of Experimental Stations and Schools of Veterinary Medicine.

In addition, each institution producing livestock shall contract for the services of a practicing veterinarian. His/her duties shall be to assist in maintaining the health of livestock and the

quality of livestock products through technical advice; and, diagnose and treat livestock ailments, including both preventive and curative measures.

(1) Laboratory Service. Each Farm shall contact a reliable public or private laboratory so that technical service may be secured when needed. The contract veterinarian can usually assist in this area.

(2) Vaccinations and Inoculations. A veterinarian shall prescribe and perform all vaccinations and inoculations that Federal or state laws and regulations require to be administered by licensed veterinarians. Farm staff may perform routine vaccinations and inoculations.

(3) Inspections. The contract veterinarian, together with the Farm Manager or the Supervisor in charge of the beef herd, shall inspect each herd and review the disease control, sanitation, feeding, and general management of the program.

(4) Post Mortem Examinations. Post-mortem examinations shall be performed by a veterinarian on animals that died from unknown causes. Copies of examinations shall be kept on file in the farm office.

4. Establish Livestock Health Programs

a. Brucellosis and Tuberculosis Control. A milk sample shall be tested annually by the Federal veterinarian in charge of the Federal Brucellosis and Tuberculosis Control Program or his/her state representative. Arrangements for this test shall be made by the institution. If this service is not available, the contract veterinarian shall perform the testing. All dairy heifer calves shall be vaccinated with the approved brucella vaccine, under the direction of the Federal veterinarian.

b. Interstate Shipment of Livestock. The livestock supervisor and Farm Manager shall be familiar with state and Federal regulations governing the movement of livestock in and out of the state and shall abide by such regulations, including arranging for required tests and securing health certificates or other authorization. The state veterinarian can supply these and other regulations.

c. Animals Added to the Herd. Animals added to the herd shall be accompanied by adequate health certificates. If there is any reason to suspect infection, animals shall be quarantined for 30 to 60 days for observation or additional tests and examinations by the veterinarian, as the situation indicates. A quarantine period, if practical, is desirable for all animals added to the herd.

d. Foreign Trucks. Livestock disease can be inadvertently spread by foreign trucks used in picking up offal or delivering feed or other supplies. Such vehicles shall, therefore, be excluded from lots and pastures and confined to roads and service areas.

e. Vaccination Program. The local contract veterinarian shall recommend an immunization program for all diseases common in the area.

f. Parasite Control. For external and internal parasites, suitable control programs shall be developed at each farm.

Chapter 13. MEAT PROCESSING OPERATIONS

1. General Information. Meat is processed primarily for human consumption. Meat processing operations include use of boxed meat, slaughtering and dressing animals, and may include dividing the meat into wholesale cuts and meat storage. Processing shall normally be done in the slaughterhouse, or at a commercial establishment, if the farm facility is out of service.

The Farm Manager supervises processing operations, which can be a joint function of the Farm and Education Departments. Daily supervision shall be delegated to either a processing foreman or a vocational instructor of the Education Department. Existing facilities and local policy shall determine the scope and responsibilities of each department.

The Farm Manager shall prepare the Annual Farm Plan, showing the amount of meat to be produced and boxed beef required to meet the needs of the institutions that order meat. Boxed beef may be used to meet Regional needs.

2. Reports and Records. Data shall be used to help prepare monthly, quarterly, and annual reports and to check shrinkage and accountability to help determine the efficiency of the processing operation. This procedure shall be followed whether processing farm-raised or purchased livestock. Institutions may follow different methods in slaughtering and processing meats, but it is expected that this basic outline shall be followed and that records shall reflect full accountability at all times. Records shall be maintained in the slaughterhouse office.

a. Local Forms. Local forms or scratch pads shall be used to record data during slaughtering and processing, including shrinkage, offal, cutting loss, etc.

b. Live Weights. If convenient weighing facilities are available, animals shall be weighed prior to slaughter. Estimated weights shall be designated "estimates" on all reports and records.

c. Dressed Weights. These shall be taken as dressing is completed and shall be the actual dressed weights of the carcasses, including usable offal, head, and feet.

3. Inspection of Livestock and Carcasses. The beef herds shall be reviewed at least annually by the veterinarian together with the Farm Manager or supervisor in charge. Reviews shall evaluate the health status of inventory groups and the adequacy of disease control, sanitation, and general management practices. A copy of the review shall be filed in the farm office.

All carcasses used for human food shall be inspected by the Federal Meat Inspector or by an approved inspector such as the state Meat Inspector or veterinarian. If meat is to be shipped across state lines, carcasses, as well as facilities, must be inspected by a representative of the USDA Meat Inspection Branch.

4. Tool Control and Care. Institutional regulations relative to tools shall be observed. Tools shall be cleaned following use and stored in the proper place.

5. Safety. As in all farm activities, safety precautions shall be made a part of daily operations. Each worker shall be trained and required to perform his work safely. Institution policy, the Occupational Safety and Environmental Health Manual, and OSHA standards shall be guidelines.

6. Sanitation. Because slaughtering animals can be an untidy operation and meat is a highly perishable product that can be easily contaminated or damaged, a high degree of sanitation is necessary both outside and within the slaughterhouse. Local and Federal standards shall be maintained.

7. Temperature. For chilling, holding, curing, storage, and handling of meat, recommendations include 34 to 36 degrees for chilling and short-term holding (10 days or less), 36 to 40 degrees for curing pork, and zero degrees or below for holding meat over long periods.

8. Stunning Animals. Farms processing cattle for meat shall follow USDA-approved methods for handling, stunning, and slaughter of animals.

9. Beef and Weights--Subsistence. The standard ration of meat for an inmate is established in the Food Service Manual. It is the Food Service Administrator's responsibility at each institution to establish the meat allowance, within a permissible range, for planning subsistence requirements and farm production.

"Dressed Weight" is used in planning farm operations and in reporting and recording farm production of meats on all forms, (such as daily farm reports, invoices, Farm Record Form 7, and Accounting Form 61).

Chapter 14. FARM MACHINERY MANAGEMENT

1. General Information. All machinery shall be maintained, serviced, and operated to provide:

- # safe working conditions for the operators;
- # protection for machines from damage and excessive wear;
and
- # satisfactory results.

Farm staff shall cooperate fully with the institutional safety program at all times.

Modern farm machines are costly, complicated, and easily damaged by neglect or careless use. Each staff member is responsible for the proper maintenance, operation, and storage of machines. The supervisor responsible for each machine shall select and train inmate operators.

2. Records. The Business Office is responsible for accounting and control records for all farm equipment. An annual inventory of controlled property will be conducted in accordance with Property Management Policy.

The Farm Manager is accountable for all machines and tools. A current inventory shall be maintained in the farm office, as an aid in maintaining controls, listing needed repairs, replacements, additions, etc.

a. Minor Equipment, Repairs, and Supplies. The amount budgeted for these items shall be based on expenditures in prior years, adjusted to known increases or decreases.

b. Major Equipment. Estimates for new and replacement major machines (with justifications) shall be submitted to the Business Office by the Farm Manager to help develop the institution's "Equipment Priority List." The National Administrator shall receive a copy of this list. Even if funds appear limited, all equipment needs shall be listed as a guide to the institution and the Bureau in securing required funds.

Major equipment from the established equipment base shall be considered for funding from the Bureau. Each institution's needs shall be grouped into one list of all Bureau farms. The National Administrator shall establish priority after reviewing all specifications.

c. Machine Purchases. Machine purchases are made by the Business Office, usually through bid or open market procedures, in accordance with the BOP Acquisition Policy.

d. Equipment Base. Each farm shall develop an equipment budget established by the Farm Manager. This budget shall not be increased without the National Administrator's prior approval regardless of acquisition method (purchase, surplus, transfers).

e. Daily Records. Tractor and engine fuel, lubrication, and other service and operation records shall be maintained in the farm shop. The farm office shall maintain a record card on each piece of equipment listing repairs, costs, etc.

3. Servicing, Maintenance, and Reconditioning. Repair and maintenance, other than normal operator maintenance, should be accomplished by institution garage foreman or company authorized service representative. If appropriate, the cost of these services should be provided from the Farm operations budget. Farm staff may service and repair machinery as much as possible. Service charts shall be maintained in the farm shop on all tractors and self-powered equipment. Charts shall include:

- # date, hour reading of equipment,
- # service performed (such as oil change, filter, lubrication, repairs), and
- # cost.

Service shall be in accordance with manufacturers' recommendations and the supervisor's good judgement. Repairs shall be made in the farm shop (including welding, painting, etc.).

All equipment shall be cleaned, washed, and lubricated before storage.

Chapter 15. FARM STRUCTURES MANAGEMENT

1. General Information. The term "Farm Structures" applies to:

- # all farm buildings including utilities;
- # farm fences, gates, cattle guards, etc.;
- # feed racks, bunks, and floors;
- # roads and sidewalks;
- # dams and other soil and water control devices; and
- # any similar items used in or related to farm operations.

Farm structures used for production facilities and shall be selected, designed, operated, and maintained to insure efficient and economical production. New structures shall be selected and all construction, remodeling, or conversions shall be planned in keeping with modern designs which have proven to be suitable and economical for the type and scope of the operation.

2. Building and Facility Projects. The Farm Manager shall submit all requests for building and facility improvements, as well as for new facilities, with justifications to the Facility Manager of the institution (see the Facilities Operations Manual). Final plans, as well as specifications, shall be approved by the Farm Manager before being forwarded to the National Administrator for review. The development of plans and cost estimates shall be a joint effort of Facility and Farm staff.