

United States Department of Justice



Federal Prison System

**FY 2023 PERFORMANCE BUDGET
Congressional Submission**

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I. Overview for the Bureau of Prisons (BOP), Salaries and Expenses (S&E) Appropriation

A. Introduction

The FY 2023 Congressional budget request for the BOP S&E Appropriation totals **\$7,997,761,000**, with 36,566 FTEs and 38,884 positions (20,446 Correctional Officers). Electronic copies of the Department of Justice’s Congressional Budget Justifications and Capital Asset Plan and Business Case exhibits can be viewed or downloaded from the Internet using the Internet address: <https://www.justice.gov/doj/fy-2021-CJ>.

The FY 2023 current services level funds necessary requirements in FY 2023, such as increases in employee salaries and benefits, medical, utility and food costs. The current services level also includes essential funding for staffing, equipment, vehicles, medical supplies, food, and inmate clothing, among other necessities.

Current services also includes base funding of \$409.5 million for programs related to the implementation of First Step Act (FSA), of which \$100.0 million would be provided to the Department of Labor for a workforce development initiative and approximately \$8.2 million to the National Institute of Justice for FSA program evaluations. The full implementation of the FSA remains a priority for the BOP.

The FY 2023 request also includes program increases for Security Camera Systems Upgrade (\$15.6 million); and McGirt Resources (\$33.1 million).

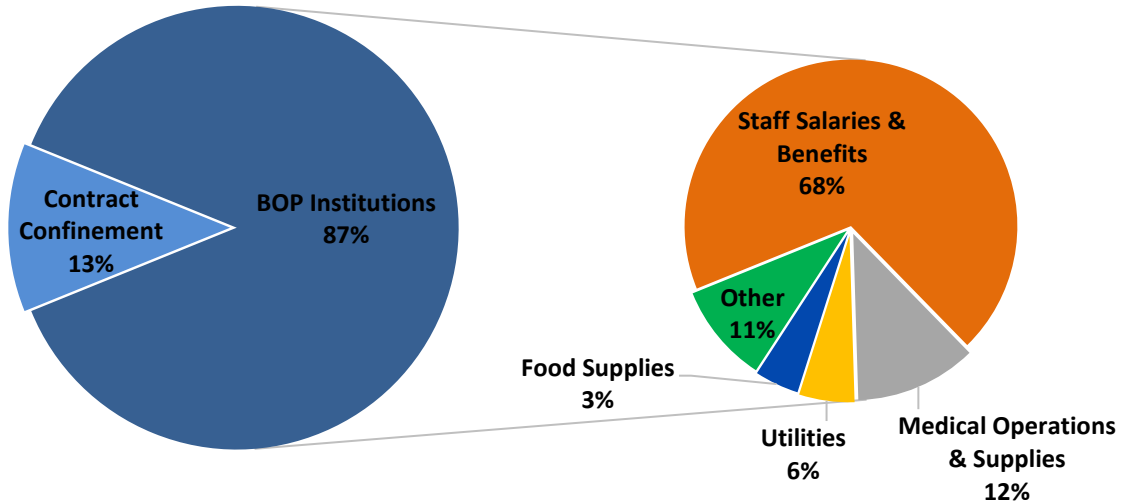
In response to the Coronavirus (COVID-19) pandemic, the BOP has taken, and will continue to take, aggressive steps to protect the safety and security of all staff and inmates. The BOP developed and implemented an action plan that addresses our modified institution operations, Continuity of Operations Program, Information Technology Readiness, supply management, inmate movement, inmate visitation, and official staff travel, as well as other important aspects of our operations. At the same time, we continue to find ways to provide inmate programming to assist inmates with reentry.

The BOP is a critical part of the federal criminal justice system. Arresting authorities, prosecutors, judges, and community members count on the BOP’s staff to ensure that the over 153,000 individuals in our custody are accounted for at all times, treated humanely and with dignity, and returned to their communities with the training and skills they need to be productive, law-abiding citizens. The BOP must carry out its duties while ensuring its staff work in a safe environment and have the tools, training, and support they need.

The chart below shows how the BOP’s FY 2023 funds will be used:

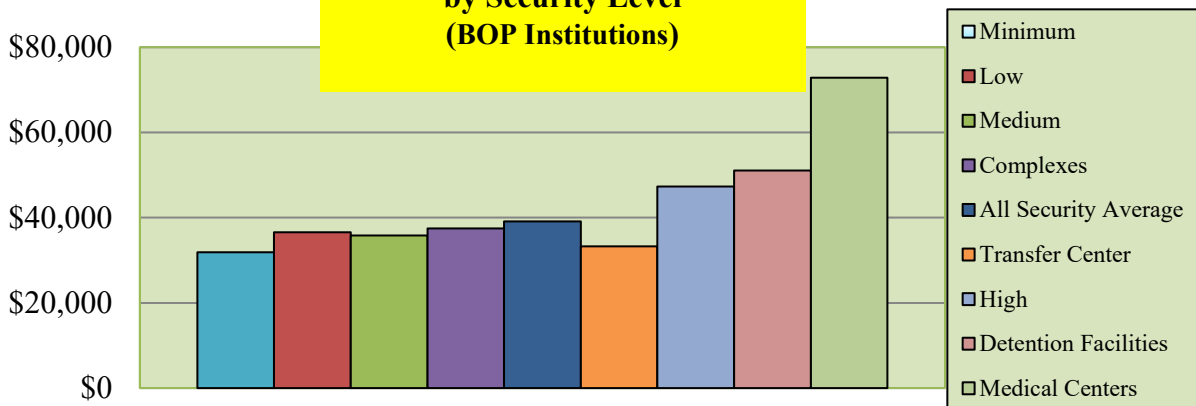


BOP Funding Allocations



The BOP’s budget proposal emphasizes efficiency, effectiveness, and quality while focusing on meeting the changing needs of the American justice system. Operating the nation’s largest prison system, the BOP’s top priority is to focus on the safety and security of staff, inmates, and communities. The following chart shows the BOP’s cost per inmate each year.

FY 2020 Per Capita Costs by Security Level (BOP Institutions)



About the BOP: The BOP was established in 1930 to provide more progressive and humane care for federal inmates, to professionalize the prison service, and to ensure consistent and centralized administration of the 11 federal prisons in operation at that time. Today, the BOP

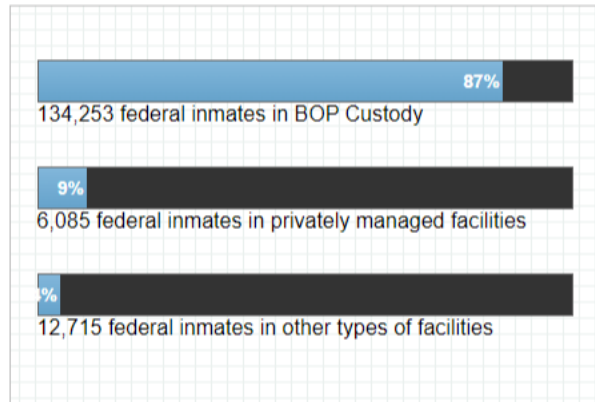
Federal Bureau of Prisons



includes 122 institutions, six regional offices, a Central Office, and residential reentry offices that oversee residential reentry centers and home confinement programs. The Central Office and regional offices provide administrative oversight and support to the institutions and residential reentry offices.

The BOP protects public safety by ensuring federal inmates serve their sentence of imprisonment in institutions that are safe, humane, cost-efficient, and appropriately secure. The BOP also helps reduce future criminal activity by encouraging inmates to participate in a range of programs that help them adopt a crime-free lifestyle upon their return to the community.

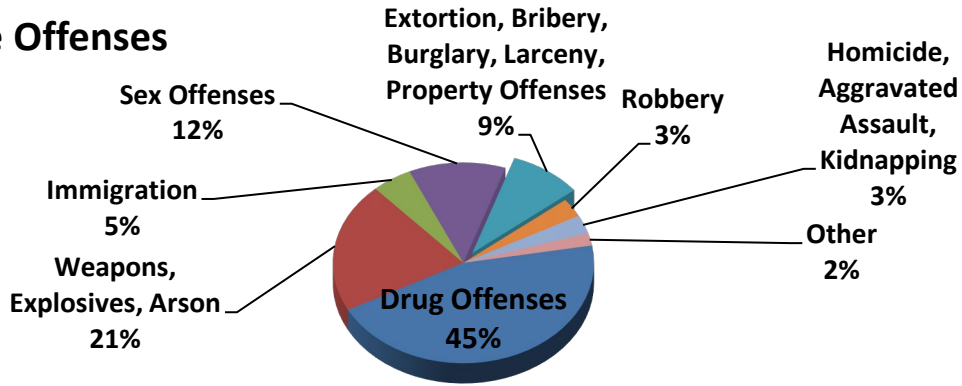
The BOP is responsible for the custody and care of over 153,000 federal inmates as of February 17, 2022. Over 87 percent of these inmates are confined in BOP operated correctional institutions or detention centers. The remaining inmates are confined in secure privately managed or community-based facilities and local jails. However, by the end of calendar year 2022, BOP expects to have terminated all contracts for privately operated facilities.





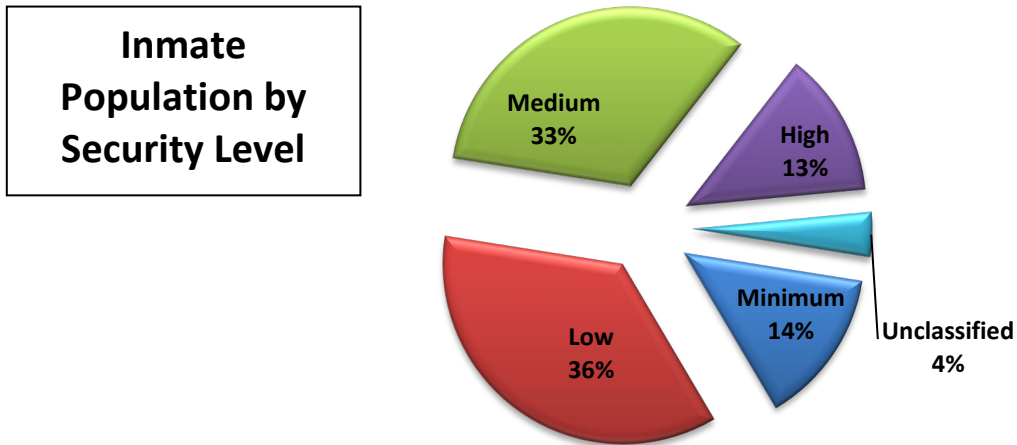
The following chart shows the breakdown of the current BOP population by inmate's offense category as of February 2022:

Inmate Offenses



The BOP operates federal prisons at four security levels – minimum, low, medium, and high. In addition, there are administrative facilities which have special missions, such as pretrial detainees (the BOP operates a number of metropolitan detention centers and jail units); the treatment of inmates with serious or chronic medical problems; or the containment of extremely dangerous, violent, or escape-prone inmates. Minimum security institutions are known as Federal Prison Camps (FPCs), low and medium security facilities are called Federal Correctional Institutions (FCIs), and high security institutions are called United States Penitentiaries (USPs).

The following chart shows our population by prison security level as of February 2022:



The BOP also uses privately operated facilities, bed space secured through Intergovernmental Agreements with state and local entities, Residential Reentry Centers (RRCs or halfway houses), and home confinement, as appropriate.



The BOP's most important resource is its staff. The approximately 36,000 employees of the BOP ensure the security of federal prisons, provide inmates with needed programs and services, and model mainstream values. The BOP's employees help the agency meet its obligation to protect public safety and provide security and safety to the staff and inmates in its facilities. All BOP staff in its facilities are correctional workers first and are committed to the highest level of performance.

BOP Fundamentals:

MISSION: The Federal Bureau of Prisons protects 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.

CORE VALUES: *Correctional Excellence:* "We are Correctional workers first, committed to the highest level of performance. *Respect:* We embrace diversity and recognize the value and dignity of staff, inmates, and the general public. *Integrity:* We demonstrate uncompromising ethical conduct in all our actions".

Core Ideologies:

The Bureau is committed to providing:

- A safe environment for both staff and inmates;
- Secure institutions to confine offenders and protect the public;
- Skill building programs we can afford, to offer inmates the opportunity to live crime-free lives;
- Service and stewardship to the public and a continued tradition of excellence; and,
- Staff who are ethical, professional, well-trained, and diverse.

VISION STATEMENT: The Federal Bureau of Prisons, judged by any standard, is widely and consistently regarded as a model of outstanding public administration, and as the best value provider of efficient, safe, and humane correctional services and programs in America.

B. Population – Past and Present

During the first five decades of the Bureau's existence, the number and type of inmates the BOP housed remained stable. Beginning in the 1980s, however, federal law enforcement efforts and new legislation dramatically altered sentencing in the federal criminal justice system, bringing about a significant increase in the number and types of persons incarcerated for federal offenses.

Federal Bureau of Prisons



Largely as a result, the BOP's population doubled in the 1980s and doubled again in the 1990s. In the late '90s, the BOP began absorbing the DC inmate population due to the National Capital Revitalization Act. The aftermath of September 11th also brought more inmates – individuals who presented unique security concerns – as the nation's law enforcement efforts were targeted toward international terrorism. By 2013, the Bureau's population climbed to almost 220,000, its highest level ever with system-wide crowding at 36 percent.

With the tightening federal budgets in the 2000s, it became increasingly difficult to fund all the capacity that was needed to house the increasing population. The Bureau was required to provide care for increasingly more inmates – many of whom arrived with costly health care needs and educational and vocational skills deficits. This crowding contributed to episodes of inmate frustration and anger, which increased the risk of harm to staff and other inmates. The BOP addressed these challenges through enhanced population management and inmate supervision strategies, improved architectural design, and improved security technologies. The BOP also began to rely upon private corrections to provide additional capacity, primarily for the low security criminal alien population.

The sentencing changes in the 1980s and 1990s not only affected the number of inmates the BOP housed, but also the type of inmates who began coming into the system. For nearly five decades, the federal inmates the Bureau housed were largely bank robbers and white-collar inmates. However, changes in interdiction and sentencing changed the population's composition. Currently, almost half of the population is serving sentences for drug offenses. The remainder predominantly includes inmates convicted of weapons offenses, immigration offenses, and sex offenses.

Inmates at higher security levels present additional challenges. For example, at the medium security level, approximately 79 percent of the inmates have a history of violence, 60 percent have been sanctioned for violating prison rules, and over half of the inmates in this population have sentences in excess of 8 years. At the high security level, 90 percent of inmates have a history of violence, 79 percent of the inmates have been sanctioned for violating prison rules, and 54 percent have sentences in excess of 12 years. Almost one third of all inmates at high security institutions are gang affiliated.

The size of the federal prison population and its related cost is a function of many factors, including the nation's crime levels, federal sentencing laws, and law enforcement policies, many of which are beyond the control of the BOP.

Due to the First Step Act, which was enacted in December 2018, the BOP inmate population declined in FY 2019, and the decline in FY 2020 is attributed to the COVID-19 pandemic. Due to the ongoing pandemic, the population projection for FY 2022 and FY 2023 remains uncertain.



Projected Population, Capacity, and Crowding

	2018 (Actual)	2019 (Actual)	2020 (Actual)	2021 (Actual)	2022 (Estimate)	2023 (Estimate)
BOP Facilities						
Starting Capacity	135,898	135,175	134,133	134,404	134,735	136,051
Additional Approved/Planned	-723	-1,042	271	331	1,316	0
Subtotal Capacity	135,175	134,133	134,404	134,735	136,051	136,051
Pop. Projection	153,291	149,701	126,744	131,647	144,243	147,079
Percent Overcrowded	13%	12%	-6%	-2%	6%	8%
Contract	28,407	27,513	28,818	24,179	17,823	16,329
Percent Contract	15.6%	15.5%	18.5%	15.5%	11.0%	10.0%
Total Federal Prison Population	181,698	177,214	155,562	155,826	162,066	163,408

C. Inmate Programs

The BOP has a responsibility to provide inmates with opportunities to participate in programs that can afford them the skills they need to lead crime-free lives after release. The BOP's philosophy is that release preparation begins the first day of imprisonment. Accordingly, federal prisons offer a variety of inmate programs to address reentry needs, including work, education, vocational training, mental health and substance abuse treatment, observance of faith and religion, release preparation, and other programs that impart essential life skills. The BOP also provides other structured activities designed to teach inmates productive ways to use their time.

With the First Step Act (FSA), the BOP is able to expand capacity in these programs that provide inmates with the education and skills that will assist them as they reenter into their communities upon release.

Each year, nearly 44,000 federal inmates return to their communities. Most need job skills, vocational training, education, counseling, and other assistance such as treatment for substance use disorders, anger management, parenting skills, and linkage to community resources for continuity of care for successful reentry into society.

The process of an inmate enrolling in the BOP's robust programming offerings begins with an individualized assessment of risk and needs. As a result of this process, inmates are recommended to engage in specific programs across 13 need areas.

Mental Health Treatment

BOP offers appropriate mental health services throughout the process of an individual's incarceration. This begins at intake which happens in the first two weeks of a sentenced person's placement in prison. The intake assesses an individual's mental health history and needs and, in



coordination with the needs assessment, may result in recommendations for specific treatment to address mental health needs (e.g., mental illness, substance use, trauma). Following the intake mental health treatment may take the form of planned recurrent care driven by a treatment plan such as individual therapy, group therapy, residential programs, or inpatient care. However, many individuals also receive intermittent care for short term needs such as grief, crisis, or short-term adjustment issues. All BOP institutions have robust suicide prevention programs that screen for risk, train staff to make referrals, and use standardized assessment protocols.

Special Population Services

The BOP identifies members of special populations, such as women, transgender inmates, inmates who are veterans, inmates with disabilities, parents/pregnant women, and aging inmates. Programs for these populations are both gender-responsive and trauma-informed and focus on meeting the needs of these historically marginalized populations to ensure that they are afforded appropriate resources and accommodations. Program opportunities are targeted to fill gaps in areas including career training and management, vocational deficits, healthy relationships, trauma, surviving victimization, family life and child rearing, and self-advocacy, as well as identifying and utilizing available resources.

Substance Use Treatment

The BOP's substance use strategy includes a required drug education course, non-residential drug abuse treatment, residential drug abuse treatment, and community transition treatment. The Violent Crime Control and Law Enforcement Act of 1994 requires the BOP to provide residential drug abuse treatment to all inmates who volunteer and are eligible for the program. Inmates are strongly motivated to participate because certain non-violent offenders who successfully complete all components of this recidivism-reducing program are eligible for a sentence reduction of up to one year. The BOP was able to provide appropriate substance use treatment to 100 percent of eligible inmates in 2021, with 10,465 inmates participating in Residential Drug Abuse Treatment. Separately, the BOP is expanding MAT for treating inmates with opioid use disorder as a part of the BOP's FSA implementation. Presently all institutions have the capacity to offer all three drugs and provide psychosocial treatment; BOP is building capacity to expand both medication and associated psychological treatment to all inmates with a need.

Inmate Work Assignments and Career Technical Education Programs

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

In addition to these BOP work assignments, Federal Prison Industries (FPI or trade name UNICOR) provides inmates the opportunity to gain marketable work skills and a general work



ethic -- both of which can lead to viable, sustained employment upon release. It is one of the BOP's most successful correctional programs, as it has been proven to reduce recidivism by 24 percent. FPI also keeps inmates productively occupied and reduces the likelihood of misconduct.

Finally, BOP offers approximately 200 different Career Technical Education (CTE) Programs. These programs range from exploratory career classes to certification courses to intensive apprenticeship programs commensurate with community standards leading a standardized credential in the trade or field. Using FSA funds, BOP recently launched an initiative to add career counselors to assist inmates with vocational needs in selecting the best program and trade to meet their individual strengths and goals.

Education Programs

The BOP views Education as a broad umbrella encompassing literacy, post-secondary learning, career skills building and leisure time management. Institutions offer literacy classes, English as a Second Language, adult continuing education, and CTE training (as described above). The BOP requires inmates without a high school diploma to enroll in a literacy program and inmates are able to attain their high school equivalency while in prison. Many facilities offer college correspondence courses, and ten BOP institutions are part of the Pell Pilot Program, offering two, or four, year degrees to inmate participants.

Chaplaincy Programs

All inmates have access to religious observances and worship based on their identified faith traditions. In addition to worship services and scripture study, the BOP offers a number of faith-based, structured programs. The most intensive of these programs, Life Connections, is a residential, multi-faith program which focuses on reentry and utilizes mentors. A less intensive version of this program, Threshold, is also available.

Specific Release Preparation Efforts

In addition to the wide array of inmate programs described above, the BOP provides a Release Preparation Program that inmates participate in toward the end of their sentence. The program includes classes in resume writing, job seeking, and job retention skills. It also includes presentations by officials from community-based organizations that help ex-inmates find employment and training opportunities after release from prison. The BOP recently standardized this curriculum and rebranded it as the Release Orientation Program (ROP), which is currently offered in 57 institutions and will be offered in all institutions following the issuance of a new policy. The ROP includes information regarding voting rights for incarcerated individuals, as required by Executive Order. Information on voting rights is also available in Reentry Resource Libraries and through the Admissions and Orientation program.

The BOP has established employment resource centers at most federal prisons to assist inmates with creating release folders to use in job searches; soliciting job leads from companies that have



participated in mock job fairs; identifying other potential job openings; and identifying points of contact for information on employment references, job training, and educational programs.

Residential Reentry Centers

The BOP uses Residential Reentry Centers (RRCs) — also known as community corrections centers, or formerly as “halfway houses” — to place inmates in the community prior to their release from custody in order to help them adjust to life in the community and find suitable post-release employment. These centers provide a structured, supervised environment and support job placement. As part of this community-based programming, some inmates are also placed on home confinement, which for some inmates, is statutorily limited to 10 percent of an inmate’s sentence or 6 months, whichever is shorter. Certain inmates under the FSA may be placed in the community for a longer period of time if they earn Federal Time Credits as described below in the First Step Act discussion below. Individuals placed in home confinement are given strict schedules to maintain, adherence to which is telephonically or electronically monitored.

D. Challenges

For more than 80 years, the BOP has earned many accomplishments and faced extraordinary challenges. The challenges that can positively affect or impede progress toward achievement of agency goals are complex and ever changing. Factors that impact BOP include: general economic conditions, legislation, investigative and prosecutorial initiatives, health care, mental - health, technology, and crime rates. The BOP continues to streamline operations and increase efficiency in order to operate as inexpensively and effectively as possible.

Technology

The BOP uses security technology to enhance safety and security in its prisons. Scanning technology and advanced metal detectors are used to help detect contraband (prohibited items not authorized to be brought into the prison) and prevent assaults on staff and inmates. Emerging technology like drones poses a unique threat to the BOP, in addition to other contraband technologies like cellphones.

Crisis Management

The potential for emergencies, from influenza epidemics to natural disasters like Hurricanes Michael and Florence, is always present. Each institution has emergency response plans in place (developed in cooperation with local, state, and Federal public safety agencies) that are practiced regularly and updated. Natural disasters are always unpredictable to a certain extent, so additional resources may be needed when a crisis arises. For example, in response to past hurricanes, the BOP activated the government’s Emergency Support Function (ESF), providing staff and resources to assist with public safety and security. The BOP deployed more than 65 staff to the institutions affected as part of this effort. This deployment included two 25-person Quick Reaction Teams (QRT) from two of the BOP’s regions, two Mobile Command Vehicles, and Mobile Bunk Houses. The BOP staff were deputized, and they provided security to multiple



law enforcement agencies and thousands of families affected by the storm and responded to medical emergencies.

Medical Staffing

Providing medical care to inmates continues to be a major portion of BOP's overall spending, and is an area that BOP monitors closely to contain overall costs. As described in the Department of Justice, Office of Inspector General report issued in March 2016, recruitment of medical professionals was one of the Bureau's greatest challenges, and these challenges (a) limit inmate access to medical care, (b) result in an increased need to send inmates outside the institution for medical care, (c) contribute to increases in medical costs, and (d) can affect prison safety and security.

Challenges to medical staffing and recruitment are myriad, but significant contributing factors include the following issues.

- The majority of medical school graduates choose medical specialty fields rather than primary care careers because of higher earning potential. However, BOP overwhelmingly needs primary care physicians and is competing with the broader health care industry for a small pool of new primary care graduates.
- Other federal agencies (e.g., the Veterans Health Administration, Department of Defense, National Institutes of Health, etc.) can apply Title 38 compensation standards for higher salaries across all licensed medical disciplines. The Bureau began utilizing a hybrid Title 5/Title 38 pay system in 2016 for psychiatrists, adding physicians and dentists in 2020. The implementation of this hybrid Title 38 pay system yielded positive results, showing an 8% increase in these 3 medical disciplines since 2016. However, an 8% reduction of other medical disciplines not currently receiving Title 38 pay has been noted in this same time frame (e.g. nurses, paramedics, advanced practice providers). Expanding the Title 5/Title 38 pay system across all eligible medical disciplines would reverse this trend.
- The rural locations of many Bureau institutions result in limited local markets of health care professionals, and it can also be harder to attract professionals from outside these areas. Contracting medical services in remote communities is especially challenging, and often results in higher costs due to the need to transport inmates with serious medical and mental health problems away from the parent institution.

BOP is constantly developing strategies to meet its medical staffing needs. A priority is exploring expansion of the hybrid Title 38 pay system to all licensed medical professionals. Additionally, BOP experienced success in the use of a psychology-based intern program that could be mirrored for medical disciplines to entice, recruit, and retain all licensed medical professions, allowing current medical professionals to serve as preceptors for their respective disciplines while ensuring a steady flow of prospective applicants.

Crowding at High Security Facilities

Federal Bureau of Prisons



As the nation’s largest correctional agency, the BOP is responsible for the incarceration of over 153,000 inmates. As of February 17, 2022, system-wide, the BOP was operating at 1 percent below rated capacity; however, crowding remains a special concern at high security facilities, which are 16 percent over rated capacity. Rated capacity is the baseline used to calculate prison crowding, and is essential to managing the BOP’s inmate population to distribute the population throughout the system efficiently and equitably. The calculation for determining rated capacity involves stratified double bunking across all security levels and includes the following formulas: minimum and low security institutions at 100 percent double bunking; medium security institutions at 50 percent double bunking; and high security institutions at 25 percent double bunking.

The Government Accountability Office (GAO) released a report on the BOP titled *Growing Inmate Crowding Negatively Affects Inmates, Staff, and Infrastructure* (GAO-12-743), September 2012. GAO states, “According to BOP and our observations, the growth of the federal inmate population and related crowding have negatively affected inmates housed in BOP institutions, institution staff, and the infrastructure of BOP facilities, and have contributed to inmate misconduct, which affects staff and inmate security and safety.”

Staffing

The BOP staff work around the clock, seven days a week. The BOP is a family and career-oriented agency, offering a broad range of exciting career opportunities in a work environment that promotes integrity, diversity, and professional development.

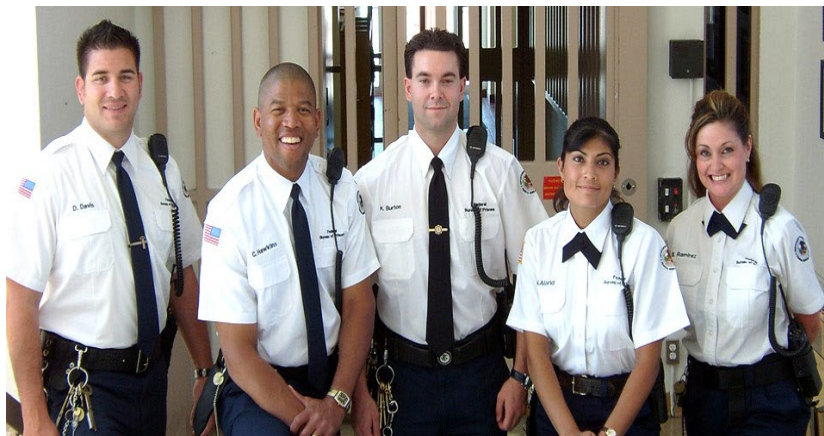
The BOP is committed to the goal of 100% staffing at its facilities nationwide. In an effort to achieve this goal, the BOP has recently put into place several recruitment and retention incentives to attract new applicants for the correctional officer position as well as retain retirement eligible staff. Agency-wide there have been over 7,000 external selections made since October 2019. BOP has established 10% recruitment, relocation, and retention incentives at our hard-to-fill locations, and a 5% nationwide retention incentive for retirement-eligible employees. BOP has also put in place a

MEDIUM SECURITY INMATES

- 79% have a history of violence;
- 60% have been sanctioned for violating prison rules; and
- 59% have sentences in excess of 8 years.

HIGH SECURITY INMATES

- More than 90% have a history of violence;
- 79% have been sanctioned for violating prison rules; and
- Almost one third of all inmates (30%) is affiliated with a gang.





higher entry pay scale for newly-hired Correctional Officers for individuals who have relevant experience. Further, this budget includes requests for additional FTEs to assist with the BOP's hiring goal.

The BOP suffered tragic losses in FY 2013 with the murders of two staff members. Officer Eric Williams, a Correctional Officer at the USP in Canaan, Pennsylvania, was working in a housing unit when an inmate stabbed him to death. Lieutenant Osvaldo Albarati was shot and killed while driving home from the Metropolitan Detention Center in Guaynabo, Puerto Rico.

These losses underscore the challenges the dedicated men and women working for the BOP face daily. While there are many facets to the BOP's operations, the foundation for it all is the safe, secure, and orderly operation of its institutions, and each and every staff member in the BOP is critical to this mission.

BOP employees are considered "correctional workers first," regardless of the position to which they are assigned. Because all non-custody staff are correctional workers and receive the same correctional officer training, they can perform programmatic functions (such as those of an educational instructor) without the added presence of a Correctional Officer. The BOP's operational maxim also allows non-custody staff to assume the duties of Correctional Officers during inmate disturbances, or because of long or short-term custody staff shortages.

All BOP staff are trained to work with inmates, respond to emergencies, and follow security procedures. The situational awareness and diligence of BOP staff are the foundation of safety and security within BOP institutions, and are key to protecting the public. When an insufficient number of Correctional Officers is available to cover an institution's mission critical custody posts on any given day, institution staff make up the difference by assigning non-custody officers (a practice termed "augmentation"), authorizing overtime, or, if no other alternative exists, leaving posts vacant. When BOP institution managers use augmentation, the normal duties performed by the augmenting staff may be curtailed or delayed, potentially interfering with the BOP's ability to provide some inmate programs. The BOP tries to limit the use of augmentation as much as possible.

High Profile Inmates and Radical Ideologies

In the years following September 11, 2001, the government's focus turned toward expanding its efforts to safeguard the American public from terrorism and increasing its national security intelligence and enforcement capabilities. The BOP's work has taken on significantly greater risks with the incarceration of high-profile terrorists inmates and suspects such as: Naser Abdo, Umar Abdulmutallab, Nazih al Raghie (Anas al-Libi), Waad Alwan, Mohanad Hammadi, Lawal Babafemi, Khalid al-Fawwaz, Adel Bary, Mostafa Mostafa (abu Hamza al Masri), Rezwan Ferdaus, Sulaiman Ghaith, Adis Medunjanin, Aafia Siddiqui, and Dzhokhar Tsarnaev. In addition, the BOP is charged with the care and custody of high-profile domestic terrorists such as Dylann Roof, Brandon Russell, and James Alex Fields, Jr.



The BOP has taken several steps to ensure that federal prisons are not used to recruit terrorists or spread extremist ideologies within the U.S. prisons. The BOP staff monitor and record all telephonic and mail/email communication of inmates who have a history or nexus to terrorism, both international and domestic, and they work closely with the FBI, the National and Local Joint Terrorism Task Forces, and other agencies to exchange intelligence with our law enforcement partners.

Cost Containment

While the Department faces the challenge of maintaining safety and security in the federal prison system, it must also look for ways to contain ballooning costs. As the costs to operate and maintain the federal prison system continue to grow, less funding will be available for the Department's other critical law enforcement and national security missions, making effective management of the federal prison system a significant challenge for the Department.

The Department must isolate the chief drivers of these costs and consider innovative solutions that might help to contain them. As mentioned in the October 16, 2020 OIG management challenges report titled, "Top Management and Performance Challenges Facing the Department of Justice—2020", inmate medical costs are a major factor in the BOP's overall rising costs, and thus, the BOP continues to monitor the area closely.

E. First Step Act (FSA)

The implementation of the First Step Act (FSA), enacted on December 21, 2018, remains a priority for the BOP.

THE RISK AND NEEDS ASSESSMENT SYSTEM

The Attorney General's initial publication of a risk and needs assessment system (RNAS) in July 2019 was a key requirement of the FSA. The new risk assessment tool, called the Prisoner Assessment Tool Targeting Estimated Risk and Needs (PATTERN), is designed to predict the likelihood of general and violent recidivism for all sentenced BOP inmates. As required by the FSA, PATTERN contains static risk factors (e.g., age and crime of conviction) and dynamic items (i.e., participation or lack of participation in programs like education or drug treatment) that are associated with either an increase or a reduction in risk of recidivism. The PATTERN assessment tool provides predictive models, or scales, developed and validated for males and females separately.

In September 2019, the BOP convened a needs assessment symposium. Attendees included representatives from the BOP, the Department of Justice (DOJ), and the Independent Review Committee (IRC), as well as academic scholars and correctional leaders representing departments with strong needs assessment systems. As a result of this gathering, 12 clearly defined needs are assessed under BOP's system. Twelve needs were identified by the expert group: Anger/Hostility, Antisocial Peers, Cognitions, Education, Family/Parenting,



Finance/Poverty, Medical, Mental Health, Recreation/Leisure/Fitness, Substance Use, Trauma, and Work. A thirteenth need, Dyslexia, is statutorily required by the First Step Act.

In January 2020, the Attorney General published the RNAS, which included the revised PATTERN risk instrument (PATTERN 1.2) and the BOP's improved needs assessment system, collectively known as the Standardized Prisoner Assessment for Reduction in Criminality (SPARC-13), which recognizes the 13 areas for assessment. At that time, every sentenced inmate in BOP custody for over 28 days was provided with the individualized results of his/her risk and needs assessment, and inmates began enrolling in programs designed to address identified needs.

In collaboration with the IRC and DOJ, the BOP published a list that now includes more than 80 Evidence-Based Recidivism Reduction (EBRR) programs and Productive Activities (PAs), the most robust of which are Cognitive Behavioral Therapy (CBT) interventions for mental health and substance use disorders, anger management, and criminal thinking minimization. Literacy and nearly 200 occupational training programs are also widely available, and reentry-focused programs such as parenting are offered at all sites. Every program is mapped onto the need(s) it addresses. The function of a needs assessment system is to determine what goals and associated services should be set for each individual inmate. Thus, based on the findings, inmates discuss with staff the best ways they can target the areas identified as warranting improvement. This is generally done by the inmate completing a program or other associated task. The needs assessment process is memorialized in BOP Program Statement 5400.01, First Step Act Needs Assessment, issued on June 25, 2021.

The BOP has automated both PATTERN and SPARC-13 assessments such that case management staff may fairly and accurately calculate risk and needs for inmates in a consistent manner.

RNAS Re-Validation

The FSA requires the Department to review and re-validate the RNAS on an annual basis. An annual revalidation timeline presents a potential research and theoretical challenge for recidivism analysis.

Risk Assessment: PATTERN was developed using a seven-year dataset of BOP releases, and it was validated as an effective predictor of recidivism over the inmates' subsequent three-year period in the community. In a research setting, a researcher would normally gather data to re-validate a risk and needs assessment tool approximately three years after a large group of inmates were released from custody. Following this schedule, PATTERN and any new items would not be fully re-validated until after a large enough sample of offenders are released from BOP custody. Until this time, the most appropriate and rigorous analytic plan has been developed to meet the annual FSA re-validation requirement. While this will cause an incongruence in the re-validation processes, the results can serve as an interim estimate of the



RNAS' predictive performance. As the analytic plan evolves, it and subsequent results will be documented in DOJ's annual report to Congress as required.

On February 10, 2020, the National Institute of Justice within the Office of Justice Programs (OJP), Department of Justice, released a competitive funding opportunity to hire external, independent consultants to review and revalidate PATTERN on an annual basis for up to five years. Following an extensive peer review process, the Department selected two individuals as the top candidates to perform this work.

The independent consultants conducted an initial assessment of PATTERN and identified some errors regarding how certain factors should be scored. The revised PATTERN tool (known as PATTERN 1.2-R) was used by BOP to update inmate risk assessments based on the adjusted scoring criteria. The consultants have completed their revalidation of the risk assessment tool and the members of the Independent Review Committee (IRC), who serve as advisors to the consultants on an as-needed basis, have provided feedback for consideration by the Attorney General.

Needs Assessment: As noted above, NIJ solicits proposals from qualified individuals to complete the annual review and revalidation of PATTERN. NIJ has used a similar method to solicit and make awards to qualified individuals to complete the annual review and revalidation of the BOP's SPARC-13 system. The SOW specifically requests needs assessment expertise from qualified individuals. Further, NIJ collaborated with the BOP to ensure the content of the SOW includes accurate information about the BOP's current needs assessment process (i.e., number and types of assessments currently being used across the BOP, criminogenic needs assessed, use of public domain tools, etc.). The review and revalidation of the BOP's SPARC-13 system will occur in calendar year 2022. In 2021, the BOP conducted a qualitative analysis of SPARC-13 to map the needs assessment and reassessment processes from intake through release from prison using qualitative interviews; a comprehensive review of program referrals and placements linked to needs assessment; and a review of the needs assessment and classification information in a random sample of inmate case files to judge the reliability and validity of current program referral and placement decisions.

The results of these interviews were used to formulate recommendations for improvement of the needs assessment process and will be shared with the consultants of NIJ's FY 2022 award.

FSA Time Credits and Assessment of Inmates' Risk to Recidivate

Under the FSA, an eligible inmate in BOP custody who successfully completes Evidence-Based Recidivism Reduction programming or Productive Activities may earn FSA Time Credits (FTC) to be applied towards pre-release custody or supervised release under 18 U.S.C. § 3624(g). The BOP published the final rule with regard to FSA time credits on January 19, 2022.

Federal Bureau of Prisons



As of December 31, 2021, the BOP inmate population consists of the following FSA inmate assignments:

- FTC Eligible: 63,674
- FTC Ineligible: 63,127

- Minimum Risk of Recidivism: 17,270
- Low Risk of Recidivism: 39,073
- Medium Risk of Recidivism: 25,063
- High Risk of Recidivism: 45,141

Recidivism Data

In FY 2020, the BOP entered into a cooperative agreement with the International Justice and Public Safety Network (Nlets) and the FBI's Criminal Justice Information Services Division to provide for a limited exchange of criminal history information retrieved by the BOP to the DOJ Office of Attorney General (OAG). The agreement was designed to assist the DOJ OAG in fulfilling its requirements under the FSA to track and evaluate the recidivism of federal inmates and to report on the effectiveness of the BOP's RNAS in reducing recidivism. To accomplish such tasks, the agreement provides BOP with access to FBI criminal history record information necessary to track recidivism outcomes.

Tracking the recidivism of individuals released from prison under the FSA is a critical part of measuring the success of EBRR programs and PAs and of validating the RNAS. "Recidivism" is defined as a return to BOP custody or a re-arrest within three years of release from BOP custody. It includes Driving Under the Influence (DUI) and Driving While Intoxicated (DWI) offenses, but excludes other traffic offenses.

The recidivism data below is cumulative through December 2021 from a total of 10,066 FSA-related inmate releases (e.g. Fair Sentence Act, Compassionate Release, Elderly Offenders in Home Confinement and inmates initially released July 19th due to changes in Good Conduct Time). Of those persons:

- **There have been 1,565 inmates** arrested for some offense.
- A total of 572 individuals were arrested for one or more violent offenses. These arrests include: homicides (42); sexual assaults (40); robberies (111); domestic violence and other assaults (947); weapons offenses (512); and other violent offenses (122).
- The majority of recidivists were Good Conduct Time Releases (677) with the second group being Fair Sentencing Act offenders (588).
- The overall recidivism rate is **15.5%**.



Due to the relatively short period from an inmate's release (only 14 months on average), no final conclusions can or should be drawn from this data about the overall recidivism rate of those released early due to the FSA. The BOP provides an annual Second Chance Act report to Congress on the recidivism outcomes of released inmates. These reports use a rolling three-year period of recently released inmates. The Fiscal Year (FY) 2021 report presented recidivism information for 127,713 releases during FY 2014 through 2016. For FY 2016, the overall recidivism rate was 43.2%

FSA Incentives:

the BOP has long offered incentives for the most intensive programs to encourage inmates to participate. Incentives were expanded under FSA, and when an inmate completes a recommended program in an identified need area, he/she may be able to earn time credit or other desired tangibles. The BOP issued the Program Statement 5220.01, First Step Act Program Incentives, on July 14, 2021.

Expansion/Enhancement of Programs:

The BOP has continued to add additional EBRR programs and PAs for inmates in furtherance of the FSA. The agency offers over 80 programs to address identified needs across a range of domains:

- GED and literacy
- Vocational Training (over 200 Career Technical Education programs)
- Mental health and substance use
- Anger management
- Criminal cognition remediation
- Parenting
- Special population services
- Faith-based programs (accommodate 30 congregant faith groups)

Using FSA-allotted funds, the BOP created 16 new institution-based positions to deliver more than 25 specialized programs designed specifically for women. The BOP also offers specialized programming for veterans and persons living with disabilities. The BOP is developing and implementing new initiatives such as Life Skills Laboratories to teach basic skills to inmates with the greatest needs; providing STEM career technical education for female offenders; and modernizing the inmate education platform to include the use of tablets to make more programs accessible. The BOP has expanded its Medication Assisted Treatment programs to inmates at all institutions, with an emphasis on those inmates nearing release. The BOP also offers five faith-based or spiritually driven programs focused on mentorship, life skills, prosocial choices, interfaith dialogue, cooperation, and emotional understanding.

Although BOP's current menu of FSA services is large, our expert staff add new programs as the need arises. As well, a mechanism exists for external entities to submit programs for independent review if they believe they address a service gap. The agency's primary focus has been on



building capacity in its many existing programs through the addition of professional program delivery staff.

Additionally, using FSA funds, the BOP awarded several contracts for outside researchers to perform evaluations of BOP programs, including its suite of substance use treatment programs.

Effect of COVID-19 on FSA Programs

- The COVID-19 global pandemic presented the BOP with unforeseen challenges, including ensuring inmate access to important programs. The BOP's top priority has been life safety of staff and inmates; thus, the agency made the difficult decision to suspend some programming, particularly at institutions most affected by the virus.
- BOP issued regular guidance to Wardens stressing the need for continued programming whenever possible. Emergency services such as crisis mental health contacts and suicide prevention, as well as religious worship, have continued unabated.
- BOP is currently under modified operations; these may differ from institution to institution, as each facility faces unique circumstances. Some may not be able to program for a few days, while others may need to suspend programming for a longer period.
- Key EBRR programs that are residential in nature continued, as inmates live together in the same housing units. Efforts have also been made to continue literacy programming, particularly GED testing.
- Some examples of successful program modifications that allow interventions to continue under COVID-19 include:
 - Reducing group size to allow for social distancing;
 - Utilizing space in creative ways (an inmate TV room for a treatment group);
 - Holding groups on the housing unit; and,
 - Modifying programming so material can be delivered in a self-guided format.

Residential Reentry Centers

The BOP operates 191 separate Residential Reentry Center (RRC) locations under 151 competitive contracts and 21 Intergovernmental Agreements to provide RRC services. Since the passage of the FSA, BOP has increased our contractual capacity by 1,570. Additional growth in this area will occur over time as inmates become eligible to accumulate more program credits towards time in community placements.

Transfers Closer to Home

Federal Bureau of Prisons



From January 1, 2019 through March 31, 2020, BOP approved 2,241 nearer release transfers to place inmates in facilities nearer to their intended communities of release. Over these 15 months, BOP made an average of 149 transfers each month. From March 29, 2021, through February 22, 2022, BOP approved 1,672 nearer release transfers. Although COVID-19 has impacted BOP operations, we anticipate the number of nearer release transfers will continue to increase as we move toward resuming normal operations and movement.

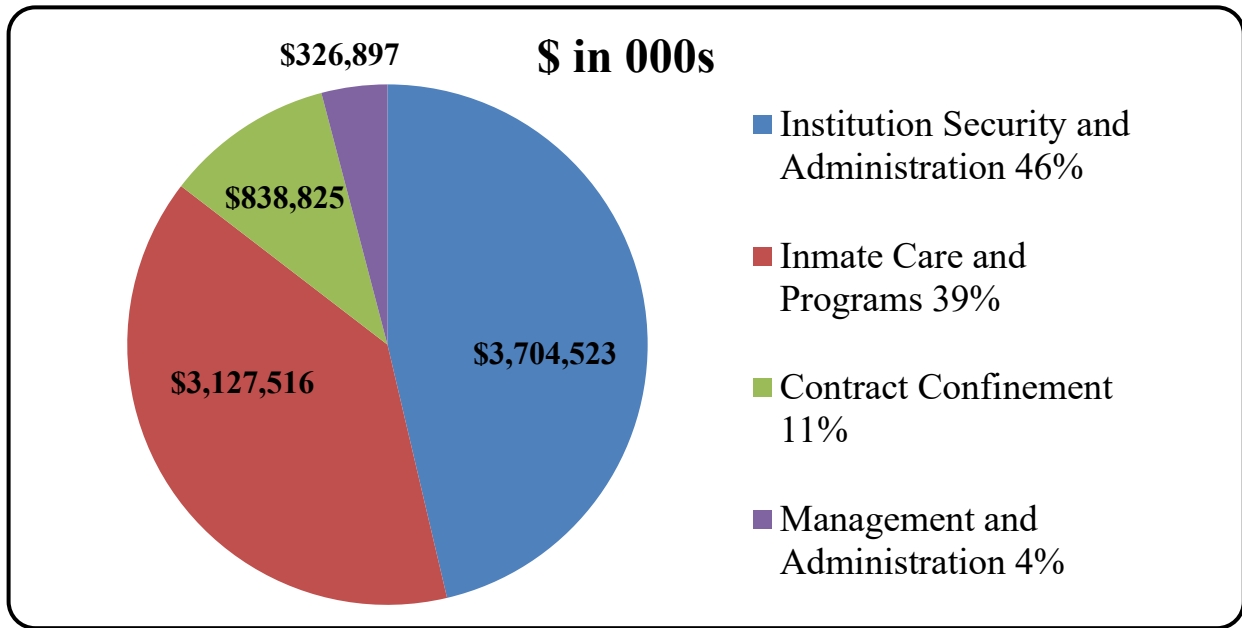


F. Full Program Costs

FY 2023 Total Bureau of Prisons Request by Decision Unit

In FY 2023, the BOP is requesting a total of \$7,997,761,000, with 38,884 positions and 36,566 FTEs for its S&E appropriation.

FY 2023 Budget Request by Decision Unit



The total costs include the following:

- The direct cost of all activities;
- Indirect costs; and
- 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 continue in FY 2023.

Inmate Care and Programs: \$3,127,516,000

Institution Security and Administration: \$3,704,523,000

Contract Confinement: \$838,825,000

Management and Administration: \$326,897,000



II. Summary of Program Changes

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

<u>Item Name</u>	<u>Description</u>	<u>Pos.</u>	<u>FTE</u>	<u>Dollars (\$000)</u>	<u>Page</u>
Security Camera Systems Upgrade	Institution Security	0	0	\$15,600	82
McGirt Resources	Inmate Care and Programs	0	0	\$33,100	85

III. Appropriations Language and Analysis of Appropriations Language

Appropriation Language

The FY 2023 Budget Request includes proposed changes in the appropriations language listed and explained below. New language compared to the FY 2022 President’s Budget proposed for FY 2023 is italicized and underlined. The language proposed for deletion is bracketed.

Federal Prison System

Salaries and Expenses (Including Transfer of Funds)

For necessary expenses of the Federal Prison System for the administration, operation, and maintenance of Federal penal and correctional institutions, and for the provision of technical assistance and advice on corrections related issues to foreign governments, \$8,005,951,000: *Provided*, That not less than \$409,483,000 shall be for the programs and activities authorized by the First Step Act of 2018 (Public Law 115–391): *Provided further*, that the Director of the Federal Prison System shall transfer not less than 2 percent of the funds in the preceding proviso, to be merged with the appropriation for “Research, Evaluation and Statistics” for the National Institute of Justice to carry out evaluations of programs and activities related to the First Step Act of 2018: *Provided further*, That the Attorney General may transfer to the Department of Health and Human Services such amounts as may be necessary for direct expenditures by that Department 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 or 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 \$5,400 shall be available for official reception and representation expenses: *Provided further*, That not to exceed \$50,000,000 shall remain available until expended for necessary operations: *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: *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.

Analysis of Appropriation Language

Revises language to specify a set amount of funding (\$8.2 million) to be transferred to the National Institute of Justice for First Step Act evaluations.



IV. Program Activity Justification

A. Inmate Care and Programs

Inmate Care and Programs	Direct Pos.	Estimate FTE	Amount
2021 Enacted	14,002	12,628	3,075,199
2022 Annualized CR	14,002	12,712	2,989,673
Adjustments to Base and Technical Adjustments	0	540	104,743
2023 Current Services	14,002	13,252	3,094,416
2023 Program Increases	0	0	33,100
2023 Request	14,002	13,252	3,127,516
Total Change 2022-2023	0	540	137,843

1. Program Description: Inmate Care and Programs

The BOP is committed to effectively using its resources to provide maximum benefit to society. Thus, the BOP relies upon empirical research to determine which programs are effective in accomplishing their objectives. The BOP's inmate programs and services are geared toward helping inmates prepare for their eventual release.

This activity covers the cost of inmate food, medical care, institutional and release clothing, welfare services, transportation, gratuities, staff salaries (including salaries of U.S. Public Health Service 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/Occupational Training, Substance Use Treatment, Religious and Psychological Services).

The following chart provides estimated funding (dollars in thousands) amounts for key programs funded in Inmate Care and Programs decision unit:

Program Area	FY 2020 Actuals	FY 2021 Actuals	FY 2022 Estimates	FY 2023 Estimates
Food	\$446,035	\$399,946	\$411,944	\$424,302
Medical	\$1,372,701	\$1,294,016	\$1,353,638	\$1,394,247
Unit Management	\$504,869	\$537,044	\$553,155	\$569,749
Substance Use Treatment	\$122,250	\$155,017	\$200,422	\$200,422
Education	\$150,894	\$164,592	\$210,481	\$216,795
Psychology Services	\$82,122	\$156,372	\$161,063	\$165,895



Chaplaincy Programs	\$48,428	\$52,880	\$54,308	\$56,806
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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 these staff engage with all the disciplines to gather information to share with inmates for individualized services delivery. Regular and consistent interaction between inmates and staff provides better communication and understanding of inmate needs.

Under the First Step Act, all inmates are administered a risk and needs assessment when they begin serving their sentences. These tools are used to determine how each inmate will benefit from services. Staff then collaborate with the inmates to choose the programs and services best aligned with their needs to reduce their chances of reoffending or relapsing. Professional staff across disciplines, but particularly in Psychology Services, Education, Women and Special Populations, and Chaplaincy deliver programs of differing intensities with fidelity to address areas in need of remediation, alleviate symptoms, and teach new skills. Ancillary services, such as support groups and self-service reentry resource libraries, are also available.

a. Medical Services (Inmate Health Care)

Medically Necessary Care. The BOP delivers medically necessary health care to all offenders housed in BOP-managed facilities. Each BOP facility has a health services clinic that offers a standardized scope of services to meet basic health needs and a supplemental comprehensive medical services contract to deliver specialized care at community facilities. Onsite services include:

- Health screening on admission to identify infectious conditions, urgent medical and mental health needs including suicide risk, and medications to be continued for ongoing conditions
- Comprehensive medical history and physical exam to identify underlying infectious, chronic and behavioral health needs including risk assessment, diagnostic testing and treatment plans
- Sick call triage and episodic visits to assess, diagnose and treat short-term health problems (e.g., respiratory infections, musculoskeletal pain, headaches, etc.)
- Chronic care clinics to manage chronic diseases (e.g., diabetes, asthma, and congestive heart failure) through recurring assessments and long-term therapeutic regimens
- Preventive health visits to screen for underlying chronic conditions and immunize against transmission of preventable infectious diseases
- Long-term nursing care to manage seriously ill offenders needing help to perform activities of daily living
- Rehabilitative care to regain or maintain optimal physical and mental health function including telehealth services
- On-site and Telehealth/WebEx appointments with outside medical consultants



- Oral health care to assess, diagnose, treat and prevent dental cavities and oral diseases that interfere with proper nutrition, or manifest as complications of underlying medical conditions.

Seven BOP facilities are medical centers that house both seriously ill and general inmates. All seven medical centers offer 24-hour care units providing a variety of specialty services to include:

- Dialysis services for offenders with chronic renal failure
- Oncology (cancer) treatment services, i.e. chemotherapy and radiation therapy
- Inpatient and forensic mental health
- Surgery services, i.e. limited orthopedic and general surgery procedures
- Prosthetics and orthotics
- Wound Care
- Rehabilitation Services
- Long-term ventilator-dependent management
- Dementia care
- End-of-life care.

Health Care Personnel. The BOP employs or contracts licensed and credentialed health care clinicians, technicians, health administration experts and ancillary support staff to deliver its scope of services. The majority of employees are civil servants, and the remaining are Commissioned Corps Officers in the U.S. Public Health Service detailed to the BOP per an interagency agreement. All BOP employees and contractors meet OPM standards for qualifying education and experience as well as continuing education requirements.

Health Care Challenges. The BOP has a statutory mandate to provide basic medical and mental health care funded through its annual Congressional budget allocation. Determining what constitutes medically necessary care requires a constant review of evidence-based prevention and treatment practices, and delivery of services that balance efficacy of care and quality of life both during incarceration and in preparation for release to the community. Some of the more urgent and impactful challenges facing the BOP are listed below.

- **Impact of Covid-19 on Healthcare.** The world-wide pandemic has changed the delivery of healthcare in fundamental ways. Covid-19 has changed how BOP screens and evaluate inmates, operational changes system wide to identify those at risk for Covid-19, quarantine and isolation systems at each institution as well as testing, treatment and PPE supplies. It also fundamentally changed consultations with specialists (less in-person at an outside office and more tele-health). Many changes are speeding the delivery of healthcare, improving relationships between the BOP and state and local departments of health, and increasing communication with community hospitals. The challenge continues to be the ever-changing virus—the management of Post-COVID conditions and the associated costs with treating Post-COVID conditions in correctional healthcare is unknown. The Center for Disease Control and Prevention defines Post-COVID conditions as new, returning, or ongoing health



problems an individual experiences four or more weeks after being infected with the SARS-CoV-2. The BOP has over 60,000 laboratory-confirmed COVID-19 cases since March 2020, and studies reflect a third of those infected with SARS-CoV-2 may suffer from Post-COVID conditions. The management of Post-COVID conditions can result in increased primary care visits, specialty consultations, diagnostic testing, hospitalization, and rehabilitation services.

- **Continuity of Care during Community Reintegration.** BOP provides inmate services that develop social competency and meet basic social and health needs during incarceration, as well as transitional links that bolster successful reintegration into the community. This includes assisting offenders to enroll in government benefit programs, find appropriate housing, identifying provider networks that offer needed health services, coordinating care with the United States Probation Office, and developing discharge plans that document continuity of care needs. In 2020, the BOP released approximately 25,000 inmates, out of which approximately 1,000 were classified as Care Level 3 or 4. These inmates, who have serious medical and mental health issues, were identified at least 90-days prior to release and were offered release planning services by licensed clinical social workers. Additionally, all inmates have access to either an institution or regional social worker who provide additional services to other care levels and populations based on inmate request or referral.
 - *Social Work Services.* BOP acts as a health and social services safety net for a subpopulation of federal offenders who may lack the knowledge and skills to navigate community resources and access basic life-sustaining services. The variation in community systems and programs make it difficult to standardize training for releasing offenders. The BOP continues its professional social work services to link offenders to government benefit programs (e.g., Social Security Disability Insurance, veterans' benefits, Medicare and Medicaid programs, etc.) and health care networks to continue requisite medications and treatment plans.
 - *Medication Assisted Treatment.* Medication Assisted Treatment (MAT) for offenders at risk for opioid use disorder reintegrating into the community has been a focus of the BOP, and in 2019 the BOP initiated expansion of its MAT Program to include all FDA-approved medications currently available in the United States (i.e., buprenorphine, methadone, naltrexone). The BOP has expanded MAT to offenders who enter BOP custody with existing MAT regimens, and to offenders who demonstrate a clinical need for MAT at any point in their sentences. MAT Program positions have been allocated to the field to support expansion.

Participation in the National HIV/AIDS Strategy. DOJ is designated as one of the executive agencies responsible for developing and implementing the National HIV/AIDS Strategy. The Strategy focuses on three overarching goals: reducing the number of new HIV infections, increasing access to care



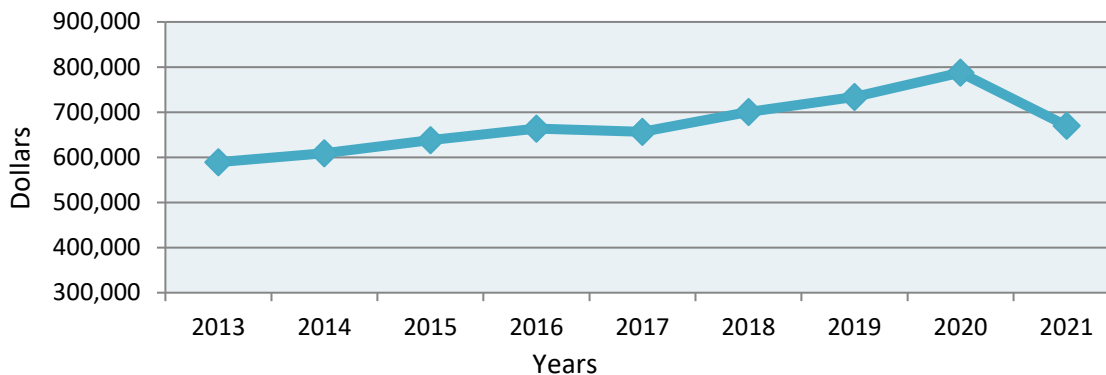
for people living with HIV, and reducing HIV-related health disparities. The BOP has expanded efforts to test and treat HIV-infected offenders during incarceration, and is engaged with other federal agencies to sustain successful management by having pharmacy and social work professionals connect releasing offenders to community programs that provide life-saving medication regimens.

- **Harm Reduction.** The BOP has implemented medical programs to reduce risk to inmates.
 - *Pre-Exposure Prophylaxis.* To aid in the effort of reducing the number of new HIV infections, the BOP is implementing a program in which inmates at high risk of acquiring HIV upon release to the community will be offered Pre-Exposure Prophylaxis (PrEP). Inmates choosing to begin PrEP will be sent with up to 90 days of PrEP medication upon release and community resources information will be provided. This program is also part of the National HIV/AIDS Strategy.
 - *Naloxone availability.* The BOP has implemented a program to allow access and administration of naloxone by all BOP staff in situations involving possible opioid overdoses. Mandatory naloxone administration training for all staff has been developed and is a part of this program. In addition, the BOP offers inmates the ability to receive naloxone upon release from BOP managed institutions.
- **Aging Offender Population.** The average age of offenders in BOP-managed facilities is 39 years and average length of sentence is 128 months. The average age of offenders in BOP facilities has increased by 8 percent over the past decade. Approximately 45 percent of offenders have multiple chronic conditions that, despite management with medications and other therapeutic interventions, will progress and may result in serious complications. As offenders age in place, demands on health resources will likely increase proportionately. The FSA expanded a pilot program for eligible elderly and terminally ill offenders to be transitioned to home confinement as part of a pilot program. Currently, there are 329 inmates in this program.

Health Care Cost Containment. The BOP's medical care costs have risen steadily over the last decade (see chart below for non-salary medical cost). The BOP has developed several strategic initiatives and operational systems designed to contain health care costs.



Actual Inmate Medical Costs (Dollars in thousands)



- Strategic Cost Containment Initiatives:
 - Medical Contracting Models. The BOP is exploring the feasibility of regional comprehensive medical services contracts that serve a multi-state catchment area. The regional contracts would potentially serve not only BOP facilities, but also Residential Reentry Centers (RRCs) that lack contracted health services. RRC residents often use local emergency rooms in lieu of primary care clinics.
 - Prime Vendor Program for Medical/Surgical Supplies. In conjunction with the OMB Strategic Sourcing Leadership Counsel's goal of leveraging cost containment through volume purchasing (Prime Vendor Program), the Veterans Administration added the BOP to its contract (i.e. Medline, Inc.) for its medical/surgical supplies Prime Vendor Program. The Bureau now participates in both Prime Vendor Programs for pharmaceuticals and medical supplies.

- Operational Cost Containment Systems:
 - Pharmacy Management. Pharmaceutical costs in the United States rise yearly as new drugs are developed and market forces favor manufacturers. The BOP contains costs through several best practices:
 - The BOP developed a Joint Procurement memorandum that provides additional guidance and training for staff to ensure the purchasing of pharmaceuticals is completed in the most cost-efficient manner.
 - The BOP participates in strategic sourcing initiatives by leveraging the combined purchase requirements with the Department of Veterans Affairs (DVA), Department of Defense, and Indian Health Service. These initiatives include joint procurement of pharmaceutical standardization contracts. Additionally, the BOP seeks opportunities to acquire voluntary price reductions from manufacturers below statutory Federal Supply Schedule pricing.



- The BOP uses a tightly controlled National Drug Formulary that favors generic drugs.
 - The BOP leverages the DVA Prime Vendor Program to purchase medications at the current discount of 12%.
 - The BOP adheres to recommendations of the National Pharmacy & Therapeutics Committee, which updates the BOP national formulary twice yearly to ensure the BOP uses the most efficacious, safe and cost-effective therapies.
- Continued transformation of pharmacy services. Over the past few years, pharmacist clinical programs have expanded to provide additional patient care through the use of Collaborative Practice Agreements (CPAs). These services have resulted in significant cost avoidance for the BOP through improved efficiencies of physician services and improved patient outcomes resulting in decreased patient care costs. The BOP has instituted a centralized fill and distribution (CFAD) site for all Central Processing Pharmacy Services (CPPS) serviced institutions. The cost effective approach has allowed some pharmacists to dedicate more time to expand cost-effective clinical pharmacy services. Additionally, initiatives are underway for the expansion of the CFAD system to a full BOP mail order program (BOPMOP) capable of filling all BOP refills and non-urgent first fills and therefore maximizing pharmacists' clinical efforts at all BOP facilities.
 - Telehealth Services. The BOP leverages telehealth services to deliver specialty medical services to remote locations. Delivery of health services through the BOP's Wide Area Network (WAN) takes many forms.
 - BOP medical centers contract large hospital vendors to conduct specialty medicine clinics via telehealth, reducing cost and security risks associated with escorted trips to community facilities.
 - FMC Lexington contracted with the University of Kentucky Medical Center for 26 specialty telemedicine clinics.
 - USMCFP Springfield contracted with Mercy Hospital, Springfield, MO for more than 30 specialty telemedicine services.
 - Through telehealth services, BOP providers are able to deliver specialty medical services to remote locations.
 - BOP psychiatrists remotely manage psychotropic medications for inmates at BOP-managed institutions.
 - BOP dietitians consult with all institutions.
 - BOP Regional Medical Directors conduct chronic care visits in their regional institutions.
 - BOP Pharmacists conduct chronic care visits to assist in managing patients with chronic conditions such as mental illness and diabetes.
 - BOP clinicians working at complexes conduct chronic care and follow-up visits across facilities via telehealth to optimize efficiency.



- BOP Health Services Division (HSD) added a National Health Technology Branch to expand the use of telehealth and other health technologies that improve the efficiency of health care delivery. In FY 2018, HSD announced and selected a National Health Technology Administrator to manage the new branch. The National Health Technology administrator is working closely with the Office of Information Technology to expand telehealth services to all facilities, with a goal to have all sites capable of delivering services by the end of FY 2022. 65% of BOP facilities now have a GlobalMed Clinical Access Station and the ability to provide an enhanced telemedicine experience.
- Health Information Technology. The BOP continues to develop and deploy automated health information management systems that meet interoperability and security requirements issued by the Office of the National Coordinator (ONC) for Health Information Technology. The BOP laboratory information system helps reduce medical errors and expedites availability of lab results for timely clinical decisions and care. BOP needs continual investment in automated health information management systems to facilitate the exchange of information as inmates transfer within the BOP and transition to the community.
- Levels of Care. The BOP assigns each inmate and each BOP facility a care level (i.e., care level 1 is essentially healthy; care level 2 is stable chronic conditions; care level 3 is chronic conditions with manageable complications; care level 4 is need for continuous nursing care). This medical classification system enables BOP to allot its resources to better manage inmates' medical and mental health needs.
- Catastrophic Care Management. The BOP monitors hospitalized inmates and tracks catastrophic costs to closely manage care and expedite transfers to BOP medical centers when feasible. 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.
- Utilization Review. The BOP requires every institution to implement a utilization review process to assure that only medically necessary care is provided. Health care staff uses an automated utilization review program to provide a clinical decision-making system of criteria that differentiates what is medically necessary from what is potentially elective care.
- Data Analytics. The BOP is improving the organization's data analytics capabilities. This is an iterative approach and may take multiple solicitations before the project is complete. The BOP has committed resources to upgrading the existing data analytics platform with SAS Viya a modern data analytics platform with numerous enhancements over the legacy SAS Versions. Viya is designed to support cloud based



deployment and to expand to meet the future needs of the agency. Its architecture has been modernized to streamline the process of processing raw data and providing useful operational data to the field. The upgrade is scheduled for implementation in 2022, and includes additional tools for analytics.

The BOP is building the infrastructure to support a Medical Data Governance Program, which is the foundation for a well-managed data analytics system and is supported by a Program Management Office (PMO). Data governance provides executive leadership a vision, direction, and authoritative functions by formalizing data management policies and procedures. Embedded in data governance are core activities surrounded by data lifecycle and usage activities. The PMO provides the resources, knowledge and processes to execute on Data Governance initiatives. Systematizing data management across a range of activities and programs will enable the BOP to provide timely and consistent responses to outside stakeholders, performance reports to executive leaders and direction to program managers at regular intervals.

- National Secondary Laboratory Contract. The BOP has implemented a National Secondary Laboratory testing contract. By bringing in 122 facilities under one contract, the BOP has the ability to get lower pricing by larger volumes, standardizes what tests are ordered to ensure Utilization Management and allows direct reporting of test results into the Bureau Electronic Medical Record system (BEMR). All of these changes will directly reduce costs associated with ordered, processing, tracking, and uploading of laboratory results into the medical record nationwide.

b. Food Services



Since 2008, the BOP has used a national menu, approved by BOP Executive Staff, to be served agency-wide for standardization of food service operations. The national menu, which includes the approved menu, standardized recipes, and product specifications, is used for food procurement, preparation and meal service at all institutions. The national menu is reviewed at least annually to assess responsiveness to eating preferences, operational impact, product pricing, and

nutritional content. Following the annual menu update and before implementation, a nutritional analysis is conducted by a registered dietitian to ensure the menus consider the Dietary Reference Intakes for groups published by the Food and Nutrition Board of the National Academy of Sciences.

Meal preparation is accomplished primarily by inmate workers (about 12 percent of the population) under the supervision of staff. The BOP estimates in FY 2022 and FY 2023



it will serve approximately 124 million meals, which is nearly 339,000 meals per day and over 2.38 million meals per week.

c. Education and Occupational Training

The BOP conceptualizes education as a broad umbrella encompassing literacy, English-as-a-Second Language (ESL), career technical education ranging from apprenticeship to less intensive certifications, post-secondary education, and a wide-range of wellness, and structured and unstructured leisure time activities. Education programming provides inmates with an opportunity to learn the functional skills that support their reintegration into the community. As of December 2021, 27 percent of the designated inmate population was enrolled in one or more education/recreation programs. The BOP's Office of Research¹ 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 with confirmed orders of deportation), the BOP requires inmates without a verified high school diploma or high school equivalency credential to enroll in a literacy program. There are approximately 12,013 inmates enrolled in high school equivalency programs. The BOP's high school equivalency curricula were recently enhanced and

standardized to better teach the knowledge and skills needed for inmates to progress from basic literacy through attainment of the high school equivalency credential without any deviation from program location. 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 the literacy program to vest their good conduct time (VCCLEA), or be eligible to earn the full amount of good conduct time. The First Step Act mandates that inmates have their needs assessed, and based off of their needs, have evidence based recidivism reduction programs identified and recommended to them. Education's two major program areas identified as such is Literacy and Occupational Training. Since the implementation of these acts, the demand for literacy program instruction has increased, leading to a wait

¹ Prison Education Program Participation and Recidivism: A Test of the Normalization Hypothesis (1995).

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list of approximately 15,629 U.S. citizens and 7,460 non-U.S citizen inmates. In FY 2021, 1,735 inmates attained the high school equivalency credential. The Crime Control Act of 1990 requires that non-English speaking federal prisoners participate in ESL until they function at the equivalence of the eighth grade level. Occupational and Advanced Occupational Education (AOE) programs serve to enhance inmates' post-high school equivalence skills during incarceration and increase the employment opportunities of offenders upon release, particularly those who lack solid employment history or a marketable skill. Special Education Teachers at BOP facilities ensure accommodations are made for inmates with learning disabilities, and specialized dyslexia assessment and programming is offered.

With regard to vocational training, BOP offers approximately 200 different courses and trades. The agency has an agreement with the Department of Labor allowing for the credentialing of apprenticeship programs at the national level. Inmates who complete these very intensive programs commensurate with community standards then have a portable credential to assist with post-release employment.



The BOP's Post Release Employment Study demonstrates that occupational training programs decrease recidivism² In FY 2021, 7,481 inmates completed an occupational training program. The agency has made a concerted effort to initiate new standardized programs, as well as, start to standardize current effective occupational programs all within occupational in demand areas. This standardization is necessary to ensure fidelity of curricula, instruction,

and certifications needed for similar programs across the agency. ACT Workkeys is one of these programs implemented. This program allows inmates to understand their current skills and knowledge levels and then provides curriculum tools to help them improve, so they are better prepared for success in securing meaningful employment. Inmates will be able to earn an ACT NCRC, providing them with a credential that verifies their skills to prospective employers. Studies show that inmates who participate in these programs are 33 percent less

² The Differential Effect of Industries and Vocational Training on Post release Outcomes for Ethnic and Racial Groups: Research Note. Corrections Management Quarterly, 5(4), 17-24. W. Saylor and G. Gaes (2001).



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.

Outside of formal occupational training programs, BOP teaches inmates soft skills and other work readiness aptitudes through job fairs and resume preparation courses. In FY 2021, education and institution staff at most institutions conducted mock job fairs with representatives from local communities, although the pandemic did impact some of these activities.

Finally, BOP provides a range of leisure time and well-being activities to address two of the critical reentry and criminogenic needs assessed by the agency (medical need and leisure/recreation need). The programs included structured physical activities, including for special populations such as veterans or aging inmates, as well as hobbycraft, music, or other prosocial arts.

d. Psychology and Community Mental Health Services

Psychology Services staff are an integral part of correctional treatment. They conduct needs assessments, group and individual psychotherapy, suicide risk assessments, crisis intervention, residential treatment programs, and staff consultation and training. BOP policy requires every inmate admitted to a BOP facility be given an initial psychological screening, which consists of a psychological interview, social history review, and behavioral observations. 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 programming needs and how they can be addressed with inmates. In addition, BOP psychologists have traditionally provided the courts, parole officials, and prison administrators with comprehensive psychological evaluations of offenders.

Inmates with mental health needs are provided a range of evidence-based services, including crisis intervention, individual and group psychotherapy, psychological assessment, clinical case management, psychiatric treatment, and specialized residential treatment programs. Inmates who are experiencing an acute mental illness may receive these services within the BOP's Psychiatric Referral Centers. However, most mental health treatment is provided in regular institutions. In addition to the treatment of mental illnesses, Psychology Services provides specialized substance abuse disorder treatment and sex offender treatment programs. BOP psychologists also offer treatment services designed to reduce recidivism and develop inmates' living skills, such as anger management, problem solving, and social skills training.

Additionally, with the implementation of the First Step Act, Psychology Services staff are tasked with the assessment or intervention of seven unique needs areas (Anger/Hostility, Antisocial Peers, Criminal Cognitions, Family Parenting, Mental Health, Substance Use,



and Trauma). There are currently 20 Evidence-Based Recidivism Reduction (EBRR) Programs and 13 Productive Activities (PA) available that require facilitation by Psychology staff.

e. **Substance Use Disorder Treatment**

The BOP continues to develop evidence-based treatment practices to manage and treat offenders with histories of substance misuse and substance use disorders. Treatment protocols for Drug Education, Non-Residential Drug Abuse Programs, and Residential Drug Abuse Programs were updated and implemented in FY 2020 and FY 2021 to reflect best practices in substance use treatment and gender-responsive care in correctional settings.

The BOP's treatment strategy includes early identification through a psychology screening, psychoeducation, medication-assisted treatment, non-residential substance use treatment, intensive residential substance use treatment, integrated substance use and mental health treatment, and community transition treatment.

Drug Program Screening and Assessment. Upon entry into a BOP facility, an inmate's records are assessed to determine if there is a history of substance use, a judicial recommendation for substance use treatment, a violation due to substance use, or if the instant offense is related to substance use. If so, the inmate is required to participate in the Drug Education course and is referred to other substance use treatment programs (i.e., Non-Residential Drug Abuse Program, Residential Drug Abuse Program, Medication Assisted Treatment) as appropriate.

Drug Education. Participants in the Drug Education course receive factual information on the relationship between substance use and crime as well as the psychological, biological, and social impact substance use has on a person. Participants are encouraged to consider their substance use treatment needs and volunteer for the appropriate treatment programs. In FY 2021, 19,378 inmates participated in Drug Education, which exceeded the projection of 17,500 inmates. It is further projected that 22,000 inmates will participate in Drug Education in FY 2022, FY 2023, and FY 2024.

Medication Assisted Treatment. Medication assisted treatment (MAT) is the use of medications in combination with evidence-based psychosocial interventions to treat opioid use disorders. BOP is developing and implementing treatment protocols designed specifically for MAT Program participants, and 31 MAT Psychologist positions have been allocated to the field to ensure the full range of assessment, diagnostic, and treatment services are available. Psychology Services and Health Services staff work collaboratively to provide MAT to offenders who meet any of the following criteria:

- An ICD or DSM diagnosis of Opioid Use Disorder (OUD), active or in remission
- Entrance into Bureau custody as an active MAT patient



- History of problematic opioid use prior to incarceration or self report
- Positive urinalysis history for opioids during incarceration.

BOP currently screens all those entering and preparing to leave the BOP for opioid use disorder (OUD). The BOP continues to develop in-house treatment capacity while at the same time allowing for the use of all three FDA-approved medications used in OUD through a network of in-house providers and contracts established with community clinics. As part of the increased capacity, BOP is moving swiftly to allocate and fill positions specifically intended to provide education about the benefits of MAT and to engage inmates in the full range of psychosocial and medication treatment options.

For continuity of care, MAT referral and clinical case management services are continued by Community Treatment Services through federal contracts. Community-based treatment providers provide direct services for offenders in a RRC, on home confinement, or on Federal Location Monitoring. This includes offenders transitioning from MAT in the institutions and offenders requesting MAT services upon arrival to community placement. Additionally, offenders who have a positive urinalysis history for opioids post-incarceration are referred for MAT services in the community.

Non-Residential Drug Abuse Program (NRDAP).

NRDAP was designed to provide maximum flexibility to meet offender treatment needs. Individuals who have relatively mild substance use problems and do not require intensive substance use treatment benefit from the shorter duration of NRDAP. Offenders who have moderate to severe substance use disorders but little time remaining on their sentences are prioritized for NRDAP participation. Finally, offenders who have completed the unit-based component of the Residential Drug Abuse Program participate in the Follow-up component of NRDAP for one year or until they transfer to community placement. In FY 2021, 13,570 inmates participated in NRDAP. In FY 2022, it is projected that 15,500 inmates will participate in NRDAP, with a similar number of participants in FY 2023 and FY 2024.

The FIT Program. The Female Integrated Treatment (FIT) Program is a holistic residential treatment program designed to be responsive to the gender-specific needs of women. It uses an integrated treatment model to address trauma related disorders, mental illness, and substance use disorders integrated with vocational programming. FIT Programs are located at FSL Danbury (females) and SFF Hazelton (females).

Residential Drug Abuse Program (RDAP).

The Violent Crime Control and Law Enforcement Act (VCCLEA) of 1994 requires the BOP, subject to the availability of appropriations, to provide appropriate residential substance use treatment for 100 percent of inmates who have a diagnosis for substance use disorder and who volunteer for treatment. More than half of the BOP's facilities operate a Residential Drug Abuse Program (RDAP). Participants live in a unit dedicated to RDAP, away from the general population. The RDAP is based on Cognitive Behavioral Therapy (CBT), wrapped into a modified therapeutic community model of



treatment. CBT and therapeutic communities have proven to be effective treatment models with inmate populations. In FY 2021, 10,465 inmates participated in Residential Drug Treatment Program. For FY 2022, 12,000 participants are projected; 14,500 participants are projected for FY 2023; and 15,500 participants are projected for FY 2024.



In coordination with the National Institute on Drug Abuse, the BOP conducted a rigorous three-year outcome study of RDAP, beginning in 1991. The results indicated that male participants are 16 percent less likely to recidivate and 15 percent less likely to relapse than similarly situated inmates who did not participate in RDAP. Female inmates are found to be 18 percent less likely to recidivate than inmates who did not participate in treatment. In addition, female inmates had higher rates of success than male inmates in maintaining work, acquiring educational degrees, and caring for children.

The BOP has awarded a contract to conduct a multi-year evaluation of its suite of substance use treatment programs, individually and collectively. Variables of interest include symptom reduction, institutional adjustment of participants, misconduct/criminal recidivism, and indicators of post-release adjustment. The study is expected to conclude in FY 2027.

RDAP Follow-up Treatment. If an inmate has time to serve in the institution after completing the RDAP, he or she must participate in RDAP Follow-up treatment in the institution. Follow-up treatment ensures the inmate remains engaged in the recovery process and is held to the same level of behavior as when he or she was living in the treatment unit. This program reviews all the key concepts of the RDAP and lasts for one year or until the inmate is transferred to community placement.

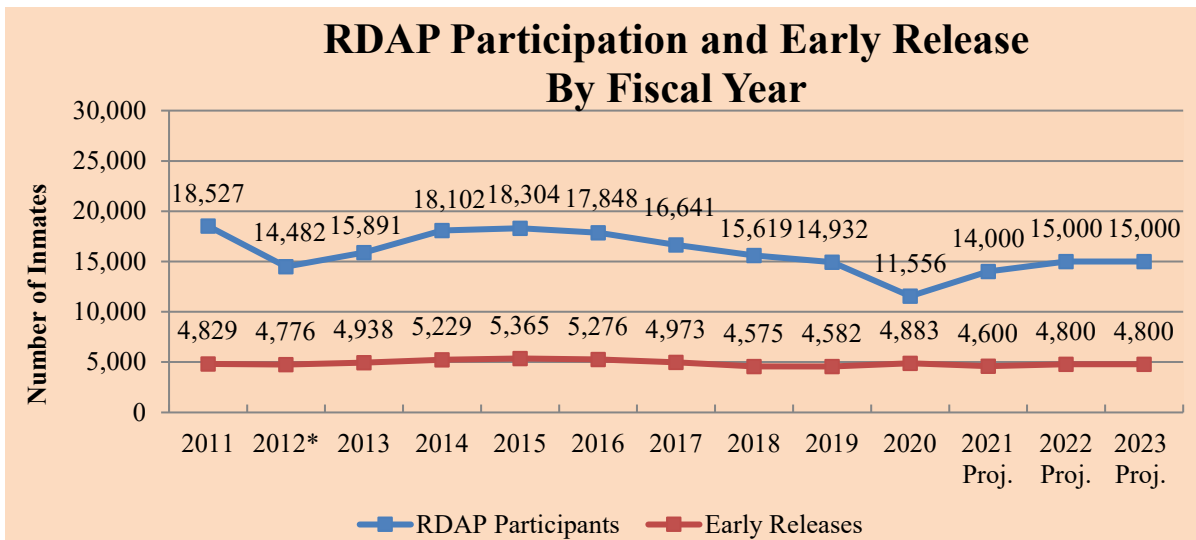
Community Treatment Services (CTS). CTS provides a nationwide comprehensive network of 160 contracted community-based treatment providers, screens over 2,500 inmates for services monthly, and provides clinical oversight for over 4,000 offenders in treatment every day. This network of professionals consists of licensed individuals (e.g. certified addictions counselors, psychologists, psychiatrists, social workers, professional counselors, medical doctors, certified sex offender therapists, etc.) and specialized agencies resulting in a variety of behavioral health treatment services available throughout the country. In addition to providing substance use treatment to RDAP participants, the BOP expanded community-based treatment services to include treatment for all offenders with substance use disorders, mental illness and sex offenders, including oversight for the final phase of the RDAP, Sex Offender Treatment Program (SOTP) and MAT. Moreover, crisis intervention counseling, (e.g., situational anxiety, suicidality, depression, grief/loss, and adjustment issues) is also available to offenders placed in RRCs, on home confinement, and on Federal Location Monitoring (FLM).



Consistent with the standard of care in the community, in 2022, CTS anticipates offering Peer Recovery Support services to all offenders with significant mental health, reintegration difficulties (e.g., suicidal ideations, use of drugs/alcohol, etc.) and/or with substance use disorders who would benefit from additional non-clinical recovery support services. A contract for Peer Recovery Support services is currently out for solicitation. These services will be offered by certified peer support specialists and will be available to offenders 24-hours a day, 7 days a week in addition to existing individual and group counseling services.

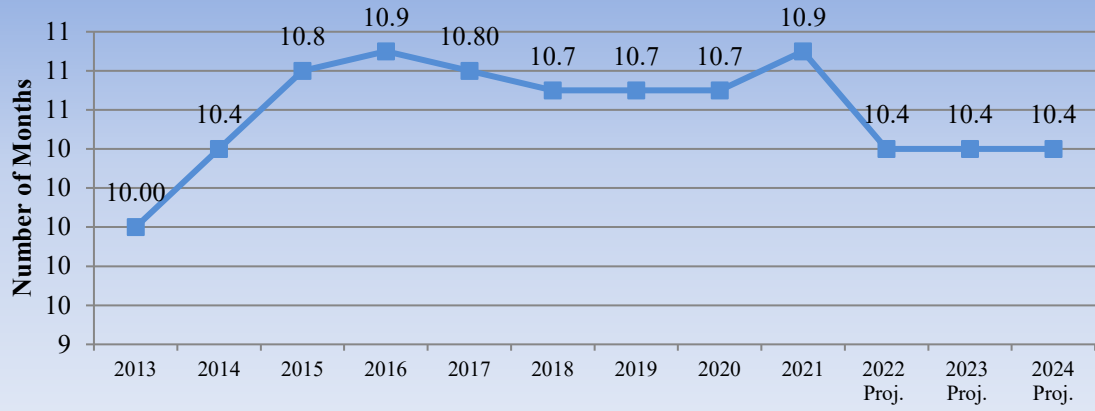
CTS also oversees all Prison Rape Elimination Act (PREA) referrals for allegations reported in the community. CTS recognizes the transition from the institution to the community is stressful for the offender as well as for the family members. CTS also offers family therapy for the offender and his/her family members as a means to facilitate successful reentry. In addition to extensive clinical oversight of the offenders' progress in treatment, CTS staff provide contract oversight for all community-based treatment providers.

The following charts show participation and early release information:





Average Early Release Credited By Fiscal Year





Residential Drug Abuse Treatment Programs and Locations (80):

NORTHEAST REGION

FCI Allenwood –L (PA)
FCI Allenwood – M (PA)
USP Canaan (PA)
FCI Danbury (CT)
FCI Elkton (OH)
FCI Fairton (NJ)
FCI Fort Dix 1 (NJ)
FCI Fort Dix 2 (NJ)
FPC Lewisburg (PA)
FPC McKean (PA)
FCI Schuylkill (PA)

FPC Greenville (IL)
FCI Leavenworth (KS)
FPC Leavenworth (KS)
USP Marion (IL)
FCI Milan (MI)
FCI Oxford (WI)
FCI Sandstone (MN)
MCFP Springfield (MO)
FCI Terre Haute (IN)
FCI Waseca (MN)
FPC Yankton 1 (SD)
FPC Yankton 2 (SD)

MID-ATLANTIC REGION

FPC Alderson 1 (WV)
FPC Alderson 2 (WV)
FCI Beckley (WV)
USP Big Sandy (KY)
FCI Butner 1 (NC)
FCI Butner 2 (NC)
FCI Cumberland (MD)
FPC Cumberland (MD)

FMC Lexington 1 (KY)
FMC Lexington 2 (KY)
FCI Memphis (TN)
FCI Morgantown 1 (WV)
FCI Petersburg - M (VA)
FCI Petersburg - L (VA)

SOUTHEAST REGION

FCI Coleman –L (FL)
USP Coleman II (FL)
FPC Edgefield (SC)
FSL Jesup (GA)
FCI Marianna (FL)
FCI Miami 1 (FL)
FCI Miami 2 (FL)
FPC Miami (FL)
FPC Montgomery 1 (AL)
FPC Montgomery 2 (AL)
FPC Pensacola (FL)
FCI Tallahassee (FL)
FCI Yazoo City (MS)

NORTH CENTRAL REGION

FPC Duluth (MN)
FCI Englewood (CO)
FPC Florence (CO)
FCI Florence (CO)

SOUTH CENTRAL REGION

FCI Bastrop (TX)
FPC Beaumont (TX)
FCI Beaumont – L (TX)
FCI Beaumont – M (TX)
USP Beaumont (TX)
FPC Bryan (TX)
FMC Carswell 1 (TX)
FMC Carswell 2 (TX)
FCI El Reno (OK)
FMC Fort Worth 1 (TX)
FCI Forrest City - M (AR)
FCI Forrest City - L (AR)
FCI La Tuna (TX)
FCI Seagoville 1 (TX)
FPC Texarkana (TX)

WESTERN REGION

FCI Dublin 1 (CA)
FCI Herlong, (CA)
FCI Lompoc (CA)
FCI Phoenix (AZ)
FPC Phoenix (AZ)
FCI Safford (AZ)
FCI Sheridan (OR)
FPC Sheridan 1 (OR)
FPC Sheridan 2 (OR)
FCI Terminal Island 1 (CA)
FCI Terminal Island 2 (CA)



Additional Residential Psychology Treatment Programs

All residential psychology treatment programs utilize empirically supported interventions, including cognitive-behavioral techniques delivered in a modified therapeutic community environment. These programs have been demonstrated to significantly reduce misconduct among program participants.

The BRAVE Program. The BOP Rehabilitation and Values Enhancement (BRAVE) Program, a program for young offenders serving lengthy sentences, addresses institutional adjustment, antisocial attitudes and behaviors, and motivation to change. Currently BRAVE programs are located at FCI Beckley and FCI Victorville - Medium. The BOP is expanding this program under the First Step Act and three additional programs will be activated in FY 2022 at FCI Greenville, FCI El Reno, and FCI Williamsburg. Research results covering the first two years of the BRAVE program found inmates who completed the program reduced misconduct by 52 percent, when compared to similar inmates who did not participate in the BRAVE program.

The Challenge Program. The Challenge Program is a residential cognitive-behavioral treatment program for high security inmates with a history of substance use and/or mental illness. Inmates may participate in the program at any point during their sentence; however, they must have at least 18 months remaining on their sentence. The duration of the program varies based on inmate need, with a minimum duration of nine months. Challenge Programs are located at 13 BOP penitentiaries.

Mental Health Treatment Programs. The BOP offers a variety of specialized mental health treatment programs dedicated to the assessment diagnosis, treatment and management of inmates with serious mental illnesses and complex behavioral problems. Specifically, these programs are designed to reduce distress, improve adaptive functioning, facilitate institutional adjustment, reduce the frequency and seriousness of misconduct, decrease inpatient psychiatric hospitalization, improve interpersonal functioning and increase reentry success. These programs provide intensive, evidence-based mental health services utilizing a cognitive-behavioral treatment model embedded in structured and supportive environments conducive to social modeling, community feedback and physical and psychological safety.

- **Mental Health Step Down Programs.** Mental Health Step Down Programs provide intensive treatment for inmates transitioning from inpatient psychiatric settings or diverting inmates before they require hospitalization. These residential programs are located at FMC Fort Worth (males), FCI Butner (males), USP Allenwood (males), and USP Atlanta (males). An additional medium security program is planned for implementation at FCI Sheridan (males) in FY 2022.
- **Transitional Care Unit.** This residential program provides high security inmates with extensive histories of serious mental illness and behavioral dysregulation, an incentivized therapeutic environment as they transition from secure treatment settings to a less restrictive environment. It is located at USP Allenwood (males).
- **The Skills Program.** The Skills Program is designed for inmates with significant cognitive limitations and social skills deficits that create adaptive and safety problems in prison and in



the community. These residential programs are located at FCI Coleman (males) and FCI Danbury (males). An additional high security program is planned for implementation at USP Allenwood (males) in FY 2022.

- **The STAGES Program.** The Steps Toward Awareness, Growth, and Emotional Strength (STAGES) Program is designed to treat inmates who have a diagnosis of Borderline Personality Disorder and have a history of serious behavioral problems and/or self-directed violence. These residential programs are located at FCI Terre Haute (males) and USP Florence (males). Additional high security programs are planned for USP Allenwood (males) and FCI Waseca (females) in FY 2022.
- **The Resolve Program.** The Resolve Program is a non-residential trauma treatment program for inmates. The program was originally developed to address the needs of female inmates with trauma-related mental illnesses, such as post-traumatic stress disorder. This program is located in 16 of the BOP's female institutions and recently expanded to 16 male institutions.
- **Sex Offender Management Program.** The BOP's psychology staff also provide Sex Offender Management Programs (SOMPs) for individuals with a sex offense history during confinement. SOMP is a multi-component program that includes the Sex Offender Treatment Program (SOTP), assessment, specialized correctional management, and population management.

The BOP's sex offender treatment programs are stratified into two program levels: the high-intensity Residential (SOTP-R) and the moderate intensity Non-Residential Sex Offender Treatment Programs (SOTP-NR).

- **The Residential Sex Offender Treatment Program (SOTP-R)** is a high intensity program designed for high risk sexual offenders (ordinarily, inmates with multiple sex offenses, or a history of contact sexual offenses). The SOTP-R is offered at FMC Devens and USP Marion.
- **The Non-residential Sex Offender Treatment Program (SOTP-NR)** is a moderate intensity program designed for low to moderate risk sexual offenders. Many of the inmates in the SOTP-NR are first-time offenders serving a sentence for an internet sex crime. SOTP-NR is available at 8 male institutions and 1 female institution. An additional SOTP-NR is planned for implementation at FCI Milan in FY 2022.

Inmates completing the SOTP-NR and the SOTP-R are expected to participate in community treatment services (if they receive community placement) provided by the Community Treatment Services Section of the Community Reentry Affairs Branch.

Since the implementation of the current program model in 2005, 1,770 inmates have completed a Sex Offender Treatment Program. The current program capacity is 229 and 4,040 inmates are awaiting placement in treatment. At the end of FY 2021, approximately 241 inmates were participating in Sex Offender Treatment Programs. To maximize public safety



and taxpayer value, the Bureau ensures that programming slots are available for sexual offenders with a moderate-to-high risk of re-offending.

- **Commitment and Treatment Program (CTP).** The Adam Walsh Child Protection and Safety Act requires the BOP, Sex Offender Certification Review Branch, to review releasing sex offenders for possible certification as sexually dangerous persons. The BOP has designated FCI Butner as the facility where certified, post-sentence persons and civilly committed sex offenders will be transferred for treatment. Presently, there are 45 civilly committed sex offenders in the CTP. Of these, 32 are participating in the treatment program.

f. Chaplaincy Services

Chaplains

The BOP employs full-time chaplains in all institutions to accommodate the free exercise of religion, manage religious programs, and provide pastoral care to inmates and staff. Under the direction of full time theologically trained Chaplains, worship services, sacred scripture studies, and faith-based reentry programming are offered across faith lines. The BOP accommodates 28 congregant faith groups and countless individual inmate religious practitioners.

Chaplains evaluate the needs of inmates in the institution and facilitate programs which address those needs. Chaplaincy Services departments offer programs directly related to spiritual development, community reentry, family relationships, personal responsibility, and religious instruction. Chaplains provide spiritual programs across the spectrum of faiths represented in the inmate population. Chaplains also train and familiarize staff regarding diverse religious beliefs and practices of inmates, while providing guidance for institution compliance with the First Amendment and legal standard established by the Religious Freedom Restoration Act, the Second Chance Act, and the First Step Act. The passage of the Second Chance Act and First Step Act ushered in the opportunity to utilize mentors to assist in the reentry efforts of formerly incarcerated individuals back to the community. Mentor Coordinator positions are allocated at all Life Connections Program and several Threshold sites to develop and expand the mentoring components of the programs.

Religious Volunteers and Contractors

Volunteers and contractors assist institutional chaplains in providing support to the many faith-based programs authorized to meet. 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. All religious volunteers and contractors are monitored consistent with their security clearance.

Religious Diet

A religious diet program is also available for all federal offenders upon request. The religious diet program offers religiously certified foods for those whose religious dietary needs necessitate a certification, and a mainline no-flesh component, which allows inmates to self-select from foods to meet their religious dietary needs.



Life Connections and Threshold Programs

The Life Connections and Threshold Programs offer inmates the opportunity to improve critical areas of their life within the context of their personal faith or value system. Both of these faith-based reentry programs are open to inmates of all faith persuasions, including those who do not claim a religious preference, and who meet the participation criteria.

In FY 2002, the BOP established the Life Connections Program (LCP), an 18-month multi-faith residential program in five institutions. A sixth program site was added in FY 2021. The current LCP institutions are FCI Aliceville (AL), FMC Carswell (TX), FCI Leavenworth (KS), FCI Milan (MI), FCI Petersburg (VA), and USP Terre Haute (IN). The BOP is exploring expanding LCP to a seventh site at FCI Fort Dix (NJ) .

The LCP provides inmates the opportunity to strengthen their faith development and build necessary life skills and tools for successful transition back to their respective communities. The LCP consists of a multi-phase program which instills values and character through a curriculum of personal, social and moral development. Two phases of mentoring, incarceration and post-incarceration phase, are also provided to the LCP inmates. In addition, the program is being carried out in partnership with a broad spectrum of faith-based contractors, volunteers, and community organizations.

Inmates not eligible for the residential LCP have the opportunity to participate in the non-residential Threshold program. Threshold is a spiritual and values-based program facilitated by chaplains, contractors, and volunteers over a six to nine-month period. This faith-based reentry program also strengthens an inmate's institutional adjustment and community reentry efforts. In FY 2022, approximately eighty-seven institutions will offer the Threshold program. This will be maintained through FY 2023, and FY 2024.



g. Other Reentry Services

- **Aging Offender Population.** Approximately 22% of BOP inmates are over the age of 49. Aging offenders are individuals who are 50 years of age or older. Substance use, instability and high risk behavior may increase programming and medical needs in the aging offender population. The BOP has adopted an aging in place management strategy which is the community standard. Inmates live in facilities close to their release residence and maintain strong family/community ties to meet their aging related needs upon reentry. Mixed generation units for institutions with large aging populations are also utilized, which place value on aging offenders living with, mentoring and guiding younger inmate peers to promote unit and institution stability. Programming is offered for this population focusing on brain health, health and wellness through the lifespan, and living with chronic conditions.
- **Transgender Offender Population.** Consistent with the Prison Rape Elimination Act of 2003 and relevant case law, BOP conducts individualized assessments of approximately 1,300 inmates who identify as transgender. The BOP utilizes a gender affirming care model in which accommodations affirming an individual's identified gender are available. With FY 2021 First Step Act funding, BOP developed new programs focused on identifying reentry resources, meeting reentry goals and learning to live as an individual's identified gender, which enhance the existing offerings for this special population.
- **Women in BOP custody.** Approximately 7% of the federal inmate population are women.

Ensuring that women receive gender responsive and trauma informed services are key to continuing the current initiatives related to incarcerated women. A number of initiatives are underway, including:

 - Family relationship curriculum is being developed for inmates and their families. BOP is currently developing interactive programming, including components in which women engage in structured programming with children and family members during visitation and distance interactions.
 - STEM and non-traditional vocational training for women. In addition to the vocational programs currently available to women, BOP implemented institution based vocational training programs to train women for high demand nontraditional gender role positions in the fields of Heating Ventilation, and Air Conditioning (HVAC).
 - Wrap around trauma informed institution. FCI Tallahassee is hosting a field trial for a holistic trauma informed and gender responsive facility. This includes an assessment of institution programming and operations, intensive staff training, potential enhancements to the physical plant and increased programming opportunities for women.
- **Inmate Veterans.** There are approximately 9,000 uniformed service veterans in BOP custody. The combination of justice involvement and prior military service creates a set of distinctive characteristics, which often differentiate justice-involved veterans



from other justice-involved adults. It is important to recognize justice-involved veterans face many challenges. The BOP offers inmate veterans the opportunity to engage in both non-residential programming and a residential Veterans Education Transitional Services (VETS) Unit. Additionally, veteran specific programming is being developed focusing on a structured support group, career skills series for veterans, and resource guide for services veterans can access upon reentry.

- **Volunteer Services.** Agency management of volunteer services includes recruitment, security compliance, training, file development/maintenance, and coordination of recognition banquets. Volunteers are valued partners who provide an array of services from one-on-one intensive mentoring to transitional support through post-release. During FY 2021, and during a national pandemic, the BOP managed approximately 7,600 active volunteers across the nation. However, under modified operations, in-person volunteer services were significantly reduced during the year or were modified to accommodate a continued need. Specifically, in recognition of the value of visitation services provided by volunteers, the BOP approved mail correspondence for participating inmates and the assigned prison visitation volunteer. This accommodation allowed these volunteers to write letters to the inmates assigned to them. At the onset of the suspension of visits, this was a critical service provided to inmates who would otherwise have no contact with anyone outside of prison.
- BOP collaborated with a contractor to develop a web-based volunteer recruitment and management tool, called *Inside Influence*. *Inside Influence* is coupled with a social media marketing campaign targeted to attract skilled volunteers in locations identified with the greatest need. This project will enhance recruitment efforts to expand volunteer partnerships and reentry programming. *Inside Influence* went live in the Mid-Atlantic and Southeast regions in August 2021; therefore, an increase in the number of skilled volunteers on those locations is expected to be realized during FY 2022. A full nation wide roll-out is expected by the end of FY 2022.
- Recognizing reentry as a critical component of the BOP's mission, all staff are charged with preparing inmates for a successful transition to their community. A primary champion in this charge is the Reentry Affairs Coordinator (RAC) located at each institution. The RAC is responsible for establishing, implementing and directing reentry initiatives including partnership development, volunteer recruitment and oversight, tracking program participation, and conducting training. RACs deliver programs, activities, and events related to reentry initiatives and inmate programming in the FSA Guide. This work also includes routine facilitation of programs that are documented in BOP data systems to ensure credit for FSA or other purposes. Through community outreach, RACs maintain a national community resource database containing referral information for a variety of resources such as housing, wrap-around-services, public benefits, child support order assistance, employment, vocational, educational, social, and other reentry related professional services available throughout the nation.



h. Occupational Safety & Health (OSH)

OSH provides national oversight authority and staff assistance in the following program areas:

- **Occupational Safety**
Providing technical expertise throughout the BOP for all issues and questions concerning compliance with the Occupational Safety and Health Administration regulations. In addition, this Section conducts audits and provides staff assistance to facilities.
- **Environmental Compliance**
Providing technical expertise throughout the agency for all issues and questions concerning the environmental management system (EMS). Often, this is accomplished by conducting environmental compliance and EMS audits at all facilities.
- **Fire Protection**
Providing technical expertise throughout the BOP for all issues and questions concerning compliance with the National Fire Codes. In addition, this section provides oversight, coordination, evaluation, and monitoring of policy for all facilities fire protection and life safety projects.
- **Industrial Hygiene**
Providing technical expertise throughout the BOP for all issues and questions concerning: respiratory protection program, hearing conservation program, air quality, mold, asbestos exposure, personal protective equipment (PPE) and industrial processes.
- **OSHA Recordkeeping as it relates to on the job injuries and reporting**
- **Pre-Employment Medical Assessments**
Provides the medical and psychological review of all Applicants applying for positions with the Agency and provide medical recommendation for their suitability.
- **Medical/Psychological Fitness for Duty**
Providing technical expertise throughout the BOP for all issues and questions concerning the Agency's staff and their abilities to perform their duties in a safe manner for all. Coordinates the Agency's Independent Medical Examinations (IMEs) of staff to assess their ability to perform their essential duties.
- **Drug Free Work Place program**
Providing technical expertise throughout the BOP for all issues and questions concerning compliance with the national guidelines set by Department of Health and Human Service (HHS) and Department of Transportation (DOT) as it relates to Agency's law enforcement mission.
- **Centralized Workers' Compensation Unit & Workers' Compensation case management**
Providing technical expertise throughout the BOP for all issues and questions concerning compliance with the Federal Employee's Compensation Act (FECA) and management of long-term workers' compensation cases across the bureau.
- **Medical issues as it relates to reasonable accommodation and temporary job modifications.**

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- Employee Health to include addressing outbreaks at institutions which would affect BOP employees and Bloodborne Pathogen Program for staff.
- Medical input into reasonable accommodation/medical leave/FMLA/LWOP throughout the BOP.



2. Performance and Resource Tables

PERFORMANCE AND RESOURCE TABLE												
Decision Unit: Inmate Care and Programs												
RESOURCES (\$ in thousands)			Target		Actual		Projected		Changes		Requested (Total)	
			FY 2021		FY 2021		FY 2022		Current Services Adjustments and FY 2023 Program Changes		FY 2023 Request	
Total Costs and FTE (Reimbursable: FTE are included, but costs are bracketed and not included in totals)			FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			35,161	7,708,375	35,210	7,708,375	35,262	7,670,393	1,304	327,558	36,566	7,997,761
TYPE	STRATEGIC OBJECTIVE	PERFORMANCE	FY 2021		FY 2021		FY 2022		Current Services Adjustments and FY 2023 Program Changes		FY 2023 Request	
Program Activity		Inmate Care and Programs	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			12,628	2,925,199	12,421	2,910,685	12,712	2,989,673	540	137,843	13,252	3,127,516
APG Measure:	N/A	N/A	N/A		N/A		N/A		N/A		N/A	
KPI: Output	Increase Ballot Access for Eligible Voters	Percent of BOP facilities providing structured curriculum on voting rights to releasing individuals.	N/A		N/A		49%		3%		52%	
KPI: Output	Fully Implement the First Step Act and Ease Barriers to Successful Reentry	Percent of inmates in federal custody who have successfully completed or are enrolled in an FSA program or activity.	N/A		N/A		50%		5%		55%	
Performance Measure		# of Inmates Completing Literacy Program	3,000		1,877		3,000		300		3,300	



Performance Measure	# of Inmates Participating in the Residential Drug Abuse Treatment Program	14,000	10,465	12,000	1,535	13,535
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*Denotes inclusion in the DOJ Quarterly Status Report and DOJ Annual Performance Plan.

Data Definition: Currently, the Literacy Program measure identifies the number of inmates receiving a certificate for completing the General Educational Development (GED) program. The GED Tests measure high school level skills and knowledge. The GED credential is the most widely accepted high school equivalency credential. The Residential Drug Abuse Program (RDAP) measure is the projected number of BOP inmates who participated in the RDAP within the Fiscal Year.

Data Validation and Verification: Institution education staffs 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 equivalency credential. GED completion data is provided by the GED Testing Service, American Council on Education. GED completion information is posted in the BOP's internal Website (intranet) monthly and all agency personnel have access to the information. Data is collected/entered into the BOP's SENTRY data system and the Bureau Electronic Medical Record (BEMR). Data is collected/entered primarily by Case Managers, Drug Treatment Specialists and Drug Abuse Program Coordinators in the institutions. SENTRY data tracks the inmate's status in RDAP. BEMR tracks the inmate's clinical progress, including: treatment plans; 60 day treatment reviews; group contacts; individual contacts; treatment summaries, etc. Current and historical data uploads from SENTRY are provided monthly. (Although weekly data is available for current participants, it is necessary to use the monthly files to match the historical data). A Statistical Analysis Software (SAS) program was written to identify the number of inmates in BOP custody who were identified in SENTRY as DAP PART (RDAP Participation) or DAP PART D (Dual Diagnosis RDAP Participation) or DAP PART S (Spanish RDAP Participation) assignments for the current Fiscal Year. Both SENTRY and BEMR are stored electronically. Signed documents are inserted in the inmate's Central File and in some cases scanned and digitally stored in BEMR. Completion numbers are monitored by field education staff via monthly GED statistical reports posted on the agency's intranet. Validation is conducted by the Drug Abuse Program Coordinator through regular treatment meetings, supervision and inmate file and data reviews. Data Verification is conducted through SENTRY data which are monitored by Central Office and the Regional Offices no less than monthly. Also verification is done through routine review of BEMR records in the course of daily activities of inmate documentation related to the RDAP. Examples of reviews conducted include, but are not limited to: programs are operating as intended; participant status and progress are documented appropriately; BEMR documentation meets the clinical standard as outlined by policy and training; inmates are interviewed for RDAP appropriately; and to ensure all inmates qualified for the RDAP are receiving the RDAP before their release from BOP custody.

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



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PERFORMANCE MEASURE TABLE												
Strategic objective	Decision Unit: Inmate Care and Programs											
	Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021		FY 2022	FY 2023	
			Actual	Actual	Actual	Actual	Actual	Target	Actual	Target	Target	
	Agency Priority Goals	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	Key Performance Indicator	Percent of BOP facilities providing structured curriculum on voting rights to releasing individuals.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	49%	52%
	Key Performance Indicator	Percent of inmates in federal custody who have successfully completed or are enrolled in an FSA program or activity.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	50%	55%
	Performance Measure	Increase the # of Inmates Completing Literacy Program	6,456	2,667	3,249	2,857	1,877	3,000	1,877	3,000	3,300	
	Performance Measure	# of Inmates Participating in the Residential Drug Abuse Program	17,848	16,641	15,619	14,932	11,556	14,000	10,465	12,000	13,535	

3. Performance, Resources, and Strategies

a. Performance Plan and Report for Outcomes

Number of Inmates Completing Literacy Program: This measure identifies the number of inmates enrolled in a high school equivalency program receiving a certificate for successfully completing the General Educational Development (GED) assessment. The GED offers adults who did not complete traditional high school an opportunity to pursue education and career opportunities once released to the community. Additionally, beginning in FY 2017 the Bureau accepted non-GED credentials earned through passing the HiSet and TASC high school equivalency tests.

In January 2014, a new version of the GED test was released with modified content and a computer-based delivery method. As of September 2018, all BOP GED testing centers were converted to computer-based GED testing and the agency saw an increase in computer-based testing completions for that fiscal year. In FY 2021, the agency fell short of meeting the goal of 3,000 high school equivalency credentials obtained by 1,263, due largely to the BOP's declining inmate population. For FY 2022, the BOP is projecting 3,000 completions, and the FY 2023 projection is 3,300 completions.

As part of converting paper-based GED testing to computer-based testing, each BOP institution has been provided with a variety of resource materials designed to assist teachers in guiding students to successful certificate attainment and monitoring their learning progress. The GED Testing Service provides an 8-hour, hands-on training for the new assessment content to all education staff responsible for GED instruction, consistent with funding availability, at the agency's National Corrections Academy in Aurora, Colorado. Training on the modified content is ongoing, and professional development is available through Bureau Learning University (an in-house learning system) intranet posting, as well as in person training sessions. This training takes educators through an overview of the new GED 2014 test standards, instructional practices, and evidence based writing using the BOP's standardized GED 2014 textbooks.

Number of Inmates Participating in the Residential Drug Abuse Treatment Program (RDAP): In FY 2021, the number of inmates participating in RDAP was 10,456. The BOP missed the target by 3,544 inmates, due largely to the BOP's modified operations because of the COVID-19 pandemic. The BOP is projecting 12,000 participants in FY 2022 and 13,535 in FY 2023.



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. The BOP will develop and provide programs to address inmates' identified needs and target inmates with the highest risk of recidivating.

The agency's strategy includes a strong component of partnership building with community organizations, state, local, and other federal agencies. The partnerships provide inmates with an increased level of continuity of care, as well as access to resources to assist with housing, employment, and medical and mental health care.

Substance Use Treatment

The BOP continues to develop evidence based treatment practices to manage and treat offenders with substance misuse and substance use disorders. The BOP's strategy includes early identification through a psychology screening, drug education, non-residential substance use treatment, medication-assisted treatment, intensive residential substance use treatment, and community transition treatment, as discussed earlier.

c. Priority Goals

The Department must provide meaningful opportunities to federal inmates for rehabilitation and reentry to the community. The Department will ensure that it is faithfully executing the First Step Act by continuing to revalidate the risk-and-needs assessment system, update any associated policies, deliver evidence-based rehabilitative programming opportunities to all inmates, and develop performance metrics to track BOP's compliance with the statute.



B. Institution Security and Administration

Institution Security and Administration	Direct Pos.	Estimate FTE	Amount
2021 Enacted	23,507	21,299	3,637,012
2022 Annualized CR	23,507	21,299	3,457,428
Adjustments to Base and Technical Adjustments	0	714	231,495
2023 Current Services	23,507	22,013	3,688,923
2023 Program Increases	0	0	15,600
2023 Request	23,507	22,013	3,704,523
Total Change 2022-2023	0	714	247,095

1. PROGRAM DESCRIPTION: Institution Security and Administration

This budget activity covers costs associated with Institution Security and Administration, Institution Maintenance, and Institution Staff Training.

For FY 2023, the BOP is requesting \$2.1 billion for Institution Security, \$764.5 million for Institution Administration, \$772.0 million for Institution Maintenance, and \$42.6 million for staff training.



a. Institution Security and Administration

All institutions are assigned a security level based in part on the physical security of each facility. Institutions in the BOP are divided into five security levels: minimum, low, medium, high, and administrative. Administrative security institutions house a variety of specialized populations, such as pre-trial, hold-over, medical, mental health, and sex offenders. Based on BOP research, incarcerated women generally do not require the same degree of security as incarcerated men. Therefore, a modified classification system is used for female inmates. Female inmates may also be placed in state and local facilities.

Each inmate is tracked through BOP’s SENTRY Information System. Inmates are assigned a security and custody level, which relates to the degree of supervision needed and ensures that they 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 inmates 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 that 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 and/or armed mobile perimeter patrols. There is also razor wire strung between a double fence with high mast lighting to illuminate the perimeter, highly technical equipment such as alarm systems, and video surveillance. Entrances



through the perimeter are controlled by a series of gates, electrical and manual, supplemented by metal detection systems and search procedures for weapon and contraband control. BOP has Closed Circuit Television technology in its institutions, 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 (five on weekdays, six on weekends) in all institutions to monitor and account for inmates. Work supervisors and program personnel are held strictly accountable for all inmates under their supervision.

Violations of institution regulations are handled through the Inmate Disciplinary Process. Correctional staff members 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 have the opportunity to participate in, and present evidence at a due process hearing before findings are made. Inmates may appeal these decisions using the administrative remedy process.

Administrative Detention 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, and threats to the security and orderly running of the institution. Disciplinary Segregation provides for segregation of inmates found guilty of violations of rules through the Inmate Disciplinary Process.

Investigative staff members gather and share a wide variety of intelligence information and products with other law enforcement entities. This intelligence may be gathered from monitoring of an inmate's social communications, day-to-day institutional conduct, and may be indicative of on-going criminal activity by the inmate. Staff members are routinely forwarding counter terrorism intelligence to the National Joint Terrorism Task Force; local Joint Terrorism Task Force(s); Federal Bureau of Investigation (FBI) Counterterrorism Division; and Central Intelligence Agency liaison personnel. Additionally, a significant amount of data regarding inmate financial transactions, telephone calls, and correspondence is available to law enforcement entities through the Department of Justice's Law Enforcement Information Sharing Program (LEISP).

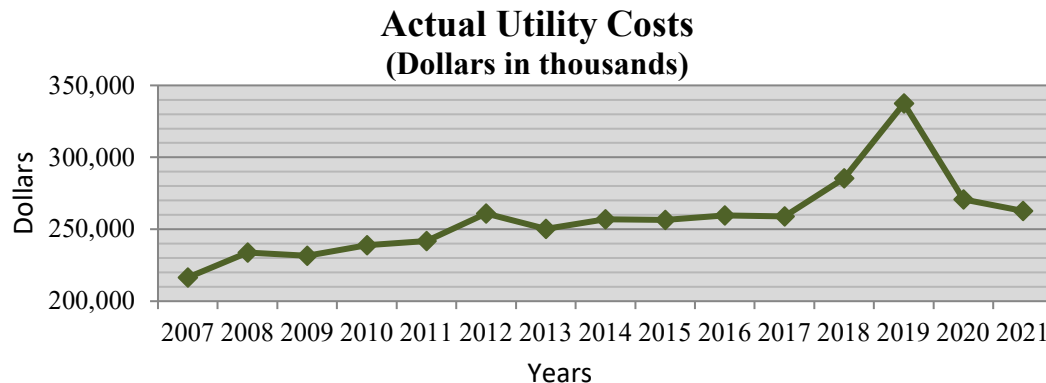
b. Institution Maintenance

The Facility Maintenance program adequately maintains and safely operates 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 February 2022, BOP facilities are situated on 46 thousand acres of land and contain approximately 66 million square feet of floor area, all of which must be maintained and furnished with utility services. 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.

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. The following graph illustrates the obligations for actual non-salary utility costs, with about \$263 million incurred in FY 2021.



Note: Several Energy Savings Performance Contracts were fully paid in Fiscal Year 2019, resulting in the larger than normal difference between FY 2019, FY 2020, and FY 2021.

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 that normally cost \$10,000 or less. However, there are policy guidelines that 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.

Inmate crews under staff supervision accomplish the work within the maintenance program almost entirely. Each work crew consists of a staff foreman and 10 to 20 inmates. Each institution must have highly skilled staff with experience and training in every phase of construction and maintenance work including steam fitting, 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.

c. Institution Staff Training

The Staff Training Academy (STA) at the Federal Law Enforcement Training Center (FLETC) in Glynco, Georgia, provides introductory and advanced correctional training for BOP law enforcement staff. The Introduction to Correctional Techniques (ICT) program is a five-week program for a total of 184 hours of instruction that is taught in two phases. Phase I consists of



two weeks of training at the institution and Phase II consists of a three-week training program at the STA.

The STA oversees the curriculum development and administration of the three week (104 hours) ICT Phase II course. ICT, Phase II consists of 80 hours of program instruction that covers correctional supervision principles, national policy guidelines, interpersonal communication skills, offender characteristics, principles of diversity and inclusion, legal issues, self-defense techniques, hostage situations, ethics, special offenders, inmate discipline, practical exercises, physical abilities testing, and 24 hours of firearms training and certification with three different weapons. Successful completion of this program (academics, firearms, and the Physical Abilities Test) is required for continued employment of newly hired staff entering into law enforcement positions.

The STA provides advanced correctional skills training in disturbance control, firearms, bus operations, self-defense, baton, marksman/observer, and witness security escort. The Academy also provides training for trainers in cardiopulmonary resuscitation (CPR), automated external defibrillator (AED), disturbance control, firearms, self-defense, baton, and marksman/observer.

The Management and Specialty Training Center (MSTC) in Aurora, Colorado, provides senior level training courses, Distance Learning programs and audio and visual products for the BOP. 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, Correctional Programs, Food Service, Finance, Human Resources, Education, Drug Treatment, Psychology, Religious Services, Trust Fund, and many other training specialties. In addition to preparing staff for position specific responsibilities, the MSTC also provides training in collateral responsibilities such as: Hostage Negotiations, Discipline Hearing Officer, and EEO Counselor, among 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.

The MSTC (part of the National Corrections Academy along with the National Institute of Corrections) serves as host to large scale training events for most BOP disciplines as well as a focal point for collaboration in training development and delivery with other DOJ agencies. The BOP's History Museum, which captures the agency's rich history and traditions through various displays including documents, pictures, and artifacts, is hosted at the National Corrections Academy, under the direction of the MSTC, to increase its availability to approximately 10,000 state, local, and federal correctional professionals that come to the NCA/MSTC annually.

To maximize the use of training funds, the MSTC develops and provides several alternatives to residential courses that include Distance Learning programs via web-based courses on BOP-Learn, video productions, and videoconferencing. With the addition of various new technologies, the MSTC has improved capabilities in audiovisual services, video on demand, versatile classroom configurations, high-definition videoconferencing, and state-of-the-art classroom technologies.



The Human Resource Services Center (HRSC) located in Grand Prairie, Texas, is comprised of four components: the Consolidated Processing Unit, the Consolidated Benefits Unit, the Consolidated Staffing Unit, and the Security and Background Investigation Section. The HRSC supervises and directs the overall management of Human Resources shared services for the Central Office, 6 Regional Offices, and 122 institutions that employ more than 36,000 staff.



2. Performance and Resource Tables

PERFORMANCE AND RESOURCE TABLE										
Decision Unit: Institution Security and Administration										
RESOURCES (\$ in thousands)			Target		Actual		Projected		Changes	
			FY 2021		FY 2021		FY 2022		Current Services Adjustments and FY 2023 Program Changes	
Total Costs and FTE <small>(Reimbursable: FTE are included, but costs are bracketed and not included in totals)</small>			FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			35,161	7,708,375	35,210	7,708,375	35,262	7,670,393	1,304	327,558
TYPE	STRATEGIC OBJECTIVE	PERFORMANCE	FY 2021		FY 2021		FY 2022		Current Services Adjustments and FY 2023 Program Changes	
Program Activity		Institution Security and Administration	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			21,299	3,492,512	21,464	3,408,547	21,299	3,457,428	714	247,095
APG Measure:	Increasing the percentage of federal law enforcement officers who receive Use of Force Sustained Training within a 3-year period to 95%	Promoting Trust in Law Enforcement through Transparency. To promote public trust between communities and law enforcement, the Department will support efforts to make communities and policing safer while protecting individual civil rights. By September 30, 2023, the Department will improve community trust in and accountability of law enforcement by: (1) increasing the percentage of federal law enforcement officers who receive Use of Force Sustained Training within a 3-year period to 95%; (2) increasing the percentage of federal law enforcement officers equipped with Body Worn	N/A		N/A		100%		0%	

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		Cameras (BWCs), and associated training to 38% from a 2021 baseline of 1%; and (3) providing technical assistance or other case team support to correct unlawful policies and implement required reforms to at least 90% of jurisdictions under settled and litigated judgments in law enforcement pattern or practice cases.					
KPI:	Promote Trust Between Communities and Law Enforcement	Percent of federal law enforcement officers who receive Use of Force Sustained Training within a 3-year period.	N/A	N/A	100%	0%	
Performance Measure		Rate of serious assaults in Federal Prisons (Rate/5,000)*	11	4	11	0	
Performance Measure		% of staff on-board at BOP Inst.	88%	91%	95%	2%	
Performance Measure		Medium & high security crowding	Med = 20% High = 15%	Med = 20% High = 17%	Med = 19% High = 20%	Med = 2% High = 1%	
Outcome		Escapes from Secure Institutions	0	0	0	0	
Outcome		System-wide Crowding	12%	-2%	6%	3%	

*Denotes inclusion in the DOJ Quarterly Status Report and DOJ Annual Performance Plan.

*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 represent incidents that were reported for the preceding twelve months before the end of the FY. Beginning with the FY 2007 data, data focused on the rate of serious assaults (inmate on inmate per 5,000), which is a more meaningful safety indicator for BOP facilities.

Data Definition: Reported assault rate is based on guilty findings of serious assaults. Serious assaults involve serious physical injury being attempted or carried out by an inmate, as well as armed assaults on the institution's secure 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 security levels. The percent of crowding represents the rate of crowding that is over capacity. For example, if an institution had a number of inmates that equaled the rated capacity, this would represent 100% occupancy, which equals 0% crowding. Any occupancy above 100% represents a percentage of crowding. System-wide BOP facilities and all rated capacity, including secure and non-secure facilities, low, medium, and high security levels, as well as administrative maximum, detention, medical, holdover, and other special housing unit categories. Medium security facilities: strengthened perimeters, mostly cell-type housing, work and treatment programs and a lower inmate-to-staff ratio than low security facilities. High security facilities: also known as U.S. Penitentiaries, highly secure perimeters, multi-level housing, lowest inmate-to-staff ratio, close control of inmate movement. All BOP institutions are assigned a security classification level based in part on the physical design of each facility. Additionally, there is an administrative category of facilities that house a variety of specialized populations such as pre-trial, medical, mental health, and sex offenders. Low, medium, and high security levels and administrative institutions are defined as "secure," based on increased security measures for offenders designated.

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Data Validation and Verification: The most senior managers in the agency conduct annual reviews of institution performance including assaults and other misconduct. Additionally, during Program Reviews (which are conducted at least annually), annual operational reviews, and Institution Character Profiles (which are conducted every three years), reviews of assaults and other misconduct patterns are accomplished. The SENTRY system is the BOP's operational data system, and the Analysis Portal (MAP) aggregates the SENTRY data and provides an historical perspective. Subject matter experts review and analyze population and capacity levels daily, both overall and by security level. BOP institutions print and provide the count of inmates within every institution cell house. The report further subdivides the cell houses into counting groups, based on the layout of the institution. Using this report, institution staff conduct an official inmate count to confirm the inmate count within SENTRY. The BOP Capacity Planning Committee (CPC), comprised of top BOP officials, meets quarterly to review, verify, and update population projections and capacity needs for the BOP. The CPC reports regularly from the Administrative Office of the U.S. Courts by the BOP Office of Research and Evaluation in order to project population trends. The CPC reconciles bed space needs and crowding trends to ensure that all available prison space is used both in federal prisons and in contract care. The most senior managers in the agency conduct annual reviews of institution performance including escapes. Additionally, during Program Reviews (which are conducted at least annually), annual operational reviews, and Institution Character Profiles (which are conducted every three years), reviews of escapes (including attempts) are conducted, along with other inmate misconduct. Data for the rate of serious assaults is maintained in an operational computer system (SENTRY), specifically the Chronological Disciplinary Record (CDR) module, which records all disciplinary measures taken with respect to individual inmates. This data is maintained and stored in the Analysis Portal information system (MAP and the Institution Management Dashboard), which permits retrieval of data in an aggregated manner. The data represents guilty findings of serious assaults on inmates. Data for the escape measure are taken from Incident Reports submitted by the institution where the incident occurred. This has become an automated process, which went nationwide in August of 2009, known as the TruIntel system. The data is captured in data sets and made available to the Office of Research and Evaluation, which analyzes the data and makes the escape information available through the MAP, specifically the Institution Management Dashboard. Data are gathered from several computer systems. Inmate data is stored in an on-line system (SENTRY). The BOP also utilizes a population forecast model to plan for future contracting and construction requirements to meet capacity needs.

Data Limitations: The data represents the number of guilty findings for assaults over a twelve-month period per 5,000 inmates. Due to the time required to adjudicate allegations of assault, there is a lag between the occurrence of an assault and the reporting of guilty findings. Due to accelerated reporting requirements (within 15 days of quarter and fiscal year end) and to provide a more accurate assault rate, the BOP is using 12 months of completed/adjudicated CDR data for each quarter of reporting, showing 12 month periods ending the last month of the previous quarter. Due to the unpredictable environment in prisons and other external factors, there may be discrepancies between projected and actual numbers contained in the tables. Most plans are developed based on historical data, past experience and joint agency efforts to project for the future.



PERFORMANCE MEASURE TABLE											
STARTEGIC OBJECTIVE	Decision Unit: Institution Security and Administration										
	Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021		FY 2022	FY 2023
			Actual	Actual	Actual	Actual	Actual	Target	Actual	Target	Target
	Agency Priority Goals	Increasing the percentage of federal law enforcement officers who receive Use of Force Sustained Training within a 3-year period to 95%.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100%	100%
	Key Performance Indicator	Percent of federal law enforcement officers who receive Use of Force Sustained Training within a 3-year period.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100%	100%
	Performance Measure	Rate of serious assaults in Federal Prisons (Rate /5,000)	7/5,000	6/5,000	6/5,000	6/5,000	6/5,000	11/5,000	4/5,000	11/5,000	11/5,000
	Performance Measure	Increase the % of staff on-board at BOP institutions to facilitate programming and maintain safety and security	89%	97%	88%	88%	90%	88%	91%	95%	92%
	Performance Measure	Manage medium & high security crowding to assess needs for additional staff and beds	M = 22% / H = 31%	M = 18 / H = 24%	M = 17% / H = 26%	M = 20% / H = 15%	M = 8% / H = 17%	M = 20% / H = 15%	M = 20% / H = 17%	M = 19% / H = 20%	M = 21% / H = 21%
	OUTCOME Measure	Escapes from Secure Institutions	0	1	0	0	0	0	0	0	0
	OUTCOME Measure	System-wide Crowding	16%	13%	13%	12%	-6%	12%	-2%	6	9%



3. Performance, Resources, and Strategies

a. Performance Plan and Report for Outcomes

Escapes from Secure Institutions: As illustrated in the preceding Performance and Resource Table, the outcome measure for the Institution Security and Administration decision unit is “Escapes from Secure Institutions.” In FY 2021, the BOP had zero escapes and the performance targets for FY 2022 through FY 2023 will remain at zero. It should be noted that minimum security or camps are not classified as secure institutions.

Rate of Serious Assaults in Federal Prisons: Every reasonable precaution is taken to ensure that inmates are provided with a safe and secure environment in facilities according to their needs. While it is the objective of the Department and BOP to eliminate all serious assaults, the target reflects projections based on historical data and observed trends. These data represent the number of serious assaults over a 12-month period per 5,000 inmates. Due to the time required to adjudicate allegations of assault, there is a lag between the occurrence and reporting guilty findings. Accordingly, the figure reported represents incidents that were reported for the preceding 12 months ending several months before the end of the fiscal year. BOP was within its target for FY 2021 with 4/5,000 serious assaults. For FY 2022 through FY 2023 the target will remain at 11/5,000. To enhance safety, we added a second officer to the housing units at our high-security institutions and issued stab resistant vests for all staff at administrative, high, medium, and low-security institutions, detention centers, and jail units. MK-4 OC (pepper) spray has been issued to all staff at all security level institutions, the MK-9 OC (pepper) spray has been authorized at specific locations and posts, and cut and puncture resistant gloves have been made available to all staff for use when conducting searches. The Bureau also continued deploying new contraband-detecting technologies, including thermal fences, enhanced walk-through metal detectors, and whole-body imaging devices. These changes help keep our staff safe, and that helps keep America safe.

Percentage of Staff On-board at BOP Institutions: This measure provides the percentage of staff on-board compared to the number of positions at BOP facilities. In FY 2021, the BOP’s actual percentage of staff on board at BOP facilities was 91 percent. The BOP’s target for FY 2022 will be 95 percent of authorized positions, and 92 percent for FY 2023.

Medium and High Security Crowding Conditions: BOP facilities continue to have high crowding rates at high security facilities which is a contributing factor to increases in the number of serious assaults. The focus with this measure is to manage overcrowding in prisons and ensure inmate care and safety, as well as the safety of BOP staff and surrounding communities. System-wide crowding is a percentage derived from dividing the number of inmates by the rated capacity (beds) of BOP facilities.



BOP’s medium and high security crowding level projections for FY 2022 through FY 2023 are:

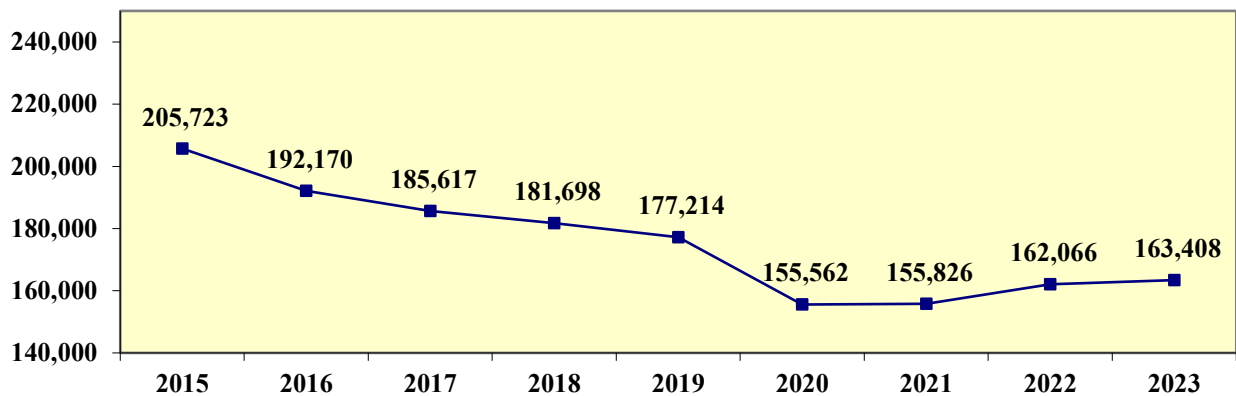
Medium Security Targets

FY 2022 – 19 percent
 FY 2023 - 21 percent

High Security Targets

FY 2022 – 20 percent
 FY 2023 – 21 percent

POPULATION GROWTH



Notes on Population Data:

The chart above includes actual population for FY 2015 through FY 2021 and projected population numbers for FY 2022 through FY 2023. The population 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, other DOJ components, and the BOP's own information system (SENTRY).

b. Strategies to Accomplish Outcomes

The BOP will continue to explore opportunities to add capacity efficiently and cost-effectively through expansions of existing facilities as funding permits. Through the on-going maintenance program (Modernization and Repair), the BOP maintains the infrastructure of federal prisons to promote the safety of Correctional Officers and inmates. The BOP will continue to monitor staffing ratios, inmate misconduct, and schedule regular American Correctional Association accreditation/re-accreditation for its facilities. The BOP will strive to increase staffing to enhance safety as funding permits.

c. Priority Goals

The Department must provide meaningful opportunities to federal inmates for rehabilitation and reentry to the community. The Department will ensure that it is faithfully executing the First Step Act by continuing to revalidate the risk-and-needs assessment system, update any associated policies, deliver evidence-based rehabilitative programming opportunities to all inmates, and develop performance metrics to track BOP's compliance with the statute.



C. Contract Confinement

Contract Confinement	Direct Pos.	Estimate FTE	Amount
2021 Enacted	309	276	968,356
2022 Annualized CR	309	281	889,053
Adjustments to Base and Technical Adjustments	0	0	-50,228
2023 Current Services	309	281	838,825
2023 Program Increases	0	0	0
2023 Request	309	281	838,825
Total Change 2022-2023	0	15	-50,228

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). As of February 17, 2022, 12.3 percent of the BOP inmate population is housed outside of BOP facilities in alternative confinement. This includes private prisons, Residential Reentry Centers (RRCs or halfway houses), state and local facilities, and home confinement. In 2013, the Residential Reentry Management (RRM) Branch implemented a management consolidation from six regions to three sectors. The RRM Branch now provides management oversight to three sector management teams that in turn provide oversight to the 23 RRM field office locations throughout the nation.

The following chart provides estimated funding (dollars in thousands) amounts for key programs funded in the Contract Confinement decision unit:

Program Area	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual
Residential Reentry Centers	\$411,588	\$342,466	\$352,883	\$357,596	\$405,407
Private Prisons	\$451,922	\$450,904	\$454,560	\$454,330	\$312,158

a. Residential Reentry Centers (RRCs)

RRM staff oversee contracted community-based confinement facilities nationwide, as well as provide case management services for inmates and perform liaison activities with the U.S. Marshals Service (USMS), U.S. Probation Office, U.S. Parole Commission (USPC), Federal Courts, other federal agencies, and state and local government agencies.

Since January 1982, the number of inmates managed in contract RRCs and home confinement placement has increased from a daily population of 1,425 to a daily population of 12,023 as of February 17, 2022. The BOP has approximately 190 RRCs throughout the



nation which provide services to federal inmates, 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. Gainful employment and the reestablishment of family ties are the major aspects of transitional programs. Home confinement is the last phase of incarceration for inmates 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.

b. Privatized Facilities

Since the mid-1980s, the BOP has contracted for the confinement of sentenced offenders in secure facilities. This improved BOP's flexibility to manage a rapidly growing inmate population and to help control crowding, especially in the BOP's low security facilities. As of February 22, 2022, 100 percent of the inmates housed in the BOP contract facilities are low security, sentenced criminal aliens.

The BOP remains vigilant and continues to monitor, evaluate, and make appropriate changes to the management and oversight of contracts. The centralized oversight and administration of these facilities 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 for facility operations. Staff from the PMB monitor for contractual compliance and facilitate communications between contract facilities and the BOP. The BOP has more than 6,000 inmates in 4 privately managed secure facilities as of February 2022. Consistent with Executive Order (E.O.) 14006, the BOP is not resoliciting any expiring contracts with private detention facilities. The BOP projects to vacate 4 remaining private facilities by the end of CY 2022. Additionally, over 12,000 inmates are in RRCs, home detention, short-term detention, juvenile facilities, or long-term boarder facilities operated by state correctional departments.

Several categories of federal inmates (including inmates who are under probation or supervised release but need more intensive services and/or programs than can be provided under probation) are confined in smaller numbers in state, local, and private facilities. There are approximately 20 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 inmates whose lives might be endangered in federal facilities (protection cases) are placed in state correctional facilities. Inmates whose short sentences preclude transfer to a federal facility are placed in local jails to serve their sentences.

Approximately 17 percent of the BOP inmate 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. Fourteen institutions and contract facilities provide either TeleVideo capabilities or courtroom and office space for ICE and EOIR staff to process and complete deportation decisions. The



expansion of TeleVideo is progressing within the BOP facilities. The goal of the IRP is to complete removal proceedings for non-U.S. citizen inmates while serving their sentence, thus allowing ICE to remove them from the U.S. immediately upon release from BOP custody. 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 the Residential Reentry Management Branch, Privatization Management Branch, and the National Institute of Corrections:

The Residential Reentry Management Branch (RRMB) is responsible for the general program, policy development, and monitoring for contractual compliance for the BOP's network of approximately 190 RRCs to include contracted facilities as well as those under agreements with state, county or local governmental agreements. RRMB field office staff also review approximately 50,000 referrals for RRC placement each year and monitor each placement until the offender is released from BOP custody. RRMB also works with the contracting branch to offer technical assistance in the acquisition process for RRC services. The three branch sector management teams provide technical assistance to the BOP's 23 RRM offices in the areas of contract oversight, case management and inmate systems management. Responsibility for the BOP's network of contract confinement facilities for federal juvenile offenders also rests with the RRMB.

In addition, RRMB maintains the Memorandum of Understanding (MOU) with the U.S. Marshals Service and the Administrative Office of the U.S. Courts; and administers the MOU with the DC Department of Corrections regarding DC code violations.

c. National Institute of Corrections (NIC)

Also included in this decision unit is the National Institute of Corrections, a federal entity that is authorized by statute 18 USC 4351, to provide training, technical assistance, and information services to federal, state, and local correctional agencies, including the BOP. NIC provides technical assistance 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.

NIC also provides corrections leaders and staff with information to improve and support their public safety operations. The NIC Information Center is the dedicated information science and curation arm of the agency. It includes the Robert J. Kutak Memorial Library located at the National Corrections Academy and the NIC website at www.nicic.gov. The Center manages over 10,655 corrections and relevant management resources, with additional external sources available directly through the website. These resources were accessed online and through the Help Desk by corrections practitioners approximately 1.4 million times in FY 2021.



2. Performance and Resource Tables

PERFORMANCE AND RESOURCE TABLE											
Decision Unit: Contract Confinement											
RESOURCES		Target		Actual		Projected		Changes		Requested (Total)	
		FY 2021		FY 2021		FY 2022		Current Services Adjustments and FY 2023 Program Changes		FY 2023 Request	
Total Costs and FTE		FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
		35,161	7,708,375	35,210	7,708,375	35,262	7,670,393	1,304	327,558	36,566	7,997,761
TYPE	PERFORMANCE	FY 2021		FY 2021		FY 2022		Current Services Adjustments and FY 2023 Program Changes		FY 2023 Request	
Program Activity	Contract Confinement	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
		276	963,356	308	843,447	281	889,053	0	-50,228	281	838,825
Workload Measure	#/% of Contract Beds	27,863 / 16%		24,179 / 16%		17,823 / 11%		-1,494 / -1%		16,329 / 10 %	
<p>Data Definition: The BOP utilizes privately operated facilities, bed space secured through Intergovernmental Agreements with state and local entities, and community based housing such as Residential Reentry Centers (RRCs or halfway houses) and home confinement.</p> <p>Data Validation and Verification: Subject matter experts review and analyze population and capacity levels daily, both overall and by security level. BOP institutions print a SENTRY report, which provides the count of inmates within every institution cell house. The report further subdivides the cell houses into counting groups, based on the layout of the institution. Using this report, institution staff conduct an official inmate count five times per day to confirm the inmate count within SENTRY. The BOP Capacity Planning Committee (CPC), comprised of top BOP officials, meets quarterly to review, verify and update population projections and capacity needs for the BOP. Offender data are collected regularly from the Administrative Office of the U.S. Courts by the BOP Office of Research and Evaluation in order to project population trends. The CPC reconciles bed space needs and crowding trends to ensure that all available prison space is fully utilized, both in federal prisons and in contract care. Data are gathered from several computer systems. Inmate data are collected on the BOP on-line system (SENTRY). The BOP also utilizes a population forecast model to plan for future contracting and construction requirements to meet capacity needs.</p> <p>Data Limitations: None known at this time.</p>											

PERFORMANCE MEASURE TABLE

Decision Unit: Contract Confinement										
Performance Report and Performance Plan Targets		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021		FY 2022	FY 2023
		Actual	Actual	Actual	Actual	Actual	Target	Actual	Target	Target
Workload Measure	#/% of Contract Beds	35,904/ 19%	31,562/ 17%	28,407/ 16%	27,513/ 16%	28,818 / 19%	21,752/ 15%	24,179 / 16%	17,823/ 11%	16,329 / 10%



3. Performance, Resources, and Strategies

a. Performance Plan and Report for Outcomes

The BOP ended FY 2021 with 24,179 inmates in contracted beds, which was 16 percent of the total BOP population. The BOP is projecting 17,823 inmates in FY 2022; and 16,329 inmates in FY 2023 for contracted beds.

b. Strategies to Accomplish Outcomes

Since the current federal inmate population continues to exceed the rated capacity of the medium and high security BOP facilities, the BOP continues to review possible actions to manage institutional crowding and to ensure that federal inmates continue to serve their sentences in a safe and humane environment.

c. Priority Goals

The Department must provide meaningful opportunities to federal inmates for rehabilitation and reentry to the community. The Department will ensure that it is faithfully executing the First Step Act by continuing to revalidate the risk-and-needs assessment system, update any associated policies, deliver evidence-based rehabilitative programming opportunities to all inmates, and develop performance metrics to track BOP's compliance with the statute.



D. Management and Administration

Management and Administration	Direct Pos.	Estimate FTE	Amount
2021 Enacted	1,066	958	327,808
2022 Annualized CR	1,066	970	334,239
Adjustments to Base and Technical Adjustments	0	50	-7,342
2023 Current Services	1,066	1,020	326,897
2023 Program Increases	0	0	0
2023 Request	1,066	1,020	326,897
Total Change 2022-2023	0	50	-7,342

1. PROGRAM DESCRIPTION: Management and Administration

This budget activity covers costs associated with general administration and provides funding, including oversight functions of the executive staff and regional and central office program managers, in the areas of: budget development and execution, financial management, procurement and property management, human resource management, inmate systems management, safety, legal counsel, research and evaluation, and systems support.

The BOP is managed from a Central Office in Washington, DC, where the Director, Deputy Director, and Assistant Directors guide the agency's headquarters functions, along with the six regional offices, each led by a Regional Director. The management staff at each institution, including Wardens, Associate Wardens, Executive Assistants, Camp Administrators, and Jail Administrators, provide overall direction and implement policies. Staff training is provided on site at each institution, central office, regional offices, and training centers; and through external training. The BOP sets and enforces high standards of training for personal and professional conduct in its workforce.

a. Executive Staff

The Executive Staff is comprised of the Director, Deputy Director, six Regional Directors, nine Program Assistant Directors, and the Director of NIC in the central office, which serves 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.



b. Central Office

The Central Office serves as the headquarters for the BOP, which is overseen and managed by Director Michael D. Carvajal. Here, national programs are developed and the following divisions provide functional support:

- Administration
- Correctional Programs
- Health Services
- Human Resource Management
- Federal Prison Industries*
- Information, Policy, & Public Affairs
- National Institute of Corrections*
- Office of General Counsel
- Program Review
- Reentry Services*

***Not funded by Management and Administration Program Activity Budget**

Administration Division

The Administration Division provides the resources and support necessary for the BOP to perform in an effective and efficient manner. This includes the development of budget requests, the stewardship of financial resources, and procurement, property management and coordination, and analysis of information related to capacity planning, which covers such varied areas as female inmates, detention needs, and the need for medical facilities. Also, the selection of sites for new prison construction; the design and construction of new correctional facilities; the renovation and maintenance of existing facilities; the development and maintenance of a system of financial systems/services to ensure accountability of inmate commissary funds and the management of merchandise/services to inmates; and other administrative support services required by the organization.

Branches in the Administration Division include:

- | | |
|---|-------------------------|
| ○ Budget Development | ○ Finance |
| ○ Budget Execution | ○ Procurement Executive |
| ○ Construction and Environmental Review | ○ Trust Fund |
| ○ Facilities Management | |

Correctional Programs Division

The Correctional Programs Division (CPD) develops activities and programs designed to appropriately classify inmates, eliminate inmate idleness, and promote the skills necessary to facilitate the successful reintegration of inmates into their communities upon release. Staff are responsible for planning, documenting, monitoring, and providing the delivery of services to inmates such as case management, the agency's Victim and Witness Notification Program, and the collection of court-ordered obligations through the Inmate Financial Responsibility Program. The CPD also provides national policy



direction and daily operational oversight of institution correctional services; intelligence gathering; the management of inmates placed in the Federal Witness Security Program; inmate transportation; receiving and discharge, inmate sentence computations, and the processing of inmate mail; emergency preparedness; inmate discipline; and the coordination of the treaty transfer of inmates to other countries. The Division also has responsibilities for a variety of functions in the area's liaison activities with Immigration Customs Enforcement and the U.S. Marshals Service, and secure privatized prisons. CPD staff are responsible for direct oversight of field staff who monitor contract compliance and coordinate the BOP's privatization management efforts.

Branches in the Correctional Programs Division include:

- Correctional Services
- Designation and Sentence Computation
- Intelligence and Counter Terrorism
- Sex Offender Certification Review
- Privatization Management
- Correctional Programs

Health Services Division

The Health Services Division has three primary missions relating to its concerns and responsibilities in medical care, safety and environmental health, and food services:

The health care mission of the BOP is to deliver medically necessary health care to inmates effectively in accordance with proven standards of care without compromising public safety concerns inherent to the BOP's overall mission.

The occupational safety and environmental health mission of the BOP is to provide a safe and healthful environment in which staff and inmates can work and live.

The food service mission of the BOP is to provide healthy, nutritionally-sound, and appetizing meals that meet the needs of the general population and those at nutritional risk.

Branches in the Health Services Division Include:

- Dentist
- Nurse
- Pharmacist
- Psychiatrist
- Social Worker
- Therapist
- Drug-Free Workplace
- Financial Management
- Food Service
- Health Informatics
- Health Programs
- Health Services
- Infectious Disease
- Medical Asset Support Teams (MAST)
- Medical Des. & Trans.
- MSP Advisory Board
- Occupational & Employee Health
- Quality Management
- Safety & Environmental Compliance
- Staffing & Recruitment



Human Resource Management Division

The Human Resource Management Division oversees and administers personnel policy and programs developed to address the needs of BOP employees covering all areas of personnel management. The Human Resource Management Division is a valued essential component of our organizational success, meeting the human resource and developmental needs of the BOP and all its employees. The BOP embraces the human element of our business and invests in the developmental needs of all employees.

Branches in the Human Resource Management Division include:

- Human Resources Office for Central Office Employees
- Human Resource Services Center
- Labor Relations Office
- Learning and Career Development
- Personnel and Staff Development

Information, Policy and Public Affairs Division

The Information, Policy and Public Affairs Division is committed to furthering the mission of the BOP by collecting, developing, and disseminating useful, accurate, and timely information to BOP staff, DOJ, Congress, other government agencies, and the public.

Branches in the Information, Policy and Public Affairs Division include:

- Advanced Systems
- Computer Services Administration and User Support
- IT Planning and Development
- Legislative Affairs
- National Network Communications
- National Policy and Information Management
- Network Management
- Office of Public Affairs
- Office of Research and Evaluation
- Security Technology
- Systems Development

Office of General Counsel

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, Employment Law and Ethics, Freedom of Information and Privacy Acts, Administrative Rulemaking, and legislation affecting the BOP.

Branches in the Office of General Counsel include:

- Commercial Law
- Employment Law
- Ethics
- Legal Administrative
- Legislative Correctional Issues Litigation
- Real Estate & Environmental Law



Program Review Division

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 effective management and operational procedures exist throughout the BOP. Additionally, the division's chief executive officer serves as the BOP's Affirmative Employment Programs Director and EEO Director.

Branches in the Program Review Division include:

- Affirmative Employment Programs Branch
- EEO Office
- External Auditing Branch
- Planning and Analysis Branch
- Program Review



Federal Bureau of Prisons

2. Performance and Resource Tables

PERFORMANCE AND RESOURCE TABLE

Division Unit: Management and Administration

SOURCES (\$ in thousands)			Target		Actual		Projected		Changes		Requested (Total)	
			FY 2021		FY 2021		FY 2022		Current Services Adjustments and FY 2023 Program Changes		FY 2023 Request	
Total Costs and FTE			FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
Reimbursable: FTE are included, but costs are bracketed and not included in (s)			35,161	7,708,375	35,210	7,708,375	35,262	7,670,393	1,304	326,897	36,566	7,997,7
TYPE	STRATEGIC OBJECTIVE	PERFORMANCE	FY 2021		FY 2021		FY 2022		Current Services Adjustments and FY 2023 Program Changes		FY 2023 Request	
Program Measure:	N/A	N/A	N/A		N/A		N/A		N/A		N/A	
Program Measure:	Ensure the Health, Safety, and Wellbeing of Incarcerated Individuals and Correctional Staff	Percent of funded corrections officer positions filled at the end of each fiscal year.	N/A		N/A		Awaiting PRD response via HRM				Awaiting PRD response via HRM	
Program Measure:	Ensure Transparency, Accountability, and Effective Oversight of All Federal Prisons and Detention Centers	Percent of inquiries from external stakeholders that BOP responds to within the target response time.	N/A		N/A		Awaiting PRD response via OGC				Awaiting PRD response via OGC	
Program Activity		Management and Administration	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
			958	327,308	1,017	303,321	970	334,239	50	-7,152	1,020	327,08
Performance Measure		Facilities accredited: ACA	100%		100%		100%		0%		100%	

Data Definition: Initial American Correctional Association (ACA) is awarded when an institution demonstrates 100% compliance with mandatory ACA standards, and substantial compliance with non-mandatory ACA standards. The BOP's policy requires all institutions, except for newly activated institutions, to maintain ACA Accreditation.



Data Validation and Verification: On an annual basis, Program Review personnel develop a schedule for initial accreditation and re-accreditation of all eligible BOP facilities to ensure reviews are conducted on a regular consistent basis. BOP policy requires institutions to initially be ACA accredited within two years of activation. Therefore, non-accredited institutions that have been activated for less than two years are excluded from calculation regarding this performance measure. Subject matter experts review report findings to verify accuracy and develop any necessary corrective measures. The ACA accreditation meeting minutes, identifying the institutions receiving accreditation and re-accreditation, are now on file and maintained by the BOP Accreditation Manager. Once an audit is completed, an electronic report is received from ACA. These reports are maintained in GroupWise shared folders by institutions, and in Word files.

Data Limitations: None known at this time.



Federal Bureau of Prisons

PERFORMANCE MEASURE TABLE										
Decision Unit: Management and Administration										
Performance Report and Performance Plan Targets		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021		FY 2022	FY 2023
		Actual	Actual	Actual	Actual	Actual	Target	Actual	Target	Target
Performance Measure	Facilities accredited: ACA	100%	100%	100%	100%	100%	100%	100%	100%	100%



3. Performance, Resources and Strategies

a. Performance Plan and Report for Outcomes

In FY 2021, the BOP reached the target of 100 percent ACA accreditation. For FY 2022 and FY 2023, the targets will remain at 100 percent for ACA accreditation.

b. Strategies to Accomplish Outcomes

The BOP will continue to monitor staffing ratios, inmate crowding, and inmate misconduct, schedule regular accreditation/re-accreditation for its facilities, and strive to increase staffing and bed space to maintain safety and security, consistent with funding.

c. Priority Goals

The Department must provide meaningful opportunities to federal inmates for rehabilitation and reentry to the community. The Department will ensure that it is faithfully executing the First Step Act by continuing to revalidate the risk-and-needs assessment system, update any associated policies, deliver evidence-based rehabilitative programming opportunities to all inmates, and develop performance metrics to track BOP's compliance with the statute.



V. Program Increases by Item

Item Name: Security Camera Systems Upgrades

Strategic Goal: Goal 5:
Strategic Objective: 5.2
Budget Decision Unit: Institution Security and Administration
Organizational Program: Institution Security and Administration

Program Increase: Positions 0 Agt/Atty 0 FTE _ Dollars \$15,600,000

Description of Item

For FY 2023, the BOP is requesting \$15.6 million for the first phase of a plan to upgrade security camera systems throughout BOP institutions, including replacement of analog cameras (that are ending their usable life cycle) with digital cameras.

Justification

This request will enhance institution safety and security by eliminating “blind spots” and improving video quality, providing for wide-range area coverage and clear picture image for enhanced internal security, criminal prosecutions and public safety. The Office of the Inspector General (OIG) shares an interest in ensuring that BOP has a fully upgraded enterprise-wide security camera system. (See [Notification of Needed Upgrades to the BOP's Security Camera System \(justice.gov\)](#), [Review of the Federal Bureau of Prisons' Contraband Interdiction Efforts](#) and [Notification of Security Concerns at the Federal Bureau of Prisons Camp Locations](#) for examples.)

A high-level summary of current status of cameras at BOP institutions:

- Nationally, there are just under 25,000 cameras installed in BOP institutions.
- On average, there are 185 cameras at each BOP institution.
- There are more cameras at institutions with higher security levels.

Current Status

The BOP has previously invested \$6.7 million in one-time funding in 45 identified sites with security camera system deficiencies. Upgrades have been made at all 45 locations to include hardware and software upgrades, coverage of all entrance/exit points and of critical locations throughout institutions. All of these upgrades are expected to provide better coverage, thus increasing the safety and security of the institutions. Additionally, upgrades of the operating systems have enabled better bandwidth compression, thus providing the ability to increase the storage duration of video and in many cases increase picture quality. Additionally, the upgrades to the main system equipment ensures that systems are patched.



FY 2023 Request

For FY 2023, the BOP requests a total of \$15.6 million for contracting support to install the network backbone infrastructure that will be needed to install the digital cameras at field sites. The BOP needs to install an improved single mode fiber optic backbone and network switching at various sites. Currently, due to the age of the institutions and structural layout, many sites have multi-mode fiber, or at worst coax cable. Such wiring works for analog cameras, but does not meet the bandwidth requirements for an all-digital platform of security cameras, video management systems, storage and analytics that are required for institution security, staff and inmate safety and address recommendations of the OIG audit and management advisory memorandums above.

Impact

While there is a large number of cameras agency-wide, there are still significant areas with blind spots necessitating that the cameras and infrastructures be upgraded to eliminate blind spots and improve the quality of footage to the point where faces could be identified. As well, ongoing technical support of analog cameras and matrixes, encoders and video management systems are end-of-life absent significant expense. This requested increase will eliminate dangerous pocket areas within BOP institutions that are currently not visible through video cameras. This could pose a danger to staff and inmates, since these areas are not monitored.

Federal Bureau of Prisons



Funding

Base Funding

FY 2021 Enacted				FY 2022 Enacted				FY 2023 Current Services			
Pos	COs	FTE	0	Pos	COs	FTE	\$(000)	Pos	Co	F T E	\$(000)
0	0	0	0	0	0	0	0	0	0	0	\$0

Personnel Increase Cost Summary

Type of Position/Series	Modular Cost per Position (\$000)	Number of FTE Requested	FY 2023 Request (\$000)	FY 2024 Net Annualization (change from 2023) (\$000)
N/A	\$0	0	\$0	0
Total Personnel		0	\$0	0

Non-Personnel Increase/Reduction Cost Summary

Non-Personnel Item	Unit Cost	Quantity	FY 2023 Request (\$000)	FY 2024 Net Annualization (change from 2023) (\$000)
Physical Infrastructure Upgrades			\$15,600	\$20,000
Total Non-Personnel			\$15,600	\$20,000

Total Request for this Item

	Pos	COs	FTE	Personne 1 (\$000)	Non- Personne 1 (\$000)	Total (\$000)	FY 2024 Net Annualization (change from 2023) (\$000)
Current Services	0	0	0	\$0	\$0	\$0	
Increases	0	0	0	\$0	\$15,600	\$15,600	\$20,000
Grand Total	0	0	0	\$0	\$15,600	\$15,600	\$20,000

Affected Crosscuts

N/A



Item Name: McGirt Resources

Strategic Goal: Goal 3
Strategic Objective: 3.3
Budget Decision Unit(s): Inmate Care and Programs

Organizational Program: Inmate Care and Programs

Program Increase: Positions 0 Correctional Officers 0 FTEs 0 Dollars \$33,100,000

Description of Item

For FY 2023, the BOP is requesting funding for potential needs associated with the Supreme Court's recent McGirt v Oklahoma decision.

Justification

The Supreme Court's recent decision in McGirt v Oklahoma has created potential resource needs for the BOP. The result of this decision could bring thousands of new inmates into the BOP custody which will result in the need for additional funding for the care of these new inmates. This request for funding is based on the estimated number of McGirt inmates (2,546) multiplied by the marginal rate of incarceration (\$13,000) for a total request of \$33,100,000.

Impact on Performance

With this enhancement, the BOP will be better able to absorb the costs associated with the custody and care of the McGirt inmates.

Federal Bureau of Prisons



Funding

Base Funding

FY 2021 Enacted				FY 2022 President's Budget				FY 2023 Current Services			
Pos	COs	FTE	\$(000)	Pos	COs	FTE	\$(000)	Pos	COs	FTE	\$(000)
0	0	0	\$0	0	0	0	\$0	0	0	0	\$0

Personnel Increase Cost Summary

Type of Position/Series	Modular Cost per Position (\$000)	Number of FTEs Requested	FY 2023 Request (\$000)	FY 2024 Net Annualization (change from 2023) (\$000)
		0	0	0
Total Personnel		\$0	\$0	\$0

Non-Personnel Increase/Reduction Cost Summary

Non-Personnel Item	Unit Cost	Quantity	FY 2023 Request (\$000)	FY 2024 Net Annualization (change from 2023) (\$000)
Total Non-Personnel			\$0	0

Total Request for this Item

	Pos	COs	FTE	Personnel (\$000)	Non-Personnel (\$000)	Total (\$000)	FY 2024 Net Annualization (change from 2023) (\$000)
Current Services	0	0	0	0	0	0	0
Increases	0	0	0	0	\$33,100	\$33,100	0
Grand Total	0	0	0	0	\$33,100	\$33,100	0