



U.S. Department of Justice
Federal Bureau of Prisons

PROGRAM STATEMENT

OPI: FPI/FMB

NUMBER: 8130.02

DATE: June 22, 2017

Farm Manual

/s/

Approved: Thomas R. Kane

Acting Director, Federal Bureau of Prisons

1. PURPOSE AND SCOPE

To prescribe the standard management of farm operations within Federal Prison Industries (FPI). The Farm Manual is the reference used by Farm Managers and all others responsible for maintaining the highest quality farm program for their institutions.

a. Summary of Changes

Policy Rescinded:

P4600.02 Farm Manual (10/18/95)

This version of the policy incorporates the following changes:

- Changes in administration and management of the farm program.
- Addition of references to Federal Prison Industries.
- Update of technology and procedures.

b. Program Objectives. Expected results of this program are:

- All inmates assigned to Bureau farms will have opportunities to acquire skills and abilities that may assist them to obtain employment upon release.
- High quality food will be economically produced in amounts the institution requires.

c. **Institution Supplement.** None required. Should local facilities make any changes outside the required changes in the national policy or establish any additional local procedures to implement the national policy, the local Union may invoke to negotiate procedures or appropriate arrangements.

2. RESPONSIBILITY

The General Manager and the local management at each farm location ensure procedures in this Program Statement are performed properly and efficiently. Each institution must formulate methods to implement this Farm Manual that are consistent with the mission of its farm.

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Chapter 1. ADMINISTRATION AND MANAGEMENT

1. National Administration. The Assistant Director for Industries supervises the farm program along with collateral responsibility of the specific Regional Director.

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

2. Farm Manager. The Farm Manager is responsible for farm management. The Farm Manager works with the General Manager or designee to plan and operate farm programs.

The Farm Manager, and other staff members with farm-related functions, plans and carries out the farm program at each institution. Major changes in farm plans must receive prior approval by the General Manager or designee. All emergency changes must be reported promptly to the General Manager or designee. FPI will inform the Warden, Regional Director, and Food Service Administrator of significant changes and events.

Chapter 2. PERSONNEL MANAGEMENT

1. **General Information.** Farm Managers are responsible for supervising staff members assigned to the farm, and must have a working knowledge of position classifications, evaluations, recruitment and promotion policies, and the responsibility of coordinating the training of these staff members. The personnel complement is established by FPI, Central Office.

2. **Job Descriptions.** The Farm Manager, in conjunction with the FPI and Bureau of Prisons (BOP) Human Resources, writes job descriptions for each farm position. Each staff member is given a copy of his/her job description and must become familiar with assigned duties.

3. **Farm Uniforms.** Farm uniforms and other authorized items must be in compliance with the Program Statement **Employment** (Section 18) and Article 28 of the Master Agreement.

4. **Training.** Training is a continual process that involves orientation at initial appointment, and continues throughout the employee's tour of duty. The Farm Manager develops a flexible training program according to the specific needs of each employee and in compliance with Article 21 of the Master Agreement. This may be accomplished by attending farm shows, seminars, etc. Each member of the farm staff must meet all Bureau and local training requirements. Appropriate records of training will be maintained.

5. **Staff Meetings.** Staff meetings cover work-related issues that can best be approached from a collective standpoint, and many day-to-day questions about operations can easily be resolved. While the Farm Managers' primary means of communication with their staff is in-person meetings, phone calls, and emails with individuals or small groups of staff, each farm must hold staff meetings on duty time as needed to address significant issues that cannot be addressed as effectively through other forms of communication. The local Union will be notified and be provided with an opportunity to attend formal staff meetings in accordance with the Master Agreement.

6. **Duty Assignments.** The Farm Manager prepares a schedule of duty assignments for all farm staff, which is not changed except in emergencies, or unless approved by the Farm Manager or designee.

Chapter 3. CUSTODY AND SECURITY

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

Farm staff have custody and security responsibilities and take appropriate correctional actions as required and in accordance with the Program Statement **Correctional Services Manual**.

2. Tool Control. In accordance with the Program Statement **Correctional Services Manual**, a complete and accurate inventory must be maintained in duplicate; copies are maintained in the Captain's office, in the central tool room, and on the tool board.

Broken and/or worn-out tools are disposed of or replaced in accordance with the **Correctional Services Manual**. When a tool is lost or misplaced, the Captain is notified immediately and sent a written report.

Chapter 4. INMATE PERSONNEL MANAGEMENT

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

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

Care and safeguarding of livestock is an important responsibility of inmate workers. Farm staff provide training/supervision to all inmates working with or around livestock.

Prior to performing any work, each inmate receives an Initial Job Orientation (IJO) by a supervisor on how to perform his/her duties in a proper and safe manner. The supervisor ensures that each inmate is able to perform assigned tasks safely and efficiently under supervision in accordance with the Program Statement **Occupational Safety, Environmental Compliance, and Fire Protection**.

2. **Accident Prevention.** For all inmate injuries, form BP-A0140, Injury Report – Inmate (see Attachment A) is prepared and forwarded to the Safety Manager. The Safety Manager must be notified immediately in case of accident and assists in onsite accident investigations. Staff must process the report of the injury in accordance with Inmate Accident Compensation procedures (see 28 C.F.R. part 301).

3. **Inmate Clothing.** Inmates assigned to the farm must be neat and clean and dress only in approved clothing. Inmates in dairy or other food processing areas wear clean work clothes, white smocks or coveralls, and white paper caps or hairnets. A safety-type work shoe will be provided by the institution. Tennis shoes are not worn at any time. Cloth or plastic throwaway aprons may be worn.

Inmates are supervised to ensure they are personally neat and take proper care of their clothing. Bearded inmates working in processing areas must wear a beard guard. If an inmate has long hair, a hairnet must be worn under the hat, or the hair piled so that it is held in place under the hat.

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

- Ensure that adequate clothing is on hand to supply each worker with changes as needed.
- Develop laundering and issuing procedures flexible enough to permit inmates to receive clean work uniforms as often as required.

- Ensure that specialized clothing is worn only by inmates authorized to have it.

Inmates assigned to general duties such as field crop work, cattle tending, horseman, etc., must dress in appropriate work clothing.

4. Inmate Staffing and Assignments. The number of inmates assigned to the farm is based on a staffing needs assessment developed by the Farm Manager and approved by the General Manager. The number of inmates is based on the work needing to be done, as indicated by job descriptions. Inmate job descriptions are written by the Farm Manager or designee, and kept on file in the farm office. They must be kept current so the number of inmate workers represents actual needs, avoiding under- or overstaffing. Job descriptions list the duties for each assignment. An organizational chart or computerized list of inmate positions (e.g., FPI Form 83; see Attachment B) will be available to staff, showing all positions in the department. For additional information on FPI inmate staffing, refer to the Program Statement **Work Programs for Inmates – FPI** (Chapter 2).

5. Inmate Training. Farm staff evaluate the abilities of each inmate, determine the responsibilities and requirements of each job, then assign the inmate to the most suitable job.

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

6. Guidance. In addressing positive and negative inmate performance issues, farm staff will follow the guidance in the Program Statement **Work Programs for Inmates – FPI** (Chapter 4) on inmate worker standards and performance appraisals. Authority to take corrective actions regarding inmate workers is delegated to the Farm Manager.

The goals of farm staff regarding inmate training is to:

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

For additional information on inmate training, see the Program Statement **Work Programs for Inmates – FPI** (Chapter 7).

SEE DISTRIBUTION AND SPECIAL INSTRUCTION AT THE TOP OF THE NEXT PAGE FOR INMATE COPY

1. Institution	2. Name of Injured	3. Register Number
4. Injured's Duty Assignment	5. Injured's Duty Hours	6. Date and Time of Injury
7. Where Did Injury Happen (be specific as to location)		8. Date and Time Injury Was Reported
9. In Your Opinion, Was This Injury: (a) <input type="checkbox"/> Work Related <input type="checkbox"/> Non Work Related (b) <input type="checkbox"/> Institution <input type="checkbox"/> Industry <input type="checkbox"/> Recreation <input type="checkbox"/> Program or Activity <input type="checkbox"/> Other (explain)		
10. To Whom Was Injury First Reported	11. Part of Body Involved (left knee, etc.)	12. Kind of Injury (burn, cut, etc.)

13. Injured's alleged Witnesses to Injury (staff and inmates)

14. Injured's Brief Statement As To How Injury Happened. Include Injured's Recommendation for Prevention. (Continue on additional blank sheets, if necessary.)

e Injured's Signature and Date:

15. Supervisor's Statement - Must Include: a. Job Training Record, b. Safety Equipment Provided, c. Whether Safety Equipment In Use, d. Whether Proper Guarding Used, e. Corrective Action Taken. (Continue on additional blank sheets, if necessary)

e Supervisor's Signature, Title and Date:

16. Medical Description of Injury	17. This Injury Required: a. <input type="checkbox"/> No Medical Attention b. <input type="checkbox"/> Minor First Aid c. <input type="checkbox"/> Hospitalization - from _____ to _____ d. <input type="checkbox"/> Work Time Lost - from _____ to _____ e. <input type="checkbox"/> Other (explain) Total Lost Time Days:
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Record Copy - Inmate file; Copy - Safety Office; Copy - Inmate

SEE DISTRIBUTION AND SPECIAL INSTRUCTION AT THE TOP OF THE NEXT PAGE FOR INMATE COPY

1. Institution	2. Name of Injured	3. Register Number
4. Injured's Duty Assignment	5. Injured's Duty Hours	6. Date and Time of Injury
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e Supervisor's Signature, Title and Date:

NOTICE

If you sustained an injury as a result of a work assignment, and feel you have some degree of impairment at the time of your release from federal custody, you may file a claim for Inmate Accident Compensation. Claims may not be filed until 30 days prior to release or transfer to a Community Treatment Center. Claims must be made within 60 days following release from the institution when circumstances preclude submission prior to release.

To file a claim you must contact the Institution's Safety Manager not less than 30 days prior to your release or transfer to a community Treatment Center. The Safety Manager will assist you in completing your claim and will arrange to have your injury medically evaluated.

Refusal of appropriate medical treatment or failure to file a claim prior to release or transfer to a Community Treatment Center may result in forfeiture of accident compensation benefits resulting from your injury. Failure to submit to a final physical examination in connection with an Inmate Accident Compensation Claim shall result in the forfeiture of all rights to compensation benefits and future medical treatment.

Record Copy - Inmate file; Copy - Safety Office; Copy - Inmate

NAME _____ REG. NO. _____

RE: INJURY OF _____
Date

1. (Witnesses Statement) Use Additional Sheets of Plain Paper if Necessary.

RECOMMENDATION FOR PREVENTION _____

Witness Signature	Reg. No. or Title	Date
-------------------	-------------------	------

2. (Department Head's Statement)

FOLLOW-UP OR CORRECTION ACTION TAKEN _____

Department Head	Title	Date
-----------------	-------	------

3. (Safety Manager's Comments)

Safety Manager	Date
----------------	------

4. (Safety Committee Review-Comments)

Associate Warden's Signature	Date
------------------------------	------

NAME _____ REG. NO. _____

RE: INJURY OF _____
Date

5. ☐ The Institution Safety Committee has reviewed the report of your injury and is their opinion that your injury was work related.
- ☐ The Institution Safety Committee has reviewed the report of your injury and it is their opinion that your injury was not work related.

The final determination of the work relatedness of this injury is subject to review by the Inmate Accident Compensation Committee upon the filing of a claim for Inmate Accident Compensation due to a physical impairment resulting from the injury.

Safety Manager	Date
----------------	------

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

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

Farm records and accounting start with daily reports completed by inmate clerks or farm staff. It is essential that these reports are accurate (weight and numbers), following accepted agricultural industry practices, with all information required on the forms and signed by the supervisor.

The Farm Manager prepares an annual livestock inventory and crop inventory, with a signed copy filed at the farm office. Due to the particular conditions of the farms, they are exempt from the specific requirements of the Program Statements **Physical Inventories – FPI** and **FPI Warehouse Procedures**.

The Farm Manager is also responsible for compliance with applicable Federal, state, and local statutory and regulatory requirements, including but not limited to requirements of the U.S. Department of Agriculture (USDA), Occupational Safety and Health Act of 1970 (OSHA), and the Environmental Protection Agency (EPA) regarding food processing, water use, pesticides, wetlands, endangered species, and disposal of food and waste and other products generated by or resulting from the farm operation.

2. Forms Used in Farm Operations. FPI- and Bureau-approved forms are designed to guide planning and to maintain records to meet FPI's needs. Each staff member must learn recording and reporting procedures and the use of records.

Monthly reports, summarizing inventory changes to livestock and crops, feed consumption, production/processing operations, and financial status, are prepared by the Farm Manager and Accountant, and forwarded to the General Manager or designee and the Financial Management Branch (FMB) by the sixth working day of the following month.

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

a. **FPI Annual Operating Plan.** The farm budget is prepared as part of the FPI Operating Plan. The Farm Manager confers with the General Manager or designee and FMB as to the methods to follow and the information needed in determining the number of staff, inmates, sales, cost of sales, and funds required for farm operations. A copy is sent to the General Manager or designee and FMB by the due date for approval.

b. Crop and Land Management Program. The Farm Manager develops a crop and land management program with the assistance of farm staff. A copy of the program is kept in the farm office.

c. Farm Equipment and Construction Estimates. The Farm Manager submits to the General Manager or designee an annual estimate of needed construction and equipment, supported with a completed Request for Special Authorization (RSA). Requirements for completing the RSA can be found in the Program Statement **Authorization for Capital Expenditures**.

4. Property Controls. The Farm Manager is accountable for all machinery and equipment, livestock, crop and livestock products, etc., and for purchased feed, fertilizer, seed, and other operating supplies received by the farm. Farm office inventories are maintained in the FPI financial information system.

5. Livestock. A complete livestock inventory must be conducted each year. Because (1) livestock are recorded as assets rather than inventory, (2) the livestock are spread out over a significant land area, and (3) the farms have a small number of staff members, farms are exempt from the specific requirements of the Program Statement **Physical Inventories – FPI**.

Herd inventory records are updated by the appropriate herdsman supervisor and dairy supervisor. These changes are made in the FPI financial information system. The livestock inventory is updated in local daily records and updated monthly in the FPI financial information system.

All differences between counts and records must be recorded, fully investigated, and reported on FPI Form 30, Report of Survey (Attachment C). Adequate explanations must be written on the survey so the approver can understand the transaction.

Livestock inventories, together with itemized increases and decreases, are recorded daily by farm staff. The Farm Manager, appropriate herdsman supervisor, and dairy foreman supervisor review the accuracy of livestock records and question any variance. The Monthly Herd and Feed Allocation Report must be completed on approximately the 25th of each month by the Farm Manager or his/her designee and forwarded to FMB.

6. Crop Production. The FPI financial information system is used to maintain an accurate inventory on all purchased feeds and grain. Issues to production orders and the monthly Herd and Feed Allocation Report will be used to issue feed and grain. Feed and grain will be adjusted monthly on approximately the 25th of the month with the monthly inventory count. These inventories are separately maintained and recorded from homegrown products. Homegrown products are also maintained in the FPI financial information system.

All purchased and homegrown feed and grain are inventoried monthly by two individuals designated by the Farm Manager. At least one of these individuals must be a farm staff member. Due to the nature of and variability in feed and grain, farms are exempt from the specific requirements of the Program Statement **Physical Inventories – FPI**. A Cycle Count Sheet is used to record and post any differences in FPI's financial information system. (Note: Feeds and grain stored in bulk are difficult to inventory since weight will fluctuate with density.)

7. **Purchased Feeds.** Purchased feed must be procured in accordance with the Program Statement **UNICOR Acquisition Policy**. Purchased feeds are assigned to Raw Materials or the appropriate cost center when the request for purchase is approved and charged to the account when received for cost accounting purposes. Storage items are issued to production orders and posted from the monthly Herd and Feed Allocation Report.

8. **Farm Machinery and Equipment.** Farm machinery and equipment asset inventories, together with other assets, are maintained in the FPI financial information system. The Farm Manager reviews annual fixed asset inventory results to detect errors or oversights. A current inventory of all accountable property must be maintained in the FPI financial information system.

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

10. **Record Retention.** Required records and reports, including daily reports and storehouse requisitions, are retained in accordance with the Records and Information Disposition Schedule (RIDS).

11. **Valuation.** Dairy and livestock herds are evaluated on an annual basis. The herds are valued using the Lower of Cost or Market (LCM) accounting rule. By September 25th of each year, Farm Managers submit to FMB a detailed analysis of market values for each livestock category listed in the FPI financial information system.

Chapter 6. PROCUREMENT AND DISPOSAL METHODS AND PROCEDURES

1. **General Information.** When procuring items, the Farm Manager must follow the requirements in the Program Statement **UNICOR Acquisition Policy**. When disposing of assets in ways other than by sale, the farms follow the Program Statements **Excess and Obsolete Inventory – FPI, Disposition of Personal Property and FPI Form 30, Report of Survey**, and **Machinery and Equipment**.

2. **Livestock Deaths.** The causes of all livestock deaths are shown on the daily livestock reports and reported on FPI Form 30, Report of Survey (see Attachment C).

3. **Disposal Authorization: Surplus Farm Commodities.** Farm surplus (livestock and crops) are reported by the Farm Manager or his/her designee to FPI's Deputy Controller and Chief of Procurement by a Report of Survey.



REPORT OF SURVEY

(Location)

(Factory)

(Report No.)

Messrs.

_____,
(Date)

_____, Storekeeper

_____, Foreman

_____, are hereby appointed by a

Board of Survey, to inspect certain public property at _____
in charge of _____, and to report as to its present condition, and appraised
value, with recommendations as to:

- ☐ What disposition should be made of the property.*
- ☐ What value the property should be recorded on the books of the Corporation. **

Warden, Superintendent or Business Manager

Equip. or Stock No.	Quantity and Description of Property	Total Cost	Book Value	Present Condition and GSA Code	Recommended Value (See Footnote)

We certify that we have personally inspected the above listed property and find its condition and appraised value
to be as shown above. We recommend that:

Approval Recommended

Chief Industry Operating Officer

_____, Storekeeper

APPROVED _____,

_____, Foreman

* If disposal is recommended, then the estimated recoverable value shall be show. Also show Request for Special Authorization No. _____
and date _____ (when require for placement).

** If survey is for the purpose of appraisal, then the value of the property to the particular industry shall be shown as well as the basis of valuation. Also show Special
Authorization No. _____ and date _____ (when required)..

Chapter 7. LAND MANAGEMENT

1. **Farm Maps.** Each Farm Manager maintains a map showing the current boundaries of all fields or plots, including pasture and tilled land, waste areas, woods, institution and residential grounds, etc., together with the total acreage in each division. Each plot shall be designated by an identifying number.

2. **Land Development Program.** Each Farm Manager will use the Natural Resource Conservation Service, USDA, or other local resources, as needed, to obtain information regarding soil conservation.

3. **Soil Analysis.** A sample from each field or soil type must be taken at least every three years. Soil analysis, and the accompanying recommendations for the use of fertilizer, is followed when applying fertilizing materials to crops.

Chapter 8. FIELD CROP PRODUCTION

1. **General Information.** In order to plant the crops that are most advantageous to FPI, the Farm Manager studies the relative advantages of crops from the perspectives of land use and returns under prevailing conditions. In conjunction with farm staff, the Farm Manager develops soil management and crop programs.

2. **Field Crop Operations.** The crop program and practices are determined by the Farm Manager and his/her staff, in keeping with local conditions.

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

b. **Hay Production.** When hay is baled, it is recorded in the FPI financial information system by estimated weight. Inventories are maintained by type (alfalfa, etc.).

c. **Silage Production.** With a wide variation between crop moisture content and moisture loss in storage, the scale weight is reduced by 5 to 20 percent. Production weight is estimated using current farming best practices. Total production is recorded in the FPI financial information system.

Chapter 9. STORAGE

1. **General Information.** The Farm Manager and the farm staff are responsible for the operation and use of storage facilities. FPI maintains the storage facilities.

2. Storage Records and Inventories

a. **Records.** The FPI financial information system must be used to record all transactions associated with farming operations.

b. **Inventories.** An effort should be made to arrange items in storage for convenience both in use and in taking inventories. Inventories are maintained and conducted in accordance with the procedures listed in Chapter 5 of this Program Statement.

3. **Storage Management.** Stored items are inspected monthly by farm staff to detect and dispose of any spoilage and/or insect infestation.

Chapter 10. DAIRY OPERATIONS

1. **General Information.** Each dairy must produce, as closely as practicable, the amount of milk required to meet customer demand. Dairy operations, under the Farm Manager's direction, are supervised by the dairy foremen. Dairy staff plan and operate the dairy program with minimal direction. Dairy staff may be assigned other duties, such as general farm supervision, on weekends and holidays.

2. **Records and Reports.** To the extent possible, the FPI financial information system is used to record transactions associated with dairy operations. Farm records are maintained in the farm office.

3. **Milk Test Reports.** Bacteria counts for milk from the dairy are taken at least once each month by a certified laboratory and reported to the Farm Manager. In case of unsatisfactory results, dairy staff check for possible causes, correct the problems, and retest.

The number of bacteria in milk is determined in accordance with the latest revision of the "Grade A Pasteurized Milk Ordinance." A copy can be obtained from the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20502.

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

a. **Breeds.** Holstein, Jersey, Brown Swiss, Guernsey, and/or any industry-approved milk breed.

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

c. **Nonproduction.** At the discretion of the Farm Manager, male animals may be transferred to the beef herd. Cull animals are sold as excess property.

d. **Herd Identification.** All dairy livestock must be identified with a numbered ear tag. Deaths, shortages, etc., are identified by number.

e. **Breeding.** Animals are bred via Artificial Insemination (A.I.), using computerized data for semen selection. The only exception is when there are breeding problems; then, a male sire is used. An electronic copy of records on each member of the herd is maintained in the dairy office. The standard lactation period is 305 days, using a 60-day rest period for each cow. Each cow is bred approximately 60 days after calving. Heat records show the cycle of each female prior to the planned breeding date. All bred females are tested for pregnancy within 60 days of breeding.

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

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

5. **Milk Transfer.** When milk is delivered to a customer by the farm's refrigerated truck, using an inmate driver, these procedures are followed:

- A numbered seal is affixed to the doors after the truck has been loaded. Loading and securing the truck are the responsibility of the dairy foreman.
- A requisition containing the seal number is prepared and processed in the same manner as the form transferring the milk to the receiving institution.
- Receiving customer institutions must return a signed copy of the delivery ticket.
- Resealing is required at each intermediate point, with the new seal number noted on the requisition to the next delivery point. The dairy foreman is responsible for receipt, security, logging, and control of the seals.

Chapter 11. BEEF CATTLE OPERATIONS

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

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

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

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

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

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

- Cost keeping.
- Property control inventories.
- Feed consumed.
- Beef produced.
- Disposition of animals.
- Breeding and calving records; etc.

The daily report of beef operations tracks livestock inventory and feed usage. These daily records are prepared by the beef cattle supervisor, who forwards copies to the Farm Manager. Newborn calves are reported on the daily report as they are tagged. Age classifications are changed each year.

The Farm Manager's Monthly Herd and Feed Allocation Report, based upon information submitted on the daily report of beef operations, is prepared and maintained in the Farm Office and sent to FMB. This report is used to record animals sent to the slaughterhouse, to market, etc. When making transfers to the slaughterhouse, the supervisor acquires the live weight of the cattle and signs the requisition.

3. Planning Beef Cattle Operations

a. **Breeds of Cattle.** Many types of cattle may be bred, including straight breeds such as Angus, Hereford, Shorthorn, etc.

b. **Crossbreeding.** A crossbreeding program may be established. If crossbreeding is to be successful and profitable, the program must be well-planned and systematic. When more than two breeds of cattle are used, the third cross should be slaughtered or bred back to the foundation stock for another complete cycle.

4. **Management of the Beef Herd.** Sound management practices include Identification, Breeding, Selection, Culling, and General Herd Health. The combination of pasture units, roughage production, and sold ratio determines the point beyond which herd size should not be expanded.

a. **Identification.** All animals in the breeding herd must be assigned identifying numbers. Methods of identification are branding and ear tags.

b. **Beef Inventory.** The herd is revalued at the end of each September by the Farm Manager or his/her designee. This inventory is conducted in accordance with Chapter 5, Section 5 of this Program Statement.

c. Feeding Beef Cattle

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

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

(3) **Feeding Calves and Young Stock.** Calves receiving adequate amounts of milk will do well on pasture or roughage. Creep-feeding will increase the weaning weight and may be profitable in some instances. Replacement heifers and young stock must be kept in a growing and gaining condition on a balanced ration.

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

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

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

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

5. Registration/Showing of Livestock. Livestock operations are on a commercial basis. Registration of animals is on an individual basis, with approval of the Farm Manager. FPI is shown as the owner of any animal(s) approved to be registered. The showing of livestock is permitted.

Chapter 12. MAINTAINING LIVESTOCK HEALTH

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

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

2. **Reports and Records.** Livestock deaths are entered on the daily reports, which must show the cause of death.

Unusual or severe disease outbreaks must be reported to the General Manager or designee as soon as a fairly complete estimate of the situation can be developed. Reports are provided by telephone if the situation is urgent, and include all information that appears significant for diagnosis and treatment.

3. Health Maintenance and Disease Control Procedures

a. **Sanitation.** The Farm Manager and each livestock supervisor must establish sanitary practices and train and direct both farm staff members and inmate workers. Training in sanitation includes:

- Maintaining clean livestock equipment, quarters, and lots.
- Proper handling of manure.
- Prompt disposal of dead animals and other potentially infectious material.
- Quarantine of sick animals.
- Protecting feed and water from contamination.
- Correct use of disinfectants; etc.

Appropriate records of training will be maintained.

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

In addition, each institution producing livestock must use the services of a practicing veterinarian. His/her duties are to assist in maintaining the health of livestock and the quality of livestock products through technical advice; and diagnose and treat livestock ailments, including both preventive and curative measures.

(1) **Laboratory Services.** Each farm must contact a reliable public or private laboratory so that technical services may be secured when needed. The veterinarian can usually assist in this area.

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

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

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

4. **Livestock Health Programs**

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

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

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

d. **Vaccination Program.** The local veterinarian should recommend an immunization program for all diseases common in the area.

e. **Parasite Control.** For external and internal parasites, suitable control programs must be developed at each farm.

Chapter 13. MEAT PROCESSING OPERATIONS

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

The Farm Manager supervises processing operations, which can be a joint function of the Farm and Education Departments. Daily supervision is delegated to either a processing foreman or a vocational instructor of the Education Department. Existing facilities and local policy determine the scope and responsibilities of each department. The local union must have the opportunity to review and negotiate new local policies and changes to existing local policies regarding meat processing operations.

If applicable, the Farm Manager includes in the Annual Operating Farm Plan the amount of meat to be produced and boxed beef to be sold to meet the needs of the institutions that order meat. Boxed beef may be used to meet Regional needs.

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

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

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

c. **Dressed Weights.** Dressed weight is used in planning farm operations and in reporting and recording farm production of meats. These are taken as dressing is completed and must be the actual dressed weights of the carcasses, including usable offal, head, and feet.

3. **Inspection of Livestock and Carcasses.** The beef herds are reviewed at least annually by the veterinarian together with the Farm Manager or supervisor in charge. Reviews evaluate the health status of inventory groups and the adequacy of disease control, sanitation, and general management practices.

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

4. **Safety.** As in all farm activities, safety precautions are a part of daily operations. Each worker must be trained and required to perform his/her work safely. FPI and Institution policy, the Program Statements **National Occupational Safety and Health Policy** and **National Fire Protection Policy**, and OSHA standards are required guidelines.

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

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

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

Chapter 14. FARM MACHINERY MANAGEMENT

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

- Safe working conditions for the operators.
- Protection for machines from damage and excessive wear.
- Satisfactory results.

Farm staff must cooperate fully with the institution safety and UNICOR program at all times.

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

2. **Records.** FMB is responsible for accounting and control records for all farm equipment. An annual inventory of controlled property must be conducted in accordance with the Program Statement **Machinery and Equipment**.

The Farm Manager or his/her designee is accountable for all machines and tools. A current inventory is kept in the farm office, and in the FPI financial information system, as an aid in maintaining controls, listing needed repairs, replacements, additions, etc.

a. **Non-capitalized Assets, Repairs, and Supplies.** The amount budgeted for these items is based on expenditures in prior years, adjusted to known increases or decreases.

b. **Capitalized Assets.** Requests for new and replacement of capitalized equipment (with RSA) are submitted by the Farm Manager to the General Manager or designee. The Deputy Controller receives a copy of this list.

c. **Machine Purchases.** Machine purchases are made by the FPI Procurement Branch, in accordance with the Program Statement **UNICOR Acquisition Policy**.

d. **Equipment Budget.** Each farm develops an equipment budget as part of the formulation of the Annual Operating Plan. The budget is established by the Farm Manager and the General Manager or designee.

e. **Records.** Tractor and engine fuel, lubrication, and other service and operation records are maintained in the farm shop. The farm office maintains records on each piece of equipment listing repairs, costs, etc.

3. Servicing, Maintenance, and Reconditioning. Repair and maintenance, other than normal operator maintenance, should be done by farm staff, institution garage foremen, Vocational Training Diesel, or company-authorized service representatives. The cost of these services should be expensed by the respective farming operation. Farm staff may service and repair machinery as much as possible. An RSA is required for any maintenance or repairs over \$10,000. Service charts are maintained in the farm shop on all tractors and self-powered equipment and include:

- Date, hour reading of equipment.
- Service performed (such as oil change, filter, lubrication, repairs).
- Cost.

Service must be in accordance with manufacturers' recommendations and the supervisor's good judgment. Repairs are made in the farm shop.

Chapter 15. FARM STRUCTURES MANAGEMENT

1. General Information. The term “Farm Structures” applies to:

- All farm buildings including utilities.
- Farm fences, gates, cattle guards, etc.
- Feed racks, silage bunks, and floors.
- Roads and sidewalks.
- Dams and other soil and water control devices.
- Any similar items used in or related to farm operations.

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

2. Building and Facility Projects. The Farm Manager submits all requests for building and facility improvements, as well as for new facilities, with justifications to the Facility Manager of the institution (see the Program Statement **Facilities Operations Manual**). Final plans, as well as specifications, shall be approved by the Farm Manager before being forwarded to the General Manager or designee for review. The development of plans and cost estimates shall be a joint effort of Facility and Farm staff. Building and Facility projects exceeding the FPI capitalization threshold are administered in accordance with the Program Statements **Machinery and Equipment** and **Authorization for Capital Expenditures**.

REFERENCES

Directives Referenced

P1600.11	National Occupational Safety and Health Policy (6/1/17)
P1600.13	National Fire Protection Policy (6/1/17)
P3000.03	Human Resource Management Manual (12/19/07)
P3300.02	Employment (03/25/16)
P4200.11	Facilities Operations Manual (04/12/16)
P4700.06	Food Service Manual (09/13/11)
P5500.14	Correctional Services Procedures Manual (08/1/16)
P5500.11	Correctional Services Manual (10/10/03)
P8120.03	Work Programs for Inmates, FPI (02/23/17)
P8331.03	Physical Inventories – FPI (03/19/15)
P8351.01	FPI Warehouse Procedures (03/23/15)
P8520.04	Authorization for Capital Expenditures (06/18/15)
P8530.03	UNICOR Acquisition Policy (06/21/06)
P8561.04	Excess and Obsolete Inventory, FPI (03/20/15)
P8562.01	Disposition of Personal Property and FPI Form 30, Report of Survey (01/18/00)
P8563.07	Machinery and Equipment (06/13/01)

ACA Standards

- American Correctional Association Standards for Adult Correctional Institutions, 4th Edition: 4-4323, 4-4337, 4-4215
- American Correctional Association Performance Based Standards For Adult Local Detention Facilities, 4th Edition: 4-ALDF-4A-14, 4-ALDF-1C-11

BOP Forms

BP-A0140 Injury Report – Inmate

FPI Forms

FPI Form 30 Report of Survey

FPI Form 83 Inmate Grade Structure

Statutes and Regulations

28 C.F.R. Part 301, Inmate Accident Compensation
Occupational Safety and Health Act of 1970

Other References

Grade A Pasteurized Milk Ordinance
Master Agreement (7/21/14)

Records Retention Requirements

Requirements and retention guidance for records and information applicable to this program are available in the Records and Information Disposition Schedule (RIDS) system on Sallyport.