
APPENDIX H
PREPARING FOR FACILITY ACTIVATION: A
COMMUNITY ACTIVATION GUIDE

I. PROJECT SUMMARY

PROJECT NAME AND LOCATION	Proposed Federal Correctional Institution and Federal Prison Camp - Leavenworth, Kansas
PROJECT DESCRIPTION	The Federal Bureau of Prisons (BOP) is proposing to construct and operate a new medium-security Federal Correctional Institution (FCI) and minimum-security Federal Prison Camp within the grounds of the existing United States Penitentiary (USP) located in Leavenworth, Kansas. The proposed FCI would house approximately 1,500 inmates while the FPC would house approximately 300 inmates. Development of the FCI and FPC is proposed as a means of better managing the present crowding within the federal prison system and meeting anticipated growth in the federal inmate population.
PROJECT LOCATION	The proposed project site is located within the USP property, in eastern Leavenworth County, just north of the City of Leavenworth.
STATUS OF PROJECT	Depending upon the availability of funding, major construction of the USP would begin in 2013/2014 and completion would be expected in 2016.
ANTICIPATED PROJECT COSTS	Construction of the FCI and FPC is expected to cost approximately \$305 million.
EMPLOYMENT	The FCI and FPC together are expected to employ approximately 320 full-time staff members. Approximately 60 percent of staff positions would be made available to qualified new hires. The remaining 40 percent would be filled by current and experienced BOP employees transferring from existing facilities.
ANNUAL OPERATING BUDGET	Upon operations, the FCI and FPC would contribute approximately \$35 million annually to the local and regional economy. Approximately 80 percent of the annual budget would be spent locally on salaries, goods and services, and utilities.

II. PREPARING FOR FACILITY ACTIVATION: A COMMUNITY GUIDE

A. GENERAL INFORMATION

1. MISSION

The mission of the Federal Bureau of Prisons (BOP) is to protect 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. At the present time, the BOP is facing severe bedspace shortages throughout the federal prison system with correctional facilities at all security levels crowded. In response, the BOP has committed significant resources to identifying and developing sites for new correctional facilities. This effort has resulted in the construction of new correctional facilities in Pennsylvania, Kentucky, South Carolina, Arizona, Florida, Indiana, and Louisiana among other locations. Additional facilities are currently under construction in Alabama, Mississippi, New Hampshire and West Virginia. Projections show the federal inmate population continuing to increase, and even with the development of these new facilities, the additional demands for bedspace would exceed the available capacity.

To accommodate the growing federal inmate population, the BOP undertakes various investigations in an effort to identify and evaluate prospective sites capable of accommodating one or more new federal correctional facilities and communities willing to host such facilities. Through this process, local officials typically identify possible locations and in recent years sites located in New Hampshire, Pennsylvania, California, Alabama and West Virginia have been offered to the BOP for consideration.

The BOP has been operating a correctional facility in Leavenworth since 1906. The 754-acre USP Leavenworth property is bordered by Metropolitan Avenue, immediately north of the City of Leavenworth and south and west of the Fort Leavenworth U.S. Army Base. The BOP property is generally bordered by Corral Creek to the north, Grant Avenue to the east, Metropolitan Avenue to the south, and the newly realigned Santa Fe Trail to the west. Development of the proposed FCI and FPC would occur within alternative locations within the USP Leavenworth property, known as the East Site and West Site.

The FCI under consideration for development would house approximately 1,500 adult inmates and would employ a complement of approximately 320 full-time staff upon operation. Development of the FCI and FPC in Leavenworth, Kansas is proposed as a means of alleviating crowding at other federal correctional facilities and to assist in meeting the anticipated growth in the federal inmate population.

The BOP is in the “people business” and understands the importance of relating with inmates, staff, and the local community in a professional manner. The BOP recognizes that its staff is the most valuable resource in accomplishing its mission and is committed to the personal welfare and professional development of each employee. The BOP “family” is a diverse, well-trained, and career-oriented team. It employs the finest corrections professionals in the country, with approximately 36,000 highly motivated individuals working in some 117 correctional institutions located throughout the U.S. and Puerto Rico.

The concept of “family” is encouraged through building healthy, supportive relationships among staff and organization responsiveness to staff needs. Trust, mutual understanding, and commitment are important components of the day-to-day staff interaction and facility operation. The network of relationships established from the day-to-day operation of the correctional institution results in increased sociability and capital building for the BOP family and their host communities.

The BOP has established programs and policies to develop and nurture staff as well as increase and support diversity. The BOP understands that this takes work and personal commitment and recognizes the benefit to be gained from these programs as well as through the active participation in organized community groups in a given facility location. The relationship networks that develop out of these activities further support the mission of the BOP.

2. DEVELOPING AND ACTIVATING A FEDERAL CORRECTIONAL FACILITY

Once the various preliminary planning, engineering and site selection studies as well as the Draft and Final Environmental Impact Statements (EIS), prepared in accordance with the National Environmental Policy Act (NEPA) have been completed, the BOP announces its decision whether to proceed with development of a new federal correctional facility and if so where within a host community the facility will be located. The formal decision and announcement, known as the “Record of Decision,” (ROD), serves to describe for the public the EIS study process, the alternatives considered, the potential impacts associated with facility development and operation and measures to avoid or minimize negative impacts, as well as identify the alternative (or site) selected. In summary, the ROD presents the basis for selecting and approving a specific site that has been evaluated through the NEPA process.

With announcement of the ROD, the process of acquiring property and designing and constructing the facility is initiated. Depending upon the nature, scale, complexity and geographic location, facility design and construction requires approximately 30 to 36 months to complete. As the construction phase nears completion, the BOP will select a Warden to manage the institution activation process and begin operations. Typically, the Warden relocates to the project area approximately five to six months before the first inmate arrives at the institution. During this period, the host community has a unique opportunity to establish relationships with key BOP administration and management staff that would have long-term benefits to area residents and businesses.

3. THE REGIONAL ACTIVATION COORDINATOR

It is common for the BOP to use the services of one of its Regional Activation Coordinators (RAC) to assist the Warden and the host community during the period leading up to and during facility activation. The RAC is important resource as he/she has an intimate knowledge of BOP policies, programs, operations and the activation process. The RAC is introduced to key elected and community leaders and the public soon after the ROD is announced. It is at this point that the RAC becomes the BOP’s Point-of-Contact (POC) for the community and remains so until the new facility staff begins arriving in the area. It is the RAC who also introduces the Warden to the community.

The RAC will follow up the initial announcement and introductory meetings with telephone calls and other communications with local community leaders. The purpose is to begin planning for programs and informational presentations designed to educate the community on how best to pursue employment and business opportunities with the BOP in general and the federal correctional facility in particular.

(Among the many functions of the RAC is to act as an informational clearinghouse to provide the community with the information it needs as the activation process unfolds.) Working with local economic development agencies, business groups, and other community leaders, the RAC will assist with the preparation of press releases and other public announcements for use within the local commuting area. The announcements serve to inform the community about the BOP, the planned facility, employment and other opportunities, and other possible benefits available to the host community and surrounding area. Information is also posted on the BOP website at <http://www.bop.gov/index.jsp>.

A small team of BOP professionals, well versed in communicating information about the BOP and the planned facility, will help the host community to learn about working with the federal correctional facility and provide assistance and support to the RAC. This team commits its time (as resources allow) prior to facility activation to meeting with community leaders and elected officials. The RAC is available at all times by telephone and e-mail for assistance and to meet with groups, organizations and other members of the local community seeking information.

B. COMMUNITY GUIDE

The informational seminars hosted by the BOP via the RAC and offered to local residents, elected officials, business and community leaders and others help to educate the community about what to expect during and immediately following the activation period and what opportunities will be available. Community officials are encouraged at this time to develop communication mechanisms to ensure that its citizens are made aware of how to take full advantage of the various opportunities that are associated with hosting a federal correctional facility. A general guide for how communities can maximize the benefits from a new facility is provided below. While no means a comprehensive list, it does offer general guidance as to how to make the most of the opportunities associated with the new facility.

1. BE PROACTIVE

For a successful partnership with the BOP, it is important for the community to begin planning early for the new facility and take advantage of the partnering opportunities it offers. The earlier a community begins preparations and the more proactive a community is in engaging the BOP in dialogue, the greater the likelihood for long-term benefits.

Being proactive can take many forms. One approach is to establish a community website that highlights the area's attributes and amenities and serves as an informational portal. Such a website will be a valuable asset in disseminating information and building relationships with prospective BOP newcomers. BOP staff is a professional, ethical, and diverse group of individuals. Many staff transfer to a new facility to take advantage of promotional opportunities and in doing so become very knowledgeable and resourceful when deciding where to settle with their families. It is important to know that all BOP employees have access to the Internet on the job. As a general rule, before an employee submits an application for a new position, the individual thoroughly investigates the area within which the new facility is located and the Internet is one of the more important sources of information used by staff considering relocation.

Establishing a community website allows BOP employees throughout the nation to tap into local resources to get an understanding of what the community is like and what it has to offer. The website should provide access to information concerning the services and products that will be needed by BOP newcomers including quality child care services, apartment and home rental options, hotel and motel accommodations that accept government rates, real estate brokers and agencies, health care professionals that honor federal providers, recreational and cultural amenities, multi-cultural foods and personal products, retail centers, houses of worship, and similar services and conveniences.

2. THE COMMUNITY POINT OF CONTACT

Being proactive can also include appointing a local official as the Community POC to provide a direct line of communication between the BOP and the community. The Community POC would work in concert with the RAC and ultimately with the Warden and others involved in activation and operation. It is important for the community to establish a POC from the outset to interact with the RAC and other BOP officials. This is an important step, as the Community POC will assist in arranging for public venues for the community informational presentations offered via the RAC. Furthermore, the POC provides pertinent information so that the RAC can tailor the presentations to meet the community's information needs. Without a firm understanding of what the community wants and/or needs, the RAC team will be unable to focus its information. Among the functions of the RAC team is to help educate the community as well as to provide information on available employment and business opportunities with the BOP.

3. INFORM AND EDUCATE YOUR COMMUNITY

It is important to develop avenues early on for easy, open and frequent two-way communication between the local community and the BOP. In doing so, the Community POC should work with local business and community leaders and elected officials to compile, organize and distribute information about the BOP, its policies, programs and workforce, the new facility, and the opportunities that will become available upon activation of the facility.

Understanding and addressing the misconceptions that may exist between the BOP and the host community and developing common ground upon which to build a long-term relationship will also be crucial. From the perspective of the BOP, such misconceptions may include concerns that the community will be hostile to or attempt to exploit BOP newcomers that the area lacks the community and family support groups that new BOP employees expect, there will be few products and services available for a diverse workforce, and career advancement may be stifled by a lack of transfer opportunities. From the perspective of the community, misperceptions can include concerns that the planned correctional facility will introduce a negative element in the community, that BOP employees have deep financial resources that can be exploited or represent a population that is significantly different from that of the community as a whole.

It is important to challenge and correct these and other misconceptions which can be accomplished in several ways. The community can offer the BOP and its employees and their families accurate and up-to-date information about the community through the use of newsletters, fact sheets or responses to frequently asked questions and offer additional resources for research about the community. Working with the RAC, the community should establish outlets for the dissemination of information about local housing, recreation, educational institutions, and community and/or volunteer groups (i.e., community website, etc.). It will also be important to work with local merchants and civic leaders, as well as service

providers and religious leaders, to ensure that the products, services, and support needed by the new and diverse BOP workforce and families are readily available. In addition, the community should develop venues and programs to bring facility staff and the community together to begin the process of developing networks of opportunities. Such programming may also serve to build bridges between the community's youth and the youth of incoming BOP families. This will assist in the transition of BOP families into a new community by creating contacts and information sharing before relocation.

4. INFORMATION ON LOCAL HOUSING AVAILABILITY

Soon after the issuance of the ROD, the BOP conducts a study of the local and regional housing market to provide the host community with information about BOP employee housing needs and preferences while providing its employees with a snapshot of the residential market available in the community. The BOP, through the RAC, also uses the housing study as a vehicle to provide insight and advice to those involved in the housing and real estate market to successfully attract incoming BOP employees given their requirements, preferences and resources. Such information includes typical BOP employee housing preferences regarding housing options, financial resources available for house purchase or rental, as well as recommendations to attract BOP employees to reside in and become part of their community. A good rule of thumb is that the typical BOP employee prefers to commute no more than 30 to 45 minutes from home to work and to purchase a three-bedroom, single-family detached dwelling for less than \$150,000.

5. EMPLOYMENT

Of paramount importance is the need to educate and otherwise inform the community about the prospects for employment – what positions will be available and when, the qualifications for hiring and how to prepare to compete successfully for available positions. Employee hiring and training will occur throughout the facility activation process with up to 60 percent of the total workforce expected to be selected from qualified applicants. Positions available to new hires from among the local/regional workforce will generally include clerical and administrative, educational, institution security, food service, and medical and trades positions.

Almost all employees of the BOP supervise, safeguard, and train inmates, in addition to their regular duties. They are responsible for carrying out plans developed for corrective goals and modifications of the attitudes of inmates toward society, as necessary. In addition to instructing, counseling, and maintaining custody of inmates, many of the institutional personnel supervise groups of inmates assigned to work in and about the facility. On most of these assignments, they supervise and instruct inmates, control communications with persons outside the institution, and enforce the rules and regulations for the safety, health, and protection of both inmates and the community.

It is important that the community take full advantage of the information the BOP provides on employment opportunities, including the estimated staffing levels, major professions, and the necessary qualifications for the available positions. For example, the BOP has basic qualifications (e.g., age, physical requirements, training, etc.) and if the community understands the specifics during the activation process, it can provide programming to its citizens addressing the technical skills necessary for them to take advantage of the upcoming opportunities. It is also important for the community to ensure that this information is disseminated and that the community is able to serve its citizenry as they pursue employment opportunities.

The RAC will provide specific information on employment opportunities with the BOP and will begin to coordinate initial employment opportunity seminars within two to four months of the ROD. The RAC will prepare and distribute booklets that outline employment and business opportunities. The employment opportunities will be posted on the BOP website at <http://www.bop.gov/jobs/index.jsp> and should also be available through federal Internet job websites, such as <http://www.usajobs.opm.gov>, and local employment services in the specific area.

The BOP understands that employment longevity builds relationships of trust and networks of understanding that supports the BOP's mission. The BOP therefore maintains a broad framework of programs and initiatives in support of their employees.

6. HEALTHCARE

The community should organize the hospitals and healthcare providers, evaluate the available healthcare options in the community, and assess what the BOP newcomers and facility will require. It is important that the communities have a thorough understanding of what healthcare options are available in the community and what the BOP facility's needs may be. During the facility activation period, it is possible for a community to augment the available service by taking advantage of the external funding sources that the RAC may be able to target (see below). Knowing what your community has to offer in the form of healthcare providers, facilities and services and what the BOP facility and its employees will require allows the community to take full advantage of the opportunities that may present themselves and thus benefit the community and region in a multitude of ways.

7. DIVERSITY

The community should evaluate its preparedness for the diverse workforce that will be associated with the new facility and the manner and means by which the community can welcome and embrace its new neighbors. The employment opportunity programs offered by the RAC and the activation team will highlight the BOP's *Affirmative Action and Diversity Management Program*, which is the BOP policy that identifies and recommends corrective measures related to eliminating barriers for achieving equal employment opportunity for members of minority groups, women, disabled veterans, and qualified individuals with disabilities. The BOP is committed to achieving a diverse workforce to manage its institutions effectively.

This diverse workforce will reside in the local commuting area, and it is important to evaluate how well the community will be able to serve the needs of varied ethnicities through the available service industries, marketplace, and faith-based programs. It is important for a community to consider what resources are presently available and what steps might be necessary to address what may be a lack of diverse multi-cultural resources to accommodate the needs of the BOP newcomers.

While the BOP's Affirmative Action Committee offers support to BOP families to make sure they have the emotional, psychological, and material (e.g., products/services) support they need in a new community, having contacts in the new community eases the transition period and offers a neighborly support system within the community.

The BOP will maintain a diverse team presence when interacting with the local community to familiarize the community with BOP personnel and facility operation. During the construction and facility activation phase, the RAC team will maintain active interaction with the community through the many workshops and presentations that are provided regarding employment and economic opportunities with the BOP, and through the BOP Affirmative Action policies and training. Through the development of these diversity training programs and workshops at local educational institutions and community groups, the BOP shares its policies and programs with the wider community. Additional initiatives include donating ethnic magazines to local libraries to increase diversity awareness and creating a BOP Speaker's Bureau to provide lectures and programs on BOP initiatives to demonstrate the diversity of experiences and interests of BOP professionals. In some instances, the BOP will develop an article series in the local press to offer existing information about the history of the BOP as well as women and minorities in corrections that demonstrates why BOP values diversity.

8. FAITH AND WORSHIP

The Community POC should meet with the community religious practitioners and identify POCs for the religious faiths represented. It is important that the community evaluate the available places of worship and religious practitioners within a commutable area of the facility. Incoming BOP families will want to know what is available to them and the facility inmates will benefit from a well organized religious community.

As the BOP seeks to provide inmates of all faiths the opportunity to pursue their religious beliefs and practices, the facility Chaplain will want to learn what is available in the community. Such information assists the Chaplain in coordinating religious instruction, programming, and worship opportunities for inmates. In addition, the facility Chaplain may need to contract with faith group representatives to provide specific religious services.

9. EDUCATION

The Community POC should meet with local educational institutions. Much like evaluating the available religious faith groups, a community should make known its educational institutions and programs and any other special features. Incoming families will want to ensure that their children continue to have quality educational opportunities. The facility will also wish to draw on the available educational expertise in the community. Many BOP employees have young children, and the quality of public schools and day care options are important in determining where employees choose to live. Use a neighbor-to-neighbor network as a means to provide information on local educational institutions, enrollment requirements, and programs. BOP families have particular interest in ensuring that their children continue to receive quality education and learning about the educational opportunities within a neighborhood setting fosters a feeling of community and encourages a warm welcome for incoming BOP families.

The RAC will meet with local educational institution leaders to educate them on the mission of the facilities, their needs, and employment opportunities. Furthermore, these initial meetings set the stage for developing partnerships for the BOP Speaker's Bureau, as well as building future networks and community-facility relationships.

In addition, inmates have the opportunity to participate in education courses for college credit as part of the facility's occupational education program. In some instances, on-site programs for liberal arts and/or four-year college degrees may be offered and a post-secondary educational officer to manage the program will be appointed by the facility Warden. Thus, a community has several opportunities to highlight its educational offerings to new residents and the facility administration and knowing the community strengths and weaknesses in education are a plus.

10. VOLUNTEERISM

The community should identify local volunteer groups, including faith-based, and define their potential role in the relationship of the BOP facility and the community. Volunteer groups are a great asset to any community and offer the ability to provide opportunities to ensure that much needed services are available to those in need as well as providing many with the avenue to share their talents and resources with those that may be less fortunate. Such groups can be varied in their services and affiliation (e.g., faith-based) and may not readily advertise.

A community should develop an inventory of all volunteer groups and their services. Such information is helpful for incoming BOP families who may wish to participate as well as to facility administrators who may wish to draw on their expertise to build programming and other outreach opportunities for inmates.

11. DOING BUSINESS WITH THE BOP

The location of a federal correctional facility in a community provides economic opportunities for the community and the region. These direct, indirect, and induced impacts have the potential to be a positive economic force within the region. The positive benefits begin during the construction phase, which occurs, on average, over a period of approximately 30 to 36 months. Once constructed and in operation, the facility will continue to offer economic opportunities to the region for those willing and able to take advantage of them.

To accommodate the economic opportunities that will be available, the RAC is available to educate the business community on how to do business with the BOP. Understanding how to take advantage of the opportunities and how to do business with a federal agency is an important step for the business community as well as the community in general. The BOP recognizes this and promotes the RAC's participation in the workshops that outline how to do business with the BOP. The types of products that an individual facility may need could include perishable food products; fresh eggs, dairy products, and produce; bread and bakery items; recreational equipment; tools; building supplies and lumber; office supplies, including computer equipment; and custom shoes. The services also vary by facility, but could include hospital or medical services, office equipment and food service maintenance and repair, vending services, Chaplaincy services, vocational or other instructor services, general and medical material waste removal services, and ambulance and mortuary services.

Participation in the BOP acquisition process is the same as with any other federal agency in accordance with procedures stated in the Federal Acquisition Streamlining Act (FASA) of 1994, Part 13 of Federal Acquisition Regulation. Federal contracting offices use various methods of acquisition to buy supplies and services including: www.fedbizopps.gov; negotiated acquisition, referred to as Request for Proposals (RFP); and sealed bidding utilizing Invitation for Bids (IFB).

To get ready, local business should register their company to conduct business with federal agencies; determine if their company falls into one of the groups that the federal government targets for special contracting incentives; and establish the capability to accept credit card purchases and Electronic Funds Transfer (EFT). The RAC is always available to answer questions and discuss business opportunities.

12. OTHER SOURCES OF SUPPORT

The RAC will help the community identify other agencies and funding from private companies/organizations. The RAC is an informational clearinghouse and may be able to direct the community to additional resources that may be of some value to the community.

13. HOSPITALITY

The community should arrange for open and inviting hospitality for the BOP newcomers. The arrival of the Warden signals the start of the hiring process. Precedent suggests that the community could celebrate the Warden's arrival with a "Come Meet the Warden" event with local officials and the media.

C. A COMMITMENT TO COMMUNITY

1. THE FACILITY AS NEIGHBOR

The BOP is keenly aware of the impact of a new facility and studies are completed early in the decision-making process to evaluate the effect a facility and its ongoing operation will have on a region. The BOP wants to be a good neighbor and be part of the community. As such, programming that brings together BOP facility employees and local community groups will undoubtedly foster community spirit and cooperation. Such programming assists in building relationships and social capital not only within the new facility, but also within the local community.

2. BUILDING AND MAINTAINING TRUST

Building and maintaining trust within the local community is important to the BOP. The RAC works very hard to ensure that community relations and participation get off to a good and productive start. During the activation process, publicity, press releases, and Public Service Announcements (PSAs) are distributed within a reasonable (60-mile) commuting radius. These announcements are in advance of any employment or business opportunity seminars to the community to ensure that as many citizens are notified as possible. The various sectors of the community that are targeted include: colleges and schools, places of worship, local libraries, hospitals, veterans' agencies, employee recruitment companies, military installations/National Guard, employment/unemployment commissions, Chambers of Commerce, radio and television stations, newspapers, state corrections facilities, local law enforcement agencies, and the local judiciary. Printed reference material about the BOP and its community outreach programming and initiatives is sent to each of these organizations. In some instances and as needed, bilingual recruitment efforts will be conducted to ensure that all segments of the local population have been reached and are informed of available opportunities and programs.

Efforts are made to develop and provide programming to build bridges of opportunity between the correctional facility and the community. In particular, this includes information on available jobs (e.g., explaining the skills and experience that are required) and doing business with the BOP.

3. COMMUNITY RELATIONS BOARD

Following selection and assignment of the Warden, the BOP will establish a Community Relations Board. Typically, the CRB membership works closely with local law enforcement, civic and business leaders, education and training professionals, the health care industry, and faith-based agencies and organizations. Therefore, at the outset the Warden may select the CRB membership and draw on local community leaders in an effort to integrate the facility into the community and develop opportunities that support the mission of the facility and the community. Subsequent to the establishment of the initial CRB, the bylaws will clearly outline the selection process for CRB membership. It is important, however, that the members reflect the community and represent law enforcement, government, civic and business groups, faith-based organizations, educational groups, healthcare professionals, and the local media.

The CRB provides a vehicle for communication and support between the facility and its local communities. It has no formal advisory function to the facility, but builds liaisons between the facility and local leaders and religious and civic groups. It provides a vehicle for public outreach, building local trust, and contributing to mutual understanding. As such, the CRB increases awareness about the mission of the facility and the BOP. It determines the availability of community services for the facility and coordinates facility operations with local law enforcement activities. The CRB continually assesses the impact of the facility on the community and is well positioned to increase the facility's involvement in community affairs and services.

Through ongoing, positive communication between institutions and their local communities, such as through the CRB, social networks will be fostered. Citizens will be informed about programs and the operations of institutions in their communities and about the BOP in general. Institution staff will be advised about pertinent community needs, concerns, and developments. Community interest and involvement in institution programs will be encouraged and public understanding about corrections will be enhanced.

4. VOLUNTEERS AND CITIZEN PARTICIPATION PROGRAMS

The BOP encourages participation in volunteer programs. Each BOP correctional facility develops various education, recreation, religious, substance abuse, and psychological programs as appropriate for each security level. Many of these programs and services are enhanced and supplemented through the use of community volunteers. In addition, they serve to improve an inmate's quality of life by providing a vital connection to and expectations of the outside community and societal values in support of future reentry. A volunteer program includes community participation as well as volunteers from the facility inmate population and BOP staff. Inmate volunteers may work in cooperation with local municipalities, as well as community and faith-based organizations. In some instances, carefully selected inmates speak to local school groups, juvenile offenders, substance abuse program attendees, and community groups to give them a first-hand understanding of the consequences of substance abuse and crime. Such volunteer programs increase the participation of inmates in community service through productive work,

education, occupational training, and recreational activities that prepare inmates for employment opportunities and a successful community reentry.

Local governments, charity organizations, or community groups can develop and sponsor a program to supplement the community's resources. A program prospectus is submitted to the facility and reviewed by the Warden who determines if the program should be sent on for approval. Such volunteer community service projects are designed to provide for the local community, such as community-wide beautification or public safety. These projects offer the opportunity for inmates to perform a community service and are strictly voluntary. The BOP has developed a handbook for community volunteers available online at: http://www.bop.gov/jobs/volunteer_handbook.pdf.

D. FOR FURTHER INFORMATION

Information concerning the BOP and its policies and programs are available at: <http://www.bop.gov/index.jsp>. These programs develop and nurture staff as well as increase and support diversity. The BOP understands that this takes work and personal commitment and recognizes the benefit to be gained from these programs as well as through the active participation in organized community groups in a given facility location. The relationship networks that develop out of these activities further support the mission of the BOP and build community.

E. CONTACTS

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