Audit of the Federal Bureau of Prisons' Acquisition and Life Cycle Management of Major Equipment Supporting Food Services

★ ★ ★

AUDIT DIVISION

26-100

SEPTEMBER 2026

Audit of the Federal Bureau of Prisons' Acquisition and Life Cycle Management of Major Equipment Supporting Food Services

Introduction

During fiscal year (FY) 2024, the Federal Bureau of Prisons (BOP), served approximately 428,000 meals per day (more than 150 million meals) to more than 150,000 inmates across its 118 institutions. The BOP Food Services Department (Food Services) is responsible for ensuring all BOP inmates receive three nutritionally balanced meals per day in a manner that meets government health and safety regulations. To meet these health and safety requirements, it is critical that BOP institutions effectively manage and maintain the equipment used for food storage and preparation, such as refrigeration units (coolers and freezers), kettles, ovens, dish machines (large commercial dishwasher), grills, and skillets. Ensuring the continued functionality of such equipment is primarily the responsibility of the BOP Facilities Management Branch (Facilities), which must coordinate with Food Services when routine maintenance, repair, or replacement is required on the more than 5,700 pieces of major food service equipment currently recorded as being utilized across BOP institutions.

Objective

Prior work by the Office of the Inspector General (OIG) raised concerns about the effectiveness of BOP's maintenance of its major food service equipment.[1] As a result of this prior work, the OIG initiated this audit with the objective of evaluating the BOP's acquisition and life-cycle management of major equipment supporting food services.

Results in Brief

To meet its food service mission, each BOP institution, in coordination with the BOP Central Office, must effectively plan for the acquisition and maintenance of the equipment it uses for food storage and preparation. Cost-effective acquisition and the continued functionality of major food service equipment are primarily the responsibility of Facilities, which must coordinate with Food Services on the routine maintenance, repair, and replacement needs at the institution level. However, we found that the BOP's current approach to managing the acquisition and life cycle of its major food service equipment could be significantly improved.

More specifically, we found a lack of clarity related to responsibilities among Food Services and Facilities staff due to an inconsistent understanding throughout the BOP as to what qualifies as "major food service equipment." Without a consistent understanding of this definition, local institutions are left to negotiate responsibility for the required routine maintenance, repair, and replacement costs for these important assets. Compounding this problem is a poorly controlled system of records, which many personnel at the institution level do not know how to properly use. The lack of internal controls and training on this system leads to incomplete and inaccurate data that greatly hinders the BOP's ability to develop a replacement strategy for major food service equipment. In addition, we found that the BOP struggles to fill key positions with the appropriate skillsets for modern repair and maintenance needs. The inability to attract employees with specialized skills in areas such as heating, ventilation, and air conditioning (HVAC), electrical, and plumbing contributes to the BOP's inability to properly maintain, repair, and plan for the replacement of costly assets.

Conclusion and Summary of Recommendations

To ensure it meets all health and food safety requirements, the BOP must take immediate steps to make certain that its Food Services Department and Facilities Management Branch effectively coordinate on the routine maintenance, repair, and replacement of its major food service equipment. In addition, it must ensure that the system used for managing thousands of pieces of such equipment contains complete and accurate data so that proper long-term budgeting and replacement planning is possible across the enterprise. The BOP should also assess whether existing Facilities staff are adequately trained to satisfy current job requirements and take steps to address any inadequately trained Facilities staff.

We make five recommendations to assist the BOP in its efforts to more effectively manage and maintain its major food service equipment.

[1] Additional information on the prior work conducted by the OIG can be found in Appendix 1.

Definition of Major Food Service Equipment

One of the primary challenges with the BOP's current approach for acquiring and maintaining its major food service equipment is the lack of a consistent understanding across the BOP of what qualifies as "major food service equipment." We found that the BOP Central Office's controlling definition differs from the description contained in the BOP Facilities Operations Manual and the understanding of many institution-level personnel we interacted with during this audit.

In a 2012 internal memorandum to Regional Directors, the BOP Central Office defined major equipment as structurally installed equipment, the purchase of which should be funded by the Building and Facilities account. In contrast, the current BOP Facilities Operation Manual (dated September 2023), has a more definitive list, but does not clearly specify the responsible cost center manager for the purchase of materials necessary for repairs of food service equipment. The list in the Facilities Operations Manual includes certain refrigeration units, kettles, ovens, fryers, dish machines, steamers, and pot and pan washers, some of which are shown from Federal Correctional Complex (FCC) Butner in Figure 1 below.[2]

Figure 1

Select major food service equipment. Left: Kettles. Right: Tilt Skillet. Source: OIG at FCC Butner on May 5, 2025.

Furthermore, through our own data collection, interviews, and verification of equipment at select institutions, we concluded that many institution-level personnel more broadly consider items such as ice machines, mixers, ranges, exhaust hoods and hot/cold carts to be major food service equipment.

As a result of this inconsistent understanding across BOP, we learned that disagreements may occur between Facilities and Food Services employees at the institution level regarding maintenance and replacement responsibilities and allocation of costs for certain types of food service equipment. For example, during our visit to FCC Butner, we learned of a disagreement between Facilities and Food Services personnel regarding the responsibility for paying for grease trap pumping, which is a critical maintenance requirement for its fryers—ultimately, Food Services paid for this service. In another example at FCC Butner, we learned that Food Services had to purchase several small ovens because its industrial oven could not be fixed by Facilities staff.[3]

We believe a consistent understanding of the definition of major food service equipment across the BOP is critical in determining which organizational unit within the BOP is responsible for the acquisition and maintenance costs of the equipment. This will also help ensure that the BOP meets its responsibility to provide food services to inmates that meet all health and safety requirements. Therefore, we recommend that the BOP develop and issue definitions for major and non-major food service equipment to be applied consistently enterprise-wide and identify the organizational unit responsible for the maintenance and replacement cost of each asset type. The BOP should revise all applicable policies or manuals to align with the BOP's official definitions.

Challenges with the BOP's Total Maintenance System

Once it is determined that a new piece of equipment meets the criteria for major food service equipment, it should be entered into the BOP's Total Maintenance System (TMS). TMS is the BOP's system of record to track, maintain, and store information on the thousands of pieces of equipment in use across the BOP enterprise.[4] Details of a newly acquired asset are manually entered into TMS by the local Facilities Manager.[5] The entry of a new record in TMS triggers the system to automatically create a maintenance plan for the equipment based on manufacturer and BOP standards and

[2] BOP's federal correctional complexes (FCC) generally include multiple institutions at different security levels in one location. For example, FCC Butner includes a low security (FCI Low), two medium security (FCI Medium I and Medium II), a Federal Medical Complex (FMC Butner), and a minimum security satellite camp.

[3] We provide a more detailed account of our visit to FCC Butner in Appendix 2.

[4] TMS data does not break out the BOP's 15 Federal Correctional Complexes into the individual institutions that make up each Federal Correctional Complex. Therefore, the TMS data we reviewed is based on a total of 98 institutions, not the commonly reported 118 referenced above.

[5] These details are based on multiple data fields such as the type of asset, asset description, manufacturer, model, in-service date, original cost, and replacement cost.

the ability for staff to request and approve work orders and enter related labor and material costs. [6]

In addition to the initial information noted above, another critical piece of information entered and maintained in TMS is the "condition code" for the equipment. According to the BOP, condition codes are divided into four levels: 1-Good, 2-Fair, 3-Poor, and 4-Obsolete/Inoperable. Every time a piece of major food service equipment is serviced by Facilities staff, whether for routine maintenance or repair, the condition code of the asset should be confirmed or updated if necessary. When an asset is assigned a condition code 4, the staff member assigning the code must describe the problem and the work performed that led to the determination that the asset is now obsolete or inoperable.

When asset details and condition codes are accurately entered and maintained in TMS, the data should provide BOP leadership with vital information used to monitor and manage its portfolio of equipment for replacement and budgeting purposes. Notably, BOP institutions are responsible for annually updating the status of its food service equipment to assist the BOP Central Office's development of its annual replacement strategy. This strategy is based on available funding and generally prioritizes equipment assigned a condition code 4.

We identified many errors within the TMS data provided by the BOP. For example, we found an electric griddle placed in service in 2017 with total recorded maintenance costs of more than $54 million. After inquiring about the accuracy of this entry, BOP officials confirmed the amount was a manual input error, with actual maintenance costs of approximately $4,000.

To get a better understanding of the reliability of the data in TMS, at two of the institutions we visited—FCC Butner and Federal Medical Center (FMC) Lexington—we compared the data in TMS to the major food service equipment we observed while on site.[7] Through these observations we found multiple discrepancies ranging from incorrect condition codes to inaccurate major food service equipment counts. For example:

- FMC Lexington – The TMS data provided to us prior to our site visit listed 58 major food service items. Twenty-one were assigned condition code 1, 16 assigned condition code 2, 3 assigned condition code 3, and 18 assigned condition code 4. However, as we performed our equipment observations and confirmed those observations with FMC Lexington Food Services and Facilities staff, we found that several of these condition codes were inaccurate. For example, several of the condition code 4 items should have been coded as condition code 2 or 3, meaning they were not obsolete or inoperable, as shown in Table 1 below.

Table 1

	Assigned	Actual
FMC Lexington		
Condition Code 1	21	14
Condition Code 2	16	24
Condition Code 3	3	15
Condition Code 4	18	1

For items that could be considered borderline between condition codes 1 and 2 or 2 and 3, we used the higher condition code. All inoperable equipment was counted as condition code 4.

*Two of the items on the inventory provided to us had been retired and two others could not be located during our visit.

Source: OIG analysis of BOP records

  In addition, we identified 14 items that were in use at FMC Lexington but were not listed on the TMS inventory provided to us. Therefore, no maintenance plan or costs were being tracked for these 14 items.

- FCC Butner – The TMS data provided to us prior to our site visit listed 126 major food service items. Twenty-four were assigned condition code 1, 46 assigned condition code 2, 54 assigned condition code 3, and only 2 assigned condition code 4. However, as we performed our equipment observations and confirmed those observations with FCC Butner Food Services personnel, we found that several of these condition codes were inaccurate. For example, there were 6 condition code 2 or 3 items that were inoperable and should have been condition code 4. We also learned that six items that were still included on the inventory did not exist because they were either replaced or retired without a corresponding TMS update.

Additionally, we found that neither Facilities nor Food Services staff at FCC Butner could locate 18 items on the inventory listing, although they believed these items still existed. The differences between the TMS data provided to us and what we observed on site at FCC Butner are shown in Table 2.

[6] Different BOP staff are assigned different permission levels in TMS based on their respective roles. For example, the BOP Central Office Facilities personnel have complete editing access and can make any changes to data in the system. However, these staff members told us they typically do not utilize the full permissions and instead defer to institution or regional-level staff to adjust records, as necessary.

[7] The BOP operates six Federal Medical Centers which may also include non-medical facilities. For example, FMC Lexington also includes an adjacent minimum security satellite camp.

Table 2

	Assigned	Actual
FCC Butner		
Condition Code 1	24	17
Condition Code 2	46	31
Condition Code 3	54	47
Condition Code 4	2	7

For items that could be considered borderline between condition codes 1 and 2 or 2 and 3, we used the higher condition code. All inoperable equipment was counted as condition code 4.

*The difference between the assigned and actual are 24 pieces of equipment. Six of the items on the inventory provided to us had been replaced or retired and 18 others could not be located during our visit.

Source: OIG analysis of BOP records

In addition, we identified six items which were not included on the TMS inventory. Because these six items were not in TMS, there was no maintenance plan or related costs tracked for them.

When we brought these errors to the attention of institution and headquarters-level staff, we were generally told that most of the errors likely occurred for three reasons: 1) the manual nature of the data input leading to human error; 2) limited quality assurance checks of the data entered; and 3) a general lack of knowledge of how to properly use TMS among both Food Services and Facilities staff who may enter work orders and execute them.

We agree with these assessments and believe, based on the examples above and numerous other observations not included here, that the data currently contained in TMS is significantly flawed and generally unreliable for the purpose of accurately planning and budgeting for future major food service equipment needs. Accordingly, we recommend that the BOP perform a complete assessment of TMS to correct existing errors and establish internal controls, such as basic supervisory review or other mandatory quality assurance checks designed to improve the reliability of the critical data maintained within the system. In addition, we recommend that the BOP ensure that all applicable Facilities and Food Service staff are properly trained in the use of TMS.

Refrigeration Issues Across the BOP

As of August 2025, BOP's TMS data showed that the BOP had a total of 5,720 pieces of major food service equipment, 52 percent of which were refrigeration units with an average age of 17 years. At that point in time, 620 of the refrigeration units were assigned condition code 1; 1,193 condition code 2; 674 condition code 3; and 486 condition code 4. TMS also indicated that the BOP's total maintenance costs for all current major food service equipment totaled over $36 million as of August 2025, with the BOP's refrigeration units accounting for 46 percent of that total (over $16 million).[8]

To address the BOP's refrigeration units that are in either poor or inoperable condition (codes 3 and 4), 52 BOP institutions have resorted to renting 168 mobile refrigeration units or using off-site storage for their perishable food inventory. Over a 6-year period since 2019, the BOP spent over $9 million ($1.51 million a year) on these rental units and off-site storage, with costs continuing to rise. As noted above, as of August 2025, BOP had 486 condition code 4 refrigeration units in its inventory with a total replacement cost of approximately $37 million (around $76,000 per unit). Figure 2 depicts some of the common problems with BOP's refrigeration units.

Figure 2

Left: Outside freezers behind warehouse at FMC Lexington with significant ice build-up and food products frozen over with ice. Right: Freezer door held shut by a hand truck due to broken handle at FCC Butner. Source: Left: OIG on August 5, 2025. Right: OIG on May 5, 2025.

While temporarily renting mobile units or using off-site storage may be unavoidable at times, indefinite use of rental units and off-site storage may be a less effective and more costly long-term approach for managing the refrigeration needs across the BOP. Therefore, we recommend that the BOP develop a long-term strategy for addressing its poor and inoperable refrigeration units. This strategy should include an assessment of the full replacement costs versus the use of long-term rental agreements.

Personnel Challenges

As of September 2025, we found that the ratio of BOP Food Service employees to inmate workers was approximately 3 to 63 during daytime shifts and 3 to 52 during evening shifts. According to several BOP staff members we interviewed, these ratios make it difficult to properly supervise inmates

[8] These costs recorded in TMS did not include those expended for the rental of mobile refrigeration units or using off-site refrigeration storage.

assigned to food services departments and lead to improper use or even intentional damage to expensive food service equipment. For example, we were told by Food Services staff at Federal Correctional Institution (FCI) Jesup that staffing shortages have led to the harsh treatment and attempted theft of parts from its food service equipment by inmates. Staff at FCC Beaumont told us that they had to build a cage around a new dish machine (a large commercial dish washer) to help prevent it from being vandalized by inmates. At the time of our visit to FMC Lexington, it was experiencing vacancies in 8 of 20 (40 percent) authorized Food Services positions, making it challenging to properly supervise the inmates assigned to Food Services and increasing the risk of poor care and potential vandalism of the equipment.[9]

Although BOP Facilities staff do not supervise large numbers of inmate workers, they cite different staffing challenges that impact their ability to properly maintain and repair major food service equipment throughout its life cycle. More specifically, Facilities staff told us that they have trouble competing with the private sector in filling specialized positions in areas such as HVAC, electrical, and plumbing. Without these specialized skills available in-house, certain repairs may be done incorrectly or not at all, which can shorten the life expectancy of major food service equipment, leading to unnecessary replacement costs. For example, at FCC Butner we were told its Food Services department had to purchase several smaller ovens because existing Facilities staff did not have the skillsets needed to repair the industrial oven on site. At the time of our visit to FMC Lexington, it was having trouble filling three key Facilities positions, including an HVAC Foreman, a Steam Fitter Foreman, and a General Foreman, which contributed to delays in much needed maintenance and repairs.[10] An FMC Lexington facilities staff member described its need for an HVAC foreman as "desperate."

In the absence of specialized in-house staff, BOP must generally rely on outside contractors for repairs and maintenance. In addition to the inherent costs, the use of outside contractors typically requires time-consuming background checks and escorting by BOP staff members while work is performed at an institution. These factors can also increase total maintenance time and cost.

As a result of other OIG oversight, we recognize that the BOP is currently taking steps to address staffing challenges throughout its enterprise.[11] In addition, the OIG plans to continue its oversight of BOP staffing challenges as a result the BOP's receipt of $5 billion under Public Law 119-21 (July 2025) funding, of which not less than $3 billion will be used to retain existing and hire new employes throughout the BOP. Therefore, at this time we do not offer a specific recommendation related to hiring and retaining these important Food Services and Facilities positions. However, for the reasons described above, we note that staffing of Food Services and Facilities positions is critical to ensure the BOP can effectively and economically fulfill its food service mission.

Training

Because of the hiring and recruitment challenges related to specialized staff, the need for existing Facilities staff to be adequately trained becomes even more important. In fact, the BOP Facilities Operation Manual requires Facilities Managers to ensure that an adequate employee training program is in place for their staff. However, we were told at FCC Butner that there has been a lack of funding in the budget for training for several years, leaving Facilities personnel with little to no training during that time. Staff at FMC Lexington pointed out that recent technological advancements in certain types of major food service equipment have made what used to be routine maintenance and repairs much more complex; yet, they have not been trained in how to keep up with these advancements. Therefore, we recommend that the BOP assess whether all existing Facilities staff are adequately trained to satisfy current job requirements and take steps to address any inadequately trained Facilities staff. In addition, in view of indications of technological and other advancements in major food services and other equipment, the BOP should assess the need to provide technical training to Facilities personnel to better enable them to maintain equipment.

Views of Responsible BOP Officials

Throughout the audit, we obtained from responsible officials their feedback on our preliminary audit results. These views are reflected in our report.

Recommendations

Given the results of our audit, we recommend that the BOP:

1. Develop and issue definitions for major and non-major food service equipment to be applied consistently enterprise-wide and identify the organizational unit responsible for the maintenance and replacement cost of each asset type. The BOP should revise all applicable policies or manuals to align with the BOP's official definitions.
2. Perform a complete review of TMS to correct existing errors and establish internal controls, such as basic

[9] We were notified by FMC Lexington in March 2026, that offers had been extended to fill two of these positions.

[10] We were notified by FMC Lexington that two of these positions were filled in February 2026.

[11] U.S. Department of Justice, Office of the Inspector General, *Limited-Scope Review of the Federal Bureau of Prisons' Strategies to Identify, Communicate, and Remedy Operational Issues*, Evaluation and Inspections Report 23-065 (May 2023), oig.justice.gov/reports/limited-scope-review-federal-bureau-prisons-strategies-identify-communicate-and-remedy

supervisory review or other mandatory quality assurance checks designed to improve the reliability of the critical data maintained within the system.

3. Ensure that all applicable Facilities and Food Service staff are properly trained in the use of TMS.
4. Develop a long-term strategy for addressing its poor and inoperable refrigeration units. This strategy should include an assessment of the full replacement costs versus the use of long-term rental agreements.
5. Assess whether all existing Facilities staff are adequately trained to satisfy current job requirements and take steps to address any inadequately trained Facilities staff. In addition, in view of indications of technological and other advancements in major food services and other equipment, the BOP should assess the need to provide technical training to Facilities personnel to better enable them to maintain equipment.

APPENDIX 1: Audit Scope and Methodology

Scope and Methodology

The scope of our audit generally included BOP major food service equipment maintenance, management, and purchasing activities between 2019 through 2025. However, our work may have also incorporated documentation, data, and activities prior to this period and planning activities for the future where appropriate.

To address our objective, we conducted interviews with officials from the BOP Central Office, BOP Regional Offices, and institution-level officials at 13 institutions (2 to 3 institutions from each of the 6 BOP regions).

Figure 3

Mid-Atlantic Region	U.S. Penitentiary Lee in Pennington Gap, VA
	Federal Medical Center Lexington in Lexington, KY
	Federal Correctional Complex Butner in Butner, NC
North Central Region	Federal Correctional Institute Thomson in Thomson, IL
	Federal Prison Camp Duluth in Duluth, MN
Northeast Region	Federal Correctional Institute Fort Dix in Joint Base MDL, NJ
	Federal Correctional Institute Elkton in Lisbon, OH
Southeast Region	Federal Correctional Institute Atlanta in Atlanta, GA
	Federal Correctional Institute Jesup in Jesup, GA
South Central Region	Federal Correctional Institute Beaumont in Beaumont, TX
	Federal Correctional Institute Big Spring in Big Spring, TX
Western Region	Federal Correctional Institute Phoenix in Phoenix, AZ
	Federal Detention Center Honolulu in Honolulu, HI

Source: BOP

We also conducted institution-level interviews with Food Service and Facilities personnel to gain knowledge of major food service equipment statuses; management of the equipment; the acquisition, planning and budgeting processes for the equipment; and the effect of poorly maintained or inoperable equipment on BOP operations.

Site visits occurred in the planning and fieldwork stages of the audit. Federal Correctional Institute Atlanta was selected in the planning stage to gain an understanding of the operations, systems, policies, and processes used for the management and acquisition of major food service equipment. FCC Butner and FMC Lexington were selected for the fieldwork stage based on information we received about the state of the institutions' equipment and information received during interviews with their Food Service and Facilities personnel. Onsite work consisted of interviews with additional Food Service and Facilities personnel and interviews with management and inmates. This work also consisted of observations of major food service equipment, major mobile food service equipment, infrastructure, performance of routine maintenance and other work orders, file and system reviews, and other site-specific items that may have been brought to our attention.

In addition to our onsite work, we also performed an in-depth review of BOP policies governing its acquisition and maintenance of major food service equipment. This included the BOP's Facilities Operations Manual (4200.12), dated July 18, 2017; the BOP's Property Management Manual (4400.05, CN-2), dated March 14, 2024; and the BOP's Acquisition Policy (4100.06), dated July 17, 2017, which supplements the Federal Acquisition Regulation and the Justice Acquisition Regulation.[12]

Prior Related OIG Work

Although this audit primarily focused on the BOP's acquisition and life-cycle management of its major equipment supporting its food service operations, our work was informed by recent OIG work related to BOP's food quality and safety, as shown in Figure 4.

[12] During the audit, on February 24, 2025, the BOP rescinded Acquisition Policy (4100.06).

Figure 4

Audit of the Federal Bureau of Prisons' Efforts to Maintain and Construct Institutions - Report No. 23-064 Issued May 2023[13]

• **Absence of defined infrastructure strategy**
  • Makes it difficult for BOP to plan and communicate resource needs
  • Mismatch between available and needed funding
  • Results in increased costly maintenance and repairs
  • Extreme cases lead to closing institutions for safety

Inspection of the Federal Bureau of Prisons' Federal Correctional Institution Tallahassee - Report No. 24-005 Issued November 2023 [14]

• **Serious food service and storage operations issues**
  • Moldy bread served to inmates
  • Rotting vegetables stored in food preparation area refrigerator
  • Pests and compromised food containers in food storage warehouses

Concurrent Inspections of BOP Food Service Operations - Report No. 25-062 Issued June 2025[15]

• **Various food service-related issues across multiple facilities**
  • Freezers and Refrigerators failing to maintain compliant temperatures for food safety
  • Mobile Heating Carts (used to transport food from kitchen to housing unit) with inoperable heating components.
  • Institutions with precarious pallets of food stacking, creating safety risk.

Source: OIG

Statement on Compliance with Generally Accepted Government Auditing Standards

We conducted this performance audit in accordance with generally accepted government auditing standards (GAGAS). Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objective. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objective.

Internal Controls

In this audit, we performed testing of internal controls significantly within the context of our audit objective. We did not evaluate the internal controls of the BOP to provide assurance on its internal controls structure as a whole; we offer this statement solely for the information and use of the BOP.[16]

The internal control deficiencies we found are discussed in the Audit Results section of this report. However, because our review was limited to those internal control components and underlying principles, it may not have disclosed all internal control deficiencies that may have existed at the time of this audit.

Computer-Processed Data

During our audit, we obtained information from BOP's Total Maintenance System (TMS). We did not test the reliability of this system as a whole, therefore any findings identified involving information from this system were verified with documentation from other sources, as well as team observations and interactions with knowledgeable BOP leaders and staff members.

[13] U.S. Department of Justice, Office of the Inspector General, *Audit of the Federal Bureau of Prisons' Efforts to Maintain and Construct Institutions*, Audit Report 23-064 (May 2023), oig.justice.gov/reports/federal-bureau-prisons-efforts-maintain-and-construct-institutions

[14] U.S. Department of Justice, Office of the Inspector General, *Inspection of the Federal Bureau of Prisons' Federal Correctional Institution Tallahassee*, Evaluation and Inspections Report 24-005 (November 2023), oig.justice.gov/reports/inspection-federal-bureau-prisons-federal-correctional-institution-tallahassee

[15] U.S. Department of Justice, Office of the Inspector General, *Concurrent Inspections of BOP Food Service Operations*, Evaluation and Inspections Report 25-062 (June 2025), oig.justice.gov/reports/concurrent-inspections-bop-food-service-operations

[16] This restriction is not intended to limit the distribution of this report, which is a matter of public record.

APPENDIX 2: Additional Information Related to OIG Site Visits to FCC Butner and FMC Lexington

State of FCC Butner's Major Food Service Equipment and Operations

FCC Butner consists of five different facilities, including a low security facility (FCI Low), two medium security facilities (FCI I and FCI II), an FMC, and a satellite camp. Overall, we found that the facilities that make up FCC Butner were struggling with refrigeration storage and functionality, as well as general infrastructure damage in Food Services areas. We also identified some disagreements between staff from the Food Services and Facilities organizational units.

Refrigeration and Other Food Service Equipment Challenges

At the time of our visit, FCC Butner was renting nine mobile refrigeration trailers due to several inoperable or nearly inoperable built-in refrigeration units on site. According to FCC Butner officials, several of the existing built-in refrigeration units had broken or faulty compressors and condensers, very poor insulation within the units and around the doors, or damaged piping and poor condensation drainage. In addition, the largest warehouse freezer continued to have unresolved structural damage, as shown in Figure 5.

Figure 5

Inoperable: The largest warehouse freezer at FCC Butner with damaged foundation and lifted structural columns. Source: OIG on May 5, 2025.

Consistent with what we were told by FCC Butner staff, we observed that many of the existing built-in refrigeration units and freezers had ice build-up throughout the unit, tarps over food items to prevent the condensation and ice from damaging food products, and ice frozen over at the entry of the unit making it difficult to gain access, as shown in Figure 6. We also observed many forms of poor insulation in the cooling units to include insulation foam and tape wrapped around elements of condensers and compressors and the use of random items (a bar and cart/dolly) to secure doors of the cooler to prevent cold air from escaping.

Figure 6

Frozen units at Federal Correctional Complex Butner. Source: OIG, May 5, 2025.

According to FCC Butner officials, as of April 2025 it was spending approximately $1,600 per month per rented trailer (plus fuel) and an additional $3,000 to $4,000 a month for off-site cold storage. In total, FCC Butner reported spending a total of $1,929,000 for the trailers, fuel, and off-site cold storage rental, beginning in 2021.[17] Notably, FCC Butner officials told us that the cost for the purchase of new freezer storage is approximately $1,200,000, which is about $729,000 less than the amount spent on rental equipment, fuel, and off-site storage thus far. With no viable replacement plan in place, these excess rental costs will continue indefinitely.

In addition to the refrigeration issues noted above, we observed other infrastructure concerns in the food service areas of FCC Butner. For example, at FCI Low, both BOP and inmate food service staff stressed to us the safety hazards present in their kitchen from tile floor damage, as shown in Figure 7.

[17] As of our visit in May 2025, the off-site storage rental had recently concluded.

Figure 7

Tile floor damage at FCI Low. Source: OIG, May 5, 2025 Source: OIG, May 5, 2025.

We also observed seven ovens that were either inoperable or in poor working condition throughout the complex. For example, at FCI Low, we observed a bakery oven not properly ventilating, creating smoke throughout the entire room. At FCI II, we observed a standing walk-in oven currently not in use due to a safety latch malfunction, which is a feature designed to ensure that if someone got locked inside of the oven, they could hit the latch to get out (see Figure 8). For the remaining five ovens, issues included the inability to reach the proper temperature, broken thermostats for electric ovens, and inoperable exhaust fans.

Figure 8

Left: FCI II's walk-in oven being cleaned. Use of the oven was discontinued for an extended period until a broken safety latch (circled in red) was fixed in February 2026. Right: Zoom in focus of broken safety latch circled in red from the photo to the left. Source: OIG, May 5, 2025.

FCC Butner staff also informed us that although their kettles are used daily, they require significant maintenance. At the time of our visit, there were two inoperable kettles across the complex and two inoperable grills. Each had work orders established for repairs, but they were awaiting parts required to bring the equipment back into operation. We also observed a malfunctioning warehouse X-ray scanner used for food shipments, which was a source of security concerns because incoming food shipments were not being x-rayed to identify safety or contraband concerns. We also learned that because of sanitation concerns with a malfunctioning dish machine, food service inmate staff had to wash food trays and dishes by hand after running the initial cleaning cycle of the dish machine. Additionally, inmate staff at FCI I had to manually refill the water reservoir of the dish machine tank every 20 minutes due to a tank error that improperly set the water line.

In summary, we observed that FCC Butner Food Services staff were dealing with an array of major food service equipment problems that increase the risk of food quality issues and other safety concerns at the complex. According to some FCC Butner staff, these challenges date back many years and were attributable to unresolved infrastructure issues, inadequate staffing, and insufficient funding. In fact, we were copied on a request to Congress from an FCC Butner staff member for help in resolving the freezer storage issue, which factored into our decision to visit this location as part of this audit.

In addition, according to FCC Butner personnel, in August 2024, the BOP Central Office significantly reduced Butner's operational funding (except for medical center and Food Services funds) and cancelled several approved, but unfunded improvement projects. In fact, at the time of our visit, the FCC Butner business office told us it was using funds from the medical and Food Services budgets to pay operational bills like electricity and water. While we understand that such bills must be paid, and there will be variance between organizational unit budgets; the budgeting situation described to us at

FCC Butner is quite concerning. We believe that utilizing the Food Services budget for routine operating costs outside of the food service mission for extended periods could deteriorate both food services and safety.[18]

Clarifying Responsibilities of Food Services and Facilities Staff

Food Services personnel at FCC Butner told us that they heavily rely on Facilities staff to meet their mission, but, conversely, Facilities staff do not necessarily rely on Food Services staff to meet theirs. According to staff at FCC Butner, this dynamic can lead to disagreements between the two organizational units with funding primarily at the core. Because the Facilities budget is significantly lower than the Food Services budget at FCC Butner, the two organizational units often have conflicting expectations regarding which organizational unit is responsible for major food service equipment repair and replacement costs. FCC Butner personnel told us that most of the time Food Services covers the cost of non-major, accountable equipment to address issues that cannot be resolved by Facilities. For example, due to the inoperable ovens described above, the Food Services department purchased several smaller ovens for under $10,000 because the industrial oven could not be fixed by Facilities staff. In another example (also described in the body of this report), a disagreement arose regarding the payment for the pumping of complex grease traps. Both Facilities and Food Services believed the other was responsible for the payment. Food Services ultimately paid the contractor.

Personnel Challenges at FCC Butner

As described in the body of this report, one of the most significant challenges the BOP faces when it comes to the successful acquisition and management of major food service equipment is ensuring institutions have available personnel with the appropriate skillsets to adequately maintain and repair the equipment when needed. During our visit, FCC Butner Facilities and Food Services personnel agreed that one of the major issues with the maintenance and management of food service equipment was the lack of available Facilities personnel with the proper skills needed to address many of the existing problems with their equipment. For example, as noted above, Food Services was required to purchase smaller ovens because Facilities staff were unable to fix the industrial oven on site at FCC Butner. These same individuals attributed such challenges to the BOP's inability to compete with private sector pay for specialized skillsets and a lack of in-house training options for Facilities staff.

As it relates to recruiting, FCC Butner officials stated that private sector specialty technicians like HVAC or electricians in the local area earn somewhere between $50 to $70 an hour whereas FCC Butner can only offer $30 to $45 an hour. In the absence of being able to hire specialty staff, the need for in-house training for existing staff takes on greater importance. However, according to FCC Butner officials, there has been a lack of funding in the budget for training for several years, leaving Facilities personnel with little to no training. According to some BOP officials, the general expectation is that Facilities staff will enter the BOP with all necessary occupational skills. Nevertheless, as one official pointed out, while a general foreman may be able to do general maintenance, it is nearly impossible to train them, in-house, on a specialty area. Notably, our visit to FCC Butner revealed that several facilities personnel were even lacking the basic knowledge needed to successfully enter routine work orders and preventative maintenance into TMS. In fact, we found some Facilities personnel must print and manually complete work orders and preventative maintenance checklists for supervisors to sign off on and input into TMS on their behalf due to a lack of this very basic training.

State of FMC Lexington's Major Food Service Equipment and Operations

FMC Lexington is a federal medical center built in 1935 for use by the U.S. Public Health Service. In 1974, the property was transferred to the BOP as a low security, co-correctional facility, before being converted in 1988 to an administrative facility. According to the TMS data provided prior to our visit in August 2025, FMC Lexington had a total of 58 pieces of

[18] In April 2026, we followed up with FCC Butner personnel to obtain an update on its budget situation. We were told that the reallocation of food service and medical budget funds for operational bills was discontinued as of September 2025. These individuals did not believe the institution would face this problem again in the immediate future.

major food services equipment supporting an average daily inmate population of 1,298. During our site visit, we found that the institution was generally well maintained but in need of upgrades. In general, FMC Lexington's major food service equipment appeared to be well maintained due to a significant amount being replaced within the last few years. Additionally, as a recipient of FY 2025 BOP Central Office Buildings and Facilities funding, FMC Lexington was in the process of replacing eight refrigeration units. However, as we describe in greater detail below, FMC Lexington was renting cooler and freezer trailers as well as off-site storage. It also owns two trailers located behind the warehouse and was borrowing another from the Mid-Atlantic Regional Office in preparation for the eight replacements units that had not yet been installed at the time of this audit.

Refrigeration and Other Food Service Equipment Challenges

Generally, we found that FMC Lexington's primary challenge with its major food service equipment was related to its outdoor freezer storage. Specifically, we observed two outdoor walk-in freezers frozen over with a tremendous amount of ice on the ceilings, floors, and food products, as shown in Figure 9.

Figure 9

Outside freezers behind warehouse at FMC Lexington. Source: OIG on August 5, 2025.

We believe these freezers present both a safety concern and a food quality concern for food stored in the freezers. In addition to these problematic freezers, we found that the two FMC Lexington-owned cooler trailers behind its warehouse were empty, as shown in Figure 10.

Figure 10

FMC Lexington-owned, empty mobile coolers. Source: OIG on August 5, 2025.

According to FMC Lexington staff, these coolers are often empty except for occasional storage use when cold products are ordered at the beginning of a purchasing cycle. These two trailers are owned and maintained by Food Services due to difficulties getting parts to service the prior trailers, which led the Facilities Management Branch to decline responsibility for their maintenance. The costs associated with maintaining these trailers are generally incurred on an as needed basis. According to FMC Lexington Food Services staff, approximately $13,315 was spent in the last year to maintain these trailers. These costs were in addition to the use of off-site cooler storage nearly 45 minutes away from the institution at $300-$700 a month, which amounted to approximately $3,600-$8,400 spent annually, depending on storage volume and exclusive of time, mileage and other collateral costs. We do not believe it is cost effective for Food Services to maintain two underutilized refrigeration options without justifiable need and encourage BOP to consider this situation as part of its response to recommendation 4, above.

Personnel Challenges at FMC Lexington

As noted in the body of the report, FMC Lexington continues to experience staffing challenges. FMC Lexington's Facilities Management Branch is currently authorized 29 positions was short three key positions at the time of our visit: an HVAC Foreman, Steam Fitter Foreman, and General Foreman. In addition, the Food Services department was experiencing vacancies in 8 of 20 authorized positions. This included vacancies for seven cook foremen and one food services assistant.

The eight vacant positions in the Food Services department placed a visible burden on its staff and operations during our visit. Due to the significant staffing shortage, which is further exacerbated when staff are unavailable due to leave and administrative tasks, adjustments to FMC Lexington's meal operations become necessary. For example, meal preparation at FMC Lexington's camp was altered to include only two hot meals (breakfast and lunch). The third meal (dinner) was served cold in a bag. Institution personnel at FMC Lexington overwhelmingly attributed the inability to hire Food Services staff to the BOP's new requirement for food service personnel to have a specialized food service

certification prior to entering on duty.[19] In addition to FMC Lexington, personnel at another institution told us that this requirement hindered their hiring capabilities as well.

Notably, we were told that some FMC Lexington personnel are certified to teach this specialized training, but the BOP prevents individuals from being hired without the certification in place. We believe the BOP's specialized certification requirement may be unnecessarily hindering its Food Services staffing efforts. Although we do not make a formal recommendation here, we encourage the BOP to reconsider this policy as it assesses its hiring needs in its Food Services department agency-wide.

In addition to its hiring challenges, like FCC Butner, FMC Lexington struggles with ensuring its personnel are properly trained. According to both Facilities and Food Services personnel at FMC Lexington, they had not received specialized job training provided by the BOP in several years.

According to some of the Facilities staff we interviewed, and as noted in the body of the report above, the lack of specialized training has become more impactful as certain technological advancements in major food service equipment have made maintaining the equipment more complex. Facilities personnel at FMC Lexington cited "docking systems," which are an element of newer refrigeration systems that provide power and cooling control to maintain precise temperatures, as a good example of this challenge. Personnel at FMC Lexington described to us how time-consuming work on these systems was and how the institution would ultimately end up calling in outside specialists to perform work when repair or maintenance was needed because the skills did not exist in-house. In the Food Services department, the lack of general training has led to different impacts on institution operations. For example, lack of training on TMS and condition codes among Food Services staff led to erroneous work orders, which can delay needed maintenance on major food service equipment.

[19] This specialized food service certification verifies basic food safety knowledge and is for individuals in food handler, employee-level positions.

APPENDIX 3: Federal Bureau of Prisons Response to the Draft Audit Report

U.S. Department of Justice

Federal Bureau of Prisons

Office of the Director *Washington, DC 20534*

September 15, 2026

MEMORANDUM FOR JOEL C. SMITH
Acting Regional Audit Manager
Atlanta Regional Audit Office
Office of the Inspector General

FROM: William K. Marshall III, Director

SUBJECT: Response to the Office of Inspector General's Draft Report: Audit of the Federal Bureau of Prisons' Acquisition and Life Cycle Management of Major Equipment Supporting Food Services

The Federal Bureau of Prisons (BOP) appreciates the opportunity to provide a formal response to the Office of Inspector General's (OIG) draft report entitled "Audit of the Federal Bureau of Prisons' Acquisition and Life Cycle Management of Major Equipment Supporting Food Services." This response addresses the five recommendations directed to the BOP.

The BOP recognizes the critical importance of effective coordination between the Food Services Department and the Facilities Management Branch to ensure the routine maintenance, repair, and replacement of major food service equipment. Reliable, complete, and accurate data within the Total Maintenance System (TMS) is essential for informed long-term budgeting and enterprise-wide equipment planning. The BOP remains committed to ensuring that Facilities staff are adequately trained to meet current operational requirements and to taking appropriate steps to address any gaps in staff competencies.

The OIG's identification of unclear roles and responsibilities between Food Services and Facilities staff – stemming from inconsistent understanding of what constitutes "major food service equipment" – as well as deficiencies in record accuracy, internal controls, and system training, highlights a need to strengthen oversight and accountability. The BOP is committed to addressing each of these issues by reinforcing internal controls and ensuring strict adherence to applicable laws, regulations, and policies.

As detailed below, the BOP has already taken significant steps to address the issues identified in the report and will implement additional corrective actions as necessary. The BOP concurs with all five OIG recommendations and offers the following responses.

Recommendation 1: Develop and issue definitions for major and non-major food service equipment to be applied consistently enterprise-wide and identify the organizational unit responsible for the maintenance and replacement cost of each asset type. The BOP should revise all applicable policies or manuals to align with the BOP's official definitions.

BOP Response: The BOP concurs with this recommendation and has implemented corrective actions to address the recommendation fully. On July 15, 2026, the BOP issued Facilities Management Operational Standard (OS) 26-36, Defining Major Food Service Equipment, and formally established clear, enterprise-wide definitions for both major and non-major food service equipment within BOP correctional facilities. It also identifies the appropriate funding sources and organizational responsibilities for maintenance and replacement.

OS 26-36 reinforces accountability by ensuring that maintenance and funding responsibilities align with the organizational unit that procured the equipment. These definitions and requirements now provide consistent guidance across all institutions and will be incorporated into applicable policies and manuals as needed.

Because the BOP has fully addressed the recommendation through issuance of OS 26-36, the BOP respectfully requests closure of this recommendation.

Recommendation 2: Perform a complete review of TMS to correct existing errors and establish internal controls, such as basic supervisory review or other mandatory quality assurance checks designed to improve the reliability of the critical data maintained within the system.

BOP Response: The BOP concurs with this recommendation. To strengthen internal controls and improve data integrity within the Total Maintenance System (TMS), the BOP has implemented a new quarterly event requiring each Facility Manager to certify that all TMS asset information has been reviewed and verified for accuracy. This quarterly certification process will start on October 1, 2026.

In addition, food service equipment preventative maintenance work orders have been incorporated into the BOP's newly adopted risk assessment process, which is conducted and tracked by Central Office leadership. This added control enhances oversight of critical equipment and ensures preventative maintenance requirements are consistently monitored across all institutions.

Recommendation 3: Ensure that all applicable Facilities and Food Service staff are properly trained in the use of TMS.

BOP Response: The BOP concurs with this recommendation. To ensure staff proficiency in the TMS, the BOP has implemented a semi-annual planned training event within TMS requiring

each institution to conduct appropriate training for all staff designated with TMS access. This training program will begin on October 1, 2026, ensuring consistent enterprise-wide training and enhanced system accuracy.

Additionally, TMS training classes are scheduled for FY 2027 for every Facilities Manager, General Foremen, Engineering Technician, and Facilities Assistant. This expanded training program reinforces BOP's commitment to strengthening staff competency and improving the reliability of TMS data across all institutions.

Recommendation 4: Develop a long-term strategy for addressing its poor and inoperable refrigeration units. This strategy should include an assessment of the full replacement costs versus the use of long-term rental agreements.

BOP Response: The BOP concurs with this recommendation. The BOP has developed its Capital Investment Plan, which includes a comprehensive strategy for addressing the long-term replacement needs of refrigeration units across all institutions. As discussed under OIG's "Audit of the Federal Bureau of Prisons' Efforts to Maintain and Construct Institutions" (23-064), the BOP completed its Capital Investment Plan for FY2027-FY2031, which reflects BOP's comprehensive infrastructure strategy for effective facilities management. This Plan was developed using the Maintenance & Repair (M&R) Project Prioritization Framework Tool, which objectively evaluates outstanding M&R projects by assessing Institutional, building, and asset-level data and provides scored and ranked projects by priority of funding. The BOP provided a demonstration of this Tool to OIG on January 7, 2026.

The Capital Investment Plan aligns with the BOP's mission. It includes eight methodologies for prioritizing the allocation of resources and creates short-, medium-, and long-term master planning goals. The Tool integrates a repair-versus-replace analysis to optimize the evaluation of BOP Institutions' maintenance and repair needs, ensuring more effective allocation of capital funds.

As part of this strategic approach, the BOP has committed funding to replace all condition code 3 (poor) and 4 (obsolete/inoperable) coolers and freezers. The project is currently in the procurement phase with award expected in FY 2027 and completion estimated no later than the end of FY 2028. This effort ensures sustained operational reliability, addresses aging infrastructure, and aligns replacement planning with the BOP's broader lifecycle management and capital investment objectives.

Because the BOP has developed a long-term strategy for addressing its poor and inoperable refrigeration units, including an assessment of costs, the BOP respectfully requests closure of this recommendation.

Recommendation 5: Assess whether all existing Facilities staff are adequately trained to satisfy current job requirements and take steps to address any inadequately trained Facilities staff. In addition, in view of indications of technological and other advancements in major food services and other equipment, the BOP should assess the need to provide technical training to Facilities personnel to better enable them to maintain equipment.

BOP Response: The BOP concurs with this recommendation and is actively undertaking the assessment and follow-on actions required by the recommendation for existing and prospective Facilities staff. Under the current interim organizational structure of the Facilities Management Branch (FMB), all prospective institution Facilities hires are interviewed by FMB leadership, ensuring that subject matter experts participate directly in the selection process, which includes skills assessment. The Chief of Facilities now serves as the selection official for all institution Facilities Foreman positions. With this expert-led approach, the BOP is observing more qualified staff selections and improved alignment between candidates' skill sets and operational needs.

In addition, under the interim structure, FMB leadership serves as both the reviewing and rating officials for Facilities staff performance. This ensures performance assessments of existing staff are conducted by individuals with technical expertise, which has resulted in increased use of performance improvement plans where needed. These plans enable underperforming staff to receive targeted support aimed at improving their skills, or when necessary, allow for reassignment or removal to ensure Facilities operations remain effective and compliant with BOP standards. These efforts address the recommendation's requirement for assessment and follow-on actions to address issues involving inadequately trained Facilities staff.

To address specialized maintenance needs associated with increasingly complex food service equipment, the FMB is expanding the use of service agreements with manufacturer's technicians for maintenance and repairs beyond routine tasks. This approach ensures that the BOP fully leverages manufacturer warranties, while maintaining an appropriately trained internal workforce capable of performing core preventive maintenance responsibilities.

APPENDIX 4: Office of Inspector General Analysis and Summary of Actions Necessary to Close the Audit Report

The U.S. Department of Justice Office of the Inspector General (OIG) provided a draft of this audit report to the Federal Bureau of Prisons (BOP). The BOP's response is incorporated in Appendix 3 of this final report. In response to our draft audit report, the BOP concurred with our recommendations and discussed the actions it will implement or has implemented in response to our findings. As a result, the status of the audit report is resolved. The following provides the OIG analysis of the response and summary of actions necessary to close the report.

Recommendations for the BOP:

1. **Develop and issue definitions for major and non-major food service equipment to be applied consistently enterprise-wide and identify the organizational unit responsible for the maintenance and replacement cost of each asset type. The BOP should revise all applicable policies or manuals to align with the BOP's official definitions.**

   Closed. The BOP concurred with the recommendation. On July 15, 2026, the BOP issued Facilities Management Operational Standard (OS) 26-36, Defining Major Food Service Equipment, which formally established enterprise-wide definitions for both major and non-major food service equipment within BOP correctional facilities. OS 26-36 also identified the appropriate funding sources and organizational responsibilities for maintenance and replacement of equipment. According to the BOP, these definitions and requirements now provide consistent guidance across all institutions and will be incorporated into applicable policies and manuals as needed. The BOP requested closure of this recommendation.

   The OIG agrees that the issued OS 26-36 defines major and non-major equipment and makes clear that the department that funded the initial acquisition is responsible for maintenance and associated costs. Therefore, this recommendation is closed.

2. **Perform a complete review of the Total Maintenance System (TMS) to correct existing errors and establish internal controls, such as basic supervisory review or other mandatory quality assurance checks designed to improve the reliability of the critical data maintained within the system.**

   Resolved. The BOP concurred with our recommendation. The BOP stated in its response that it has implemented a new quarterly event requiring each Facility Manager to certify that all TMS asset information has been reviewed and verified for accuracy. The BOP also stated that the quarterly certification process will start on October 1, 2026. The BOP stated that food service equipment preventative maintenance work orders have been incorporated into the BOP's newly adopted risk assessment process, which is conducted and tracked by Central Office leadership. The BOP said this added control enhances oversight of critical equipment and ensures preventative maintenance requirements are consistently monitored across all institutions. As a result of these stated actions, this recommendation is resolved.

This recommendation can be closed when we receive documentation demonstrating that the BOP completed its scheduled quarterly certification process and updated TMS, as necessary.

3. **Ensure that all applicable Facilities and Food Service staff are properly trained in the use of TMS.**

Resolved. The BOP concurred with our recommendation. The BOP stated in its response that it has implemented a semi-annual planned training event within TMS requiring each institution to conduct appropriate training for all staff designated with TMS access. The BOP stated that this training program will begin on October 1, 2026, ensuring consistent enterprise-wide training and enhanced system accuracy. The BOP also stated that TMS training classes are scheduled for fiscal year (FY) 2027 for every Facilities Manager, General Foremen, Engineering Technician, and Facilities Assistant. As a result, this recommendation is resolved.

This recommendation can be closed when we receive documentation demonstrating that the BOP adequately established and implemented its planned semi-annual training program for all institution staff designated with TMS access and completed the planned FY 2027 TMS training for every Facilities Manager, General Foremen, Engineering Technician, and Facilities Assistant.

4. **Develop a long-term strategy for addressing its poor and inoperable refrigeration units. This strategy should include an assessment of the full replacement costs versus the use of long-term rental agreements.**

Resolved. The BOP concurred with our recommendation. The BOP stated in its response that it has developed its Capital Investment Plan, which includes a comprehensive strategy for addressing the long-term replacement needs of refrigeration units across all institutions. The BOP completed its Capital Investment Plan for FY 2027—FY 2031, which reflects BOP's comprehensive infrastructure strategy for effective facilities management. The BOP stated that the Capital Investment Plan was developed using the Maintenance & Repair (M&R) Project Prioritization Framework Tool, which objectively evaluates outstanding M&R projects by assessing institutional, building, and asset-level data and provides scored and ranked projects by priority of funding. The BOP provided the OIG a demonstration of the Project Prioritization Framework Tool on January 7, 2026.

The BOP stated that the Capital Investment Plan aligns with the BOP's mission and includes eight methodologies for prioritizing the allocation of resources and creates short-, medium-, and long-term master planning goals. The BOP also stated that the Project Prioritization Framework Tool integrates a repair-versus-replace analysis to optimize the evaluation of BOP institutions' maintenance and repair needs, ensuring more effective allocation of capital funds.

The BOP stated that as part of this strategic approach, it has committed funding to replace all condition code 3 (poor) and 4 (obsolete/inoperable) coolers and freezers. The project is currently in the procurement phase with award expected in FY 2027 and replacement completion estimated no later than the end of FY 2028. The BOP stated that this effort ensures sustained operational reliability, addresses aging infrastructure, and aligns replacement planning with the BOP's broader life-cycle management and capital investment objectives. Based on these efforts, the BOP requested closure of this recommendation.

The Capital Investment Plan is an important step in addressing the BOP's poor and inoperable refrigeration units. However, we note that the plan has not yet been executed and potentially subject to change. As a result of the BOP's actions and planned application of the Capital Investment Plan, this recommendation is resolved. This recommendation can be closed when we receive documentation demonstrating that the execution of the Capital Investment Plan has led to adequate progress toward the BOP's goal of condition code 3 and code 4 refrigeration unit replacement completion by the end of FY 2028.

5. **Assess whether all existing Facilities staff are adequately trained to satisfy current job requirements and take steps to address any inadequately trained Facilities staff. In addition, in view of indications of technological and other advancements in major food services and other equipment, the BOP should assess the need to provide technical training to Facilities personnel to better enable them to maintain equipment.**

Resolved. The BOP concurred with our recommendation. The BOP stated that under the current interim organizational structure of the Facilities Management Branch (FMB), all prospective institution Facilities hires are interviewed by FMB leadership, ensuring that subject matter experts participate directly in the selection process, which includes skills assessment. The Chief of Facilities now serves as the selection official for all institution Facilities Foreman positions. The BOP stated that with this expert-led approach, the BOP is observing more qualified staff selections and improved alignment between candidates' skill sets and operational needs.

The BOP also stated that, under the interim structure, FMB leadership serves as both the reviewing and rating officials for Facilities staff performance. The BOP stated that this ensures performance assessments of existing staff are conducted by individuals with technical expertise, which has resulted in increased use of performance improvement plans where needed. These plans enable underperforming staff to receive targeted support aimed at improving their skills, or when necessary, allow for reassignment or removal to ensure Facilities operations remain effective and compliant with BOP standards. The BOP stated that these efforts address the recommendation's objective for assessment and follow-on actions to address issues involving inadequately trained Facilities staff.

To address specialized maintenance needs associated with increasingly complex food service equipment, the BOP stated that the FMB is expanding the use of service agreements with manufacturers' technicians for maintenance and repairs beyond routine tasks. The BOP stated that this approach ensures that the BOP fully leverages manufacturer warranties, while maintaining an appropriately trained internal workforce capable of performing core preventative maintenance responsibilities.

As a result, this recommendation is resolved. This recommendation can be closed when we receive evidence demonstrating that the BOP's interim organizational structure changes at the FMB related to hiring and employee performance assessments have addressed inadequately trained Facilities staff and that its expanded use of existing service agreements has mitigated the need for in-house advanced technical knowledge.