

VI

STRATEGIC GOAL SIX:

Protect American Society by Providing for the Safe, Secure, and Humane Confinement of Persons in Federal Custody

DOJ is responsible for the confinement of persons convicted of federal crimes and sentenced to terms of incarceration, and those charged with federal offenses and detained while awaiting trial or sentencing, a hearing on their immigration status, or deportation. Three of DOJ's components, the Bureau of Prisons (BOP), the United States Marshals Service (USMS), and the Immigration and Naturalization Service (INS), engage in activities related to this function.

BOP's primary responsibility consists of maintaining secure, safe and humane correctional institutions for sentenced offenders placed in its custody. BOP develops and operates correctional programs that seek a balanced application of the concepts of punishment, deterrence, and incapacitation with opportunities to prepare the offender for successful reintegration into society. Through the National Institute of Corrections, BOP provides assistance to international, federal, state, and local correctional agencies.

BOP conducts its incarceration function using a range of BOP operated institutions of varying security levels, as well as the use of privately operated facilities, including half-way houses, and facilities provided through Intergovernmental Agreements. While BOP deals with the unique problems that accompany the long-term custody and care of sentenced federal prisoners, BOP is also a major provider of detention bed space and operates several metropolitan detention centers. In addition, BOP houses all D.C. adult felons sentenced to a term of confinement. As of December 2001, 8,222 D.C. sentenced felons were moved into BOP custody, including 450 who were in BOP custody prior to the passage of the Revitalization Act.

Pre-sentenced inmates, persons charged with federal offenses awaiting trial, and persons detained while awaiting trial are primarily the responsibility of USMS. USMS does not operate any detention centers; rather it obtains the beds it needs to house this population from state and local jails and detention centers, BOP, INS and private facilities. USMS is responsible for ensuring that detainees make their scheduled court appearances, thereby contributing to the orderly work of the Federal Courts.

INS likewise detains persons who are charged with violating immigration law, have entered the U.S. illegally, or have been ordered deported. INS houses its detainees in its own detention facilities (Service Processing Centers), contract facilities, state and local jails, and BOP facilities.

The Office for the Federal Detention Trustee is responsible for the direction of the USMS and INS with respect to the exercise of detention policy setting and operations for the DOJ. The Federal Detention Trustee has the authority and is responsible for management of DOJ detention resource allocations, financial management of detention operations, coordinating with the components involved in detention on important issues, which include implementation of detention standards, detention planning activities with input from law enforcement components whose initiatives create the federal detention population, and ensuring the implementation of efficiency and effectiveness improvements in DOJ detention operations.

MANAGEMENT CHALLENGES

The Department has two material weaknesses in this area:

Prison Crowding - This has been a departmental material weakness since 1985. We anticipate that it will continue to be an issue given the federal laws (e.g., mandatory minimum sentences), increased resources for law enforcement and prosecutorial agencies, and a stronger emphasis on prosecution of gun-related crimes. New prison construction cannot keep up with the growth in sentenced offenders.

Detention Space and Infrastructure - This has been a material weakness since 1989. Both the USMS and the INS are experiencing rapid growth in their need for detention space. The USMS is experiencing a shortage of detention space near Federal court cities, due to the same reasons listed above for prison crowding. The INS, under the Illegal Immigration Reform and Immigrant Responsibility Act of 1996, is required to detain certain aliens until removal. These expanding needs for detention space place increasingly heavy demands on the USMS and INS infrastructure, including transportation, buildings, communications equipment, and staff.

The DOJ Office of Inspector General (OIG) includes Detention Space and Infrastructure in its December 2001 list of top ten management challenges facing the Department. The OIG also addresses the need for more bed space for juveniles, as well as the possibility that the Department's response to the September 11, 2001, terrorist attacks will create an even greater need for detention space.

Performance measures related to these material weaknesses are noted.

PROGRAM EVALUATIONS

The USMS reduced prisoner medical care costs by \$11.8 million in FY 2001 through application of its Medicare rate legislation authority (P.L. 106-113). Also, the prisoner medical care consolidation pilot program between the USMS and BOP was extended for another year at all federal medical centers and three BOP detention facilities (New York City, Miami, and Oklahoma City). The issue of national implementation of the medical consolidation pilot was referred to the DOJ for final decision regarding funding levels.

The USMS and Veteran's Administration (VA) executed an interagency agreement to permit USMS use of a VA contractor to re-price all its medical claims and collect vital program cost and savings data. This approach eliminated the requirement for the USMS to do its own procurement actions for these services. As part of the program implementation process, the USMS established a USMS Advisory Group of Administrative Officers from six districts to conduct a pilot project to test and streamline standard operating procedures and establish policy. The new system not only applies savings rates of approximately 60% per claim, but it also reduces the potential for duplicative claim payments. The pilot project was in place for six months and saved the USMS a total of \$814,344 in prisoner medical care costs. The pilot was extended and full implementation is expected nationwide by the end of the second quarter of FY 2002.

The Department is responsible for ensuring these detainees are housed in humane and safe environments. To ensure detainees are being protected, the Department is conducting Conditions of Confinement Reviews (CCRs) of a sampling of non-federal facilities housing federal detainees. In addition, the CCR process is to result in an improved methodology for the inspection of non-federal detention facilities by DOJ inspection teams in the future. The CCRs, which began in November 2000 and are scheduled for completion by March 1, 2002, will cover the 40 largest use non-federal detention facilities utilized by the INS and USMS. These 40 facilities house approximately 30 percent of the combined INS and USMS detention population. As of December 2001, 34 of the 40 assessments were completed, 14 at INS facilities and 14 at USMS facilities. The remaining 6 INS facilities' CCRs are scheduled to be completed in the second quarter FY 2002. Corrective action plans are being developed for those facilities where improvements were indicated in the CCRs.

During FY 2002, the INS Detention Program will continue its use of the detention projection model to assess the impact of resource and policy decisions. In addition, in FY 2002 INS plans to continue to develop alternatives to secure detention with the aim of increasing the appearance rate at final order hearings. Alternative detention settings will be evaluated specifically directed at juveniles and families to reduce unnecessary separations and other adverse impacts.

Regular review of Detention and Removals Program management is conducted through the INS Program for Excellence and Comprehensive Tracking (INSpect). The scope of the review includes high-risk areas, including facility issues; security and control; detainee conduct and detainee services; transportation and escort; and docket control.

During FY 2002, the Federal Detention Trustee will conduct a needs assessment of detention and detainee handling requirements and will develop a baseline report for the present efficiency and effectiveness of all aspects of detention and detainee handling. Additionally, the Trustee will establish two regional detention pilot projects, one along the Southwest border, and one located in the Midwest. Elements of pilot projects will include centralized management of Inter-Governmental Agreements, prisoner transportation, healthcare management, and Cooperative Agreement Program grants under the Detention Trustee, as directed by Congress.

Additionally in FY 2003, when INS and USMS budget resources with respect to detention functions are consolidated within the Trustee, the Trustee will contract for the creation of a national repository for State and Local governments and private detention space providers to electronically post vacancies, rates, services, administrative costs, and availability, mode of transportation and medical facilities and services. Detention space and service providers will supply their daily rates, costs, and any applicable service fees, as well as the basis for the calculation of the rates. Those posting vacancies will also be required to list and provide a means for verification of their credentials and accreditations. The goal of creating this nationwide electronic detention space clearinghouse is to enable Federal users to find more cost-efficient space where they need it and a tool to control transportation costs.

STRATEGIC OBJECTIVE 6.1: DETENTION**Provide for the safe, secure and humane confinement of detained persons awaiting trial, sentencing, or immigration proceedings****Annual Goal 6.1: Provide for the safe, secure and humane confinement of detained persons awaiting trial, sentencing, or immigration proceedings****STRATEGIES**

- ◆ Acquire needed capacity through a multi-pronged approach that includes state and local agreements, contracts with private vendors, construction and operation of federal detention facilities, and the use of alternatives to detention.
- ◆ Improve management of detention resources through more accurate forecasting of detention needs, better coordination, strengthened oversight, and other means.

DOJ's performance plan includes goals to provide sufficient bed space for the expected increase in the detention populations of both USMS and INS. The INS detainee population levels are tied directly to the effectiveness of apprehension efforts and therefore affect the number of alien removals. INS has a severe shortage of bed space and the law enforcement personnel to handle the processing and removal of aliens in immigration proceedings, relative to the total number of potentially removable aliens in the country. Additionally, the INS has an increased emphasis on terrorist investigations, and will continue to focus its law enforcement efforts on identifying and removing criminal

aliens and aliens who have been issued final orders of removal, but who have not appeared for their removal. These efforts will require increased bed space, but more importantly, increased levels of law enforcement personnel. The USMS pre-trial and pre-sentenced population is also expected to continue to increase as a result of growth in enforcement and prosecutorial personnel over the past several years. The success of DOJ's investigators and prosecutors at solving crimes, arresting suspects and trying cases places increasing workload demands on both INS and USMS detention activities.

MEANS – Annual Goal 6.1**Dollars/FTE**

Appropriation	FY 2001 Actual		FY 2002 Enacted		FY 2003 Requested	
	FTE	\$ mill	FTE	\$ mill	FTE	\$ mill
Breached Bond/Detention Fund	31	61	44	119	44	169
USMS Construction	9	18	9	24	9	15
Detention Trustee	0	0	6	1	18	1389
Federal Prison System	3985	338	3985	350	3985	364
Federal Prisoner Detention	0	617	0	706	0	0
FPS Building and Facilities	9	9	0	153	0	0
Immigration and Naturalization Svc	3338	835	3759	905	3807	819
Immigration User Fee	159	76	173	90	184	91
Subtotal	7531	\$1954	7976	\$2348	8047	\$2846

Skills

Deputy U.S. Marshals must be knowledgeable of regulations regarding restraining, feeding, clothing and housing federal prisoners, and must ensure that prisoner rights are not violated while in custody of the USMS. In addition, they must be able to establish and maintain coordination with personnel from other law enforcement agencies at the federal, state, and local levels. INS Deportation Officers and Detention Enforcement Officers must have expert knowledge of applicable Immigration and Nationality law, other Federal statutes, regulations, Executive Orders, Policies and procedures; including rules of search and seizure, arrest authorities, and Federal Rules of Evidence, INS Detention Standards and ACA accreditation standards for detention facilities. They must also be proficient in various law enforcement skills including proficiency with firearms and non-deadly force methods. Personnel must maintain a high degree of interpersonal skills and problem solving and investigative ability as well as ethical and moral standards consistent with the organization's set of core values. They must possess strong computer skills with a variety of office productivity systems and software, as well as with specialized law enforcement and national security, databases.

**Information
Technology**

USMS is in the process of developing one centralized application, the Justice Detainee Information System (JDIS), from its five offender-based applications. The following systems are in place to accomplish this goal: the Warrant Information Network, the Prisoner Tracking System, the Automated Prisoner Scheduling System, the Automated Booking Station, and the Prisoner Medical Tracking system. JDIS will allow the USMS to manage prisoners and track them through the entire judicial process. INS systems utilized to collect detention data are the Deportable Alien Control (DACs) and Criminal Alien Information System (CAIS). Ultimately, the data will be captured in ENFORCE (the INS' enforcement case management database currently being deployed).

PERFORMANCE ASSESSMENT – Annual Goal 6.1

6.1A Ensure Adequate, Cost Effective Detention Capacity (Management Challenge)

Background/ Program Objectives:

USMS administers the Federal Prisoner Detention (FPD) program for the federal government using funding appropriated specifically for the care of prisoners in the U.S. The FPD appropriation provides financial support for the housing, subsistence, medical care, and medical guard service for federal detainees remanded to USMS custody. The responsibility begins when a prisoner is brought into USMS custody. It continues through the trial process, and ends when a prisoner is acquitted or arrives at a designated BOP facility to serve a sentence. The USMS pre-trial population is generated by public policy and multi-component investigative and prosecutorial efforts within the DOJ or other federal law enforcement agencies. Since USMS, like BOP, is at the receiving end of the federal law enforcement initiatives and efforts, USMS has no control over the number of detainees remanded to its custody and has no option other than to house and care for the detainees.

Under the Illegal Immigration Reform and Immigrant Responsibility Act of 1996 and other immigration laws, INS is authorized, and sometimes required, to detain illegal aliens to help facilitate their removal from the United States. INS administers a national detention program using funding appropriated specifically for the care of aliens arrested. INS provides or obtains the transportation, housing, subsistence, medical care, and guard service for detainees held in INS custody. The responsibility begins when a detainee is brought into INS custody. It continues through the trial process where the detainee is found admissible to the U.S. and is released on bond or supervision, or until removed from the U.S. The detainee population is generated by multi-component investigative and prosecutorial efforts within the INS. The detainee population consists of criminals, non-criminals, unaccompanied juveniles, and families. These categories normally require different levels of custodial care. INS endeavors to place detainees into detention facilities that are appropriate for their custody category.

Everyday the INS and USMS are challenged to provide adequate cost-effective and appropriate transportation and bed space for each of the different categories of individuals placed into custody. Factors affecting where an individual is confined include: 1) the proximity of the facility; 2) the cost per bed; 3) health issues; 4) the amenability of a facility to detain aliens; 5) the security of the facility; and 6) if detention standards of confinement are being met. INS routinely utilizes its own facilities, contract facilities, state and local government facilities, and contract juvenile facilities to house detainees. Detention bed space for INS and USMS detainees are routinely acquired at the lowest cost to the government through: 1) Intergovernmental Agreements (IGAs), where a daily rate is paid; 2) INS or federal detention facilities, where the government must pay for construction and operation of the facility; 3) Cooperative Agreements with state and local governments, where capital investment funding is provided in exchange for a guarantee of a certain number of bed spaces, for which a daily rate is paid when these bed spaces are used; 4) contract facilities; and 5) juvenile housing facilities.

Performance:

Performance Measure: Jail Day Costs [USMS]

FY 2001 Target: \$60

FY 2001 Actual: \$59

Discussion: The national jail day rate increased 4.3% in FY 2001--from \$56.57 in FY 2000 to \$59.01, slightly below the \$60.00 target established last year. The USMS is housing a lower percentage of prisoners than anticipated in private facilities, where the per diem rate is higher. Any increase in the federal pre-trial population that forces the USMS to house a larger percentage of prisoners in private detention facilities will increase the national jail day rate accordingly.

FY 2002 Performance Plan Evaluation:

Based on program performance in FY 2001, the USMS is increasing the FY 2002 target from \$60.00 to \$61.00 per day. The additional cost is reflective of increased detention needs and increased reliance on more expensive private beds.

FY 2003 Performance Target: \$63.00

Public Benefit: USMS acquires detention space at the lowest possible cost to the government through the use of Inter-Governmental Agreements, cooperative agreements with State and local governments, private jail facilities, and federal detention facilities. By obtaining this space and managing the prisoner population, detainees who are flight risks or potential dangers to the public were safely and securely detained for the length of their involvement with the judicial process.

Performance Measure: Per Capita Costs [INS]

FY 2001 Target: \$75

FY 2001 Actual: \$72

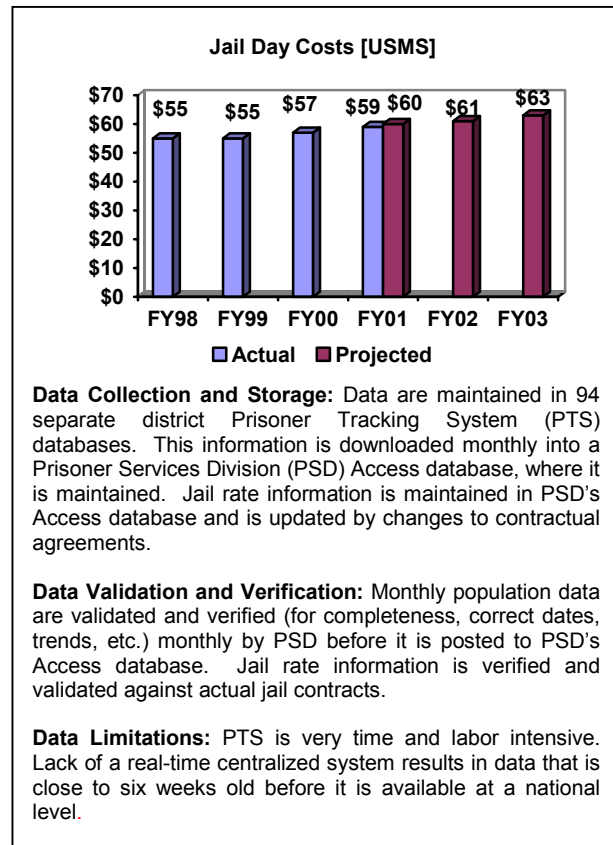
Discussion: Per capita costs vary significantly between facilities due to the variability of population (gender, health, and number), facility ages, local economic conditions, facility security level, and so forth. They are tracked and managed on a facility-by-facility basis and are used in the prudent fiscal management of the detention system. However, they are not indicative of program performance in meeting adequate and appropriate detention for the alien population in custody.

FY 2002 Performance Plan Evaluation:

Based on performance in FY 2001, we expect to meet the corresponding FY 2002 target of \$75.00.

FY 2003 Performance Target: \$85.00

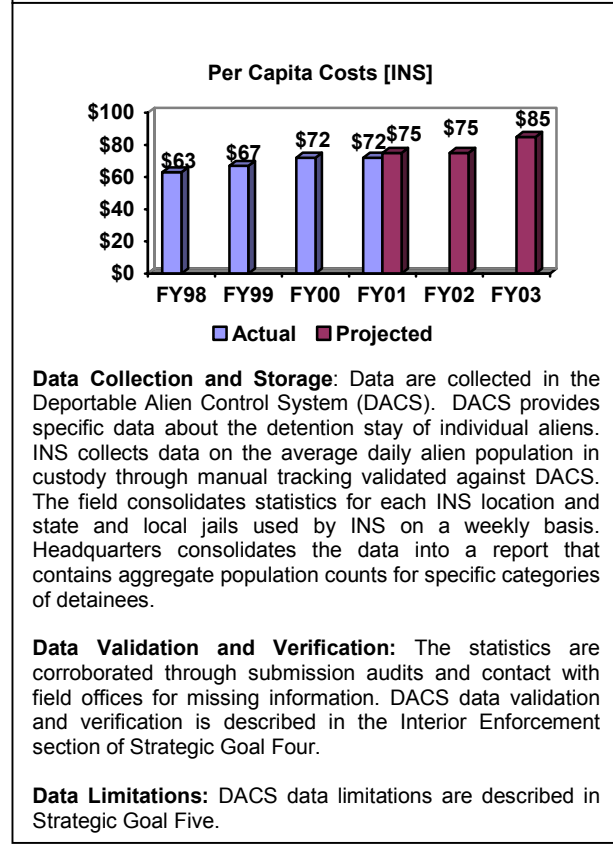
Public Benefit: INS maintains adequate capacity to detain persons in Federal custody in cost-effective, safe, secure and humane facilities, while awaiting trial, a hearing, or deportation.



Data Collection and Storage: Data are maintained in 94 separate district Prisoner Tracking System (PTS) databases. This information is downloaded monthly into a Prisoner Services Division (PSD) Access database, where it is maintained. Jail rate information is maintained in PSD's Access database and is updated by changes to contractual agreements.

Data Validation and Verification: Monthly population data are validated and verified (for completeness, correct dates, trends, etc.) monthly by PSD before it is posted to PSD's Access database. Jail rate information is verified and validated against actual jail contracts.

Data Limitations: PTS is very time and labor intensive. Lack of a real-time centralized system results in data that is close to six weeks old before it is available at a national level.



Data Collection and Storage: Data are collected in the Deportable Alien Control System (DACS). DACS provides specific data about the detention stay of individual aliens. INS collects data on the average daily alien population in custody through manual tracking validated against DACS. The field consolidates statistics for each INS location and state and local jails used by INS on a weekly basis. Headquarters consolidates the data into a report that contains aggregate population counts for specific categories of detainees.

Data Validation and Verification: The statistics are corroborated through submission audits and contact with field offices for missing information. DACS data validation and verification is described in the Interior Enforcement section of Strategic Goal Four.

Data Limitations: DACS data limitations are described in Strategic Goal Five.

Strategies to Achieve the FY 2003 Goal:

In FY 2003, DOJ will work cooperatively with the private sector and state and local governments to establish and maintain adequate capacity to detain persons in federal custody in cost-effective, safe, secure and humane facilities, while awaiting trial, a hearing, or deportation. Specifically, we will obtain sufficient detention space to house an estimated 70 percent of the projected daily population of 43,137 persons in the custody of USMS in state, local and private facilities. In addition, BOP will continue to support USMS requirements by housing approximately 30 percent of federal pretrial detainees in BOP facilities.

In FY 2003, INS will continue to work with the USMS, BOP, DOJ, private sector, and state and local governments to maintain adequate bed space to house detainees safely, securely, and humanely. Additionally, INS will work closely with all of its suppliers to ensure cost-efficiency of all detention facilities. INS will develop alternatives to detention that enable INS to better utilize its bed space, resources and manpower while maintaining compliance with immigration law. Efforts that minimize time in detention should facilitate an increase in removals, as well as yield cost savings.

Beginning in FY 2003, both INS and USMS resources related to detention will be consolidated within the Office of the Detention Trustee. This will centralize the majority of DOJ's detention activities, allowing for a coordinated Departmental effort when obtaining detention space and to ensure the Trustee has the authority necessary to direct detention policy and to manage detention resources.

Crosscutting Activities:

DOJ works cooperatively with the private sector and state and local governments to establish and maintain adequate capacity to detain persons in federal custody in cost-effective, safe, secure, and humane facilities that meet all appropriate standards. In FY 2003, when INS and USMS budget resources with respect to detention functions are consolidated within the Trustee, the Trustee will contract for the creation of a national repository for State and Local governments and private detention space providers to electronically post vacancies, rates, services, administrative costs, and availability, mode of transportation and medical facilities and services. Detention space and service providers will supply their daily rates, costs, and any applicable service fees, as well as the basis for the calculation of the rates. Those posting vacancies will also be required to list and provide a means for verification of their credentials and accreditations. The goal of creating this nationwide electronic detention space clearinghouse is to enable Federal users to find more cost-efficient space where they need it and a tool to control transportation costs.

Additionally, the Office of the Detention Trustee will work with the Federal judiciary and the INS to expand the use of home detention, electronic monitoring, and video conferencing. As part of this effort, the Trustee will work with the Federal Judiciary on joint research efforts, pilot projects and in offering workshops for Federal judges on pretrial release and detention issues. The Trustee will also work with the Federal Judicial Center and the Administrative Office of the U.S. Courts to develop a risk prediction instrument to assist in the determination of which offenders would be best suited for home detention and/or electronic monitoring.

6.1B Operate Facilities that are Safe and Secure

Background/ Program Objectives:

INS seeks the safe, secure, and humane treatment of detainees. INS has the highest regard for human rights and public safety. Therefore, it strives to maintain facilities that meet the accreditation standards of INS and correctional professions. Professional accreditation and compliance with INS detention standards alone do not provide an indication of the safe and humane treatment of detainees. Additional indicators are needed to track progress toward this objective. INS will be reviewing its detention program to correct facility deficiencies and implement the changes necessary to achieve safe and humane detention facilities and detention methods for all detainees.

INS developed and began to implement new service-wide Detention Standards in FY 2001. Initial assessments of INS owned and contracted facilities were completed in FY 2001 and will now be performed annually. The results of these internal assessments will become the basis for specific facilities' improvements and for service-wide program changes where indicated. Additionally, INS has committed to obtain American Corrections Association (ACA) accreditation for all of its owned and contracted facilities as expeditiously as practicable. Further, INS is committed to ensuring that, with the proper resources being provided, all facilities used for more than 72 hours, will be in compliance with INS detention standards by the end of FY 2003. Though detention space continues to be at a premium, these initiatives will ensure that the facilities and procedures under INS' control meet the highest standards and provide safe and humane conditions for all detainees.

Performance:

Performance Measure: Percent of INS Facilities with American Correctional Association (ACA) Accreditation (NOTE: All data have been corrected to reflect percentages based on a total of 16 facilities, 9 INS-owned and operated and 7 contractor owned and operated.)

FY 2001 Target: 88%

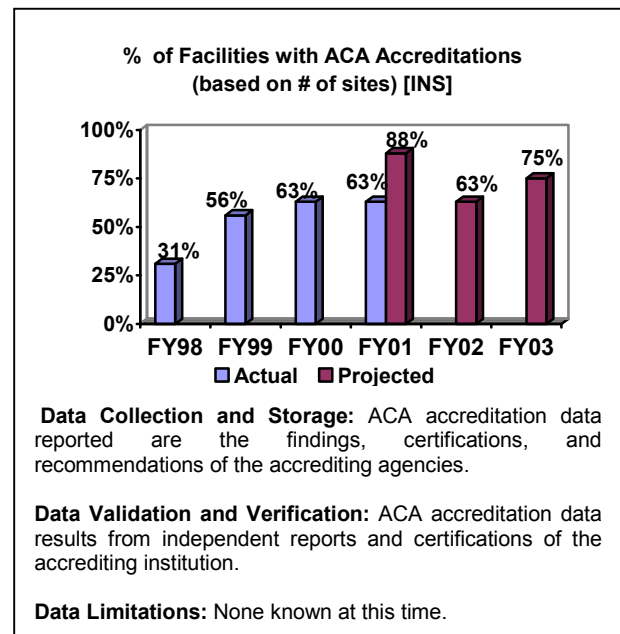
FY 2001 Actual: 63%

Discussion: INS continues to seek ACA Accreditation for all nine INS-owned Service Processing Centers (SPCs) and Contract Detention Facilities (CDFs). In FY 2001, 63% (10 of 16) SPCs and CDFs were accredited by the ACA. The facilities that are not accredited are working to receive accreditation and two are expected to enter the final process in FY 2002 and achieve accreditation in FY 2003, achieving the 75% target. This process can take as much as 18 months from the date of the initial petition until accreditation is received.

FY 2002 Performance Plan Evaluation: Based on program performance in FY 2001, we do not expect to meet the corresponding FY 2002 target of 88% and are decreasing the target to 63%.

FY 2003 Performance Target: 75%

Public Benefit: Accreditation by ACA provides INS with an external assessment of the conditions within its detention facilities with respect to their security, safety and humane treatment of detainees. In conjunction with the more comprehensive INS Detention Standards (that address the unique needs of INS detainees more directly and completely), these provide indications that facilities and detainee management procedures continue to provide for the detainees' and employees' safety and security.



Performance Measure: NEW MEASURE: Reduction in significant events (assaults, escapes, thefts) Involving a Detainee or Employee by 5% (NOTE: This target may be modified subsequent to the development of the baseline in FY 2002.)

FY 2001 Target: N/A

FY 2001 Actual: N/A

FY 2002 Performance Plan Evaluation: FY 2002 is a baseline year for data collection in this area.

FY 2003 Performance Target: In FY 2003 INS will reduce significant events (assaults, escapes, thefts) involving detainees and employees by 5%.

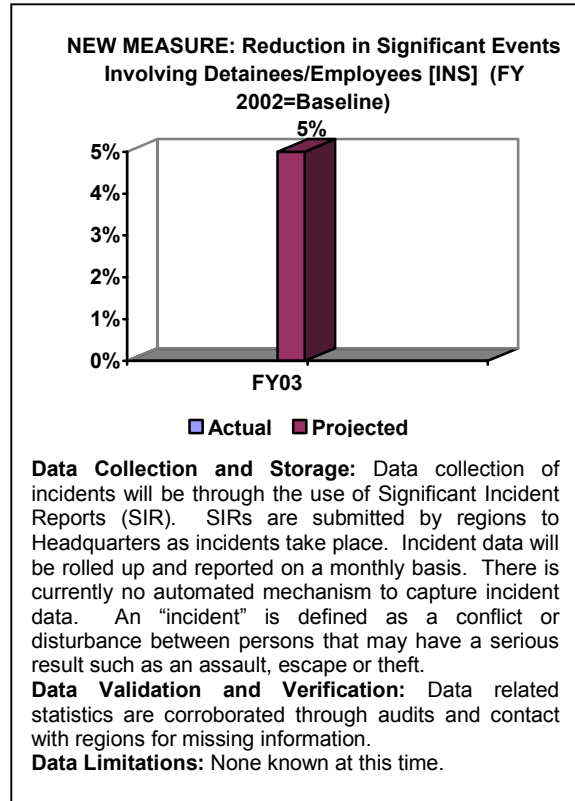
Strategies to Achieve the FY 2003 Goal:

INS will undertake several strategies to achieve this objective. INS will provide safe facilities by adhering to the guidelines of INS Detention Standards, while working with the ACA to develop a tailored set of ACA guidelines that fit unique INS requirements. INS will begin a program in FY 2002 to inspect all facilities it uses to house illegal aliens for more than 72 hours. Through a rigorous inspection program, INS can ensure that those who are detained by INS will receive safe, secure, and humane treatment.

INS will maintain facilities and methods that routinely segregate criminals from non-criminals, unaccompanied juveniles from adults, and strive not to divide families. INS will work to reduce significant incidences such as assaults, escapes, and thefts involving detainees or employees by developing officer and training standards and expanding detainee video surveillance. During FY 2002, INS will develop and implement an incident report tracking system to gather data for analysis of categories and reasons for incidents. The INS will then identify strategies and approaches to reduce the occurrence of these types of incidents. A reduction in incidents will indicate better monitoring, oversight, and custodial care of detained aliens.

Crosscutting Activities:

DOJ works cooperatively with the private sector and state and local governments to establish and maintain adequate capacity to detain persons in federal custody in cost effective, safe, secure, and humane facilities.



STRATEGIC OBJECTIVE 6.2: PRISON CAPACITY

Ensure that sufficient cost effective prison capacity exists so that violent and other serious criminal offenders are imprisoned to the fullest extent of the law

Annual Goal 6.2: Ensure that sufficient cost effective prison capacity exists so that violent and other serious criminal offenders are imprisoned to the fullest extent of the law

STRATEGIES

- ◆ Acquire additional capacity through a multipronged approach of new construction, cooperative arrangements with other units of government, alternatives to traditional confinements where appropriate, and contracts with private providers of correctional services.

BOP tries to accommodate the increasing population in the most cost effective manner, following a policy of adding capacity through the utilization of contract facilities (where the inmate security level is appropriate), expansion of existing facilities, the acquisition of existing private or other correctional facilities, the acquisition and conversion of military and other properties to prison use, and the construction of new prisons. During FY 2001, over 16 percent of the BOP inmate population was housed in privately-managed prisons, contract facilities, and other alternative confinement.

MEANS – Annual Goal 6.2**Dollars/FTE**

Appropriation	FY 2001 Actual		FY 2002 Enacted		FY 2003 Requested	
	FTE	\$ mill	FTE	\$ mill	FTE	\$ mill
Federal Prison System	250	435	309	579	313	599
FPS Building and Facilities	254	751	370	661	350	385
Subtotal	504	\$1186	679	\$1239	663	\$994

Skills

BOP requires well trained and educated staff from correctional officers to the warden, project managers to oversee construction projects, contract specialists to negotiate large construction contracts, and innovative program specialists to identify secure and community based alternatives to traditional incarceration for nonviolent offenders.

Information Technology

Inmate data are collected on the BOP on-line system (SENTRY); personnel data is collected on the Human Resource Management Information System (HRMIS); and financial data on the Financial Management Information System (FMIS). BOP also utilizes population forecast modeling in order to plan for future construction and contracting requirements to meet capacity needs. The United States Parole Commission utilizes a parolee database for hearings and status of cases.

PERFORMANCE ASSESSMENT – Annual Goal 6.2

6.2A Reduce Prison Crowding (Management Challenge)

Background/ Program Objectives:

BOP facilities are crowded at 31 percent above rated capacity system-wide. While state and local incarceration growth rates have declined in recent years, BOP has experienced record growth: an increase of 10,027 inmates during FY 1998; over 11,373 in FY 1999; 11,436 in FY 2000; and 11,447 in FY 2001. Given increased resources for law enforcement and prosecutorial agencies, and a strong emphasis on the war on terrorism, this trend is likely to continue into the future.

BOP constantly monitors facility capacity, population growth, and prisoner crowding. As federal inmate population levels are projected to increase and continue to exceed the rated capacity of BOP, every possible action is being taken to protect the community, while keeping institutional crowding at manageable proportions to ensure that federal inmates continue to serve their sentences in a safe and humane environment.

Performance:

Performance Measure: % Crowding by Security Level

FY 2001 Target:

40% Low, 57% Medium, 56% High

FY 2001 Actual:

40% Low, 59% Medium, 42% High

Discussion: Crowding at high security facilities was lowered by activating two U.S. penitentiaries and entering into Intergovernmental Agreements with the State of Virginia to house approximately 1,200 high security felons sentenced in D.C.

FY 2002 Performance Plan Evaluation: Based on program performance in FY 2001, we expect to meet the following FY 2002 targets: Low: 40%, Medium: 50%, High: 47%

FY 2003 Performance Target: System wide: Low: 43%, Medium: 46%, High: 44%

Public Benefit: Society is protected by confining offenders in the controlled environments of prisons and community-based facilities that are safe, humane, cost-efficient, appropriately secure, and that provide work and other self-improvement opportunities to assist offenders in becoming law-abiding citizens.

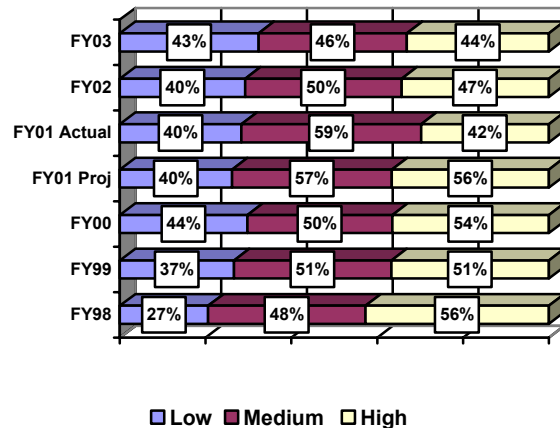
Strategies to Achieve the FY 2003 Goal:

BOP continues activating new facilities and expanding existing facilities to add beds to rated capacity. In addition, BOP contracts with private providers and enters cooperative agreements with other units of government to acquire additional capacity. DOJ will also begin to aggressively analyze existing private and other correctional facilities for sale, which may offer a more timely and affordable alternative to new prison construction.

Crosscutting Activities:

DOJ works cooperatively with the private sector and

% Crowding by Security Level [BOP]
FY 2003 Systemwide Target = 37%
FY 2006 Systemwide Target = 31%



Data Collection and Storage: Data are gathered from several computer systems. Inmate data is collected on the BOP on-line system (SENTRY); personnel data is collected from the National Finance Center (NFC) database, Human Resource Management Information System (HRMIS), and from field locations reporting on a regular basis; and financial data is collected on the Financial Management Information System (FMIS). BOP also utilizes population forecast modeling in order to plan for future construction and contracting requirements to meet capacity needs.

Data Validation and Verification: Within BOP headquarters, staff in different divisions retrieve and verify data on a daily basis, analyze it, and formulate reports and projections.

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

state and local governments to establish and maintain adequate capacity to detain persons in federal custody in cost-effective, safe, secure and humane facilities. In addition, the implementation of the National Capital Revitalization and Self-Government Improvement Act of 1997 is coordinated through the efforts of BOP, United States Parole Commission, the District of Columbia Department of Corrections, and Detention and Court Services and Offender Supervision Trustees.

STRATEGIC OBJECTIVE 6.3: PRISON OPERATIONS

Maintain and operate the federal prison system in a safe, secure, humane and efficient manner

Annual Goal 6.3: Maintain and operate the federal prison system in a safe, secure, humane and efficient manner

STRATEGIES

- ◆ Manage BOP operations efficiently.
- ◆ Ensure that BOP facilities comply with the standards of the American Correctional Association and all applicable environmental, health, and safety codes and regulations.
- ◆ Ensure safety and security.

BOP places inmates in facilities that are appropriately secure and offer programs that provide for constructive use of time and afford an opportunity for positive change. BOP assigns a custody status to offenders that relates to the degree of supervision needed and ensures that offenders are placed in the most appropriate and least expensive correctional environment. Supervision of inmates is provided throughout the institutions wherever inmates are located or may have access.

Proper maintenance, modernization and repair of BOP institutions are essential for safe and secure operations. Failure to adequately maintain structures and utility systems erodes capital investment and multiplies the costs in future years of accomplishing the required maintenance and repair. BOP's Modernization and Repair (M&R) program provides the resources to undertake essential rehabilitation and renovation or replacement projects at existing institutions to ensure that structures, utilities systems, and other plant facilities are kept in a good state of repair.

In addition to routine scheduled maintenance operations, institutions perform detailed annual inspections to ensure that necessary systems are kept in a state of good repair. Prison facilities are subject to heavy use, since they are used 24 hours a day, with record crowding levels. They are experiencing extensive wear and tear, which must be addressed to keep these facilities safe and secure for both staff and inmates.

While prevention has an enormous impact on the safety and security of BOP institutions, preparation for actual emergencies is also critical. BOP continues to take a proactive approach to crisis management through training programs for its Special Operations Response Teams, Disturbance Control Teams, and Hostage Negotiation Teams.

MEANS – Annual Goal 6.3

Dollars/FTE

Appropriation	FY 2001 Actual		FY 2002 Enacted		FY 2003 Requested	
	FTE	\$ mill	FTE	\$ mill	FTE	\$ mill
Federal Prison System	17866	1663	19422	1733	19973	1855
U.S. Parole Commission	84	9	95	10	104	11
Subtotal	17950	\$1672	19517	\$1743	20077	\$1866

Skills

BOP must maintain a staff of project managers and professional engineers/architects to ensure design compliance and monitor construction activities. The staff must have broad knowledge of institution operations and management requirements. Project managers must have a wide variety of construction skills and the ability to supervise large inmate work crews.

**Information
Technology**

BOP utilizes the Physical Plant Review Program to incorporate physical plant and infrastructure issues, repairs, and major equipment replacements. BOP also relies upon the Computerized Maintenance Management System to track preventive maintenance, equipment history, recommended replacement schedules, and costs related to institution maintenance.

PERFORMANCE ASSESSMENT – Annual Goal 6.3

6.3A Operate Facilities Efficiently

Background/ Program Objectives:

The goal of the BOP Facilities Management Program is to ensure existing facilities are maintained in compliance with security, safety, and applicable regulations, building codes, and industry standards. During the past seven years, facility training has been offered to both line staff and managers to develop staff skill levels for present and future facilities operations. The current program was established in 1994. The training has assisted institutions in lowering operating costs by training staff to perform required testing and maintenance procedures in-house and require less contracting with outside resources.

BOP is currently participating in a joint interagency agreement with the General Services Administration National Utilities Management Program (NUMP). The agreement provides authority to NUMP for negotiation and transportation of natural gas for use by BOP at various institutions. Institutions under the NUMP program will continue to receive the best possible price for gas regardless of fluctuations in the gas market.

Performance:

Performance Measure: Per Capita Costs

FY 2001 Target: \$65

FY 2001 Actual: \$61

Discussion: Crowding in BOP facilities resulted in more inmates in BOP facilities and thus, lower per capita costs than originally projected.

FY 2002 Performance Plan Evaluation: Based on performance during FY 2001, we expect to meet the FY 2002 of \$63.00.

FY 2003 Performance Target: \$65.00

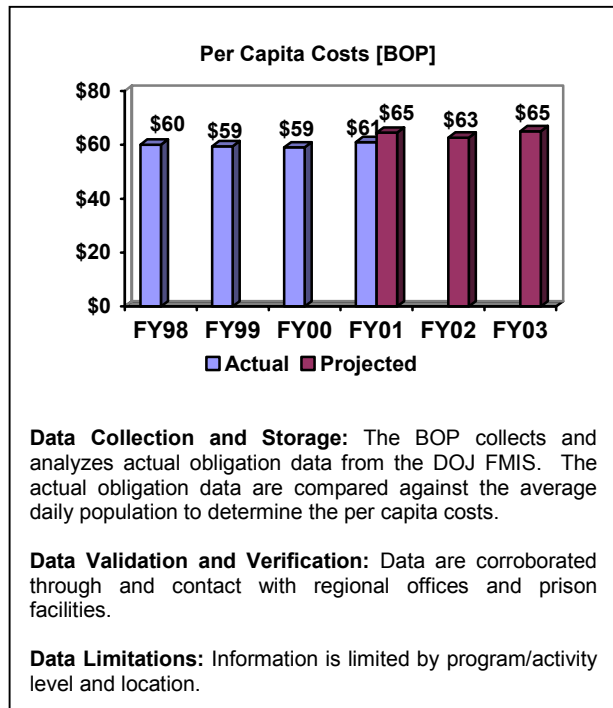
Public Benefit: Society benefits by BOP's stewardship in efficient use of taxpayer dollars.

Strategies to Achieve the FY 2003 Goal:

BOP maintains an efficient system by placing inmates in the least restrictive and least expensive correctional environment appropriate to their custody and security level needs. More BOP facilities are being constructed at existing BOP locations to take advantage of the efficiencies afforded by shared services at prison complexes. The BOP continues to explore new technology in fields such as health care, distance learning, and security, which have the potential to contain correctional expenses. The use of telehealth within the BOP at the medical referral centers for telepsychiatry and medical consultations has helped avoid additional costs of moving inmates in and out of institutions for medical care as well as aided in avoiding costs to have additional medical staff on-site. The BOP has begun implementation of the Primary Care Provider Team concept where inmates are assigned to a specific team of health care providers. The concept is expected to improve the continuity of care for the inmate population, as well as decrease health care costs within the BOP.

Crosscutting Activities:

BOP must work cooperatively with DOJ agencies, U.S. Courts, U.S. Military, other state and local law enforcement, and numerous private and not for profit organizations to successfully carry out its mission.



6.3B Operate Facilities that are Safe and Secure

Background/ Program Objectives:

One of DOJ's most serious objectives is the safe, secure, and humane treatment of detainees and inmates. The Department has the highest regard for human rights and public safety. Therefore, it strives to maintain facilities that meet the accreditation standards of several professional organizations, including health care and correctional professions.

BOP significantly reduces the possibility of escape with long-term emphasis on security enhancements, physical plant improvements, enhanced training, and increased emphasis on staff supervision of inmates.

Inmate idleness is the number one cause of inmate unrest and violence in prison. Federal Prison Industries (FPI) is the most important correctional management inmate program in the Bureau of Prisons. FPI employs and provides skills training and ensures the safe and secure operation of the institutions. Not only does FPI play a vital role in the management of inmates, but it also improves the likelihood that inmates will remain crime-free upon their release from BOP facilities. A recent comprehensive study conducted by BOP demonstrated that FPI provides inmates with an opportunity to develop work ethics and skills, contributes substantially to lower recidivism, and increases job-related success of inmates upon their release.

Performance:

Performance Measure: % of BOP Facilities with ACA Accreditations

FY 2001 Target: 94%

FY 2001 Actual: 95%

Discussion: During FY 2001, five facilities received initial accreditation. The BOP continues to strive to meet the goal that all institutions will be accredited within two years of activation. Each year new facilities are activating which affects the percentages of facilities that can be reviewed in the outyears, causing the targets to fluctuate.

FY 2002 Performance Plan Evaluation: Based on program performance FY 2001, we expect to achieve the corresponding FY 2002 target of 93%.

FY 2003 Performance Target: 95%

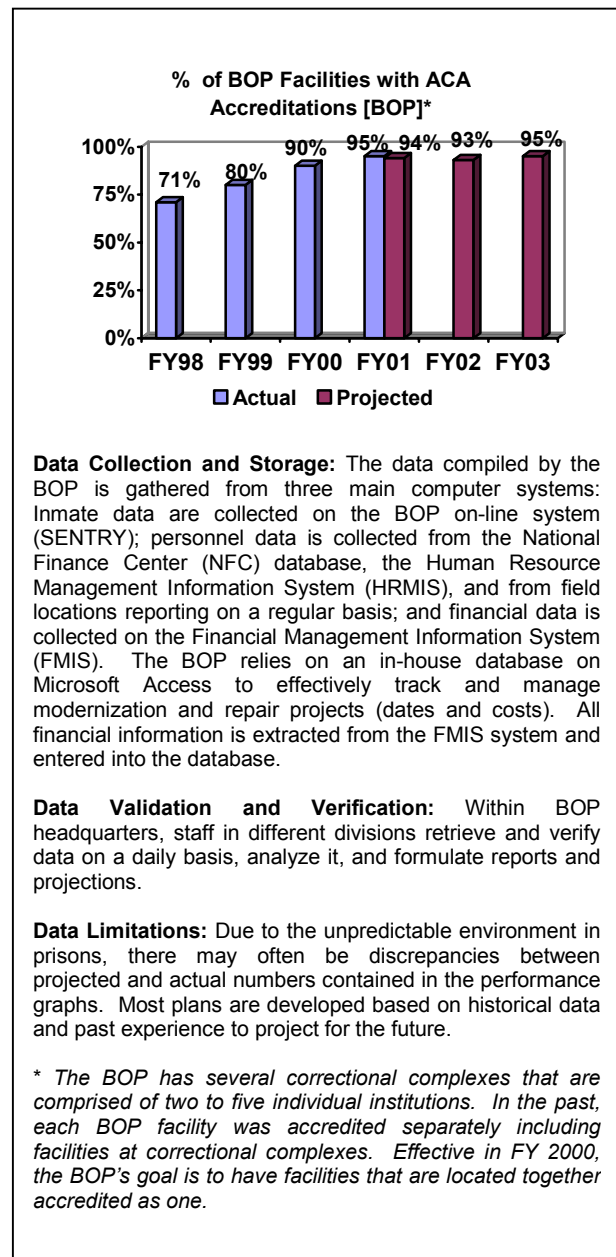
Public Benefit: Institutions receiving accreditation from ACA provides an external assessment of BOP's ability to meet basic correction facility standards and ensure security and safety.

Performance Measure: Escapes from Secure Prisons

FY 2001 Target: 0 Escapes

FY 2001 Actual: 4 Escapes

Discussion: The overriding mission of the



BOP is to protect society by confining offenders in controlled environments of correctional facilities that are safe, humane, and appropriately secure. However, the BOP is confronted with ever more sophisticated and dangerous inmates who pose a continued threat to escape. As such, BOP has developed strategies to prevent escapes emphasizing enhanced training, intelligence gathering, and sanctions (identification, detection, and deterrence). Additionally, as an agency the BOP: (1) utilizes maximum-security facilities to confine inmates with security and management issues; (2) develops intelligence teams and liaisons with all levels of law enforcement for the purposes of intelligence gathering; (3) monitors social mail, phone calls, and visits for evidence of criminal activity to include escapes; (4) makes use of additional cameras and closed-circuit video recording equipment; (5) identifies inmates with an escape history for closer monitoring and institutional placement; (6) develops emergency preparedness assessments; (7) holds major mock escape exercises; and (8) performs After-Action reviews following all escapes and implements relevant recommendations developed during the review process.

FY 2002 Performance Plan Evaluation: The BOP will maintain the optimum performance target of 0 escapes.

FY 2003 Performance Target: 0 escapes

Public Benefit: Society is protected 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.

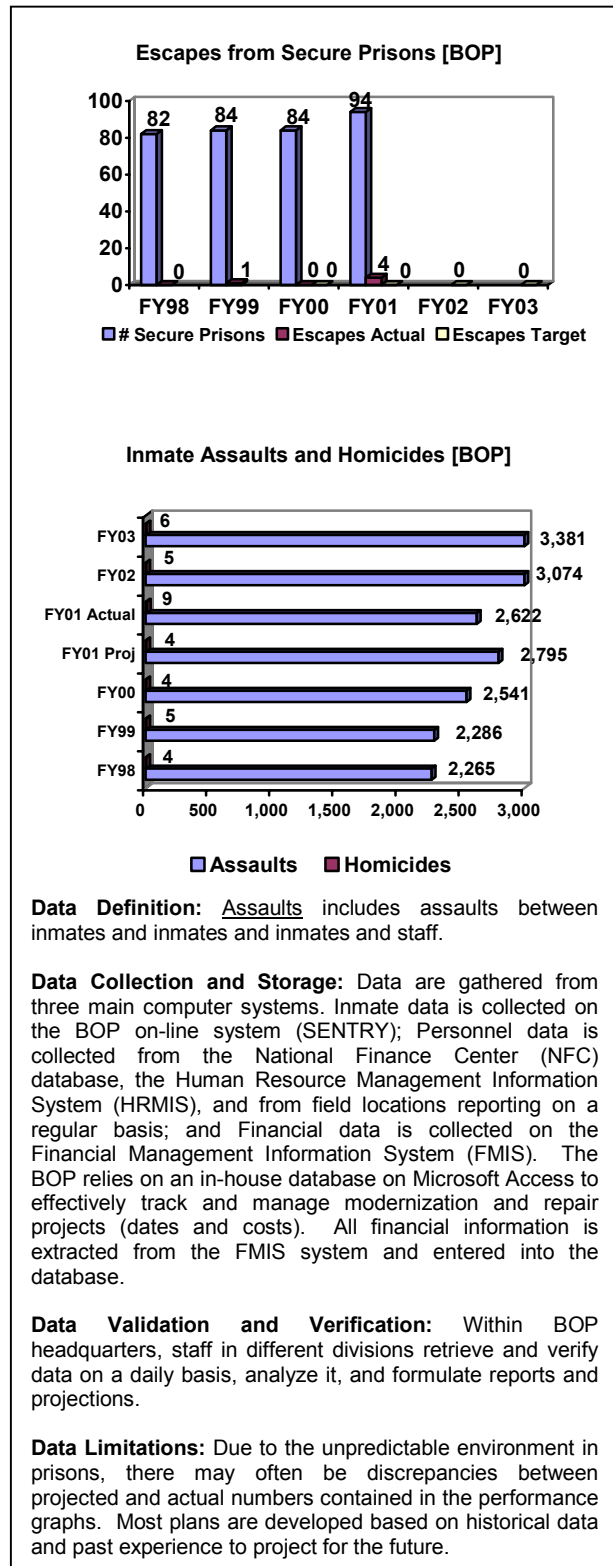
Performance Measure: Inmate Assaults and Homicides (NOTE: While it is the objective of the Department to eliminate all assaults and homicides, the targets reflect predictions based solely on historical data.)

FY 2001 Target: 2,795 Assaults, 4 Homicides

FY 2001 Actual: 2,622 Assaults, 9 Homicides

Discussion: Every reasonable precaution is taken to ensure that all inmates are provided with a safe and secure environment during incarceration by operating institutions of varying security levels in order to house inmates in facilities that are consistent with their security needs. Institutions are designated as minimum, low, medium, high or administrative (encompassing medical referral centers, medical detention centers, etc.) As a result of improved design and construction, physical plant improvements, enhanced training, as well as an increased emphasis on staff supervision of inmates, BOP has experienced a significant reduction in the level of assaults. This fact is particularly noteworthy in the context of the dramatically increasing inmate population.

Due to enhanced law enforcement efforts against crime, drugs, and weapons, as well as the



Data Definition: Assaults includes assaults between inmates and inmates and inmates and staff.

Data Collection and Storage: Data are gathered from three main computer systems. Inmate data is collected on the BOP on-line system (SENTRY); Personnel data is collected from the National Finance Center (NFC) database, the Human Resource Management Information System (HRMIS), and from field locations reporting on a regular basis; and Financial data is collected on the Financial Management Information System (FMIS). The BOP relies on an in-house database on Microsoft Access to effectively track and manage modernization and repair projects (dates and costs). All financial information is extracted from the FMIS system and entered into the database.

Data Validation and Verification: Within BOP headquarters, staff in different divisions retrieve and verify data on a daily basis, analyze it, and formulate reports and projections.

Data Limitations: Due to the unpredictable environment in prisons, there may often be discrepancies between projected and actual numbers contained in the performance graphs. Most plans are developed based on historical data and past experience to project for the future.

enforcement of the Southwest border, an increasing number of Federal inmates have histories of violence and gang activity. These inmates are generally younger, impulsive, and confrontational. We believe this may have led to the increased amount of homicides in FY 2001. In an effort to prevent assaults and homicides, the BOP utilizes maximum-security institutions to confine inmates with management issues or chronic behavioral patterns that cannot be addressed in any other Bureau facility. Additionally, the BOP continuously assesses security procedures to assure the safety of our inmate population. While direct staff supervision of inmates remains by far the most important aspect of institutional security, the BOP has found the use of cameras and closed-circuit video recording equipment acts as a deterrent to misconduct, assaults, and homicides within institutions.

FY 2002 Performance Projection Evaluation: Despite the increasing inmate population, the BOP will strive to minimize assault and homicide rates in its prisons. Based on performance in FY 2001, the FY 2002 estimates are 3,074 Assaults and 5 Homicides.

FY 2003 Performance Projection: 3,381 assaults, 6 homicides

Public Benefit: BOP offers programs for violent offenders which aim to reduce antisocial attitudes and behaviors, emphasize the values of respect for self and others, the responsibility for personal actions, honesty in relationships, and tolerance. These skills are also vital for successful reintegration into society when offenders are eventually released from prison.

Strategies to Achieve the FY 2003 Goal:

BOP ensures institution security through a combination of physical features, security technology, classification of inmates based upon risk factors, direct staff supervision, and inmate programs. BOP operates institutions at five security levels (minimum, low, medium, high, and administrative) to meet the various security needs of its diverse inmate population. Inmates are assigned a custody status (maximum, in, out, community) which relates to the degree of supervision needed and ensures that offenders are placed in the least restrictive and least expensive environment appropriate to their custody and security needs. BOP utilizes technological advances such as Ion Spectrometry and video surveillance to improve the safety and security of both staff and inmates. Self improvement programs designed to break the cycle of crime such as the Responsibility and Values Enhancement Program, and Wellness Life Skills Building Program, and the New Pathways Program, in addition to faith-based programs have proven to be effective combating behaviors which threaten the security of staff and inmates. The Challenge, Opportunity, Development, and Ethics treatment program for high security inmates targets the reduction of antisocial attitudes and behaviors, and emphasizes the values of respect for self and others, responsibility for personal actions, honesty in relationships, and tolerance, has significantly reduced misconduct among program participants.

BOP employs a unit management concept at its facilities, focusing on effective communication between staff and inmates. This concept fosters high morale and promotes a positive atmosphere where offenders can observe and model positive behavior. The opportunity for continuous and open communication enables BOP staff to gather important intelligence informally and become aware of potential problems at a very early stage, avoiding more costly intervention later on.

BOP attempts to reduce the potential for violence with long-term emphasis on correction management programs such as the Federal Prison Industries, physical security improvements, gang management, Residential Drug Treatment Programs, renewed accentuation on basic correctional approaches, and a more interactive style with inmates.

Crosscutting Activities:

Accreditation by the American Correctional Association (ACA) provides BOP with an external assessment of its ability to meet the basics of corrections. ACA accreditation provides external certification that federal prisons provide decent living conditions, offer adequate programs and services, and accommodate inmate constitutional rights, by ensuring compliance with more than 450 adult correctional standards developed by corrections professionals in the public and private sectors. The BOP goal is to have all institutions or correctional complexes accredited within two years of activation. BOP will continue to prepare all activated facilities for accreditation with ACA. In addition, BOP's National Institute of Corrections works with state, local, and international corrections officials to improve management and conditions in prisons.

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STRATEGIC OBJECTIVE 6.4: INMATE SERVICES

Provide services and programs to facilitate inmates' successful reintegration into society, consistent with community expectations and standards

Annual Goal 6.4: Provide services and programs to facilitate inmates' successful reintegration into society, consistent with community expectations and standards

STRATEGIES

- ◆ Provide work and education programs.
- ◆ Make available residential drug treatment programs for eligible inmates with drug problems.
- ◆ Provide quality inmate health care services while controlling costs.

BOP employs a unit management concept at its facilities, focusing on effective communication between staff and inmates. This concept fosters high morale and promotes a positive atmosphere where offenders can observe and model positive behavior. The opportunity for continuous and open communication enables BOP staff to gather important intelligence informally and become aware of potential problems at a very early stage, avoiding more costly intervention later on.

All medically fit inmates will continue to work and have the opportunity to participate in general and occupational educational programs, psychological services, religious and fitness activities. Federal Prison Industries will strive to employ twenty-five percent of inmates in secure facilities. BOP will continue to provide residential drug treatment to 100 percent of eligible inmates.

BOP provides services and programs to address inmate needs, providing productive activities, and facilitating the successful reintegration of inmates into society. Inmate care includes: providing adequate medical care; meeting appropriate dietary requirements; providing a residential drug treatment program; providing general education and skills-based training, ensuring that all medically fit inmates required to work do so; and affording inmates the opportunity to participate in other productive activities such as "special needs" programs, worship services, adult education, and parenting classes.

MEANS – Annual Goal 6.4

Dollars/FTE

Appropriation	FY 2001 Actual		FY 2002 Enacted		FY 2003 Requested	
	FTE	\$ mill	FTE	\$ mill	FTE	\$ mill
Commissary Fund	478	0	619	0	642	0
Federal Prison Industries	1666	0	2014	0	2061	0
Federal Prison System	8235	1075	9188	1147	9522	1264
Subtotal	10379	\$1075	11821	\$1147	12225	\$1264

Skills

BOP requires trained educators, program specialists, medical personnel, and industrial experts with appropriate experience and education. The staff must have broad knowledge of institution operations and management, and be skilled in applying, adapting, and imparting their knowledge in carefully controlled, closely directed settings.

Information Technology

BOP relies upon SENTRY computer system and other databases to accurately track inmate medical, education, work and recreation programming needs.

PERFORMANCE ASSESSMENT – Annual Goal 6.4

6.4A Provide Work and Education Programs

Background/ Program Objectives:

BOP plays a vital role in federal law enforcement, not only by incarcerating offenders, but also in helping to break the cycle of crime. First and foremost, BOP protects public safety by ensuring that federal offenders serve their sentences. Through imprisonment, BOP helps deter criminal activity by showing actual and potential offenders the consequences of crime. To help break the cycle of crime, BOP provides a range of educational and vocational training programs and counseling to assist inmates in successful transition to the community upon release.

BOP provides work and education programs and other self-improvement opportunities to assist offenders in becoming law-abiding citizens. The BOP Post-Release Employment Study (PREP) demonstrated that these programs can lead to lower recidivism and improves institutional security by reducing inmate idleness.

Performance:

Performance Measure: % Inmates with a GED/High School Diploma, 7 Months Prior to Release

FY 2001 Target: 66%

FY 2001 Actual: 66%

Discussion: In FY 2001, 6,144 inmates earned their GED, which represents an increase of approximately 10 percent over FY 2000. A recent U.S. Department of Education recidivism study indicated that participation in correctional education programs, such as the GED program, reduced the probability of re-incarceration by 23%.

FY 2002 Performance Plan Evaluation: Based on program performance in FY 2001, we expect to meet the corresponding FY 2002 target of 66%.

FY 2003 Performance Target: 69%

Public Benefit: Research has shown that inmates who complete education/vocational training programs while in prison are less likely to return to prison than their counterparts who did not participate in programs.

Performance Measure: Number of Inmates Completing at Least One Vocational Program

FY 2001 Target: 7,927 Completed

FY 2001 Actual: 9,570 Completed

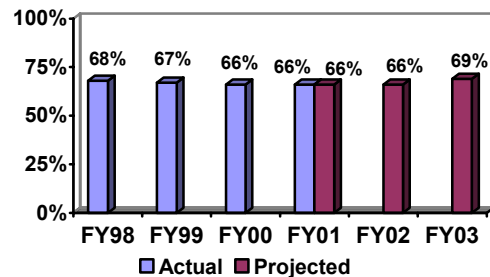
Discussion: During FY 2001, we exceeded the target for inmates completing at least one vocational program.

FY 2002 Performance Plan Evaluation: Based on program performance in FY 2001, we expect to meet the corresponding FY 2002 target of 9,491.

FY 2003 Performance Target: 9,571

Public Benefit: Incarcerated adults who participate in training programs and acquire a

% of Inmates with a GED/High School Diploma-7 Months Prior to Release [BOP]



Data Collection and Storage: Inmate data are collected on the BOP on-line system (SENTRY); personnel data is collected on the Human Resource Management Information System (HRMIS); and financial data on the Financial Management Information System (FMIS). BOP relies on the BOP inmate tracking system (SENTRY) in order to identify and track inmates in work, education, and recreation programs. Reports on education and other programs are extracted from the SENTRY database, generally on a quarterly basis. One exception to this is the General Education Diploma (GED) program completion reporting that is provided by the American Council on Education, a non-profit agency, through its GED testing services. GED completions are reported to BOP headquarters with copies to institution and regional education personnel.

Data Validation and Verification: Within BOP headquarters, staff in different divisions retrieve and verify data on a daily basis, analyze it, and formulate reports and projections.

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

marketable skill are more successful in obtaining gainful employment upon release. The public benefits on both social and economic levels (individuals provide economic support for families and pay taxes).

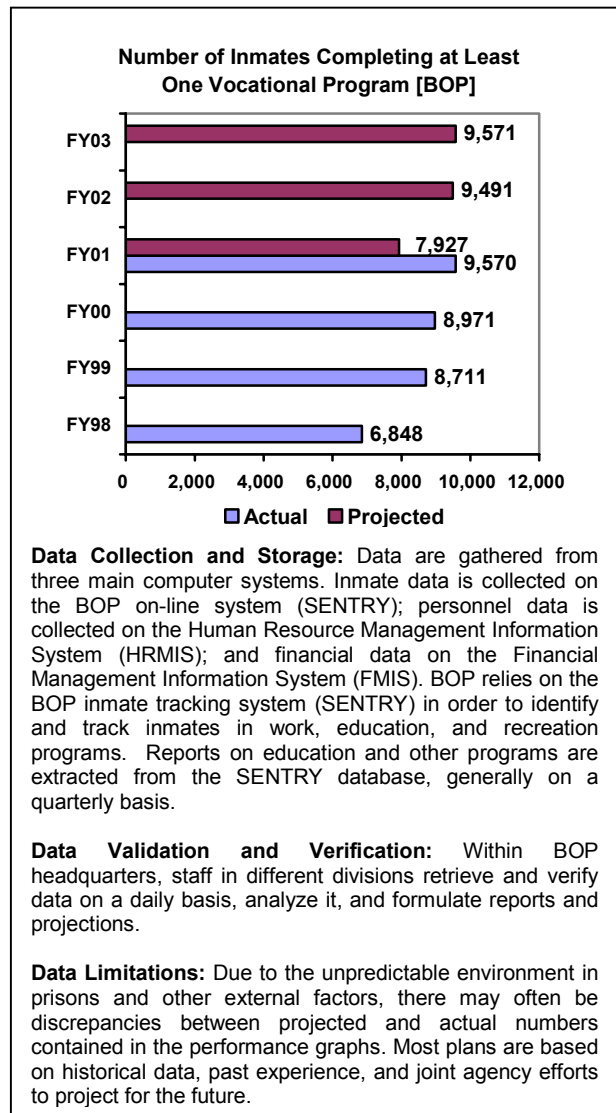
Strategies to Achieve the FY 2003 Goal:

BOP will provide services and programs to address inmate needs that contribute to successful reintegration into society.

The BOP is in the developmental stages of a residential faith-based living unit program to be piloted in various institutions.

Crosscutting Activities:

BOP actively recruits volunteers to assist with religious and other services, organizes community service projects, and holds mock job fairs through partnerships with community groups, public service organizations, and other agencies in order to raise community awareness, foster community relationships, and prepare inmates for reintegration into the community and family units. During FY 2001, over 33,454 volunteers worked with BOP inmates inside and outside of BOP facilities.



6.4B Provide Residential Drug Treatment Programs to Eligible Inmates

Background/ Program Objectives:

The Violent Crime Control and Law Enforcement Act (VCCLEA) of 1994 requires BOP to provide appropriate substance abuse treatment for 100 percent of "eligible" inmates by the end of FY 1997 and each year thereafter. As codified in Federal Code 3621(e)(5)(B), to be eligible for treatment the prisoner must be: sentenced to BOP custody; determined by BOP to have a substance abuse disorder; residing in a BOP institution; and be within 24 months of release. An estimated 34 percent of the sentenced federal inmate population has a substance abuse disorder and requires some type of drug abuse treatment.

In response to the rapid growth in the federal inmate population with drug abuse histories, BOP developed a comprehensive drug abuse treatment strategy consisting of four components: drug abuse education; non-residential drug abuse treatment programs; residential drug abuse treatment programs; and transitional drug abuse treatment services.

Preliminary research findings suggest that the program is effective in reducing recidivism and substance abuse. The ongoing evaluation, conducted with the funding and assistance from the National Institute on Drug Abuse, reveals that offenders who completed the drug abuse treatment program and had been released to the community for a minimum of six months were less likely to be re-arrested or to be detected for drug use than were similar inmates who did not participate in the drug abuse treatment program.

Performance:

Performance Measure: 100% of Eligible Inmates Enrolled in Residential Drug Treatment

FY 2001 Target: 14,000

FY 2001 Actual: 15,441

Discussion: The National Institute on Drug Abuse and BOP's Office of Research and Evaluation are conducting a long-term outcome study of the Residential Drug Abuse Treatment Program. Preliminary results of this study for inmates six months out of custody demonstrate that Federal inmates who successfully completed the residential program were 73% less likely to be re-arrested in the first six months after release than similar inmates who did not receive and successfully complete treatment. Similarly, among inmates who had drug urinalysis tests under post-release supervision, those inmates who completed the residential program were 44% less likely to test positive for drug use than those who had not received the treatment. The results of this study for inmates three years out of custody continue to support the success of this program.

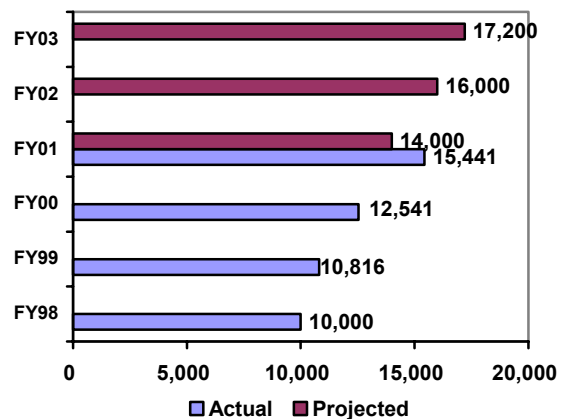
FY 2002 Performance Plan Evaluation:

Based on program performance in FY 2001 we expect to achieve the FY 2002 target of 16,000 eligible inmates enrolled in residential treatment.

FY 2003 Performance Target: 17,200

Public Benefit: Preliminary research findings suggest that the program is effective in reducing recidivism and substance abuse. As stated above, offenders who complete the drug abuse treatment

100% of Eligible Inmates Enrolled in Residential Treatment [BOP]



Data Collection and Storage: Data are gathered from three main computer systems. Inmate data is collected on the BOP on-line system (SENTRY); personnel data is collected on the Human Resource Management Information System (HRMIS); and financial data on the financial Management Information System (FMIS). BOP relies on the BOP inmate tracking system (SENTRY) in order to identify and track inmates in work, education, and recreation programs. Reports on education and other programs are extracted from the SENTRY database, generally on a quarterly basis.

Data Validation and Verification: Within BOP headquarters, staff in different divisions retrieve and verify data on a daily basis, analyze it, and formulate reports and projections.

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

program are less likely to be rearrested or detected for drug use than inmates who do not participate in the drug abuse treatment program.

Strategies to Achieve the FY 2003 Goal:

BOP will continue to provide services and programs that address inmate needs and contribute to successful reintegration into society. BOP will continue to expand residential drug treatment programs in order to accommodate the increasing number of inmates needing residential treatment. The percentage of inmates with a substance abuse disorder has risen from 30.5 percent to 34 percent over the last decade. Since FY 1997, BOP has been providing residential drug treatment to 100 percent of all inmates needing and wanting treatment within 24 months of release. Based on the anticipated growth in inmate population, BOP is planning to establish ten additional residential drug abuse programs in FY 2002 and five additional programs in FY 2003.

Crosscutting Activities:

Eligible residential drug program graduates are referred to halfway houses to be enrolled in community-based drug treatment programs which provide aftercare to reinforce what was learned in the residential program setting. BOP works closely with and monitors private sector drug treatment service providers to ensure inmates receive proper aftercare.

6.4C Provide Cost Effective Quality Inmate Health Care

Background/ Program Objectives:

BOP is working to control escalating health care costs. Unfortunately, inmate populations have exhibited high risk behavior such as drug and substance abuse, resulting in infectious diseases. This, coupled with an aging population and longer sentences, has prompted BOP to work diligently at preventing large medical increases normally associated with these chronic conditions.

During FY 2000, BOP and USMS conducted a pilot at three BOP facilities where BOP assumed responsibility for USMS prisoners' medical care housed in these facilities in an effort to consolidate some detention functions. All medical referral centers were added to the pilot by the fourth quarter of FY 2000. Cost data continues to be collected and analyzed to provide additional data for assessment of the program. The Department has collected comments from the BOP and USMS and will make recommendations regarding the future of the program.

Performance:

Performance Measure: Daily Per Capita Medical Costs

FY 2001 Target: \$8.17

FY 2001 Actual: \$7.75

Discussion: Costs were under the projected target due to the following strategies: continued implementation of medical contracts at all institutions using benchmark Medicare rates for negotiating the price of services; use of a prime vendor contract for pharmaceuticals; emphasis on hiring nurses instead of physicians assistants to perform routine medical care; and emphasis on prevention of illness.

FY 2002 Performance Plan Evaluation: Based on performance during FY 2001, we expect to meet the corresponding FY 2002 target of \$8.03.

FY 2003 Performance Target: \$8.37

Public Benefit: Containing medical per capita costs benefits the public by ensuring that taxpayer dollars are being used wisely and prudently. Efforts to control costs in health services while providing a community standard of care to the inmate population shows BOP's commitment to providing a safe and humane environment while preserving government resources.

Strategies to Achieve the FY 2003 Goal: The BOP will continue to explore new technology fields such as health care, distance learning, and security, which have the potential to contain correctional expenses. The use of telehealth within the BOP at the medical referral centers for telepsychiatry and medical consultations has helped avoid additional costs of moving inmates in and out of institutions for medical care, as well as aided in avoiding costs to have additional medical staff on-site. The BOP has begun implementation of the Primary Care Provider Team concept where inmates are assigned to a specific team of health care providers. The concept is expected to improve the continuity of care for the inmate population, as well as decrease health care costs within the BOP.

Crosscutting Activities:

In order to deliver adequate healthcare to inmates, BOP utilizes Public Health Service employees along with contract healthcare workers in BOP facilities, and contracts with physicians and hospitals in local communities to provide care not readily available inside BOP institutions. In addition, BOP has worked cooperatively with the Department of Veterans Affairs and the National Institute of Justice to implement telehealth technology at many BOP locations.

