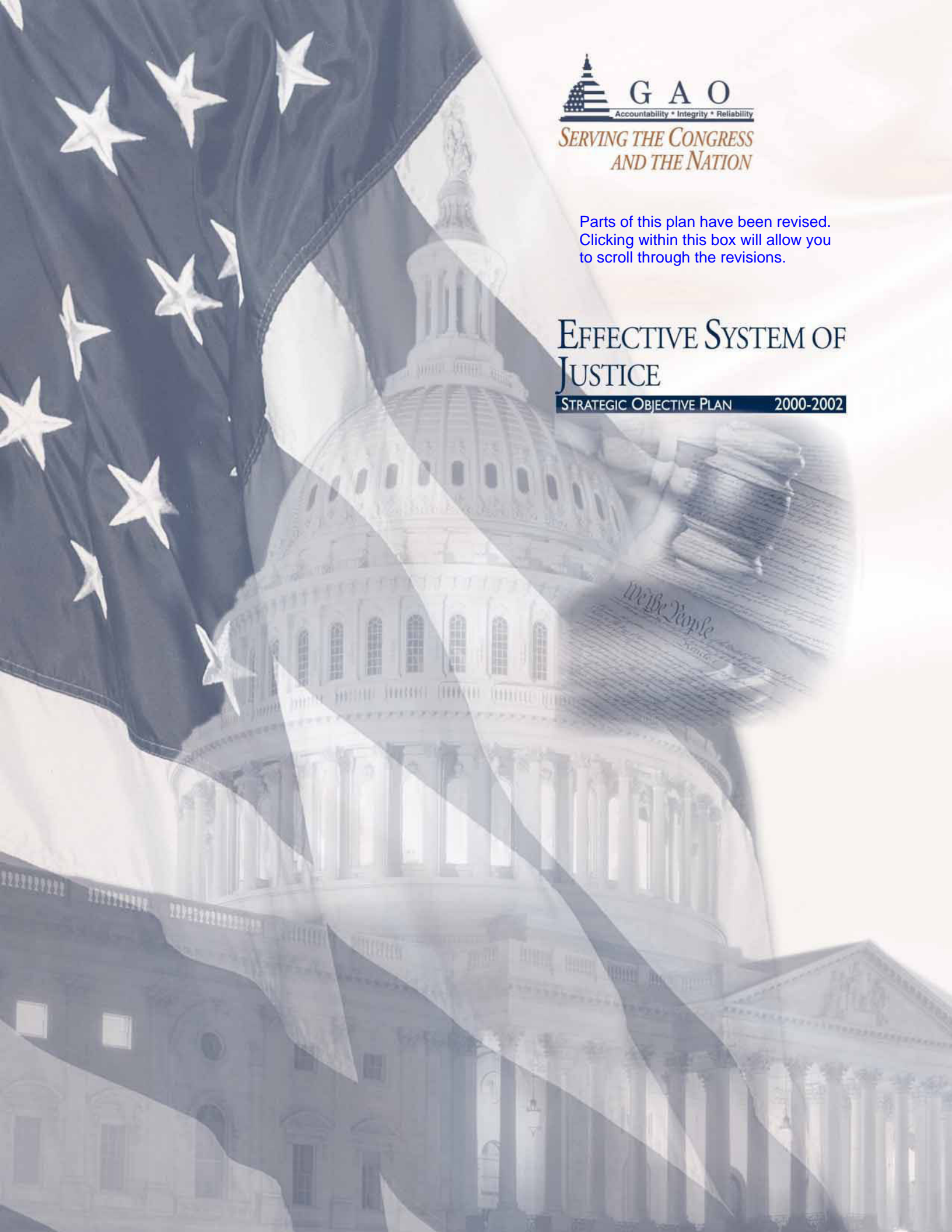


Parts of this plan have been revised.
Clicking within this box will allow you
to scroll through the revisions.

EFFECTIVE SYSTEM OF JUSTICE

STRATEGIC OBJECTIVE PLAN 2000-2002





GAO'S MISSION

GAO exists to support the Congress in meeting its Constitutional responsibilities and to help improve the performance and accountability of the federal government for the benefit of the American people.

CORE VALUES

ACCOUNTABILITY

describes the nature of GAO's work. GAO helps the Congress oversee federal programs and operations to ensure accountability to the American people. GAO's evaluators, auditors, lawyers, economists, public policy analysts, information technology specialists, and other multidisciplinary professionals seek to enhance the economy, efficiency, effectiveness, and credibility of the federal government both in fact and in the eyes of the American people. GAO accomplishes its mission through a variety of activities, including financial audits, program reviews, investigations, legal support, and program analyses.

INTEGRITY

describes the high standards that GAO sets for itself in the conduct of its work. GAO takes a professional, objective, fact-based, nonpartisan, nonideological, fair, and balanced approach to all of its activities. Integrity is the foundation of reputation, and GAO's approach to its work ensures both.

RELIABILITY

describes GAO's goal for how its work is viewed by the Congress and the American public. GAO produces high-quality reports, testimony, briefings, legal opinions, and other products and services that are timely, accurate, useful, clear, and candid.

FOREWORD

In fulfilling its mission, GAO examines the use of public funds; evaluates federal programs and activities; and provides analyses, options, recommendations, and other assistance to help the Congress make effective oversight, policy, and funding decisions. In this context, GAO works to continuously improve the economy, efficiency, and effectiveness of the federal government through the conduct of financial audits, program reviews and evaluations, analyses, legal opinions, investigations, and other services. Most of this work is based upon original data collection and analysis.

To ensure that GAO, in serving the Congress, targets the right issues, provides balanced perspectives, and develops practical recommendations, GAO regularly consults with the Congress and maintains relationships with a variety of federal, state, academic, and professional organizations. GAO also obtains the perspectives of applicable trade groups and associations and attends professional conferences. Moreover, GAO regularly coordinates its work with CRS, CBO, and agency Inspector General offices. Throughout, GAO's core values of accountability, integrity, and reliability are guiding principles.

In keeping with its mission and responsibilities, GAO has developed a strategic plan that includes four strategic goals and 21 related strategic objectives. To ensure that GAO's resources are directed to achieving its goals, a separate strategic plan underlies each objective. In support of GAO's goal of providing timely, quality service to the Congress and the federal government to address current and emerging challenges to the well-being and financial security of the American people, this strategic plan describes the performance goals GAO will use in supporting congressional and federal decisionmaking on ensuring an effective system of justice.

This plan covers a 3-year period; however, because unanticipated events may significantly affect even the best of plans, GAO's process allows for updating this plan to respond quickly to emerging issues. If you have questions or desire information on additional or completed work related to this strategic objective, please call or e-mail me or the contact persons listed on the following pages.

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SERVING THE CONGRESS GAO'S STRATEGIC PLAN FRAMEWORK



MISSION

GAO exists to support the Congress in meeting its Constitutional responsibilities and to help improve the performance and accountability of the federal government for the benefit of the American people.

GOALS

PROVIDE TIMELY, QUALITY SERVICE TO THE CONGRESS AND THE FEDERAL GOVERNMENT	SUPPORT THE TRANSITION	MAXIMIZE THE VALUE OF GAO
TO ADDRESS CURRENT AND EMERGING CHALLENGES TO THE WELL-BEING AND FINANCIAL SECURITY OF THE AMERICAN PEOPLE	TO RESPOND TO CHANGING SECURITY THREATS AND THE CHALLENGES OF GLOBAL INTERDEPENDENCE	TO A MORE RESULTS-ORIENTED AND ACCOUNTABLE FEDERAL GOVERNMENT
		BY BEING A MODEL ORGANIZATION FOR THE FEDERAL GOVERNMENT

THEMES

Demographics	Globalization	Quality of Life	Security	Technology
Government Performance and Accountability				

OBJECTIVES

<ul style="list-style-type: none"> Health care needs and financing Retirement income security Social safety net Education/workforce issues <p>EFFECTIVE SYSTEM OF JUSTICE</p> <ul style="list-style-type: none"> Community investment Natural resources use and environmental protection Physical infrastructure 	<ul style="list-style-type: none"> Diffuse security threats Military capabilities and readiness Advancement of U.S. interests Global market forces 	<ul style="list-style-type: none"> Fiscal position of the government Government financing and accountability Governmentwide management reforms Economy, efficiency, and effectiveness improvements in federal agencies 	<ul style="list-style-type: none"> Client relations Strategic and annual planning Human capital Core business and supporting processes Information technology services
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CORE VALUES

Accountability	Integrity	Reliability
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PROVIDE TIMELY,
QUALITY SERVICE TO THE
CONGRESS AND THE
FEDERAL GOVERNMENT



TO ADDRESS
CURRENT AND EMERGING
CHALLENGES TO THE
WELL-BEING AND
FINANCIAL SECURITY
OF THE
AMERICAN PEOPLE

Health care needs and financing
Retirement income security
Social safety net
Education/workforce issues
**EFFECTIVE SYSTEM OF
JUSTICE**
Community investment
Natural resources use and
environmental protection
Physical infrastructure

AN EFFECTIVE SYSTEM OF JUSTICE

Spending on law enforcement issues continues to grow at the federal, state, and local levels. Federal spending was about \$25 billion in fiscal year 1999, up from \$10 billion just a decade ago. Most of the increase in spending has been to accommodate a shift in focus at the federal level from helping local governments control crime to emphasizing more distinct federal responsibilities, such as controlling illegal immigration.

Notwithstanding the recent downturn in overall crime levels, the Congress and the public remain concerned and look to the federal government for leadership on how to bring crime under control. Specific areas of attention include preventing, detecting, and responding to domestic and transnational crime; controlling illegal drug use; deterring illegal immigration; providing an efficient federal judiciary; and controlling prison costs.

GAO's strategic plan identifies four multiyear performance goals to support congressional and federal decisionmaking on controlling crime, illegal drug use, and illegal immigration and in administering federal court and prison systems. The following pages discuss the significance of the performance goals, the key efforts that will be undertaken, and the potential outcomes.

Performance Goals

- Identify Ways to Improve Federal Agencies' Response to Crime
- Assess the Effectiveness of Federal Programs to Control Illegal Drug Use
- Identify Ways to Administer Our Nation's Immigration Laws More Efficiently and Effectively
- Assess the Administrative Efficiency and Effectiveness of the Federal Court and Prison Systems



Identify Ways to Improve Federal Agencies' Response to Crime

Significance

Crime is one of the foremost concerns of the American public. To address this concern, the Congress has, among other initiatives, made many crimes federal offenses and increased the budgets of the departments of Justice and the Treasury to investigate and prosecute them. The Congress has also made billions of dollars available to states and localities through grants and other assistance to help them prevent and combat violent crime, drug trafficking, and juvenile delinquency. Other federal law enforcement initiatives include improving gun control, enforcing the civil rights laws, maximizing the use of asset seizure and forfeiture authority, and strengthening the Customs Service's enforcement of trade laws. How well federal law enforcement agencies respond to crime and work with their state and local counterparts is a continuing concern, particularly given the substantial budget increases in nearly every facet of law enforcement operations. Similarly, how well federal law enforcement agencies work with their foreign counterparts is of growing importance given the increasing opportunities for criminal enterprises to operate transnationally.



Key Efforts

Evaluate controls over the selection and management of cases in major Department of Justice components

Assess the effectiveness of federal law enforcement programs to combat crimes

Evaluate the implementation and effectiveness of federal gun control laws

Evaluate the management and results of federal law enforcement grant programs

Assess the Customs Service's compliance programs

Assess policies and practices intended to ensure equitable treatment of individuals under federal law enforcement

Identify and assess ways to improve federal law enforcement efforts and training to address transnational crime

Potential Outcomes

Greater attention to efficient and effective case management in the Department of Justice

Agencies better positioned for preventing, detecting, and investigating crimes

Improved agency implementation of controls over illegal acquisition and ownership of guns

Enhanced agency focus on managing law enforcement grant programs

Enhanced attention to efficient and equitable assessment of penalties and collection of revenue by Customs

Consideration of options to better ensure equitable treatment of individuals under the law

Agencies better positioned to support multinational responses to transnational crime

CONTACTS FOR ADDITIONAL INFORMATION: Laurie Ekstrand, Director, Administration of Justice Issues, (202) 512-2758, ekstrandl.ggd@gao.gov; Rich Stana, Associate Director, Administration of Justice Issues, (202) 512-8816, stanar.ggd@gao.gov



Assess the Effectiveness of Federal Programs to Control Illegal Drug Use

Significance

The Congress is participating actively in the debate over the strategy our nation should pursue to reduce the use of illegal drugs, a criminal activity that is estimated to cost the United States about \$110 billion per year. Over 50 federal agencies are involved in carrying out the National Drug Control Strategy at an annual cost of almost \$18 billion. Despite this investment, the demand for and supply of illegal drugs have persisted at very high levels throughout the 1990s and have continued to adversely affect American society in terms of social, economic, and health costs, as well as through drug-related violent crime. As a result, nearly every appropriations subcommittee and several of the legislative and oversight committees have been involved in various attempts to provide congressional guidance.



Key Efforts

Assess the coordination, development, execution, and evaluation of portions of the National Drug Control Strategy that relate to supply reduction

Assess the roles, responsibilities, and results of agencies involved in specific supply-reduction programs

Examine specific demand-reduction programs

Review federal drug control assistance to state and local governments

Assess the management and effectiveness of U.S. assistance in drug-producing countries

Potential Outcomes

Improved congressional and public understanding of the resources being devoted to achieving national goals; improved performance measures for and results of national drug control efforts

Agencies better positioned to operate efficient and effective drug control programs

Improved congressional and public understanding of the possibilities and limitations of specific demand-reduction programs

Better understanding of the obstacles and limitations of assistance

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Identify Ways to Administer Our Nation's Immigration Laws More Efficiently and Effectively

Significance

The Immigration and Naturalization Service, the largest federal law enforcement agency, has undergone dramatic growth in recent years. Its fiscal year 1999 budget of \$3.9 billion represents an increase of almost 160 percent over its fiscal year 1993 budget, reflecting the Congress's and the administration's concern over the effects of legal and illegal immigration on this country. INS has estimated that there were about 5 million illegal aliens residing in the United States in October 1997, and that their numbers have been increasing at an average rate of 275,000 per year since October 1992. Recently, the Congress has addressed such issues as securing the country's borders, expediting the removal of illegal aliens, strengthening interior enforcement of immigration laws, reforming the naturalization process, controlling immigrants' entitlements to welfare benefits, and adjusting the level of visas for temporary agricultural and "high-tech" workers. In addition, there have been proposals to restructure the federal immigration system to resolve persistent management problems at INS.



Key Efforts

Evaluate INS' and Customs' border enforcement efforts

Assess INS' processes and procedures for removing illegal and criminal aliens

Analyze INS' detention of aliens

Assess INS' worksite enforcement efforts

Assess processing of aliens' applications for benefits

Assess INS' management improvement and organizational restructuring efforts

Potential Outcomes

Agencies better positioned to detect and deter illegal entry

Greater INS attention to the expeditious removal of illegal and criminal aliens

Improved agency management of alien detention

Consideration of options to improve the worksite enforcement program

Enhanced INS capability to provide services to aliens (quicker turnaround times, smaller backlogs)

Improved focus on management systems, objectives, and results; better linkages of resources to priorities

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Assess the Administrative Efficiency and Effectiveness of the Federal Court and Prison Systems

Significance

Between fiscal years 1991 and 1999, the federal judiciary's budget almost doubled—from about \$2 billion to about \$4 billion. Increasing the judiciary's major asset—judges—in response to rising caseloads is expensive. Each new district court or court of appeals judgeship costs about \$900,000 to create and more than \$700,000 annually to support—more if the new judge cannot be accommodated within existing facilities. How well the judiciary uses its human capital affects not only the judiciary, but also executive branch agencies and private litigants in a variety of important ways. For example, every offender who commits a new crime while on parole or probation under the supervision of the judiciary places additional demands on the criminal justice system—a probation officer or U.S. Marshal to locate and arrest the offender; a U.S. attorney to prosecute; a federal public defender to represent the offender; a judge to hear the case; a jury to try the case (in many instances); and, following a conviction, the cost of incarcerating the offender. With respect to the prison system, the federalization of crimes, mandatory minimum sentencing, and the war on drugs have resulted in prison crowding—despite massive prison construction programs in the 1990s. The cost to the public of these policies—once assumed to be a fair price to pay for reduced crime—will be under increased scrutiny as it becomes a more substantial portion of the budget.



Key Efforts

Evaluate how the federal judiciary measures the efficiency and effectiveness of its operations

Assess the extent to which the judiciary has identified and implemented “best practices” and measured the benefits

Analyze the request for new judgeships, including the assessment of alternatives to additional judgeships

Assess the need for and cost of additional federal prison capacity

Assess the Bureau of Prison's progress in identifying and adopting cost-effective methods for constructing and operating prisons

Potential Outcomes

Consideration of options to slow the increase in the cost of operating the federal judiciary

Appropriate adoption of best practices in the court system; enhanced benefits for users of the court system, such as electronic legal filings

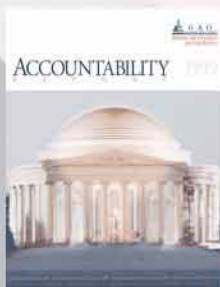
Improved congressional understanding of alternatives to new judgeships for meeting the rising workload

Improved information for considering alternatives to incarceration

An agency better positioned to control the growth in prison construction and operating costs

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The full set of GAO's strategic planning, performance, and accountability documents are listed below. All of these documents, as well as other GAO reports and documents, may be obtained electronically on our website, www.gao.gov.



Accountability Report for fiscal year 1999

Strategic Plan, 2000-2005

Strategic Plan Executive Summary

Strategic Plan Framework

Strategic Objective Plans

Health Care Needs and Financing

Retirement Income Security

Social Safety Net

Education/Workforce Issues

Effective System of Justice

Community Investment

Natural Resources Use and Environmental Protection

Physical Infrastructure

Diffuse Security Threats

Military Capabilities and Readiness

Advancement of U.S. Interests

Global Market Forces

Fiscal Position of the Government

Government Financing and Accountability

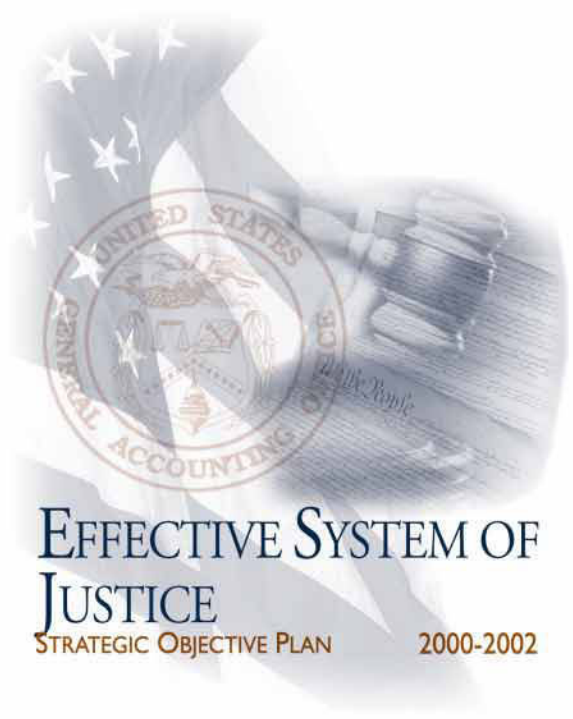
Governmentwide Management Reforms

Economy, Efficiency, and Effectiveness

Improvements in Federal Agencies

Maximize the Value of GAO

Performance Plan Fiscal Year 2001



**EFFECTIVE SYSTEM OF
JUSTICE**
STRATEGIC OBJECTIVE PLAN 2000-2002