

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 confining 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. Four DOJ components, the Bureau of Prisons (BOP), the United States Marshals Service (USMS), the Immigration and Naturalization Service (INS), and the Office of the Federal Detention Trustee (OFDT) engage in activities related to this function.

- The *Bureau of Prisons (BOP)* maintains 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. 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.
- The *United States Marshals Service (USMS)* safely houses and maintains custody of federal detainees from the time they are initially brought into federal custody, through the trial process, and until the prisoner is acquitted, arrives at a designated BOP facility to serve sentence, or is otherwise ordered released from custody. The USMS does not operate
- detention facilities, but houses its daily population in state and local jails, private contract facilities, and BOP and INS operated facilities.
- The *Immigration and Naturalization Service (INS)* detains persons who are charged with violating immigration law, have entered the U.S. illegally, or have been ordered to deport. INS detainees are all held for administrative, not criminal law violations. They are in detention awaiting case processing rather than serving a sentence. Thus, their average length of stay is much shorter in comparison to USMS or BOP detainees, and their turnover rate is much higher. INS houses its detainees in its own detention facilities (Service Processing Centers), contract facilities, state and local jails, and BOP facilities.
- The *Office of the Federal Detention Trustee (OFDT)* is responsible for providing guidance to and establishing the detention policy for the Department of Justice. 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.

**STRATEGIC OBJECTIVE &
ANNUAL GOAL 6.1: DETENTION**

Provide for the safe, secure and humane confinement of detained persons awaiting trial, sentencing, or immigration proceedings

One of DOJ's detention services goals is to provide sufficient bed space for the expected increase in the USMS and INS detention populations. 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. The USMS federal detainee population is also expected to continue to increase as a result of growth in enforcement and prosecutorial personnel over the past several years, placing a much greater demand on the USMS to locate sufficient bed space near federal courthouses. 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.

**STRATEGIC OBJECTIVE &
ANNUAL GOAL 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

BOP strives 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 2002, over 16 percent of the BOP inmate population was housed in privately managed prisons, contract facilities, and other alternative confinement.

**STRATEGIC OBJECTIVE &
ANNUAL GOAL 6.3: PRISON OPERATIONS**

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

BOP places inmates in facilities that are appropriately secure and offers programs that provide for constructive use of time and afford opportunity for positive changes. An extensive modernization and repair program safeguards prison structures and utilities systems, essential for safe and secure operations. BOP assign 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.

**STRATEGIC OBJECTIVE &
ANNUAL GOAL 6.4: INMATE SERVICES**

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

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 work and all have the opportunity to participate in general and occupational educational programs, psychological services, religious and healthful 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.

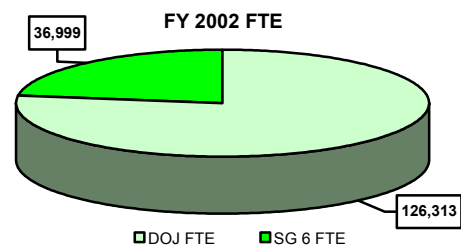
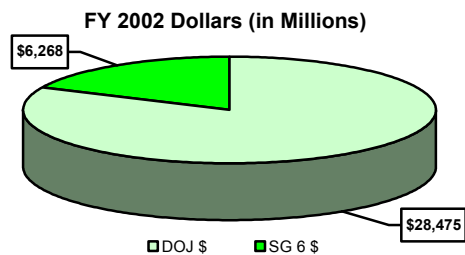
PERFORMANCE SUMMARY

Strategic Objective, Page #		Performance Measure/ Indicator	Was the Target Achieved			FY 2002 Performance		
			Yes	No	N/A	Target	Actual	Performance Improvement From FY 2001
6.1	168	Jail Day Costs [USMS]	■			\$61	\$60	
6.1	168	DISCONTINUED MEASURE: Per Capita Costs [INS]		■		\$75	\$85	INS detention standards are contributing to increased detention costs
6.1	171	DISCONTINUED MEASURE: % of Facilities with ACA Accreditations (based on # of sites)		■		63%	56%	One facility did not pass re-accreditation review
6.1	172	DISCONTINUED MEASURE: Reduction in Significant Events Involving Detainees/Employees		■		Est. Baseline	Baseline not Est.	Baseline data not established
6.2	173	% Crowding by Security Level <ul style="list-style-type: none"> • Low • Medium • High 	■	■		40% 50% 47%	42% 58% 41%	Contract delays, facility mission changes increased crowding
6.3	175	Per Capita Costs [BOP]	■			\$63	\$62	
6.3	177	% of BOP Facilities with ACA Accreditation	■			93%	95%	
6.3	178	Escapes from Secure Prisons <ul style="list-style-type: none"> • # of Secure Prisons • Actual Escapes 	■		■	N/A N/A	91 0	
6.3	178	Inmate Assaults and Homicides <ul style="list-style-type: none"> • Assaults • Homicides 	■			3,074 5	2,819 3	
6.4	180	REFINED MEASURE: % of U.S. Citizen Inmates with a GED/High School Diploma 7 months prior to release		■		66%	64%	Changes to GED test resulted in slightly lower completion rates
6.4	181	# of Inmates Completing at Least One Vocational Program	■			9,491	10,190	
6.4	182	100% of Eligible Inmates Enrolled in Residential Treatment	■			16,000	16,243	
6.4	184	DISCONTINUED MEASURE: Daily Per Capita Medical Costs		■		\$8.03	\$8.30	Costs captured under 6.3A
6.4	185	New Measure: % Eligible BOP Facilities with JCAHO Accreditation	■			98%	98%	

RESOURCES

Appropriation		FY 2002 FTE	FY 2002 Actual \$ (millions)	FY 2003 FTE	FY 2003 Request \$ (millions)	FY 2004 FTE	FY 2004 Request \$ (millions)
6.1	Breached Bond/Detention Fund	--	691	--	--	--	--
6.1	Detention Trustee	25	105	--	--	--	--
6.1	Federal Prison System	6	--	18	774	18	810
6.1	Federal Prison Detention	3,914	381	3,985	393	3,985	401
6.1	FPS Building and Facilities	12	236	--	--	--	--
6.1	Immigration and Naturalization Svc	3,156	946	--	--	--	--
6.1	Immigration User Fee	156	72	--	--	--	--
<i>Subtotal 6.1</i>		7,269	\$2,431	4,003	\$1,167	4,003	\$1,211
6.2	Federal Prison System	257	522	313	622	313	604
6.2	FPS Building and Facilities	264	423	350	395	313	224
<i>Subtotal 6.2</i>		521	\$945	663	\$1,017	626	\$828
6.3	Federal Prison System	24,958	2,692	27,113	2851	30,225	3,210
6.3	U.S. Parole Commission	87	10	104	11	104	11
<i>Subtotal 6.3</i>		25,045	\$2,702	27,217	\$2,862	30,329	\$3,221
6.4	Commissary Fund	497	--	642	--	687	--
6.4	Federal Prison Industries	1,693	--	2,061	--	2,189	--
6.4	Federal Prison System	1,974	190	2,382	216	2,571	239
<i>Subtotal 6.4</i>		4,164	\$190	5,085	\$216	\$5447	\$239
TOTAL SG 6		36,999	\$6,268	36,968	\$5,262	40,405	\$5,499

RESOURCE COMPARISON: Strategic Goal to Total DOJ \$ and FTE



Required Skills

USMS Deputy U.S. Marshals must know regulations regarding restraining, feeding, clothing and housing federal prisoners, and must ensure that prisoner rights are not violated while in USMS custody. In addition, they must be able to coordinate 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.

The BOP requires skilled, well trained, and educated staff from correctional officers to the warden. 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. BOP also requires trained educators, program specialists, medical personnel, and industrial experts with appropriate experience and education. BOP employs engineers/architects to ensure design compliance, and construction project managers with a wide variety of construction skills to oversee projects and supervise large inmate work crews. Contract specialists must be skilled in negotiating large construction contracts and work with innovative program specialists to secure community-based and other alternatives to traditional incarceration for nonviolent offenders.

Information Technology Utilized

The 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). 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).

The BOP collects Inmate data in the BOP real-time/on-line system (SENTRY) to accurately track inmates and their medical, education, work, and other programming needs. Staff personnel data are collected in the National Finance Center System (NFC) database, and financial data are captured in the DOJ Financial Management Information System (FMIS). Data from several systems are used to produce the key indicator system data. The BOP uses the Key Indicators/Strategic Support System (KI/SSS) as a management tool to monitor and improve performance and make decisions for the agency. Further, the BOP utilizes a population forecast model in order to plan for future capacity needs. In maintaining its facilities, BOP utilizes the Physical Plant Review Program to incorporate physical plant and infrastructure issues, repairs, and major equipment replacements. Additionally, BOP utilizes a computerized maintenance management system to track preventive maintenance, equipment history, recommended replacement schedules, and costs related to institution maintenance.

PROGRAM EVALUATIONS

In FY 2002, the USMS completed its pilot project of repricing medical claims in 6 districts to obtain Medicare rates or lower. Through an interagency agreement with the Department of Veterans Affairs (VA), the USMS used a VA contractor to reprice medical claims and collect vital program cost and savings data. By February 2002, the remaining 88 USMS districts were trained and the Medicare repricing program was implemented on a national

scale. Between March 2002 and June 2002, the average cost savings per month was \$2.1 million. Total saved as for FY 2002 was approximately \$17 million.

STRATEGIC OBJECTIVE & ANNUAL GOAL 6.1: DETENTION

Provide for the safe, secure and humane confinement of detained persons awaiting trial, sentencing, or immigration proceedings

6.1A Ensure Adequate, Cost Effective Detention Capacity

Background/ Program Objectives:

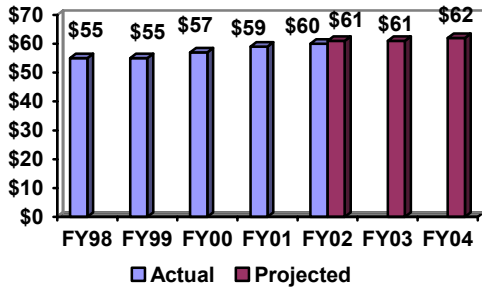
Historically, the USMS has administered the Federal Prisoner Detention (FPD) program for the federal government using funding appropriated specifically for the care of prisoners in federal custody. In FY 2003, the Office of Federal Detention Trustee will assume the oversight of FPD program. The FPD appropriation has provided 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 the USMS, like BOP, is at the receiving end of the federal law enforcement initiatives and efforts, the 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 that uses 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 and continues until the alien can be released into the community or removed from the United States. 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, virtually all of whom are in administrative detention as opposed to criminal incarceration. 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 must 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 to the federal courthouse; 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 through a combination of: 1) Intergovernmental Agreements (IGAs), where a daily rate is paid; 2) Cooperative Agreement Programs (CAP) 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; 3) private contract facilities; and 4) INS or federal detention facilities, where the government must pay for construction and operation of the facility.

Jail Day Costs [USMS]



Data Collection and Storage: Data are maintained in 94 separate district Prisoner Tracking System (PTS) databases. This information is downloaded monthly into a USMS Headquarters database, where it is maintained. Jail rate information is maintained in the database and is updated when changes are made to contractual agreements.

Data Validation and Verification: Monthly population data are validated and verified (for completeness, correct dates, trends, etc.) by USMS Headquarters before being posted to the 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.

Performance:

Performance Measure: Jail Day Costs [USMS]

FY 2002 Target: \$61

FY 2002 Actual: \$60

Discussion: FY 2002 end of year data indicates an average jail day rate of \$60, 1.5% lower than the projected rate of \$61. This slight decrease in the average jail rate is primarily a result of a smaller than anticipated impact of the D.C. Revitalization Act on the Federal Prisoner Detention Account in FY 2002.

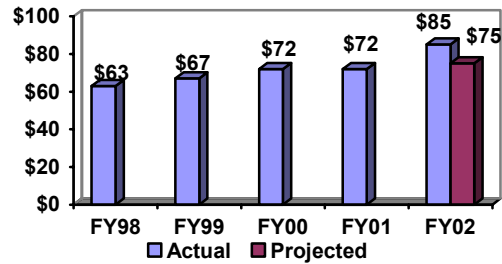
FY 2003 Performance Plan Evaluation:

Based on FY 2002 performance, we have revised our FY 2003 target downward. The Revised Final FY 2003 goal is \$61.

FY 2004 Performance Target: \$62

Public Benefit: The USMS continues to work cooperatively with the state and local governments and the private sector to establish and maintain adequate capacity to detain persons in federal custody in cost-effective, safe, secure and humane facilities, throughout the federal judicial process. In FY 2002, the USMS met 72% of its housing needs through agreements with state and local governments or the private sector. The

DISCONTINUED MEASURE: Per Capita Costs [INS]



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 Five.

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

remaining 28% of its prisoners were housed in federal detention facilities.

Performance Measure: DISCONTINUED MEASURE: Per Capita Costs [INS] (NOTE: This indicator is being discontinued, the program has been transferred to the Department of Homeland Security.)

FY 2002 Target: \$75

FY 2002 Actual: \$85

Discussion: Overall, costs for detaining aliens have increased. This is especially the case as facilities strive toward compliance with the INS detention standards. INS per capita detention costs are based on detention expenses divided by the number of bed days for the time period involved. These expenses include transportation and medical costs in addition to the cost of detention alone. Also, 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, etc. What is commonly referred to as detention costs

include bed, ground and air transportation (non-removal related), and medical costs. These costs are used by local detention managers in determining bed usage and location; however, they are not indicative of program performance in meeting adequate and appropriate detention for the alien population custody.

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.

Strategies to Achieve the FY2003/FY 2004 Goal:

In FY 2003 and FY 2004, DOJ will continue to work with state governments, local governments, and private service providers to maintain adequate detention capacity to house detained individuals charged with federal offenses, or awaiting trial or sentencing, a hearing on their immigration status, or deportation. Currently, approximately 2,000 non-federal facilities are utilized by DOJ to house approximately 70% of the average daily population (46,000 federal detainees). Also, approximately 30% of the average daily population (17,000 detainees) are housed in federally owned and operated facilities.

Based on anticipated growth rates in the federal detainee population, in FY 2003/ FY 2004 the number of detainees in state, local, and private prisons is expected to represent approximately 75% (49,000 detainees). No increase in federally owned and operated facilities is expected. These working relationships with state, local, and private prison providers are paramount to carrying out the function of detention and also save on costly capital development of federal facilities.

In view of this anticipated growth and current availability of state, local and private prison bed space, DOJ has formed a special working group to evaluate opportunities. This working group consists of representatives from the Office of the Federal Detention Trustee (OFDT), the Immigration and Naturalization Service (INS), the United States Marshals Service (USMS), and the Federal Bureau of Prisons (BOP). The group's principal objective is to ensure that excess state and local prison facilities are fairly and thoroughly evaluated and consistent standards are employed in

these evaluations. The working group considers the location of the facility, size and security level (including flexibility in security level), assesses short-term and long-term bed space requirements, and the amount and status of bed space already available in the vicinity of the facility being reviewed.

OFDT will establish a national repository for state, local governments and private detention service providers to electronically post vacancies, rates, services, administrative costs, and availability, mode of transport 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 in creating this nationwide electronic detention space repository is to enable Federal users to find more cost-efficient space where they need it and to provide a means for controlling transportation costs.

In FY 2003, OFDT began to assume responsibility for various detention service functions of INS and USMS. Because INS will transfer to Department of Homeland Security during FY 2003, the Administration is currently assessing the best mechanism for managing the INS detention function in the future. The role of OFDT may change accordingly.

OFDT will continue the long-established partnership with the federal judiciary to ensure the adequate funds are available for the courts to place defendants -who the courts would otherwise detain, into non-secure detention settings (e.g., halfway house and home confinement), with an electronic monitoring component.

In FY 2003, OFDT will complete two regional detention pilot projects one in the Midwest and one along the Southwest border, for process improvements in the areas of consolidation and oversight of federal detention. In each location, OFDT collaborated with multiple law enforcement agencies such as the USMS, U.S. Attorney's Office, U.S. Courts, Executive Office for

Immigration Review, Federal Bureau of Investigation, Bureau of Alcohol, Tobacco, and Firearms, Drug Enforcement Administration, and the Secret Service to: (1) establish a baseline by assessing the current state of detention operations; (2) address future detention needs; (3) identify operational areas where OFDT can improve the efficiency and effectiveness of detention; and, (4) develop an action plan to implement recommendations and performance measures. At the conclusion of the pilot projects, individual initiatives will be evaluated and successful elements will be implemented by OFDT in other areas of the country.

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.

Additionally, the Office of the Detention 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.

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.

Performance:

Performance Measure: DISCONTINUED MEASURE: Percent of INS Facilities with American Correctional Association (ACA) Accreditation [INS] (NOTE: This indicator is being discontinued, the program has been transferred to the Department of Homeland Security.)

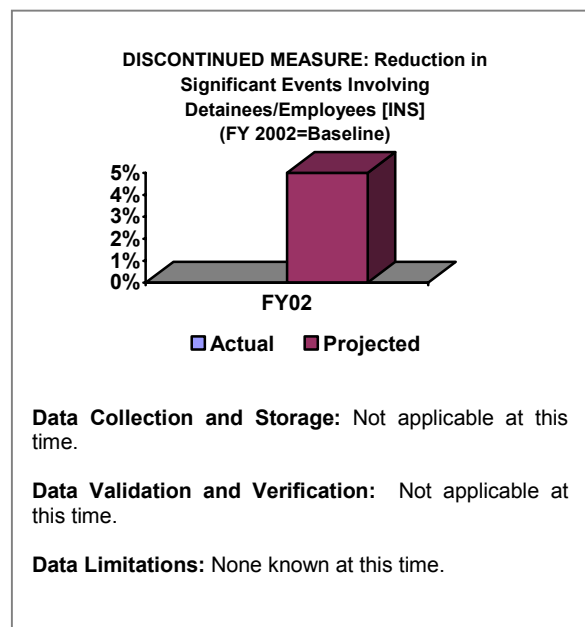
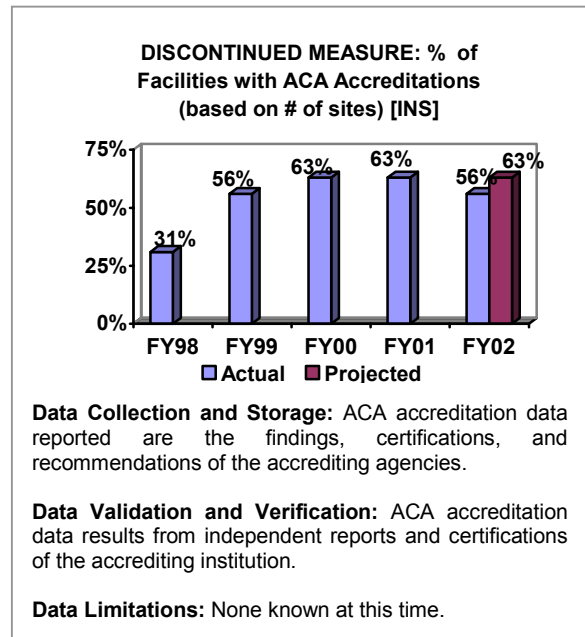
FY 2002 Target: 63%

FY 2002 Actual: 56%

Discussion: INS did not meet this target because one Service Processing Center, Florence, AZ, did not pass the re-accreditation review. This facility will be reviewed again in January 2003.

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: DISCONTINUED

MEASURE: Reduction in significant events (assaults, escapes, thefts) Involving a Detainee or Employee by 5% (NOTE: This indicator is being discontinued, the program has been transferred to the Department of Homeland Security.)

FY 2002 Target: Baseline data

FY 2002 Actual: N/A

Discussion: A feasibility study related to this measure was conducted in FY 002 and INS was unable to gather accurate baseline data due to the existing reporting process. INS plans to conduct an assessment to determine how best to report such incidents.

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 & ANNUAL GOAL 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

6.2 A Reduce Prison Crowding

Background/ Program Objectives:

BOP facilities are crowded at 33% 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; 11,447 in FY 2001; and 6,864 in FY 2002. However, recent data from the Administrative Office of the U.S. Courts have indicated that while the Federal inmate population will continue to increase, the rate of growth will become somewhat slower. BOP should now experience growth in the next few years of approximately 7,000 to 8,000 inmates per year rather than the average of 11,000 that occurred from 1998-2001.

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:

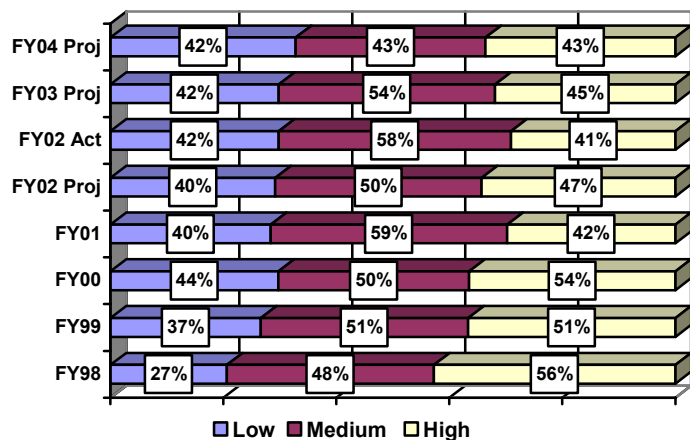
Performance Measure: % Crowding by Security Level [BOP]

FY 2002 Target: 40% Low; 50% Medium; 47% High

FY 2002 Actual: 42% Low; 58% Medium; 41% High

Discussion: A contract delay for low security beds resulted in higher than

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



Data Definition: The low, medium and high crowding levels are based on a mathematical ratio of the number of inmates divided by the rated capacity of the institutions at each of the specific security levels. System-wide: represents all inmates in BOP facilities and all rated capacity, including secure and non-secure (minimum security) facilities, low, medium and high security levels, as well as administrative maximum, detention, medical, holdover, and other special housing unit categories. Low security facilities: double-fenced perimeters, mostly dormitory housing, and strong work/program components. Medium security facilities: strengthened perimeters, mostly cell-type housing, work and treatment programs and a higher staff-to-inmate ratio than low security facilities. High security facilities: also known as U.S. Penitentiaries, highly secure perimeters, multiple and single cell housing, highest staff-to-inmate ratio, close control of inmate movement.

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, and financial data is collected on the Financial Management Information System (FMIS) and from field locations reporting on a regular basis. 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.

anticipated crowding at low security BOP institutions; medium security BOP institutions were more crowded due to a delay in the planned mission change for Edgefield from high to medium security, and the new Petersburg FCI (medium security level) was not activated as rapidly as earlier planned; crowding at high security BOP institutions was lower as a result of Edgefield still housing high security inmates.

FY 2003 Performance Plan Evaluation:

Based on FY 2002 performance, we have revised our FY 2003 targets accordingly for Low and High from 43% and 44% to 42% and 45% respectively. We have revised the Medium target upward from 46% to 54%.

FY 2004 Performance Target: 42% Low; 43% Medium; 43% High

Public Benefit: Confining offenders in the controlled environments of prisons protects society 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 FY2003/FY 2004 Goal:

BOP continues to activate new facilities and expand existing facilities to add prison beds. In addition, BOP will continue to explore cooperative agreements and other forms of alternative confinement where appropriate.

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 & ANNUAL GOAL 6.3: PRISON OPERATIONS

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

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, applicable regulations, building codes, and industry standards. Established in 1994, facility training has been offered to both line staff and managers to develop staff skill levels for present and future facilities operations. The training program 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 [BOP]

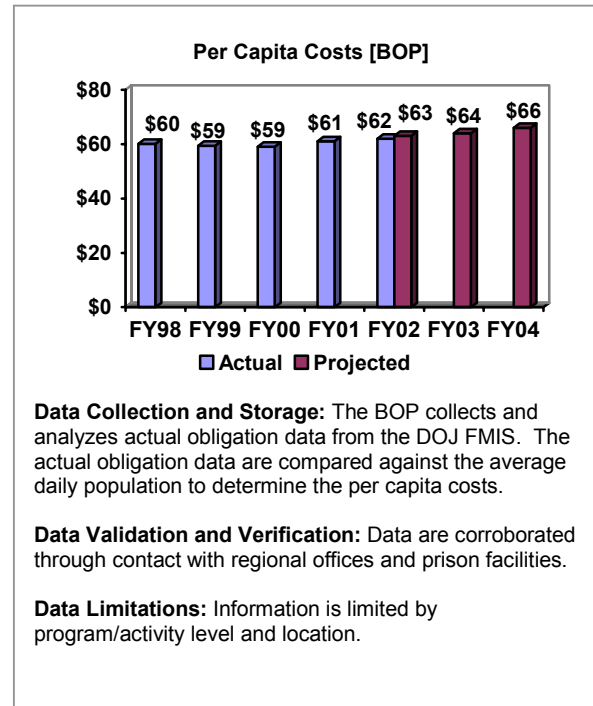
FY 2002 Target: \$63

FY 2002 Actual: \$62

Discussion: The BOP continues to hold per capita costs below the annual rate of inflation by using various cost containment initiatives, such as shared services at prison complexes and reduction of travel and equipment expenses. During FY 2002, a second Federal Correctional Institution was activated at the Petersburg, VA site. In addition, during FY 2002, more inmates were housed in BOP facilities, contributing to lower per capita costs than originally projected.

FY 2003 Performance Plan Evaluation:

Based on FY 2002 performance, we have revised



Data Collection and Storage: The BOP collects and analyzes actual obligation data from the DOJ FMIS. The actual obligation data are compared against the average daily population to determine the per capita costs.

Data Validation and Verification: Data are corroborated through contact with regional offices and prison facilities.

Data Limitations: Information is limited by program/activity level and location.

our FY 2003 downward. The Revised Final FY 2003 goal is \$64.

FY 2004 Performance Target: \$66

Public Benefit: The BOP maintains an efficient and cost effective system by placing inmates in the least restrictive and least expensive correctional environment appropriate to their custody and security level needs.

Strategies to Achieve the FY2003/FY 2004 Goal:

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. More BOP facilities are being constructed at existing BOP locations to take advantage of the efficiencies afforded by shared services at prison complexes. 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 the institutions for medical care as well

as aided in avoiding costs to have additional medical staff on-site. The BOP has also 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.

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 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 [BOP]

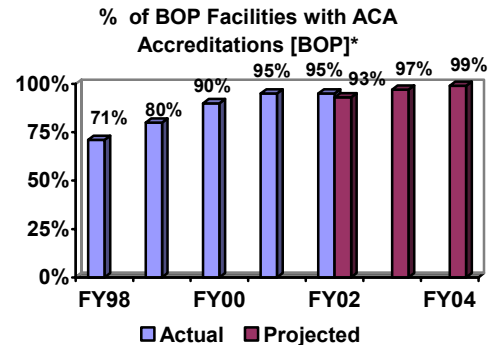
FY 2002 Target: 93%

FY 2002 Actual: 95%

Discussion: During FY 2002, the target was exceeded due to two institutions being accredited ahead of schedule. Additionally, three facilities received initial accreditation. The BOP continues to strive to meet the goal that all facilities will be accredited within two years of activation. Each year new facilities are activating which affects the percentages of facilities that can be reviewed.

FY 2003 Performance Plan Evaluation:

Based on FY 2002 performance, we have revised



Data Collection and Storage: The data compiled by the BOP is gathered from three main computer systems: Inmate data are collected on the BOP on-line system (SENTRY); personnel data is collected from the National Finance Center (NFC) database, and financial data is collected on the Financial Management Information System (FMIS), and from field locations reporting on a regular basis. The BOP relies on an in-house database in 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.

* BOP has several correctional complexes that are comprised of two to five individual institutions. In the past, each BOP facility was accredited separately including facilities at correctional complexes. Effective in FY 2000, the BOP's goal is to have facilities that are located together accredited as one. BOP strives to meet the goal that all institutions will be accredited within two years of activation.

our FY 2003 upward. The Revised Final FY 2003 goal is 97%.

FY 2004 Performance Target: 99%

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

Performance Measure: Escapes from Secure Prisons [BOP] (NOTE: The number of secured prisons has been updated to reflect the most current and accurate data available.)

FY 2002 Target: 0

FY 2002 Actual: 0

Discussion: Despite increasingly sophisticated and dangerous inmates, there were no escapes from the BOP's 91 secure prisons during FY 2002. The BOP utilizes strategies to prevent escapes emphasizing enhanced training, intelligence gathering, sanctions, identification, detection, and deterrence.

FY 2003 Performance Plan Evaluation:

Based on FY 2002 performance, we plan to meet our original FY 2003 goal of 0 Escapes.

FY 2004 Performance Target: 0

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 [BOP] (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 2002 Target: 3,074 Assaults;

5 Homicides

FY 2002 Actual: 2,819 Assaults;

3 Homicides

Discussion: Every reasonable precaution is taken to ensure that all inmates are provided with a safe and secure environment during incarceration by placing inmates in facilities according to their security needs. The lower number of assaults and homicides than projected during FY 2002 is attributed in part to use of cameras and closed-circuit video recording equipment, which act as deterrents to misconduct, assaults, and homicides within institutions.

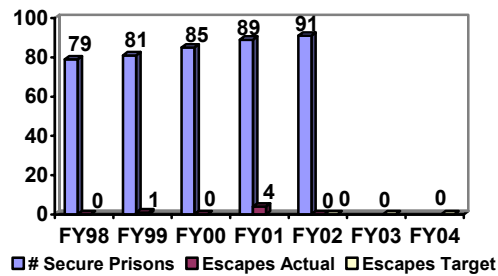
FY 2003 Performance Plan Evaluation:

Based on FY 2002 performance, we have revised our FY 2003 downward. The Revised Final FY 2003 goal is 3,100 Assaults; 6 Homicides.

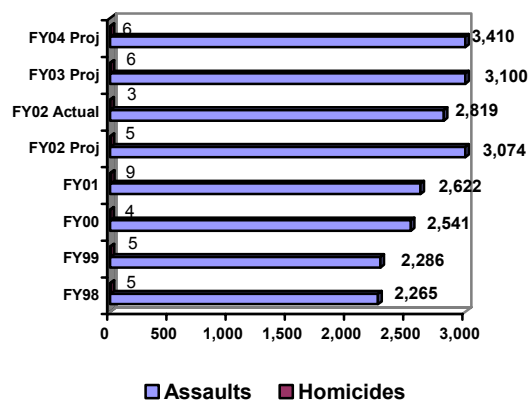
FY 2004 Performance Target: 3,410

Assaults; 6 Homicides

Escapes from Secure Prisons [BOP]



Inmate Assaults and Homicides [BOP]



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, and Financial data is collected on the Financial Management Information System (FMIS) and from field locations reporting on a regular basis. 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.

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

Strategies to Achieve the FY2003/FY 2004 Goal:

The BOP ensures institution security through a combination of features, security technology, and careful classification of inmates. Inmates are assigned a custody level, 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. Self-improvement programs designed to change thinking and behaviors have proven to be effective in combating behaviors that threaten the security of staff and inmates. For example, the Challenge, Opportunity, Development, and Ethics treatment program for high security level 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, and has significantly reduced misconduct among program participants.

Crosscutting Activities:

Accreditation by the American Correctional Association (ACA) provides BOP with an external assessment of its ability to meet the basics of corrections. In addition, BOP's National Institute of Corrections works with state, local, and international corrections officials to improve management and conditions in prisons.

STRATEGIC OBJECTIVE & ANNUAL GOAL 6.4: INMATE SERVICES

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

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 demonstrated that these programs could lead to lower recidivism and improve institutional security by reducing inmate idleness.

Performance:

Performance Measure: REFINED MEASURE: % of U.S. Citizen Inmates with a GED/High School Diploma, 7 Months Prior to Release [BOP] (NOTE: Actual data prior to FY 2003 reflects total inmate population, as U.S. Citizen only data could not be separated.)

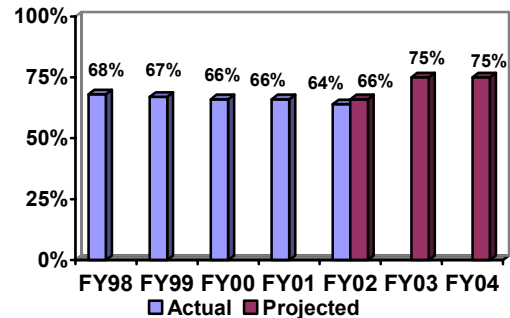
FY 2002 Target: 66%

FY 2002 Actual: 64%

Discussion: Changes to GED tests in FY 2002 resulted in a slightly lower than anticipated rate of completion for all inmates.

FY 2003 Performance Plan Evaluation: Beginning in FY 2003, the BOP is revising targets for this indicator to separate percentages for citizens and non-citizens. GED standards require citizens without a verified GED or high school diploma to attend literacy programs. The policy does not require participation on the part of non-citizens. Meeting the educational needs of both

REFINED MEASURE: % of U.S. Citizen 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 National Finance Center (NFC system); 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.

groups is important; however, need levels and demand for school for citizens and non-citizens vary. Monitoring the populations separately provides a clear picture of program dynamics, assists in the process of resource allocation, and allows data to highlight our success at meeting required policy requirements. We are transitioning

the chart to U.S Citizen Inmates because historical citizen only data is not available. The FY 2003 Target is 75% of U.S. citizen inmates.

FY 2004 Performance Target: 75%

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 [BOP]

FY 2002 Target: 9,491

FY 2002 Actual: 10,190

Discussion: Beginning in May 2000, new program completion procedures were established for vocational training, advanced occupational training and college programs. New reporting procedures prevent college data from impacting occupational data and establish clear criteria defining when a program (as opposed to individual courses) has been completed, which will ensure accuracy of data reported.

FY 2003 Performance Plan Evaluation:

Based on FY 2002 performance, we have revised our FY 2003 upward. The Revised Final FY 2003 goal is 10,200.

FY 2004 Performance Target: 10,200

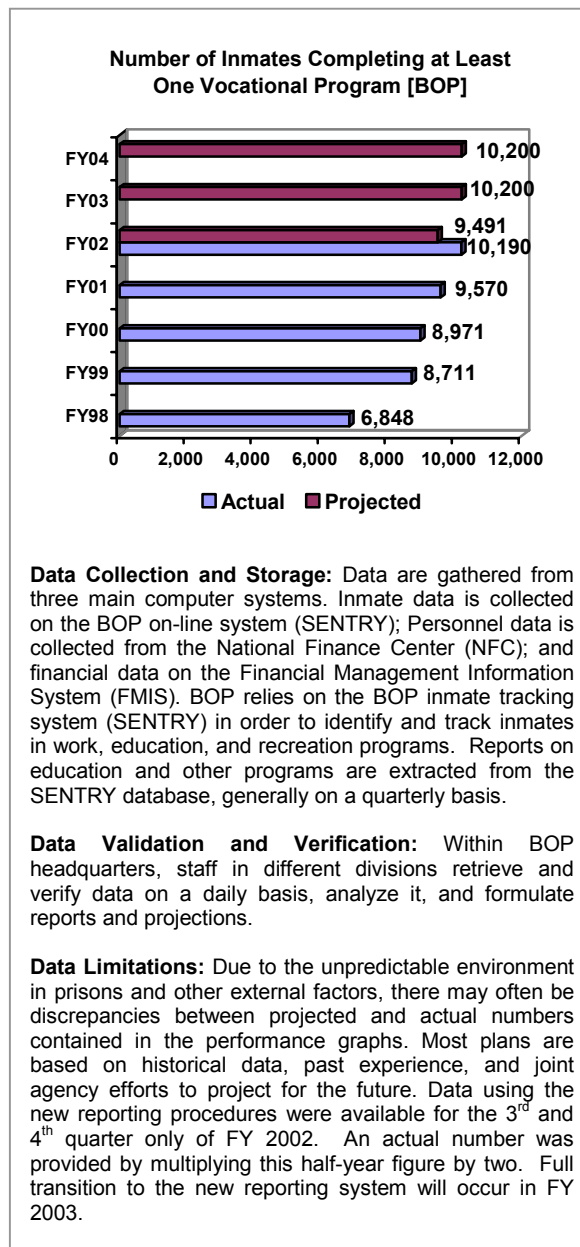
Public Benefit: See above.

Strategies to Achieve the FY2003/FY 2004 Goal:

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

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.



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); 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. Data using the new reporting procedures were available for the 3rd and 4th quarter only of FY 2002. An actual number was provided by multiplying this half-year figure by two. Full transition to the new reporting system will occur in FY 2003.

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 % of “eligible” inmates by the end of FY 1997 and each year thereafter. 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 to 36 months of release. An estimated 34% 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.

Performance:

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

FY 2002 Target: 16,000 Enrolled

FY 2002 Actual: 16,243 Enrolled

Discussion: The VCCLEA requires the BOP to provide residential substance abuse treatment for 100% of eligible inmates. There are 50 residential drug abuse programs throughout the BOP, with a waiting list of more than 6,000 inmates. Typically inmates are selected for the program based on their projected release date.

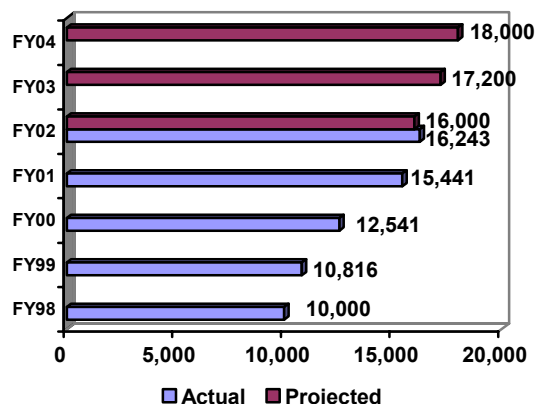
FY 2003 Performance Plan Evaluation:

Based on FY 2002 performance, we plan to meet our original FY 2003 goal of 17,200.

FY 2004 Performance Target: 18,000

Public Benefit: A rigorous three-year outcome study of the residential drug abuse program, published in May 2000, found the program is effective in reducing recidivism and relapse. The evaluation reveals that both men and women who completed the program were 16% less likely to be rearrested or returned to prison than inmates who did not participate in the program.

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 from the National Finance Center (NFC); 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.

Further, male inmates were 15% less likely to relapse – and females 18% less likely to relapse – when compared to inmates who did not participate in the program. The research also found that inmates who completed the residential drug abuse program had a lower incidence of misconduct than did a comparison group who did not participate in the residential drug abuse program. The reduction of misconduct was 25% for men and 70% for women.

Strategies to Achieve the FY2003/FY 2004 Goal:

BOP will continue to provide services and programs that address inmate needs and contribute to successful reintegration into society. The percentage of inmates with a substance use disorder has risen from 30.5% to 34% over the last decade. Since 1997, BOP has been providing treatment to 100% of all inmates needing and wanting treatment. Based on the anticipated growth in the inmate population, BOP is planning to establish five additional residential treatment programs in FY 2003.

Crosscutting Activities:

Inmates who have completed the residential drug abuse treatment program and are eligible for transfer to a Community Corrections Center continue to receive drug abuse treatment through a community-based treatment provider with whom the BOP contracts. Typically, U.S. Probation is involved in this process, ensuring there is a continuity of information and treatment when the inmate is released from BOP custody and moves to the supervision of U.S. Probation.

6.4C Provide Cost Effective Quality Inmate Health Care

Background/ Program Objectives:

In support of the DOJ's objective to provide cost effective quality health care to inmates, the BOP strives to meet the accreditation standards of the Joint Commission on Accreditation of Health Care Organizations (JCAHO), at all correctional facilities. Meeting these standards provides a method of assessing the quality of health care provided at BOP facilities. BOP's goal is to have institutions accredited within two years of activation. By meeting JCAHO accreditation standards, each BOP institution must exhibit substantial compliance with approximately 200 health care standards during a triennial JCAHO accreditation survey. DOJ has the highest regard for Constitutional and human rights; therefore, it strives to maintain correctional facilities that ensure inmates receive humane health care treatment that is not indifferent to their health care needs.

JCAHO standards not only address patient's rights, but also provide BOP the opportunity to assess and improve the overall efficiency of health care programs. The foundation of JCAHO standards is the continuous quality improvement of health care processes and patient outcomes. By improving its health care efficiency, the BOP seeks to improve quality and control costs.

Performance:

Performance Measure: DISCONTINUED MEASURE: Daily Per Capita Medical Costs [BOP]

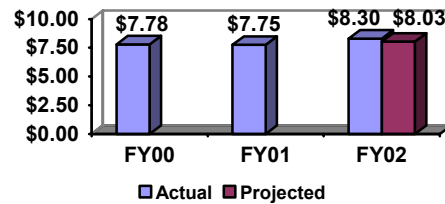
FY 2002 Target: \$8.03

FY 2002 Actual: \$8.30

Discussion: This data is included in overall per-capita reported under 6.3A, Operate Facilities Efficiently.

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 reflects BOP's commitment to providing a safe and humane

DISCONTINUED MEASURE: Daily Per Capita Medical Costs [BOP]

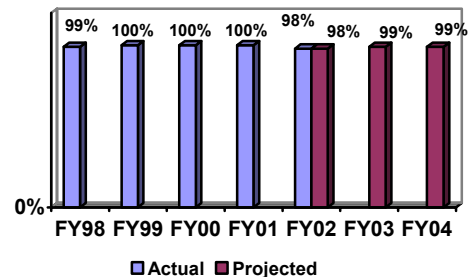


Data Collection and Storage: Data are gathered from several computer systems. Inmate data is collected on the BOP on-line system (SENTRY); personnel data is collected from the National Finance Center (NFC) database; financial data is collected on the Financial Management Information System (FMIS), and from field locations reporting on a regular bases. 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: While the data is both timely and reliable, there is little data available for comparison in this area. However, costs appear to reflect effective efforts at control escalating health care costs.

NEW MEASURE: % Eligible BOP Facilities with JCAHO Accreditation [BOP]



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; financial data is collected on the Financial Management Information System (FMIS), and from field locations reporting on a regular bases. 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, 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.

environment while preserving government resources.

Performance Measure: NEW MEASURE:
Percent Eligible BOP Facilities with JCAHO Accreditation [BOP]

FY 2002 Target: 98%

FY 2002 Actual: 98%

Discussion: During fiscal year 2002 the BOP met its accreditation goal of 98%. The BOP continues to strive to meet the goal that all institutions are accredited within two years of activation. Each year new institutions are activating which affects the percentages of facilities that can be reviewed.

FY 2003 Performance Plan Evaluation:
Based on FY 2002 performance, we plan to meet our original FY 2003 goal of 99%.

FY 2004 Performance Target: 99%

Public Benefit: Providing quality cost effective health care, which has been reviewed and accredited by a nationally recognized organization benefits the public by ensuring that taxpayer dollars are being used prudently and wisely.

Strategies to Achieve the FY2003/FY 2004 Goal:

The BOP will seek initial JCAHO accreditation at five facilities that meet eligibility requirements in FY 2003. Assuming accreditation of BOP health care operations continues with the award of a new contract (the current contract expires in FY 2003), the BOP will seek initial JCAHO accreditation at two additional BOP facilities in FY 2004.

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.

This page intentionally blank.