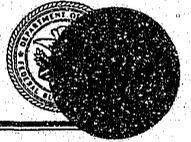
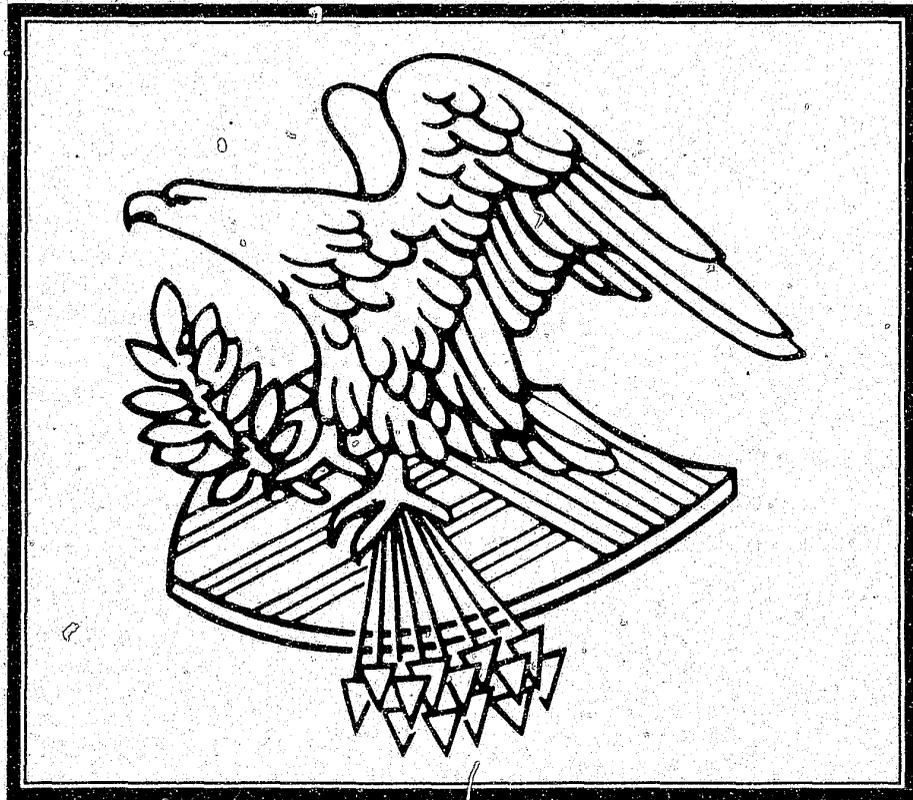


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U.S. Department of Justice  
Federal Bureau of Prisons



# Bureau of Prisons GOALS for 1994... and Beyond





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ACQUISITIONS

## FROM THE DIRECTOR

The Bureau of Prisons enters the new fiscal year with a great deal of optimism regarding the formidable challenges we face. An escalating inmate population, a large facility expansion program, and an increased staff recruitment and development program are only a few of the demands that the future holds. Our staff have shown they are enthusiastic about the future and look forward to the challenge of improving our performance and efficiency in accomplishing the Bureau's mission. They realize that it is through the implementation of the strategic planning process that our overall goals will be accomplished.

In an era of changing priorities and shifting resources, the strategic planning process has been redefined to meet our needs. This book represents, for the first time, the concept of continuous planning -- adding, revising, and completing objectives during the year as the need arises.

To assist our managers, more effective tools have been developed to meet their needs as strategic planning grows more in tune with the continuous nature of the larger strategic management process. Staff are now provided with a strategic planning software program and user's manual, in addition to a workbook designed to simplify the planning process.

By embracing the strategic planning concepts that have served us well over the past seven years, staff are empowered to develop creative solutions to issues identified at all levels of our organization. We are confident that, with vision and foresight, our staff will be able to meet the challenges of the coming years.

In addition to the Bureau Goals for 1994 and Beyond, this edition of the Bureau of Prison goals book includes only a modest sample of the work and accomplishments of the many dedicated employees throughout the past year. Those accomplishments (featured at the end of this book) represent only a few particularly significant examples of the many related to our objectives.

U.S. Department of Justice  
National Institute of Justice

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*Kathleen M. Hawk*  
Kathleen M. Hawk, Director  
Federal Bureau of Prisons

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## FOREWORD

The Bureau of Prisons has developed national objectives in support of six long-term strategic goals that were established in 1991 and reassessed annually. Each level of management (Central Office, regional offices, and institutions) has established its own set of plans and action steps to work toward accomplishing these goals and objectives. In addition, managers establish and track local objectives that relate to the long-term strategic goals, but may not link to a national objective.

To monitor progress toward accomplishing these objectives, the BOP has developed a strategic management process that involves an ongoing cycle of improving programs through gathering, analyzing, and using information that leads to timely, effective, and continuous planning. Through this process, we encourage staff involvement and enhanced communication. Our emphasis is toward monitoring activities in order to promote continuous program improvement.

## CONTENTS

The Bureau of Prisons **GOALS for 1994 ... and Beyond** has three parts:

- o the statement of the Bureau's Mission and cultural anchors/core values;
- o the Strategic Long-Term Goals of the Bureau, followed by the Bureau Objectives for fiscal year 1994; and
- o a brief description of the accomplishments attributed to the goals and objectives set for fiscal year 1993.



## Bureau of Prisons GOALS for 1994...and Beyond

### **OUR MISSION:**

The Federal Bureau of Prisons protects society by confining offenders in the controlled environments of prisons and community-based facilities that are safe, humane, and appropriately secure, and which provide work and other self-improvement opportunities to assist offenders in becoming law-abiding citizens.

The Bureau's cultural anchors/core values have provided the guiding principles and direction for decisions that have been made over the years in support of this mission. These cultural anchors/core values are recited within this booklet to assure their continued value and emphasis in our planning efforts.

### **STRATEGIC LONG-TERM GOALS FOR 1994...AND BEYOND:**

In 1990, the Executive Staff established five Strategic Long-Term Goals which have served as the foundation for our current planning activities. In 1991, minor modifications were made to the original goals and a sixth was added. These six Strategic Long-Term Goals have remained constant, providing direction to our agency since that time, and into the future.

After considering input from employees throughout the Bureau, the Executive Staff developed Bureau Objectives in support of the Long-Term Goals.

*Please note objective numbers not appearing sequentially have either been completed by staff or deleted via Executive Staff action.*



## FEDERAL BUREAU OF PRISONS---MISSION STATEMENT

The Federal Bureau of Prisons protects society by confining offenders in the controlled environments of prisons and community-based facilities that are safe, humane, and appropriately secure, and which provide work and other self-improvement opportunities to assist offenders in becoming law-abiding citizens.

### CULTURAL ANCHORS/CORE VALUES

#### "bureau family"

The Bureau of Prisons recognizes that staff are the most valuable resource in accomplishing its mission, and is committed to the personal welfare and professional development of each employee. A concept of "family" is encouraged through healthy, supportive relationships among staff and organization responsiveness to staff needs. The active participation of staff at all levels is essential to the development and accomplishment of organizational objectives.

#### "sound correctional management"

The Bureau of Prisons maintains effective security and control of its institutions utilizing the least restrictive means necessary, thus providing the essential foundation for sound correctional management programs.

#### "correctional workers first"

All Bureau of Prisons staff share a common role as correctional worker which requires mutual responsibility for maintaining safe and secure institutions and for modeling society's mainstream values and norms.

#### "promotes integrity"

The Bureau of Prisons firmly adheres to a set of values that promotes honesty and integrity in the professional efforts of its staff to ensure public confidence in the Bureau's prudent use of its allocated resources.



## FEDERAL BUREAU OF PRISONS CULTURAL ANCHORS/CORE VALUES

"recognizes  
the dignity  
of all"

Recognizing the inherent dignity of all human beings and their potential for change, the Bureau of Prisons treats inmates fairly and responsively and affords them opportunities for self-improvement to facilitate their successful re-entry into the community. The Bureau further recognizes that offenders are incarcerated as punishment, not for punishment.

"career  
service  
orientation"

The Bureau of Prisons is a career oriented service which has enjoyed a consistent management philosophy and a continuity of leadership enabling it to evolve as a stable, professional leader in the field of corrections.

"community  
relations"

The Bureau of Prisons recognizes and facilitates the integral role of the community in effectuating the Bureau's mission, and works cooperatively with other law enforcement agencies, the courts, and other components of government.

"high  
standards"

The Bureau of Prisons requires high standards of safety, security, sanitation and discipline which promote a physically and emotionally sound environment for both staff and inmates.



**Bureau**

**Goal:**

## **POPULATION MANAGEMENT**

The Federal Bureau of Prisons will proactively manage its offender population to ensure safe and secure operations.

This goal will be accomplished through:

- placement of offenders in facilities commensurate with their security and program needs through an objective system of classification,
- utilization of intermediate punishments, and
- facility development plans which ensure sufficient design capacity is available at each security level.

In support of this goal the Bureau of Prisons has established the following objectives:

### **OBJECTIVES:**

- 1.1 Through ongoing construction and expansion initiatives, increase the capacity of Bureau of Prisons institutions by activating approximately 4,508 beds at new and existing institutions.
- 1.2 Complete the construction phase of three new facilities, providing a total of 3,077 beds (not included in Objective 1.1) by the end of Fiscal Year 1994, with planned total activation by the regions during Fiscal Year 1995.
- 1.5 Continue to increase the use of cost effective community based placements particularly by expanding the network of Comprehensive Sanction Centers from 2 to 8, and by substantially increasing the use of Home Confinement by at least 50%.



- 1.6 Increase the use of Community Corrections Centers, particularly by placement of inmates from low and medium security level facilities.
  
- 1.8 Assess the impact of the classification system for female offenders and identify the institutions which will house the reclassified (72% minimum) female population.





**Bureau**

**Goal: HUMAN RESOURCES MANAGEMENT**

The Federal Bureau of Prisons will have a competent and representative workforce meeting the organization's needs up to and beyond the year 2000.

This goal will be accomplished through a strong emphasis on:

- effective recruitment,
- affirmative action,
- equality of developmental opportunities for staff to achieve their potential,
- training opportunities and enhancement of the abilities of individual employees,
- respect for the rights of staff and positive labor relations,
- employee benefits, and
- succession planning.

In support of this goal the Bureau of Prisons has established the following objectives:

**OBJECTIVES:**

- 2.1 Improve the pre-employment screening procedures to enhance the quality of panel interviews and ensure compliance with existing laws and regulations.
- 2.2 Coordinate and monitor a recruitment program which focuses on military and minority recruitment efforts while targeting identified hard-to-fill positions at the national, regional and local levels.



- 2.3 Forecast management vacancies for all disciplines and provide developmental activities so that qualified pools of applicants are available with special emphasis on identified hard-to-fill management positions.**
- 2.4 Promote the development of a culturally diverse work environment at every level of the agency by making Affirmative Action programs more substantive through focused training of special emphasis program managers and by improving communication about diversity.**
- 2.5 Develop a systematic mentoring process to improve opportunities for development with attention to positions where females and minorities remain under represented.**
- 2.7 Expand the role of learner controlled technologies, increase the use of regional and local training sites and continue the use of a systematic needs and cost analysis, in order to implement training programs which will meet the needs of staff, while considering the most cost effective method of delivery.**



**Bureau**

**Goal: SECURITY AND FACILITY MANAGEMENT**

The Federal Bureau of Prisons will maintain its facilities in operationally sound conditions and in compliance with security, safety and environmental requirements.

Accomplishment of this goal will result in:

- protection of the public,
- a safe working environment for staff,
- a safe living environment for inmates, and
- increased longevity of facilities.

In support of this goal the Bureau of Prisons has established the following objectives:

**OBJECTIVES:**

- 3.1 Develop a system for maintaining an emergency equipment inventory which is accessible by all logistic sites and the Office of Emergency Preparedness.
- 3.2 Ensure all Phase I and II Life-Safety Projects funded prior to FY 1992 are completed in FY 1994 and develop appropriate regional and institutional objectives that will result in having all additional Life-Safety Projects identified and funded under existing surveys completed by FY 1995.
- 3.3 Continue to provide training for Bureau emergency response teams to ensure that staff are adequately prepared to respond to various types of emergencies.
- 3.6 Enhance programs which are designed to provide a healthy environment by increasing staff and inmate involvement in environmental concerns such as recycling and energy conservation. Continue to provide instruction and guidance to field locations on the implementation of environmental regulations.
- 3.8 Continue to improve training and implement revised policy to raise staff awareness and improve staff's ability to deal with disruptive inmates.





**Bureau**

**Goal: CORRECTIONAL LEADERSHIP AND EFFECTIVE  
PUBLIC ADMINISTRATION**

It is the goal of the Federal Bureau of Prisons to manage its operations and resources in a competent and effective manner which encourages creativity and innovation in development of exemplary programs as well as excellence in maintaining the basics of correctional management. The Bureau continually strives toward improvements in its effective use of resources and its efficient delivery of services.

This goal will be accomplished through:

- strategic planning,
- application of automation and new technologies,
- systematic program reviews,
- cost effective analytical approaches assessing the implications of economic, social, demographic and attitudinal changes,
- responsiveness to constituents,
- a continual improvement of our ability to manage change, and,
- expanded program activities by the National Institute of Corrections.

In support of this goal the Bureau of Prisons has established the following objectives:

**OBJECTIVES:**

- 4.1 In view of the increasing demand for our services and diminishing availability of resources, we will proactively identify cost efficient approaches to achieving our mission.
- 4.5 Develop and implement a realistic and practical recognition system that rewards wardens, institution managers, and line staff for effecting cost savings for the agency.



- 4.6 All components will engage in activities which assist BOP managers in the use of management indicators related to the vital functions as identified during management assessment.
- 4.7 Reduce the average time it takes to issue policy by 25% from the baseline established by Office of National Policy Review (NPR) data at the end of FY 92. Reduce the amount and improve the quality of policy, and continue emphasis on assessing the impact of proposed policy changes during clearance.
- 4.11 Working with the Federal Courts and the U.S. Marshals Service, implement several sites for video conferencing systems which will facilitate selected pretrial proceedings.
- 4.12 Implement measures which reduce all sentence computation errors by 90% over the FY 93 base, and ensure a 99% controllable timely release rate from secure Bureau facilities.
- 4.13 Assess the Inmate Financial Responsibility Program operations in terms of its effectiveness and potential weaknesses in identifying inmates who must participate, determining the level of participation, sanctions for failure to participate and related operational concerns; take corrective actions in operations and make changes in policy as seen necessary.
- 4.14 Ensure computer information is protected and controlled through compliance with computer security regulation and policy.
- 4.15 Develop initiatives to maximize staff awareness of the expectation that they maintain the highest standards of integrity, personal conduct and ethical behavior, ever mindful of the public trust and responsibility which they hold as employees of the Bureau of Prisons and Department of Justice.
- 4.16 Pursue administrative and operational approaches to provide effective sharing of services and combining functions at all levels within the BOP.
- 4.17 Evaluate the changing cost situation at Federal Prison Camps located on military bases in order to determine the cost effectiveness of continuing to maintain and operate such institutions.
- 4.18 To promote a more effective and efficient use of management resources within the Bureau of Prisons, authority for operational decisions at the regional and Central Offices will be reviewed and, where determined appropriate, measures will be taken to place authority at the most effective management level.



**Bureau**

**Goal: INMATE PROGRAMS AND SERVICES**

The Federal Bureau of Prisons provides services and programs to address inmate needs, providing productive use-of-time activities, and facilitating the successful reintegration of inmates into society, consistent with community expectations and standards.

This goal will be accomplished through a continual improvement in:

- the identification of special needs offenders,
- education and vocational self-improvement opportunities,
- productive work activities,
- drug and mental health counseling and services,
- quality medical care, and
- community reintegration activities.

In support of this goal the Bureau of Prisons has established the following objectives:

**OBJECTIVES:**

- 5.1 Provide productive work, education, occupational training and recreational activities to minimize inmate idleness.
- 5.3 Implement an interdisciplinary standardized mandatory release preparation program for all inmates being reintegrated into the community.
- 5.6 Fully activate the drug transition program for offenders releasing from the institutional residential treatment programs and for other offenders in need of such services.
- 5.7 Implement an inmate Health Promotion and Disease Prevention Program to supplement Health Services by encouraging inmate responsibility for personal health care.
- 5.8 Continue to improve the quality of health care through a Continuous Quality Assessment and Improvement Process at all institutions.



- 5.9 Improve the cost effectiveness of health care services through managed care initiatives.
- 5.12 Continue to develop and implement a Voluntary Values Development Program for inmates which will assist them in developing a more socially acceptable lifestyle after release, thereby increasing public safety.
- 5.13 Continue development of quality drug treatment operations, including: the careful recruitment of qualified drug abuse treatment staff to ensure program integrity; conscientious recruitment of inmates in need of drug treatment that ensures full drug abuse program participation; and the transfer of information to ensure the drug transition component of the drug abuse program.
- 5.14 Develop and implement standardized parenting programs in each facility housing female inmates and in at least one or more male facilities in each region.
- 5.15 Implement a strategy to provide customers of FPI the "best value" that they can receive for their purchase dollar. Provide on-time delivery of products/services, produce products/services which meet current marketplace standards, and become a low price producer to ensure that FPI receives future orders to employ an increasing number of inmates.
- 5.16 Continue to develop and implement plans to address the special program needs of female offenders.
- 5.17 Continue to develop and implement plans to address the special program needs of mentally ill and mentally retarded offenders.
- 5.18 Continue to develop and implement plans to address the special program needs of physically disabled, chronically/terminal ill, and geriatric offenders.



**Bureau**

**Goal:**

## **BUILDING PARTNERSHIPS**

The Federal Bureau of Prisons will continue to seek opportunities for expanding the involvement of community, and local, state, and federal agencies, in improving the effectiveness of the services it provides to offenders and constituent agencies. The active participation by Bureau staff to improve partnerships will allow the Bureau to carry out its mission within the criminal justice system and to remain responsive to other agencies and the public. The Federal Bureau of Prisons will develop partnerships to focus the shared responsibility for the establishment of a supportive environment promoting the reintegration of offenders into the community.

This goal will be accomplished through proactive relationships with:

- community relations groups and organizations,
- volunteers and volunteer organizations, and
- the many federal, state, and local agencies whose services effect or are affected by the incarceration of offenders and their reintegration into the community.

In support of this goal the Bureau of Prisons has established the following objectives:

### **OBJECTIVES:**

- 6.2 Recognizing the cost and scarcity of prison capacity as a resource, the Bureau of Prisons will attempt to learn, as early as possible, about federal law enforcement initiatives in order to estimate their impact on the federal prison population. Additionally, the Bureau will provide to its law enforcement partners, the judiciary, the Sentencing Commission, and the Congress information about the prospective impact on prison resources of law enforcement and legislative initiatives.
- 6.3 Engage community resources in the reintegration of offenders into the community through expansion of current institution volunteer programs as well as draw upon new, non-traditional services.



- 6.6 Foster working partnerships between Bureau divisions, institutions, and regional offices, other agencies, and local communities to better inform BOP constituents about its programs, operations, and mission.**
- 6.7 Network with other federal, state, and local agencies to improve efficiency/effectiveness of Bureau programs, especially in areas that have similar functions.**
- 6.8 The Federal Bureau of Prisons and the National Institute of Corrections will work together to build effective partnerships and linkages with federal, state, and local criminal justice/correctional agencies and organizations. This cooperative effort will enhance systematic processes to keep abreast of emerging trends/issues, innovations, and changes in corrections and related fields.**



## **FISCAL YEAR 1993 ACCOMPLISHMENTS IN SUPPORT OF THE BUREAU OF PRISONS STRATEGIC LONG-TERM GOALS**

It is with great pride that we celebrate staff successes in support of strategic planning objectives identified during FY 1993. These achievements are only possible because staff at all levels of the organization work as partners in pursuit of continuous program improvement.

*This listing is not intended to be all-inclusive of the many achievements of staff whose efforts supported these Goals. It is our intent only to reference these as highlights of the many accomplishments from all levels within the organization. A fuller reporting of accomplishments will appear in the State of the Bureau 1993.*

- \* The BOP and the United States Probation Service began a one-year pre-release supervision demonstration project which involves United States Probation Officers beginning formal supervision of inmates when they are transferred to a community corrections center, rather than at the end of the sentence.
- \* Urban Work Camps provided inmate labor to other government agencies, including the Department of Defense, National Park Service, Department of Veterans Affairs, Department of Agriculture, Forest Service, Navy, Army, and Air Force.
- \* We increased community corrections center and home confinement placements from 4320 to 4960 in FY 1993. This reflects a 14 percent increase in the use of community corrections centers and a 25 percent increase in home confinement placements.
- \* The National Office of Citizen Participation is working with the Rainbow Coalition on a project which involves local churches working with adult offenders who are nearing release. They are also piloting a mentoring program aimed at diverting youth from incarceration through special counseling programs such as life skills, employment, drug abuse, and family counseling in lieu of confinement. Following the successful completion of the year-long pilot, the program will be expanded to approximately 50 other cities.
- \* During FY 1993 over 400 inmates participated in the Community Drug Transitional Program which provides continuity of treatment for inmates returning to the community.



- \* Training has been delivered and monitoring tools developed to emphasize the importance of the Inmate Financial Responsibility Program (IFRP) which encourages inmates to pay fines during incarceration. The Bureau of Prisons electronically transferred \$3,009,998.51 in IFRP funds to U.S. Attorney offices during Fiscal Year 1993.
- \* Federal Prison Industries provided realistic work opportunities for 20 percent of the inmate population.
- \* Institution commissaries now sell certain "over the counter" medications directly to inmates as a health-promotion effort and to encourage greater personal responsibility.
- \* During FY 1993, 8,580 initial designations and 1,800 redesignations were made through the Office of the Medical Designator to ensure that inmates were placed at institutions with appropriate health care services.
- \* The BOP recruited over 300 new health care professionals in FY 1993, reducing the overall health services vacancy rate to less than 10 percent.
- \* Cultural diversity and sexual harassment training modules were delivered, meeting the need to provide staff with a means to gain insight into current issues affecting the workplace.
- \* The Bureau of Prisons recycled over 4,323 tons of materials, resulting in an estimated savings of \$82,386.00.
- \* Through the use of video teleconferencing in the areas of Labor Management Relations, Community Corrections, and other training programs, the BOP saved \$50,000 in resource staff travel costs.
- \* A backlog of over 5,000 employee background investigations has been eliminated.
- \* All BOP non-sensitive documents are now published on a Compact Disc Read Only Memory (CDROM) system.