DOJ STRATEGIC PLAN GOALS FY 1999 PERFORMANCE PLAN GOALS

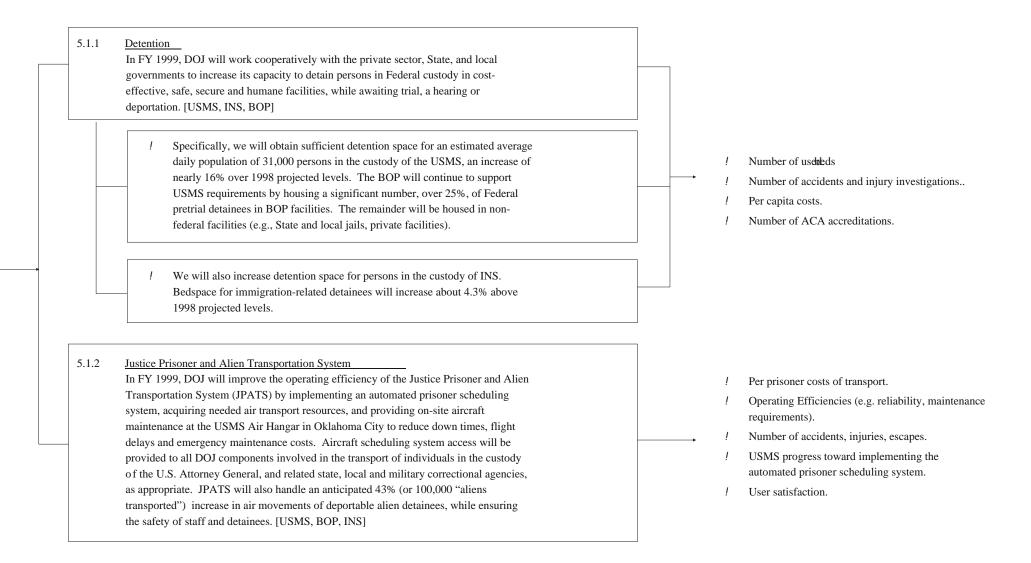
KEY SUMMARY LEVEL INDICATORS

Strategic Plan Goal 1:

Provide for the safe, secure and humane confinement of persons who are detained while awaiting trial or sentencing, a hearing on their immigration status, or deportation.

Strategies:

- > Maintain and operate the Federal detention program through a coordinated and costeffective management approach.
- > Work cooperatively with State and local governments to obtain needed detention bedspace and services.
- Operate efficiently and effectively the Justice Prisoner and Alien Transportation System (JPATS).



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Strategic Plan Goal 2:

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

Strategies:

- > Increase Federal prison bedspace by constructing and activating new facilities, and exploring opportunities for the renovation and expansion of existing
- > Pursue negotiations with other government units to consider property transfers, joint use contracts, and other cooperative arrangements.
- Continue the careful use and evaluation of secure alternatives to traditional incarceration for non-violent offenders, including Comprehensive Sanctions Centers and Home Confinement strategies where a ppropriate

Prison Bedspace Capacity In FY 1999, DOJ will support BOP's efforts to reduce the system-wide overcrowding rate to 22% with the addition of over 4,300 new beds resulting from the activations of Number of beds added. Butner Medical; Ft. Devens Medical, Low and Medium; Beaumont Medium; and Overcrowding by security level. expansion at FCI Loretto. In FY 1999, BOP will begin construction of the high security Federal prison, funded in FY 1998, that will add a total of 960 beds to capacity, and expand existing prisons as required. [BOP] **™**£¥ 1999, to help ensure sufficient capacity to imprison violent offenders to the Number of inmates in alternative confinement fullest extent of the law, DOJ will continue to house approximately 10% of its programs. population in other than BOP facilities. These include, half-way houses, contract Progress on privatization efforts (narrative statement). facilities, and home confinement. [BOP]

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Strategic Plan Goal 3:

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

Strategies:

- > Ensure an appropriate level of properly trained and equipped staff.
- > Ensure compliance with environmental, health and safety regulations.

5.3.1 <u>Modernization and Repair</u>

In FY 1999, DOJ will support BOP's Modernization and Repair (M&R) program to maintain BOP facilities to provide a safe and secure environment. BOP will continue its special survey program of 15 facilities, which are over 50 years old and have not undergone major renovations and improvements, to develop detailed long range master plans for these facilities. [BOP]

- ! Number of projects in process and completed during the Fiscal Year
- ! Number of planned special "50+" surveys completed.

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Strategic Plan Goal 4:

Provide productive work, education, medical and other programs to meet inmate needs and facilitate their successful reintegration into society, consistent with community expectations and standards.

Strategies:

- > Expand and improve the quality of prison work and education programs to minimize inmate idleness and develop marketable skills.
- > Continue to develop and expand the availability of quality drug treatment programs.
- > Provide necessary quality health care to inmates and detainees while controlling costs.
- > Provide programs to meet the requirements of "special needs offenders."
- > Ensure equitable opportunities for all recognized faith groups.

In FY 1999, DOJ will support BOP's efforts to provide services and programs to address inmate needs that contribute to their successful reintegration into society. These efforts will include the following. [BOP]

! Providing adequate medical care
! Offering appropriate dietary requirements
! Ensuring that all medically fit inmates required to work do so
! Delivering residential drug treatment to 100% of eligible inmates
! Providing general education and skills-based training
! Affording inmates the opportunity to participate in other productive activities such as "special needs" programs, worship services, adult education, parenting classes, etc.

- Number of enrollees (and tests passed) in educational and training programs.
- ! Number of enrollees in residential drug programs.

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Strategic Plan Goal 1:

Protect the Federal judiciary and ensure the safe and secure operation of the Federal court system.

Strategies:

- > Provide for the security of all Federal judges and courts.
- > Assure both the short-term and the long-term safety of Federal witnesses.
- > Ensure the timely courtroom appearance of defendants and prisoners in Federal custody.

6.1.1 In FY 1999, DOJ will continue to deter, and to respond to, threats to the safety of Federal judges, other court personnel and witnesses and participants in Federal judicial proceedings. Our primary goal is to ensure that NO judge, other court participant, or witness is the victim of an assault stemming from his or her involvement in a Federal court proceeding. Specifically in FY 1999:

- ! We will effectively identify, assess and respond to threats against court personnel and property.
- ! We will enhance the physical security of [11] new and renovated Federal courthouses.
- ! We will provide for the long-term protection of Federal witnesses and their family members. [USMS, BOP]

- Percentage of Federal criminal court proceedings meeting USMS security requirements.
- Number of threats and assaults against judges and other court personnel.
- Number of threats and actual assaults against protected Federal witnesses.
- ! Number of courthouses receiving enhanced physical security.

CALEA. [FBI]

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Strategic Plan Goal 2:

Support improved criminal and juvenile justice capabilities at the State and local levels and in Indian country by providing high quality training, research, evaluation and assistance with new technologies, and, if requested, direct operational support for resolving unusual crime problems.

Strategies:

- Provide training and other technical assistance to State and local governments to increase professionalism in all areas, including forensic and investigative.
- Conduct research and development on justice system issues; test and evaluate promising approaches.
- > Provide statistical information and reports on Federal, State and local justice activities.
- > Transfer investigative and forensic systems and technology to State and local law enforcement.
- > Promote the exchange of information among civil and crimina 1 justice researchers and practitioners at all levels of government.

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National Capital Revitalization and Self-Government Improvement Act of 1997 In FY 1999, the Department will continue implementation of the National Capital ! Number of D.C. sentenced felons housed in facilities Revitalization and Self-Government Improvement Act of 1997 ("the Act") which transfers to owned or contracted for or by the Federal government. the BOP the responsibility for housing felons sentenced under the D.C. Code and to the U.S. Number of correctional facilities in planning or Parole Commission the responsibility for conducting parole hearings for these felons. By construction mode which will help to absorb the D.C. December 31, 1999, the BOP will contract to house 2,000 D.C. adult sentenced felons. In FY sentenced felon population into the federal prison 1999, funds will be provided to complete construction of three and partially construct another (to be completed in FY 2000) Federal Correctional Institutions to absorb D.C. sentenced felons into the Federal Prison System and approximately 300 parole hearings will be conducted each Average number of parole hearings held each month. month. DOJ will also provide technical assistance and research expertise to assist in the implementation of the criminal justice components and public safety improvement initiatives of the Act. [BOP, USPC, OJP/NIJ] 6.2.2 Indian Country In FY 1999, DOJ in conjunction with the Department of Interior, will focus on criminal and Number of training schools and the number of BIA juvenile justice system improvements in Indian country. This will include: officers and Tribal Police receiving training. Number of investigators providing basic law enforcement activities. Providing grants to Indian Tribes to develop and enhance their judicial systems, train local court personnel, and support youth anti-violence initiatives. Number of child-related crimes on Indian reservations. The number of investigators and other resources will be expanded with the goal of Number of victim/witness coordinators within Indian providing a basic level of law enforcement service commensurate with national averages. Particular emphasis will be focused on the investigation and prosecution of Number of grants provided. child abuse, child sexual abuse and other felony crimes. [FBI, USA, OJP, COPS] Number of beds constructed on Indian reservations. Funding for the expan sion of victim/witness coordinators within Indian country will be increased. Attention will be focused on providing services for victims of violent crime. [FBI, USA, OJP] Providing grants for jail construction that will result in approximately 1,000 new beds becoming available. [OJP] Number of State and local laboratories adopting DRUGFIRE. Number of State and local laboratories adopting 623 Forensic Assistance CODIS In FY 1999, DOJ will improve the exchange of forensic information among Federal, State, local laboratories, including the establishment of DNA databases and expansion of the National DNA casework turnaround time. Forensic Laboratory Information System (NFLIS). For example, we expect that additional State Number of CODIS aided investigations. and local laboratories will adopt the FBI's DRUGFIRE and Combined DNA Information Percent of casework aided by DRUGFIRE. System (CODIS) systems, [FBI, DEA] We will continue to conduct research and development Development of the Source Determinations Information to reduce the cost and time involved in DNA testing and increase its reliability. [OJP/NIJ] System. 6.2.4 Information Systems Full operational capability reached for NCIC 2000 and In FY 1999, DOJ will fully implement the Integrated Automated Fingerprint Identification IAFIS by no later than September 1999. System (IAFIS) and the National Crime Information Center (NCIC 2000), resulting in improved processing times of fingerprint identification (IAFIS) and criminal identification (NCIC 2000). ! Average times for identifying fingerprints under IAFIS. These systems will provide State and local governments with advanced information technology assistance to support the identification and arrest of criminals. [FBI] 6.2.5 Communications Assistance for Law Enforcement Act (In FY 1999, DOJ will continue its efforts to ensure the use of court authorized electronic Narrative description of the efforts of the FBI in this surveillance by reimbursing telecommunication carriers for expenses authorized under the

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Strategic Plan Goal 3:

Promote the participation of victims and witnesses throughout each stage of criminal and juvenile justice proceedings at the Federal, State and local levels and in Indian country.

Strategies:

- > Ensure that all Federal law enforcement officers and prosecutors are specifically trained in their victim/witness responsibilities.
- Make restitution to the victim a critical component of the Federal prosecutorial process and encourage expansion of those measures by State systems.
- Deliver direct services and technical assistance, where appropriate, to States, localities, and Indian tribes and organizations in adopting effective victim and witness participation strategies.

In FY 1999, DOJ will promote increased participation of victims and witnesses throughout each stage of a judicial proceeding. At the Federal level, we will train Federal law enforcement officers and prosecutors in victim/witness responsibilities. We will also further develop and deploy a nationwide automated victim notification system. We will take steps to ensure that there is full compliance with the Attorney General's Guidelines for Victim and Witness Assistance.[USAs, CRM, FBI, OJP/OVC]

- Percentage of U.S. Attorneys' Districts complying with automated notification requirements.
- ! Number of victims and witnesses receiving assistance.
- Satisfaction level of victims and witnesses receiving assistance.

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Strategic Plan Goal 4:

Protect and preserve the integrity of the bankruptcy system, maximize the dollar return to creditors, and monitor the cost of bankruptcy administration.

Strategies:

- > Provide administrative support to move cases expeditiously through the bankruptcy process.
- > Maintain and promote uniform fee and expense guidelines relating to the employment of professionals and others in bankruptcy cases.
- > Ensure that parties adhere to the standards of the law, and police for embezzlement and other abuses.

6.4.1 In FY 1999, DOJ will emphasize the timely administration of bankruptcy cases and will meet projected increases in all Chapter filings while maintaining or reducing existing case backlogs. The U.S. Trustee Program will also increase the number of civil enforcement actions filed in response to misconduct and fraud, and increase contacts with Federal, State and local law enforcement agencies to assist in reducing such fraud. [U.S. Trustees]

- ! Number of old (three years or more) bankruptcy cases.
- ! Distribution of funds to creditors.
- ! Number of civil enforcement actions and criminal referrals.

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Strategic Plan Goal 1:

Strengthen oversight and integrity programs, ensure consistent accountability and emphasize our core mission responsibilities.

Strategies:

- > Use training and other communication vehicles to reinforce employee adherence to the highest ethical standards of conduct.
- Focus audit, inspection and other evaluative efforts on ways in which overall program accountability and performance can be strengthened.
- > Reassess and, if necessary, eliminate or restructure functions that are not vital to our core missions.

7.1.1 Oversight and Integrity

In FY 1999, DOJ, through its independent Office of Inspector General (OIG), and the Office of Professional Responsibility (OPR), will continue to help ensure integrity in DOJ programs and operations, including those related to the conduct of litigation and other representation activities. The OIG will focus its resources on investigating allegations that relate to drugs, sexual abuse, bribery, civil rights, and fraudulently obtained/issued INS documents, particularly at ports of entry along the Federal correctional institutions. The OIG will also carry out an active program of audits and reviews, including reviews of Violent Crime Reduction Trust Fund (VCRTF) grant programs to determine if the grantee's use of the funds is in accordance with grant provisions. [OIG, OPR]

7.1.2 In FY 1999, DOJ components will perform internal reviews of their programs to ensure integrity and proper operation of their programs. [DOJ Components]

- ! Total number of priority investigations closed and priority investigations remaining in an open status.
- Number of administrative actions taken by components, as reported to the OIG.
- Number of assignments completed, including audits, inspections, and other evaluative efforts.
- Number of reviews completed.

border and in

- Material weaknesses addressed.
- Corrective actions undertaken.

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7.2.1 Freedom of Information and Privacy Act FOIA) In FY 1999, DOJ will achieve substantial gains in responding to FOIA requests, providing more timely responses to requests from the public. Strategic Plan Goal 2: In FY 1999, INS will achieve reductions in the backlog of FOIA requests by a Percent reduction in backlog of FOIA requests. Meet or exceed the expectations of our total of 50% over FY 1997 totals. [INS] customers. ! In FY 1999, the FBI will achieve reductions in the backlog of FOIA requests by Strategies: a total of 50%. > Develop customer service plans and standards, [FBI] monitor their implementation, and solicit customer feedback. Customer Service Standards > Provide information to the public and to In FY 1999, DOJ will continue to emphasize a customer focus in its service and stakeholders in an open, timely and complete benefits programs. This will include requirements for all affected components to Number of programs and activities with standards. manner, as appropriate. update and report on the status of published standards; expand the number of programs Number of component FY 2000 performance plans and activities that have customer service standards and that report on customer that include valid measures of customer satisfaction; and undertake more aggressive efforts to integrate published standards into satisfaction. component performance plans. [DOJ components]

and issues. We also will take steps to put in place systems to collect, report, and utilize

program performance information pertaining to annual and strategic performance goals.

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Number of issues with data availability and reliability

for which plans have been developed to remedy the

problems.

Reinvention Laboratories Number of reinvention labs sponsored. In FY 1999, DOJ will continue to foster innovation and improvement through its Narrative assessment of new ideas and approaches Justice Performance Review program. Specifically, we will sponsor 10-15 "reinvention found to be effective. laboratories" to test and evaluate new ideas and approaches. [JMD] Financial Management In FY 1999, DOJ will continue to strengthen and improve its financial management practices. Specifically, we will: Strategic Plan Goal 3: Achieve excellence in management practices. complete the replacement of financial management systems in the DEA, INS, DEA, INS, USMS, and BOP systems replaced. USMS, and BOP. Strategies: Number of unqualified audited financial statements > Streamline and modernize operational and produced. improve our debt collection practices through deploying an automated debt support processes. collection system that will be capable of capturing and manipulating detailed Complete roll-out of IT system in U.S. Attorneys' information about all debts referred to DOJ for litigation, and will perform > Provide timely, useful and reliable budget, litigation support functions. [JMD] Begin roll-out of IT system in the litigating Divisions. accounting and performance data to support decision-making. 7.3.3 Assets Forfeiture > Integrate planning, reporting and decision-In FY 1999, DOJ will improve the overall accountability, control, and oversight of the making processes, including those for human Assets Forfeiture Program by ensuring the following: resources, budget, financial management, and program performance. Upon receipt of the final order of forfeiture, disposal time frames for all seized > Ensure sound and effective financial assets will be the following: cash, within 30 days; vehicles, within 60 days; management policies and practices. jewelry, art, and antiques, within 150 days; real property, within 12 months. Percent of seized assets disposed of within the time > Effectively manage assets seized and forfeited. Real property will be sold at no less than 85% of its appraised value. frames set by the Assets Forfeiture Program. All new major asset forfeiture property management contracts will include performance-based elements. [USMS] Performance Information 7.3.4 Number of components that have performance By the start of FY 1999, DOJ and its components will have identified major gaps and measurement systems in place. issues in data availability and reliability and developed plans for addressing these gaps

[JMD, DOJ components]

7.3.1

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Make effective use of information

> Develop and implement a Department of

provides a common, standards-based

interoperability; and provides adequate

and unauthorized access or use of Justice

transmissions within the Department and

> Implement a systematic process for selecting, controlling and evaluating IT investments in

order to improve program performance,

> Certify information systems in accordance with Federal requirements and departmental policy

to achieve adequate operational security and

manage risk, and control costs.

protect sensitive data.

between the Department and external

Justice information technology architecture that

infrastructure; ensures interconnectivity and

safeguards against unwarranted, inappropriate

Develop and implement a Justice Consolidated Network to support data, text, image, and video

Strategic Plan Goal 4:

Strategies:

systems.

organizations.

technology (IT).

7.4.1 Capital Planning In FY 1999, DOJ will continue to improve and expand its capital planning process, Number and type of IT projects reviewed by the particularly through the execution of the Information Technology Investment Board's (ITIB) formal review of IT project costs, schedule, and performance. [JMD] 7.4.2 Architecture and Infrastructure In FY 1999, DOJ will continue to implement its departmentwide information Full implementation of the configuration technology architecture in order to promote interoperability and the development and management process. maintenance of standards, guidelines, and services among Justice information systems. We will establish and implement a configuration management process to support the IT architecture. [JMD] Number of FBI offices with Phase 1 equipment and networks installed. In addition, the FBI will begin Phase 1 of the Information Sharing Initiative to upgrade its mission-critical technical infrastructure. [FBI] Percentage of active FBI files available electronically. (Internal to the FBI) 7.4.3 Computer Security In FY 1999, DOJ will continue to improve the security of its computer and Percent of operational IT systems accredited. telecommunications systems. The operational systems in the five major law enforcement components will be accredited in accordance with security requirements. [JMD] Year 2000 Percent of mission-critical systems compliant with In FY 1999, DOJ will be compliant with Year 2000 requirements for all its mission-Year 2000 requirements. critical systems. [JMD] 7.4.5 In FY 1999, DOJ will start the first year of the two year national implementation Percent reduction in the cycle time of an initial schedule for the Joint Automated Booking System (JABS). When implemented JABS is expected to: [JMD] Percent reduction in the cycle time of a subsequent decrease the cycle time of the initial booking by 50%; Percent reduction in transmittal time from field office to the FBI. decrease subsequent booking cycle time by 50% decrease transmittal time from JABS to the FBI by 90%.

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Strategic Plan Goal 5:

Ensure a motivated and diverse workforce that is well-trained and empowered to do its job.

Strategies:

- > Provide training and career development opportunities.
- Promote a diverse workforce at all levels, including managerial and supervisory positions.
- > Offer a range of progressive worklife options that help employees balance professional and personal demands.
- > Provide a safe and healthful workplace.
- Provide workspaces where employees can perform their jobs effectively, efficiently, and safely.

7.5.1 Human Resources

By FY 1999, DOJ and its components will strengthen their personnel management practices so that all projected hiring and training requirements are anticipated well before the beginning of the fiscal year and resources set aside to meet the highest priority recruitment, hiring and training needs identified. These improvements will cover both operational and support personnel. [JMD and all components]

! Degree to which DOJ components meet hiring goals on time.

KEY SUMMARY LEVEL INDICATOR