



GOAL IV

*Ensure the Fair and
Efficient Operation of the
Federal Justice System*

Ensure the Fair and Efficient Operation of the Federal Justice System



GOAL IV: ENSURE THE FAIR AND EFFICIENT OPERATION OF THE FEDERAL JUSTICE SYSTEM

The Department plays a key role in the administration of the federal justice system. We support the federal courts by protecting federal judges, witnesses, and other participants in federal court proceedings; providing courtroom security; making sure that persons in custody are escorted to and from proceedings in a safe and secure manner; and apprehending federal fugitives from justice. We also ensure that sentenced criminals are removed from society and housed in prisons that are safe and secure. Finally, we adjudicate immigration cases in a timely manner, ensuring that criminal aliens serving sentences in U.S. prisons are deported upon release, before they become physical threats or economic burdens to the public.

Strategic Objective 4.1

Protect judges, witnesses, and other participants in federal proceedings, and ensure the appearance of criminal defendants for judicial proceedings or confinement

The federal judiciary system is a key pillar of the United States system of government, ensuring that laws are upheld fairly and that offenders receive just punishment for their crimes. The system cannot work without judges, witnesses, and other court participants who are fearless and unyielding to threats, intimidation, or harassment. The Department's aim is to ensure that no judge, witness, or other court participant is the victim of an assault stemming from his or her involvement in a federal court proceeding. Federal judicial proceedings must be open, secure, and free from obstruction, intimidation, or threat of violence. Security

Ensure the Fair and Efficient Operation of the Federal Justice System

for federal judicial proceedings is provided by the Department through the United States Marshals Service.

With the crackdown on terrorism, the work has taken on a dangerous new dimension. As of August 2003, USMS held 66 terrorist defendants in custody and was performing court productions in 19 districts. The threat of violence perpetrated upon the courts by terrorists sympathetic to the defendants has led the USMS to provide heightened facility protection and personal protective details for judges, prosecutors and other court officials, witnesses and the general public. USMS further mitigates threats by assessing court facilities prior to terrorist court proceedings, evaluating courthouse security plans to identify deficiencies, and responding with security upgrades when needed in USMS-controlled areas and cellblock space.

The U.S. Marshals Service is also responsible for the safekeeping and transportation of federal prisoners in its custody. This includes the critically important function of providing in-district transportation of prisoners for judicial proceedings, legal hearings, meetings with attorneys, and trials, as well as for out-patient medical care and hospitalization when they are required. This function consumes an enormous amount of Deputy U.S. Marshal resources, in that prisoners must be produced in a timely fashion to meet court schedules. In FY 2002, the USMS completed more than 600,000 in-district prisoner productions.

In addition to the daily local transportation of prisoners to various legal proceedings and meetings, the USMS uses the Justice Prisoner and Alien Transportation System (JPATS) for long-haul prisoner movements. JPATS was created in 1995 by merging the air transportation fleets of the USMS and Immigration and Naturalization Service, then part of DOJ. JPATS is responsible for moving federal prisoners and detainees in the custody of the USMS or BOP.



Strategies to Achieve the Objective

Monitor, assess, and investigate threats made against judges, court personnel, witnesses, and victims to stop or deter potential violence

Investigating potential threats of violence planned against court officials – judges, prosecutors, victims, witnesses, and court support staff – is a critical aspect of

Ensure the Fair and Efficient Operation of the Federal Justice System

providing security. Because of such threats, security must sometimes be provided both inside and outside the court facility. In 2002, there were 565 inappropriate communications, which included threats and verbal assaults against judges and other members of the court family. The USMS, with the help of other federal, state, and local law enforcement agencies, must carefully assess each potential threat based on the best intelligence available and respond in a timely and appropriate way. In addition, the USMS provides witness security protection for Government witnesses and their immediate dependents whose lives are in danger as a result of their testimony against known terrorists and other criminals who would resort to violence for retaliation.

Meet court security standards

In 2002, the USMS conducted a security survey of prisoner movement space in federal courthouse facilities in the United States, Guam, Puerto Rico, and the Virgin Islands. The survey evaluated each facility against USMS security specifications and requirements. This was the second time the survey was conducted. The first time was in 1999, where survey results indicated that 94 percent of the federal courthouse facilities did not meet minimum security standards. In the most recent survey it was determined that 81 percent of the federal courthouse facilities did not meet minimum security standards. This represents a

significant improvement in building security and was primarily accomplished by consistent funding for renovation construction. As a key means to improving security of these facilities, USMS continues to renovate U.S. courthouses and court-occupied space in order to bring them up to standards.



At the same time, the USMS works to ensure that court proceedings are adequately staffed. Unfortunately, with prisoner populations growing throughout the country, the USMS is challenged to maintain a high security standard. Along the southwest border in particular, large numbers of prisoners have dramatically affected the ability of Deputy Marshals to produce defendants. The USMS continues to work closely with the U.S. Courts, the U.S. Attorneys, and other Federal law enforcement agencies to schedule court appearances to allow the USMS to keep pace with the rapidly growing workload.

Ensure the Fair and Efficient Operation of the Federal Justice System

KEY CROSSCUTTING PROGRAMS

Memorandum of Understanding on Court Security. A Memorandum of Understanding (MOU) established in December 1997 between the USMS and the Administrative Office of the United States Courts (AOUSC) provides guidelines and procedures to implement the recommendations of the Attorney General's Task Force on Court Security. The MOU defines the USMS court security programs and expresses the terms and conditions under which funds appropriated to the judiciary will be transferred to the USMS from AOUSC for use in providing security to the federal courts.

MOUs with other agencies. Providing security in federal court facilities requires coordination among several key federal agencies, each with different jurisdictional responsibilities. The General Services Administration Federal Protective Service is responsible for perimeter security and preventing unwarranted entry into a U.S. courthouse facility. The USMS Judicial Security Systems staff is responsible for security of the interior spaces within a U.S. courthouse facility for which the Judiciary or AOUSC pays rent. The USMS Central Courthouse Management Group is responsible for security of all spaces for which the USMS pays rent, including all prisoner movement and detention areas. The physical unification of the specified security systems and devices usually occurs in the USMS command and control centers located in the USMS office within the U.S. court-

house. These agencies are mutually supportive of the mission to provide the proper level of security for a U.S. courthouse as defined in the MOU among them.

Strategic Objective 4.2

Ensure the apprehension of fugitives from justice

The Department is responsible for enforcing federal warrants and apprehending fugitives from justice, including escaped federal prisoners; bail jumpers; parole, probation, and supervised release violators; and other fugitives wanted because of complaints or indictments. Additionally, the Department is responsible for the location and apprehension of fugitives wanted by agencies without power of arrest, and fugitives wanted by foreign countries and believed to be in the United States.

The apprehension of fugitives ensures the effective operation of the judicial system, reduces crime, and improves public safety. Additionally, the aggressive pursuit of fugitives serves as a deterrent for present and future defendants who may attempt to flee. Apprehending fugitives clears crowded court dockets, ensures that convicted defendants serve their sentences, and prevents fugitives from committing additional crimes. Finally, it ensures that resources expended by other agencies investigating crimes and prosecuting defendants are not wasted.

Ensure the Fair and Efficient Operation of the Federal Justice System

Currently there are thousands of fugitives from justice in the Department's area of responsibility. The USMS and the FBI are the two primary agencies within DOJ tasked with fugitive apprehensions. Their relationship and responsibilities are delineated in a joint memorandum of understanding.

Strategy to Achieve the Objective

Focus on apprehending Most Wanted and Major Case fugitives

Locating and apprehending the 15 Most Wanted, Major Case, and other violent fugitives are the main priorities of the USMS fugitive program. These fugitives may consist of terrorists and material witnesses to terrorism, along with the worst narcotics traffickers and most violent felons wanted by federal, state, local, and foreign law enforcement agencies. USMS participates in 81 federal, state, or local fugitive task forces, and has established four permanent Regional Fugitive Task Forces, all of which are available to support the investigation and capture of suspected terrorists.

These fugitives often have lengthy criminal histories and are likely to commit additional crimes if not apprehended in a timely manner. The Presidential Threat Protection Act of 2000 enabled the USMS to establish permanent fugitive apprehension task forces in designated regions of the United States. The creation of Regional Fugitive Task Forces (RFTF) enables the USMS to

pool the resources and expertise of other agencies in order to more effectively apprehend violent fugitives. These permanent task forces are in addition to the many multi-agency task forces that the USMS coordinates by teaming up with other law enforcement agencies to concentrate apprehension efforts on violent fugitive felons and drug offenders.

The Department will continue to elicit the public's assistance in fugitive apprehensions through increased media publicity. Currently, the USMS maintains a Most Wanted list that receives extensive media attention. USMS will continue to maintain its internet web site displaying the most significant fugitives, and participate in national television shows when the opportunity is available.

KEY CROSSCUTTING PROGRAMS

Fugitive warrants. During the past decade, the USMS has entered into MOUs with a number of federal law enforcement agencies, which have relegated administrative and investigative responsibility for their fugitive warrants to Marshals. These agencies include the FBI, DEA, organizations within DHS, Air Force Office of Special Investigations, Internal Revenue Service, Naval Criminal Investigative Service, various Offices of the Inspector General, and others. These MOUs allow the participating agencies to take advantage of the experience and expertise of the USMS in fugitive matters, and to free their agents to investigate additional crimes.

Ensure the Fair and Efficient Operation of the Federal Justice System

In addition to these MOUs, the USMS is also a signatory to several others which address information sharing, data matching, and other investigative assistance. For example:

- ❖ The United States Department of Agriculture, Office of Inspector General, runs a periodic data match of USMS fugitives against the USDA list of food stamp recipients nationwide.
- ❖ The Social Security Administration, Office of Inspector General, runs a periodic data match of USMS fugitives against its list of Social Security Supplemental Security Income recipients.
- ❖ The U.S. Department of State, Office of Consular Affairs, runs a periodic data match of USMS fugitives against passport applicants.
- ❖ The U.S. Department of Housing and Urban Development, Office of Inspector General, runs a periodic data match of USMS fugitives against records of individuals receiving HUD housing assistance.
- ❖ The U.S. Department of Veterans Affairs, Office of Inspector General, runs a periodic data match of USMS fugitives against records of individuals receiving VA benefits.
- ❖ The Drug Enforcement Administration shares information contained in the USMS Warrant Information Network (WIN) and Electronic Surveillance Unit (ESU) database with the DEA Special Operations Division (SOD). SOD also shares information contained in its indices with the USMS in connection with narcotics-related fugitive investigations. The specifics of this MOU are classified.
- ❖ The United States Secret Service provides forensic support and expert testimony by personnel assigned to its Forensic Services Division in connection with USMS criminal, fugitive, and protective investigations.
- ❖ The Department of State, Bureau of Diplomatic Security (DS), facilitates DS law enforcement assistance to the USMS in foreign countries in connection with extraditions, fugitive investigations, and protective assignments. The MOU also describes the USMS role in providing support to DS in connection with protective functions for foreign dignitaries.

OCDETF. The USMS participates in the Organized Crime Drug Enforcement Task Force program, where it is responsible for the location and apprehension of most OCDETF fugitives, including the most serious drug offenders.

Fugitive Task Forces. Through its network of 81 interagency fugitive task forces located throughout the United States, including Regional Fugitive Task Forces in New York, California, Chicago, and Atlanta, the USMS assists other federal, state, and local law enforcement agencies in an effort to locate fugitives wanted for violent crime and drug

Ensure the Fair and Efficient Operation of the Federal Justice System

offenses. These task forces cleared over 30,000 federal, state, and local warrants in 2002.

Strategic Objective 4.3

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

The Department of Justice is responsible for detaining persons charged with violating federal criminal statutes, provided they have not been released on bond or personal recognizance pending disposition of their cases. The USMS houses and maintains presentenced detainees in secure facilities from the time they are initially brought into federal custody until they are acquitted, arrive at a designated Federal Bureau of Prisons (BOP) facility to serve a sentence, or are ordered released. BOP assists the USMS by housing some presentenced federal detainees in specified 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 for managing DOJ detention resource allocations. OFDT is also responsible for the financial management of detention operations; coordinating with the components involved in detention on important issues, including implementation of



detention standards; detention planning activities (with input from law enforcement components whose initiatives create the federal detention population); and the implementation of efficiency and effectiveness improvements in DOJ detention operations.

Strategies to Achieve the Objective

Acquire needed capacity through a multi-pronged approach that includes state and local agreements, contracts with private vendors, construction and operation of federal detention facilities, and the use of alternatives to detention

The Department acquires detention beds through reimbursable agreements

Ensure the Fair and Efficient Operation of the Federal Justice System

with state and local governments for the use of their jail space, through contracts with private vendors, and through the construction and operation of federally-managed and -maintained detention facilities. DOJ also encourages state and local governments to provide bed space for federal use by awarding funds under the Cooperative Agreement Program for jail modifications and renovations. Although the USMS and BOP both use state and local jails to an extent, the USMS traditionally has been the primary user of state and local detention space.

In recent years, the ability of the Department to rely on state and local facilities to meet its detention needs has diminished, as these facilities are increasingly used for non-federal detention requirements. With available space diminishing and with prohibitive costs for federal construction in every locale where space is needed, the Department has been facing a severe challenge. Responding to the challenge, the USMS increasingly has turned to the private sector. For example, in fiscal year 1994, the USMS housed one percent of its population in privately-owned or -operated facilities; in fiscal year 2002, that rate rose to 20 percent.

Use of private detention facilities, however, raises its own set of issues and challenges. While there are numerous advantages to the use of private contracts (e.g., reduced start-up/construction time, increased facility locations, etc.), there may also be disadvantages, such as possible

increased housing costs, liability issues, and security concerns. Another consideration is the long-term commercial viability of these privately-owned and -operated facilities. In the coming years, the OFDT will examine the role of private sector contractors in the housing and supervision of federal criminal detainees.

Improve management of detention resources through more accurate forecasting of detention needs, better coordination, strengthened oversight, and other means

OFDT, USMS, and BOP all rely on accurate population forecasting to project and plan for future resource and bed space needs. Both the OFDT and USMS currently rely on a combination of historical data and information obtained from the field to forecast their populations. They, like the Executive Office for the U.S. Attorneys, have contracted with a private vendor to develop statistical models that incorporate various workload indicators in an effort to develop sounder statistical projections. The Department will build on these efforts to develop a comprehensive model that can project total Department needs based on any given initiative or policy change. Such a model would project the number of USMS detention beds required, as well as the number of Deputy U.S. Marshals needed to manage the projected population. Eventually, these models would provide projections for sentenced prisoners in BOP custody.

Ensure the Fair and Efficient Operation of the Federal Justice System

KEY CROSSCUTTING PROGRAMS

Space Providers. OFDT 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.

National Repository. OFDT will establish a national repository for state and local governments and private detention service providers to electronically post vacancies, rates, services, administrative costs, 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.

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

Strategic Objective 4.4

Maintain and operate the Federal Prison System in a safe, secure, humane, and efficient manner

The federal inmate population has been growing rapidly for approximately 15 years. As of July 31, 2003, there were 171,475 inmates in BOP custody, an increase of over 8,000 since September 30, 2002. Most of these inmates were confined in one of the 103 BOP-operated facilities located around the country. Over 26,200 were housed in privately managed institutions, state and local facilities, community corrections centers, or home confinement. At the end of fiscal year 2002, the crowding rate in the Federal Prison System was 33 percent. As of July 31, 2003, crowding had risen to 38 percent. The BOP projects that by 2008 the total inmate population will exceed 207,000 and BOP facilities will experience a crowding rate of 33%.

The rapid inmate population growth is a result of aggressive law enforcement policies and the imposition of lengthy sentences. The BOP strives to accommodate the increasing population in the most cost effective manner, following a policy of adding capacity through the use of privately operated and other contract facilities, expansion of existing facilities, acquisition of military and other properties for prison use, as well as new construction. The BOP protects the community, keeps institutional crowding at manageable proportions, and

Ensure the Fair and Efficient Operation of the Federal Justice System

ensures that inmates serve their sentences in a safe, secure, and humane environment.

Strategies to Achieve the Objective

Manage BOP operations efficiently

The BOP strives for the most effective use of resources and efficient delivery of services by placing inmates in the least restrictive correctional environment commensurate with their custody and security needs.

Acquire additional capacity through a multi-pronged approach of contracts with private providers of correctional services, with other units of government, and new construction

As of July 31, 2003, the BOP housed 18,097 low security inmates, primarily criminal aliens, in privately-operated prisons and state- and locally-operated facilities. The Bureau of Prisons continues to consider property transfers, joint-use contracts, and other cooperative arrangements as a means to maximize prison capacity and meet its goal of reducing systemwide crowding to 33 percent over rated capacity. New construction is one key element in the Department's long-range plan to ensure that the Bureau of Prisons has adequate bed space to keep pace with growth and maintain crowding at manageable levels.

Four newly-constructed facilities were scheduled for activation during FY 2003. However, as a result of the late passage of

that fiscal year's appropriations, only one facility was activated, in April 2003, adding 1280 beds to rated capacity. A work camp at another facility is scheduled to be activated September 2003, adding 128 beds to rated capacity, while the main institution is scheduled for activation in November 2003, adding an additional 960 beds. The two remaining facilities will be activated in FY 2004 and provide an additional 2,048 beds. Seven facilities are scheduled for activation by the end of FY 2004, adding 8,000 beds to rated capacity. Eight more facilities are under construction and scheduled for activation during FY 2005-2006, which will increase the BOP's rated capacity by over 9,536 beds.

Ensure that BOP facilities comply with the standards of the American Correctional Association and all applicable environmental, health, and safety codes and regulations

The BOP will prepare all activated facilities for accreditation with the American Correctional Association (ACA). ACA is an independent accrediting authority for correctional agencies that wish to validate that their correctional management is sound and effective. This program offers the opportunity to evaluate programs and facilities, remedy deficiencies, and upgrade the quality of programs and services. Once accredited, all facilities submit annual statements of continued compliance. At ACA's discretion, a monitoring visit may be conducted during the initial 3-year accreditation period to ensure continued compliance with standards.

Ensure the Fair and Efficient Operation of the Federal Justice System

The BOP also maintains a modernization and repair program to ensure that its facilities, 32 of which are over 50 years old, are safe and secure. Included in this program are "life safety" projects to meet National Fire Code standards. These projects are given the highest priority.

Ensure safety and security

A safe and secure institutional environment for inmates and staff is of fundamental importance. The BOP assigns inmates to institutions according to their security and custody needs, ensures that correctional staff are properly trained and equipped, and has systems in place to minimize violence and the introduction of drugs in prison facilities. In addition, the BOP conducts routine mock emergency exercises with the FBI and other law enforcement agencies. It works closely with both the FBI and the USMS when an escape or emergency situation exists.

KEY CROSSCUTTING PROGRAMS

Space Providers. BOP 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.

Interagency Cooperation. The BOP must work cooperatively with DOJ agencies, Department of Homeland Security, U.S. Courts, U.S. Military, other state and local law enforcement, and numerous private

and not-for-profit organizations to carry out its mission successfully.

Strategic Objective 4.5

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

The BOP provides inmates with basic services (such as clothing, food, and access to health care) and an array of educational, vocational, religious, and other programs. A majority of inmates will return to the community at some point, and thus it is important to provide them the means to increase their chances for successfully reentering society as law-abiding and productive citizens. Most inmates lack education and job skills. Many have a history of drug dependency. Research has shown that inmates who complete at least one educational course or a residential drug treatment program and those who work in prison industries while incarcerated are less likely to recidivate. For example, inmates who have worked in Federal Prison Industries (FPI) are 24 percent less likely to recidivate than inmates who have not had FPI experience. As of Fiscal year 2002, Federal Prison Industries (whose trade name is UNICOR) provided job skills training and work for more than 21,500 inmates serving sentences in BOP. As a result, providing residential drug treatment and work and education programs is the agency's highest priority.

Ensure the Fair and Efficient Operation of the Federal Justice System

Strategies to Achieve the Objective

Provide work and education programs

The BOP requires inmates without a high school diploma or General Education Development (GED) credential (approximately 40 percent of the total population) to enroll in a literacy program. The implementation of the Violent Crime Control and Law Enforcement Act (VCCLEA) and the Prison Litigation Reform Act mandates that inmates with needs must participate and make satisfactory progress in literacy in order to vest their good conduct time or be eligible to earn the full amount of good conduct time. These two acts have almost tripled the demand for literacy programs since their implementation. The BOP also requires all sentenced, medically able inmates to work. It makes available a variety of occupational education programs designed to enhance job skills and increase the employability of offenders upon release. In addition, BOP has established a residential prerelease program.

Make available residential drug treatment programs for eligible inmates with drug problems

Under the VCCLEA, the BOP is required to provide residential drug treatment to all eligible inmates. The residential drug abuse program is designed for inmates with moderate to serious substance abuse problems who are in need of intensive treatment. It provides unit-based living with extensive

assessment, treatment planning, and individual and group counseling. In addition, BOP provides drug abuse education and non-residential drug abuse counseling services.

Provide quality inmate health care services while controlling costs

BOP institution health care operations are accredited by the Joint Commission on the Accreditation of Healthcare Organizations (JCAHO) which is the accrediting body for health care operations in the community. The BOP recognizes the value of JCAHO accreditation which confirms that BOP health care professionals are meeting the same standard of care as are the more than 17,000 other JCAHO-accredited health care organizations nationwide.

Medical services are provided by a variety of professional and para-professional health care personnel. If an inmate has a health condition which is beyond the professional capability of an institution's or a BOP medical referral center's medical staff, the inmate is referred to an outside physician or other health care provider, or a hospital in the community. Increasing numbers of federal inmates are requiring medical care, in part because of the general aging of the inmate population. Over the decade, the focus has shifted from acute and sub-acute needs to chronic and long-term needs.

Ensure the Fair and Efficient Operation of the Federal Justice System

KEY CROSSCUTTING PROGRAMS

Community Participation. The 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.

Drug Treatment Providers. The BOP also works closely with and monitors private sector drug treatment service providers to ensure that inmates receive proper after-care.

Federal Agency Partnerships. The BOP contracts with the U.S. Public Health Service for qualified health care personnel. The BOP partners with the Department of Veterans Affairs to utilize its laboratory testing contracts and prime vendor contract for pharmaceuticals.

Strategic Objective 4.6

Adjudicate all immigration cases promptly and impartially in accordance with due process

The Executive Office for Immigration Review (EOIR) provides for the review and adjudication of immigration cases. EOIR's workload is largely determined by the activities and initiatives undertaken by various components of the Department of Homeland Security. EOIR's ability to process cases in a timely fashion directly affects DHS goals to remove criminal or

other removable aliens expeditiously and to use limited detention space efficiently.

Strategy to Achieve the Objective

Adjudicate priority cases within specified time frames

EOIR has identified three adjudication priorities for the immigration courts and has set specific processing time frames for each. The first priority is the adjudication of alien inmates incarcerated in federal, state, and local institutions as a result of convictions for criminal offenses. The aim is to adjudicate these cases prior to the inmate's release from criminal custody so that those found by EOIR to be removable may be removed quickly from the United States by the DHS. The second priority is the adjudication of expedited asylum cases within 180 days. The third priority is the adjudication of cases involving detained aliens (without applications for relief) within 30 days.

Similarly, EOIR has established adjudication priorities for the Board of Immigration Appeals. To ensure efficient use of DHS detention space, EOIR has established 180 days as its goal for processing appeals for detained aliens. Two other adjudication priorities are based on procedural reforms implemented in 2002. The goals are to adjudicate cases decided by a single Board Member within 90 days of completion of the record of proceedings, and to adjudicate cases decided by a three-member panel within 180 days of completion of the record of proceedings.

Ensure the Fair and Efficient Operation of the Federal Justice System

FY 2008 OUTCOME GOALS

By FY 2008, the Department will:

- ❖ Ensure that no judicial proceedings are interrupted due to inadequate security
- ❖ Apprehend or clear 51%, or 105,512, fugitives
- ❖ Achieve per-day jail (federal detention) costs of \$66.13
- ❖ Ensure that there will be no escapes during confinement in federal detention
- ❖ Reduce system-wide crowding in federal prisons to 34%
- ❖ Ensure that there will be no escapes from secure BOP facilities
- ❖ Realize a 24% reduction in the rate of comparative recidivism for Federal Prison Industry (FPI) inmates versus non-FPI inmates
- ❖ Limit the rate of assaults in federal prisons to 130 assaults per 5,000 inmates
- ❖ Achieve a 99% positive rate in inspections results (accreditations)
- ❖ Complete 90% of Executive Office of Immigration Review (EOIR) priority cases within established time frames

The following measure was developed too recently to establish an associated target; a target will be developed in the near future:

- ❖ Limit the rate of assaults in federal detention facilities.