

Message from the Attorney General

America's crime rate has declined dramatically over the past several years. The Federal Bureau of Investigation's Uniform Crime Report shows that serious crime declined by 3 percent in 1996, the fifth consecutive annual reduction. The Bureau of Justice Statistics' National Crime Victimization Survey for 1996 revealed the lowest victimization rates recorded since the survey began in 1973.

While there are surely many factors that contribute to this welcome news, one of them has to be America's outstanding correctional system—the hundreds of jails, prisons, and halfway houses that help keep our Nation safe. Correctional agencies enhance public safety in four ways. First, they incapacitate offenders so that they can no longer victimize law-abiding citizens. Second, they provide meaningful punishment by depriving lawbreakers of their freedom. Third, they serve as a deterrent; some would-be lawbreakers may avoid crime because they don't want to go to jail or prison. Finally, through education, vocational training, drug treatment, and a host of other programs, correctional agencies provide the tools inmates need to rehabilitate themselves.

The correctional system with which I am most familiar is the Federal Bureau of Prisons, which is a component of the Department of Justice. During my 5-year tenure as Attorney General, I have been extremely proud of the way the Federal Bureau of Prisons accomplishes all four of these goals simultaneously. The programs of which I am most proud, however, are those that

allow inmates to bring about real rehabilitation—real change in their lives.

More than 90 percent of Federal inmates will someday be released back to the community. Inmates who take advantage of such programs as education, vocational training, and drug treatment have a much greater chance of living productive, crime-free lives upon release. Further, the Bureau's mandatory work assignments teach inmates vitally needed job skills and give them experience at practicing responsible work habits.

Several recent studies have shown that Bureau work, education, and drug treatment programs have a significant effect on recidivism rates: inmates who participate are less likely to return to prison than inmates who do not. In addition, these programs also improve inmates' behavior while incarcerated, thus increasing the safety of staff, other inmates, and the general public.

Each day, thousands of men and women go to work in America's Federal prisons—as officers, counselors, teachers, and other staff members—because they believe they can make a difference. Studies now tell us that they do. Each of us should be grateful for the extra measure of security Federal correctional workers bring to our lives.

Janet Reno

Message from the Director

Each year, the *State of the Bureau: Accomplishments and Goals* highlights the Federal Bureau of Prisons' progress toward meeting its strategic management goals. The Bureau adopted the strategic management concept a decade ago, and it has enabled us to meet successfully the unprecedented challenges of corrections in the late 1980's and the 1990's.

What makes strategic management so valuable for the Bureau is that it encompasses not only our current needs, but also our long-term goals for the future—as well as our historical values and principles. Thus, the BOP has developed a management philosophy that lives up to the maxim for successful private sector corporations that is outlined in the recent book *Built to Last*, by James C. Collins and Jerry I. Porras—that organizations are best able to succeed when they “preserve the core,” while at the same time “stimulating progress.”

It is important to “preserve the core” because, in order for an organization such as the BOP to look ahead, set goals, and develop strategies for meeting those goals, it must first look within, to clarify its understanding of itself and its mission. To this end, the Bureau identified a series of cultural anchors and core values when it moved to strategic management 10 years ago. Those cultural anchors and core values appear on page 5 of this publication, and most can be traced back to concepts and operating philosophies that emerged in the Bureau's earliest days. The Bureau's long-term goals are firmly rooted in those cultural anchors and core values.

But if the Bureau's long-term goals “preserve the core” by being tied to its historical traditions, they also “stimulate progress” by providing a framework for its future development. Each of

the long-term goals gives tremendous scope for important and innovative objectives that empower the BOP to solve problems, meet challenges, anticipate trends, respond to changing circumstances, and carry out its mission as effectively as possible. Our progress toward meeting FY-97 objectives is discussed on pages 7-16, and the objectives for FY-98 are outlined on pages 17-20.

I am proud of the Bureau's ability to take charge of its future in a way that relies on its past. Combining tradition and innovation in this way has given the Bureau both the stability and the flexibility it needs to serve the people of the United States as an effective partner in the Federal law enforcement community.

One of the Bureau's most valued cultural anchors is the “Bureau Family” concept, which encourages healthy and supportive relationships among staff, and organizational responsiveness to staff needs. This sense of family within the Bureau is especially keen when tragedy strikes, as it did on April 3, 1997. That evening, Senior Officer Specialist Scott Williams was killed by an inmate at the U.S. Penitentiary at Lompoc, California. Although Officer Williams' death occurred during 1997, we published a tribute to him in the 1996 *State of the Bureau*. Additional copies of that tribute may be obtained from our Office of Public Affairs. I wanted to take this opportunity, however, to express our continued sorrow over the death of Officer Williams. Kristy Williams and her daughters, Kaitlin and Kallie, as well as all of Officer Williams' loved ones, remain in the prayers of all members of the Bureau Family.

Kathleen Hawk Sawyer

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