

A Message to All Staff from the Director
March 5, 2004

I want to share with you information regarding the current and future budgetary situation facing all of us in the Bureau of Prisons. The budget for the BOP and most other Executive Branch agencies for the current year (fiscal year 2004) is very tight and the budgets for the next few years are expected to remain lean. At the same time, the inmate population continues to increase. I am confident that together we will find ways to meet these challenges and remain an outstanding organization, while continuing to meet our primary goal of operating safe and secure institutions. We will bring on new beds to control crowding, and we will fill the positions necessary to ensure sufficient staff supervision of inmates, in order to safely manage the inmate population.

To live within our budget we will be undertaking initiatives to reduce costs. We have already had some recent success in this regard; for example, we recently reduced Central Office positions by an additional 5%. This reduction follows other reductions taken in recent years, which together have yielded a nearly 20% decrease in Central Office positions located in Washington, D.C. And as part of a management reengineering initiative, I have asked the Regional Directors to reduce their respective Regional Office staffing by 5%. More changes are necessary, at least for the next few years, particularly as we try to fill as many institution positions as possible. Some functions and operations must be streamlined significantly or even eliminated so that as an agency we can become more efficient. As these changes are made, we are committed to doing everything possible to preclude anyone from losing their employment with the BOP.

Over the next couple of years we plan to bring on line several new institutions, which will provide substantial opportunities for staff to change duty stations and develop their careers. As we pursue reorganizations, restructuring and other reengineering opportunities, we strongly encourage all staff to consider positions becoming available at new institutions. In addition, we estimate that as many as 5,000 BOP staff will retire or leave for other employment in the next few years, creating many additional job vacancies. Our intent is to undertake streamlining and cost cutting initiatives without causing any staff to lose employment with the BOP.

The budgets for fiscal years '04, '05 and beyond represent a distinct challenge for domestic agencies. The Assistant Directors, Regional Directors and I have spent a great deal of time discussing ways in which the BOP can make changes to our operations in order to meet these tight budgets. I have described a few such initiatives briefly below as examples, and we will continue to work together with you on other ideas that will save the agency money without threatening the safety and security of our institutions.

Examples of cost-cutting initiatives approved by the Executive Staff: Some of these initiatives are temporary (for the remainder of fiscal year '04) in order to generate immediate cost savings while we pursue more permanent cost-saving approaches. Examples of some of these initiatives are the following:

- Postpone some management and specialty training programs
- Postpone national wardens training
- Reduce travel by 50%, equipment funding by 75% and vehicle funding by 100%
- Eliminate quality step increases (QSI's) and limit performance awards for all staff, including the Director, Assistant Directors and Regional Directors

Other initiatives are permanent, as they involve restructuring and reorganization in order to reap long-term cost-efficiencies. One example of a permanent initiative is the implementation of BOPCAREERS nationwide, an automated system that will streamline many functions associated with hiring and promoting staff.

I greatly appreciate your hard work, dedication and commitment to this agency. I assure you that together with the Executive Staff, I am doing everything I can to ensure the safety and security of our institutions, to activate the new Bureau facilities to reduce crowding, and hire additional staff to manage inmates. I ask for your continued support during these challenging times ahead, and I know that together we will succeed.

