FY 2003

Performance Report

of the United States Postal Inspection Service

The mission of the United States Postal Inspection Service is to protect the U.S. Postal Service, its employees and its customers from criminal attack, and protect the nation's mail system from criminal misuse.

A Message from the Chief Postal Inspector

This *Performance Report* marks the results of the efforts of the United States Postal Inspection Service during Fiscal Year 2003. Once again, I am proud to report that employees of the Postal Inspection Service stepped up to the plate and met or exceeded most of the operational and management objectives set for the year. These results were achieved through strong individual efforts, exceptional teamwork and leadership by the management team. The dedication and professionalism of our entire workforce enables the Postal Inspection Service to continue to be a premier federal law enforcement agency.

Postal Inspectors continued to play a leading role in protecting American citizens by combating a variety of criminal activities, including child exploitation, identity theft and corporate fraud. Recognizing the importance of protecting Postal Service revenues and assets, Postal Inspectors aggressively pursued criminal prosecution against those who defrauded the Postal Service by filing fraudulent workers' compensation claims, saving the Postal Service over $100 million in long-term costs. This brings the total savings under this program to over one billion dollars over the last ten years.

Continuous improvement is the hallmark of any top-flight organization. In FY 2003 the Inspection Service embarked on a program of self-examination, starting with a review of activities, priorities and resources at the Headquarters and field levels. This period of transformation parallels the U.S. Postal Service's transformation process. As a result of this effort, first steps to realigning these resources, priorities and activities have been taken.

Because of continued terrorist threats, law enforcement and security agencies in this country and around the world have had to rethink their intelligence and emergency preparedness functions. The Inspection Service, by virtue of our dual role as the law enforcement arm of the Postal Service and our responsibility for providing security to the Postal Service's employees, facilities and assets, created two new functional areas to oversee and support these efforts. The Emergency Preparedness and Homeland Security Group and the Intelligence Group were created during the year to better support our efforts in conjunction with the Postal Service, Department of Homeland Security and other law enforcement and government agencies.

Ensuring a vibrant and diverse workforce is a key to continuing this success in the coming years. Recruitment and training of new employees reached new highs. We took steps to develop future leaders with the establishment of the Career Leadership Program. With the transformation plan we will continue to ensure our human resources are adequately distributed to maximize our effectiveness in meeting the challenging organizational goals we have set for FY 2004.

I look forward to even greater accomplishments in coming years as we carry out our mission and ensure America's confidence in the mail.

L.R. Heath
Chief Postal Inspector

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I. Introduction

Throughout its proud history the Postal Inspection Service has served the American public and the U.S. Postal Service by successfully carrying out its mission.

"To protect the U.S. Postal Service, its employees and its customers from criminal attack, and protect the nation's mail system from criminal misuse."

FY 2003 continued this tradition and in many ways demonstrated the commitment to excellence of all Inspection Service employees. The Inspection Service along with the Postal Service had to adapt to a changing security environment, additional emphasis on biological and chemical agent detection and increased resources for emergency preparedness. Throughout FY 2003 the Inspection Service continued its role as the premier law enforcement agency in such areas as identity theft, mail fraud and child exploitation. By successfully implementing most of the Management Challenges, the Inspection Service has strengthened its ability to meet its current and future operational objectives.

The Strategic Plan reflects the long-term program policies and management goals of the Postal Inspection Service. This report summarizes Postal Inspection Service efforts in FY 2003 to achieve the operational and management objectives set forth in its 5-year Strategic Plan.

II. Organizational Structure

Nearly 4,000 professionals carry out the mission of the Inspection Service. This diverse group of individuals includes 1,900 federal law enforcement agents, 1,300 security personnel, and 800 highly trained professional staff and support personnel located throughout the United States, Guam, Puerto Rico, France, Germany, and Switzerland.

Inspectors in Charge (INCs), who direct 18 field division offices in major metropolitan areas, report to three Deputy Chief Inspectors (DCIs) for field operations. A fourth DCI oversees National Headquarters operations. Four strategically located crime laboratories provide support for criminal investigations. Five Operations Support Groups provide administrative and investigatory assistance to field division offices and National Headquarters in Washington, DC.

During FY 2003, the Inspection Service completed the process of realigning National Headquarters to ensure that its functional roles and responsibilities parallel the agency's business imperatives in the areas of safety, security, and integrity; address the Inspection Service's role in this time of heightened national security; and support the changing needs of Postal Service customers and employees.

National Headquarters structure comprises two major organizational groups overseen by two Assistant Chief Inspectors (ACIs). The ACI for Investigations and Security oversees the traditional and emerging law enforcement responsibilities of the Inspection Service, which include Safety, Security, Integrity, Emergency Preparedness, International Affairs, Intelligence and Project Services functions.

The ACI for Administrative Operations oversees support functions, including Finance and Administrative Services, Human Resource Performance, the Information Technology Division and the Career Development Division.

These two ACIs, along with the Manager of Strategic Planning and Performance Management and the INCs of the Internal Affairs Division, Congressional and Public Affairs and the Forensic and Technical Services Division report to the DCI for Headquarters Operations.

The DCIs for Field Operations, East, West, and South, the DCI for Headquarters Operations, and the INC of the Office of Counsel, as well as the Executive Ombudsman report directly to the Chief Postal Inspector, who is appointed by the Postmaster General.

Leadership Team

of the United States Postal Inspection Service

October 3, 2003

L. Heath
Chief Postal Inspector

M. Freso
Executive Ombudsman

L. Katz
Inspector in Charge
Office of Counsel

J. Rowan
Deputy Chief Inspector
Headquarters Operations

D. Mihalko
Inspector in Charge
Congressional & Public Affairs

R. Geffen
Inspector in Charge
Forensic & Technical Services Division

R. Muehlberger
Laboratory Director

T. Denneny
Inspector in Charge
Internal Affairs Division

L. Spallanzani
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A. Clemmons
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K. Bond
Inspector in Charge
Group 1
Safety & Security

K. Roberts
Inspector in Charge
Group 2
Internal & External Investigations

L. Maxwell
Inspector in Charge
Group 3
Fraud & Dangerous Mail Investigations

Z. Hill
Inspector in Charge
Group 4
Emergency Preparedness & Homeland Security

D. Hill
Inspector in Charge
Group 5
International Affairs

J. Wachuta
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Group 6
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N. Johnson
Assistant Chief Inspector
Administrative Operations

V. Bellinger
Manager
Human Resource Performance

F. Toogood
Inspector in Charge
Career Development Division

C. Giusti
Inspector in Charge
Finance & Administrative Services

S. Guttman
Inspector in Charge
Information Technology Division

K. Burke
Deputy Chief Inspector
Field Operations East

Inspectors in Charge

Charlotte
W. Hall

Boston
K. Jones

New Jersey/Caribbean
M. Phanco

New York
W. Kezer

Philadelphia
I. Carle

Washington
T. Brady

Pittsburgh
R. Dalgleish

A. Crawford
Deputy Chief Inspector
Field Operations South

Inspectors in Charge

Miami
J. Belz

Houston
R. Dodd

Denver
M. Cobos

Atlanta
D. Collins

Ft. Worth
O. Villanueva

M. Ahern
Deputy Chief Inspector
Field Operations West

Inspectors in Charge

Detroit
Y. Allen

St. Louis
J. Broussard

San Francisco
W. Atkins

Chicago
A. Davidson

Seattle
W. Morris

Los Angeles
J. Somerset

III. Inspection Service Goals

FY 2003 marked the third year of progress toward meeting the goals and objectives outlined in the 5-year Strategic Plan. Based on the Inspection Service's mission, the Strategic Plan identified three operational imperatives.

- Safety
- Security
- Integrity

These three operational imperatives are supported by three operational goals, which are, in turn, supported by seven national operational objectives with indicators and targets. In addition to the three operational goals, the Strategic Plan established seven management challenge goals, based on the functions that increase our ability to effectively achieve our operational objectives.

United States Postal Inspection Service FY 2003 Operational Objectives

Safety Imperative

Operational Goal 1:
Ensure a Safe, Secure and Drug-Free Work Environment.

Objective 1A:
Ensure employee screening is effective.

Objective 1B:
Enhance the security of Postal Service facilities.

Security Imperative

Operational Goal 2:
Reduce and Deter Criminal Attack of Postal Products, Services and Assets.

Objective 2A:
Reduce theft of mail.

Objective 2B:
Reduce and deter criminal misuse of the Postal Service's workers' compensation program and reduce costs due to fraudulent schemes.

Integrity Imperative

Operational Goal 3:
Reduce the Use of the Postal System to Defraud Consumers, Businesses and Government Agencies and Prevent Its Use to Transport Prohibited, Illegal and Dangerous Mailings and Their Proceeds.

Objective 3A:
Protect consumers and businesses from fraud schemes.

Objective 3B:
Reduce the use of U.S. Postal Money Orders and the postal system to launder money.

Objective 3C:
Reduce and deter the use of the U.S. Mails for the procurement or delivery of materials that promote the sexual exploitation of children.

United States Postal Inspection Service
FY 2003 Management Challenges

Management Challenge 1:
Enhance Management Functions to Support Major Operational Programs.

Management Challenge Objective 1A:
Enhance the national program management function.

Management Challenge Objective 1B:
Explore the use of a performance-based budgeting system for the Inspection Service.

Management Challenge Objective 1C:
Implement recommended improvements for case management activities.

Management Challenge 2:
Improve Inspection Service Capabilities Through the Effective Use of Information Technology.

Management Challenge Objective 2A:
Improve investigative capabilities by developing and enhancing applications and implementing emerging technologies.

Management Challenge Objective 2B:
Enhance the ability to access and share information with multiple sources.

Management Challenge 3:
Establish a Comprehensive Intelligence Analyst Support Function for the Inspection Service.

Management Challenge Objective 3A:
Build an advanced intelligence analytical capacity within the Inspection Service.

Management Challenge 4:
Improve Inspection Service Internal and External Communications.

Management Challenge Objective 4A:
Develop an overall strategy to improve the internal and external communication of the Postal Inspection Service's role.

Management Challenge 5:
Contribute to Inspection Service Performance by Ensuring Human Capital Needs Are Identified, Planned For, and Allocated Based on Operational Needs and Organizational Goals.

Management Challenge Objective 5A:
Recruit and retain a workforce that possesses current as well as anticipated skill sets to support the organization's dynamic environment.

Management Challenge 6:
Update and Enhance Inspection Service Employee Training and Development

Management Challenge Objective 6A:
Ensure that training systems and processes are aligned with the operational objectives of the organization.

Management Challenge Objective 6B:
Enhance supervisory performance through increased job knowledge and enrichment of interpersonal skills.

Management Challenge 7:
Improve Postal Inspection Service Capabilities to Support Investigative and Security Initiatives to Prevent the Postal Service From Being the Subject of, or Used to Further, Acts of Terrorism.

Management Challenge Objective 7A:
Improve the Postal Inspection Service's preparedness and ability to prevent incidents of acts of terrorism through the use of the U.S. Mail system.

Management Challenge Objective 7B:
Improve the Postal Inspection Service's ability to assess and react to incidents of terrorism through the use of the U.S. Mail system.

IV. Performance Results: Operational Goals

In addition to successfully launching its Intelligence and Emergency Preparedness Groups in FY 2003, the Inspection Service was able to accomplish and in many cases exceed its operational goals.

Goal 1

Ensure a safe, secure and drug-free work environment.

Through its unique role of providing security, preventive and investigative services, the Inspection Service strives to foster a safe, productive working environment for all Postal Service employees.

Objective 1A:
Ensure employee screening is effective.

One of the best methods of providing a safe, secure and drug-free work environment is to ensure that pre-employment screening is performed effectively. The methodology used in this review stated that substantial compliance will be defined as the office having 90 percent compliance with critical screening criteria. These criteria included the following:

- Drug screening.
- Complete criminal history checks.
- Submission of fingerprint cards for classification.
- Results of national database searches.
- Documented interviews to address any gaps or identified deficiencies.

Review of prior screening records indicate that achieving a 90 percent compliance rate, when the described factors are included, successfully reduces the risk of hiring unacceptable employees.

Indicator:

District hiring offices reviewed that are in compliance with prescribed employment screening criteria.

Target:

All district hiring offices (85) reviewed are at 90 percent compliance.

Result:

All district hiring offices (85) reviewed exceeded 90 percent compliance.

Objective 1B:
Enhance the security of Postal Service facilities.

Indicator:

Determine "facility risk ratings" for high-profile Postal Service facilities based on national sampling.

Target:

Establish indicator and baseline.

Results:

The Inspection Service Security group worked with an outside vendor to develop a risk rating model to identify risks associated with individual Postal Service facilities and the offsetting security countermeasures. This model was developed with input from the vendor, program management, field Inspectors, area security coordinators (ASC), and security control officers (SCO).

The model assigns risk values for the following areas:

- Surrounding area crimes—property (Crimes against property [CAP] Index).
- Surrounding area crimes—people (CAP Index).
- Surrounding area risks.
- Crimes in/against facility (Obtained from Inspection Service).
- Building information.
- Personnel—policies and procedures.

The model assigns offsetting points for countermeasures.

The Facility Risk Rating Model (FRRM) is intended to serve as a tool to assess the facility and numerically represent risk. The model is a tool to help management plan and fund projects and manage risk level with the goal of achieving compliance with Handbook RE-5, *Building and Site Security Requirements*. The numerical risk rating score produced by the FRRM can be reduced in the short term by implementing and enforcing policies and procedures. Management can further reduce risk by funding for repair or replacement of existing security equipment or through the installation of security

countermeasures. The model will numerically represent the amount of facility risk management is willing to assume.

Training on the risk model was provided to Postal Inspectors and ASCs during November and December 2002. The final version of the FRRM was released to the field on December 18, 2002. Minor modifications have been made to the model since that date.

The initial phase of the project will include completion of approximately 400 of the largest Postal Service facilities over a 3-year cycle. The Inspection Service will coordinate the completion of the project with participation from the ASCs and the SCO responsible for the facility. At the end of each facility review, a report is provided to the facility head along with a copy of the risk model software. The facility head can then take appropriate actions and fund security related projects to reduce and manage risk. The Postal Inspection Service will coordinate the completion of the model for the subsequent 3-year cycle.

As of September 30, 2003, a total of 199 facilities have been reviewed. The following is a breakdown of the scores grouped by facility type:

The maximum score available on the FRRM is 2,854. That score could be reached only if the facility was in the worst location possible, no security measures were in place, and there were no countermeasures. Of the 199 Processing and Distribution Centers reviewed approximately 17 (9 percent) fell above 800 points.

The Postal Inspection Service has established as a goal for FY 04 to work with Headquarters Facilities and Postal Service management to improve the security at Postal Service facilities by reducing the number of facilities scoring over 800 points in FY 03 by 25 percent. Although this goal could be easily reached by enforcing policies and procedures at all of the facilities, it is important that, at a minimum, security be reviewed at all of the facilities listed in the attachment. A multi-year budgeting plan should be established to fund security projects at those facilities deemed to be at a higher risk.

Plans are in place and funds have been budgeted to move FRRM into the Facility Security Database (FSD) program during FY 2004. This should make FRRM more accessible to all Post Offices and allow for better reporting capabilities on FRRM scores.

Facility Type	Completed	Lowest Score	Highest Score	Average
Air Mail Center	16	-103	671	284
Air Mail Facility	10	-198	363	70
Bulk Mail Center	9	-72	1055	296
Destination Delivery Center	2	-84	152	34
Intl. Service Center/IMF	6	-95	160	62
Priority Annex	2	101	324	213
Processing & Dist. Center	130	-272	1543	403
Processing & Dist. Facility	14	-174	631	265
Priority Mail Proc. Center	6	-327	372	101
Remote Encoding Center	4	-100	224	48

Security Imperative

Goal 2

Reduce and deter criminal attack of Postal Service products, services and assets.

Providing for the security of the mail and postal products, services and assets is central to the Inspection Service's mission to protect the Postal Service from criminal attack.

Inspection Service security programs address crimes affecting the mail, postal operations and revenue, which can undermine postal operations and erode the financial stability of the Postal Service. The American people have relied on the U.S. Mail to conduct the commerce and communication of the nation. Now more than ever, the Inspection Service must work to ensure the security of the mail in transit. This is not only a security issue; it overlaps into the protection of Postal Service employees and customers.

Combating mail theft is essential to ensuring that the Postal Service is successful in its core function of mail delivery. Mail theft techniques have become more sophisticated and widely divergent in some geographic areas. Criminals no longer focus on taking a single piece of mail, but focus on large volumes of mail, from which they obtain information useful to commit other crimes such as identity takeover.

Given the limited resources of the Postal Service, the Inspection Service must remain vigilant in inves-

tigating and preventing any crime which may negatively affect Postal Services revenues.

Objective 2A:
Reduce theft of mail

Indicators:

• Number of Internal Crimes Mail Theft (ICMT) prosecutorial actions (arrests) related to identity theft and identity takeover schemes.

• Number of External Crimes Mail Theft (ECMT) prosecutorial actions (arrests) related to identity theft and identity takeover schemes under Category 1 case categories.

• Compliance with all airport security review criteria.

Targets:

• 95 ICMT arrests.

• 2,350 ECMT arrests with 60 percent as Category 1 cases.

• 80 percent correction of deficiencies identified in FY 2003 airport mail security reviews that are under the control of the Air Mail Center manager.

• Completion of all airport security reviews, including airline systems, terminal handling suppliers and shared network terminal handling suppliers.

Results:

• 98 ICMT arrests relating to identity theft were made.

• 3,148 ECMT arrests were recorded with 66 percent (or 2,078) being Category 1. This represents 134 percent of the year's target for ECMT arrests.

• 20 airport mail security reviews were completed with 100 percent of identified deficiencies corrected.

• All remaining airport reviews were completed.

To keep the mail safe from criminal attack, preventative and investigative strategies must be implemented. During FY 2003, the Inspection Service achieved outstanding results with these strategies.

Throughout FY 2003, the Inspection Service either sponsored or participated in numerous consumer, law enforcement, and business seminars relating to the prevention of mail theft and its by-product, identity takeover schemes.

The Inspection Service partnered with the Postal Service Consumer Advocate to launch National Consumer Protection Week. This year's theme, "Identity Theft—Safeguard Your Personal Information," was chosen to educate consumers about the number one consumer fraud in the nation, and to provide them with prevention tips and guidance for victims.

Postal Inspectors joined with the International Association of the Chiefs of Police, the U.S. Department of Justice, the U.S. Secret Service and the Federal Trade Commission to provide identity theft training seminars throughout the United States. The seminars provided state and local law enforcement agencies with the training and assistance to conduct successful identity theft investigations. Postal Inspectors provided an overview of how the mail is used in takeover schemes, resources used to assist with investigations, and highlights of prevention and public-awareness campaigns.

The Inspection Service sponsored "Operation Mail Safe", an aggressive law enforcement initiative to combat mail theft. This initiative resulted in the arrest of 103 mail thieves throughout the western United States. In addition to the arrests, the Inspection Service implemented numerous mail theft prevention countermeasures and security enhancements in high-risk areas.

The Inspection Service continued to promote mail security through prevention efforts such as airport security reviews. The reviews are part of a 3-year cycle of reviews that are performed with AMC personnel, airline, and airport management employees. This year, the reviews also included the Transportation Safety Administration (TSA) of the Department of Homeland Security. This partnership between the Inspection Service and major stakeholders of airport security has led to the continued success of this program.

Objective 2B:
Reduce and deter criminal misuse of the Postal Service's workers' compensation program and reduce costs due fraudulent schemes.

Indicators:

• Periodic roll schemes resolved and cost avoidance achieved due to termination or reduction of benefits and civil settlements.

• Front-end investigations cost savings and schemes resolved.

Targets:

• 210 fraudulent worker's compensation schemes resolved through criminal or administrative actions.

• $108 million in cost avoidance to the Postal Service as a result of fraudulent workers' compensation schemes resolved.

• 210 front-end schemes resolved through criminal prosecution or administrative action.

• $8.78 million in cost savings to the Postal Service.

Results:

• 201 fraudulent workers' compensation schemes resolved through criminal or administrative actions.

• $151.9 million in cost avoidance to the Postal Service as a result of fraudulent workers' compensation

schemes resolved.

• 243 front-end schemes resolved through criminal prosecution or administrative action.

• $10.3 million in cost savings to the Postal Service.

As the graph below shows, the Inspection Service continues to investigate workers' compensation fraud aggressively, and this has resulted in continued cost avoidance for the Postal Service.

Figure 1-Cost Avoidance for FY 2001-2003

As part of the effort to prevent and combat workers' compensation fraud the Inspection Service Office of Congressional and Public Affairs published a special bulletin entitled *Postal Inspectors Keep an Eye on Workers' Compensation Fraud*. The publication is intended for Postal Service managers, the audience closest to and most likely to be aware of workers' compensation fraud. Incidents of worker's compensation fraud detected by Postal Inspectors are cited along with explanations of how such fraud negatively affects the bottom line for the Postal Service. This effort improved the communications between Postal Service managers and Inspectors and educated the managers about services offered by the Inspection Service.

Integrity Imperative

Goal 3

Reduce the use of the postal system to defraud consumers, businesses and government agencies and prevent its use to transport prohibited, illegal and dangerous mailings and their proceeds.

The Postal Inspection has investigative responsibility to protect the postal system from criminal activities. This is accomplished through criminal investigations in the areas of mail fraud, illegal drugs in the mail, money laundering, and child exploitation.

The Inspection Service takes the lead in responding to mail fraud schemes relating to telemarketing, mail order, insurance and investments. Because it is essential that the public have full confidence in the mail, Postal Inspectors are intent on preserving the integrity of the U.S. Mail through vigorous law enforcement, public education, and crime prevention efforts.

The Postal Service can not allow its vast distribution and delivery network to be used to assist criminals in illegal activities such as the transportation of illegal substances. These substances include illegal drugs and chemical or biological agents.

The Inspection Service takes the lead in investigating of child exploitation cases. The Inspection Service has led the law enforcement community in safeguarding our most precious resource, our children.

Objective 3A:
Protect consumers and businesses from fraud schemes.

Indicators:

• Number of multi-state domestic and/or international telemarketing and direct mail Category 1 operations disrupted.

• Number of deceptive mailing operations disrupted via criminal, civil, or administrative action.

Targets:

• 30 multi-state domestic and/or international telemarketing and direct mail Category 1 operations disrupted.

• 110 deceptive mailing operations disrupted (70 from the field divisions and 40 from Headquarters).

Results:

• 37 multi-state domestic and/or international telemarketing and direct mail Category 1 operations disrupted.

• 142 deceptive mailing operations disrupted (99 from the field divisions and 43 from Headquarters).

In FY 2003 Inspection Service mail fraud investigations resulted in 1,453 arrests and 1,387 convictions. In addition, these investigative efforts resulted in $1,449,704,878 in court-ordered restitution, $5,602,949 in voluntary restitution and $232,679,503 in fines.

One scheme involved convincing timeshare owners to pay $400 for an appraisal of their unit and relied on misrepresentations to win people over, such as promising that a (bogus) company would purchase the unit once the appraisal was done. At sen-

tencing, the judge stated the Inspection Service investigation had uncovered "the most corrupt, the most extensive, and the most sophisticated mail fraud scheme this Court has ever seen." More than 38,000 people lost roughly $15.4 million to this scheme. A man who presided over this highly sophisticated, but fraudulent, telemarketing scheme was sentenced in October to 7 years in prison and 3 years' probation; the judge also imposed a fine of $142,000, representing assets in an Austrian bank account. Seven others, including three of his children and his son-in-law, were convicted for their roles in the scheme.

The Inspection Service was a key player in "Project Colt," a United States and Canadian joint law enforcement effort to curb cross-border telemarketing fraud. Project Colt investigated a fraudulent telemarketing scheme in Montreal that victimized elderly American citizens. A Quebec citizen was sentenced to 10 years imprisonment, 3 years probation and ordered to pay more than $1.2 million in restitution.

Postal Inspectors arrested four individuals in an elaborate scheme to defraud Medicare of more than $6 million. The men used false and misleading statements to sell a medical device to health care providers. Providers were told to bill the product to Medicare as a "miscellaneous supply" as Medicare would not pay for the device if its true nature was known.

A federal grand jury charged 50 suspects with mail fraud, wire fraud, and conspiracy in a 32-count indictment in connection with a staged accident scheme. The scheme involved purchasing older vehicles for use in staged accidents and submitting false claims for injury and damages to insurance companies.

The Integrity group, along with the External/Internal Crimes and Congressional & Public Affairs groups, sponsored an identity theft prevention campaign. The campaign consisted of consumer mailings, newspaper ads, public service announcements, and a national press conference.

Objective 3B:
Reduce and deter the use of U.S. Postal Money Orders and the Postal System to Launder Money.

The Postal Service has approximately one-third of the nation's money order market, issuing an estimated $31 billion in domestic money orders. The investigative efforts of the Inspection Service protect the integrity and reputation of the Postal Service by ensuring that the money order system is not used for laundering the proceeds of illegal activities, such as selling narcotics, smuggling illegal aliens, counterfeiting merchandise, terrorism, or evading taxes.

During FY 2003, in conjunction with the overall anti-money-laundering efforts of the Department of Justice and the Treasury Department, the Postal Inspection Service employed a national strategy to address money laundering. The Inspection Service was actively involved in the multi-agency High Intensity Financial Crime Area (HIFCA) task forces in New York, San Juan, Los Angeles, Chicago, San Francisco, and on the southwestern border to combat money laundering in the United States. Additionally, we worked closely with the anti-money-laundering program conducted by the Postal Service in compliance with the Bank Secrecy Act (BSA).

Indicators:

- Number of money-laundering operations disrupted.
- Number of money-laundering operations attributed to terrorist activities.

Targets:

- 20 operations disrupted.
- Establish a baseline by identifying money-laundering schemes attributed to terrorist activities.

Results:

- 31 money-laundering operations were disrupted
- 3 money-laundering schemes attributed to terrorist activities were identified.

In FY 2003, the Inspection Service achieved and exceeded this target by identifying and disrupting 31 money-laundering organizations. Disruption is defined as adversely affecting or eradicating an organized money-laundering operation through forfeiture or criminal prosecution.

In one case three individuals were convicted of conspiracy, bank fraud, and money laundering. The convictions were the latest in a 2-year investigation by Postal Inspectors, which disclosed that Postal Service money orders were purchased with fraudulently obtained debit cards in amounts structured to avoid financial transaction reports required by the BSA. Once purchased, the money orders were cashed and the proceeds were smuggled out of the country. More than $500,000 in structured money order transactions were documented, and losses to one bank were estimated at over $1,000,000.

During FY 2003, the Inspection Service completed three money-laundering investigations related to terrorism. These will serve to develop a baseline for future investigative efforts in this area. One of these cases involved the arrest of two brothers for money-laundering activities. A search of an Express Mail® parcel addressed to an Iraqi national disclosed $4,200 in blank money orders. It was determined that the brothers operated an unlicensed money-transferring business, which

they used to transfer more than $7,000,000 to Iraq over a 2-year period. The brothers admitted to using the U.S. Mail and money orders to conduct illegal business.

Objective 3C:
Reduce and deter the use of the U.S. Mail for the procurement or delivery of materials that promote the sexual exploitation of children.

Indicator:

Number of offenders identified and prosecuted.

Target:

180 offenders prosecuted.

Result:

257 offenders prosecuted.

The Postal Inspection Service, a recognized leader in the fight against sexual exploitation of children (CE), works with local, state, federal, and international law enforcement agencies to apprehend offenders and to protect the children who are victims of this crime. It participates in the federally funded Internet Crimes Against Children (ICAC) Task Force and the Innocent Images Task Force and has formed a strong partnership with the National Center for Missing and Exploited Children (NCMEC).

Use of the mail to traffic in child pornography or to exploit children sexually in any other way continues to be a significant societal problem. Although the Internet has greatly facilitated the exploitation of children, the mail continues to be used as a conduit to ship child pornography and other illicit materials. Criminals incorrectly assume that the U.S. Mail will provide a safe, reliable, and anonymous vehicle to send and receive child pornography purchased online.

The CE program for FY 2003 was one of significant achievements brought about by exceptional field work. Highlights of this program include the following:

- 257 offenders were prosecuted.
- 229 children were rescued from further sexual abuse and exploitation.
- 91 child molesters were identified as a direct result of Inspection Service cases.
- The "Deliver Me Home" initiative, developed in a joint effort between the Inspection Service, the Postal Service and NCMEC for the purpose of raising public awareness of issues relating to CE.
- U.S. Attorney John Ashcroft presented Postal Inspector Beth Bendel with the "Officer of the Year Award" for her exemplary investigation of a mail order child pornography distributor. It was the fifth consecutive year that a Postal Inspector has received the prestigious award.
- 75 percent of all CE cases were federally prosecuted.
- 40 new computer systems were deployed for CE investigations.

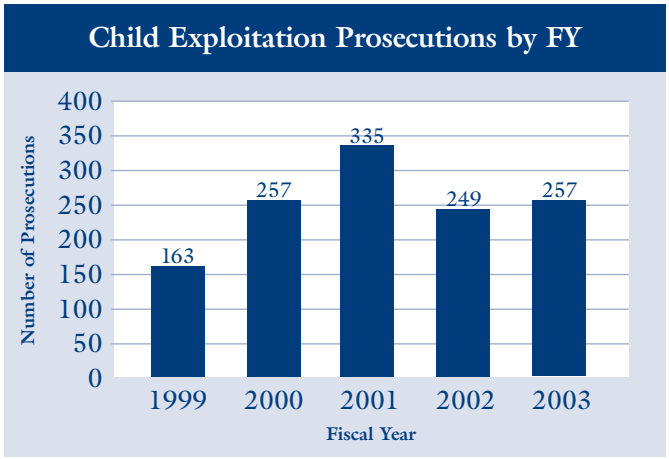

Figure 2 - Number of Child Exploitation Prosecutions by FY

Since child sexual exploitation results in physical and emotional suffering, the Inspection Service will continue its leadership role in this area, and it will continue to provide focused national attention to this objective for FY 2004.

V. Performance Results: Management Challenges

The Inspection Service selected twelve Management Challenge objectives for FY 2003. The objectives provided focused attention in the areas of program management, information technology, intelligence, communications, human resources, and training.

Most of the objectives were met. The implementation of initiatives, resulting from the objectives had an overall positive effect on the operations of the organization for FY 2003 and will continue to build for future years.

Challenge 1

Enhance Management Functions to Support Major Operational Programs.

Objective 1A:
Enhance the national program management function.

Indicator:

Program management training program initiated.

Targets:

- Training curriculum approved and funded by December 31, 2002.
- Pilot courses completed by June 13, 2003.
- Formal Training initiated by June 30, 2003.

Results:

All targeted activities and dates were met.

In FY 2001, the Inspection Service conducted a job analysis of the program manager position. Data derived from program manager surveys conducted during the job analysis was used to develop a proposed training curriculum for newly promoted ISLE-14 program managers at national headquarters and field performance managers.

In FY 2003, the Inspection Service identified five courses offered by the USDA Graduate School that would comprise the national program management training curriculum. The five courses were: Management Analysis: Planning, Project Management, Negotiating Techniques, Introduction to Program Evaluation, and Data Collection and Analysis. A total of 29 employees attended these courses. An evaluation instrument was developed and the evaluations were analyzed. A curriculum, consisting of the following three of the five courses evaluated, was established:

- Management Analysis: Planning
- Negotiating Techniques
- Data Collection and Analysis (as needed)

Objective 1B:
Establish a performance-based budgeting (PBB) system for the Inspection Service.

Indicators:

- Initial phase of the PBB program implemented.
- Supplemental PBB phases recommended.

Targets:

- Recruit and place cost accountant at NHQ by April 30, 2003.
- Identify appropriate PBB based training for HQ staff by May 16, 2003.
- Complete benchmarking efforts of other agencies by September 30, 2003.
- Schedule appropriate PBB based training for HQ staff by October 6, 2003.
- Make recommendations for PBB implementation by December 30, 2003.

Results:

- Several postings were made to hire a cost accountant, however for various reasons the position could not be filled. During FY 2003 the Finance and Administrative Services group (FAS) made arrangements with the Postal Service's Activity Based Costing team to detail an individual to the project for FY 2004.
- The FAS group identified and completed the appropriate PBB training.
- Benchmarking efforts of other agencies were completed by the targeted date.
- FAS recommended that PBB will have a 60 percent capability as a performance measuring process by the end of FY 2004.

FAS accomplished several other activities:

- Updated the experimental cost model for FY 2002 and prepared pro forma cost models for FYs 2000 and 2001.
- Performed a 3-year trend

analysis and reported the results in an executive summary for senior management.

• Developed a report showing the actual direct and overhead costs for the theft and embezzlement, security, fraud, child exploitation, and miscellaneous programs was developed. This was the first time that such an analysis had been accurately completed.

• Conducted preliminary reviews of cost-tracking software.

• Performance-based budgeting (PBB) is expected to identify the costs associated with our major programs, shift budgetary resources among programs to emphasize those that are more effective, and assist in setting performance targets and funding levels. Once implemented, PBB should help improve organizational performance and give us better control over resources, as well as accountability for results. To this end, in FY 2004 FAS will continue to do the following:

– Develop the cost model.

– Develop cost measures for investigative programs.

– Make recommendations for strategic implementation.

– Develop performance metrics.

– Provide relevant cost data as requested.

Objective 1C: Implement recommended improvements for case management activities.

The Strategic Planning and Performance Management Group is responsible for assisting the Inspection Service with continuous quality improvement to increase the effectiveness of its investigative processes. One of the management challenges for FY 2003 was to create a new case management program (reference Objective 2A). As a result the implementation of recommended improvements for case management activities became an integral part of that system redesign.

Indicator:

Recommendations implemented.

Targets:

• Designated responsibility by October 31, 2002.

• Disseminate procedures by March 31, 2003.

• Develop and present new case management concept to the Executive Advisory Committee by September 29, 2003.

• Complete and publish policy by October 30, 2003.

Results:

• The goal of developing a concept for an effective measuring system was met by designing and programming a new case management system. The new Inspection Service Integrated Information System (ISIIS) will be a Web-based performance measurement tool that can provide standard and customized reports containing real-time data. Under ISIIS, this information will be electronically entered into the case management system, allowing data to be accessed and retrieved immediately. ISIIS will provide easy access to detailed performance data continually gathered from any Inspection Service location nationwide.

Challenge 2

Improve Inspection Service capabilities through the effective use of information technology.

The Postal Inspection Service continues to maintain a secure and reliable information technology infrastructure. Maintaining strategic and effective information technology resources is essential to meeting organizational priorities and goals. The growth of electronic commerce, the globalization of business and the increasingly rapid pace of change, present new and exciting challenges to the Postal Inspection Service.

Information Technology (IT) leadership and direction in support of organizational imperatives is provided by the Information Technology Division (ITD). ITD improves Postal Inspection Service investigative capabilities by developing and enhancing integrated business systems, providing rapid access to data, implementing emerging technologies, and upgrading the Postal Inspection Service information technology infrastructure and technological capabilities. In FY 2003, ITD was instrumental in providing the IT expertise and equipment to successfully launch two new Inspection Service Groups, Intelligence and Emergency Preparedness.

Information technology initiatives will continue to establish an integrated architecture, expand the distribution of information, and realign business systems. One of these initiatives is the creation of the National Law Enforcement Communications Center (NLECC). In partnership with the Forensic and Technical Services Division, ITD is designing and building the NLECC. Upon its completion, the NLECC will have the capability to monitor all Postal Service facility alarms (11,000) and Inspection Service radio communications. This will be accomplished using the Inspection Service IT infrastructure.

In FY 2004 our focus will again be placed on improving investiga-

tive capabilities through technology and accessibility to shared information sources.

Objective 2A:
Improve investigative capabilities through developing and enhancing applications and implementing emerging technologies.

Indicators:

- Case management information system development initiated.
- Other ITD approved applications completed.
- Emerging technologies implemented.

Targets:

- Establish case management project team.
- Finalize case management system design.
- Initiate case management system development.
- Complete other ITD approved applications.
- Implement emerging technologies.

Results:

- Established the case management project team. Completed case management Vision Scope and System Design Documents. Began development of the Inspection Service Integrated Information System (ISIIS).
- Redesigned the entire intranet to include the new Headquarters organization structure and modules such as the Code of Conduct, the Supervisory Training Program, the Homeland Security Advisory and the National Law Enforcement Telecommunications System (NLETS) Administrative Message/ Homeland Security web page.
- Deployed hardware and software at ITD to enhance the security of the Inspection Service IT infrastructure and protect it from computer viruses, intrusions, and malicious code.

Objective 2B:
Enhance the ability to access and share information with multiple sources.

Indicators:

- Further develop the ability to electronically obtain information from the Postal Service.
- Increase the development of strategic alliances with business partners and interagency task forces to electronically share information of investigative value.

Targets:

- Electronically obtain information from the Postal Service.
- Develop strategic alliances and electronically share information with Inspection Service business partners and interagency task forces.

Results:

- Provided technical support for the Inspection Service Intelligence Group.
- Provided technical support for the Mathematical Analysis by Route of Irregularities in the Air Transport of mail (MARIA) program and a solution for the transition to an electronic MARIA system for use by the Universal Postal Union.
- Provided field division access to FBI Law Enforcement Online (LEO) and the Regional Information Sharing System Network (RISSNET).
- Established a communication link to Federal Reserve Bank.
- Completed electronic transfer of credit card data to the Financial Crimes Database (FCD).
- Developed requirements for the Victim Notification System (VNS).
- Established liaison with the Department of Homeland Security.

Challenge 3

Establish a comprehensive intelligence analyst support function for the Postal Inspection Service

The U.S. Postal Inspection Service formed the Intelligence Group in FY 2003 as part of its new National Headquarters organizational structure. The group's mission is to analyze, consolidate, and deliver intelligence information in ways that will support the overall mission of the Postal Inspection Service.

Group members will analyze past and ongoing data from numerous internal and external sources to identify threats, crime trends, criminal groups, and suspect individuals with the potential to adversely affect Postal Service operations or the public's confidence in the U.S. Mail. By providing accurate, relevant, and timely assessments of data, the Intelligence Group will strengthen strategic, operational, and tactical decision-making at all levels.

The Inspection Service has always been effective at collecting information and innovative in its approach to evaluating it. This new functional area directs a staff trained in analytical processes to identify, monitor, evaluate, and disseminate information on active and emerging threats to the U.S. Postal Service, its employees, and its customers.

Objective 3A:
Build an advanced intelligence analytical capacity within the Postal Inspection Service.

Indicators:

• Establish objectives for the Intelligence Group.

• Identify data and data sources for analysis by the Intelligence Group.

• Define analytical processes to be used.

• Complete staffing model for the Intelligence Group.

• Hire managers and analysts.

Targets:

• Objectives identified and adopted by December 31, 2002.

• Listing of data and data sources identified by Inspection Service Program by March 31, 2003.

• Analytical processes developed and implemented by program by April 7, 2004.

• Development of Intelligence Group organizational chart by March 31, 2003.

• Staffing of Intelligence Group by June 30, 2003.

Results:

• The Intelligence Group identified its objectives by December 31, 2002.

• The Intelligence Group identified and listed the data and data sources by Inspection Service program.

• The Intelligence Group completed meetings with subject matter experts to develop analytical processes. The further development and implementation of analytical processes will carryover into FY 2004.

• The Intelligence Group organizational chart was completed by December 31, 2002. The chart has been modified throughout FY 2003 as the final charter of the Intelligence Group evolved.

• Job offers were made and accepted for all positions by June 30, 2003.

Challenge 4

Improve Inspection Service internal and external communications.

Postal Inspection Service communications are handled by Congressional and Public Affairs (C&PA). This group vigorously tells the story of the Postal Inspection Service through liaison with Congress, public relations initiatives, consumer awareness and crime prevention programs, and by providing periodic reports of our activities to Postal Service management and Postal Inspection Service employees across the country.

The Inspection Service, through field division public information officers, PIOs and C&PA, provides internal and external customers with relevant and timely information concerning the work of the Inspection Service, the value it adds to the Postal Service and preventive measures it conducts to keep consumers from falling prey to mail fraud and other illegal schemes.

Objective 4A:
Develop an overall strategy to improve the internal and external communication of the Inspection Service's role.

Indicators:

•Strategies for division-based awareness programs, (C&PA).

• Develop division-based awareness programs, (Field DCIs).

Targets:

• Strategies developed and disseminated to the field.

• Individual division programs established.

Results:

• C&PA published a professionally-produced guide which served as a blueprint for each division's congressional, media, and public outreach plans.

• Created and posted online media tools for field division PIOs.

• C&PA assisted INCs in the East, West, and South Field Offices in creating public relations programs for their respective divisions.

• Piloted a successful congressional outreach program in three field divisions.

• Organized a national fraud prevention media campaign devoted to identity theft which was spotlighted by the professional production of the Identity Crisis DVD and public service announcements featuring actor Jerry Orbach as the campaign's spokesman.

In cooperation with the field divisions, C&PA was able to attain very notable statistics.

• 232 members of Congress or key staffers were met with by Inspection Service managers.

• The Inspection Service organized 47 press conferences.

• 22 public service announcements were produced.

• 2,546 presentations were made to Postal Service audiences on subjects dealing with the role and mission of the Inspection Service.

• 1,962 presentations were made to non-Postal Service audiences.

• 171 articles or publications on the Inspection Service were written and published.

Challenge 5

Contribute to Inspection Service performance by ensuring human capital needs are identified, planned for, and allocated based on operational and organizational goals.

The Career Development Division (CDD) oversees the Inspection Service's National Training Academy and the Applicant Processing Unit for new Inspector hiring. This division provides a focal point for Postal Inspector recruitment and the delivery of basic and in-service training for Inspectors and Postal Police Officers.

With changes made to the recruitment process in FY 2003, the CDD was able to fill 10 Basic Inspector Training (BIT) classes in FY 2003. Some of the changes made to the recruitment process which enabled the CDD to exceed its goal for the fiscal year included the following:

- Implementing an on-line recruitment application processing system (RAPS).
- Utilizing a new productivity matrix to streamline applicant processing.
- Improving the assessment center process to include the following:
  - – Conducting 37 assessment centers for the year.
  - – Conducting two assessor training workshops.
  - – Training non-1811 Inspection Service personnel as assessors.
  - – Utilizing retired postal inspectors as assessors.
  - – Moving polygraph testing after successful completion of the assessment center.
- Selecting and training 18 ad-hoc recruitment specialists to perform some of the recruitment work at respective field divisions.
- Developing an enhanced recruitment campaign to include increased visibility at career fairs.

Objective 5A:
Recruit and retain a workforce that possesses current as well as anticipated skill sets to support the organization's dynamic environment.

Indicator:

Availability of Postal Inspector candidates to fill nine projected BIT classes in FY 2003.

Target:

Hire 180 Postal Inspectors in FY 2003.

Result:

Ten BIT classes graduated from CDD in FY 2003, resulting in the hiring of 221 Postal Inspectors.

Challenge 6

Update and enhance Inspection Service employee training and development.

Objective 6A:
Ensure that training systems and processes are aligned with the operational objectives of the organization.

Indicator:

Implement training prioritization model.

Targets:

- Training architecture established.
- Training architecture linked to annual planning cycle.
- Training architecture linked to budget.

Results:

- A training prioritization model using quadrant analysis for determining training needs was developed.
- 11 courses were identified as strategically important. Program managers developed business case proposals and budget worksheets for training programs linked to strategic priorities.
- The training prioritization model developed links to the annual planning cycle and generated cost models for strategic national mandatory training programs.

Objective 6B:
Enhance supervisory performance through increased job knowledge and enrichment of interpersonal skills.

Indicator:

Develop initial level supervisory training program.

Targets:

- Conduct on the job training at the field level.
- Conduct appropriate classroom training.
- Conduct training evaluation.

Results:

- 66 employees received training as on-the-job instructors for the Supervisory Training Program (STP).
- Phase I of the program consisting of 24 online self study models

was completed. End of module evaluations were placed online.

• Phase II of the program, instructor-led classroom training, was successfully piloted. Two STP Phase II classroom training sessions were completed.

• 62 new supervisors completed both phases of the training.

Challenge 7

Improve the Inspection Service capabilities to support investigative and security initiatives to prevent the Postal Service from being the subject of, or used to further, acts of terrorism.

Under adverse conditions, the Inspection Service must maintain its ability to respond to and investigate criminal attacks against the Postal Service and provide security for postal employees and assets. The Emergency Preparedness and Homeland Security Group (EPHS) ensures that the Inspection Service can meet this challenge by developing policy, procedures, and capabilities to ensure the Postal Service can continue to safely deliver the mail. EPHS works closely with Postal Service functional units and various federal agencies on issues concerning national security, classified intelligence and programs, and emergency preparedness and response. EPHS programs cover the wide spectrum of national security issues including aviation security, bio-terrorism liaison, continuity of operations, continuity of government, counterterrorism liaison, event mail screening, protection of classified information and weapons of mass destruction issue coordination.

Objective 7A:
Improve the Postal Inspection Service's preparedness and ability to prevent incidents of acts of terrorism through the use of the U.S. Mail system.

Indicators:

• Continuity of Operations Plans (COOP).

• Homeland Security Advisory System (HSAS).

• Intelligence.

• Continuing threat assessment project.

Targets:

• COOP published for NHQ and field divisions.

• COOP communications tests performed.

• HSAS plan published.

• HSAS protective measures finalized.

• Improve national security communications with other agencies.

• Complete threat and vulnerability assessment.

• Biohazard Detection System (BDS) deployment begun.

Results:

• Continuity of Operations Plans (COOP) at the National Headquarters and Division headquarters levels were developed and distributed. These plans included procedures, identification of essential functions, delegation of authority, orders of succession, alternative facilities, interoperable communications, vital records and databases, training, and exercises.

• The Inspection Service conducted its first national communications test. Emphasis was placed on establishing communication connectivity between field division headquarters and EPHS at National Headquarters. The test consisted of six modes of communications, including landline phones, Secure Telephone Units (STU-IIIs), fax machines, Government Emergency Telecommunications System (GETS), e-mail, and satellite phones.

• The USPS Homeland Security Advisory System (HSAS) Protective Measures document was posted to the EPHS Web site for access by Headquarters and field employees. An HSAS alert status icon was placed on the USPIS home page that includes links to direct users to appropriate information. The status of the HSAS icon can be changed by selected ITD and EPHS employees, allowing the status to be changed quickly, as events warrant.

• Important steps were taken to establish stronger working relationships with Department of Homeland Security (DHS), the intelligence community, and the criminal investigative community in relation to counterterrorism. EPHS has been established as the point of contact for the Inspection Service with DHS' Intelligence Analysis and Infrastructure Protection (IAIP), the Terrorism Threat Integration Center (TTIC), and the National Joint Terrorism Task Force (NJTTF).

• EPHS assisted in refining the BDS pre-production Concept of Operations (CONOPS). Fourteen Postal Inspectors have been identified to serve as BDS coordinators at the pre-production deployment cities. These Inspectors will participate with the District and Plant Emergency Management Teams in refining an Integrated Emergency Management Plan (IEMP), which will serve as a plan to cover all haz-

ards, including manmade and natural events.

Objective 7B:
Improve the Postal Inspection Service's ability to assess and react to incidents of acts of terrorism through the use of the U.S. Mail system.

Indicators:

- Weapons of Mass Destruction (WMD) protocol.
- WMD field equipment.
- WMD response training.
- National Headquarters Command Center.

Targets:

- Institute WMD protocol.
- Deploy WMD response equipment to field divisions.
- Complete WMD response training.
- Complete National Headquarters Command Center.

Results:

- In support of the deployment of the Biohazard Detection Systems (BDS), the Inspection Service created Dangerous Mail Teams (DMT) to focus on future weapons of mass destruction events affecting the postal infrastructure. To develop the skills necessary to respond to a BDS alert, the Inspection Service developed and presented an intensive 70-hour training course in Hazardous Materials Operations Management (HAZWOPER), WMD awareness, and crime scene processing of the Postal Service BDS. Ninety-two Inspectors from the field divisions and headquarters were certified as HAZWOPER technicians. In addition to the training, Inspectors were issued personal protective equipment, full-face respirators and evidence kits to enable them to perform their response and investigative activities safely and proficiently.
- The National Headquarters Command Center construction was completed in early October 2003. In the first week of December 2003, a command center familiarization class will be held for all inspectors and administrative support personnel EAS-19 and above.

VI. Verification and Validation

The Postal Inspection Service uses an automated case management system to document the results of investigations. The Inspection Service Data Base Information System (ISDBIS) is a nationally integrated database system providing a broad range of investigative and management information to all Postal Inspection Service installations. The system is maintained on a Postal Service mainframe system located in San Mateo, CA.

ISDBIS, which was implemented in the 1980s, has grown to consist of seven subsystems that hold specific types of data for administrative or workgroup functions. The subsystems include Case Jacketing, Case Activity, the Investigative History File, Personnel, Mail Theft Reporting, Table Maintenance and System Administration, and the Reports Database. External data is imported from the Postal Service Human Resource Information System (HRIS), Service Issue Management System (SIMS), and external credit card companies and major mailers. Data is exported from ISDBIS to the Postal Service Finance and the Inspection Service Integrated Database (IDB) for integration with other investigative data.

Access to ISDBIS is limited to Postal Inspection Service employees and others authorized due to their relationship with the Inspection Service. All users have individual user identification codes and passwords. Users are only allowed to access only those parts of the system necessary for them to perform their duties. Data is protected by controlling access, logon actions, and reporting exceptions. Personnel entering data are trained in the respective areas for which they are responsible. The system contains internal editing safeguards to help preserve the integrity and completeness of the data.

VII. FY 2004 Planning

Together, the Inspection Service's *Strategic Plan, Annual Performance Plan* and *Annual Performance Report* form a recurring cycle of planning, program execution and reporting. This report compares the actual performance with projected performance and explains how the goals were achieved in FY 2003. It is the continuation of a process that began in FY 2001, with the development of the Inspection Service's *Strategic Plan*.

During FY 2003, the Strategic Planning and Performance Management Group (SPPM) initiated the process to develop the FY 2004 *Annual Performance Plan*. This process began with Inspection Service managers evaluating current and future external environments to define opportunities for growth and identify threats. They also determined the internal capabilities that can be leveraged for growth and internal weaknesses that must be eliminated. The result of this process was the FY 2004 *Annual Performance Plan* which identified the objectives, performance indicators, and targets for the upcoming fiscal year. As FY 2004 progresses, SPPM will work with Inspection Service managers to ensure another successful year of achievements.

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