



FY 2003 Goals, Objectives, Indicators, Targets, and Results

| | Goals | Objectives | Indicators | Targets | Results |
|------------------|--|---|--|--|---------------|
| Safety | Goal 1 Ensure a safe, secure, and drug-free work environment | 1A. Ensure employee screening is effective | 1A-1. District hiring offices reviewed that are in compliance with prescribed screening criteria | 1A-1. All district hiring offices reviewed are at 90% compliance | 85 |
| | | 1B. Enhance security of postal facilities | 1B-1. "Facility Risk Rating" for high-profile postal facilities | 1B-1. Establish indicator and baseline | 17 |
| Security | Goal 2 Reduce and deter criminal attack of postal products, services, and assets | 2A. Reduce theft of mail | 2A-1. Number of ICMT prosecutive actions related to identity theft and identity-takeover schemes | 2A-1. 95 ICMT actions | 98 |
| | | | 2A-2. Number of ECMT prosecutive actions related to identity theft and identity-takeover schemes | 2A-2. 2,350 ECMT actions | 3,148 |
| | | | 2A-3. Compliance with all airport security review criteria | 2A-3a. 80% correction of deficiencies identified in FY 2003 physical airport security reviews that are under control of AMC manager, to include 100% of all policy and process compliance issues | 80 |
| | | 2A-3b. Completion of all airport security reviews | | 21 | |
| | | 2B. Reduce and deter criminal misuse of the Postal Service Workers' Compensation Program and reduce costs due to fraudulent schemes | 2B-1. Periodic roll schemes resolved and cost avoidance achieved due to termination or reduction of benefits and civil settlements | 2B-1a. 210 FWC schemes resolved through criminal or administrative actions | 201 |
| | | | | 2B-1b. \$108 million in cost avoidance | \$152 million |
| | | | 2B-2. Front-end investigations cost savings and schemes resolved (COP and occupational injuries) | 2B-2a. 210 front-end schemes resolved through criminal or administrative actions | 243 |
| | | | 2B-2b. \$8.78 million in cost savings | \$10.3 million | |
| Integrity | 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 | 3A. Protect consumers and business from fraud schemes | 3A-1. Number of multistate domestic and international telemarketing and direct mail category 1 operations disrupted | 3A-1. 30 operations disrupted | 37 |
| | | | 3A-2. Number of deceptive mailing operations disrupted via criminal, civil, or administrative action | 3A-2. 110 operations disrupted | 142 |
| | | 3B. Reduce the use of postal money orders and the postal system to launder money | 3B-1. Number of money laundering operations disrupted | 3B-1. 20 operations disrupted (excluding 3B-2. below) | 31 |
| | | | 3B-2. Number of money laundering schemes attributed to terrorist activities | 3B-2. Identify schemes and establish baseline and case subject codes | 3 |
| | | 3C. Reduce and deter the use of the U.S. Mail for procurement or delivery of materials that promote the sexual exploitation of children | 3C-1. Number of offenders identified and prosecuted | 3C-1. 180 offenders prosecuted | 257 |

AMC-airport mail center
 ASYS-airline systems
 CBU-collection box units
 COP-continuation of pay
 DNO-distribution network office

ECMT-external crimes-mail theft
 FWC-fraudulent workers' compensation
 HCR-highway contract route
 ICMT-internal crimes-mail theft
 ISOSG-Inspection Service Operations Support Group

NDCBU-neighborhood delivery and collection box units
 SIA-segmented inventory account
 SNET-shared network terminal
 THS-terminal handler suppliers



FY 2003 Management Challenges, Objectives, Indicators, Targets, and Results*

| Challenge | Objective | Indicator | Target | Owner |
|---|--|---|---|--|
| Challenge 1 Enhance management functions to support major operational programs | 1A Enhance the national program management function | 1A-1 Program management training program initiated | <ul style="list-style-type: none"> • Training curriculum approved/funded – 12/31/02 • Pilot courses completed – 03/31/03 • Formal training initiated – 06/30/03 | Manager, Human Resource Performance |
| | 1B Establish a performance-based budgeting (PBB) function for the Inspection Service | 1B-1 Initial phase of the PBB program implemented 1B-2 Supplemental PBB phases recommended | <ul style="list-style-type: none"> • Recruit and place cost accountant at Headquarters – 04/30/03 • ID and schedule PBB-based training for Headquarters staff – 03/31/03 • Complete benchmarking efforts of other agencies – 06/30/03 • Make recommendations for PBB implementation – 09/30/03 | INC, Finance and Administrative Services |
| | 1C Implement recommended improvements for case management activities | 1C-1 Establishment of fixed responsibility 1C-2 Policy to improve case management reporting 1C-3 Victim-witness reporting procedures 1C-4 Measuring system for effective processes | <ul style="list-style-type: none"> • Designated responsibility – 10/31/02 • Policy completed and published – 06/30/03 • Procedures disseminated – 03/31/03 • Concept developed and presented to EC – 06/30/03 | Manager, Strategic Planning & Management Process |
| Challenge 2 Improve Inspection Service capabilities through effective use of information technology | 2A Improve investigative capabilities through the development and enhancement of applications, and implementation of emerging technologies | 2A-1 Case-management information system development initiated | <ul style="list-style-type: none"> • Case-management project team established – 10/30/02 • Case-management information system design finalized – 02/28/03 • Case-management information system development initiated – 06/30/03 | INC, Information Technology |
| | | 2A-2 Other IT Review Committee (ITRC)-approved applications completed 2A-3 Emerging technologies implemented | <ul style="list-style-type: none"> • Other ITRC-approved applications completed – 09/30/03 • Emerging technologies implemented – 09/30/03 | |
| | 2B Enhance the ability to access and share information with multiple sources | 2B-1 Ability to electronically obtain information from USPS 2B-2 Strategic alliance with business partners and interagency task forces to electronically share information of investigative value | <ul style="list-style-type: none"> • Obtain information electronically from USPS – 09/30/03 • Develop strategic alliance and electronically share information – 09/30/03 | |
| Challenge 3 Establish a Comprehensive Intelligence Analyst support function for the Inspection Service | 3A Build an Advanced Intelligence Analytical capability within the Inspection Service | 3A-1 Establish objectives for Intelligence Group 3A-2 Data and data sources identified 3A-3 Develop analytical process to be used 3A-4 Develop staffing model 3A-5 Establish number of managers/analysts | <ul style="list-style-type: none"> • Objectives identified and adopted – 12/31/02 • Data and data sources identified by program – 03/31/03 • Process developed and implemented – 03/31/03 • Group organizational chart developed – 03/31/03 • Staffing of group – 06/30/03 | INC, Intelligence |
| Challenge 4 Improve Inspection Service internal and external communications | 4A Develop an overall strategy to improve the internal and external communication of the Inspection Service role | 4A-1 Strategies for division-based IS awareness programs (C&PA) 4A-2 Division-based awareness programs for: - the American public through the media - Congress - the law enforcement community, and - the Postal Service | <ul style="list-style-type: none"> • Strategies disseminated to field – 12/31/02 (C&PA) • Division program plans established – 03/31/03 (Field DCIs) | INC, C&PA Field DCIs |
| Challenge 5 Contribute to IS performance by ensuring human capital needs are identified, planned for, and allocated based on operational and organizational goals | 5A Recruit and retain a workforce that possesses current, as well as anticipated, skill sets to support the organization's dynamic environment | 5A-1 Availability of Postal Inspector candidates to fill nine projected Basic Inspector Training (BIT) classes in FY 2003. | <ul style="list-style-type: none"> • 180 Postal Inspectors hired in FY 2003 | Manager, Human Resource Performance & INC, Career Development Division |
| Challenge 6 Update and enhance Inspection Service employee training and development | 6A Ensure that training systems and processes are aligned with operational objectives of the organization | 6A-1 Implement training prioritization model | <ul style="list-style-type: none"> • Training architecture established – 05/15/03 • Link to Annual Planning Cycle – 08/15/03 • Link to budget – 08/31/03 | Manager, Human Resource Performance |
| | 6B Enhance supervisory performance through increased job knowledge and enrichment of interpersonal skills | 6B-1 Initial level supervisory training initiated | <ul style="list-style-type: none"> • On-the-job training at field level conducted – 03/15/03 • Appropriate classroom training conducted – 03/31/03 • Training evaluation conducted – 03/31/03 | |
| Challenge 7 Improve Inspection Service capabilities to support investigative and security initiatives by preventing the Postal Service from being the subject of, or used to further, acts of terrorism | 7A Improve the Inspection Service's preparedness and ability to prevent incidents of acts of terrorism through the use of the U.S. Mail system | 7A-1 Continuity of Operations Plans (COOP) | <ul style="list-style-type: none"> • Updated and published: NHQ & Divisions – 03/01/03 • Ops Plan published: NHQ – 02/28/03 • Ops Plan published: Divisions – 05/01/03 • COOP Communications tests – 06/30/03 • HSAS (USPS) published – 12/31/02 • HSAS protective measures finalized – 09/30/03 • Improve security communications – 09/30/03 • Threat and vulnerability assessment completed – 03/31/03 • BDS deployment begun – 09/30/03 | INC, Emergency Preparedness |
| | | 7A-2 Homeland Security Advisory System (HSAS) | | |
| | | 7A-3 Intelligence 7A-4 Continuing Threat Assessment | | |
| | 7B Improve the Inspection Service's ability to assess and react to incidents of acts of terrorism through the use of the U.S. Mail system | 7B-1 WMD Protocol 7B-2 WMD Field Equipment 7B-3 WMD Response Training 7B-4 Reverse Alert System 7B-5 National Headquarters Command Center | <ul style="list-style-type: none"> • Protocol instituted – 06/30/03 • Deploy WMD equipment to field – 06/30/03 • Develop training – 06/30/03 • Develop alert system – 12/31/02 • NHQ Command Center complete – 09/30/03 | |

* The Postal Inspection Service selected 12 Management Challenge objectives for FY 2003. The objectives 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. For more detailed information on the results, please read the Postal Inspection Service's FY 2003 Performance Report on our Web site at www.usps.com/postalinspectors.



FY 2004 Goals, Objectives, Indicators, and Targets

| | Objectives | Indicators | Targets |
|--|--|--|--|
| Safety Goal: Ensure a safe, secure, and drug-free work environment. | 1. Enhance the security of USPS facilities | 1. Reduction in the number of facilities reviewed in the previous FY with a risk rating score of 800+ | 25% reduction |
| | 2. Reduce and deter theft of mail | 2a. Reduction in ICMT losses involving major mailers 2b. Increase in the number of ECMT (Category 1) cases related to ID theft and ID takeover schemes. | Establish performance baseline 10% increase over FY 2003 |
| Security Goal: Reduce and deter criminal attack of postal products, services, and assets. | 3. Reduce and deter criminal misuse of the Postal Service's Workers' Compensation Program, and reduce costs due to fraudulent schemes | 3a. Periodic roll schemes resolved and cost avoidance achieved due to termination or reduction of benefits and civil settlements 3b. Front-end investigations, cost savings, and schemes resolved (COP and occupational injuries) | <ul style="list-style-type: none"> • \$110 million in long-term cost savings • 218 long-term schemes resolved • \$13.23 million in front-end cost savings • 316 front-end schemes resolved |
| | 4. Enhance the security controls of commercial major mailer facilities | 4. Establish security risk ratings for major mailer facilities. | Develop baseline of facility risk ratings |
| | 5. Improve efficiency of the investigative process | 5a. Improvement in average time from case issuance to arrest/identification | Develop indicator measurement system and establish performance baseline |
| | | 5b. Improvement in average resolution rate (prosecutive or administrative actions) | Develop indicator measurement system and establish performance baseline |
| | Integrity Goal: 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. | 5. Improve efficiency of the investigative process | 5a. Improvement in average time from case issuance to arrest/identification |
| 5b. Improvement in average resolution rate (prosecutive or administrative actions) | | | Develop indicator measurement system and establish performance baseline |
| 6. Deter the use of the U.S. Mail for procurement or delivery of materials that promote the sexual exploitation of children | | 6a. Increase in number of offenders identified and prosecuted | 15% increase over FY 2003 |
| | | 6b. Increase in number of child exploitation federal prosecutions | 10% increase over FY 2003 |
| 7. Increase emphasis on corporate mail fraud investigations | | 7. Increase in number of corporate mail fraud federal prosecutions | 5% increase over FY 2003 |
| 8. Enhance capabilities in international crime investigations | | 8. Identify criminal activity with international implications | Develop indicator measurement system and establish baseline |
| 9. Establish advanced capabilities in the area of dangerous mail investigations (DMI) | | 9a. Number of divisions with basic biohazard detection system (BDS) support capabilities | 100% |
| | | 9b. Number of divisions with advanced DMI response capabilities, including crime scene investigations (CSI) | 50% |
| Management Initiatives Goal: Improve Inspection Service capabilities through advanced management systems, effective use of technology, and human capital management. | | 10. Implement improved Inspector recruitment and hiring process | 10a. Reduction in number of basic Inspector training candidates in pre-assessment pool |
| | 10b. Basic Inspector training applications received in current FY and processed through selection pool within six months or less | | 70% |
| | 10c. Inspector vacancies to authorized complement | | 2% |
| | 11. Establish a performance-based budget (PBB) function | 11. Performance costing capability | 60% capability |
| | 12. Improve Inspection Service internal and external communications | 12a. Fully integrated internal communication system | 25% capability |
| | | 12b. Improved public relations outreach capability | Establish performance baseline |



U.S. Postal Inspection Service

Criminal Statistics for FY 2003

| Type of Investigation | Arrests | Convictions* |
|--|---------------|--------------|
| Mail Theft <i>(includes theft and possession of stolen mail)</i> | 6,269 | 5,456 |
| Miscellaneous External Crimes <i>(includes counterfeit and contraband postage, money order offenses, vandalism, and arson)</i> | 448 | 351 |
| Miscellaneous Employee Crimes <i>(includes theft of postal property and sabotage of equipment)</i> | 87 | 57 |
| Bombs, Threats, Hoaxes, and Explosive Devices | 99 | 82 |
| Prohibited Mailings <i>(includes hazardous material, firearms and weapons, intoxicants, extortion, and false documents)</i> | 128 | 125 |
| Assaults and Threats <i>(includes assaults and threats against on-duty postal employees)</i> | 356 | 274 |
| Robbery | 61 | 70 |
| Burglary | 128 | 115 |
| Mailing of Controlled Substances <i>(includes narcotics, steroids, drug-related proceeds, and drug paraphernalia)</i> | 1,378 | 1,180 |
| Employee Narcotics Cases <i>(includes employees and non-employees selling narcotics on postal property)</i> | 31 | 29 |
| Mail Fraud | 1,453 | 1,387 |
| Child Exploitation, Mailing of Obscene Matter, and Sexually Oriented Advertisements | 320 | 289 |
| Financial and Expenditure Investigations | 285 | 271 |
| Workers' Compensation Fraud | 50 | 43 |
| Revenue Investigations | 68 | 54 |
| TOTAL | 11,161 | 9,783 |

*Convictions may be related to cases from prior reporting periods.



For assistance with postal-related problems of a law enforcement nature, contact your nearest Postal Inspection Service division.

Atlanta Division

PO Box 16489
Atlanta GA 30321-0489
404-608-4500

Boston Division

495 Summer St, Ste 600
Boston MA 02210-2114
617-556-4400

Charlotte Division

PO Box 3000
Charlotte NC 28228-3000
704-329-9120

Chicago Division

433 W Harrison St, Rm 50190
Chicago IL 60669-2201
312-983-7900

Denver Division

1745 Stout St, Ste 900
Denver CO 80299-3034
303-313-5320

Detroit Division

PO Box 330119
Detroit MI 48232-6119
313-226-8184

Ft. Worth Division

PO Box 162929
Ft Worth TX 76161-2929
817-317-3400

Houston Division

PO Box 1276
Houston TX 77251-1276
713-238-4400

Los Angeles Division

PO Box 2000
Pasadena CA 91102-2000
626-405-1200

Miami Division

3400 Lakeside Dr, 6th Fl
Miramar FL 33027-3242
954-436-7200

New Jersey/Caribbean Division

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Newark NJ 07101-0509
973-693-5400

New York Division

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212-330-3844

Philadelphia Division

PO Box 7500
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215-895-8450

Pittsburgh Division

1001 California Ave
Pittsburgh PA 15290-9000
412-359-7900

St. Louis Division

1106 Walnut St
St Louis MO 63199-2201
314-539-9300

San Francisco Division

PO Box 882528
San Francisco CA 94188-2528
415-778-5800

Seattle Division

PO Box 400
Seattle WA 98111-4000
206-442-6300

Washington Division

Little Patuxent Parkway, Ste 200
Columbia, MD 21044-3509
410-715-7700

For information on employment opportunities, write to:

U.S. Postal Inspection Service
Security Investigations Service
Center
Attn: Recruitment
225 N Humphreys Blvd 4th Floor
Memphis, TN 38161-0001
1-866-648-7472 (toll free)



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.

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