

UNITED STATES
DEPARTMENT
OF JUSTICE

FISCAL
YEARS
2014-2018

STRATEGIC
PLAN





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A MESSAGE FROM THE ATTORNEY GENERAL



Shortly after beginning my first job as a line attorney at the Department of Justice nearly 37 years ago, I discovered that I had been given a once-in-a-lifetime opportunity. I had the chance to be part of a highly skilled and motivated group of extraordinary men and women who were reaffirming our Nation's founding principles of liberty, equality, and security; helping to shape America's future; and taking innovative and collaborative steps to protect our fellow citizens.

Today, as Attorney General, I have the privilege of leading this great organization. As I look toward the future, I am focusing our actions in four key areas to fulfill one core mission: protecting the American people. First and foremost, we will protect Americans from terrorism and other threats to national security, both at home and abroad. Second, we will protect Americans from the violent crimes that have ravaged too many communities, devastated too many families, and stolen too many promising futures. Third, we will protect Americans from the financial fraud that devastates consumers, siphons taxpayer dollars, weakens our markets, and impedes our ongoing economic recovery. And, finally, we will protect those most in need of our help – our children; the elderly; victims of hate crimes, human trafficking, and exploitation; and those who cannot speak out or stand up for themselves.

The Department's strategic goals reflect the above four key areas of focus. Our goals are: Strategic Goal 1, *Prevent Terrorism and Promote the Nation's Security Consistent with the Rule of Law*; Strategic Goal 2, *Prevent Crime, Protect the Rights of the American People, and Enforce Federal Law*; and Strategic Goal 3, *Ensure and Support the Fair, Impartial, Efficient, and Transparent Administration of Justice at the Federal, State, Local, Tribal, and International Levels*. These three goals provide the framework that supports my priorities.

This *Strategic Plan* highlights our efforts to support all of these priorities in our multiple roles as law enforcer; litigator; and partner with state, local, tribal, and international governments. It describes our strategies for protecting our people from terrorists; our citizens, institutions, and environment from harm; and all individuals involved in the judicial process – including those housed in our prisons – from danger and fear.

It is through the commitment to justice by the individuals who make up this organization that I envision future generations of Americans continuing to enjoy the freedoms and opportunities that our forefathers sought. This *Plan* describes our contribution to helping this great democracy continue to develop and flourish. But we are not finished. As we consider where we must go from here, I am reminded of the words 37 years ago of my first boss and one of my heroes, Attorney General Edward Levi, "the agenda of the Department is inevitably unfinished...[and] is also always boundless."

A handwritten signature in cursive script that reads "Eric H. Holder, Jr.".

Eric H. Holder, Jr.

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INTRODUCTION

The *Department of Justice Strategic Plan for Fiscal Years 2014-2018 (Strategic Plan or Plan)* provides a guide for describing and accomplishing the Department of Justice (the Department or DOJ) priorities over the next 5 years. This new *Plan* reflects the goals, objectives, and areas of emphasis of Attorney General Eric H. Holder, Jr. While the strategic goals are similar to those in the prior version, this *Plan* places a stronger emphasis on *rule of law, international partnerships, reinvigorating the traditional missions* of the Department, *criminal justice reform, and restoring credibility* in this institution.

Under this Administration and Attorney General, the Department has strengthened the rule of law across our Nation and beyond our borders, has revitalized its traditional missions, and has reinvigorated its working collaboration with state and local law enforcement to make communities safer. The Department has reinforced its commitment to combating tax fraud schemes, protecting Americans' civil rights, preventing gun violence, and preserving the environment. And it has achieved unprecedented gains holding accountable those whose illegal and irresponsible conduct precipitated the recent financial crisis.

However, our work is not finished. DOJ must build on the great work being done across the country to reduce violent crime and reform our criminal justice system. We must continue to look for ways to ensure that federal laws are enforced fairly and federal resources are used efficiently, while increasing support to those who become victims of crime and promoting public

safety overall. This *Plan* describes the Department's strategies to support its top priority which is, and will continue to be, combating terrorism. At the same time, the *Plan* describes the Department's work and responsibilities that extend over the broad spectrum of American life. These responsibilities include making streets safe for families, ridding communities of illegal guns and drugs, stopping those that would undermine the financial stability of communities and the Nation, protecting children and other vulnerable persons from predators, protecting the environment, and preserving civil liberties and freedoms.

The circumstances and issues DOJ employees face are some of the most challenging and complex in government. The tasks the Department must address are significant, varied, and critical to the Nation. This *Strategic Plan* responds to these challenges through three strategic goals focused on advancing the Department's priorities and reflecting the outcomes the American people deserve. These goals are:

Goal 1: Prevent Terrorism and Promote the Nation's Security Consistent with the Rule of Law

Goal 2: Prevent Crime, Protect the Rights of the American People, and Enforce Federal Law

Goal 3: Ensure and Support the Fair, Impartial, Efficient, and Transparent Administration of Justice at the Federal, State, Local, Tribal, and International Levels

DOJ integrates these strategic goals into its management and operations to ensure a

more efficient and stronger Department. This involves setting long-term goals and objectives, translating those goals and objectives into budgets and program plans, implementing programs, monitoring program performance, and evaluating the results. The Department's *Strategic Plan* provides the overarching framework for component strategic plans as well as annual performance plans, budgets, and reports.

Further, DOJ will reevaluate and strengthen its approach as needed. The world is not static and, as challenges arise, the Department will respond. The strength of a strategic plan is, in part, its flexibility to meet evolving demands; accordingly, this *Strategic Plan* should be considered a living document that will be modified, as needed, to meet new and important challenges.

Priority Goals

In support of building a high-performing government, the Department developed four Priority Goals that reflect the Attorney General's priorities, complement and support the three DOJ Strategic Goals, and focus on results that can be accomplished within 12 to 24 months (FY 2014-FY 2015). The four draft Priority Goals are:

1) National Security: Protect Americans from terrorism and other threats to National Security, including cyber security threats. By September 30, 2015, the Department of Justice will: disrupt 125 terrorist threats and groups and disrupt and dismantle 200 cyber threat actors.

2) Violent Crime: Protect our communities by reducing gun violence using smart prevention and investigative strategies in order to prevent violent acts from occurring. By September 30, 2015, the Department will: increase the number of records submitted to the National Instant Criminal

Background Check System Index by states and federal agencies by 10%; increase the number of records entered into the National Integrated Ballistic Identification Network (NIBIN) by 3%; and increase the number of NIBIN "hits," that is, the linkage of two or more separate crime scene investigations, based upon comparisons of the markings made on fired ammunition recovered from crime scenes by 3%.

3) Financial and Healthcare Fraud: Reduce financial and healthcare fraud. By September 30, 2015, the Department of Justice will: reduce by 3 percent, the number of financial and healthcare fraud investigations pending longer than 2 years to efficiently and effectively drive those investigations to resolution.

4) Vulnerable People: Protect vulnerable populations by increasing the number of investigations and litigation matters concerning child exploitation, human trafficking, and non-compliant sex offenders; and by improving programs to prevent victimization, identify victims, and provide services. By September 30, 2015, working with federal, state, local, and tribal partners, protect potential victims from abuse and exploitation through three sets of key indicators: open investigations concerning non-compliant sex offenders (4% over average of FYs 2012, 2013), sexual exploitation of children (3% over average of FYs 2011, 2012, 2013), and human trafficking (2% over FY 2013); open litigation matters concerning sexual exploitation of children and human trafficking (5% increase over baseline (TBD)); percent of children recovered within 72 hours of issuance of an AMBER alert (90%).

Per the Government Performance and Results (GPRA) Modernization Act, 31

U.S.C. 1115(b)(10), requirement to address Federal Goals in the agency Strategic Plan and Annual Performance Plan, please refer to Performance.gov for information on Federal Priority Goals and the agency's contributions to those goals, where applicable.

The Mission

... to enforce the law and defend the interests of the United States according to the law; to ensure public safety against threats foreign and domestic; to provide federal leadership in preventing and controlling crime; to seek just punishment for those guilty of unlawful behavior; and to ensure fair and impartial administration of justice for all Americans.

The Core Values

These core values underlie the Department's work, inform its strategic goals, and guide its employees.

Equal Justice under the Law. Upholding the laws of the United States is the solemn responsibility entrusted to DOJ by the American people. The Department enforces these laws fairly and uniformly to ensure that all Americans receive equal protection and justice.

Honesty and Integrity. DOJ adheres to the highest standards of ethical behavior, cognizant that, as custodians of public safety, its motives and actions must be beyond reproach.

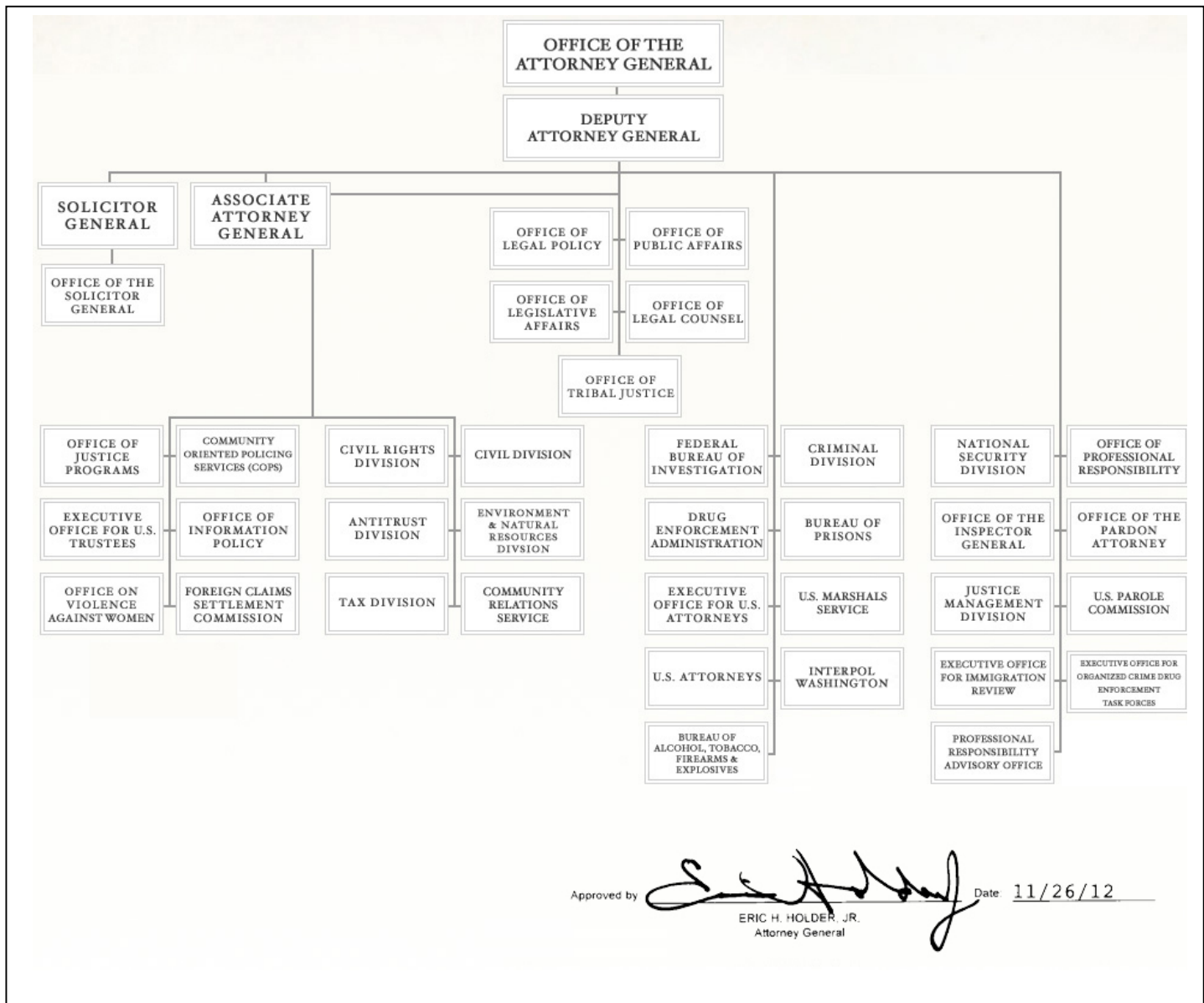
Commitment to Excellence. The Department seeks to provide the highest levels of service to the American people. DOJ is an effective and responsible steward of the taxpayers' dollars.

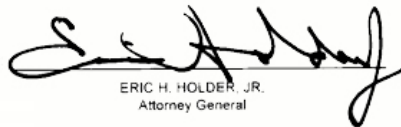
Respect for the Worth and Dignity of Each Human Being. Those who work for the Department treat each other and those they serve with fairness, dignity, and compassion.

They value differences in people and ideas. They are committed to the well-being of employees and to providing opportunities for individual growth and development.

The Organization

Led by the Attorney General, the Department comprises approximately 40 separate component organizations. More than 114,000 employees ensure that the Department carries out the individual missions of its components. The Department's headquarters are in Washington, D.C., and it conducts most of its work in field locations throughout the country and overseas.



Approved by  Date: 11/26/12
 ERIC H. HOLDER, JR.
 Attorney General

The Structure of the *Plan*

The *Plan* is divided into five sections. The first introduces the *Plan* and provides background information. The second presents an overview of the major issues and trends that are driving DOJ's strategic goals and objectives. The third describes the goals and objectives that the Department will pursue over the next 5 years, along with the strategies to attain them. The fourth discusses the management principles that support the Department's mission and the President's goals. The fifth consists of Appendices, including the Department's performance measures, program evaluations, acronyms, and component websites.

The scope and complexity of the Department's mission make it impossible to describe in a single document the full range and content of the Department's programs and activities. Where appropriate, there are references to other plans and reports that provide more detailed information in specific areas. Also, some DOJ components have developed strategic plans that further describe their individual efforts to support the mission of the Department.

This *Plan* and links to components' websites and other plans are available at www.justice.gov/.

Statutory Compliance

The *Department of Justice Strategic Plan for Fiscal Years 2014-2018* is prepared pursuant to the requirements of the Government Performance and Results Modernization Act of 2010 (GPRMA). It updates and supersedes the *Strategic Plan* published by the Department of Justice in February 2012, covering fiscal years 2012-2016.

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MAJOR ISSUES AND TRENDS



OVERVIEW OF MAJOR ISSUES AND TRENDS

External Factors: Conditions in the United States and the World

Terrorism and the changing political environment. Foreign political movements, whether state-sponsored or the work of particular groups or individuals, may use terror to achieve their aims and target U.S. persons or interests at home or abroad.

Technology. Advances in high speed telecommunications, computers, and other technologies are creating new opportunities for criminals, new classes of crimes, and new challenges for law enforcement. Growing dependence on technology is creating an increasing vulnerability to insider threats and illegal acts, especially white collar crime, drugs, and terrorism.

Economy. The amount of regulation and the pace of economic growth and globalization are changing the volume and nature of anti-competitive behavior. The interconnected nature of the world's economy is increasing opportunities for criminal activity, including money laundering, white collar crime, and alien smuggling, as well as the complexity and scope of civil justice matters.

Government. Changes in the fiscal posture or policies of state and local governments could have dramatic effects on their capacity to remain effective law enforcement partners. For example, the ability and willingness of these governments to allow federal use of their jail space affects achievement of detention goals. Furthermore, issues of criminal and civil justice increasingly transcend national boundaries, requiring the cooperation of

foreign governments and involving treaty obligations, multinational environment and trade agreements, and other foreign policy concerns.

Social-demographic. The United States is an increasingly multi-cultural and multi-racial society. The extent to which societal attitudes and practices reflect a continuing commitment to tolerance, diversity, and equality affect the scope and nature of DOJ's work. Achieving the Department's goals depends on strong institutions – families, schools, neighborhood groups, and others – that inspire trust, build community, promote civic and individual responsibility, and help secure voluntary compliance with the rule of law.

The Attorney General's Priorities and the Years Ahead

At the direction of the Attorney General, in early 2013 the Justice Department launched a comprehensive review of the criminal justice system in order to identify reforms that would ensure federal laws are enforced more fairly and – in an era of reduced budgets – more efficiently. Specifically, this project identified five goals:

- To ensure finite resources are devoted to the most important law enforcement priorities;
- To promote fairer enforcement of the laws and alleviate disparate impacts of the criminal justice system;
- To ensure just punishments for low-level, nonviolent convictions;

- To bolster prevention and reentry efforts to deter crime and reduce recidivism;
- To strengthen protections for vulnerable populations.

As part of its review, the Department studied all phases of the criminal justice system – including charging, sentencing, incarceration and reentry – to examine which practices are most successful at deterring crime and protecting the public, and which aren't.

The preliminary results of this review suggest a need for a change in our approach to enforcing the nation's laws. Today, a vicious cycle of poverty, criminality, and incarceration traps too many Americans and weakens too many communities. The United States today has the highest rate of incarceration of any nation in the world, and the nationwide cost to state and federal budgets was \$80 billion in 2010 alone. This pattern of incarceration is disruptive to families, and expensive to the taxpayer, and may not serve the goal of reducing recidivism.

The reality is, while the aggressive enforcement of federal criminal statutes remains necessary, we cannot prosecute our way to becoming a safer nation.

Additionally, federal detention and prison spending is on an unsustainable track, increasingly displacing other important public safety investments – including resources for investigation, prosecution, prevention, intervention, prisoner reentry, and assistance to state and local law enforcement. To be effective, federal efforts must also focus on prevention and reentry. In addition, it is time to rethink the nation's system of mass imprisonment. We must marshal resources, and use evidence-based strategies, to curb the disturbing rates of recidivism by those reentering our communities.

By shifting away from our over-reliance on incarceration, we can focus resources on the most important law enforcement priorities, such as violence prevention and protection of vulnerable populations. In the months and years ahead, the Department will continue to push an effort to implement a smarter overall approach to the criminal justice system.

The Department's *Strategic Plan*, outlined in the following pages, is adaptable. It has an emphasis on broad initiatives and strategic goals that support the Attorney General's priorities and can be adapted quickly to address new legal challenges.

DEPARTMENT OF JUSTICE GOALS AND OBJECTIVES



Fiscal Years 2014 - 2018

DEPARTMENT OF JUSTICE GOALS AND OBJECTIVES: FISCAL YEARS 2014-2018

The strategic goals and objectives described in the pages that follow reflect the priorities of the President, the Attorney General, and Department components. Wide-ranging and long-term, they respond to evolving conditions in the United States and the world today. DOJ components frequently and routinely operate in several areas of law enforcement and the administration of justice. In practice, nearly all contribute to all of the goals identified in the *Plan*. Their inclusion under a specific goal or objective here comports with Office of Management and Budget (OMB) Circular A-11: *Preparation, Submission, and Execution of the Budget*, which calls for the alignment of goals with budget requests in strategic plans. As will be noted in the *Plan*, many goals and objectives are undertaken in collaboration with, or in support of, other federal, state, and local agencies. Several major themes underpin the Department's goals and objectives. These include:

Partnerships. Recognizing that cooperation, as well as economies of scale, can be realized during efforts to meet the mission, this *Plan* reflects a heightened emphasis on partnerships. The Department remains committed to continuing and strengthening collaborative efforts with other federal agencies, states and localities, tribal governments, community groups, foreign countries, and others.

Leadership. As an agency with unique authorities, opportunities, and capabilities, DOJ has indispensable leadership responsibilities to those who fight terrorism

and crime and administer justice at the state, local, and tribal level, as well as in the international sphere. We are committed to meeting these responsibilities through example and material assistance.

Preparedness. DOJ remains committed to maintaining a high-level capability to deter and respond quickly to newly emerging terrorist and criminal threats, including those threats posed by new technology and strategies. Preparedness involves attention to internal core infrastructure needs to ensure that adequate skills, tools, and processes are in place for meeting the new challenges that face the Department.

Integrity. DOJ's leadership role and the funds entrusted to it by the taxpaying public demand that it maintains the highest levels of integrity and trustworthiness. This affects not only the way the Department carries itself as a representative of the law, but the manner in which it manages the resources entrusted to it to carry out its mission.

A summary of the Department's strategic goals and objectives follows:

Goal 1: Prevent Terrorism and Promote the Nation's Security Consistent with the Rule of Law

- 1.1 Prevent, disrupt, and defeat terrorist operations before they occur by integrating intelligence and law enforcement efforts to achieve a coordinated response to terrorist threats
- 1.2 Prosecute those involved in terrorist acts
- 1.3 Investigate and prosecute espionage activity against the United States, strengthen partnerships with potential targets of intelligence intrusions, and proactively prevent insider threats
- 1.4 Combat cyber-based threats and attacks through the use of all available tools, strong public-private partnerships, and the investigation and prosecution of cyber threat actors

Goal 2: Prevent Crime, Protect the Rights of the American People, and Enforce Federal Law

- 2.1 Combat the threat, incidence, and prevalence of violent crime by leveraging strategic partnerships to investigate, arrest, and prosecute violent offenders and illegal firearms traffickers
- 2.2 Prevent and intervene in crimes against vulnerable populations and uphold the rights of, and improve services to, America's crime victims

- 2.3 Disrupt and dismantle major drug trafficking organizations to combat the threat, trafficking, and use of illegal drugs and the diversion of licit drugs
- 2.4 Investigate and prosecute corruption, economic crimes, and transnational organized crime
- 2.5 Promote and protect American civil rights by preventing and prosecuting discriminatory practices
- 2.6 Protect the federal fisc and defend the interests of the United States

Goal 3: Ensure and Support the Fair, Impartial, Efficient, and Transparent Administration of Justice at the Federal, State, Local, Tribal, and International Levels

- 3.1 Promote and strengthen relationships and strategies for the administration of justice with law enforcement agencies, organizations, prosecutors, and defenders through innovative leadership and programs
- 3.2 Protect judges, witnesses, and other participants in federal proceedings by anticipating, deterring, and investigating threats of violence
- 3.3 Provide safe, secure, humane, and cost-effective confinement and transportation of federal detainees and inmates
- 3.4 Reform and strengthen America's criminal justice system by targeting the most serious offenses for federal prosecution, expanding the use of

- diversion programs, and aiding inmates in reentering society
- 3.5 Apprehend fugitives to ensure their appearance for federal judicial proceedings or confinement
- 3.6 Prevent and respond to genocide and mass atrocities and ensure that perpetrators of such crimes are held accountable in the United States, and if appropriate, their home countries
- 3.7 Adjudicate all immigration cases promptly and impartially in accordance with due process
- 3.8 Strengthen the government-to-government relationship between tribes and the United States, improve public safety in Indian Country, and honor treaty and trust responsibilities through consistent, coordinated policies, activities, and litigation

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STRATEGIC GOAL I



**Prevent Terrorism and Promote
the Nation's Security Consistent with the Rule of Law**

Strategic Goal 1: Prevent Terrorism and Promote the Nation's Security Consistent with the Rule of Law

Terrorism is the most significant national security threat the country faces. Accordingly, the Department's top priority is, and will continue to be, protecting this Nation's citizens against acts of terrorism. The Administration has recognized that terrorism cannot be defeated by military means alone and DOJ is at the forefront of the fight against terrorism by providing a broad spectrum of tools and skills to combat terrorists. Specifically, DOJ's agents, analysts, and prosecutors will use every available resource and appropriate tool to detect, deter, and disrupt terrorist plots, investigate and prosecute terrorists, and provide global leadership in developing and implementing rule of law programs in other countries and partner nations to help prevent terrorism abroad. This will include renewed efforts to support where appropriate the prosecution of international terrorists in other countries through enhanced international cooperation. The Department will aggressively pursue emerging threats around the world and at home; enhance its ability to collect, analyze, and disseminate actionable intelligence; and engage in outreach efforts to all communities to prevent terrorism before it occurs.

Goal 1 outlines the work that DOJ will perform to strengthen the ability of the Federal Government to protect the American people from terrorism, within the letter and spirit of the Constitution. Adherence to the rule of law strengthens security by depriving terrorist organizations of their prime recruiting and fundraising tools.

The Department has established four objectives to guide work in this area:

Objective 1.1: Prevent, disrupt, and defeat terrorist operations before they occur by integrating intelligence and law enforcement efforts to achieve a coordinated response to terrorist threats

Objective 1.2: Prosecute those involved in terrorist acts

Objective 1.3 Investigate and prosecute espionage activity against the United States, strengthen partnerships with potential targets of intelligence intrusions, and proactively prevent insider threats

Objective 1.4 Combat cyber-based threats and attacks through the use of all available tools, strong public-private partnerships, and the investigation and prosecution of cyber threat actors

Numerous components within the Department will continue to protect the Nation's security by counteracting new and significant national security challenges, including cyber threats, weapons of mass destruction, espionage, and transnational organized crime with ties to foreign governments that seek to do harm to America.

Among the DOJ components that share responsibility for this goal are: Federal Bureau of Investigation (FBI), National Security Division (NSD), U.S. Attorneys, Criminal Division (CRM), Drug Enforcement Administration (DEA), Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), the United States Marshals Service (USMS), and INTERPOL Washington. These components will work with federal, state, and local partners as well as international counterparts to combat terrorism. Additionally, following the objectives of the National Intelligence

Strategy, as determined by the Office of the Director of National Intelligence, the components of DOJ that are members of the Intelligence Community (FBI and DEA) will work with their partners to ensure that intelligence is collected, analyzed, disseminated, and acted upon across all members of the Intelligence Community and throughout the U.S. Government.

Objective 1.1: Prevent, disrupt, and defeat terrorist operations before they occur by integrating intelligence and law enforcement efforts to achieve a coordinated response to terrorist threats

Combating terrorism is DOJ's top priority. The Attorney General, acting primarily through the FBI, has principal investigative responsibility for all criminal acts of terrorism (18 U.S.C. § 2332b(f)). A key tenet of this objective is to ensure that intelligence and law enforcement agencies are able to use all available tools to investigate vigorously and prevent acts of terrorism in a manner consistent with law.

Strategies to Achieve the Objective

Integrate federal law enforcement and domestic/international intelligence efforts to dismantle terrorist networks and diminish their support worldwide

The Department's successes in a wide range of counterterrorism and counterespionage matters has solidified the idea that a highly sophisticated fusion of intelligence and criminal authorities is extraordinarily effective in thwarting attacks on U.S. soil. The Department will continue to combat each new threat by reinforcing, refining, and institutionalizing the fusion of intelligence and law enforcement operations in a cohesive manner to achieve a coordinated response to terrorist threats.

The Department will collect, analyze, and disseminate critical information related to terrorist activity directed against U.S. interests abroad and at home. The Department will ensure that the human and technological assets necessary to facilitate the collection of raw intelligence data will be in place and that the intelligence information produced will be relevant and timely in its delivery. DOJ will continue to share intelligence products with the U.S. Intelligence Community, state, local, and tribal Law Enforcement Community partners, and foreign governments, where appropriate. Additionally, DOJ will continue to ensure that the Intelligence Community is able to make efficient use of foreign intelligence information collection tools, particularly the Foreign Intelligence Surveillance Act (FISA), in a manner consistent with law through its representation of the United States before the Foreign Intelligence Surveillance Court.

The Department will detect, penetrate, and disrupt terrorist threats, cut off material support to terrorists, and ensure effective crisis response to attacks when necessary. The Department will prioritize investigative and operational efforts toward the collection of intelligence, and ensure, when applicable, that law enforcement tools to mitigate threats to the public are appropriately used. The Department will coordinate domestically among prosecutors, agents, and state, local, and tribal law enforcement. Additionally, the Department will support foreign government efforts to investigate and prosecute in their own courts terrorists who threaten U.S. national security, both by engaging and sharing information with foreign law enforcement and by building the capacity of foreign governments to investigate and prosecute terrorism cases.

Strengthen partnerships with federal, state, local, and tribal government agencies and foreign partners to prevent, deter, and respond to terrorist incidents

The Department recognizes that the most efficient and effective means of fighting terrorism is to communicate, coordinate, and cooperate with its partners. Those partners include the intelligence and law enforcement communities, the Department of State (DOS), the Department of Homeland Security (DHS), the Department of Defense, and allied foreign governments. In addition to working with other federal agencies, the Department also oversees more than 100 Joint Terrorism Task Forces (JTTFs) that bring together thousands of federal, state, and local law enforcement partners in order to ensure efficient coordination.

In order to increase and more strategically focus the Department's international counterterrorism efforts, DOJ will continue to develop strong working relationships with foreign counterparts to coordinate multi-national investigations, evidence gathering and sharing, and tracking and apprehending international fugitives. DOJ will also continue to share intelligence and develop counterterrorism strategies with its international partners. As part of this effort, the Department will work with foreign partners to effectively use our network of bilateral extradition treaties, mutual legal assistance treaties, multilateral conventions, and other international agreements and networks to share intelligence and to collaborate on criminal investigations. In particular, extradition and mutual legal assistance requests are critical tools for law enforcement and prosecutors in bringing criminals, including terrorists, to justice. Where appropriate, and in partnership with the Department of State, DOJ will pursue new treaty relationships that strengthen its

ability to deter terrorism, share evidence, and secure the return of fugitives. In addition, DOJ will continue to provide assistance to foreign counterparts to improve the skills of foreign prosecutors, law enforcement, and judges; encourage legislative and justice sector reform in countries with inadequate laws; promote the rule of law and defense of human rights; and explore the possibility of posting additional Justice Department attorneys abroad to increase cooperation and capacity building engagements with foreign governments. Such assistance will enhance the ability of foreign governments to prevent and disrupt terrorism before it extends beyond their borders to threaten the United States and will help to establish a framework for effective international law enforcement cooperation.

Build and maintain a Security Sector Assistance (SSA) workforce aimed at strengthening the ability of the United States to promote national security by assisting allies and partner nations to build their own security capacity

Per the Presidential Policy Directive (PPD) 23: Security Sector Assistance (SSA), the Department of Justice has been identified as a key player in strengthening the ability of the United States to help allies and partner nations build their own security and capacity, consistent with the principles of good governance and the rule of law. The PPD reinforces the Department's important and ever-expanding role in working with foreign partners and multilateral organizations to promote national security and combat terrorism and transnational organized crime. In accordance with PPD-23, the Department of Justice will develop an implementation plan for building and maintaining SSA workforce capacity and the expertise necessary to implement effectively

all facets of the PPD. The Department also has a central role in supporting the President's *Strategy to Combat Transnational Organized Crime: Addressing Converging Threats to National Security*, signed on July 25, 2011. Priority 6 of the Strategy directs DOJ to promote the development of criminal justice capacities on a worldwide basis, to the point where international law enforcement capabilities and cooperation among states are self-sustaining.

Objective 1.2: Prosecute those involved in terrorist acts

Vigorously investigating and prosecuting terrorism offenses is a critical tool in the effort to incapacitate terrorists, gather valuable intelligence, and deter future acts of terrorism. Since September 11, 2001, DOJ's counterterrorism successes include achieving numerous criminal convictions of high-profile terrorists, defeating would-be terrorists, and protecting the Nation through prevention efforts. The investigation, disruption, and prosecution of terrorism will continue to be the top priority for the Department.

Strategies to Achieve the Objective

Build strong cases for prosecution

The top priority for the Department is to protect the Nation from terrorist attacks while ensuring that the civil liberties of our people are protected. In addition to providing coordination and expertise to prosecutors, law enforcement agencies, intelligence analysts, and the Intelligence Community, the Department ensures that national security investigations are conducted in a manner consistent with the Nation's laws, regulations, and policies, including those designed to protect the

privacy interests and civil liberties of the American people. The Department's organizational structure ensures coordination and unity of purpose between prosecutors and law enforcement agencies, on the one hand, and intelligence attorneys and the Intelligence Community, on the other, thus strengthening the effectiveness of the DOJ's national security efforts.

The Department has been especially concerned with two relatively new threats: "lone wolf" terrorists who self-radicalize, and terrorist use of the Internet and other media to incite others to violence. In addressing both of these threats, the Department has adopted aggressive, but lawful, strategies. For instance, to address the possibility of lone-wolf terrorists the Department has prioritized the efforts of the Anti-Terrorism Advisory Council (ATAC)—a nationwide counterterrorism program that ensures experienced and trained Assistant United States Attorneys are prepared in every federal district in the country. The ATAC program has helped lead to the successful disposition of counterterrorism cases in a variety of locales, including many that are outside the large metropolitan areas, which have been traditional targets of terrorism.

Additionally, a specific prosecution strategy that the Department continues to develop is to focus Racketeer Influenced and Corrupt Organization (RICO) methods and charges on U.S.-based terrorist infrastructure. The RICO statute is typically used to hold organized crime, gang members, and others accountable for the full extent of their criminal activity conducted as part of an enterprise over a period of time and can include a wide variety of criminal activity. RICO allows prosecutors to include both state and federal violations as underlying racketeering acts within a single

RICO charge. Regarding terrorism, RICO has and will continue to be used to charge those involved in terrorist activities as well as those providing material support to terrorist organizations. The Department is proposing to amend the RICO statute to include a limited number of foreign crimes, thereby extending RICO extraterritorially in a non-money laundering context, and to clarify that RICO has extraterritorial application when predicate acts occur or part of the enterprise operates in the United States.

Objective 1.3: Investigate and prosecute espionage activity against the United States, strengthen partnerships with potential targets of intelligence intrusions, and proactively prevent insider threats

Foreign espionage strikes at the heart of U.S. national security, impacting political, military and economic arenas. The foreign intelligence threat to the United States is expanding, becoming more complex and less predictable. While traditional threats to national defense, military operations and policy, and intelligence, and science and technology remain, many intelligence threats are expanding their targets to include the burgeoning population of cleared defense contractors and other sectors affecting U.S. security, most notably sensitive economic information and emerging proprietary technology. Concurrently, foreign threats now have sophisticated networks of governmental and non-governmental entities using a wide array of intelligence collection platforms and engaging in long-term efforts to obtain sensitive information and threaten the security of the United States.

The Department will combat espionage by, among other things, vigorously investigating and prosecuting violations of espionage

statutes and regulations. Additionally, DOJ will investigate and prosecute violations of export control and embargo statutes and regulations by combining intelligence and law enforcement to target individuals and networks involved in the illicit trafficking of controlled technologies and the proliferation of weapons of mass destruction and will expand its export control initiative to ensure nationwide coverage.

Strategies to Achieve the Objective

Protect U.S. national security against espionage and illegal foreign acquisition of U.S. technology

The Department will strive to combat espionage by becoming more proactive and preventive in approach, identifying early indications and warnings of traditional espionage and other less traditional espionage-related activities, such as the illicit transfer of technology, export control, theft of Intellectual Property (IP), and trade secret compromise. The Department will focus on developing strategic partnerships with and across the spectrum of military, industrial, and research stakeholders, owners, and developers. In addition, the program will identify specific targets of, and vulnerabilities to, foreign intelligence service intrusion and will identify priority threat country objectives and operations via sophisticated human intelligence and technical counterintelligence operations, including offensive and defensive cyber techniques.

The U.S. Government promotes foreign investment in the United States because such investment helps to keep the economy strong, vibrant, and integrated with the global economy. In certain situations, however, foreign investment can pose national security risks, result in unacceptable

transfers of sensitive United States technologies, or expose the critical infrastructure of the United States to hostile intelligence services and terrorist organizations. To address this concern, DOJ will continue to work with other agencies to review proposed acquisitions of certain American companies by foreign companies to balance the interest in promoting foreign investment with the need to protect national security.

Strengthen the Department's intelligence base and analytical capability to assess and respond to intelligence threats

Foreign intelligence information, including physical and electronic surveillance, is a critical tool for protecting the nation from terrorism, espionage, and other national security threats. Many of the Department's significant national security prosecutions – and countless intelligence actions that do not result in prosecution – would not be possible without the government making full use of the authorities available to it under a variety of federal laws, including the Foreign Intelligence Surveillance Act. The Department will continue its important work of representing the government before the Foreign Intelligence Surveillance Court. In addition, DOJ will expand its oversight operations, promoting ongoing communication and cooperation with the Intelligence Community, and advise relevant entities within the Executive Branch and Congress on the use of intelligence authorities.

Proactively prevent insider threats

As the Department leads the way in prosecuting those who wish to threaten our national security, it must also balance this effort with protecting civil liberties and maintaining the security of classified

information. The Department must protect against the dissemination of classified material that would harm national security by investigating and, when possible, prosecuting individuals who disseminate classified information without authorization in order to deter future disclosures. This includes preventing information security breaches by the significant number of government employees and contractors with high levels of access to sensitive information. To address the evolving insider threat, the Department has become more proactive to prevent losses of information and technology. The Department continues to expand outreach and liaison alliances to government agencies, the defense industry, academic institutions, and to the general public.

Objective 1.4: Combat cyber-based threats and attacks through the use of all available tools, strong private-public partnerships, and the investigation and prosecution of cyber threat actors

A range of cyber activities can diminish our security and siphon off valuable economic assets. A growing number of sophisticated state and non-state actors have both the desire and the capability to steal sensitive data, trade secrets, and intellectual property for military and competitive advantage. The other major national security threat in cyberspace is cyber-enabled terrorism. The Department believes that it is a question of when, not if, there will be attempts to do so.

The cyber threat demands ready and fluid means of sharing information and coordinating actions. To successfully investigate and disrupt cyber threats, the Department must be creative and forward-looking in its approach, considering what kinds of tools, investigations, and outreach can be launched now to lay the groundwork

for future cyber efforts. As an example, the Department has partnered with nations worldwide in the INTERPOL Global Complex for Innovation, which will enhance its operational and investigative cyber capabilities through international cooperation and innovative technical solutions and systems. Collaboration with the private sector is also crucial to prevent breaches and protect confidential and proprietary information.

Strategies to Achieve the Objective

Protect the Nation from cyber attacks

Terrorists and other hostile adversaries plan and commit national security related crimes against the United States using the Internet and seeking a veil of anonymity. These illicit activities are not limited to using cyberspace to plan and execute classic espionage and terrorism, but can also include novel forms of national security threats to American assets and infrastructure. Consequently, the U.S. Government's national security operations increasingly focus on online conduct and communications.

The Department's cyber strategy involves an all-tools approach, inclusive of investigation and prosecution, and with a focus on the disruption of the threat, regardless of the particular tool used. For example, cyber threats could be disrupted using civil enforcement, regulatory enforcement, supply chain efforts, or other operations, and the offenses charged may not be limited to cybercrimes.

The Department has significant and growing national security responsibilities in the area of cyber security. Department attorneys regularly collaborate with agencies within the intelligence and defense communities

with respect to both defensive and offensive cyber security operations. In addition, the Department retains primary authority over the investigation and prosecution of cybercrimes, including those that have national security implications. These investigations most frequently arise in instances where an agent of a foreign government seeks to infiltrate or harm a sensitive or important piece of U.S. cyber infrastructure. The Department also works to disrupt cyberattacks as a method of addressing ongoing intrusions, thefts of sensitive data, and attacks on the integrity and availability of systems. Finally, the Department has increasing legal and policy duties assisting interagency and legislative cyber initiatives to protect American critical infrastructure, networks, businesses, and computer users in a manner consistent with the law.

Develop and implement national cyber policies

To keep pace with the unique challenges of the evolving cyber threat, the Department will need to: hire, recruit, and train additional cyber-skilled professionals; prioritize disruption of cyber threats to the national security through the use of the U.S. Government's full range of tools, both law enforcement and intelligence; promote legislative priorities that adequately safeguard national security interests; invest in information technology that will address cyber vulnerabilities while also keeping the Department at the cutting edge of technology; and work with international partners to ensure a coordinated effort to counter the cyber threat.

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STRATEGIC GOAL II



**Prevent Crime, Protect the Rights of the
American People, and Enforce Federal Law**

Strategic Goal 2: Prevent Crime, Protect the Rights of the American People, and Enforce Federal Law

The Department embraces its historic role in keeping America safe by fighting crime, protecting civil rights, preserving the environment, ensuring fairness in the market place, and defending and representing the interests of the United States. Accordingly, Goal 2 encompasses what is viewed as the traditional missions of DOJ: enforcing and upholding federal law.

From the violent gangs in our cities and suburbs, to sophisticated financial fraud schemes that threaten the financial security of all citizens, to the flow of drugs across the Southwest Border and the associated violent crime, the Department's law enforcement mission is as complex and varied as it has ever been in its history. Goal 2 covers this broad range of law enforcement issues, including violent crime, illegal drugs, criminal gangs, and gun violence. It includes white collar crimes, such as health care fraud, corporate fraud, and public corruption. It also includes computer crime, identity theft, IP crime, and other kinds of crime facilitated by computer networks. In addition, it covers the exploitation of vulnerable populations such as children and the elderly. This goal also includes enforcing federal civil and criminal statutes that protect civil rights, safeguard the environment, preserve a competitive market structure, and preserve the integrity of the Nation's bankruptcy system.

Goal 2 addresses the role of the Department as the Nation's largest law office and chief litigator, which involves representing hundreds of United States' agencies, offices, and employees and defending against myriad challenges to federal laws, programs,

and policies. This work is critical to protecting the federal fisc against unwarranted monetary claims and to ensuring the United States can continue to protect the Nation's security, maintain civil law and order, and enhance public safety.

The Department has established six objectives to guide its work in this diverse area:

Objective 2.1: Combat the threat, incidence, and prevalence of violent crime by leveraging strategic partnerships to investigate, arrest, and prosecute violent offenders and illegal firearms traffickers

Objective 2.2: Prevent and intervene in crimes against vulnerable populations and uphold the rights of, and improve services to, America's crime victims

Objective 2.3: Disrupt and dismantle major drug trafficking organizations to combat the threat, trafficking, and use of illegal drugs and the diversion of licit drugs

Objective 2.4: Investigate and prosecute corruption, economic crimes, and transnational organized crime

Objective 2.5: Promote and protect American civil rights by preventing and prosecuting discriminatory practices

Objective 2.6: Protect the federal fisc and defend the interests of the United States

Among DOJ components that share responsibility for this strategic goal are the: FBI; Office of Justice Programs (OJP); DEA; U.S. Attorneys; ATF; Organized Crime Drug Enforcement Task Forces (OCDETF); Office on Violence Against Women (OVW); Civil (CIV), Civil Rights (CRT), CRM, Antitrust (ATR),

Environment (ENRD), and Tax (TAX) Divisions; USMS; Community Relations Service; Office of the Solicitor General; INTERPOL Washington, Office of the Pardon Attorney; Foreign Claims and Settlement Commission; and U.S. Trustee Program (USTP).

Objective 2.1: Combat the threat, incidence, and prevalence of violent crime by leveraging strategic partnerships to investigate, arrest, and prosecute violent offenders and illegal firearms traffickers

Violent crime remains a serious problem in many rural and urban areas and throughout much of Indian Country. It continues to inflict a heavy toll on communities across America, limiting the quality of life for U.S. citizens, paralyzing neighborhoods, and stretching state and local law enforcement resources to their limits.

The vast majority of violent crime in this country falls within the jurisdiction of state and local agencies, and the vast majority of resources to combat it are provided by state and local governments. While some cities are well-equipped to handle issues involving violent gangs, many smaller cities and towns are easily overwhelmed by the violence and criminal activity that gangs bring to their communities. Each community faces different challenges that will require different solutions.

The Department will combat violent crime through vigorous investigation and prosecution of those who engage in violent criminal acts. It will work with its law enforcement partners at the federal, state, local, tribal, and international level to combat all types of violence, from the neighborhood-based street gangs, to increasingly brutal and prevalent violence along the Southwest Border, to the

transnational gangs operating throughout the United States and abroad, to violent criminals seeking haven in the United States. It will also employ a comprehensive strategy that focuses on investigation, prosecution, and prevention efforts to address violence in America.

Strategies to Achieve the Objective

Disrupt, dismantle, and prosecute the most violent criminal enterprises

To confront violent street gangs and international gangs operating within the United States and abroad, the Department will continue to employ a comprehensive anti-gang strategy focusing on prevention, intervention, enforcement, and reentry efforts to address gang membership and gang violence at every stage. The Department will lead task forces across the country and apply a variety of methods, including community outreach, public awareness, and mentor-based re-entry assistance. By conveying the priorities, messages, and results of enhanced violent crime enforcement efforts to the media and community members, the Department can help shape the attitudes of law abiding citizens and those who would otherwise believe they can violate gun laws with impunity.

A successful violent crime reduction program requires tailored solutions to address the needs of individual communities; a “one-size-fits-all” approach will likely fail. The Department’s value is in supplying leadership necessary to bring different federal, state, local, and tribal partners together to focus on multi-jurisdictional problems within a particular community. Each of the Department’s law enforcement agencies will provide unique expertise and capabilities when leading a

violent crime task force. The diversity of task forces will allow a community that is crafting its individual strategy to select the task force that best matches its particular violent crime problem. Task forces have missions designed for specific purposes, including targeting violent firearms crime, dismantling organized gangs by addressing them as criminal enterprises, apprehending violent fugitives, or helping state and local police combat violent gang and drug-trafficking crime in their communities.

Criminal street gangs, outlaw motorcycle gangs, and prison gangs are the primary retail distributors of illegal drugs in the United States. The threat of these organizations is magnified by the high level of violence associated with their attempts to control and expand drug operations in Mexico. In addition, many gangs operating in the United States are linked to those responsible for the drug-related violence in Mexico. As a result, DOJ will continue to respond to these threats through close coordination with state, local, and tribal law enforcement and vigorous investigation and prosecution of these gangs. This will include, for example, the continued use of multi-agency task forces to identify, target, disrupt, arrest, and prosecute the “worst of the worst” criminals. The Department’s aforementioned efforts are designed to produce long-term reductions in firearms violence rather than a mere shift of the violence to adjacent neighborhoods. In the long term, DOJ prosecutors will continue to coordinate strategies and policies to target, attack, dismantle, and prosecute the most significant national and transnational gangs operating in the United States. In coordination with law enforcement, the Department will use grand jury investigations, consensual monitoring, financial analysis, and Title III wire intercepts to root out and prosecute an entire

gang, from the street level thugs and dealers up through the crew leaders and ultimately the gang’s command structure.

Reduce the risk to public safety caused by firearms trafficking

Our nation has suffered too much at the hands of dangerous people who use guns to commit horrific acts of violence. While most gun owners are responsible, law-abiding, and use their guns safely, the President recently announced 23 new executive actions to reduce gun violence. These actions will: help to make sure that information about potentially dangerous people who are barred from having guns is available to the national background check system; enhance gun tracing data by requiring federal law enforcement to trace all recovered guns; and develop a model for using school resource officers, including best practices for working with students.

Reducing firearms trafficking on a nationwide basis is a critical part of the objective to reduce violent crime. There is no legal way for a convicted felon, a drug trafficker, or an illegal alien to possess a firearm or ammunition, but firearms traffickers (those persons and organizations willing to sell firearms without regard to the law) continually supply firearms and ammunition to these persons and others who are prohibited by federal law from possessing them. Through firearms trafficking interdiction efforts, the Department will work to decrease the availability of illicit firearms and prosecute those who illegally supply firearms to persons prohibited from possessing them.

Prevent violent crime through international law enforcement partnerships and information sharing

The Department, through INTERPOL Washington, will continue to be a central point of contact for the United States and its various law enforcement authorities. This will ensure that all investigative information received from foreign sources about suspected criminals who may attempt to enter or operate in the United States is shared with appropriate U.S. law enforcement and border protection personnel. The Department will continue to post information on foreign wanted criminals, including violent criminals, in U.S. databases; enable direct query access to INTERPOL databases to U.S. federal, state, and local law enforcement entities; and make biometric records, such as fingerprints and photographs of known international criminals, available to DHS Customs and Border Protection so that violent offenders are denied entry into the United States.

The Department will also help build the tactical and specialized investigative capacity of foreign law enforcement agencies to prevent and respond to the violence used by organized crime and terrorist groups to further their aims. Tactical skills include civil disorder management, explosive hazards detection and response, hostage negotiation and rescue, VIP and physical security, and small unit operations. Specialized investigations include homicide, kidnapping, and post-blast investigations. The Department will provide assistance to partner governments with controlling their domestic violent crime problems, including organized crime and gang violence, before those crimes are exported to the United States.

Objective 2.2: Prevent and intervene in crimes against vulnerable populations and uphold the rights of, and improve services to, America's crime victims

The Department must continue to be vigilant in supporting and protecting the most vulnerable segments of our population that may fall victim to crime. Children are the most vulnerable and most exploited members of our society. The criminal victimization of children impacts not only the children, but also their families, community, and society at large.

Unfortunately, children are but one segment of society that is at risk. In the United States and across the globe, domestic violence, dating violence, sexual assault, human trafficking, and stalking occur in all ages, races, socioeconomic classes, genders, and sexual orientations. Research shows that these crimes are overwhelmingly committed against women. In addition, elder abuse, neglect, and exploitation is an area that has been overlooked but research suggests it is an ongoing problem in the United States. Further, victims of crime committed on tribal lands is also an area that has been overlooked for far too long as research suggests violent crime rates may be two, four, and in some cases, 10 times the national average.

The Department continues to stress efforts to reduce and respond to violence against vulnerable populations. In April of 2013, the Department issued a revised Sexual Assault Forensic Examination Protocol to standardize up-to-date approaches to victim-centered forensic medical examinations. DOJ will also work with the FBI to support states' implementation of the revised Uniform Crime Report definition of "rape." As part of the Attorney General's Defending Childhood Initiative, the Department will:

launch a public awareness and community action campaign to stem youth violence; establish a Task Force on American Indian/Alaska Native Children Exposed to Violence; and partner with select states to form “State Commissions” that will implement model public policy initiatives at the state and local level to reduce the impact of children’s exposure to violence.

All victims deserve to be treated with respect and support. The Department will address the needs of victims by investigating and prosecuting matters impacting vulnerable groups while leading the way in providing innovative training, resources, and support to victims of crime.

Strategies to Achieve the Objective

Prevent, investigate, and prosecute crimes against children

The Department’s *National Strategy for Child Exploitation Prevention and Interdiction* (<http://www.projectsafefchildhood.gov/docs/natstrategyreport.pdf>) is a report that lays out the threat our children face from sexual exploitation, reviews the prevention and interdiction work the Department and others currently undertake, and sets out goals and priorities for DOJ and its partners. At its core, the goal of this *Strategy* is to reduce the incidence of the sexual exploitation of children. This goal is the guiding principle for all of the Department’s current and future efforts under the *Strategy*. The Department’s approach for achieving this goal is multifaceted and includes: (1) an overarching set of broad goals that will be used to direct DOJ’s efforts; (2) programmatic goals that will provide some measurable information and results to help guide the *Strategy* going forward; and (3) individualized goals for DOJ

components that are designed to support both the broad goals of the *Strategy* and the programmatic goals of the Department.

As outlined in the *Strategy*, the Department’s broad goals include: (1) partnering closely with state, local, tribal, and non-governmental entities, as well as other federal agencies and the private sector to implement the *National Strategy* in a coordinated fashion; (2) increasing its commitment to a leadership role in finding a global solution to the transnational problem of the sexual exploitation of children; (3) partnering with industry to develop objectives to reduce the exchange of child pornography; (4) exploring opportunities to increase the education and awareness of federal, state, local, and tribal judges of the difficult issues involved in child sexual exploitation; (5) working toward improving the quality, effectiveness, and timeliness of computer forensic investigations and analysis; (6) increasing its commitment to effective and sophisticated training for prosecutors and investigators; (7) prosecuting high-impact cases against high-value targets; and (8) building on the success of the Project Safe Childhood initiative.

The Department will focus on improving access to restitution for victims of child pornography trafficking offenses. These victims can be involved in hundreds of cases across the country over the course of years. The Department is co-leading the White House interagency effort to develop a Strategic Action Plan for the provision of services to trafficking victims, including children.

Combat elder abuse

The U.S. Census Bureau predicts that by 2030, the population over age 65 will double

to more than 70 million people. According to the best available estimates, between one and two million Americans age 65 or older have experienced abuse; and for each reported case about five more cases go unreported.¹ Further, recent studies have shown that a substantial number of nursing home facilities provide substandard care that is seriously deficient, and in some cases, life-threatening.² Unfortunately, as the number of older individuals increases, so does the number of potential victims of elder abuse. In response to this serious and significant abuse, DOJ will continue to take aggressive action to protect this growing population of vulnerable victims by expanding the Federal Government's response to elder abuse, neglect, and exploitation through DOJ's Elder Justice Task Force. The Department will also help assist state and local communities in addressing the problem by supporting programs that provide training and resources to combat elder abuse and support survivors of abuse. In addition, DOJ will continue to participate and provide leadership to the Interagency Working Group on Elder Justice which is designed to help safeguard the welfare of the elderly by sharing research, exchanging ideas, discussing trends, and developing best practices among numerous federal agencies.

Ensure safety and justice for victims in Indian Country

The Department has a unique legal relationship with federally recognized tribes because for much of Indian Country, DOJ alone has the authority to seek a conviction

¹ The National Center on Elder Abuse, Elder Abuse Prevalence and Incidence, April 2005

² Office of the Inspector General, Department of Health and Human Services. Memorandum Report: "Trends in Nursing Home Deficiencies and Complaints," OEI-02-00140, dated September 18th, 2008

that carries an appropriate potential sentence when a serious crime has been committed. The Department will fulfill its responsibility to these communities in a coordinated, multi-tiered approach, which will include: (1) ensuring that every U.S. Attorney's Office (USAO) with Indian Country in its district coordinates annually with law enforcement partners and tribes in that district to formulate and/or revise its operational plan to address public safety in Indian Country; (2) ensuring that every USAO with Indian Country in its district pays particular attention to violence against women and works closely with law enforcement to make these crimes a priority; (3) improving sexual assault and domestic violence services in Indian Country by providing both funding and intensive, on-site technical assistance to tribes; (4) responding to requests from tribal leaders for assistance in addressing tension associated with allegations of discrimination and hate incidents with services including mediation, conciliation, technical assistance, or training; and (5) expanding critical services, best practices, tools, and other resources to serve tribal communities and protect individuals in those communities from risk of harm.

Increase public awareness and enhance prevention of violence against women

Domestic violence, dating violence, sexual violence, and stalking are a widespread set of crimes that primarily affects women and cuts across all races, socioeconomic levels, and geographic lines. The Department will work to prevent violence against women, empower victims, and hold perpetrators accountable and bring them to justice. The Department will increase public awareness and further efforts in this area by continuing to administer financial and technical assistance to communities around the

country. This will serve to facilitate the creation of programs, policies, and practices aimed at ending domestic violence, dating violence, sexual assault, and stalking. By forging state, local, federal and tribal partnerships among police, prosecutors, victim advocates, health care providers, and community leaders, DOJ grant programs will help educate and prevent crimes and provide victims with the protection and services they need to pursue safe and healthy lives.

Support victims of crime throughout their interaction within the federal criminal justice system

Although the Department would always like to prevent crime before it occurs, that is not always possible. The Department will continue to be committed to ensuring that crime victims are treated fairly, with dignity and respect, throughout their involvement in the federal criminal justice system and to provide them with the support and resources they need. In 2013, the Attorney General announced the Vision 21 initiative, which calls for sweeping, evidence-based changes to bring victim services into the 21st century, and to empower all survivors by closing research gaps and developing new ways to reach those who need our assistance the most. The Department will also continue to rely on DOJ's dedicated victim witness professionals who have training and expertise to provide victims with the highest quality assistance as cases proceed through the criminal justice system. The Department will assist victims with funding for emergency needs, such as reunification travel, crime-scene cleanup, replacement clothing, shipments of victims' remains, emergency shelter, and crisis counseling, in federal matters when other resources are not available. In addition, DOJ will assist victims by supporting state victim assistance

and compensation programs. Further, it will support state, local, and tribal communities through grant programs that provide a wide array of services, including counseling, advocacy, legal, and mental health services. The Department will also make every effort to recover full and fair restitution for victims by using the federal forfeiture statutes to preserve and recover criminal proceeds.

Objective 2.3: Disrupt and dismantle major drug trafficking organizations to combat the threat, trafficking, and use of illegal drugs and diversion of licit drugs

The Department's drug strategy will leverage the collective talent and expertise of several federal law enforcement agencies to identify and target drug supply organizations nationwide, to attack their financial infrastructure, and to disrupt and ultimately dismantle them. Through the formation of prosecutor-led, multi-agency task forces that conduct intelligence-driven, multi-jurisdiction investigations, the Department will continue to mount a comprehensive, multilevel, organizational attack on the drug trafficking and money laundering organizations that pose the greatest threat to the Nation. The Department will disrupt and dismantle major drug trafficking organizations responsible for the supply of illegal or diverted drugs in the United States. Additionally, it will use the skills of prosecutors and agents from federal, state, local, and tribal agencies to combat the most prolific drug trafficking and money laundering organizations. Partnerships with state, local, and tribal governments, along with grants and technical assistance will help reduce the use of illegal drugs and the violence associated with that use.

The Southwest Border region is a particularly vulnerable area and has

increasingly become a focal point in the national security strategy due to the considerable cross-border law enforcement challenges in the region. The flow of narcotics north into the United States, along with the smuggling of criminal monetary proceeds and the illegal trafficking of firearms south out of the United States has had a devastating effect on the United States and Mexico, particularly along the Southwest Border. Much of the violence along the Southwest Border region and in Mexico is perpetuated by drug trafficking organizations vying for control of trafficking routes to the United States and engaging in turf battles for disputed distribution territories.

The vast 5,225-mile border between the United States and Canada, and the evolving drug trafficking trends on both sides of that border, provide numerous challenges for law enforcement and intelligence entities operating along the Northern border under differing authorities, protocols, and expertise. Marijuana and Ecstasy remain the most significant Northern border drug threats to the United States, while the United States remains the primary transit country for cocaine into Canada from South America.

Strategies to Achieve the Objective

Disrupt and dismantle Consolidated Priority Organization Targets (CPOTs)

A CPOT is the leader of an international drug trafficking organization identified as being among those organizations most responsible for the supply of illicit drugs in the United States. They are the most significant drug trafficking and money laundering organizations, clandestine drug manufacturers, and major drug transporters in the world impacting the supply of illegal

drugs in the United States. These organizations can have significant links to terrorist organizations or activities. The Department will continue to participate in high-level, multi-agency investigations to disrupt or dismantle CPOTs and disrupt the drug trade. It will use the CPOT process to evaluate the collective investigative resources aimed at these priority targets and to assess the overall impact of drug enforcement efforts on the operations of these major organizations.

Target, investigate, and prosecute domestic and international drug traffickers and their organizations

Consistent with the *President's National Drug Control Strategy*, which seeks to disrupt domestic drug trafficking and production and strengthen international partnerships, the Department will simultaneously attack all elements of the most significant drug organizations affecting the United States. These include the international supply sources, their international and domestic transportation organizations, the regional and local distribution networks, and the violent enforcers the traffickers use to protect their lucrative business from their competitors and the law. This strategy will focus limited federal drug enforcement resources on reducing the flow of illicit drugs, drug proceeds, and weapons by identifying and targeting the major trafficking organizations; eliminating the financial infrastructure of drug organizations by emphasizing financial investigations, money laundering prosecutions, and asset forfeiture; redirecting federal drug enforcement resources to align them with existing and emerging drug threats; and conducting expanded, nationwide investigations against all the related parts of the targeted organizations, including the channels

through which they obtain their arsenals. To assist in this strategy, the Department has initiated innovative, international sharing efforts to increase information analysis, networking, and data sharing, which will enhance law enforcement's ability to better identify narcotics traffickers' identities, locations, contacts, associates, and assets. The Department will disseminate the results to law enforcement components with a vested interest in the information.

Another integral part of this strategy is to develop strong collaborative partnerships with international partners. The Department recognizes that international cooperation is an essential element of a comprehensive drug control strategy and is key to significantly reducing transnational crime, including drug trafficking and narco-terrorism. The Department will continue to expand its international presence against sources of supply and narco-terrorism. The significant rise in drug and precursor chemical trafficking through parts of Africa from diverse countries presents an ever-growing threat. Increasing DOJ's presence in these areas will allow the Department to build relationships with its partner nations and collaborate with its law enforcement counterparts to help stabilize the regions affected by drug trafficking and neutralize these criminal organizations.

Through the implementation of the Administration's *National Southwest Border Counternarcotics Strategy* and the Department's *Strategy for Combating the Mexican Cartels*, the Department will continue to confront the cartels and provide security at the Southwest Border, engaging in collaboration and coordination at various levels of the government. Addressing Southwest Border security will have two basic elements: policing the actual border to interdict and deter the illegal crossing of

undocumented persons or contraband goods and confronting the large and sophisticated criminal organizations operating simultaneously on both sides of the border.

The Department will work systematically to degrade the power of the Mexico-based drug trafficking organizations, while simultaneously improving the capacity of the Mexican law enforcement institutions to confront the cartels domestically. The desired outcomes of the strategies are to increase the security of U.S. citizens along the Southwest Border and throughout the country; reduce the flow of contraband, primarily drugs, entering the United States; and reduce the flow of weapons and illegal cash into Mexico. The Department will continue to foster coordinated, nationwide investigations and prosecutions that incapacitate the cartels by incarcerating large segments of the leadership cadres while simultaneously destroying their financial infrastructure through seizure and forfeiture of cartel assets.

The Department will also focus its efforts on helping partners establish effective law enforcement tools, such as witness protection programs and asset seizure laws, as well as helping foreign forensic labs achieve international accreditation so that they can share evidence. The Department will provide technical assistance to our foreign counterparts to develop and strengthen legislative regimes needed to combat narcotics trafficking.

Prevent the diversion of pharmaceutical controlled substances and listed chemicals from legitimate channels, including the Internet

The Controlled Substances Act (CSA) and its implementing regulations create a closed system of distribution with internal controls.

The diversion of pharmaceutical controlled substances or listed chemicals, however, can occur through a myriad of criminal schemes. These schemes include, but are not limited to, “doctor shopping,” forged prescription rings, rogue Internet pharmacies, and rogue pain clinics or pill mills. The prevalence of rogue pain clinics, and the millions of dosage units of pharmaceutical controlled substances they divert, negatively affect communities throughout the Nation.

The Department will use an investigative approach to disrupt and dismantle these diversion schemes on two fronts. The first involves the use of Tactical Diversion Squads throughout the United States. This approach will provide teams of federal, state, and local law enforcement officials whose sole responsibility will be to investigate suspected violations of the CSA and other federal and state statutes pertaining to the diversion. The second approach will involve enhanced regulatory oversight of the more than 1.5 million registrants. Enhanced regulatory oversight and education will ensure that CSA registrants adhere to their responsibilities under the CSA by maintaining effective controls against diversion and thereby maintaining the closed system of distribution. This comprehensive approach will be accomplished through a variety of methods, including targeted registrant training, increased frequency of scheduled investigations, specialized initiatives, and use of shared databases to identify, investigate, and prosecute those responsible for diversion and illegal sale of controlled substances. The Department will simultaneously ensure that an adequate and uninterrupted supply of pharmaceutical controlled substances and listed chemicals are maintained in order to meet legitimate medical and scientific needs.

Objective 2.4: Investigate and prosecute corruption, economic crimes, and transnational organized crime

The Nation’s recent economic crisis has had significant and devastating effects on mortgage markets, credit markets, and the banking system. The Department will protect Americans from the financial fraud and corruption that devastates consumers, siphons taxpayer dollars, weakens our markets, and impedes our ongoing economic recovery. The impact of financial crime is not confined to Wall Street – and many times the victims of fraud have worked hard and played by established investment rules, only to see their retirement and life savings vanish at the hands of white-collar criminals. Additionally, the rapid expansion of Internet use throughout the Nation, including business and government, creates a continually growing risk of unlawful acts. The Department will focus its white collar enforcement resources on these areas of potential fraud and associated corruption.

These offenses represent separate and very severe threats to the United States’ economy. The corruption of federal, state, and locally elected, appointed, or contracted officials, whether foreign or domestic, undermines democratic institutions and may threaten the condition of the economy, public safety, and national security, while wasting many taxpayer dollars. As businesses, governments, educational institutions, and individual citizens continue to integrate the Internet and other global network computer systems, extortionists, hostile insiders, identity thieves, and other criminals have new opportunities and new venues to commit unlawful acts. The increased presence of fraud such as corporate fraud, securities fraud, healthcare fraud, and mortgage fraud have escalated and will continue to hamper economic

recovery and persist long after any recovery occurs. IP crime poses a grave threat to the country's economic well-being, as well as the health and safety of U.S. citizens. Finally, transnational crime has expanded dramatically in size, scope, and influence, and transnational criminal networks pose a significant threat to national and international security. In response, the Department will implement actions to support the Administration's *Strategy to Combat Transnational Organized Crime*, which seeks to build, balance, and integrate the tools of American power to combat transnational organized crime and related threats to national security and urge America's foreign partners to do the same.

The Department will pursue fraud and corruption committed against the Federal Government and state and local governments and their programs and will protect consumers through vigorous investigations and civil and criminal enforcement of federal laws. These efforts will return significant amounts to the Treasury, Medicare, and other entitlement programs every year and provide deterrence to those contemplating defrauding federal programs, businesses, and individual citizens.

Strategies to Achieve the Objective

Investigate and prosecute public and corporate corruption

One way to reduce future corruption is to vigorously investigate and prosecute existing corruption and seek appropriately long prison terms for persons convicted of these crimes. Aggressive and effective prosecutions send a clear message that these crimes will not be tolerated and that those engaging in them do so at their peril. The Department intends to increase its efforts

against corruption in three ways: first, it will increase awareness of public corruption, the significant harm it causes, and the interest DOJ has in combating it at all levels of government; second, it will make public corruption investigations and prosecutions a top litigating priority; and third, it will ensure federal prosecutors and investigators that focus on the handling of corruption investigations and prosecutions continue to receive the training necessary to successfully litigate these complex cases.

Corruption, economic crimes, and transnational organized crime encompass a financial element that typically yields criminal proceeds. Furthermore, these crimes often involve victims that have suffered significant financial losses. In order to take the profit out of these crimes and return funds to victims, the Department will conduct financial investigations, pursue asset forfeiture options, and, where appropriate, consider money laundering charges.

Time and time again, law enforcement officials find that criminal actors use legal entities to disguise or legitimize their illegal activity. Criminals often will establish accounts at financial institutions in the names of shell or front companies, disguising their beneficial ownership, and move criminal proceeds from one financial institution to the next. The total amount of money associated with financial transactions involving U.S. shell companies is often in the billions of dollars annually. The Department will work to investigate and expose the criminals hiding behind these legal entities.

Combat mass-marketing fraud, identity theft, disaster-related fraud, and other fraud schemes

The Department will conduct proactive investigations and prosecutions, with investigative support from the FBI, the U.S. Postal Inspection Service, and other agencies, directed at criminal organizations conducting mass-marketing fraud schemes and identity theft that generate significant criminal proceeds. The Department will develop and conduct, in cooperation with other federal law enforcement and regulatory agencies and private-sector organizations, innovative training courses and modules for U.S. and foreign law enforcement authorities on mass-marketing fraud and identity theft. The Department will support special initiatives directed at fraud involving large-scale victimization. Additionally, the Department will conduct, in consultation with federal investigative agencies, outreach to foreign law enforcement authorities to develop cooperative measures and joint or coordinated investigations and enforcement operations against transnational mass-marketing fraud and identity theft schemes.

The Department will spearhead strategic enforcement initiatives to combat all types of fraud stemming from disasters, including charity fraud, identity theft, emergency-benefit fraud, procurement fraud, and public corruption; will spearhead the establishment and operation of command centers for disasters, such as the National Center for Disaster Fraud; and will coordinate and support multiagency efforts to collect intelligence information, reports, and complaints and generate referrals for disaster-related fraud.

Combat health care fraud

Health care fraud is one of the most destructive and widespread national challenges facing our country. Billions of dollars in public and private health care spending is lost each year to health care fraud. In addition to the losses to the federal health benefit programs Medicare and Medicaid, private insurance programs lose billions of dollars each year to blatant fraud schemes in every sector of the health care industry. The Department has responded, and will continue to fight this battle by aggressively investigating and litigating matters involving a variety of health care fraud schemes utilizing Department-wide task forces. These task forces will tackle health care fraud through coordination, communication, and sharing with all federal, state, and local partners.

Uphold and enforce consumer protections

The Department will lead in the efforts to protect consumers through vigorous civil and criminal enforcement of federal consumer protection laws. Enforcement includes combating fraud perpetrated by manufacturers and distributors of misbranded, adulterated, or defective, consumer goods (including food and children's products) and fraudulent services. The Department will investigate and prosecute those manufacturing or distributing misbranded and adulterated drugs and devices, including those who distribute their products for unapproved uses. It will fight financial frauds that victimize consumers in areas such as business opportunity fraud and a variety of financial products. It will do so in part by identifying and disrupting choke points in the financial system which facilitate these frauds.

Investigate and prosecute financial institution fraud

The explosion of financial fraud over the past few years has threatened the Nation's financial stability. The Administration and DOJ recognized that threats to the U.S. economic system must be addressed with the same seriousness and sense of purpose that guide efforts to protect the safety of the Nation. In 2009, the President created the Financial Fraud Enforcement Task Force to bring together a coalition of federal agencies and regulators, along with state and local partners, to provide a broad enforcement effort to combat financial fraud. The Department leads this task force and is committed to increasing the investigation and prosecution of corporate, financial institution, mortgage, investment, and securities and commodities fraud in order to restore confidence in the integrity of the financial and housing markets.

Combat intellectual property crime

The criminal enforcement of intellectual property rights is critical to safeguarding our economy and national security and protecting the health and safety of consumers. In February 2010, the Attorney General created the Intellectual Property Task Force ("IP Task Force") as part of a Department-wide initiative to confront the proliferation of domestic and international IP crime. The Task Force continues to refine the Department's strategy to tackle intellectual property crime that has grown in volume, scope, and sophistication. Through a cadre of over 270 designated prosecutors specially trained to handle computer crime and intellectual property cases, the Department will continue to aggressively investigate and prosecute intellectual property offenses with an emphasis on protecting the public health and safety from

dangerous counterfeit products; protecting American business from commercial and state-sponsored trade secret theft, particularly in the online environment; disrupting large-scale online counterfeiting and piracy networks; and reducing the impact of international organized criminal groups in IP crime. In addition to domestic enforcement, the Department will place special emphasis on improving the international enforcement of IP rights, engaging the public through outreach and education efforts, and coordinating more closely with our state and local law enforcement partners. Through the Task Force, the Department will continue to work closely with the Office of the Intellectual Property Enforcement Coordinator.

Investigate and prosecute high-technology crimes

The United States is facing a continuing and increasing threat from high-technology crime. The Department will develop and support the development of tools, legal approaches, and operational strategies to assist law enforcement in detecting and investigating criminal activity that increasingly abuses the power of global networks and computers and threatens the U.S. critical infrastructure. Prosecutors that are specially trained to handle computer crime and IP cases will continue to receive the ongoing high technology training needed to keep up with the ever-changing technologies and complexities inherently associated with cybercrime investigations and prosecutions.

With the increasing globalization of crime, DOJ will also work with its international partners to develop the global infrastructure – legal, technical, and operational – necessary to combat criminal activity involving computers, networks, and IP. The

Department will help foreign law enforcement agencies establish specialized cybercrime units and facilitate donations of sophisticated computer hardware and software. It will also provide training in the recognition and lawful collection of electronic evidence and its use in bringing criminals to justice.

Combat transnational organized crime

Transnational organized criminals pose serious threats to the Nation's security, from penetrations of U.S. markets to collaborating with terrorists and nations hostile to the United States. Every day, transnational organized criminals threaten the lives and properties of U.S. citizens by committing every imaginable type of serious crime, from sophisticated cybercrimes to trafficking in human beings, fraud, and the theft of IP to money laundering, traditional rackets, and labor racketeering, all protected by a vicious cycle of corruption and violence.

In support of the Administration's *Strategy to Combat Transnational Organized Crime*, the newly modernized Organized Crime Program will enable federal law enforcement to take a unified approach to combating transnational organized crime. The Attorney General's Organized Crime Council will continue to focus high-level attention on these issues and provide a renewed direction for the Program. The Department will bring together information and intelligence of the Federal Government in a dynamic way that can greatly improve the efforts to identify, penetrate, and dismantle the most dangerous organized crime groups through investigations, prosecutions, and asset forfeiture. Through the formation of prosecutor-led, multi-agency task forces that conduct intelligence-driven, multi-jurisdiction investigations,

investigators and prosecutors will concentrate on those transnational organized crime groups that pose the greatest threat to the United States.

Working with other agencies, DOJ will provide international technical assistance to partner nations to build their capacity to partner with the United States in combating transnational organized crime.

Objective 2.5: Promote and protect American civil rights by preventing and prosecuting discriminatory practices

The Department is committed to upholding the civil and constitutional rights of all Americans, including the most vulnerable members of society. Federal civil rights statutes reflect some of America's highest ideals and aspirations – equal treatment and equal justice under law. These statutes not only aim to protect the civil rights of racial and ethnic minorities, but also of members of religious minorities, women, persons with disabilities, service members, individuals housed in public institutions, and individuals who come from other nations and speak other languages. The Department will enforce, defend, and advance civil rights through a multi-faceted approach of litigation, prevention efforts, outreach initiatives, and technical assistance. The Department will work with the Congress, other federal agencies and partnerships, as well as through legislative, regulatory, and policy development. The Department addresses discrimination and promotes equal opportunity in a broad range of areas, including the workplace, schools and higher education institutions, housing, courts, prisons and detention facilities, police departments, and mental health facilities; in voting and immigration-related practices; and in institutions receiving federal financial assistance. The Department also ensures

that private institutions of public accommodation comport with applicable federal civil rights laws.

Strategies to Achieve the Objective

Combat discriminatory lending and ensure fair housing

In the wake of the housing and foreclosure crisis, the President and the Attorney General have made fair lending enforcement a top priority. Since the Department established a dedicated fair lending unit in early 2010, it has reached settlements that provided more than \$660 million in monetary relief for impacted communities and more than 300,000 individual borrowers. The Department's recent settlements ensure that African-American and Hispanic borrowers in communities hit hard by the housing crisis will have an opportunity to access homeownership. The Department will continue to prioritize these enforcement efforts.

The Department will continue to collaborate with banking regulatory agencies and the Consumer Financial Protection Bureau in the enforcement of the fair lending laws. The Department will also engage state attorneys general, other state and local partners, and industry stakeholders to identify emerging discriminatory lending activities for investigation and prosecution. In particular, the Department will prioritize enforcement actions that target discriminatory barriers that limit access to credit, and that charge higher fees and interest rates based on race or another illegal basis. The Department will continue to bring cases under the Fair Housing Act to combat discrimination and segregation in housing and will continue to ensure that housing is made available to all persons

regardless of race, color, religion, sex, familial status, national origin, or disability.

Investigate and prosecute hate crimes

Hate crimes are a significant investigative priority because they impact not only the victims, but an entire community. In FY 2011, the FBI documented 6,222 hate crime incidents involving 7,713 victims and 7,254 offenses. Nearly 50 percent of these were motivated by racial bias. Conservative estimates indicate that the level of voluntarily reported hate crimes is less than half of the actual hate crimes that occur annually in the United States. According to the Bureau of Justice Statistics' National Crime Victimization Survey, there were 195,500 hate crimes in calendar year 2011. Ninety percent of those crimes involved violence. Additionally, the terrorist acts of September 11, 2001 brought an increase of incidents of violence, threats, and other forms of discrimination to Arabs, Muslims, Sikhs, and South Asians.

The Department's authority to prosecute hate crime cases expanded considerably with enactment of the "Matthew Shepard and James Byrd Jr. Hate Crime Prevention Act" in 2009. The Act allows federal prosecutions of hate crimes committed against victims because of their actual or perceived sexual orientation, gender, gender identity, or disability. With this expanded authority, the Department continues to execute a comprehensive implementation plan.

The Department is working in each district to coordinate the efforts of federal law enforcement agencies, state law enforcement agencies, state and local district attorneys responsible for hate crimes prosecutions, and community-based organizations. These organizations evaluate the hate crime threats

in the district, develop strategies to effectively deter and punish such crimes, and develop a means for reporting possible violations. The Department has also designed and implemented a nationwide training program for federal prosecutors, FBI agents, and state and local law enforcement officials. In addition, the Department supports communities employing strategies to prevent and respond to alleged violent hate crimes committed on the basis of actual or perceived gender, gender identity, sexual orientation, religion or disability.

DOJ will work with state and local government and law enforcement officials, private and public organizations, and community groups to mediate disputes, provide conflict resolution training, and help communities enhance their capacity to independently prevent and resolve future conflicts and hate crimes. Also, as necessary, DOJ conciliators will assist in restoring stability and accord to communities following civil disorders or controversial interactions with law enforcement, or in initiating rumor control to prevent misinformation from spreading throughout a community.

Ensure voting rights

The Department enforces a number of federal laws designed to protect the right to vote, including the Voting Rights Act, the Uniformed and Overseas Citizens Absentee Voting Act, the National Voter Registration Act and the Help America Vote Act. The Department will continue to place a high priority on the protection of voting rights through efforts to detect and investigate voting practices that violate the federal laws it enforces, through affirmative litigation to enjoin such practices, and through monitoring of elections all throughout the

country each year. One of these high priorities is to detect and challenge practices that violate Section 2 of the Voting Rights Act, which is the permanent nationwide prohibition against voting practices that are intended to be racially discriminatory, or that have a racially discriminatory result.

Fight employment discrimination

Under Title VII of the Civil Rights Act of 1964, DOJ may start a lawsuit where it has reason to believe that a person or entity is engaged in a "pattern or practice" of discrimination or where a denial of rights to a group of persons raises an issue of general public importance. Through these lawsuits, the Department can obtain both actual and punitive damages, for persons harmed by a defendant's discriminatory actions as well as injunctions to correct past discriminatory conduct or prevent further discriminatory conduct. Pattern or practice cases are particularly important civil rights enforcement tools because they can lead to systemic reforms that remedy and prevent future discrimination, benefiting large numbers of minority and/or female applicants and employees. The Department is committed to the use of this tool on behalf of minorities and women. It will institute and apply principles for targeting employers most likely to be engaging in pattern or practice discrimination; monitor sources of information likely to lead to development of pattern or practice cases, such as media reports, interactions with stakeholders, and outreach to unions; train additional attorneys to develop and bring lawsuits under Section 707 of Title VII of the Civil Rights Act of 1964, including complex cases involving the statistical and validity evidence necessary to prove that employment practices have an unlawful disparate impact; identify opportunities to participate as persons not directly party to the case in appellate and

Supreme Court cases addressing interpretation of the employment discrimination laws; and work with the Equal Employment and Opportunity Commission and the Department of Labor to leverage joint resources and improve the effectiveness of enforcement, including by collaborating on investigations, training, and development of policy.

Through its exclusive enforcement of the anti-discrimination provision of the Immigration and Nationality Act (INA), the Department investigates and prosecutes allegations of national origin and citizenship status discrimination in hiring, firing, and recruitment or referral for a fee, as well as unfair documentary practices during the employment eligibility verification process.

Protect the rights of persons with disabilities

The Americans with Disabilities Act (ADA) is an indispensable tool for combating discrimination against, and ensuring equal access for, individuals with disabilities. To enhance ADA enforcement, the Department will carry out its requirement of accessible public transportation by bringing cases to challenge inaccessible mainline transit and inadequate para-transit services; initiate litigation to ensure equal access for persons with disabilities in health care, admissions testing, educational opportunities, employment, state and local government services, and places of public accommodation; build on its successful enforcement of the accessible-new-construction provisions of the ADA by increasing attention to enforcement of the requirement that barriers to access be removed in pre-ADA buildings; and promulgate regulations implementing Titles II and III of the ADA, including regulations addressing accessibility of movie

theaters (e.g., captioning), next generation 911 systems, and websites.

Protect religious liberty

The Department enforces a wide range of laws and civil rights statutes protecting religious liberty including: laws barring discrimination based on religion in employment, public education, housing, credit, and access to public facilities and public accommodations; laws barring zoning authorities from discriminating against houses of worship and religious schools; laws protecting the religious rights of institutionalized persons; and criminal statutes such as the Church Arson Prevention Act, which makes it a federal crime to attack persons or institutions based on their religion or otherwise interfere with religious exercise.

Address education discrimination and segregation

The Department seeks to address and prevent discrimination and segregation in elementary and secondary schools and in institutions of higher education. The Department is involved in nearly 200 cases to desegregate schools; combats the school to prison pipeline by addressing disparities in school discipline; and ensures that schools respond appropriately to harassment of students on the basis of sex, race, national origin, disability, and religion. In addition, the Department ensures that English Language Learner students have an equal opportunity to participate in instructional programs, and that students with disabilities are better integrated into and receive necessary supports to be successful in learning environments with their non-disabled peers.

Objective 2.6: Protect the federal fisc and defend the interests of the United States

The Department of Justice is the Nation's largest law office and chief litigator. The Department is involved in both defending and representing hundreds of United States' agencies, offices, and employees; in defending against myriad challenges to federal laws, programs, and policies; and in protecting the integrity of the Nation's antitrust laws and bankruptcy system. This work is critical to protecting the federal fisc against unwarranted monetary claims and to ensuring the United States can continue to protect the Nation's security, maintain civil law and order, and ensure public safety. Accordingly, the Department will continue to fulfill these responsibilities by defending the Federal Government against monetary claims and challenges to its jurisdiction and authority, including the constitutionality of statutes passed by Congress.

Defensive litigation impacts virtually every aspect of the Federal Government's operations. The Department represents over 200 federal agencies, the U.S. Congress, and the federal treasury in litigation arising from a broad range of monetary claims against the government, including legal action related to domestic and foreign operations, American Indian litigation, commercial activities, entitlement programs, internal revenue activities, and environmental and conservation laws. The potential cost to the government and federal tax payers from these matters could be substantial, but through rigorous and fair representation, DOJ will continue to mitigate any potential losses and protect federal monies.

Strategies to Achieve the Objective

Safeguard taxpayer dollars from monetary claims against the Federal Government

As a policy matter, the Department settles matters based upon careful litigation risk analysis. The Department will settle cases when it is reasonable to do so and pursue litigation when necessary. It will strive to obtain a fair contribution to the settlement from third parties or non-parties who have an arguable obligation to underwrite the government. This will serve to minimize the portion of the settlement borne by the government in such cases and avoid further litigation over the issue.

While the Department resolves many cases through dispositive motions and trials, it resolves nearly half through settlements and voluntary dismissals. In addition, the Department has shifted some of its efforts from reactive litigation defense toward more proactive client counseling to avoid potential litigation and prevent unfavorable outcomes should cases proceed. These actions will continue in the future. The Department will also assist agencies in considering substantial administrative claims before they result in litigation. This will allow for identification of claims that should be settled at that stage, help agencies craft an effective denial letter that will dissuade the claimant from pursuing litigation, or, at a minimum, permit DOJ attorneys to become familiar with the dispute prior to a lawsuit being filed so that they can defend the litigation more effectively.

The Department will rigorously investigate the nature and extent of claimed injuries, available defenses, and mitigation of damages, using appropriate formal and informal mechanisms of discovery. It will

use appropriate and sophisticated motion practice to narrow issues and achieve early disposition of cases. Moreover, the Department will identify claims that need defending at trial and through appeal, if necessary, or negotiate a fair and just pre-trial resolution within the confines of the law.

The Department will continue to support the use of private alternative dispute resolution processes (primarily mediation) in strategic settlement of affirmative and defensive civil cases. The Department must also weigh the importance of promoting government interests against an interest in preserving the federal fisc through the encouragement of equitable and expeditious settlement as early as possible in the case.

Nearly one-third of civil cases in foreign courts involve defensive labor cases brought by employees of U.S. embassies and consulates. As a result, Department attorneys now serve as instructors at the DOS Foreign Affairs Institute to train human resources officers how to avoid potentially expensive labor-related lawsuits, prior to their foreign assignments. Given the frequency with which foreign courts award large judgments in labor cases where terminations have been ruled improper, this will help to avoid potential expenditures from the Judgment Fund or client agency budgets, as well as the considerable costs of the foreign counsel that represent the interests of the United States in court.

The Department will continue to independently review the merits of each case the Internal Revenue Service requests be brought or defended, to ensure that the government's litigating positions are consistent with applicable law and policy. The Department will encourage its attorneys to consider reasonable settlement offers (or complete government concessions, if

appropriate), and well-established settlement policies, including a separate office that will independently consider settlement offers in the largest and most complex cases. To effectively and efficiently collect the judgments it has obtained, the Department created Financial Litigation Units (FLUs), whose paralegals perform administrative collection functions, freeing FLU attorneys to conduct additional litigation required to effect judgment collection.

Protect the integrity and ensure the effective operation of the Nation's bankruptcy system

The Department promotes the integrity and efficiency of the bankruptcy system for the benefit of all stakeholders – debtors, creditors, and the public. The Department will continue to enforce the Bankruptcy Code and oversee the administration of bankruptcy cases, ranging from individual consumer cases to large corporate reorganizations. The Department possesses broad administrative, regulatory, and litigation authorities. It will identify, investigate, and prosecute bankruptcy fraud and abuse, including obtaining civil remedies for abuse by debtors as well as providing consumer protection to debtors who are victimized by attorneys, petition preparers, creditors and others who prey upon those in dire financial straits, in coordination with U.S. Attorneys and law enforcement agencies.

The U.S. Trustees have an affirmative duty to refer instances of possible criminal conduct to the U.S. Attorneys and to assist in prosecutions. The integrity of the bankruptcy system depends upon debtors to report honestly and accurately all their assets and liabilities when they file for bankruptcy protection. Criminal referrals from the U.S. Trustees show that bankruptcy crimes often are linked to other white collar crimes, such

as fraud in obtaining federally guaranteed mortgage loans, money laundering, identity theft, mail fraud, or wire fraud.

Collaboration with USAOs, FBI, fraud working groups, and task forces will continue in order to identify and investigate suspected violations of federal criminal laws.

The Department appoints and regulates private trustees who administer cases filed under chapters 7, 12, and 13. U.S. Trustees will continue to monitor the activities of these private trustees and employ electronic reporting systems and field audits to ensure the private trustees handle cases effectively and efficiently. This will entail maximizing the recovery of assets, promptly administering cases, accurately distributing funds to creditors, and conducting themselves in accordance with the law and high fiduciary standards. The Department will continue to train trustees and evaluate their overall performance, review their financial operations, ensure the effective administration of estate assets, and intervene to prevent loss of estate assets when instances of embezzlement, mismanagement, or other improper activity are uncovered.

Lastly, even though chapter 11 filings represent one percent of all bankruptcy filings, they often require urgent attention and ongoing oversight. The goal is to ensure chapter 11 debtors comply with the law, and move promptly to resolve their financial difficulties, and confirm a plan of reorganization. The Department will continue in this role, which is especially important in smaller chapter 11 cases where creditors lack a financial stake to participate actively, and complex chapter 11 cases involving multi-billion dollar corporations that raise novel legal issues.

Support competitive markets by enforcing antitrust laws

The Department will promote competition in the U.S. economy through enforcement of the antitrust laws and advocating on behalf of consumers and competition. There are two broad categories of work: criminal and civil.

On the criminal side, the Department will: (1) focus on price-fixing conspiracies that harm U.S. consumers. These matters often transcend national boundaries, involve technologically advanced and subtle forms of criminal behavior, and increasingly impact U.S. businesses and consumers; and (2) employ international advocacy and coordination to help combat international cartels that target U.S. markets because of the breadth and magnitude of the harm that they inflict on American businesses and consumers.

In civil matters, the Department will: (1) seek to promote competition by blocking potentially anticompetitive mergers and restricting anticompetitive activities such as group boycotts and exclusive dealing; (2) seek to maintain the competitive structure of the national economy by investigating and litigating instances where monopoly power is sought, attained, or maintained through anticompetitive conduct and by seeking injunctive relief against mergers and acquisitions that may negatively impact competition; (3) investigate, challenge, and prosecute the international price fixing on the part of the cartels' business arrangements that are potentially anticompetitive; (4) advance procompetitive national and international laws, regulations, and policies; (5) guide and educate businesses, consumers, and counterpart agencies about antitrust law to increase their awareness and understanding;

(6) work toward bringing greater cooperation to international antitrust enforcement by facilitating international discussions on important issues and by building and reinforcing its bilateral and multilateral relationships; (7) intensify its day-to-day considerations of international issues in its criminal, merger, and civil non-merger investigations and enforcement actions, which will result in more frequent and active engagement with the Department's counterparts around the world in efforts to protect competition and consumers; and (8) bring greater convergence, where appropriate, to the substantive standards that agencies around the world use in judging anticompetitive conduct. In addition, the Department will actively work with international organizations to encourage the adoption, regulation, and enforcement of competition laws as worldwide consensus that international cartel activity is pervasive and is victimizing consumers everywhere.

The Department will provide guidance and raise awareness of competition issues through its business review program, outreach efforts to business groups and consumers, and the publication of antitrust guidelines and policy statements aimed at particular industries or issues. The Department will reach as many companies, agencies, and other groups as possible. By providing them with detailed and specific guidance on the law, the Department will seek to promote competitive behavior and deter anticompetitive behavior.

Support efforts to protect the environment and natural resources

As the Nation's chief environmental litigator, the Department enforces federal pollution abatement laws to protect the environment of the United States and the

health of its citizens. The Department also defends against suits challenging environmental and conservation laws, programs, and activities; represents the United States in all matters concerning the protection, use, and development of the Nation's natural resources and public lands; supports the Nation's military and national security interests through land acquisitions and defense of military activities against such challenges as from wildlife protection groups; and litigates on behalf of Indian tribes and individual Indians.

Prosecution will remain a cornerstone of the Department's integrated approach to ensure broad-based environmental compliance. Investigators and prosecutors will seek to discover and prosecute criminals before they cause substantial harm to the environment, resulting in serious health effects or economic damage to consumers or honest competitors.³

The Department will represent federal agencies in litigation and assist in the development of effective enforcement strategies that seek compliance with, and deter violation of, the Nation's environmental protection and conservation laws. The Department will address these issues by enforcing statutes designed to address the cleanup of hazardous waste sites; the management of hazardous wastes and used oil; the pollution of surface waters and the integrity of drinking water; the quality of air and the regulation of chemical substances and mixtures which present a risk to human health and the environment; the regulation of pesticides; claims that wetlands or other U.S. waters have been

³ Office of Criminal Enforcement, U.S. Environmental Protection Agency. Memorandum from E. Devaney, "The Exercise of Investigative Discretion", Jan. 12, 1994

filled without required Clean Water Act permits; and the regulation of ocean and coastal water. It will represent federal agencies such as the National Oceanic and Atmospheric Administration, the Fish and Wildlife Service, and the National Marine Fisheries Service in civil cases arising under the fish and wildlife conservation laws. This will include violations of the Endangered Species Act and the Marine Mammal Protection Act. The Department will also place a high priority on cases involving the protection of critical military and security operations while maintaining the Administration's commitment to the protection of the land and natural resources through robust enforcement of, and compliance with, the Nation's environmental laws. Additionally, the Department will maintain the integrity of the Nation's infrastructure and continue to enforce infractions involving pipeline integrity, leaky storage tanks, endangerment from chemical and manufacturing plants, and threats to public drinking water systems.

The Department will also strengthen its ability to convict those who commit environmental crimes and further deter environmental crimes by leading law enforcement initiatives involving terrestrial and marine oil spills, vessel pollution, wildlife smuggling, illegal disposal of electronic waste, laboratory fraud, and hazardous materials transportation. The Department will continue to conduct training, perform outreach, and engage in domestic and international cooperation and coordination efforts to combat environmental and wildlife crimes.

Defend the Federal Government against challenges to its jurisdiction and authority, and defend the constitutionality of statutes passed by Congress

The Department represents the U.S. Government in court in a number of ways. It represents the government in challenges and jurisdiction in the Supreme Court; defends the constitutionality and application of federal statutes, policies, and programs; defends federal agency officials and actions in challenges to executive orders, federal statutes, regulations, and administrative decisions; defends federal civil rights laws from constitutional challenges; enforces the Nation's tax laws fully, fairly, and consistently, through both criminal and civil litigation, in order to promote voluntary compliance with the tax laws, maintain public confidence in the integrity of the tax system, and promote the sound development of the law; and defends challenges to federal environmental and conservation programs and activities by representing the United States in all matters concerning the protection, use, and development of the Nation's public lands and natural resources.

The Department will continue to support the Attorney General in his role as legal adviser to the President and the rest of the Executive Branch. This includes advising the President concerning the appropriate disposition of applications for executive clemency, counseling interagency task forces and providing comments and consultation, and participating in proceedings before federal regulatory agencies to support adoption of the best designed forms of regulation where continued regulation is deemed necessary. Component officials will continue also to testify before Congress concerning the impact of proposed federal legislation.

In the area of national security, the Department will seek to continue its successes in federal courts reviewing habeas corpus petitions by prisoners seeking release from Guantanamo Bay and from facilities in Afghanistan. The Department also will defend the legality of efforts to crack down on terrorist organizations seeking funds via U.S. charities. It will continue to defend the constitutionality of FISA against legal challenges. All the while, the Department will defend the country's national security interests in a manner consistent with law.

In matters pertaining to land management, the Department represents federal land management agencies in challenges to regulatory and permits activities which impact public lands. It will defend decisions concerning oil and gas leasing on public lands, as well as other actions which land management agencies take in fulfillment of their multiple use mandates.

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STRATEGIC GOAL III



**Ensure and Support the Fair, Impartial, Efficient,
and Transparent Administration of Justice at the
Federal, State, Local, Tribal, and International Levels**

Strategic Goal 3: Ensure and Support the Fair, Impartial, Efficient, and Transparent Administration of Justice at the Federal, State, Local, Tribal, and International Levels

All levels of law enforcement – international, federal, state, local, and tribal – as well as the Intelligence Community and partners in industry and academia look to DOJ for leadership and assistance. The Department will continue to maintain and enhance existing partnerships, develop new relationships, and work with organizations at all levels to achieve common operational objectives. Through strong relationships, all participants will enhance and benefit from the collective knowledge and understanding of the values inherent in the American justice system.

Goal 3 summarizes the work the Department will perform to promote relationships with law enforcement partners, protect individuals involved in federal judicial proceedings, provide housing and beneficial services for persons in federal custody, adjudicate and litigate immigration cases, and establish rule of law in the international community. In each of these areas, the Department will continue to support its partners through direct operations or grant programs or both.

The Department has established seven objectives to guide its efforts in this area:

Objective 3.1: Promote and strengthen relationships and strategies for the administration of justice with law enforcement agencies, organizations, prosecutors, and defenders through innovative leadership and programs

Objective 3.2: Protect judges, witnesses, and other participants in federal proceedings by anticipating, deterring, and investigating threats of violence

Objective 3.3: Provide safe, secure, humane, and cost-effective confinement and transportation of federal detainees and inmates

Objective 3.4: Reform and strengthen America’s criminal justice system by targeting the most serious offenses for federal prosecution, expanding the use of diversion programs, and aiding inmates in reentering society

Objective 3.5: Apprehend fugitives to ensure their appearance for federal judicial proceedings or confinement

Objective 3.6: Prevent and respond to genocide and mass atrocities and ensure that perpetrators of such crimes are held accountable in the United States and, if appropriate, their home countries

Objective 3.7: Adjudicate all immigration cases promptly and impartially in accordance with due process

Objective 3.8: Strengthen the government-to-government relationship between tribes and the United States, improve public safety in Indian Country, and honor treaty and trust responsibilities through consistent, coordinated policies, activities, and litigation

Among the DOJ components that share responsibility for this strategic goal are: Bureau of Prisons (BOP); USMS; OJP; Executive Office for Immigration Review (EOIR); U.S. Parole Commission (USPC); Community Oriented Policing Services (COPS); CRM; FBI; ATF; CRT; ENRD;

INTERPOL Washington; Office of Tribal Justice (OTJ); and the U.S. Attorneys.

Objective 3.1: Promote and strengthen relationships and strategies for the administration of justice with law enforcement agencies, organizations, prosecutors, and defenders through innovative leadership and programs

Preventing and controlling crime is critical to ensure the strength and vitality of democratic principles, the rule of law, and the fair administration of justice.

Domestically, since state and local law enforcement are responsible for most crime control, prevention, and response in the United States, the Federal Government is most effective in these areas when it develops and maintains partnerships with the officers and officials who work in the Nation's states, cities, and neighborhoods. By partnering with key stakeholders at the state and local levels, the Department is able to build a cohesive and comprehensive body of knowledge on issues from innovative programs for inmates to the apprehension of fugitives and other criminal elements. By also forging state, local, and tribal partnerships among police, prosecutors, victim advocates, health care providers, and others, the Department's grant and knowledge-sharing programs provide victims with the protection and services they need to pursue safe and healthy lives, while simultaneously empowering communities and local law enforcement to hold offenders accountable and implement effective crime prevention strategies.

Crimes committed in the United States often have ties to networks or operations in other countries. To address these threats, the Department is committed to expanding the scope and depth of international partnerships by enhancing collaboration; helping to

establish rule of law through international treaties and training and assistance; and using international working groups to foster communication to enhance investigations, intelligence sharing, and threat awareness.

Overall, the Department will continue to ensure that law enforcement at every level, domestic and international, is engaged in the fair, impartial, efficient, and transparent administration of justice.

Strategies to Achieve the Objective

Partner with state, local, and tribal law enforcement agencies through grants and technical assistance to address public safety concerns

The Department supports agencies and communities by funding a variety of broad-purpose initiatives as well as specific programs that support the partnership between law enforcement and communities. The Department also encourages collaborative problem-solving to address both new and existing public safety concerns. By working together, victims will be kept safe and offenders held accountable.

The Department will continue to foster programs in state, local, and tribal communities through a variety of initiatives that provide innovative leadership, critical research and information, and essential funding to help communities implement public safety programs and strategies. The Department will also continue to provide financial, training, and technical assistance to communities across the country to develop programs, policies, and practices aimed at ending domestic violence, dating violence, sexual assault, and stalking. In addition, through grant programs, financial assistance will be available to state, local, and tribal law enforcement agencies to

address law enforcement needs. These grant programs will focus on increasing the capacity to implement community policing strategies, hire more officers, purchase equipment, obtain new technology, and receive training and technical assistance.

For more than a decade, the Department has provided resources, grant funding, and technical assistance to tribal communities across the Nation. The Department will continue to engage and coordinate actions in tribal communities on issues of public safety, such as violent crimes committed against Indian women, to ensure that the perpetrators of crime are held responsible for their actions.

The Department will also continue to support ongoing research and evaluation of program approaches and strategies that show promise in reducing or preventing crime and victimization. These include research on the causes of, and solutions for, crime; violence, including violence against women and teen dating violence; elder mistreatment; children exposed to violence; and victimization. They also include evaluations of policing, courts, sentencing, institutional and community corrections, and other criminal justice programs and policies.

Finally, research indicates that treating non-violent drug offenders through court-monitored rehabilitation helps reduce recidivism and substance abuse and increase offenders' likelihood of successful rehabilitation through early, continuous, and intense judicially supervised treatment; mandatory periodic drug testing; community supervision; and appropriate sanctions. The Department will continue to support these programs through a variety of grants that provide financial and technical assistance to state, local, and tribal governments to develop and implement treatment drug

courts and other alternatives to incarceration that effectively integrate substance-abuse treatment, mandatory drug testing, sanctions and incentives, and transitional services in a judicially-supervised court setting with jurisdiction over nonviolent, substance-abuse offenders.

Support international cooperation and the establishment of rule of law through international treaties, training, and assistance

The Department will continue to develop strong working relationships with foreign counterparts to coordinate multi-dimensional investigations, evidence gathering and sharing, and tracking and apprehending international fugitives from justice. To promote strong working relationships, the Department will continue to provide assistance to foreign counterparts to improve the skills of foreign prosecutors, law enforcement personnel, forensics specialists, corrections personnel, and judges; encourage legislative and justice sector reform in countries with inadequate laws; and promote the rule of law and regard for human rights. Such assistance will enhance the ability of foreign governments to prevent or disrupt terrorism before it extends beyond their borders to threaten the United States, and will help to establish a framework for effective international law enforcement cooperation.

The successful investigation and prevention of terrorist attacks typically require international cooperation and the collection of evidence from abroad. The Department will continue to take the lead role in making formal requests to countries around the world to secure the return of international fugitives and evidence critical to the investigation and prosecution of terrorist activity. Using a network of bilateral

extradition treaties, mutual legal assistance treaties, and multilateral conventions, DOJ will work closely with U.S. and foreign prosecutors, law enforcement, and judicial authorities in matters relating to counterterrorism investigations to secure critical evidence located outside the jurisdiction of the United States.

Objective 3.2: Protect judges, witnesses, and other participants in federal proceedings by anticipating, deterring, and investigating threats of violence

The U.S. Marshals (USMS) is the Federal Government's primary organization for protecting judges, witnesses, and other participants in federal proceedings. Protection is accomplished by anticipating and deterring threats to the judiciary and the continuous development and employment of innovative protective techniques. In addition, the greater focus to apprehend and prosecute suspected terrorists will increase the demand for high-level security required for many violent criminal and terrorist-related court proceedings. USMS will continue to develop and employ innovative techniques to protect federal judges, jurors, other participants, and members of the federal judiciary.

Strategies to Achieve the Objective

Stop potential violence against judges, court personnel, witnesses, and victims

Investigating threats of violence planned against court officials – judges, attorneys, victims, witnesses, and court support staff – is a critical aspect of providing security. With the help of other federal, state, and local law enforcement agencies, the Department will carefully assess each potential threat based on the best intelligence available and respond in a timely and appropriate way. The

Department will continue to work closely with U.S. Courts, U.S. Attorneys, and federal law enforcement agencies to ensure security for court personnel, witnesses, and victims, and make certain court sessions are not disrupted.

Objective 3.3: Provide safe, secure, humane, and cost-effective confinement and transportation of federal detainees and inmates

The Department of Justice is responsible for detaining persons charged with violating federal criminal statutes, provided they have not been released on bond or personal recognizance pending disposition of their cases. The USMS assumes custody of individuals arrested by all federal law enforcement agencies and is responsible for the housing and transportation of prisoners from the time they are remanded into custody until they are either released or incarcerated. The Bureau of Prisons (BOP) is responsible for the custody and care of federal offenders and ensures that they serve their sentences of imprisonment in facilities that are safe, humane, cost-efficient, and appropriately secure. In addition, BOP is responsible for the District of Columbia's sentenced felon inmate population. USMS establishes detention policy and oversees the federal detention management system. USMS is responsible for managing DOJ detention resources, implementing business process improvements, and identifying areas where operational efficiencies and cost savings can be realized.

Detention populations are projected to increase. The Department will continue to collaborate with other government agencies engaged in housing detainees to enhance operations and create potential opportunities for achieving efficiencies, such as sharing expertise and new innovations in detention

management and exploring acquisition activities, information systems, planning models, or other operational/strategic initiatives that would benefit multiple agencies.

Strategies to Achieve the Objective

Ensure safety and security of inmates incarcerated in the federal prison system

It is the Department's duty, and in the Nation's interest, to provide for the safety and security of inmates that are incarcerated in the federal prison system. A safe and secure environment for inmates and other persons in federal custody helps to protect inmates, staff, and the public. The Department will continue to maintain the highest level of security throughout the prison system, ensure that correctional staff are properly trained and equipped, and maintain procedures to minimize violence and the introduction of contraband in prison facilities. The Department is prepared to house dangerous inmates, including those convicted of terrorist acts. Additional focus is placed on inmates in segregated housing to ensure such housing is used only when necessary to maintain the safety, security, and orderly operation of prison facilities.

Ensure adequate, cost-effective prison and detention capacity

The Department is responsible for providing oversight of detention management and for improving and coordinating detention activities of federal agencies involved in contracting for detention services. The bed space to house pretrial detainees is acquired through intergovernmental agreements with state and local governments and contracts with private vendors. Containing housing costs is a multi-faceted effort. Strategies include the use of confinement alternatives,

utilizing the least costly bed space within the desired location, and partnered contracting.

Transport prisoners securely and efficiently

The Department will continue to provide for the safe, secure, and humane transportation of persons in federal custody by the most cost-effective and efficient means possible, while safeguarding transportation personnel and the American public. The USMS is the Federal Government's primary organization for transporting prisoners to jails, courts, medical appointments, and other necessary destinations. With prisoner populations growing throughout the country, USMS is challenged to maintain a high security standard while transporting prisoners. Along the Southwest Border in particular, large numbers of prisoners have dramatically affected the ability of Deputy Marshals to produce defendants before the courts.

The Department's Justice Prisoner and Alien Transportation System (JPATS) is responsible for transporting prisoners and is one of the largest transporters of prisoners in the world — moving prisoners everyday between judicial districts, correctional institutions, and foreign countries. The Department will implement a strategy to optimize the JPATS transportation network by creating more flexibility in the system and determining the right-size aircraft, optimal routes, and hub locations. These efforts are focused on reducing the time between the movement request and arrival at the destination.

Objective 3.4: Reform and strengthen America’s criminal justice system by targeting the most serious offenses for federal prosecution, expanding the use of diversion programs, and aiding inmates in reentering society

Even as most crime rates decline, the Department needs to examine new law enforcement strategies and better allocate our resources to keep pace with today’s continuing threats as violence spikes in some of our greatest cities. The Department needs fresh solutions for assisting victims and empowering survivors of violent crime and sexual assault. Although illegal drug use has been reduced to the lowest levels in three decades, a vicious cycle of poverty, criminality, and incarceration traps too many Americans and weakens too many communities. While the population of the United States has grown by about one third since 1980, the federal prison population has grown by more than 800 percent in the same time period. Incarceration should be used to punish, deter, and rehabilitate – not merely to warehouse and forget. Additionally, federal detention and prison spending is on an unsustainable track and has increasingly displaced other important Department public safety investments – including resources for investigation, prosecution, prevention, intervention, prisoner reentry, and assistance to state and local law enforcement. The Department must keep taking steps to make sure that people feel safe and secure in their homes and communities and that public safety is protected in the most efficient and effective way.

Strategies to Achieve the Objective

Develop specific, locally-tailored guidelines for determining when federal charges should be filed

By targeting the most serious offenses, prosecuting the most dangerous criminals, directing assistance to crime ‘hot spots,’ and pursuing new ways to promote public safety, deterrence, efficiency, and fairness, the Department can become both smarter and tougher on crime. The Department’s prosecutors must not only determine that a defendant’s conduct constitutes a federal offense and that there is sufficient admissible evidence to obtain and sustain a conviction, but also that the prosecution serves a substantial federal interest, that the defendant is not subject to effective prosecution elsewhere, and that there is no adequate non-criminal alternative to prosecution. The Department’s prosecutors must also consult with state, local, and tribal law enforcement to shape district-specific prosecution criteria and to ensure that agency priorities in each district align with federal prosecution goals. By providing leadership to all levels of law enforcement, and bringing intelligence-driven strategies to bear, the Department can bolster the efforts of local leaders, U.S. Attorneys, and others in the fight against violent crime while remaining committed to common sense criminal justice reform.

Modify the Department’s charging policies to avoid harsh mandatory minimum sentences for low-level, nonviolent drug offenders

Some statutes that mandate inflexible sentences, regardless of the facts or conduct at issue in a particular case, reduce the discretion available to judges. In 2013, the Attorney General mandated a modification

of the Department's charging policies so that certain low-level, nonviolent drug offenders, who have no ties to large-scale organizations, gangs, or cartels will no longer be charged with offenses that impose mandatory minimum sentences. They will instead be charged with offenses for which the accompanying sentences are better suited to their individual conduct, rather than excessive prison terms more appropriate for violent criminals or drug kingpins.

Expand criteria for consideration of reductions in sentences for certain offenders

The Department has updated its framework for considering compassionate release for inmates facing extraordinary and compelling circumstances, taking into consideration any threat to public safety an inmate's release may pose. In 2013, the BOP expanded the criteria that will be considered for inmates seeking compassionate release for medical reasons. Additionally, the BOP has added criteria for elderly inmates and certain inmates who are the only possible caregiver for their dependents. Requests for a reduction in sentence are ultimately submitted to a sentencing judge for approval. We believe these changes to the compassionate release policy are both fair and smart, as it will enable us to use our limited resources to house those who pose the greatest threat.

Offer alternatives to incarceration for low-level nonviolent offenders

The Department is taking steps to identify and share best practices for enhancing the use of diversion programs, such as drug treatment and community services initiatives that can serve as effective alternatives to incarceration.

Provide programs that support inmates' reintegration into society

Each year approximately 45,000 inmates are released from federal prison and return to U.S. communities and millions more cycle through local jails. Most inmates lack education and job skills and many have a history of drug dependency.

Research has shown that inmates who complete at least one educational course or a residential drug treatment program and those who work in prison industries while incarcerated are less likely to recidivate. To assist federal inmates diagnosed with substance use disorders, the Department will continue to develop evidence-based treatment practices such as the Residential Drug Abuse Treatment Program designed for inmates with moderate to serious substance abuse disorders. The Department will also continue to provide opportunities for inmates to participate in an array of educational, vocational job training, religious, and other rehabilitation programs to assist them with the transition back to communities.

Inmates are assessed to determine their skill development needs and prioritized for program placement. In addition, the assessment focuses on the development of collaborations to address barriers and assist in obtaining needed resources for reentry preparation, as well as enhancing continuity of care and information exchange with external entities.

Additionally, the Department has been taking steps to reduce recidivism by developing graduated sanctions to address non-compliant behavior, thereby reducing the number of low-risk, non-violent offenders returning to prison.

Promote effective policies to aid inmates in reentering society

Lack of or ineffective reentry policies impose high social and economic costs, including increased crime, increased victimization, increased family distress, and increased pressure on already-strained federal, state, and local budgets. By assisting individuals being released from prisons and jails to become productive citizens, we can protect public safety and save taxpayer dollars by lowering the direct and collateral costs of incarceration.

Multiple Department components have played a significant role in advancing this strategy. The Office of Justice Programs leads the Federal Interagency Reentry Council's Staff-Level Working Group, oversees the Second Chance Act grants, and has funded a comprehensive national study by the American Bar Association's Criminal Justice Section on the collateral consequences of criminal convictions. The Civil Rights Division leads the Collateral Consequences Working Group of the Reentry Council. The Access to Justice Initiative has worked with federal grant-making agencies to emphasize the importance of connecting the reentering population with legal services necessary to surmount barriers to reentry. The Office of Community Oriented Policing Services has published tools for law enforcement aimed at enhancing public safety by improving reentry outcomes. The Executive Office for the U.S. Attorneys has identified tools and resources for U.S. Attorneys to provide leadership in advancing reentry activities. U.S. Attorney's Offices are involved in reentry programs, such as reentry courts, call-in programs, and reentry outreach events with potential employers for ex-offenders, across the country. Earlier this year, the U.S. Attorneys were directed to

designate a Prevention and Reentry Coordinator in each district to ensure that this work remains a top priority throughout the country. And the Bureau of Prisons works to improve reentry outcomes for federal prisoners through a variety of treatment programs and services. Earlier this year, Department of Justice components, going forward, were directed to consider, in proposing new and revising or updating existing regulations or policy guidance, whether the regulation or guidance may impose unnecessary collateral consequences on those seeking to rejoin our communities.

Objective 3.5: Apprehend fugitives to ensure their appearance for federal judicial proceedings or confinement

The USMS is the Federal Government's primary organization for apprehending fugitives from justice. USMS conducts investigations involving: escaped federal prisoners; probation, parole and bond default violators; and fugitives based on warrants generated during drug investigations. In addition to these primary responsibilities, USMS task forces investigate and apprehend violent felony fugitives wanted by state and local authorities as well as international and foreign fugitives, gang members, and sex offenders.

Strategies to Achieve the Objective

Apprehend the most wanted and violent fugitives

The Department will increase the effectiveness of fugitive apprehension through the Violent Offender Task Force (VOTF) network which is comprised of 75 district-managed task forces, Adam Walsh Act apprehension initiatives, and the OCDETF program. The Department will

continue to enhance the VOTF network by assigning senior level criminal investigators to the field to supplement existing district-based assets to ensure effective management and supervision of the fugitive apprehension program.

Additionally, the Department will enhance its technical operations, resources, and capabilities in support of domestic and international fugitive investigations. It will strengthen the use of intelligence gathering and information sharing through tools such as INTERPOL's I-24/7 global police communications system, and increase support for international investigations and sex offender investigations.

Objective 3.6: Prevent and respond to genocide and mass atrocities and ensure that perpetrators of such crimes are held accountable in the United States and, if appropriate, their home countries

On August 4, 2011, the President declared the prevention of genocide and mass atrocities to be a core national security interest as well as a core moral responsibility of the United States. The President noted that our national security is affected when masses of civilians are slaughtered, refugees flow across borders, and murderers wreak havoc on regional stability and livelihoods; America's reputation suffers and our ability to bring about change is constrained when we are perceived as idle in the face of mass atrocities and genocide; and our pursuit of a world where states do not systematically slaughter civilians will not come to fruition without concerted and coordinated effort.

Crimes of mass violence often lead to international instability, which puts the United States' security and interests at risk. Lack of accountability for past mass human

rights violations increases the risk that such crimes will be repeated. For more than 60 years, the U.S. Government has been a worldwide leader in efforts to end impunity for genocide, torture, war crimes, and other egregious human rights violations by holding perpetrators accountable in the United States through prosecutions or other available means. The Department will continue its longstanding efforts to prevent the United States from becoming a safe haven for the perpetrators of mass human rights violations and to support foreign and international efforts to hold such perpetrators accountable. The Department will also coordinate with other U.S. Government agencies to achieve an effective, whole-of-government approach to preventing genocide and mass atrocity.

Strategies to Achieve the Objective

Deny safe haven to human rights violators in the United States

As a traditional magnet for immigrants from all over the world, the United States attracts not only victims of such atrocities, but also some of the perpetrators of those same crimes. Preventing human rights violators from gaining entry to the United States and ensuring that those who are here are held accountable for their crimes are essential steps toward ending the legacy of impunity that contributes to genocide and mass atrocities. The Department, including the Criminal, National Security, and Civil Divisions; United States Attorney's Offices; the FBI; and the Executive Office for Immigration Review, among others, will use the full array of legal tools available to hold human rights violators accountable. These tools include: federal criminal statutes proscribing genocide, torture, war crimes and the recruitment or use of child soldiers; criminal statutes pertaining to visa fraud and

unlawful procurement of naturalization; civil and administrative actions to denaturalize and/or remove human rights violators; extradition; and other potential tools such as targeting financial networks that support mass atrocity perpetrators. The Department will develop legislative proposals to create new tools and enhance existing ones in order to ensure that perpetrators of mass violence are held as fully accountable as possible. Working closely with the Department of Homeland Security's Immigration and Customs Enforcement and with the Department of State, the Department will seek to enhance the United States' ability to prevent the entry of perpetrators of mass human rights violations, such as through improved screening measures, stronger immigration laws and regulations, and proactive efforts to identify perpetrators.

Assist foreign and international efforts to investigate and prosecute the perpetrators of genocide and mass atrocities

The Department has long assisted international and foreign law enforcement entities seeking to bring to justice the perpetrators of mass human rights violations, such as by fulfilling judicial assistance and extradition requests. The Department also provides training to improve the skills of foreign prosecutors, law enforcement authorities, and judges and assists in legislative and justice sector reform to promote the rule of law and defense of human rights. The Department will continue to develop strong relationships with foreign and international prosecutors and investigators responsible for pursuing the perpetrators of genocide and mass atrocities in order to end impunity for such crimes. It will seek to improve and streamline information sharing about mass human rights violations and their perpetrators, to devise measures for securing

and safeguarding evidence of such crimes, and protect witnesses inside and outside the United States.

Contribute to effecting a whole of government approach to preventing and responding to genocide and mass atrocities

In April 2012, the President established the interagency Atrocity Prevention Board (APB) to coordinate and improve the United States' atrocity prevention and response capabilities. The Department plays a leading role on the APB, and through the work of the Department's Mass Atrocities Prevention and Response Working Group, established to marshal the Department's resources and available expertise and to identify best practices to help assess, prevent, and respond to genocide and mass atrocities. The Working Group will continue to address and provide recommendations on a variety of issues before the APB, including: (1) identifying available sources of information, expertise, and tools within the Department that can assist overall United States government efforts to prevent and respond to outbreaks of genocide or mass atrocities; (2) assisting with proposed prevention action plans designed to avoid such outbreaks; (3) coordinating policy strategies; and (4) ensuring effective interagency communication on the issues.

Objective 3.7: Adjudicate all immigration cases promptly and impartially in accordance with due process

Advancing the fair, expeditious, and uniform application of the Nation's immigration laws is a priority for the Department. Enforcing these laws is a sensitive and complex process that may involve initiatives and activities of DHS or

raise fundamental questions regarding the authority of the Executive Branch and the respective roles of Congress and the courts.

Under delegated authority from the Attorney General, EOIR interprets and administers federal immigration laws by conducting immigration court proceedings, appellate reviews, and administrative hearings. The Department's ability to process cases in a timely fashion directly affects DHS' ability to remove criminal or other removable aliens expeditiously and to efficiently use its detention resources.

In addition to these efforts, the Civil Division's Office of Immigration Litigation (OIL) expertly defends government agencies in immigration-related litigation and issues that arise from EOIR decisions, such as when aliens file petitions for review in the circuit courts of appeals. The caseload for OIL is directly tied to DHS's adjudications and immigration enforcement, to the Department of State's adjudication of passport applications, to the number of Immigration and Customs Enforcement referrals for denaturalization, to Department of Labor actions regarding immigrant labor, and to the immigration adjudication rates of the Board of Immigration Appeals (BIA). OIL will continue to implement efficiencies and effectively manage its resources to meet this demanding workload.

Strategies to Achieve the Objective

Adjudicate priority cases within specified time frames and manage litigation resources efficiently

The Department has identified three adjudication priorities regarding immigration and has set specific processing time frames for each. The first concerns the Institutional Hearing Program, which

provides for the adjudication of cases involving alien inmates incarcerated in federal, state, and local institutions for criminal offenses. The objective is to adjudicate these immigration cases prior to the inmate's release from criminal custody. In cases where an alien inmate is determined to be removable, this will facilitate DHS' process for removing that person from the United States. The second priority is to adjudicate cases involving detained aliens within 60 days. The third priority is to improve the efficient use of DHS detention space by processing appeals through the BIA within 150 days.

In order to achieve these objectives, the Department will monitor caseload volume, trends, and geographic concentration on an on-going basis and adjust resource allocations accordingly. In coordination with DHS, the Department will continue to adjudicate cases efficiently and in accord with fairness and due process.

Defend immigration laws, policies, and immigration judgments

Immigration litigation is primarily defensive in nature, with the volume and character of the cases reflecting the varied personal, political, and economic circumstances that bring persons to the United States. The Department defends the decisions of the Executive Branch in immigration matters for which it carries primary responsibility, represents the positions of the United States, and handles and coordinates all federal court litigation arising under the Immigration and Nationality Act and related statutes. For certain immigration cases, suits are filed by individual aliens seeking to avoid or defer expulsion from the United States. In addition to cases challenging orders of removal, resources are expended to defend against class actions and other district court

challenges to various aspects of immigration policy and enforcement, including cases involving counterterrorism and national security.

The Department will continue to be responsible for a wide variety of trial and appellate litigation brought by citizens, domestic and international companies and unions, and special interest groups.

Objective 3.8: Strengthen the government-to-government relationship between tribes and the United States, improve public safety in Indian Country, and honor treaty and trust responsibilities through consistent, coordinated policies, activities, and litigation

The Department bears a great responsibility to American Indian and Alaska Native Tribes to help build and sustain safe and secure native communities, to meet our treaty and trust responsibilities to Tribes, and to respect the sovereignty of tribal governments. Tribal communities face immense and urgent challenges to public safety, tribal sovereignty, and cultural preservation. The Department of Justice, alongside other federal agencies working in Indian Country, is charged with helping tribal communities overcome those challenges. The work of the Department in Indian Country covers almost every function of the Department, including law enforcement and prosecution; tax, civil, and civil rights litigation; corrections; legislative and policy development; and grant making and program implementation. Interdepartmental collaboration in the development of policy, review of litigating positions, and support of programs is critical to ensuring a unified federal government presence in Indian Country and promoting

progress in ongoing efforts to strengthen native communities.

Strategies to Achieve the Objective

Establish regular and meaningful communication and collaboration with Tribal leaders, including consultation

The issuance of the Department's consultation policy on August 29, 2013 formalized the Department's commitment to honor the unique government-to-government relationship between the United States and Tribes. The consultation policy applies to all components of the Department, and is designed to ensure that Tribes have an opportunity to meaningfully participate in the development of policies that have Tribal implications. Now that the policy is in place, the focus will shift to institutionalizing best practices for effective consultation at the component level.

Communication between tribes and the Department of Justice is not limited to formal consultation. Collaboration between tribes and the Department encompasses a variety of forms of communication that include formal consultation, listening sessions, meetings with individual tribes, and informal discussions with tribal leaders to receive Tribal feedback on the activities of the Department in Indian Country.

In January 2010, the Attorney General established the Tribal Nations Leadership Council (TNLC) to facilitate dialogue and coordinate efforts between the Department and tribal governments via biannual meetings with the Attorney General and other senior leaders, and to receive feedback from tribal leaders on the Department's activities in Indian Country as well as address any issues of importance to tribal leaders. The TNLC has become an

important link between the Department and tribal governments, providing direct access to tribal leaders across the country and, conversely, direct access to senior leadership for the Tribes.

Ensure consistent and effective policies, law enforcement objectives, and litigating positions

Senior leadership offices within the Department have prioritized the development of more consistent policies and activities in Indian Country over the past four years, which is critical to improving public safety and the perception of fairness in Indian Country.

Policy and litigating positions are reviewed at the Department level through the Civil Rights Indian Working Group and the Civil Litigation Working Group. Both groups are intended to keep litigating and policy-oriented components across the Department informed of crosscutting or significant Indian law matters, and to provide forums for discussion and education on cultural considerations, Indian law matters, and issues. The Department will continue to support the work of these internal groups, and will work towards institutionalizing these groups as an essential part of how the Department conducts business in Indian Country.

The Native American Issues Subcommittee (NAIS), comprised of 30 U.S. Attorneys whose districts fall within Indian Country or cover federally-recognized tribes, focuses on criminal and civil Indian Country issues and is responsible for making policy recommendations to the Attorney General regarding public safety and legal issues that affect Tribes. The NAIS plays a crucial role in ensuring consistent law enforcement activities in Indian Country.

The Department will continue to expand efforts to work with law enforcement partners in identifying and targeting areas of special emphasis and enforcement protocols, including tribal access to law enforcement databases, appropriate and effective victim services, and the development of relevant training and cultural materials for law enforcement and other practitioners in Indian Country.

Coordinate public safety initiatives in Indian Country with federal, tribal, state, and local partners

The Department has prioritized efforts to work more effectively with non-DOJ partners to improve public safety in Indian Country, and is committed to expanding these efforts. The Department will continue to participate in intra-agency initiatives to improve public safety and increase collaboration among federal agencies on a broad range of issues including information sharing, border security, violence against women, and children exposed to violence.

Long-standing collaborations exist between the Department and law enforcement groups including the International Association of Chiefs of Police and the National Native American Law Enforcement Association, which have informed Departmental law enforcement methods in Indian Country. The Department will continue to support existing partnerships, and will seek additional partnerships at federal, tribal, state, and local levels to create more effective, efficient justice systems and make the best use of resources in Indian Country.

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MANAGING THE DOJ MISSION



MANAGING THE DOJ MISSION

Every business depends on its administrative management foundation to enable its operations. The Department of Justice is no different. Without strong management policy, processes, and support in areas such as human resources, records management, financial management, budget and performance management, procurement, and information technology, the Department's programs could not function. Continuous improvement of administrative management capabilities is necessary to ensure that the Department develops policies, establishes procedures, obtains resources, and creates the management environment and service infrastructure necessary to enable DOJ components to meet the Department's mission in a changing world. Management initiatives throughout the Department are designed to ensure that its goals and objectives are met, with a renewed emphasis on supporting traditional missions. In an effort to rejuvenate and improve operations, the Department has identified two principles that align with the President's direction and guide the development of management initiatives Department-wide:

- **Promote transparency, performance, and accountability.** DOJ has renewed its commitment to ensuring that its work is carried out with integrity and, as appropriate, is accessible to the public and to other agencies, and that components are held accountable for meeting their performance goals.
- **Encourage collaboration and effective partnerships.** DOJ is bolstering efforts to collaborate with other agencies to increase efficiency and strengthen the

work of the Department. Internally, senior leadership is working to encourage a more collaborative environment among components and ensure resources are in place to support efficient and effective partnerships.

Described below are major management initiatives and examples of how these guiding principles are shaping administrative operations within DOJ. At the same time, these initiatives are supporting the Administration's government-wide management agenda.

OPEN GOVERNMENT

The Department is committed to achieving the President's goal of making this the most transparent Administration in history. The Open Government website created by DOJ at <http://www.justice.gov/open/index.html>, includes links to and information on the DOJ *Open Government Plan*, collaboration among agencies, various DOJ datasets, and FOIA activities. DOJ released its first *Open Government Plan* in April 2010 (http://www.justice.gov/open/doj-open-governement-plan_1_0.pdf). On June 25, 2010, DOJ published its *Open Government Plan 1.1*, and on April 9, 2012 DOJ released its *Open Government Plan 2.0* (<http://www.justice.gov/open/doj-open-government-plan.pdf>).

Enforce Freedom of Information Act (FOIA). DOJ has a special responsibility in Open Government, as federal law requires it to provide guidance to, and collect compliance information from, other federal agencies on issues related to FOIA. Tied to

this responsibility, in March 2011, DOJ launched FOIA.gov (<http://www.foia.gov/>), an interactive website, allowing the public to easily view statistics on FOIA compliance government-wide. The website graphically presents the detailed statistics contained in agency Annual FOIA Reports and allows users to sort through the data so that comparisons can be made between agencies and over time. The website also serves as an educational resource for the public by providing useful information about the FOIA. Since its launch, the Department has worked to expand the capabilities of FOIA.gov and, among other things, has added a new search feature that allows the public to locate information on any topic posted on an agency's website. Most recently, FOIA.gov was expanded to include key FOIA data on a quarterly basis.

The Department is also beginning to use cost-saving IT when responding to FOIA requests. By using innovative IT approaches, DOJ will be able to decrease response times by conducting automated record searches that are much quicker than manual searches, convert paper documents into searchable electronic records, and streamline the overall process by de-duplicating records. DOJ's effective use of IT resources will lead to faster and more complete responses to requests for information by the American public.

Promote Transparency. While the Department's mission, especially in the areas of criminal law enforcement and national security investigations, often requires confidentiality, DOJ's leadership has fully committed to changing the culture of DOJ to one of disclosure whenever possible and to re-evaluating whether information long withheld can now be released. Where the Open Government principles of transparency, participation, and

collaboration can enable the Department to better fulfill its mission, the Department will continue to seize those opportunities. Where the Department can better inform the public without compromising its mission, it will.

The Department has, in response to FOIA requests, released in full or with redactions, high-value information such as the Attorney General's calendar, senior leadership travel documents, senior leadership appointment documents, and FOIA logs of requests processed for the senior leadership offices. In addition, the Department is increasing the opportunities for public participation and engagement and is releasing the data underlying published reports as much as possible. Further, DOJ is committed to a proactive policy of releasing more information even in the absence of specific requests, in the continuing effort to make the Department as open, transparent, accountable, and participatory as possible. For example, the Office of Information Policy's website posts operational documents such as policy statements, staff manuals and instructions, and final opinions and orders, allowing the public to easily access information which relates to DOJ's day-to-day operations.

Make Government More Accessible. DOJ is committed not only to provide useful information into the public domain, but also to ensure that the information it provides is identifiable, reliable, and accessible to all Americans. Except in those circumstances where making certain content available would impose an undue burden on the Department, all individuals with disabilities will have access to, and the use of, information comparable to that provided to individuals without disabilities.

HUMAN RESOURCES

Strategic Alignment. Under the leadership of the Department’s Chief Human Capital Officer, the DOJ Human Resources (HR) community is fully committed to implementing human capital strategies that align with Departmental missions, goals, and organizational objectives. The DOJ Human Capital Executive Committee is responsible for leading the DOJ HR community in its pursuit of overall excellence in human capital initiatives.

The HR community must align its strategies, plans, and tactics with those of other communities throughout the Department and across government. These intersections between the HR community and other lines of business ensure that DOJ’s HR professionals have the necessary tools to be strategic partners in achieving mission success.

By fiscal year 2015, DOJ will prepare a draft Automation Strategy, specifically including evaluation of a new system that will enable HR to hire people faster by automating manual and paper based processes, improving the applicant and new hire experience, ensuring that the people hired have the skills needed to perform the job, and making more accurate projections about certain occupations the agency needs to meet future mission requirements.

Human Capital Accountability. Human Capital Accountability directly contributes to agency performance by monitoring and evaluating the results of DOJ’s HR management policies, programs, and activities; by analyzing compliance with merit system principles; and by identifying and monitoring necessary improvements.

In partnership with the Office of Personnel Management (OPM), DOJ’s HR community will undertake a thorough review of its HR accountability environment. The end result will be a formal system, approved by OPM and supported by DOJ Leadership, which measures and assesses all HR practices for mission alignment, effectiveness, efficiency, and compliance with merit system principles, laws, and regulations.

Hiring Excellence. Applying lessons from the President’s 2010 Hiring Reform Initiative, the Department will provide leadership in hiring reform efforts that will focus on improving the quality of hires in the Federal government. The result will be a “quality hire index” that incorporates manager and new hire satisfaction, employee retention, time-to-hire, and similar measures.

Workforce Planning. The foundations for hiring excellence are established in actionable workforce planning at both the Department and Component levels. HR offices throughout the Department will conduct continuous workforce planning to identify workforce trends and address any gaps between our current workforce composition and future human capital needs. DOJ is also pursuing an initiative to engage in a formal cross-component mentoring program in an effort to develop and retain a cadre of high-performing non-attorney employees.

Diversity and Inclusion. Through active partnership with the DOJ Equal Employment Opportunity community and Component diversity committees, the HR community will continue to identify and share best practices in recruitment, development, and retention of a workforce drawn from the broadest segments of society.

As full partners in implementing the Attorney General's *Diversity Management Plan*, the Department's remains committed to Veteran Employment and Disability Hiring initiatives – two areas in which DOJ is a government leader.

BUDGET AND PERFORMANCE MANAGEMENT

Promote Budget Transparency and Accessibility. The Department's most important budget management responsibility is ensuring that the use of existing resources and estimates of future requirements are consistent with the policies, plans, and mission priorities of the Attorney General and the President. Under the leadership of the Performance Improvement Officer /Controller, the Justice Management Division Budget Staff serves as the central budget office for the Department, providing administrative and managerial support and oversight of DOJ components on behalf of the Attorney General. The Budget Staff oversees the budget formulation and execution activities, including strategic planning and performance management, of the Department's components and the Working Capital Fund. Oversight and support is carried out by activities such as analyzing components' requests for funding and monitoring appropriated funds; requesting supplemental funds or proposing the reprogramming of funds, if necessary; and advising departmental leadership on budget and programmatic matters.

To ensure the Department's budget aligns with the departmental goals and objectives as required by the Government Performance and Results Modernization Act (GPRMA, available here: <http://www.whitehouse.gov/omb/performance/gprm-act>), the Budget Staff is responsible for coordinating the

development of the Department's *Annual Performance Plan* and *Annual Performance Report* with all the contributing components.

Going forward, DOJ and its components will continue to promote budget transparency, performance, and accessibility by coordinating with leadership, regularly reporting accomplishments, and posting budget products to the DOJ website for the public's use. The DOJ Budget and Performance website at:

<http://www.justice.gov/02organizations/bpp.htm>, includes links to various budget data sets. In addition the Department will continue to collaborate with the OMB, other federal agencies, and Congress on DOJ budget and performance matters. For example, the Department has expanded the use of OMB's MAX information system to address various reporting requirements and improve information sharing and accessibility.

SAVE COUNCIL

In July 2010, the Attorney General created the Advisory Council for Savings and Efficiencies (SAVE Council) to identify Department-wide savings and efficiency initiatives and to monitor their progress toward cost savings, cost avoidance, and efficiencies. In addition to continuing to monitor the initiatives from the 2009 pilot, the SAVE Council has approved additional areas of focus for savings, inclusive of, but not limited to: reductions in the square footage occupied by DOJ; efficiencies in the hiring, training, and travel processes; cost savings for travel through on-line booking; coordinated procurement efforts for IT equipment and services; and consolidations of vendor contracts. The SAVE Council will continue to provide a framework to identify and implement new initiatives and best practices to save taxpayer dollars,

realize efficiencies, and monitor savings progress.

FINANCIAL MANAGEMENT

Increase Reliability of Financial Information. DOJ's Unified Financial Management System (UFMS) will ensure that accurate, reliable, and relevant financial and procurement information is provided in a timely manner, allowing the Department to exercise its mandated fiduciary responsibilities. In the components where it has been implemented, UFMS has improved the quality and timeliness of financial and business information through streamlined systems and standard financial management processes. As UFMS is implemented in additional components, it will support improved budget and performance integration by combining the various program analysis applications with financial data across components. This will enable a more efficient and effective means of performing the planning and budget functions. The investment eventually will allow DOJ and its external agency customers to evaluate program effectiveness on a per dollar basis.

Improve Debt Collection. DOJ will continue to aggressively pursue debts owed to the U.S. Government as a result of civil and criminal litigation, including debts owed to victims as court-ordered restitution. In this capacity DOJ will continue to partner with federal agencies that refer civil debts for litigation and enforced collection to DOJ's Nationwide Central Intake Facility. In response, DOJ provides operational and litigation support, policy and client support services, training, and reporting to facilitate the collection of debts.

ACQUISITIONS

Develop Workforce. The DOJ Senior Procurement Executive (SPE) continues to provide centralized support and leadership to the DOJ procurement program and acquisition workforce by developing policy and ensuring the workforce has access to a robust e-government environment. The SPE promotes transparency by ensuring current and accurate data is published in the Federal Procurement Data System – Next Generation and USASpending.gov.

Create Savings and Transparency. Through the Justice Acquisition Council, which consists of representatives from every bureau, the SPE will continue to coordinate DOJ progress towards savings in contracting through a combination of minimizing the use of time-and-materials contracts, strategic sourcing (pooling purchases across components), consolidating contracts, and making the acquisition processes more transparent. In addition, the SPE and the Justice Acquisition Council will coordinate with the SAVE Council on procurement-related savings initiatives.

RECORDS AND INFORMATION MANAGEMENT (RIM)

Manage Electronic Records. The Department will continue to improve its approach to the management of electronic records through multiple projects in response to the Federal Records Act and the OMB/National Archives and Records Administration [M-12-18, Managing Government Records Directive \(RIM Directive\)](#), issued August 24, 2012. The RIM Directive establishes long term goals and short term objectives to move the Executive Branch forward to address recordkeeping in the 21st century. It is focused on improving performance and promoting openness and

accountability, improving capture and accession of permanently valuable historical records, and assisting agencies in minimizing costs and operating more efficiently.

Implement Organizational Structure for the Department's Electronic Records.

The Department will continue to refine and implement the Department-wide information taxonomy, the Justice Records Control Schedule (JRCS). The JRCS taxonomy provides core high-level organization to the Department's information resources that enable better and more efficient identification and accessibility to Departmental records across multiple components and functions

INFORMATION TECHNOLOGY (IT)

Institutionalize IT Portfolio Management.

The Department is evolving its management of IT resources from a program and project focused model, which targets specific high-dollar and/or high priority IT investments, to a cascading model that includes portfolio management in addition to program/project oversight. This new model enables a departmental view of investments across the enterprise, including component investments. Investments will be categorized and managed within four major portfolios: (i) IT infrastructure and enterprise systems; (ii) enterprise business systems; (iii) mission systems, which are primarily operated at the component-level; and (iv) security systems.

By implementing an enterprise-level portfolio model, the Department expects to realize cost savings and avoidance from rationalizing redundant and commodity investments and from more efficient vendor management.

Streamline IT Operations to Serve Customers Better. As technology evolves and new solutions become available, the Department must constantly look to streamline existing systems and applications to ensure they remain effective and efficient while also providing new capabilities to customers. When conducted as part of the IT portfolio management program, this approach enables the Department and its components to identify and rationalize commodity IT services, deploy solutions that reduce costs and improve efficiencies, and invest savings from these efforts in new solutions and capabilities.

Enhance IT Security.

Given the evolving nature of the cyber threat and adversaries' constant targeting of DOJ and component networks, it is imperative for the Department to improve continuously and strengthen its security posture. To do so, we will institutionalize risk-based security policies and ensure enterprise compliance, expand continuous monitoring capabilities, integrate identity, credential, and access management programs (ICAM) into our security program, and assure a trusted and resilient information and communications infrastructure.

Deliver Innovative Solutions to Meet Customer Needs. The Department will continue to deliver innovative solutions to meet the needs of a wide variety of customer groups, including criminal investigators, prison guards, attorneys, counterterrorism analysts, forensics experts, controlled substance regulators, and program managers. As compact mobile computing devices and wireless broadband revolutionize the ways we access and use information, much of DOJ's innovation agenda in the coming years will be driven by mobility solutions and cloud services.

Expand Information Sharing. Information sharing among the justice community has long been a Departmental priority. Efforts to improve counterterrorism and homeland security information sharing in the wake of the 9/11 terrorist attacks have resulted in the apprehension of terrorist suspects and prevented attacks from occurring within the U.S. Law enforcement information sharing remains the primary focus of DOJ's information sharing program, and our progress has steadily improved as new technologies, capabilities, and standards are made available to DOJ users and the law enforcement community nationwide. While we have made great strides in information sharing, there is always more to be done.

SUSTAINABILITY

Performance and Accountability. To encourage environmental protection, energy conservation, and Greenhouse Gas (GHG) emission reductions across the agency, DOJ will continue to integrate sustainability principles across the entire Department over the next decade by: improving the energy efficiency of buildings, vehicles, travel, employee commuting, and other operational factors in order to reduce GHG emissions; managing water use, wastewater, and storm water in an environmentally sound manner; planning, building, procuring, and operating high-performance, sustainable buildings; and preventing pollution and eliminating waste through sustainable acquisition practices, electronic stewardship, and other waste diversion efforts.

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APPENDICES



APPENDIX A: PERFORMANCE MEASURES

The *Department of Justice Strategic Plan for Fiscal Years 2014-2018* includes specific long-term outcome goals, covering the three strategic goals. This *Plan* reflects the Department’s current objectives and direction for the future.

The chart below provides the Department’s 30 long-term outcome goals for FY 2014-2018. This list covers key mission areas and outcomes that can be related in either a direct or indirect way to the strategic goals, objectives, and activities for the Department’s components covered by this *Plan*. The list of 30 long-term outcome goals fully aligns to the Department’s priorities, addresses important policy issues, and expresses the Department’s continued commitment regarding issues the public cares about such as terrorism, espionage, white-collar crime, violent crime, immigration, public safety, and civil rights.

As in the past, the targets for annual measures that contribute to the achievement of long-term outcome goals will be provided in the Department’s annual Budget and Performance Summary and reported each year in the *Annual Performance Report*.

U.S. DEPARTMENT OF JUSTICE PERFORMANCE MEASURES			
Strategic Objective	FY 2018 Outcome Goal	Lead Component(s)	Annual Performance Measure
1.1	Increase the number of terrorism disruptions ⁴	FBI	Number of terrorism disruptions
1.2	Favorably resolve 90 percent of counterterrorism defendant cases	NSD	Percentage of counterterrorism defendants whose cases were favorably resolved
1.3	Increase to 15 percent counterespionage actions against national counterintelligence priorities that result from FBI outreach initiatives ⁵	FBI	Percent of counterespionage actions against national counterintelligence priorities that result from FBI outreach initiatives
1.3	Favorably resolve 90 percent of	NSD	Percentage of counterespionage

⁴ Note: New measure, baseline in FY 2014. Once FY 2018 target is established, Strategic Plan will be amended.

⁵ “Actions” are FBI law enforcement actions and disruptions; “priorities” are defined by the National Intelligence Priorities Framework (NIPF); and “outreach initiatives” are activities arising from the FBI’s Strategic Partnership Coordination Program and may include referrals from alliances, strategic partnerships, and working groups with public, private, and not-for-profit entities. This measure is calculated as a percentage: the numerator is the number of FBI counterintelligence espionage-related actions and disruptions that are both against a NIPF priority and result from FBI outreach initiative referrals. The denominator is the total number of FBI counterintelligence actions and disruptions.

U.S. DEPARTMENT OF JUSTICE PERFORMANCE MEASURES			
Strategic Objective	FY 2018 Outcome Goal	Lead Component(s)	Annual Performance Measure
	counterespionage defendant cases		defendants whose cases were favorably resolved
1.4	Increase the number of computer intrusion program disruptions and dismantlements ⁶	FBI	Number of computer intrusion program disruptions and dismantlements
1.4	Favorably resolve 90 percent of cyber defendant cases	NSD	Percentage of cyber defendants whose cases are favorably resolved
2.1	Dismantle a cumulative total of 175 gangs/criminal enterprises	FBI	Number of gang/criminal enterprise dismantlements (non-CPOT)
2.1	Favorably resolve 90 percent of criminal cases	USA, CRM	Case resolution for U.S. Attorneys and Criminal Division – percent of criminal cases favorably resolved
2.2	Increase by 5% the number of communities with improved capacity for a coordinated community response to domestic violence, dating violence, sexual assault, and stalking	OVW	Number of communities with improved capacity for a coordinated response to domestic violence, dating violence, sexual assault, and stalking
2.2	Recover 90 percent of children within 72 hours of an issuance of an AMBER alert	OJP	Percent of children recovered within 72 hours of an issuance of an AMBER alert
2.3	Dismantle 750 Consolidated Priority Organization Targets linked to drug trafficking organizations Disrupt 1,750 Consolidated	DEA, FBI, consolidated data - OCDETF	Consolidated Priority Organization Target-linked drug trafficking organizations -dismantled

⁶ Note: New measure, baseline in FY 2014. Once FY 2018 target is established, Strategic Plan will be amended.

U.S. DEPARTMENT OF JUSTICE PERFORMANCE MEASURES			
Strategic Objective	FY 2018 Outcome Goal	Lead Component(s)	Annual Performance Measure
	Priority Organization Targets linked to drug trafficking organizations		-disrupted
2.4	Dismantle a cumulative total of 1,925 criminal enterprises engaging in white-collar crimes	FBI	Number of criminal enterprises engaging in white-collar crimes dismantled
2.4	Recover at least 85 percent of the dollar amounts sought by the government	CIV	Percentage of dollar amounts sought by the government recovered
2.5	Favorably resolve 85 percent of civil rights cases: criminal cases	CRT	Percent of civil rights cases favorably resolved: criminal cases
2.5	Favorably resolve 85 percent of civil rights cases: civil cases	CRT	Percent of civil rights cases favorably resolved: civil cases
2.6	Favorably resolve 90 percent of criminal cases	ATR, CIV, CRM, ENRD, TAX, USA	Case resolution for DOJ litigating divisions – percent of criminal cases favorably resolved
2.6	Favorably resolve 80 percent of civil cases	ATR, CIV, CRM, ENRD, TAX, USA	Case resolution for DOJ litigating divisions – percent of civil cases favorably resolved
3.1	Increase to 55 percent the number of grantees implementing one or more evidence-based program	OJP	Percent of grantees implementing one or more evidence-based program (OJJDP only)
3.2	Allow zero assaults against protected court members	USMS	Assaults against protected court members
3.3	Reduce system-wide crowding in federal prisons to 15 percent	BOP	Percent of system-wide crowding in federal prisons
3.4	Increase the number of inmate participants in the Residential Drug Abuse Treatment Program	BOP	Number of inmate participants in the Residential Drug Abuse

U.S. DEPARTMENT OF JUSTICE PERFORMANCE MEASURES			
Strategic Objective	FY 2018 Outcome Goal	Lead Component(s)	Annual Performance Measure
	by 5 percent		Treatment Program
3.4	Increase to 70 percent the number of youth who exhibit a change in targeted behavior	OJP	Percent of youths who exhibit a desired change in the targeted behavior
3.5	Apprehend or clear 60 percent or 35,618 USMS federal fugitives	USMS	Percent and number of USMS federal fugitives apprehended or cleared
3.5	Increase by 50 percent the number of notices published on U.S. fugitives and sex offenders	INTERPOL-Washington	Number of red and green notices published on U.S. fugitives and sex offenders
3.6	Build the capacity of foreign law enforcement, prosecutors, and judicial systems regarding the investigation and prosecution of serious criminal offenses, including genocide and mass atrocities, by increasing the number of training sessions or presentations given ⁷	CRM	Number of training sessions or presentations given with the goal of building the capacity of foreign law enforcement, prosecutors, and judicial systems regarding the investigation and prosecution of serious criminal offenses, including genocide and mass atrocities
3.7	Complete 85 percent of Institutional Hearing Program cases before release	EOIR	Percent of Institutional Hearing Program cases completed before release
3.7	Complete 80 percent of detained cases within 60 days	EOIR	Percent of detained cases completed within 60 days
3.7	Complete 90 percent of detained appeals within 150 days	EOIR	Percent of detained appeals completed within 150 days
3.8	Further the government-to-government relationship between tribes and the	OTJ	Number of meetings conducted with the Tribal Nations Leadership Council and the OTJ

⁷ Note: New measure, baseline in FY 2014. Once FY 2018 target is established, Strategic Plan will be amended.

U.S. DEPARTMENT OF JUSTICE PERFORMANCE MEASURES			
Strategic Objective	FY 2018 Outcome Goal	Lead Component(s)	Annual Performance Measure
	Department, obtain perspective on the Department's activities in Indian Country, and raise issues that have tribal implications by conducting 56 meetings with the Tribal Nations Leadership Council and the Office of Tribal Justice (OTJ)		to further the government-to-government relationship between tribes and the Department, obtain perspective on the Department's activities in Indian Country, and raise issues that have tribal implications
3.8	Provide substance abuse treatment services (in-patient or out-patient), including Healing-to-Wellness Court, to 1,200 individuals in Indian Country	OJP	Number of individuals in Indian Country that are receiving substance abuse treatment services (in-patient or out-patient), including Healing-to-Wellness Court

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APPENDIX B: PROGRAM EVALUATIONS

Program evaluations typically address a broad range of questions and evaluate programs by assessing a variety of factors that may impact the results of a particular program. These program evaluations can be a key resource in determining whether programs and practices are achieving intended outcomes and can help leadership understand how best to strengthen and improve programs. Further, evaluations can help leadership determine how best to spend the DOJ's limited resources effectively.

The following table provides the current schedule of major DOJ program evaluations.

Program Evaluations				
Strategic Goal	Title	Focus/Issues to be Addressed	Type of Evaluation	Expected Completion
1	FBI's Management of Terrorist Watchlist Nominations	Effectiveness of FBI initiatives (implemented between 2009 and 2012) to ensure accuracy, timeliness, and completeness of FBI's watchlisting practices	OIG Review	Ongoing
1	Civilian Presence in Afghanistan	Multi-agency review - DEA is the largest DOJ component in Afghanistan	GAO Review	Ongoing
2	DOJ's Efforts to Address Mortgage Fraud	Overall efforts and coordination among DOJ components to address the mortgage fraud threat	OIG Review	Ongoing
2	Federal Coordination of Cybersecurity for State and Local Governments	Federal efforts to investigate cyber-based crimes	GAO Review	Ongoing
2	U.S. Counter-piracy efforts in East and West Africa	Role of INTERPOL's Global Database on Piracy in U.S. efforts in tracking and combatting maritime piracy	GAO Review	Ongoing
2	American Institutes for Research-SSYI Evaluation	Evaluation of Massachusetts (MA) Safe and Successful Youth Initiative (SSYI) aimed at reducing gun violence in the 11 most violent cities in MA	Quasi-experimental	2016

Program Evaluations				
Strategic Goal	Title	Focus/Issues to be Addressed	Type of Evaluation	Expected Completion
2	Statistical Examination of Presidential Pardons	Statistical analysis of the Office of the Pardon Attorney pardon evaluation process to model the effect - if any - of race, ethnicity, or other characteristics of applicants	Independent contractor (RAND Corporation)	Ongoing
2	Providing Comprehensive Services to Domestic Minor Victims Of Human Trafficking	A demonstration program to provide comprehensive services to domestic minor victims of human trafficking. Goals: 1) document components of program implementation for each of three demonstration sites; 2) identify promising practices for service delivery programs for domestic minor victims of human trafficking; 3) inform delivery of current and future efforts by youth-serving agencies, law enforcement, and others serving domestic minor victims of human trafficking.	Independent Evaluation	Ongoing
2	Sexual Assault Forensic Medical Examination Telemedicine Center: An Innovative Pilot Project	Funding under this cooperative agreement will include a program evaluation designed to inform the development of the TeleNursing Center and to assess its effect on the delivery of quality forensic medical examinations in adult and adolescent sexual assault cases.	Independent Process Evaluation	FY 2016
2	Drug Shortages of Controlled Substances	The Diversion drug quota process determines the bulk amount of raw material required to make controlled substances per year to meet medical need. The review is looking at the reasons for reported shortages of controlled substances, including quota.	GAO Review	Ongoing

Program Evaluations				
Strategic Goal	Title	Focus/Issues to be Addressed	Type of Evaluation	Expected Completion
3	Second Chance Act Parole Demonstration Field Experiment	The Bureau of Justice Assistance (BJA), the National Institute of Justice (NIJ) have teamed up with the National Institute of Corrections (NIC) to expand the body of evidence associated with improving outcome for offenders reentering the community. These Justice agencies will rigorously test using Random Control Testing, an innovative, research-based array of programming designed to improve parolee's motivation to change their behavior and to alter their criminal thinking using a desistance-based approach. BJA is offering technical assistance through NIC and funded sites to implement a demonstration field experiment to test the model to develop an evidence base that could be used for future program replication.	Randomized Control Trial – NIJ funded Independent Evaluator	Ongoing
3	DOJ's Use of Material Witness Warrants	How components use material witness warrants.	OIG Review	Ongoing
3	Acquisition and Management of Ammunition and Weapons	Focus on DHS and internal controls to manage purchases.	GAO Review	Ongoing
3	Special Housing Unit (SHU) Review and Assessment	Independent, comprehensive review of the Bureau of Prison's operation of restricted housing such as SHUs, Special Management Units, and the Administrative Maximum to identify best practices and potential areas for improvement in practice and policy within the Bureau's restricted housing operations.	NIC Review	October 2014

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APPENDIX C: ACRONYMS

ADA	Americans with Disabilities Act
APB	Atrocity Prevention Board
ATAC	Anti-Terrorism Advisory Council
ATF	Bureau of Alcohol, Tobacco, Firearms and Explosives
ATR	Antitrust Division
BIA	Board of Immigration Appeals (EOIR)
BOP	Federal Bureau of Prisons
CIV	Civil Division
COPS	Community Oriented Policing Services
CPOT	Consolidated Priority Organization Target
CRM	Criminal Division
CRS	Community Relations Service
CRT	Civil Rights Division
CSA	Controlled Substances Act
DEA	Drug Enforcement Administration
DHS	Department of Homeland Security
DOJ	Department of Justice
DOS	Department of State
ENRD	Environment and Natural Resources Division
EOIR	Executive Office for Immigration Review
FBI	Federal Bureau of Investigation
FISA	Foreign Intelligence Surveillance Act
FLU	Financial Litigation Unit
FOIA	Freedom of Information Act

GHG	Greenhouse Gas
GPRA	Government Performance and Results Act
GPRMA	Government Performance and Results Modernization Act
HR	Human Resources
INA	Immigration and Nationality Act
IP	Intellectual Property
IT	Information Technology
JPATS	Justice Prisoner and Alien Transportation System
JRCS	Justice Records Control Schedule
JTTF	Joint Terrorism Task Force
MA	Massachusetts
NAIS	Native American Issues Subcommittee
NIBIN	National Integrated Ballistic Information Network
NIPF	National Intelligence Priorities Framework
NSD	National Security Division
OC	Oleoresin Capsicum
OCDETF	Organized Crime Drug Enforcement Task Forces
OIL	Office of Immigration Litigation (Civil Division)
OJP	Office of Justice Programs
OMB	Office of Management and Budget
OPM	Office of Personnel Management
OTJ	Office of Tribal Justice
OVW	Office on Violence Against Women
PPD	Presidential Policy Directive
PRAO	Professional Responsibility Advisory Office

RICO	Racketeer Influenced and Corrupt Organization
SAVE Council	Advisory Council for Savings and Efficiencies
SHU	Special Housing Unit
SPE	Senior Procurement Executive
SSA	Security Sector Assistance
SSYI	Safe and Successful Youth Initiative
TNLC	Tribal Nations Leadership Council
UFMS	Unified Financial Management System
U.S.	United States
USA/USAO	U.S. Attorney/U.S. Attorney's Office
U.S.C.	U.S. Code
USMS	U.S. Marshals Service
USPC	U.S. Parole Commission
USTP	U.S. Trustee Program
VOTF	Violent Offender Task Force
VRA	Voting Rights Act

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APPENDIX D: JUSTICE COMPONENT WEBSITES

Component	Website
Antitrust Division	www.justice.gov/atr/
Bureau of Alcohol, Tobacco, Firearms and Explosives	www.atf.gov/
Bureau of Justice Assistance (OJP)	www.bja.gov/
Bureau of Justice Statistics (OJP)	www.bjs.gov/
Civil Division	www.justice.gov/civil/
Civil Rights Division	www.justice.gov/crt/
Community Oriented Policing Services - COPS	www.cops.usdoj.gov/
Community Relations Service	www.justice.gov/crs/index.html
Criminal Division	www.justice.gov/criminal/
Diversion Control Program	www.deadiversion.usdoj.gov/
Drug Enforcement Administration	www.justice.gov/dea/
Environment and Natural Resources Division	www.justice.gov/enrd/
Executive Office for Immigration Review	www.justice.gov/eoir/
Executive Office for U.S. Attorneys	www.justice.gov/usao/eousa/
Executive Office for U.S. Trustees	www.justice.gov/ust/
Federal Bureau of Investigation	www.fbi.gov/
Federal Bureau of Prisons	www.bop.gov/
Foreign Claims Settlement Commission of the United States	www.justice.gov/fcsc/
INTERPOL - Washington	www.justice.gov/interpol-washington/
Justice Management Division	www.justice.gov/jmd/
National Criminal Justice Reference Service (OJP)	www.ncjrs.gov/
National Institute of Corrections	www.nicic.gov/
National Institute of Justice (OJP)	www.ojp.usdoj.gov/nij/

National Security Division	www.justice.gov/nsd/
Office of the Associate Attorney General	www.justice.gov/asg/
Office of the Attorney General	www.justice.gov/ag/
Office of the Deputy Attorney General	www.justice.gov/dag/
Office of Information Policy	www.justice.gov/oip/
Office of the Inspector General	www.justice.gov/oig/
Office of Justice Programs	www.ojp.usdoj.gov/
Office of Juvenile Justice and Delinquency Prevention (OJP)	www.ojjdp.gov/
Office of Legal Counsel	www.justice.gov/olc/
Office of Legal Policy	www.justice.gov/olp/
Office of Legislative Affairs	www.justice.gov/ola/
Office of the Pardon Attorney	www.justice.gov/pardon/
Office of Privacy and Civil Liberties	www.justice.gov/opcl/
Office of Professional Responsibility	www.justice.gov/opr/index.html
Office of Public Affairs	www.justice.gov/opa/index.html
Office of Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking	www.ojp.usdoj.gov/smart/
Office of the Solicitor General	www.justice.gov/osg/
Office of Tribal Justice	www.justice.gov/otj/
Office for Victims of Crime (OVC)	www.ojp.usdoj.gov/ovc/
Office on Violence Against Women	www.ovw.usdoj.gov/
Professional Responsibility Advisory Office (PRAO)	www.justice.gov/prao/
Tax Division	www.justice.gov/tax/
Tribal Justice and Safety	www.justice.gov/tribal/
U.S. Attorneys	www.justice.gov/usao/
U.S. Marshals Service	www.usmarshals.gov/

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This document is available on the Internet at:

<http://www.justice.gov/jmd/strategic2014-2018/index.html>



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