



Strategic Plan

U.S. Attorney's Office for the
Western District of Michigan

Last Revised: September 20, 2022

Table of Contents

Mission, Values, and Organization	4
District Map	5
USAO-WDMI Organization Chart	6
A Message from the United States Attorney	7
USAO-WDMI Strategic Plan: An Overview	9
Goal 1: Uphold the Rule of Law	12
Objective 1.1: Protect Our Democratic Institutions	12
Strategy 1: Reaffirm and strengthen policies foundational to the rule of law.....	12
Strategy 2: Protect USAO-WDMI from improper influence	12
Strategy 3: Protect public servants from violence and threats of violence	13
Strategy 4: Combat interference in democratic processes	13
Strategy 5: Prosecute public corruption.....	13
Objective 1.2: Promote Good Government	14
Strategy 1: Communicate our work to the public and ensure transparency	14
Strategy 2: Foster a high-performing workforce that represents the communities we serve	14
Strategy 3: Implement office-wide data and technology modernization	15
Objective 1.3: Represent Federal Clients and Protect Federal Dollars	16
Strategy 1: Support and defend federal clients	16
Strategy 2: Protect the public fisc from fraud on government programs.....	16
Goal 2: Keep the Western District of Michigan Safe	17
Objective 2.1: Protect National Security	17
Strategy 1: Combat foreign malign influence.....	17
Strategy 2: Prevent the theft of technology and intellectual property.....	17
Strategy 3: Protect sensitive assets.....	18
Strategy 4: Deter, disrupt, and prosecute cyber threats.....	18
Objective 2.2: Counter Foreign and Domestic Terrorism	19
Strategy 1: Deter, disrupt, and prosecute terrorist threats.....	19
Strategy 2: Strengthen federal, state, local, and Tribal counterterrorism partnerships	19
Objective 2.3: Combat Violent Crime and Gun Violence	20
Strategy 1: Target the most significant violent crime problems	20
Strategy 2: Enhance partnerships with federal, state, local, and Tribal law enforcement	20
Strategy 3: Invest in community-based programs to prevent violence	20

Objective 2.4: Combat Drug Trafficking and Prevent Overdose Deaths	21
Strategy 1: Disrupt and dismantle drug trafficking organizations.....	21
Strategy 2: Detect and limit the diversion of drugs from regulated channels.....	21
Strategy 3: Support access to evidence-based prevention and treatment.....	21
Strategy 4: Raise public awareness of the dangers of drugs, especially fentanyl	22
Objective 2.5: Ensure Accountability for Corporate Crimes, Protect Consumers, and Safeguard our Lands and Waters	23
Strategy 1: Deter and prosecute corporate crime.....	23
Strategy 2: Protect consumers from financial and other harms.....	23
Strategy 3: Enforce federal environmental law.....	23
Objective 2.6: Protect Vulnerable Communities	24
Strategy 1: Promote and improve programs for victims of crime.....	24
Strategy 2: Combat gender-based violence.....	24
Strategy 3: Protect children from crime and exploitation.....	25
Strategy 4: Fight elder fraud, abuse, and exploitation	25
Strategy 5: Promote safety and justice in Indian country	25
Objective 2.7: Seize and Forfeit the Economic Fruits of Crime and Pursue Restitution	26
Goal 3: Protect Civil Rights	27
Objective 3.1: Protect the Right to Vote	27
Strategy 1: Enforce federal laws that protect voting rights	27
Strategy 2: Safeguard fair elections	27
Objective 3.2: Combat Discrimination and Hate Crimes	28
Strategy 1: Enforce federal anti-discrimination laws	28
Strategy 2: Prevent, deter, and prosecute hate crimes	28
Strategy 3: Support and engage state, local, and Tribal partners in combating discrimination and hate	28
Objective 3.3: Reform and Strengthen the Criminal Justice System	29
Strategy 1: Promote trust in law enforcement and ensure accountability	29
Strategy 2: Employ just charging and sentencing practices.....	29
Objective 3.4: Advance Environmental Justice	30
Strategy 1: Designate an Environmental Justice Coordinator and engage potentially affected communities to identify areas of concern.....	30
Strategy 2: Prioritize cases that will reduce public health and environmental harms to overburdened and underserved communities.....	30
Objective 3.5: Protect Reproductive Freedom	31

Mission, Values, and Organization

Mission

The mission of the United States Attorney's Office for the Western District of Michigan is to uphold the rule of law, to keep the District safe, and to protect civil rights.

Values

- *Independence and Impartiality.* USAO-WDMI works each day to earn the public's trust by following the facts and the law wherever they may lead, without prejudice or improper influence.
- *Honesty and Integrity.* USAO-WDMI's employees adhere to the highest standards of ethical behavior, mindful that, as public servants, we must work to earn the trust of, and inspire confidence in, the public we serve.
- *Respect.* USAO-WDMI's employees value differences in people and in ideas and treat everyone with fairness, dignity, and compassion.
- *Excellence.* USAO-WDMI works every day to provide the highest levels of service to the people of this District and to be a responsible steward of the taxpayers' dollars.

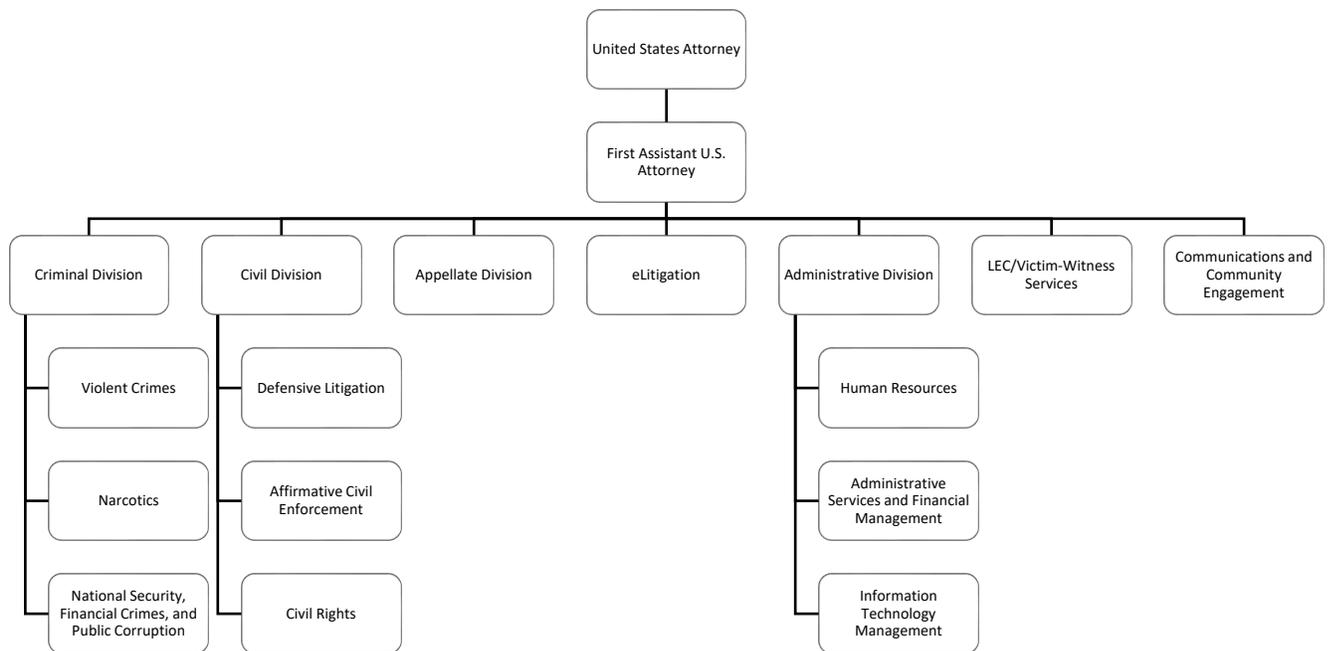
Organization

Under the leadership of the United States Attorney, the United States Attorney's Office for the Western District of Michigan has approximately 90 employees. Headquartered in Grand Rapids, Michigan, the Office maintains offices in Lansing (staffed), Marquette (staffed), and Kalamazoo (unstaffed).

District Map



USAO-WDMI Organization Chart



A Message from the United States Attorney

The U.S. Attorney's Office for the Western District of Michigan pursues a critical mission: to uphold the rule of law, to keep the District safe, and to protect civil rights. These goals have never been more important. This document spells out how we will fulfill this mission, reflecting the charge laid out in the strategic plan that the Department of Justice issued in July 2022, but tailored to the challenges and resources of this District.

Our three-fold mission identifies our primary goals. First, we uphold the rule of law. Everyone in our District should have confidence in the people who enforce our laws and the system whereby we make collective decisions and resolve disputes. Starting with ourselves, we uphold the rule of law by following the norms of independence and impartiality; exercising discretion in a principled manner; and always following the facts and the law. Beyond our office, we do so by defending our democracy and the institutions that sustain it. We also do so by promoting good government and ably representing our federal clients and protecting federal dollars.

Second, we keep the District safe. Everyone in our District should live unburdened by the threat of crime. We keep the District safe by protecting national security, countering foreign and domestic terrorists, combating violent crime, targeting drug trafficking, disrupting cyber threats, protecting vulnerable communities, and seizing and forfeiting the economic fruits of crime.

And third, we protect civil rights. Everyone in our District should freely exercise their rights of citizenship and enjoy equal protection under the law. We protect civil rights by protecting the right to vote, combating discrimination of all kinds, and prosecuting hate crimes. In addition, we do so by reforming and strengthening our criminal justice system, promoting trust between communities and law enforcement, earning that trust, and ensuring accountability when that trust is broken. Finally, we do so by advancing environmental justice, protecting vulnerable communities that share a disproportionate share of health and environmental burdens.

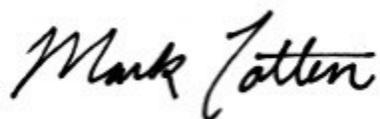


Within the broad scope of this mission, some objectives have special urgency at this moment. Using every tool available, we will combat violent crime, especially gun violence. The recent trendline is disturbing. In 2020-2021, the rate of gun deaths in the nation hit the highest level since 1995, with more than 45,000 fatalities each year. Michigan is no exception to this national trend. Working with our federal, state, local, and Tribal partners, we will strive to prevent gun violence and hold accountable the most dangerous offenders.

In addition, we will take on large-scale drug trafficking organizations, whose illicit trade has brought unprecedented levels of harm and even death. While narcotics have plagued our nation and District for decades, the most recent evolution of this threat requires a smart, targeted, and swift response. Last year the United States set a record for the number of drug fatalities, with 108,000 lives cut short. Driving this spike is fentanyl, a synthetic drug sold to users as heroin or mixed with heroin or cocaine or otherwise laced in counterfeit pills marketed as recognizable pharmaceuticals like Xanax or Adderall. Even trace amounts of fentanyl can kill. The Drug Enforcement Administration has concluded that more than 40% of all counterfeit pills – nationally and in Michigan – contain a lethal dose of fentanyl. One pill taken by an unsuspecting consumer can mean death. Dealers push these drugs aggressively on social media to teenagers and young adults, and users perhaps having no previous experience with drugs or addiction are left dead within minutes – maybe not even realizing the pill they popped was counterfeit. In addition, highly pure methamphetamine manufactured in laboratories, more available and more destructive than home-cooked methamphetamine, continues to devastate lives across the District. From public education to prosecution to civil actions, we will seek to dismantle the largest drug trafficking organizations that spread this scourge.

And lastly, we will protect our democratic institutions. Their health and stability is vital to any nation committed to the rule of law. And yet the threats against these institutions are real and not going away. Working with partners across the Department of Justice and consistent with Department policy, we will protect the right to vote by enforcing federal law and safeguarding fair elections. We will protect public servants from violence and threats of violence. We will disrupt and hold accountable domestic violent extremists who threaten our democratic institutions. And we will take on public corruption that subverts the democratic process.

While these challenges are weighty, our team – along with our federal, state, local and Tribal partners – is second to none. Together, I have every confidence we can meet these challenges and carry out our mission.



Mark A. Totten
United States Attorney

USAO-WDMI Strategic Plan: An Overview

Goal 1: Uphold the Rule of Law

Objective 1.1: Protect Our Democratic Institutions

- Strategy 1: Reaffirm and strengthen policies foundational to the rule of law
- Strategy 2: Protect USAO-WDMI from improper influence
- Strategy 3: Protect public servants from violence and threats of violence
- Strategy 4: Combat interference in democratic processes
- Strategy 5: Prosecute public corruption

Objective 1.2: Promote Good Government

- Strategy 1: Communicate our work to the public and ensure transparency
- Strategy 2: Foster a high-performing workforce that represents the communities we serve
- Strategy 3: Implement office-wide data and technology modernization

Objective 1.3: Represent Federal Clients and Protect Federal Dollars

- Strategy 1: Support and defend federal clients
- Strategy 2: Protect the public fisc from fraud on government programs

Goal 2: Keep the District Safe

Objective 2.1: Protect National Security

- Strategy 1: Combat foreign malign influence
- Strategy 2: Prevent the theft of technology and intellectual property
- Strategy 3: Protect sensitive assets
- Strategy 4: Deter, disrupt, and prosecute cyber threats

Objective 2.2: Counter Foreign and Domestic Terrorism

- Strategy 1: Deter, disrupt, and prosecute terrorist threats
- Strategy 2: Strengthen federal, state, local, and Tribal counterterrorism partnerships

Objective 2.3: Combat Violent Crime and Gun Violence

- Strategy 1: Target the most significant violent crime problems
- Strategy 2: Enhance partnerships with federal, state, local, and Tribal law enforcement
- Strategy 3: Invest in community-based programs to prevent violence

Objective 2.4: Combat Drug Trafficking and Prevent Overdose Deaths

- Strategy 1: Disrupt and dismantle drug trafficking organizations
- Strategy 2: Detect and limit the diversion of drugs from regulated channels
- Strategy 3: Support access to evidence-based prevention and treatment
- Strategy 4: Raise public awareness of the dangers of drugs, especially fentanyl

Objective 2.5: Ensure Accountability for Corporate Crimes, Protect Consumers, and Safeguard Our Lands and Waters

- Strategy 1: Deter and prosecute corporate crime
- Strategy 2: Protect consumers from financial and other harms
- Strategy 3: Enforce federal environmental law

Objective 2.6: Protect Vulnerable Communities

- Strategy 1: Promote and improve programs for victims of crime
- Strategy 2: Combat gender-based violence
- Strategy 3: Protect children from crime and exploitation
- Strategy 4: Fight elder fraud, abuse, and exploitation
- Strategy 5: Promote safety and justice in Indian country

Objective 2.7: Seize and Forfeit the Economic Fruits of Crime and Pursue Restitution

Goal 3: Protect Civil Rights

Objective 3.1: Protect the Right to Vote

- Strategy 1: Enforce federal laws that protect voting rights
- Strategy 2: Safeguard fair elections

Objective 3.2: Combat Discrimination and Hate Crimes

Strategy 1: Enforce federal anti-discrimination laws

Strategy 2: Prevent, deter, and prosecute hate crimes

Strategy 3: Support and engage state, local, and Tribal partners in combating discrimination and hate

Objective 3.3: Reform and Strengthen the Criminal Justice System

Strategy 1: Promote trust in law enforcement and ensure accountability

Strategy 2: Employ just charging and sentencing practices

Objective 3.4 Advance Environmental Justice

Strategy 1: Designate an environmental justice coordinator and engage potentially affected communities to identify areas of concern

Strategy 2: Prioritize cases that will reduce public health and environmental harms to overburdened and underserved communities

Objective 3.5 Protect Reproductive Freedom

Goal 1: Uphold the Rule of Law

The success of the United States Attorney’s Office for the Western District of Michigan (“USAO-WDMI” or “Office”) depends on the trust of the people in this District. We must earn that trust every day. As the Attorney General has reaffirmed, the Justice Department’s first core priority – upholding the rule of law – is rooted in the recognition that, to succeed and retain this trust, we must adhere to the norms of independence from improper influence; the principled exercise of discretion; treating like cases alike; and an unwavering commitment to following the facts and the law. In addition, exceptional public service requires high-quality management, functional support systems, and a diverse and inclusive workforce.

Objective 1.1: Protect Our Democratic Institutions

Our nation depends on the stability of its democratic institutions. The Justice Department (“Department”), including its 93 United States Attorney Offices, is one such institution and has important responsibilities in protecting other institutions. We will continue our work to ensure that the public views USAO-WDMI and the Department as objective, impartial, and insulated from political influence. More broadly, we will help ensure the safety and proper functioning of democratic institutions across government against a range of threats. In recent years, threats against public servants, ranging from schoolteachers to federal judges, have increased. Moreover, confidence in our system is undermined by public officials who sell their public trust to the highest bidder and by foreign adversaries who attempt to interfere with our elections. The Department and USAO-WDMI are committed to repairing these ruptures both through specific strategies and through the slow and steady demonstration of impartiality and integrity every day.

Strategy 1: Reaffirm and strengthen policies foundational to the rule of law

USAO-WDMI upholds the rule of law by adhering to its foundational norms. Those norms include the principled exercise of discretion; independence from improper influence; treating like cases alike; and an unwavering commitment to following the facts and the law. Reaffirming and, where necessary, strengthening policies that are foundational to the rule of law are essential to this effort.

Strategy 2: Protect USAO-WDMI from improper influence

USAO-WDMI must be shielded from all forms of improper influence in its investigations and prosecutions. The Office will continue to ensure that its career professionals are protected from partisan motives or other improper influences. All investigative and prosecutorial decisions will be made independently.

Strategy 3: Protect public servants from violence and threats of violence

We have seen an uptick in threats against public servants – from election administrators to elected officials. Expressing a political belief or ideology, no matter how vociferously, is not a crime, and USAO-WDMI will not prosecute individuals because of their views. But the Office will protect those who serve the public from violence and unlawful threats of violence. To aid in this effort, we will provide training and guidance for those who are subjected to threats, including by helping potential victims understand the type of behavior that constitutes an unlawful threat and how to report threatening conduct to the appropriate law enforcement agencies. Finally, we will work closely with state, local, and Tribal law enforcement to protect public servants from violence and threats of violence.

Strategy 4: Combat interference in democratic processes

Democracy depends on the free exchange of ideas, and USAO-WDMI will do everything in its power to respond to the efforts of actors who seek to exploit that openness or suppress the voices of those seeking to participate. The Office will support the efforts of the Justice Department to address the threat of improper foreign interference in American democratic processes, including prosecuting state agents for espionage; preventing hacking campaigns; preventing the repression of dissidents; and addressing efforts to manipulate public discourse in the United States, while always defending First Amendment rights.

Strategy 5: Prosecute public corruption

USAO-WDMI remains resolutely committed to enforcing domestic anti-corruption laws targeting the criminal corruption of federal, state, and local governments. Through enhanced coordination with law enforcement partners, as well as through expanded investigative analysis, USAO-WDMI will seek to disrupt these efforts. Because of corruption's corrosive effects on our democratic institutions, USAO-WDMI will investigate and, as appropriate, prosecute bribery, extortion, fraud, and other criminal conduct by public officials or those who seek to corrupt them.

Objective 1.2: Promote Good Government

To foster transparency, ensure efficient operations, promote internal controls and oversight, prioritize data-driven decision-making, and recruit and retain top-notch talent, USAO-WDMI will take a strategic and innovative approach to assessing and strengthening its management structure, training, and collaboration; promoting and rewarding strong performance and high standards; and promoting diversity and ensuring equal employment opportunity.

The Office's workforce is its key asset for achieving its mission. Ensuring that every employee can use their full talents and focus to solve pressing problems requires an inclusive workplace. The Office can also better serve our diverse District when its workforce includes a variety of backgrounds and perspectives. Consistent with merit systems principles, we are working to assess and improve diversity, equity, inclusion, and accessibility at all levels of our human capital operations, from recruitment and retention to training, evaluation, and promotion.

Strategy 1: Communicate our work to the public and ensure transparency

USAO-WDMI will strive to communicate clearly and often with the public regarding its work to uphold the rule of law, keep the District safe, and protect civil rights, consistent with the Department of Justice Confidentiality and Media Contacts Policy. To achieve this end, the Office will employ various means of communication, including press releases, press conferences, public education events, other community outreach, social media, and the USAO-WDMI website.

Strategy 2: Foster a high-performing workforce that represents the communities we serve

USAO-WDMI will strive for diversity and equity at each step of the recruitment, application, and hiring processes. The Office will also review human capital management practices, including evaluation processes, professional development opportunities, and promotion criteria, to eliminate visible and hidden barriers for employees of all backgrounds. In addition, the Office will ensure equal pay for equal work within positions and across similarly situated components and identify workplace flexibilities that will allow us to recruit and retain the best employees.

Beyond policies, USAO-WDMI will strive to foster a workplace culture that values diversity, that promptly and thoroughly addresses sexual and other harassment allegations, and that seeks to end stigma associated with seeking treatment for mental health issues.

Strategy 3: Implement office-wide data and technology modernization

To ensure efficient stewardship of federal resources, USAO-WDMI will identify technology solutions to address current infrastructure capability gaps. For example, the Office will continue a thorough review of the system for handling all aspects of electronically stored information related to litigation. The goal of this review is to implement a solution that ensures compliance with constitutional and statutory disclosure duties, efficiently allocates attorney and support staff time, supports timely responses to pressing law enforcement needs, fosters accountability, and bolsters public safety.

Objective 1.3: Represent Federal Clients and Protect Federal Dollars

Strategy 1: Support and defend federal clients

USAO-WDMI plays a vital role in upholding the rule of law by defending federal agencies and employees throughout the Western District of Michigan in civil litigation. The Office's civil defense litigators will continue to support client agencies by providing candid and professional assessments of litigation risk and defending against civil litigation to achieve just results. In addition, the Office will represent the interests of the United States in bankruptcy proceedings by appropriately allocating resources, reviewing litigation strategies, and maintaining constructive relations with creditor agencies.

Strategy 2: Protect the public fisc from fraud on government programs

USAO-WDMI will deter and redress collusion, fraud, waste, and abuse targeting public programs – especially health care fraud – by vigorously investigating and prosecuting culpable individuals and enterprises. We will employ a whole-of-government approach, including, when appropriate, parallel investigations with federal and state law enforcement and regulatory agencies. When losses to the public do occur, we will use all criminal and civil tools at our disposal to recover lost taxpayer funds. In partnership with investigative agencies, our efforts will include expanded use of data analytics to monitor federal spending for payment anomalies and other indications of fraud, waste, and abuse. We will engage the public procurement and law enforcement communities to promote greater cooperation in identifying, deterring, and prosecuting schemes that seek to commit fraud on government programs. And we will use every available tool – including criminal, civil, and administrative actions – to safeguard the integrity of taxpayer-funded programs and combat COVID-19 related fraud, including by holding accountable those who seek to exploit the pandemic for personal gain.

In addition to recouping stolen or fraudulently obtained government funds, USAO-WDMI will use all available tools to ensure strong, consistent, and uniform enforcement of the internal revenue laws to help ensure that everyone pays what they owe. Honest taxpayers must be able to trust that they will not bear an undue share of the federal tax burden.

Goal 2: Keep the Western District of Michigan Safe

USAO-WDMI has no higher priority than keeping the people of the Western District of Michigan safe. The nation continues to face a multitude of serious and evolving threats, ranging from foreign terrorism to domestic terrorism and from cybercrime to violent crime. These threats are as complex as at any time in our history. And the consequences of not responding to them have never been greater. All people in the District deserve to feel safe in their communities. USAO-WDMI will support law enforcement at all levels as we work to protect our country from these threats, while also zealously guarding civil liberties and ensuring our own accountability to the American people.

Objective 2.1: Protect National Security

USAO-WDMI investigates, disrupts, and prosecutes threats to national and economic security, both from hostile foreign nations and from insider threats. These threats include foreign influence operations, economic espionage, and critical infrastructure attacks. In response to these wide-ranging threats, the Office, together with the Department, counterintelligence partners, and other federal law enforcement, seeks to identify the potential assets targeted, engage the entities who possess those assets, and protect them.

Strategy 1: Combat foreign malign influence

Agents of foreign governments sometimes pursue goals that are at odds with the interests of the United States. The effective and efficient enforcement of the Foreign Agents Registration Act (FARA) and related laws is critical to facilitate transparency about foreign influence efforts and to support our democracy. This transparency helps ensure informed decision-making – on the part of government, the private sector, and the public. USAO-WDMI remains steadfast in its commitment to preventing malign influence and to ensuring our government is not improperly influenced by foreign governments.

Strategy 2: Prevent the theft of technology and intellectual property

Hostile foreign actors use espionage tools and tactics against U.S. companies, academic and research institutions, and American workers to steal critical and emerging technologies and intellectual property. Such thefts could cause harm to our national security and our economic security. USAO-WDMI will leverage the broadest set of tools to prevent losses. In addition, USAO-WDMI will work with the Department, other federal agencies, state and local partners, and the private sector to proactively disrupt the theft of U.S. assets. Finally, we will publicize charges and prosecutions to heighten public awareness and deter future threats.

Strategy 3: Protect sensitive assets

The U.S. must protect its national security and economic prosperity, including key technologies, supply chains, critical infrastructure, and private information about Americans. The Department seeks to strike a balance between the nation's open investment environment and the potential risks to national security posed by such investments. USAO-WDMI will take all steps necessary within the District to protect these sensitive assets.

Strategy 4: Deter, disrupt, and prosecute cyber threats

Protecting our national security also requires countering cyber threats from foreign and domestic actors – whether nation states, terrorists, or criminals – who seek to conduct espionage, invade our privacy, attack our elections, steal our intellectual property, damage our financial and physical infrastructure, or extort ransom payments. Cyberattacks cause significant financial damage and extensive harm to governments, critical infrastructure, and industries worldwide. The effects of cyberattacks are also felt by individuals, in the form of identity theft, account hacking, email compromise schemes, and cyberstalking. USAO-WDMI, working with other partners in the Justice Department and beyond, will bring to justice those who commit cyberattacks, whether they are lone actors, elements of transnational organized crime groups, or acting on behalf of nation states or terrorist groups.

Objective 2.2: Counter Foreign and Domestic Terrorism

Two decades after September 11, 2001, the Justice Department remains committed to combating terrorism, from any place, by any actor, regardless of motivating ideology. Foreign terrorist organizations continue to pose a threat to the United States and U.S. interests abroad. In addition, terrorist threats to the United States come from lone actors – citizens who travel overseas and join forces with extremists; individuals radicalized in the United States; those inspired to violence by harmful foreign ideologies; and domestic violent extremists motivated by racial and ethnic bias, anti-government or anti-authority sentiment, or conspiracy theories. USAO-WDMI will continue to use every appropriate tool at its disposal to deter, disrupt, and prosecute acts of domestic violent extremism and domestic terrorism.

Strategy 1: Deter, disrupt, and prosecute terrorist threats

The Department will continue to deter, disrupt, and prosecute domestic and international terror plots and actors through directed intelligence collection and analysis. We will protect the United States by disrupting terrorists' sources of financial and material support; prosecuting those who plot or act to threaten our national security; and targeting the methods and technologies terrorist networks and organizations rely on for radicalization and recruitment. We will also continue to use all available tools to monitor terrorist threats – from developing sources to using court-authorized electronic surveillance – while ensuring that civil liberties are protected.

Strategy 2: Strengthen federal, state, local, and Tribal counterterrorism partnerships

USAO-WDMI will protect national security by maintaining strong partnerships with law enforcement and intelligence community partners. A primary means of implementing this strategy is USAO-WDMI's participation on the Joint Terrorism Task Force ("JTTF") in Michigan. The JTTF includes highly trained investigators, analysts, linguists, and other specialists from dozens of U.S. law enforcement and intelligence agencies who chase down leads, gather evidence, make arrests, provide security for special events, collect and share intelligence, and respond to threats and incidents.

Objective 2.3: Combat Violent Crime and Gun Violence

USAO-WDMI is committed to addressing the epidemic of gun violence and other violent crime. We will continue to work in partnership with state, local, Tribal, and territorial law enforcement agencies, as well as the communities they serve, to develop locally-based violent crime reduction solutions that target the most significant drivers of violent crime – including gun violence, domestic violence, sexual violence, criminal organizations, narcotics trafficking, firearms trafficking, human trafficking, and other forces.

Strategy 1: Target the most significant violent crime problems

Addressing gun violence through the Project Safe Neighborhoods Program remains a key element of USAO-WDMI's violence reduction strategy. This program brings together state, local, and Tribal law enforcement partners. Four key elements comprise this program: community engagement; prevention and intervention; focused and strategic enforcement; and accountability. USAO-WDMI will draw on research and analysis to determine the most effective strategies, consistent with those elements, for disrupting violent crime in the District. We will build on current efforts to identify and disrupt the schemes used to put otherwise lawfully owned firearms into the hands of violent criminals. And we will continue to leverage innovative technological and analytical tools, including the National Instant Criminal Background Check System (NICS) and the National Integrated Ballistic Information Network (NIBIN), with community partners, to address the most significant violent crime threats.

Strategy 2: Enhance partnerships with federal, state, local, and Tribal law enforcement

USAO-WDMI will continue to strengthen its partnerships with federal, state, local and Tribal law enforcement, including through joint enforcement efforts, training and technical assistance, and grants. Collaboration allows us to learn from each other, share best practices designed to prevent crime, and focus enforcement efforts.

Strategy 3: Invest in community-based programs to prevent violence

Experience and research have shown that prevention and intervention can be highly effective complements to the strategic enforcement of criminal laws. USAO-WDMI will continue to work with community stakeholders on measures to deter participation in group-involved activity, violent extremism, racially motivated violence, or other violent crimes, and to build community trust to increase reporting of crimes, promote the message that the communities will not tolerate violence, and build trust to encourage cooperation with criminal investigations. In addition, USAO-WDMI is committed to working with law enforcement, community groups, religious organizations, and other partners to address the social causes of violence.

Objective 2.4: Combat Drug Trafficking and Prevent Overdose Deaths

Drug trafficking and substance abuse continue to take a significant toll on the American public and this District. In the twelve months between September 2020 and September 2021, more than 104,000 Americans died due to a drug overdose. The leading cause of these deaths is fentanyl, which is lethal at even trace amounts. Although fentanyl appears mixed with other drugs, such as heroin and cocaine, an emerging trend is to deliver the drug through counterfeit pills, which look like actual pharmaceuticals such as Xanax or Adderall. Testing by the Drug Enforcement Administration at both the national level and here in Michigan reveals that more than 40% of these pills contain a potentially lethal dose of fentanyl. These counterfeit pills, moreover, are readily available through social media and e-commerce platforms, where they are marketed to kids, teens, and young adults. In addition, highly pure methamphetamine – manufactured in laboratories, trafficked from other countries, and more insidious than earlier versions cooked in garages and backyards – poses a continuing threat in the Western District of Michigan. Working with partners across the Department of Justice and with state, local, and Tribal partners, USAO-WDMI will address these threats in several ways.

Strategy 1: Disrupt and dismantle drug trafficking organizations

USAO-WDMI will use all available resources to combat drug trafficking in the District. We will simultaneously target the trafficking organizations, their financial infrastructure, and their distribution networks. We will share information across components and in collaboration with other law enforcement agencies. We will employ enhanced evidence collection techniques and intelligence analysis to target, investigate, and prosecute traffickers participating in significant transnational, national, and regional drug trafficking organizations. And we will target sources of supply, money launderers, transportation organizations, and regional and local distribution networks.

Strategy 2: Detect and limit the diversion of drugs from regulated channels

As part of our effort to address the opioid epidemic, we will focus our attention on the diversion of pharmaceutical-controlled substances to illegitimate consumers. USAO-WDMI will continue to employ advanced data analytics to identify and investigate suspicious billing and prescription patterns. We will also prosecute medical professionals and corporations – including responsible executives – involved in the illegal prescription, diversion, and distribution of opioids. Finally, we will continue to evaluate drug prescription quotas and investigate and prosecute fraud and kickback schemes in the industry.

Strategy 3: Support access to evidence-based prevention and treatment

In conjunction with the Department and other partners, USAO-WDMI will support the expansion of evidence-based, opioid-use disorder treatment options, including for incarcerated individuals and those reentering the community. The Office will also work with state, local, and Tribal partners to increase access to recovery support services and continuity of care across public safety and public health systems. In addition, the Office will

aggressively enforce the civil rights laws on behalf of people with substance use and mental health disorders. More broadly, the Office will also promote evidence-based crisis response deflection, diversion, and alternatives to incarceration, and will support education and training about substance use disorders for public safety professionals and others across the justice system. To stop the cycle of substance abuse before it starts, the Department will invest in prevention efforts, particularly for youth, and combat the stigma associated with substance use disorders.

Strategy 4: Raise public awareness of the dangers of drugs, especially fentanyl

Working with the Drug Enforcement Administration and other local, state, federal, and Tribal partners, USAO-WDMI will employ multiple means of communication to raise awareness among parents, youth, and the community-at-large about the dangers of drugs. The Office will especially focus on the dangers of fentanyl, which has proven so deadly and can take the form of counterfeit pills or even candy.

Objective 2.5: Ensure Accountability for Corporate Crimes, Protect Consumers, and Safeguard our Lands and Waters

In addition to countering national security threats, violent crime, and drug enterprises, USAO-WDMI will also hold corporations accountable for criminal misconduct; protect consumers from endless schemes to defraud, mislead, or abuse them; and safeguard our lands and waters, including the Great Lakes.

Strategy 1: Deter and prosecute corporate crime

The essence of the rule of law is that like cases are treated alike, and that there is not one rule for the rich and another for the poor. USAO-WDMI will aggressively prosecute corporate crime, not only by holding companies accountable that engage in criminal conduct, but also by prosecuting the individuals who commit and profit from corporate malfeasance. The Office will emphasize to the private sector and the investing public that corporations, and the individuals who run them, must comply with the law.

Strategy 2: Protect consumers from financial and other harms

Schemes to harm consumers are endless and include phone and email scams; unscrupulous tax preparation services; phony investments; and harmful billing practices. USAO-WDMI, with other partners in the Justice Department, will hold individuals and businesses accountable who deceive, mislead, or abuse consumers.

Strategy 3: Enforce federal environmental law

USAO-WDMI will enforce federal environmental laws. These laws help ensure a fair economy where all participants compete on a level playing field. They also preserve our lands and waters – which Michigan has in abundance – for sustainable use today and for subsequent generations. USAO-WDMI will hold polluters accountable, while seeking to prevent future harms.

Objective 2.6: Protect Vulnerable Communities

USAO-WDMI must be vigilant in protecting and supporting all communities, including the most vulnerable among us. We have a special obligation to protect children, whose victimization ripples through families, communities, and society at large. Likewise, elder abuse, fraud, and neglect remain urgent problems, particularly as the COVID-19 pandemic ushered in a new wave of exploitative practices targeted at seniors. The Department also has a unique legal relationship with, and responsibility to, federally recognized Tribes. Gender-based violence, including domestic violence, dating violence, sexual assault, and stalking, cuts across socioeconomic, racial, and geographic lines. In addition, low-income communities, LGBTQI+ communities, communities of color, people with disabilities, non-citizens, and victims of human trafficking face disproportionately high rates of victimization. USAO-WDMI is dedicated to rectifying these disparities. In addition to the strategies below, see also Goal 3: Protect Civil Rights, and in particular Objective 3.2, Combat Discrimination and Hate Crimes, and Objective 3.4, Advance Environmental Justice.

When crimes do occur, USAO-WDMI is committed to treating crime victims with dignity and respect throughout their involvement in the federal criminal justice system. The Department will provide support and promote services for victims and their families, including through grantmaking and collaborations with state, local, and Tribal partners.

Strategy 1: Promote and improve programs for victims of crime

USAO-WDMI will promote trauma-informed, victim-centered, culturally competent law enforcement and prosecutorial responses to crime. We are committed to preventing further victimization by the criminal justice system. To that end, we will provide evidence-based training and technical assistance designed to increase awareness of victims' rights and best practices. The Office will work to increase the accessibility of services for all crime victims who need them, including by embedding victim services in the response to community violence. In addition, USAO-WDMI will aggressively pursue restitution for victims.

Strategy 2: Combat gender-based violence

USAO-WDMI will reaffirm its efforts to prevent violence against women and hold perpetrators accountable. We will enforce the federal domestic violence, sexual assault, human trafficking, and criminal and civil anti-harassment laws. We will channel resources toward the effective investigation and prosecution of domestic violence, dating violence, sexual assault, and stalking cases. These efforts will include increased training of law enforcement personnel to deal with the prevention, investigation, and prosecution of gender-based violence, support for economic justice interventions, public education, and outreach, particularly in underserved communities. In addition to traditional tools, we will partner with community-based service providers to expand access. The Office will also promote collaboration between law enforcement and other community entities that serve survivors to help ensure a coordinated approach to prevention and enforcement.

Strategy 3: Protect children from crime and exploitation

USAO-WDMI will vigorously enforce all federal laws against those who target children online and in the physical world, whether through production and dissemination of child pornography, human trafficking, sextortion, enticing children, or other crimes. The Office will also work with its state, local, Tribal, and territorial partners to improve the response, investigation, prosecution, and support for victims in child abuse and exploitation cases.

Strategy 4: Fight elder fraud, abuse, and exploitation

Every year, millions of older Americans are abused, neglected, and financially exploited, often by those who are entrusted to care for them. USAO-WDMI is committed to using all its tools, including enforcement actions, public awareness campaigns, training, technical assistance, and victims' services, to ensure that seniors receive the support and protections they deserve. We will seek to mitigate the economic hardships caused by such crimes by seizing ill-gotten gains, returning forfeited funds to victims of financial scams, and aggressively pursuing enforcement of outstanding restitution judgments. And we will train law enforcement and industry partners to identify, prevent, and report elder fraud and abuse schemes, and collaborate with state and local governments, private businesses, and other external stakeholders to engage in concerted outreach to vulnerable Americans, including older adults, to offer information that may prevent harm or allow victims to obtain assistance. Public education and direct outreach are crucial to help older adults and their family members recognize the warning signs of potential abuse.

Strategy 5: Promote safety and justice in Indian country

USAO-WDMI will prioritize working alongside Tribal law enforcement partners to deter and address serious crimes in Indian country. These crimes include violence against women, youth, and children, as well as drug trafficking. Consistent with the Deputy Attorney General's July 13, 2022 Memo on "Promoting Public Safety in Indian Country," USAO-WDMI will consult with the tribes and update its Operational Plan for addressing public safety in Indian country. This plan will address coordination between federal, Tribal, state, and local law enforcement; supporting victims and survivors; and addressing missing or murdered indigenous persons, including unresolved cases.

Objective 2.7: Seize and Forfeit the Economic Fruits of Crime and Pursue Restitution

Financial gain is the motivation behind many federal crimes. Asset forfeiture has the power to diminish the financial incentives to commit crime and disrupt or dismantle criminal organizations that would continue to function if we only convicted and incarcerated individuals. Toward this end, USAO-WDMI will vigorously investigate and use all available legal authorities to seize the economic fruits of crime and recover assets to ensure that criminals do not profit from their crimes and victims are compensated.

Goal 3: Protect Civil Rights

The Justice Department was founded during Reconstruction to protect the civil rights promised by the Thirteenth, Fourteenth, and Fifteenth Amendments. This work required confronting the racist conduct of the Ku Klux Klan and others who used terror and violence to keep Black Americans from exercising their rights. Today, more than 150 years after the Department's founding, far too many Americans still face discrimination. Among other things, discrimination persists in voting, housing, and the criminal justice system, and historically underserved communities have disproportionately borne the brunt of the harm caused by pandemic, pollution, and climate change. USAO-WDMI will protect civil rights and reduce barriers to equal justice and equal enjoyment of the rights, privileges, and immunities established by the Constitution and laws of the United States.

Objective 3.1: Protect the Right to Vote

The right to vote is the cornerstone of our democracy – the right from which all other rights ultimately flow. The Department of Justice has a longstanding role in protecting the right of American citizens to participate in fair and free elections. USAO-WDMI will use every tool at its disposal to address challenges to this right.

Strategy 1: Enforce federal laws that protect voting rights

USAO-WDMI will use every tool at its disposal to address challenges to the right to vote, including laws that restrict eligible voters from accessing the ballot or that otherwise have the intent or effect of discriminating against voters on account of their race, color, or language minority status, and historical barriers limiting ballot access for voters with disabilities or voters with limited English proficiency.

Strategy 2: Safeguard fair elections

USAO-WDMI will safeguard election workers and voters by prosecuting criminal behavior, including violence and threats of violence, working in conjunction as needed with the Department's Election Threats Task Force. In addition, the Office will address potential intimidation of, and interference with, voters. Where state or local law enforcement is the most appropriate solution to a threat, we will work with our state and local partners to respond.

Working with partners throughout the Department of Justice, we will not hesitate to prosecute election crimes when they occur. Such crimes include violations of campaign finance laws, ballot fraud, and cognizable discrimination. In addition, we will maintain public confidence in federal election crime enforcement by observing, enhancing, and publicizing rigorous safeguards against improper intrusion on state and local election administration and by adhering to decades-long policies designed to ensure that partisan interests never influence our operations.

Objective 3.2: Combat Discrimination and Hate Crimes

Combating discrimination and unlawful acts of hate remain an urgent and pressing mandate for the Justice Department and for USAO-WDMI. Historically, more than half of all hate crimes motivated by race and ethnicity have targeted Black Americans. Asian American and Pacific Islander communities and businesses have also experienced hateful, xenophobic rhetoric and violence. Nationally, we have also seen sharp increases in hate crimes motivated by the sexual orientation or gender identity of the victim. And we have seen acts of hate that target houses of worship and religious communities. The Justice Department does not investigate or prosecute people because of their ideology or the views they hold, no matter how vile. However, the Department does have the authority, and will not hesitate to act, when individuals commit violent acts that are motivated by bias or hatred. More broadly, USAO-WDMI, with partners in the Justice Department, will aggressively enforce federal statutes that protect against discrimination and other civil rights violations.

Strategy 1: Enforce federal anti-discrimination laws

USAO-WDMI, working with the Civil Rights Division of the Department, will enforce federal statutes that protect against discrimination on the basis of race, color, ethnicity, religion, sex, national origin, citizenship, immigration status, sexual orientation, gender identity, familial status, or disability, as well as those that protect the civil rights of servicemembers, incarcerated persons and individuals housed in public institutions, and individuals with limited English proficiency. Unlawful hate incidents may occur in the context of education, employment, or housing, and may violate a number of federal laws, including Title IX; Titles IV, VI, and VII of the Civil Rights Act of 1964; the Fair Housing Act; and the Religious Land Use and Institutionalized Persons Act.

Strategy 2: Prevent, deter, and prosecute hate crimes

All people in our District should be able to live without fear of being attacked or harassed because of where they are from, what they look like, whom they love, or how they worship. Hate crimes and other bias-related incidents instill fear across entire communities and undermine the principles upon which our democracy stands. USAO-WDMI will combat unlawful acts of hate, including by improving incident reporting, increasing law enforcement training and coordination at all levels of government, prioritizing community outreach, making better use of civil enforcement mechanisms, prosecuting hate crimes, and supporting survivors.

Strategy 3: Support and engage state, local, and Tribal partners in combating discrimination and hate

USAO-WDMI will prioritize outreach to federal, state, local, and Tribal partners, at both the government and community levels, to raise awareness about federal civil rights protections and the complaint process, and to coordinate efforts at achieving redress for civil rights violations.

Objective 3.3: Reform and Strengthen the Criminal Justice System

Strategy 1: Promote trust in law enforcement and ensure accountability

Community trust in law enforcement is essential to making policing more effective and less dangerous for officers on the street. USAO-WDMI will play its role to strengthen relationships between law enforcement and communities, while ensuring accountability where appropriate. The Office will achieve this goal by employing targeted Department of Justice resources, including grantmaking; training of our state, local, and Tribal partners on topics such as de-escalation; and use-of-force reviews, if necessary. In addition, the Office will participate in forums such as Advocates and Leaders for Police and Community Trust (“ALPACT”) that seek to build bridges between law enforcement and the communities they serve, and support crime prevention measures, such as Group Violence Intervention (“GVI”), that involve close cooperation with communities.

Strategy 2: Employ just charging and sentencing practices

The Department will employ just charging and sentencing practices in federal cases, particularly those that involve drug trafficking offenses and crack/powder cocaine. These reforms will work to eliminate racial and other disparities in the federal criminal justice system, promote the reasoned exercise of prosecutorial discretion, and foster trust and legitimacy in the communities we serve. Likewise, USAO-WDMI will review and revise its prosecutorial guidelines, as appropriate, to align with these goals.

Objective 3.4: Advance Environmental Justice

Although environmental harms can happen anywhere, communities of color, low-income communities, and Tribal communities often bear the highest burden of the harm caused by environmental crime, pollution, and climate change. Equal justice does not exist where a person's race or income determines their level of exposure to environmental and climate hazards that trigger deleterious health effects and diminished quality of life.

Strategy 1: Designate an Environmental Justice Coordinator and engage potentially affected communities to identify areas of concern

Consistent with the May 5, 2022 Memo, "Comprehensive Environmental Justice Enforcement Strategy," from Associate Attorney General Vanita Gupta to the United States Attorneys, the Office will appoint an environmental justice coordinator who will coordinate with other AUSAs and Department partners, as appropriate. The Environmental Justice Coordinator will engage affected communities, identify areas of environmental justice concern, and establish and publicize a procedure for members of the public to report future concerns. When engaging Tribes, the Environmental Justice Coordinator will consider the special considerations identified in the May 5, 2022 Memo.

Strategy 2: Prioritize cases that will reduce public health and environmental harms to overburdened and underserved communities

In appropriate cases, where enforcement of federal law can achieve meaningful relief, USAO-WDMI will address environmental violations or contamination through litigation, in collaboration with other partners in the Department. In seeking relief, USAO-WDMI will consider and make effective and appropriate use of all enforcement authorities and tools that might remedy environmental violations and contamination, including tools outside of the traditional environmental statutes. These tools may include enforcement actions under the environmental protection laws, but also actions under the civil rights laws, worker safety and consumer protection statutes, and the False Claims Act.

Objective 3.5: Protect Reproductive Freedom

USAO-WDMI will use every tool at its disposal to protect reproductive freedom, as the law permits. The Office will monitor and evaluate actions that could impinge on existing rights. As appropriate and consistent with Department policy, USAO-WDMI will enforce federal law that prohibits threats of violence and protects access to facilities that provide reproductive health services.