

U.S. DEPARTMENT OF JUSTICE



Fiscal Years 2012-2016

Strategic Plan



A MESSAGE FROM THE ATTORNEY GENERAL



Shortly after beginning my first job as a line attorney at the Department of Justice nearly 35 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 35 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 2012-2016 (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. It incorporates a number of changes from the Department's prior *Strategic Plan* covering fiscal years 2007-2012. 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, 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 found innovative ways to foster transparency, accountability, and professionalism across every component. It has launched landmark initiatives to foster diversity throughout the Department's ranks and to ensure that all Americans – no matter where they live or how much money they earn – can access the justice system. DOJ has developed training programs and new tools to ensure the highest standards of conduct among prosecutors, and it has renewed its focus on civil rights.

However, our work is not finished. 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 and 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 2012-FY 2013). The four Priority Goals are:

1) National Security: Better inform the Intelligence Community, thereby increasing the ability to protect Americans from terrorism and other threats to national security – both at home and abroad. By September 30, 2013, the FBI will increase by 6% the number of counterterrorism intelligence products shared with the U.S. Intelligence Community, state and local Law Enforcement Community partners, and foreign government agencies.

2) Violent Crime: Reduce Gang Violence: by September 30, 2013, in conjunction with state and local law enforcement agencies, reduce the number of violent crimes attributed to gangs to achieve 5% increases on three key indicators: youths who

exhibited a change in targeted behaviors as a result of participation in DOJ gang prevention program; coordination on gang investigations among Federal, State, and local law enforcement resulting in gang arrests; and intelligence products produced in support of Federal, State, and local investigations that are focused on gangs posing a significant threat to communities.

3) Financial and Healthcare Fraud: Protect the American people from financial and healthcare fraud: In order to efficiently and effectively address financial fraud and healthcare fraud, by the end of FY 2013, increase by 5% over FY 2011 levels, the number of investigations completed per Department of Justice attorney working on financial fraud and healthcare fraud cases; additionally, institute a system for tracking compliance by corporate defendants with the terms of judgments, consent decrees, settlements, deferred prosecution agreements, and non-prosecution agreements.

4) Vulnerable People: Protect those most in need of help - with special emphasis on child exploitation and civil rights. By September 30, 2013, working with state and local law enforcement agencies, protect potential victims from abuse and exploitation by achieving a 5% increase for three sets of key indicators: open investigations concerning non-compliant sex offenders, sexual exploitation of children, and human trafficking; matters/ investigations resolved concerning sexual exploitation of children and human trafficking; and number of children depicted in child pornography that are identified by the FBI.

Per the 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 43 separate component organizations. More than 116,000 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.

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 2012-2016* is prepared pursuant to the requirements of the Government Performance and Results Modernization Act of 2010. It updates and supersedes the *Strategic Plan* published by the Department of Justice in June 2007, covering fiscal years 2007-2012.

OVERVIEW OF MAJOR ISSUES AND TRENDS

External Factors: Conditions in the United States and the World

Terrorism continues to be the most serious threat to the security and safety of the United States and the American people. Not only are international terrorist organizations a threat to this Nation, but domestic extremist groups, militias, and other home-grown threats are as well. Although there have been no large-scale terrorist attacks within the United States since September 11, 2001, there have been arrests of terror suspects, some of whom live here. Hostile terrorist organizations continue to threaten America and its citizens, both here and abroad.

The United States continues to face other threats to its citizens' safety and security. Violent crime maintains a continuing presence across the Nation and often is associated with drugs. Mexico-based drug trafficking organizations (DTOs), in particular, have become more violent. At the same time, they have become one of the greater organized crime threats to the United States. Meanwhile, transnational organized crime and cybercrime threaten to exploit U.S. energy and other strategic sectors. Intellectual property (IP) crime, both domestic and international, continues to pose serious and increasing threats to American innovation and business development.

Since the Department's FY 2007-2012 *Strategic Plan* was published, the United States has experienced the worst financial crisis since the Great Depression. Although the Nation now is emerging from the worst

aspects of the crisis, economic crime continues to pose a serious threat to the vitality of its economy. Abuses involving financial fraud schemes, such as mortgage lending and security fraud, foreclosure rescue scams, reverse mortgage schemes, and bankruptcy schemes pose grave threats to fragile housing markets and recovery efforts, while health care fraud drives up the cost of health care for all Americans. Moreover, the nearly \$4 trillion the Federal Government committed to various rescue programs has been targeted for fraud and corruption.

High numbers of children continue to be victimized by child prostitution, child pornography, and sex tourism. The elderly also continue to be victimized, both physically and financially. Native Americans generally experience violent crime at far greater rates than other Americans, particularly American Indian and Alaska Native women – in some tribal land counties, murder rates against Native women are more than 10 times the national average. Basic law enforcement protections that Americans take for granted are seriously lacking in some tribal communities.

In addition to the above challenges, there always are additional external factors, beyond the Department's control, that might affect its ability to achieve its goals. Among those are:

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 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

As the Department evaluates these and other issues it faces and looks toward the future, it will focus on four priority areas, defined by the Attorney General, to fulfill its core mission to protect the American people. DOJ will strive to:

- **protect Americans from terrorism and other threats to national security, both at home and abroad;**
- **protect Americans from violent crimes that have ravaged too many communities, devastated too many families, and stolen too many promising futures;**
- **protect Americans from financial fraud that devastates consumers, siphons taxpayer dollars, weakens markets, and impedes ongoing economic recovery; and**
- **protect those most in need of help – children; elderly persons; victims of hate crimes, human trafficking, and exploitation; and those who cannot speak out or stand up for themselves**

These four priorities will guide the Department's work and will shape its legacy. As progress is made in each area, the Department will continue to act as a responsible steward of taxpayer dollars, and it will look for new ways to align operations,

maximize resources, and amplify its work by building and strengthening partnerships.

The Years Ahead

The United States is faced with enemies who seek to strike at American interests and harm American people, both here and abroad. Using every available resource and appropriate tool, DOJ will continue to disrupt terrorist plots, thwart potential attacks, and prosecute those who seek to harm this Nation and its people. The Department will pursue emerging threats around the world and at home and enhance its ability to collect and analyze actionable intelligence. DOJ will engage in outreach efforts to all communities in order to prevent terrorism before it occurs. It will be vigilant, not only against international terrorist organizations, but also against domestic extremist groups, militias, and other home-grown threats.

The Department will strengthen violent crime prevention by continuing to attack the gang-, gun-, and drug-fueled violence that menace our communities. Through intelligence-driven, threat-based prosecutions and international law enforcement partnerships, DOJ will focus on dismantling criminal organizations, putting them out of business. DOJ will fight to keep guns out of the hands of criminals and those who are not allowed to possess them lawfully.

The Department will support law enforcement officers who put their lives on the line each day to keep communities safe. Although violent crime rates are down nationwide, more work remains to be done. During early 2011, line-of-duty law enforcement deaths spiked. Thus, the Department will continue making investments to provide life-saving

equipment, training, and information-sharing capabilities to the men and women in the field.

DOJ will invest in scientific research to make certain that it is both tough and smart on crime, and that its decisions are economically sound. Today, 1 in every 100 American adults is incarcerated, and two-thirds of those who transition out of jails and prisons eventually are rearrested. Helping young people avoid lives of violence and crime and providing support to those who have served their time and are struggling to rejoin and contribute to their communities is not just a proven public safety approach; it is an economic imperative and a moral obligation.

The impact of financial crime is not confined to Wall Street. Often 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. The Department will continue to investigate financial crimes and ensure that those who commit them are made to pay the price by serving long sentences and making restitution to taxpayers and victims. DOJ also will work to bring Health Care Fraud Prevention and Enforcement Action Team (HEAT) task forces to new problem areas, and to expand other successful programs that will maximize both efficiency and impact. Senior Department leaders will continue to meet with victims, medical providers, business leaders, and key government and law enforcement partners around the country to identify the most effective ways to prevent and combat financial fraud.

The Department will work to ensure that children have healthy environments and safe places to live, learn, and play. DOJ will

protect seniors from abuse and young people from experiencing – and witnessing – violence. The Department will enforce civil rights laws to guarantee that in workplaces and military bases; housing and lending markets; voting booths, border areas, and boardrooms; and in schools and places of worship, all Americans are protected.

The tasks at hand now and in the future are daunting, but critical, to ensure the continued prosperity of the Nation. Although the Department’s mission never

changes, its priorities and goals reflect the significant challenges facing the Nation today and anticipated in the years ahead, and take into account the need for flexibility to meet an ever-changing legal landscape.

Therefore, 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 2012-2016

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
- 1.2 Prosecute those involved in terrorist acts

1.3 Combat espionage against the United States

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

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

2.3 Combat the threat, trafficking, and use of illegal drugs and the diversion of licit drugs

2.4 Combat corruption, economic crimes, and international organized crime

2.5 Promote and protect Americans' civil rights

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 state, local, tribal, and international law enforcement

3.2 Protect judges, witnesses, and other participants in federal proceedings; apprehend fugitives; and ensure the appearance of criminal defendants for judicial proceedings or confinement

3.3 Provide for the safe, secure, humane, and cost-effective confinement of detainees awaiting trial and/or sentencing, and those in the custody of the federal prison system

3.4 Adjudicate all immigration cases promptly and impartially in accordance with due process

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 the security of this Nation's citizens. 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 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. America must be a beacon to the world. The United States will lead by strength, by wisdom, and by example.

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

Objective 1.1: Prevent, disrupt, and defeat terrorist operations before they occur

Objective 1.2: Prosecute those involved in terrorist acts

Objective 1.3: Combat espionage against the United States

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), 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

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. 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 by representing 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 continue to 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.

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 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 cyber crimes, such as espionage, 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. 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.

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 alongside other federal agencies, the Department also oversees more than one hundred task forces (Joint Terrorism Task Forces or JTTFs) to ensure efficient coordination among thousands of federal, state, and local law enforcement partners.

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-

dimensional 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 utilize our network of bilateral extradition treaties, mutual legal assistance treaties, multilateral conventions, and other international agreements 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.

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 greater 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—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 to 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: Combat espionage against the United States

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, leading to 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 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.

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

Without relaxing our guard in the fight against global terrorism, the Department must also embrace its historic role in 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

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

Objective 2.3: Combat the threat, trafficking, and use of illegal drugs and the diversion of licit drugs

Objective 2.4: Combat corruption, economic crimes, and international organized crime

Objective 2.5: Promote and protect Americans' civil rights

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, Civil Rights, Criminal, Antitrust, Environment, and Tax Divisions; USMS; Community Relations Service; Office of the Solicitor General; INTERPOL Washington, U.S. National Central Bureau of; Office of Legal Counsel; Office of Legal Policy; Office of Dispute Resolution; Office of the Pardon Attorney; and U.S. Trustee Program.

Objective 2.1: Combat the threat, incidence, and prevalence of violent crime

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. According to the 2009 National Gang Threat Assessment, more than 20,000 gangs, consisting of approximately one million members, exist in all regions of the United States. The vast majority of these gangs are loosely organized local gangs or street crews, as opposed to the more tightly organized gangs with a national or international presence.

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

Confronting violent street gangs, international gangs operating within the United States and abroad, and cartels along the Southwest Border is a paramount concern for the United States. 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

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. The violence fueled by firearms trafficking is demonstrated in the crisis on our Southwest Border. 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; 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, 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. 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. The Department will continue to pursue financial investigations and administrative and judicial forfeiture and restraint of crime proceeds.

Strategies to Achieve the Objective

Prevent, investigate, and prosecute crimes against children

In August 2010, the Department delivered to Congress its first-ever *National Strategy for Child Exploitation Prevention and Interdiction*

(<http://www.projectsafechildhood.gov/docs/natstrategyreport.pdf>). This comprehensive report 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; and (7) building on the success of the Project Safe Childhood initiative.

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

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

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 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. The Department will pursue this objective by continuing 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, shipment 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.

Objective 2.3: 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 enforce controlled substances laws and regulations of the United States, and disrupt and dismantle major drug trafficking organizations responsible for the supply of illegal or diverted drugs in the United States. Additionally, it will utilize 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 and evolving drug trafficking trends also 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 DTOs, 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 affects 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 expansion 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 1.4 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: Combat corruption, economic crimes, and international 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 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, 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.

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 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 urgent, 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, defective, or fraudulent consumer goods and services. The Department will investigate and prosecute major prescription drug and device manufacturers believed to be illegally promoting misbranded and adulterated drugs or devices and distributing their products for unapproved uses. It will fight financial frauds that victimize consumers in areas such as business opportunity fraud and telephone bill cramming, which is the practice of placing unauthorized, misleading or deceptive charges on a telephone bill.

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 Department investigates and prosecutes a wide range of IP crimes, including those involving copyrighted works, trademarks, and trade secrets. Further, the Prioritizing Resources and Organization of Intellectual

Property Act of 2008 created the Intellectual Property Enforcement Coordinator (IPEC) position within the Executive Office of the President to coordinate the development of a joint strategic plan for combating IP crimes and coordinating national and international efforts to protect IP rights. The Department's IP Task Force worked closely with the IPEC in developing the joint strategic plan. Additionally, over 270 designated prosecutors are specially trained to handle computer crime and IP cases. The specially trained cadre of prosecutors will continue to coordinate investigative and prosecutorial resources for maximum efficiency in the battle against computer and IP crime. In addition to strengthening domestic enforcement, the Department will place special emphasis on improving the international enforcement of IP rights.

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 cyber crime 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 of electronic evidence, its protection and preservation, and methods of safe transportation.

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 cyber crimes 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 Americans' civil rights

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 ensure equal opportunity for all litigation, prevention efforts, outreach initiatives, technical assistance, and partnerships.

Strategies to Achieve the Objective

Combat discriminatory lending and ensure fair housing

The current financial crisis has disproportionately impacted minority communities. Risky and irresponsible predatory and discriminatory lending practices that targeted minority communities resulted in high numbers of subprime and exotic loans to minority borrowers and high

rates of foreclosures in those communities. The Department will pursue and prosecute mortgage fraud and discriminatory lending practices. On the other end of the lending spectrum, important federal programs have evolved to help distressed homeowners avoid foreclosure and modify unsustainable loans. The Department will work with all relevant agencies, fair housing groups, and community partners to ensure that those lenders and agents participating in federal programs neither discriminate against nor defraud homeowners seeking help. In particular, the Department will share information and strategies that allow for collaborative and targeted enforcement. The Department will engage state attorneys general and other state and local partners to identify emerging questionable lending and loss mitigation activities for investigation and prosecution. The Department will collaborate with banking regulatory agencies and the new Consumer Financial Protection Bureau to increase referrals and enforcement of fair lending pattern or practice cases.

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 2009, the FBI documented 6,598 hate crime incidents involving 8,336 victims and 7,775 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 148,400 hate crimes in calendar year 2009. Eighty-seven 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 will actively work on a comprehensive implementation plan.

The Department will work 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 will 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 will also design and implement a nationwide training program for federal prosecutors, FBI agents, and state and local law enforcement officials, beginning in states that do not have hate crimes statutes. In addition, the Department will continue to support 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

With the release of the 2010 census data, redistricting plans under Section 5 of the Voting Rights Act (VRA) are underway. Between early 2011 and the end of 2013, approximately 3,000 redistricting plans will be submitted for review by the Department, the majority of which will be received during the first 18 months after release of the census data. To prepare for this flood of activity, the Department has published new Section 5 guidelines, which provide a roadmap to state and local elected officials and other stakeholders on the Section 5 review process. The Department will update guidance on the legal standards that the Department will use for the review of redistricting plans to reflect changes in the law that were part of the 2006 reauthorization of the VRA.

In addition, Section 3 and Section 8 give the federal courts and the Attorney General, respectively, authority to certify counties for the assignment of federal observers. Federal observers will continue to monitor election-day practices at polling-places in response to concerns about discrimination in the voting process and to provide information about compliance with bilingual election procedures. Department staff may also be sent to monitor elections.

Fight employment discrimination

Under the Fair Housing Act, 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. The defendant may also be required to pay civil penalties to the United States. 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.

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 enforce 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 admissions testing, educational opportunities, employment 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 the accessibility of medical equipment, 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.

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

This objective addresses the role of the Department as the Nation's largest law office and chief litigator which involves both defending and 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 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 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. The Department will 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 seek to promote competition by blocking potentially anticompetitive mergers and restricting anticompetitive activities such as group boycotts and exclusive dealing. The Department will 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. More specifically, the Department will continue to investigate, challenge, and prosecute the international price fixing on the part of the cartels' business arrangements that are potentially anticompetitive. The Department will do so while advancing procompetitive national and international laws, regulations, and policies. In addition, DOJ will guide and educate businesses, consumers, and counterpart agencies about antitrust law to increase their awareness and understanding.

The Department will continue to 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. The Department will continue to intensify its day-to-day considerations of international issues in its criminal, merger, and civil non-merger investigations and enforcement actions. The result of these actions has been, and will continue to be, more frequent and active engagement with the Department's counterparts around the world in efforts to protect competition and consumers. The Department will also 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; 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

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

to human health and the environment; the regulation of pesticides; claims that wetlands or other U.S. waters have been 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.

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 four objectives to guide its efforts in this area:

Objective 3.1: Promote and strengthen relationships and strategies for the administration of justice with state, local, tribal, and international law enforcement

Objective 3.2: Protect judges, witnesses, and other participants in federal proceedings; apprehend fugitives; and ensure the appearance of criminal defendants for judicial proceedings or confinement

Objective 3.3: Provide for the safe, secure, humane, and cost-effective confinement of detainees awaiting trial and/or sentencing, and those in the custody of the federal prison system

Objective 3.4: Adjudicate all immigration cases promptly and impartially in accordance with due process

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

INTERPOL Washington; OVW; Office of Tribal Justice; and the U.S. Attorneys.

Objective 3.1: Promote and strengthen relationships and strategies for the administration of justice with state, local, tribal, and international law enforcement

Preventing and controlling crime is critical to ensuring 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 illicit drug trafficking and terrorism to apprehending fugitives and other criminal elements. By also forging state, local, and tribal partnerships among police, prosecutors, victim advocates, health care providers, faith leaders, 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, including drug use

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, which 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 which 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 and training and assistance

The Department will continue to develop strong working relationships with U.S. 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, 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 in order 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; apprehend fugitives; and ensure the appearance of criminal defendants for judicial proceedings or confinement

USMS is the Federal Government's primary organization for protecting judges, witnesses, and other participants in federal proceedings and apprehending fugitives from justice. Protection is accomplished by anticipating and deterring threats to the judiciary and the continuous development and employment of innovative protective techniques. 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 court. 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 terrorists-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 other federal law enforcement agencies to ensure security for court personnel, witnesses, and victims, and make certain court sessions are not disrupted.

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 OCDEF program. The Department will continue to enhance the VOTF network by assigning senior level criminal investigators to the field in order to supplement existing district-based assets ensuring effective management and supervision of the fugitive apprehension program.

Additionally, the Department will enhance its technical operations resources and capabilities in support of fugitive investigations, including strengthening the use of intelligence gathering and information sharing, increasing support for international investigations and sex offender investigations.

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 Department's Justice Prisoner and Alien Transportation System (JPATS) is responsible for the transporting of prisoners. JPATS 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 3.3: Provide for the safe, secure, humane, and cost-effective confinement of detainees awaiting trial and/or sentencing, and those in the custody of the federal prison system

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 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. OFDT establishes detention policy and oversees the federal detention management system. OFDT is responsible for managing DOJ detention

resources and closely coordinates with the federal detention community to implement business process improvements and identify areas where operational efficiencies and cost savings can be realized.

Detention populations are projected to increase as a result of targeted law enforcement and prosecutorial efforts on the Southwest Border to combat illegal immigration, drug, and gun smuggling. 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 drugs in prison facilities. In particular, the Department will be prepared to house dangerous inmates, including any convicted of terrorist acts.

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 cost 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.

Provide programs that support inmates' reintegration into society

Each year approximately 70,000 inmates are released from federal prison 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 offenders with the transition back to communities. Through the implementation of the Inmate Skills Development Initiative, inmates are assessed to determine their skill development needs and prioritized for program placement. In addition, the initiative 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, namely, by developing graduated sanctions to address non-compliant behavior, thereby reducing the number of low-risk, non-violent offenders returning to prison.

Objective 3.4: 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, Civil Division's Office of Immigration Litigation (OIL) provides expert defense for 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 immigration efforts and to the immigration

adjudication rates of the Board of Immigration Appeals (BIA). As DHS enforcement activities become more aggressive, 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.

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 assistance in areas such as human resources, 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 *Open Government Plan* in April 2010 (http://www.justice.gov/open/doj-open-gouvernement-plan_1_0.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 contains a

Dashboard with data and reports pertaining to federal agencies' FOIA activities.

Promote Transparency. While the Department's mission, especially in the areas of criminal law enforcement and national security investigations, often requires confidentiality, there are many aspects of its work that can be made more transparent. DOJ's leadership has fully committed to changing the culture of DOJ to one of disclosure whenever possible, to reconsidering long-ingrained habits, and to re-evaluating whether information long withheld now can be released. Where the Open Government principles of transparency, participation, and collaboration can enable the Department to better fulfill its mission, the Department will 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, and senior leadership appointment documents. In addition, the Department is increasing the opportunities for public participation and engagement and is releasing as much as possible the data underlying published reports. 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 and transparent, as 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, final opinions and orders, allowing the public to access information which relates to DOJ's day-to-day operations.

Make Government More Accessible. DOJ is committed not only to putting useful information into the public domain, but also to ensuring that the information it provides is 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

The Department has a workforce of over 116,000 employees to support its mission to protect all Americans. To ensure it continues to employ talented people, DOJ is streamlining and improving its hiring process to create a better experience for applicants, managers, and human resources specialists. It also is working to create appropriate training opportunities, promote work-life balance tools, provide appropriate benefits, and recognize excellent performance for its workforce. The following initiatives will help DOJ continue to attract and retain the best and brightest workforce.

Hiring Reform. Human Resources offices throughout the Department continue to implement key initiatives outlined in President Obama's May 11, 2010, memo, *Improving the Federal Recruitment and Hiring Process*. These reforms address impediments to recruiting and hiring the best and brightest and will allow the Department to better build the workforce needed to achieve the agency's strategic goals. The initiatives aim to recruit top talent and streamline the hiring process, especially for mission-critical jobs. Among the reforms DOJ has implemented to date, are the elimination of any requirement that applicants respond to essay-style questions

when initially applying for a federal job; allowing individuals to apply for federal employment by submitting resumes and cover letters; eliminating the “rule of three” approach under which hiring managers can only select from among the three highest scoring candidates; monitoring efforts to improve the speed and quality of the hiring process and the satisfaction of managers and applicants with the hiring process; and notifying applicants about the status of their application at key stages of the hiring process.

Employ Veterans. DOJ’s Veterans Employment Program Office (VEPO), established to increase the hiring of veterans across the Department, will continue to educate managers about existing veteran’s hiring authorities and conduct outreach to veterans’ advocacy groups, veterans’ organizations, and individual veterans. In 2010, the VEPO issued a *Veterans’ Employment Operations Plan*, providing the strategic framework necessary for organizations across the Department to reach, attract, and hire Veterans with the right skills and career aspirations to meet workforce needs.

Manage Diversity. The Department strives to ensure that its workforce is drawn from the broadest segments of society that are prepared to perform the work of Justice, so that we are poised to meet the present and future needs of our Nation. The Department will continue to support and encourage components to recruit, hire, and retain a highly talented and diverse workforce and to incorporate the principles of diversity and inclusion in all aspects of its operations. In April 2010, the Attorney General issued the *DOJ Diversity Management Plan* and in March 2011, established a DOJ Intranet Webpage providing employees with useful information regarding past, current, and

future steps taken to implement the *Diversity Plan* as well as resources to promote diversity across the Department.

The *2008-2012 DOJ Equal Employment Opportunity Strategic Plan* (<http://www.justice.gov/jmd/eeos/strategicplan.pdf>) provides a more detailed framework for promoting diversity and inclusion.

More detailed information on these and other initiatives can be found in the *DOJ Human Capital Strategic Plan*, (<http://www.justice.gov/jmd/ps/missionfirst.pdf>).

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.

BUDGET AND PERFORMANCE MANAGEMENT

Promote Budget Transparency and Accessibility. One of the Department's most important budget management responsibilities is ensuring that the use of existing resources and estimates of future requirements is consistent with the policies, plans, and mission priorities of the Attorney General and the President. This function 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), budget offices are responsible for coordinating the development of the Department's *Annual Performance Plan* and *Annual Performance Report*.

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 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.

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 (FPDS-NG) and USASpending.gov. To make certain the Department has the capacity and resources for effective contracting, the SPE is pursuing an intern program, as well as funding for additional positions and training.

Create Savings and Transparency. In March 2009, the President directed federal agencies to save \$40 billion in contracting annually by the end of 2011. Through the Justice Acquisition Council, which consists of representatives from every bureau the SPE will continue to coordinate DOJ progress towards the President's goal 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 Attorney General's Advisory Council for Savings and Efficiency (SAVE Council discussed below) on procurement-related savings initiatives.

INFORMATION TECHNOLOGY (IT)

Improve IT Investment Management.

The Department will continue to improve and refine its efforts to provide a secure, reliable, and highly available IT infrastructure that enables information sharing and fulfills program needs throughout DOJ. This will be achieved by carefully guiding the acquisition, development, deployment, operations, and maintenance of a comprehensive and cost effective IT infrastructure that includes computing platforms, telecommunications networks, desktops, messaging, and web services. In addition, the DOJ SAVE Council has identified coordinated procurement of IT equipment and services among the savings initiatives it will monitor and expect to produce savings through FY 2013.

Streamline IT Operations. Two examples of government-wide initiatives that DOJ is participating in are Data Center Consolidation and Cloud Computing. In response to OMB's launch of the Federal Data Center Consolidation Initiative in 2010, the Department created a consolidation plan effective through 2015, with near-term goals of closing DEA Headquarters' and USMS Headquarters' data centers by the end of 2011. To migrate to cloud computing, DOJ has identified the following services: procuring a 100 terabyte vendor storage solution to allow 18,000 USAO employees across 250 locations to have an easily accessible storage service within the USAO Wide Area Network; moving 7,500 ATF users in 260 office locations to a cloud email hosting solution;

and moving to General Services Administration's private cloud offering for investment planning, lifecycle cost tracking, portfolio management, annual budget exhibit preparation, and reporting to OMB.

Share Information. Continued collaboration and partnerships with other federal agencies, state, local, and tribal law enforcement, and international partners are essential to the mission of the Department. Innovative use of IT is key to sharing law enforcement and counterterrorism information across a broad and diverse community. Examples of initiatives are: continued identification of useful DOJ information and the negotiation of sharing agreements through the Law Enforcement Information Sharing Program; development and use of standard information exchange packages based on the National Information Exchange Model to reduce the cost and time necessary to share; improved transparency to the public by establishing a DOJ presence on social network sites, redesigning the Department's public website, and providing data to cross-agency websites such as Data.gov and Recovery.gov; and participation in interagency information sharing policy groups and initiatives related to law enforcement, intelligence, and information security.

Enhance Information Technology Security. To address the increasingly sophisticated, agile, and persistent cyber threats to Department IT networks and systems, the Department will continue its aggressive efforts to ensure that systems remain safe and secure to the greatest extent possible against cyber attacks. Examples of initiatives are: enhancing Department-wide collaboration and response to security threats by implementing enterprise-wide tools and capabilities that provide real-

time situational awareness of enterprise security posture and threat activity; and employing robust tools for securing data on mobile computing devices to ensure protection of sensitive business information and personally identifiable information.

Establish Enterprise Solutions. To promote collaboration and partnering across components and with other agencies, DOJ has established program management offices to centrally manage major, cross-cutting, high-impact IT projects. Some of these are solutions with federal-wide implications, while all of them span numerous DOJ components. Examples of these enterprise solutions include: continuing to deploy UFMS across the Department; managing existing and future wireless capabilities across the Department; supporting identity management and credentialing; and developing Federal Identity Management, an in-progress effort that will provide coordinated access to federal resources for state, local, and tribal law enforcement.

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.

SAVE COUNCIL

In July 2010, the Attorney General created the 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.

APPENDIX A: PERFORMANCE MEASURES

The *Department of Justice Strategic Plan for Fiscal Years 2012-2016* includes specific long-term outcome goals, covering three strategic goals. This *Plan* reflects the Department's current objectives and direction for the future.

The chart below provides the Department's 12 long-term outcome goals for FY 2012-2016. 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 12 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 *Performance and Accountability Report*.

U.S. DEPARTMENT OF JUSTICE PERFORMANCE MEASURES			
Strategic Goal	FY 2016 Outcome Goal	Lead Component(s)	Annual Performance Measure
SG 1	Increase by 15 percent the number of counterterrorism intelligence products shared with Intelligence Community and Law Enforcement Community partners, in order to protect Americans from terrorism	FBI	Percentage increase in counterterrorism intelligence products shared with Intelligence Community and Law Enforcement Community partners
SG 2	Dismantle a cumulative total of 379 criminal enterprises engaging in white-collar crime	FBI	Number of active white collar crime cases
SG 2	Optimize federal assistance to state and local law enforcement agencies to combat gang violence - Increase by 8 percent gang arrests resulting from coordination of gang investigations - Increase by 14 percent intelligence products produced in support of federal, state, and	FBI, ATF, DEA, USMS, OJP	- Percentage increase in gang arrests - Percentage increase in intelligence products to support

U.S. DEPARTMENT OF JUSTICE PERFORMANCE MEASURES			
Strategic Goal	FY 2016 Outcome Goal	Lead Component(s)	Annual Performance Measure
	local investigations that are focused on gangs posing a significant threat to communities		federal, state, and local law enforcement
SG 2	Increase by 8 percent the matters/ investigations resolved concerning sexual exploitation of children and human trafficking to protect potential victims from abuse and violence	CRT, FBI, CRM, USA, USMS	Percentage increase in matters/investigations of child sexual exploitation and human trafficking resolved
SG 2	Dismantle 725 Consolidated Priority Organization Target-linked drug trafficking organizations	DEA, FBI, Consolidated data – OCDETF	Consolidated Priority Organization Target-linked drug trafficking organizations
SG 2	Disrupt 1,700 Consolidated Priority Organization Target-linked drug trafficking organizations		- Dismantled - Disrupted
SG 2	Favorably resolve 90 percent of criminal cases	ENRD, ATR, CRM, USA, TAX, CIV, CRT	Case resolution for all DOJ litigating divisions – percent of cases favorably resolved:
SG 2	Favorably resolve 80 percent of civil cases		- Criminal cases - Civil cases
SG 3	Reduce system-wide crowding in federal prisons to 30% by 2016	BOP	Percent of system-wide crowding in Federal Prisons
SG 3	Increase the number of inmate participants in the Residential Drug Abuse Program by 6 percent (from 18,500 to 19,920)	BOP	Number/Percent of inmate participants in the Residential Drug Abuse Program
SG 3	Apprehend or clear 55 percent or 33,660 primary fugitives	USMS	Number and percent of primary felony fugitives apprehended or cleared

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. The Department's *Annual Performance Plan*, included in its *Performance and Accountability Report* (PAR), will include any adjustments to this schedule for the performance year covered by the PAR.

Program Evaluations				
Strategic Goal	Title	Focus/Issues to be Addressed	Type of Evaluation	Expected Completion
1	Counterterrorism Vacancies	Extent of FBI's Counterterrorism vacancies and reasons for them; trends and implications of vacancies; authorities and strategies used to address vacancies.	Government Accountability Office (GAO) Review	Ongoing
1	Terrorist Watch List Screening Processes	Actions federal agencies have taken in response to attempted attacks and the impact of those actions; more effective use of the terrorist watch list during screening processes; actions taken in response to GAO recommendations in its October 2007 report.	GAO Review	Ongoing
2	ATF's Project Gunrunner II	Impact on reduction of firearms trafficking to Mexico; reduction of violence on Southwest Border.	OIG 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	IT Cybersecurity Human Capital	Federal efforts to recruit, retain, train, and develop cybersecurity professionals.	GAO Review	Ongoing

Program Evaluations				
Strategic Goal	Title	Focus/Issues to be Addressed	Type of Evaluation	Expected Completion
2	Providing Comprehensive Services to Domestic Minor Victims Of Human Trafficking	OJP's 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	USTP Peer Evaluation Program	Field office compliance with Program standards, policies, and expected levels of performance.	Internal Review	Ongoing
2	Annual Accounting and Authentication of Drug Control Funds and Related Performance Reports	To provide assurance about the reliability of each assertion made in the components' detailed Accounting Submission and Performance Summary Reports for each fiscal year.	OIG Attestation Review, Office of National Drug Control Policy (ONDCP)	Annually OIG issues final OIG report to ONDCP February 1
3	DOJ's Use of Material Witness Warrants	How components use material witness warrants.	OIG Review	Ongoing
3	Facility Protection Issues at Federal Courthouses	Extent to which various federal stakeholders collaborate effectively regarding courthouse security; extent to which stakeholders use key practices in facility protection; security vulnerabilities and challenges at federal courthouses and stakeholders' actions to address them.	GAO Review	Fall 2011
3	Federal Prisoner Detention Quality Assurance Reviews	Compliance with Federal Performance-Based Detention Standards while confirming that government receives quality of services for which it has paid.	Independent Contractor Evaluation	Ongoing

Program Evaluations				
Strategic Goal	Title	Focus/Issues to be Addressed	Type of Evaluation	Expected Completion
3	Reliability of the USPC Strategies, Goals, and Objectives	Community safety, including anti-recidivism strategies, reduction of positive test results, and swift and certain punishment.	Internal Evaluation	Biannually beginning FY 2012
3	Training and Equipping Foreign Police, Part II	Coordination of programs implemented by U.S. agencies to train and equip foreign police forces to avoid duplication, fragmentation, and overlap; monitoring and evaluation of police assistance activities to ensure they achieve their agency goals and objectives.	GAO Review	Ongoing

APPENDIX C: ACRONYMS

ADA	Americans with Disabilities Act
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
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
EOIR	Executive Office for Immigration Review
FBI	Federal Bureau of Investigation
FIdM	Federal Identity Management
FISA	Foreign Intelligence Surveillance Act
FLU	Financial Litigation Unit
FOIA	Freedom of Information Act
FPDS-NG	Federal Procurement Data System – Next Generation
GAO	Government Accountability Office
GHG	Greenhouse Gas

HEAT	Health Care Fraud Prevention and Enforcement Action Team
IP	Intellectual Property
IPEC	Intellectual Property Enforcement Coordinator
IT	Information Technology
JPATS	Justice Prisoner and Alien Transportation System
JTTF	Joint Terrorism Task Force
NSD	National Security Division
OFDT	Office of the Federal Detention Trustee
ONDCP	Office of National Drug Control Policy
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
OVW	Office on Violence Against Women
PAR	Performance and Accountability Report
RICO	Racketeer Influenced and Corrupt Organization
SAVE Council	Advisory Council for Savings and Efficiencies
SPE	Senior Procurement Executive
UFMS	Unified Financial Management System
U.S.	United States
USA/USAO	U.S. Attorney/U.S. Attorney's Office
USPC	U.S. Parole Commission
VEPO	Veterans Employment Program Office
VOTF	Violent Offender Task Force
VRA	Voting Rights Act

APPENDIX D: JUSTICE COMPONENT WEBSITES

Component	Website
Antitrust Division	www.justice.gov/atr/index.html
Bureau of Alcohol, Tobacco, Firearms and Explosives	www.atf.gov/
Bureau of Justice Assistance (OJP)	www.ojp.usdoj.gov/bja/
Bureau of Justice Statistics (OJP)	www.bjs.ojp.usdoj.gov/
Civil Division	www.justice.gov/civil/index.html
Civil Rights Division	www.justice.gov/crt/
Community Oriented Policing Services - COPS	www.cops.usdoj.gov/
Community Capacity Development Office (OJP)	www.ojp.usdoj.gov/ccdo/welcome_flash.html
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/index.htm
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 - U.S. National Central Bureau	www.justice.gov/usncb/
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/index.html
Office of the Attorney General	www.justice.gov/ag/
Office of the Deputy Attorney General	www.justice.gov/dag/
Office of Dispute Resolution	www.justice.gov/odr/
Office of the Federal Detention Trustee	www.justice.gov/ofdt/index.html
Office of Information Policy	www.justice.gov/oip/oip.html
Office of the Inspector General	www.justice.gov/oig/
Office of Intelligence Policy and Review	www.justice.gov/nsd/oipr-redirect.htm
Office of Intergovernmental and Public Liaison	www.justice.gov/oipl/index.html
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/index.html
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 Professional Responsibility	www.justice.gov/opr/index.html
Office of Public Affairs	www.justice.gov/opa/index.html
Office of the Solicitor General	www.justice.gov/osg/
Office of Tribal Justice	www.justice.gov/otj/index.html
Office for Victims of Crime (OVC)	www.ojp.usdoj.gov/ovc/
Office on Violence Against Women	www.ovw.usdoj.gov/
Tax Division	www.justice.gov/tax/
Tribal Justice and Safety	www.tribaljusticeandsafety.gov/
U.S. Attorneys	www.justice.gov/usao/
U.S. Marshals Service	www.justice.gov/marshals/
U.S. Parole Commission	www.justice.gov/uspc/