

APPENDIX A

CROSS REFERENCE OF STRATEGIC OBJECTIVES

2003-2008 STRATEGIC PLAN	2001-2006 STRATEGIC PLAN
Strategic Goal I – Prevent Terrorism and Promote the Nation's Security	
1.1 Prevent, disrupt, and defeat terrorist operations before they occur	1.1 Prevent, disrupt, and defeat terrorist operations before they occur
1.2 Investigate and prosecute those who have committed, or intend to commit, terrorist acts in the United States	1.2 Develop and implement the full range of resources available to investigate terrorist incidents, bringing their perpetrators to justice 1.3 Vigorously prosecute those who have committed, or intend to commit, terrorist acts in the United States
1.3 Combat espionage against the United States by strengthening counterintelligence capabilities	2.3 Combat espionage against the United States by strengthening counterintelligence capabilities
Strategic Goal II – Enforce Federal Laws and Represent the Rights and Interests of the American People	
2.1 Reduce the threat, incidence, and prevalence of violent crime, including crimes against children	2.1 Reduce the threat, incidence, and prevalence of violent crime, especially as it stems from illegal use of guns or from organized criminal enterprises 2.5 Combat crimes against children and other vulnerable victims of violence and exploitation
2.2 Reduce the threat, trafficking, use, and related violence of illegal drugs	2.2 Reduce the threat, trafficking, and related violence of illegal drugs by identifying, disrupting, and dismantling drug trafficking organizations
2.3 Combat white collar crime, economic crime, and cybercrime	2.4 Combat white collar and economic crime, especially cybercrime

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Strategic Goal II – Enforce Federal Laws and Represent the Rights and Interests of the American People (<i>continued</i>)	
<p>2.4 Uphold the civil and Constitutional rights of all Americans, and protect vulnerable members of society</p>	<p>4.1 Uphold the civil rights of all Americans, reduce racial discrimination, and promote reconciliation through vigorous enforcement of civil rights laws</p> <p>2.5 Combat crimes against children and other vulnerable victims of violence and exploitation</p>
<p>2.5 Enforce federal statutes, uphold the rule of law, and vigorously represent the interests of the United States in all matters for which the Department has jurisdiction</p>	<p>4.2 Promote the stewardship of America's environment and natural resources through the enforcement and defense of environmental laws and programs</p> <p>4.3 Promote economic competition through enforcement of and guidance on antitrust laws and principles</p> <p>4.4 Promote the fair, correct, and uniform enforcement of the federal tax laws and the collection of tax debts to protect the federal fisc from unjustified claims</p> <p>4.5 Effectively represent the interests of the United States in all civil matters for which the Department has jurisdiction</p>
<p>2.6 Protect the integrity and ensure the effective operation of the Nation's bankruptcy system</p>	<p>7.4 Protect the integrity and ensure the effective operation of the Nation's bankruptcy system</p>

Note: Strategic Objectives 5.1 - 5.6 from the 2001-2006 Plan represented the Immigration and Naturalization Service, which has been transferred to the Department of Homeland Security; therefore the Department of Justice is no longer responsible for those objectives. Strategic Objectives 8.1 - 8.5 from that Plan reflected management goals, most of which have been subsumed by program goals for full cost accounting. The others have been captured in the Attorney General's 10 Management Initiatives and the President's Management Agenda initiatives.

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2003-2008 STRATEGIC PLAN	2001-2006 STRATEGIC PLAN
Strategic Goal III – Assist State, Local, and Tribal Efforts to Prevent or Reduce Crime and Violence	
<p>3.1 Improve the crime fighting and criminal justice system capabilities of state, tribal, and local governments</p>	<p>3.1 Improve the crime fighting and criminal justice administration capabilities of state, tribal, and local governments</p> <p>3.2 Reduce youth crime and victimization through assistance that emphasizes both enforcement and prevention</p> <p>3.5 Support innovative cooperative and community-based programs aimed at reducing crime and violence and promote resolution of racial tension</p>
<p>3.2 Break the cycle of illegal drugs and violence through prevention and treatment</p>	<p>3.2 Reduce youth crime and victimization through assistance that emphasizes both enforcement and prevention</p> <p>3.3 Break the cycle of drugs and violence by reducing the demand for and use and trafficking of illegal drugs</p>
<p>3.3 Uphold the rights of and improve services to America's crime victims, and promote resolution of racial tension</p>	<p>3.2 Reduce youth crime and victimization through assistance that emphasizes both enforcement and prevention</p> <p>3.4 Uphold the rights of and improve services to America's crime victims</p> <p>3.5 Support innovative cooperative and community-based programs aimed at reducing crime and violence and promote resolution of racial tension</p> <p>7.2 Protect the rights of crime victims and assist them in moving through the processes of the federal justice system</p>

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Strategic Goal IV – Ensure the Fair and Efficient Operation of the Federal Justice System	
<p>4.1 Protect judges, witnesses, and other participants in federal proceedings, and ensure the appearance of criminal defendants for judicial proceedings or confinement</p>	<p>7.1 Ensure the integrity and the safe and secure operation of the federal judicial system by protecting judges, witnesses, and other participants in federal proceedings</p> <p>7.3 Ensure the appearance of criminal defendants for judicial proceedings or confinement through secure transportation, and ensure the apprehension of fugitives from justice</p>
<p>4.2 Ensure the apprehension of fugitives from justice</p>	<p>7.3 Ensure the appearance of criminal defendants for judicial proceedings or confinement through secure transportation, and ensure the apprehension of fugitives from justice</p>
<p>4.3 Provide for the safe, secure, and humane confinement of detained persons awaiting trial and/or sentencing</p>	<p>6.1 Provide for the safe, secure, and humane confinement of detained persons awaiting trial, sentencing, or immigration proceedings</p>
<p>4.4 Maintain and operate the Federal Prison System in a safe, secure, humane, and efficient manner</p>	<p>6.2 Ensure that sufficient and cost effective prison capacity exists so that violent and other serious criminal offenders are imprisoned to the fullest extent of the law</p> <p>6.3 Maintain and operate the Federal Prison System in a safe, secure, humane, and efficient manner</p>
<p>4.5 Provide services and programs to facilitate inmates' successful reintegration into society, consistent with community expectations and standards</p>	<p>6.4 Provide services and programs to facilitate inmates' successful reintegration into society, consistent with community expectations and standards</p>
<p>4.6 Adjudicate all immigration cases promptly and impartially in accordance with due process</p>	<p>5.7 Adjudicate all immigration cases promptly and impartially in accordance with due process</p>

APPENDIX B

External Factors that May Affect Goal Achievement

The table below summarizes the major elements that may affect goal achievement.

TABLE 2. External factors that may affect goal achievement			
Goal I Counterterrorism	Goal II Enforcement and Representation	Goal III Assistance to State, Local and Tribal Efforts	Goal IV Federal Justice System
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 crimes and terrorism.			
◆	◆	◆	
ECONOMY			
Possible increases in consumer debt may affect bankruptcy filings.			
	◆		
Deregulation, economic growth, and globalization are changing the volume and nature of anti-competitive behavior.			
	◆		

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External Factors that May Affect Goal Achievement

TABLE 2. External factors that may affect goal achievement (continued)			
Goal I Counterterrorism	Goal II Enforcement and Representation	Goal III Assistance to State, Local and Tribal Efforts	Goal IV Federal Justice System
ECONOMY (CONTINUED)			
The interconnected nature of the world's economy is increasing opportunities for criminal activity, including money laundering, white collar crime, and alien smuggling.			
◆	◆	◆	
The interconnected nature of the world's economy is increasing the complexity and scope of civil justice matters.			
	◆		
The uncertain U.S. labor market may make it more difficult for the Department to predict its ability to attract/retain workers with the requisite knowledge, skills and abilities.			
◆	◆	◆	◆
GOVERNMENT			
Changes in the fiscal posture or policies of state and local governments could have dramatic effects on the capacity of state and local governments to remain effective law enforcement partners.			
	◆	◆	
The ability and willingness of state and local governments to allow federal use of their jail space affects achievement of detention goals.			
		◆	◆
Issues of criminal and civil justice increasingly transcend national boundaries, require the cooperation of foreign governments, and involve treaty obligations, multinational environment and trade agreements, and other foreign policy concerns.			
◆	◆		

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External Factors that May Affect Goal Achievement

TABLE 2. External factors that may affect goal achievement (continued)			
Goal I Counterterrorism	Goal II Enforcement and Representation	Goal III Assistance to State, Local and Tribal Efforts	Goal IV Federal Justice System
SOCIAL-DEMOGRAPHIC			
The level of criminal activity is influenced by societal attitudes toward the use of illegal drugs and the abuse of alcohol.			
	◆	◆	◆
The number of adolescents and young adults, now the most crime-prone segment of the population, is expected to grow rapidly over the next several years.			
	◆	◆	◆
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 affects the scope and nature of our work.			
◆	◆	◆	
Achieving our goals depends on strong institutions - families, schools, churches, neighborhood groups, and others - that inspire trust, build community, promote civic and individual responsibility and help secure voluntary compliance with the rule of law.			
◆	◆	◆	

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External Factors that May Affect Goal Achievement

TABLE 2. External factors that may affect goal achievement (continued)			
Goal I Counterterrorism	Goal II Enforcement and Representation	Goal III Assistance to State, Local and Tribal Efforts	Goal IV Federal Justice System
THE UNPREDICTABLE			
The Department is required to respond to emergency or special situations - whether a terrorist incident, a computer attack, a high-profile court proceeding, a school shooting, or some other event - that strains our time, attention and resources.			
◆	◆	◆	◆
Changes in federal laws may affect our responsibilities and workload.			
◆	◆	◆	◆
Much of the Department's litigation caseload is defensive. The Department has little control over the number, size, and complexity of the civil lawsuits it must defend.			
	◆		

APPENDIX C

PRESIDENT'S MANAGEMENT AGENDA CRITERIA

PRESIDENT'S MANAGEMENT AGENDA

CRITERIA

Strategic Management of Human Capital

- ❖ Implemented a comprehensive Human Capital Plan, analyzed the results, and integrated them into decision making processes to drive continuous improvement.
- ❖ Analyzed and optimized existing organizational structures from service and cost perspectives, using redeployment and delayering, as necessary, and integrating competitive sourcing and E-Gov solutions; and has a process in place to address future changes in business needs.
- ❖ Succession strategies, including structured executive development programs, result in a leadership talent pool and are continuously updated to achieve results.
- ❖ Has performance appraisal plans for all SES and managers, and more than 60% of the workforce, that: link to agency mission, goals, and outcomes; hold employees accountable for results appropriate to their level of responsibility; effectively differentiate between various levels of performance; and provide consequences based on performance. The agency is also working to include all agency employees under such systems.

- ❖ Reduced underrepresentation, particularly in mission-critical occupations and leadership ranks; established processes to sustain diversity.
- ❖ Significantly reduced skill gaps in mission critical occupations and competencies, and integrated competitive sourcing and E-Gov solutions into gap reduction strategy.
- ❖ Outcome measures are used to make human capital decisions, demonstrate results, make key program and budget decisions, and drive continuous improvement in the agency.

Competitive Sourcing

- ❖ Has an OMB approved "green" competition plan to compete commercial activities available for competition.
- ❖ Has publicly announced standard competitions in accordance with the schedule outlined in the agency "green" competition plan.
- ❖ Since January 2001, has completed at least 10 competitions (no minimum number of positions required per competition).
- ❖ In the past year, completed 90 % of all standard competitions in a 12-month time frame.
- ❖ In the past year, completed 95% of all streamlined competitions in a 90-day time frame.
- ❖ In the past year, canceled fewer than 10% of publicly announced standard and streamlined competitions.

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PRESIDENT'S MANAGEMENT AGENDA CRITERIA

- ❖ Has OMB approved justifications for all categories of commercial activities exempt from competition.

Improved Financial Performance

- ❖ Receives an unqualified audit opinion on its annual financial statements.
- ❖ Meets financial statement reporting deadlines.
- ❖ Reports in its audited annual financial statements that its systems are in compliance with the Federal Financial Management Improvement Act.
- ❖ Produces accurate financial information on demand.
- ❖ Routinely assesses performance and financial information that its managers use to make day-to-day decisions.
- ❖ Has no chronic or significant Anti-Deficiency Act violations.
- ❖ Has no material auditor-reported internal control weaknesses.
- ❖ Has no material non-compliance with laws or regulations, and agency head provides an unqualified statement of assurance in its annual accountability report.

Expanded Electronic Government

- ❖ Has a Modernization Blueprint that focuses IT investments on important agency functions and defines how those functions will be measurably improved.

- ❖ Has acceptable business cases (security, measures of success linked to the Modernization Blueprint, program management, risk management, and cost, schedule, and performance goals) for all major systems.

- ❖ Has cost and schedule overruns that average less than 10% and performance shortfalls average less than 10% for all major IT projects.
- ❖ Quarterly status report documents sustained progress in remediating IT security weaknesses.
- ❖ Inspector General verifies that there is a Department-wide IT Security remediation Process.
- ❖ Has 90% of operational IT systems properly secured (certified and accredited including mission critical systems.)
- ❖ Contributes to, and participates in, three of the four categories of E-Gov initiatives rather than creating redundant, or agency unique, IT projects.

Budget and Performance Integration

- ❖ Senior agency managers meet at least quarterly to examine reports that integrate financial and performance information that covers all major responsibilities of the Department. This information is used to make decisions regarding the management of agency programs.
- ❖ Strategic Plans contain a limited number of outcome-oriented goals and objectives. Annual budget and per-

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formance documents incorporate all measures identified in the PART, and focus on the information used in the senior management report described in the first criterion.

- ❖ Performance appraisal plans for at least 60% of agency positions link to agency mission, goals, and outcomes; effectively differentiate between various levels of performance; and provide consequences based on performance.
- ❖ Reports the full cost of achieving performance goals accurately (+/- 10%) in budget and performance documents, and can accurately estimate the marginal cost (+/- 10%) of changing performance goals.
- ❖ Has at least one efficiency measure for all programs.
- ❖ Uses PART evaluations to direct program improvements and PART ratings are used consistently to justify funding requests, management actions, and legislative proposals; less than 10% of programs receive a "results not demonstrated" rating for more than 2 years in a row.

Faith-Based and Community Initiative

- ❖ Coordinated outreach and technical assistance for competitive grant awards.
- ❖ Implemented barrier free access through simplifying the application process and establishing training programs for peer group reviewers.
- ❖ Met established goals for increasing participation by faith-based and community organizations in select programs.
- ❖ Implemented pilot programs to further the partnership between FBO/CBOs and the Federal Government to deliver social services.
- ❖ Initiated evaluation of pilot studies using outcome-based assessments and established dates for the release of study results.

APPENDIX D

GLOSSARY OF ABBREVIATIONS AND ACRONYMS

ACA	American Correctional Association	CRS	Community Relations Service
ADA	Americans with Disabilities Act	CTC	Computer Crime and Telecommunications Coordinator
ADAM	Arrestee Drug Abuse Monitoring System	DEA	Drug Enforcement Administration
ADR	Alternative Dispute Resolution	DPC	Detention Planning Committee
AFP	Asset Forfeiture Program	ECE	Eurasian Criminal Enterprise
AOUSC	Administrative Office of the U.S. Courts	ECF	Electronic Case File
ATF	Bureau of Alcohol, Tobacco, Firearms and Explosives	EOIR	Executive Office for Immigration Review
BIA	Bureau of Indian Affairs	EPA	Environmental Protection Agency
BJA	Bureau of Justice Assistance	EPIC	El Paso Intelligence Center
BJS	Bureau of Justice Statistics	FEMA	Federal Emergency Management Agency
BOP	Federal Bureau of Prisons	FBI	Federal Bureau of Investigation
CAC	Crimes Against Children	FOIPA	Freedom of Information/Privacy Act
CASA	Court Appointed Special Advocates	FY	Fiscal Year
CHIP	Computer Hacking and Intelligence Property	GAO	General Accounting Office
CIRG	Critical Incident Response Group	GED	General Equivalency Diploma
CODIS	Combined DNA Index System	GMS	Grants Management System
COPS	Office of Community Oriented Policing Services	GPRA	Government Performance and Results Act

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GSA	General Services Administration	JCN	Justice Consolidated Network
HHS	Department of Health and Human Services	JMD	Justice Management Division
HIDTA	High Intensity Drug Trafficking Area	JPATS	Justice Prisoner and Alien Transportation System
HIFCA	High Intensity Financial Crime Area	JTTF	Joint Terrorism Task Force
HUD	Department of Housing and Urban Development	LCN	La Cosa Nostra
IAFIS	Integrated Automated Fingerprint Identification System	LEO	Law Enforcement On-Line
IDENT	INS' automated biometric identification system	LIHTC	Low Income Housing Tax Credit
IFMIS	Integrated Financial Management Information System	MOU	Memorandum of Understanding
IGA	Intergovernmental Agreement	NBFWG	National Bankruptcy Fraud Working Group
IG	Inspector General	NCIC	National Crime Information Center
INS	Immigration and Naturalization Service	NDIC	National Drug Intelligence Center
INTERPOL	U.S. National Central Bureau (International Criminal Police Organization)	NGS	National Gang Strategy
IRS	Internal Revenue Service	NICS	National Instant Criminal Background Check System
IT	Information Technology	NIJ	National Institute of Justice
JABS	Joint Automated Booking System	NVICP	National Vaccine Injury Compensation Program
		OCDETF	Organized Crime Drug Enforcement Task Force
		OCE	Organized Crime Enterprise

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OIG	Office of the Inspector General	RSAT	Residential Substance Abuse Treatment program
OIPR	Office of Intelligence Policy and Review	SGL	Standard General Ledger
OJJDP	Office of Juvenile Justice and Delinquency Prevention	SOD	Special Operations Division
OJP	Office of Justice Programs	SSTF	Safe Streets Task Force
OMB	Office of Management and Budget	THC	Tetrahydrocannabinol
ONDCP	Office of National Drug Control Policy	USAs	U.S. Attorneys
OPR	Office of Professional Responsibility	USAO	U.S. Attorneys Office
OVAW	Office on Violence Against Women	USCS	United States Customs Service
OVC	Office for Victims of Crime	USCG	U.S. Coast Guard
PCIE/ECIE	President's Council on Integrity and Efficiency/ Executive Council on Integrity and Efficiency	USMS	U.S. Marshals Service
RAID	Real-time Analytical Intelligence Database	UST	U.S. Trustees
RCMP	Royal Canadian Mounted Police	USTP	U.S. Trustee Program
RECA	Radiation Exposure Compensation Act	VCCLEA	Violent Crime Control and Law Enforcement Act
RISS	Regional Information Sharing Systems	VOCA	Victims of Crime Act
		WCC	White Collar Crime

APPENDIX E

JUSTICE COMPONENT WEB SITES

American Indian and Alaska Native Affairs Desk (OJP)	http://www.ojp.usdoj.gov/americannative/whats_new.html
Antitrust Division	http://www.usdoj.gov/atr/index.html
Attorney General	http://www.usdoj.gov/ag/index.html
Bureau of Alcohol, Tobacco, Firearms and Explosives	http://www.atf.gov
Bureau of Justice Assistance (OJP)	http://www.ojp.usdoj.gov/BJA/
Bureau of Justice Statistics (OJP)	http://www.ojp.usdoj.gov/bjs/
Civil Division	http://www.usdoj.gov/civil/home.html
Civil Rights Division	http://www.usdoj.gov/crt/crt-home.html
Community Oriented Policing Services – COPS	http://www.usdoj.gov/cops/
Community Relations Service	http://www.usdoj.gov/crs/index.html
Corrections Program Office (OJP)	http://www.ojp.usdoj.gov/cpo/
Criminal Division	http://www.usdoj.gov/criminal/criminal-home.html
Drug Courts Program Office (OJP)	http://www.ojp.usdoj.gov/dcpo/
Drug Enforcement Administration	http://www.usdoj.gov/dea/
Environment and Natural Resources Division	http://www.usdoj.gov/enrd/
Executive Office for Immigration Review	http://www.usdoj.gov/eoir/
Executive Office for U.S. Attorneys	http://www.usdoj.gov/usao/eousa/
Executive Office for U.S. Trustees	http://www.usdoj.gov/ust/
Executive Office for Weed and Seed (OJP)	http://www.ojp.usdoj.gov/eows/
Federal Bureau of Investigation	http://www.fbi.gov/
Federal Bureau of Prisons	http://www.bop.gov
Federal Prison Industries (UNICOR)	http://www.UNICOR.gov
Foreign Claims Settlement Commission of the US	http://www.usdoj.gov/fcsc/
INTERPOL U.S. National Central Bureau	http://www.usdoj.gov/usncb/
Justice Management Division	http://www.usdoj.gov/jmd/
National Drug Intelligence Center	http://www.usdoj.gov/ndic/
National Institute of Justice (OJP)	http://www.ojp.usdoj.gov/nij/
Office of the Associate Attorney General	http://www.usdoj.gov/aag/index.htm
Office of the Attorney General	http://www.usdoj.gov/ag/index.html
Office of the Deputy Attorney General	http://www.usdoj.gov/dag/index.html
Office of Dispute Resolution	http://www.usdoj.gov/odr/

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Office of Information and Privacy	http://www.usdoj.gov/oip/oip.html
Office of the Inspector General	http://www.usdoj.gov/oig/ighp01.htm
Office of Intelligence Policy and Review	http://www.usdoj.gov/oipr/
Office of Justice Programs	http://www.ojp.usdoj.gov/
Office of Juvenile Justice and Delinquency Prevention (OJP)	http://ojjdp.ncjrs.org/
Office of Legal Counsel	http://www.usdoj.gov/olc/olc.htm
Office of Legal Policy	http://www.usdoj.gov/olp/
Office of Legislative Affairs	http://www.usdoj.gov/ola/
Office of the Pardon Attorney	http://www.usdoj.gov/pardon/
Office of the Police Corps and Law Enforcement Education (OJP)	http://www.ojp.usdoj.gov/opclee/
Office of Policy Development	http://www.usdoj.gov/olp/
Office of Professional Responsibility	http://www.usdoj.gov/opr/index.html
Office of the Solicitor General	http://www.usdoj.gov/osg/
Office of Tribal Justice	http://www.usdoj.gov/otj/index.html
Office for Victims of Crime (OJP)	http://www.ojp.usdoj.gov/ovc/
Task Force for Faith-Based and Community Initiatives	http://www.ojp.usdoj.gov/fbci
Tax Division	http://www.usdoj.gov/tax/
U.S. Attorneys	http://www.usdoj.gov/usao/eousa/usaos.html