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Much has occurred since the Attorney General released the Department of Justice's last strategic plan in November of 2001. American troops dispatched to Afghanistan overturned the Taliban regime which harbored and encouraged Al Qaeda operatives responsible for terrorist actions killing thousands at the World Trade Center Towers in New York, the Pentagon in Washington, DC, and in the skies over Somerset County, Pennsylvania. At home, America began its recovery from the attacks and took unprecedented countermeasures to protect itself. Victims were compensated for their losses, damage to the Pentagon was repaired, and designs for building on the site of the Twin Towers were brought to the drawing board. One year later, in November 2002, the Department of Homeland Security was established. Throughout the Nation, citizens looked to the Federal Government for leadership in the fight against terrorism, for continuity during a period of instability, and for safety in a period of uncertainty.

The Department of Justice responded to the September 11 outrage by channeling many of its resources and much of its energy toward combating terrorism. With its primary goal to prevent terrorism and disrupt terrorist operations before they strike, the Department saw a near three-fold increase in counterterrorism funds. Within DOJ, each component reexamined its mission in terms of the terrorist threat. The FBI, the principal organization within DOJ for combating terrorism, hired or redirected over 1,000 agents to conduct investigations and counterintelligence. Some 250

new Assistant U.S. Attorney positions were created, and 66 Joint Terrorism Task Forces were established.

The Department of Justice took these measures without turning away from what Thomas Jefferson called "the most sacred of the duties of government," to mete out "equal and impartial justice to all its citizens." While the country girded itself for outside attack, DOJ maintained steady vigilance on matters within our borders as well.

The Department of Justice Strategic Plan for FY 2003-2008 reflects both DOJ's international and domestic responsibilities. As with the previous plan, counterterrorism figures prominently in the new DOJ plan. At the same time, the more familiar aspects of law enforcement are still very much intact: the Department's dedicated employees still investigate and prosecute federal crimes, represent the interests of the United States in court, assist state and local governments in keeping the peace, and ensure the integrity of the federal justice system by protecting the courts and maintaining federal prisoners.

This document updates our earlier strategic plan, and provides comprehensive, realistic, multiyear plans for carrying out the Department's mission. It is oriented toward achieving our vision of securing equal justice for all, enhancing respect for the rule of law, and making America a safer and less violent nation. It provides to the President, the Congress, and the

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American people an overview of the problems and challenges the Department faces in the years ahead and the goals and objectives we have set for ourselves. It is both a reaffirmation of our fundamental commitment to serve the American people in the pursuit of justice and a promise to be accountable for our progress.

THE DEPARTMENT OF JUSTICE MISSION, ORGANIZATION, AND VALUES

Mission

The mission of the Department of Justice is broad and formidable:

"...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."

Organization

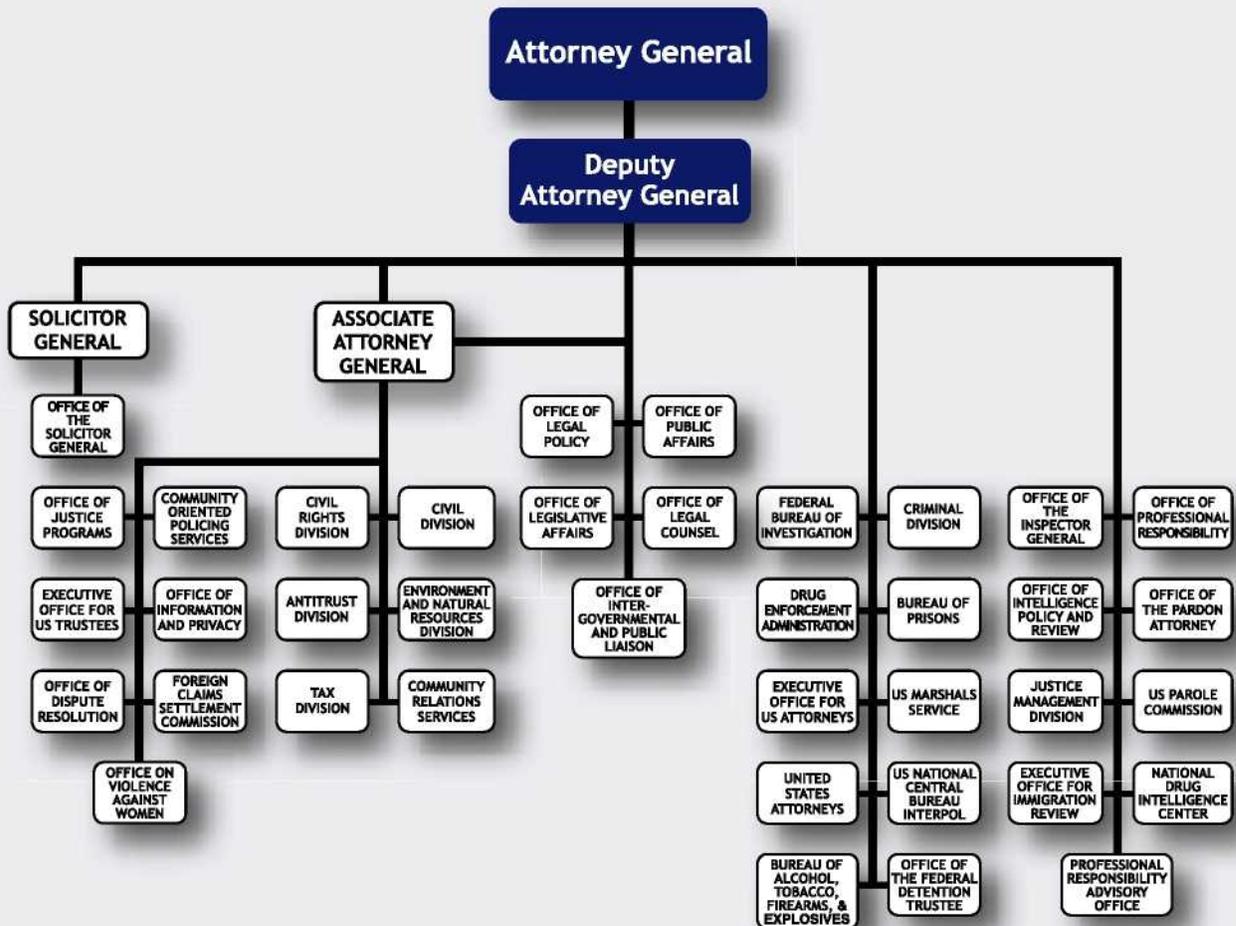
To execute the mission, the Department depends on each of its 110,000 loyal, skilled, and dedicated employees. Led by the Attorney General, the Department of Justice comprises 39 separate component organizations. (See organization chart on

next page.) These include the U.S. Attorneys (USAs) who prosecute offenders and represent the United States Government in court; the major investigative agencies—the Federal Bureau of Investigation (FBI), the Drug Enforcement Administration (DEA), and the Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF)—which deter and investigate crimes, and arrest criminal suspects; the U.S. Marshals Service (USMS) which protects the federal judiciary, apprehends fugitives and detains persons in federal custody; and the Bureau of Prisons (BOP) which confines convicted offenders.

Litigating divisions represent the interests of the American people and enforce federal criminal and civil laws, including civil rights, tax, antitrust, environmental, and civil justice statutes. The Office of Justice Programs (OJP) and the Office of Community Oriented Policing Services (COPS) provide leadership and assistance to state, tribal, and local governments. Other major departmental components include the National Drug Intelligence Center (NDIC), the United States Trustees (UST), the Justice Management Division (JMD), the Executive Office for Immigration Review (EOIR), the Community Relations Service (CRS), and the Office of the Inspector General (OIG). Headquartered in Washington, D.C., the Department conducts most of its work in offices located throughout the country and overseas.

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ORGANIZATION CHART U.S. DEPARTMENT OF JUSTICE



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Core Values

Underlying our work and informing our strategic goals are our core values:

- ❖ *Equal Justice Under the Law.* Upholding the laws of the United States is the solemn responsibility entrusted to us by the American people. We enforce these laws fairly and uniformly to ensure that all Americans receive equal protection and justice
- ❖ *Honesty and Integrity.* We adhere to the highest standards of ethical behavior, cognizant that as custodians of public safety our motives and actions must be beyond reproach.
- ❖ *Commitment to Excellence.* We seek to provide the highest levels of service to the American people. We are effective and responsible stewards of the taxpayers' dollars.
- ❖ *Respect for the Worth and Dignity of Each Human Being.* We treat each other and those we serve with fairness, dignity, and compassion. We value differences in people and ideas. We are committed to the well-being of our employees and to providing opportunities for individual growth and development.

THE PERFORMANCE MANDATE: LINKING THE STRATEGIC PLAN, PERFORMANCE, AND BUDGET

The Department of Justice Strategic Plan for fiscal years 2003-2008 is prepared pursuant to the requirements of the Government Performance and Results Act (GPRA). It updates and supersedes the strategic plan submitted by the Department in November 2001 covering fiscal years 2001-2006. This updated plan incorporates a number of changes that reflect the goals, objectives, and strategies of a Department which, as a result of the Homeland Security Act of 2002, has seen the transfer in of the Bureau of Alcohol, Tobacco, Firearms, and Explosives from the Department of Treasury; and the transfer out to the newly formed Department of Homeland Security of three organizations previously part of the Department of Justice: the Immigration and Naturalization Service; the National Infrastructure Protection Center, formerly part of FBI; and the Office of Domestic Preparedness, formerly part of the Office of Justice Programs.

The plan also reflects a major change in alignment of the Department's Strategic Goals and Objectives. The plan for 2003-2008 identifies four major goals instead of the eight delineated in the last plan. These goals permit more effective alignment with

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the recently revised DOJ budgetary structure, and will facilitate budget requests and performance reporting. Supporting the objectives within the four goals are underlying management and administrative initiatives that cut across all activity lines. Included among these initiatives are the elements of the President's Management Agenda.

Another feature of the new plan is the attempt to better integrate the Department's goals with its performance measurement. In this regard, the plan identifies long-term outcome goals for high level activities, linking it more closely with the perform-

ance plan and report, and encouraging greater accountability for the accomplishment of the agency's mission.

Within the Department, strategic planning is the first step in an iterative planning and implementation cycle. This cycle, which is at the heart of the Department's efforts to implement performance-based management, involves setting long-term goals and objectives; translating these goals and objectives into budgets and program plans; implementing programs and monitoring their performance; and evaluating results (Figure 1). In this cycle, the Department's strategic plan provides the overarching framework for compo-

U.S. Department of Justice Strategic Planning and Implementation Cycle

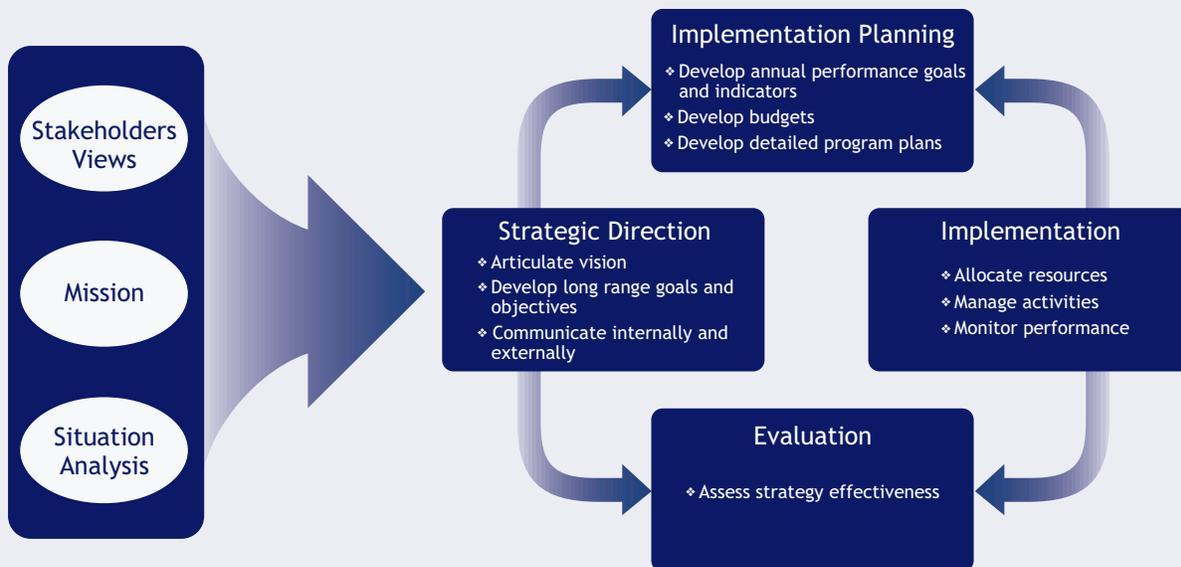


Figure 1

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ment and function-specific plans as well as annual performance plans, budgets, and reports.

We have updated the plan with the active involvement of our component organizations and with the oversight of the Executive Strategic Plan Working Group. The Group, composed of Administration officials from the Offices of the Attorney General, Deputy Attorney General, and Associate Attorney General, as well as from the Office of Legal Policy and the Office of Legislative Affairs, represents the Strategic Management Council, established by the Attorney General on May 16, 2001. The Council, whose permanent members include the Deputy Attorney General as Chair, Associate Attorney General, Assistant Attorney General for Administration, the Director of the Bureau of Prisons, DEA Administrator, FBI Director, and the Chief of Staff to the Attorney General, was established as the formal board within DOJ to provide direction and leadership on long-range planning and initiatives.

Although we regard this strategic plan as an improvement over its predecessors, we recognize that further improvements can be made. Implementing a system that effectively links planning, budgeting, and performance is a time-consuming recurring process that demands significant, fundamental changes in organizational culture and business processes.

ORGANIZATION OF THE PLAN

The plan is in four chapters. Chapter I gives a brief account of the major themes underlying our strategic goals and objectives, including some of the key issues we are likely to face in the years ahead. Chapter II sets forth our goals, objectives, strategies, and outcome goals for the next 5 years. Chapter III describes key programs and initiatives, including the Attorney General's Management Initiatives and the President's Management Agenda, that support the mission. Chapter IV describes the role of program evaluations within the components of DOJ and provides a schedule of ongoing and planned evaluations.

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, reference has been made to other plans and reports that provide more detailed information in specific areas.

The Appendices include (A) a crosswalk between the strategic objectives in this plan compared to the previous version; (B) a summary of the external factors that may affect goal achievement; (C) President's Management Agenda criteria for "Getting to Green," (D) a glossary of abbreviations and acronyms, and (E) a list of Justice component web sites.

This plan is available at <http://www.usdoj.gov>.