

# 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.

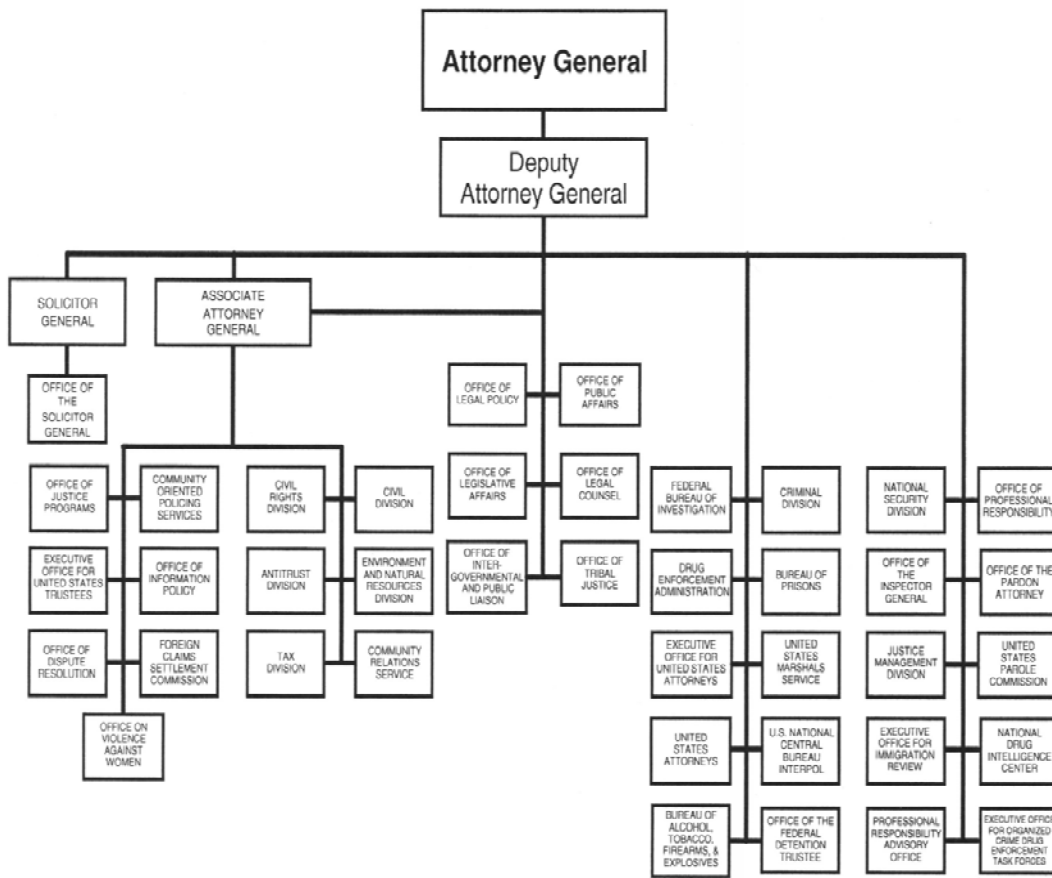
***Respect for the Worth and Dignity of Each Human Being.*** Those who work for the Department treat each other and those they serve with fairness, dignity, and compassion. They value differences in people and ideas. They are committed to the well-being of

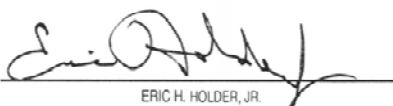
employees and to providing opportunities for individual growth and development.

### **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.

# U.S. DEPARTMENT OF JUSTICE



Approved by:  Date: April 30, 2010  
 ERIC H. HOLDER, JR.  
 Attorney General

## **The Structure of the *Plan***

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

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

This *Plan* and links to components' websites and other plans are available at [www.justice.gov/](http://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.