

# Section I Overview

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Established July 1, 1870 (28 U.S.C. §§ 501 and 503), the Department of Justice (DOJ or the Department) is headed by the Attorney General of the United States. The Department was created to control federal law enforcement, and all criminal prosecutions and civil suits in which the United States has an interest. The structure of the Department has changed over the years, with the addition of a Deputy Attorney General, Associate Attorney General, Assistant Attorneys General, and the formation of Divisions and components; however, unchanged is the commitment and response to securing equal justice for all, enhancing respect for the rule of law, and making America a safer and more secure Nation.

## Mission

The mission of the Department of Justice, as reflected in its Strategic Plan for fiscal years (FY) 2014-2018, is as follows:

*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.*

In carrying out the Department's mission, we are guided by the following core values:

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**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 under the law.

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**Honesty and Integrity.** We adhere to the highest standards of ethical behavior.

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**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.

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**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.

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## Strategic Goals and Objectives

From our mission and core values stem the Department's strategic and annual planning processes. The Department embraces the concepts of performance-based management. At the heart of these concepts is the understanding that improved performance is realized through greater focus on mission, agreement on goals and objectives, and timely reporting of results. In the Department, strategic planning is the first step in an iterative planning and implementation cycle. This cycle, which is the center 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, monitoring performance, and evaluating results. In this cycle, the Department's FY 2014-2018 Strategic Plan provides the overarching framework for component and function-specific plans as well as annual performance plans, budgets, and reports. The Strategic Plan is available electronically on the Department's website at: <http://www.justice.gov>.

# DOJ's Fiscal Year 2014-2018 Strategic Framework

## Prevent Terrorism and Promote the Nation's Security Consistent with the Rule of Law

Prevent, disrupt, and defeat terrorist operations before they occur by integrating intelligence and law enforcement efforts to achieve a coordinated response to terrorist threats	Prosecute those involved in terrorist acts	Investigate and prosecute espionage activity against the United States, strengthen partnerships with potential targets of intelligence intrusions, and proactively prevent insider threats	Combat cyber-based threats and attacks through the use of all available tools, strong private-public partnerships, and the investigation and prosecution of cyber-threat actors
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## Prevent Crime, Protect the Rights of the American People, and Enforce Federal Law

Combat the threat, incidence, and prevalence of violent crime by leveraging strategic partnerships to investigate, arrest, and prosecute violent offenders and illegal firearms trafficker	Prevent and intervene in crimes against vulnerable populations and uphold the rights of, and improve services to, America's crime victims	Disrupt and dismantle major drug trafficking organizations to combat the threat, trafficking, and use of illegal drugs and the diversion of licit drugs	Investigate and prosecute corruption, economic crimes, and transnational organized crime	Promote and protect American civil rights by preventing and prosecuting discriminatory practices	Protect the federal fisc and defend the interests of the United States
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## Ensure and Support the Fair, Impartial, Efficient, and Transparent Administration of Justice at the Federal, State, Local, Tribal, and International Levels

Promote and strengthen relationships and strategies for the administration of justice with law enforcement agencies, organizations, prosecutors, and defenders, through innovative leadership and programs	Protect judges, witnesses, and other participants in federal proceedings by anticipating, deterring, and investigating threats of violence	Provide safe, secure, humane, and cost-effective confinement and transportation of federal detainees and inmates	Reform and strengthen America's criminal justice system by targeting only the most serious offenses for federal prosecution, expanding the use of diversion programs, and aiding inmates in reentering society
Apprehend fugitives to ensure their appearance for federal judicial proceedings or confinement	Prevent and respond to genocide and mass atrocities and ensure that perpetrators of such crimes are held accountable in the United States, and if appropriate, their home countries	Adjudicate all immigration cases promptly and impartially in accordance with due process	Strengthen the government-to-government relationship between tribes and the United States; improve public safety in Indian Country; and honor treaty and trust responsibilities through consistent, coordinated policies, activities, and litigation

## Organizational Structure

Led by the Attorney General, the Department is comprised of more than 41 separate component organizations. 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; the Bureau of Prisons (BOP), which confines convicted offenders; and the National Security Division (NSD), which brings together national security, counterterrorism, counterintelligence, and foreign intelligence surveillance operations under a single authority.

The Department's litigating divisions represent the rights and interests of the American people and enforce federal criminal and civil laws. The litigating divisions are comprised of the Antitrust (ATR), Civil (CIV), Civil Rights (CRT), Criminal (CRM), Environment and Natural Resources (ENRD), and Tax (TAX) Divisions. The Office of Justice Programs (OJP), the Office on Violence Against Women (OVW), and the Office of Community Oriented Policing Services (COPS) provide leadership and assistance to state, local, and tribal governments. Other major Departmental components include the Executive Office for U.S. Trustees (UST), the Justice Management Division (JMD), the Executive Office for Immigration Review (EOIR), the Community Relations Service (CRS), the Office of the Inspector General (OIG), Office of Tribal Justice (OTJ) and several offices that advise the Attorney General on policy, law, legislation, tribal justice matters, external affairs, and oversight. Headquartered in Washington, D.C., the Department conducts its work in offices located throughout the country and overseas.

The Department's organizational chart appears on the following page.



## Financial Structure

The Department's financial reporting structure is comprised of nine principal components.

### Components:

- Assets Forfeiture Fund and Seized Asset Deposit Fund (AFF/SADF)
- Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF)
- Bureau of Prisons (BOP)
- Drug Enforcement Administration (DEA)
- Federal Bureau of Investigation (FBI)
- Federal Prison Industries, Inc. (FPI)
- Office of Justice Programs (OJP)
- Offices, Boards and Divisions (OBDs)\*
- U.S. Marshals Service (USMS)

OBDs\*

### Offices

Office of the Attorney General  
Office of the Deputy Attorney General  
Community Relations Service  
Executive Office for Immigration  
Review  
Executive Office for U.S. Attorneys  
Executive Office for U.S. Trustees  
Executive Office for Organized Crime  
Drug Enforcement Task Forces  
INTERPOL Washington  
Office for Access to Justice  
Office of Community Oriented Policing  
Services  
Office of Information Policy  
Office of Legal Counsel  
Office of Legal Policy  
Office of Legislative Affairs  
Office of the Inspector General  
Office of the Pardon Attorney  
Office of the Solicitor General  
Office of Tribal Justice  
Office on Violence Against Women  
Professional Responsibility Advisory  
Office  
U.S. Attorneys

### Boards

Foreign Claims Settlement Commission  
U.S. Parole Commission

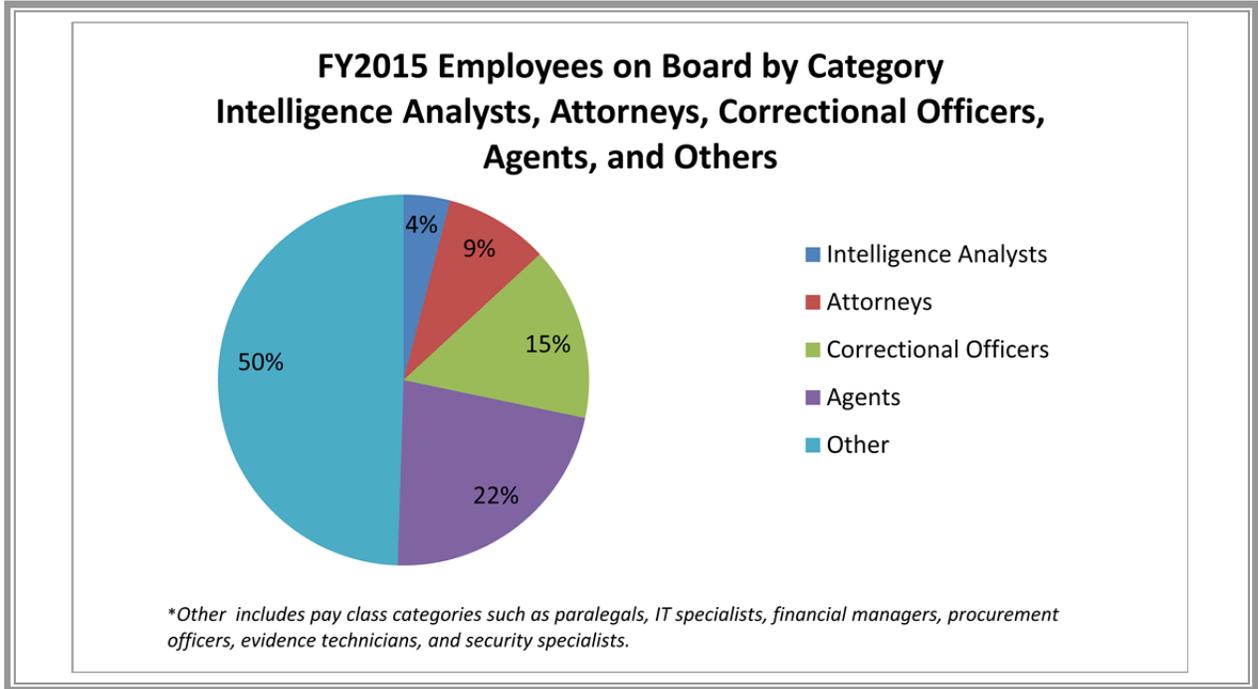
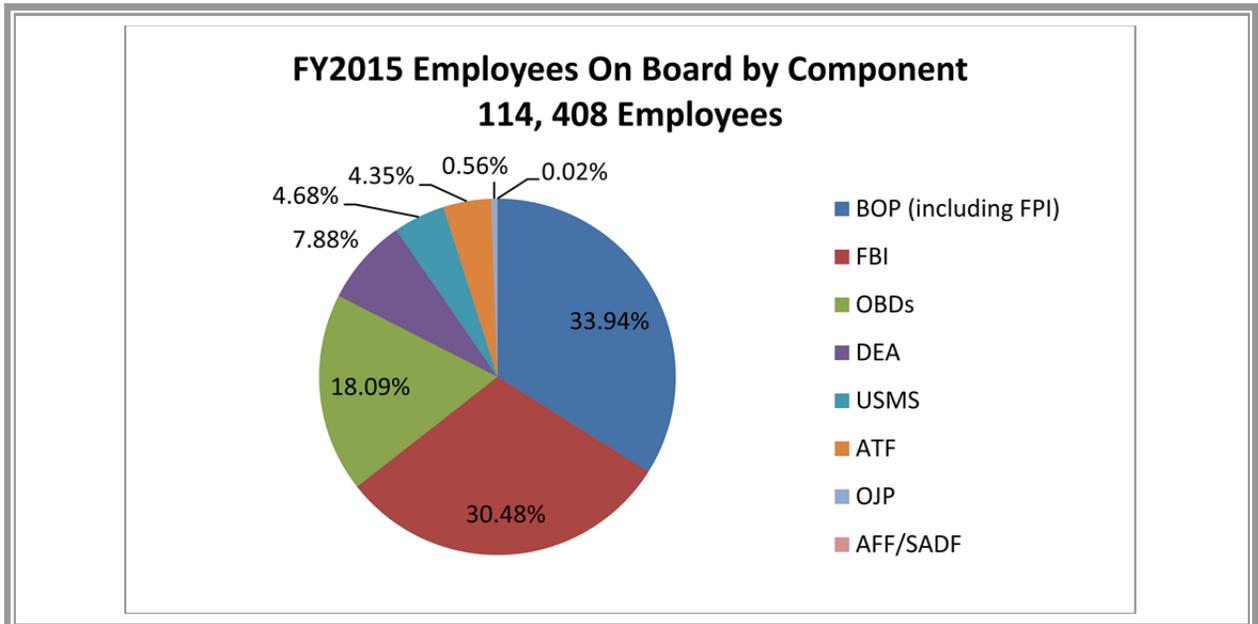
### Divisions

Antitrust Division  
Civil Rights Division  
Criminal Division  
Environment and Natural Resources  
Division  
Justice Management Division  
National Security Division  
Tax Division

## Summary of Financial Information

### FY 2015 Resource Information

The following pages provide summary-level resource and performance information regarding the Department's operations for FY 2015. The charts on this page reflect employees on board as of September 19, 2015.

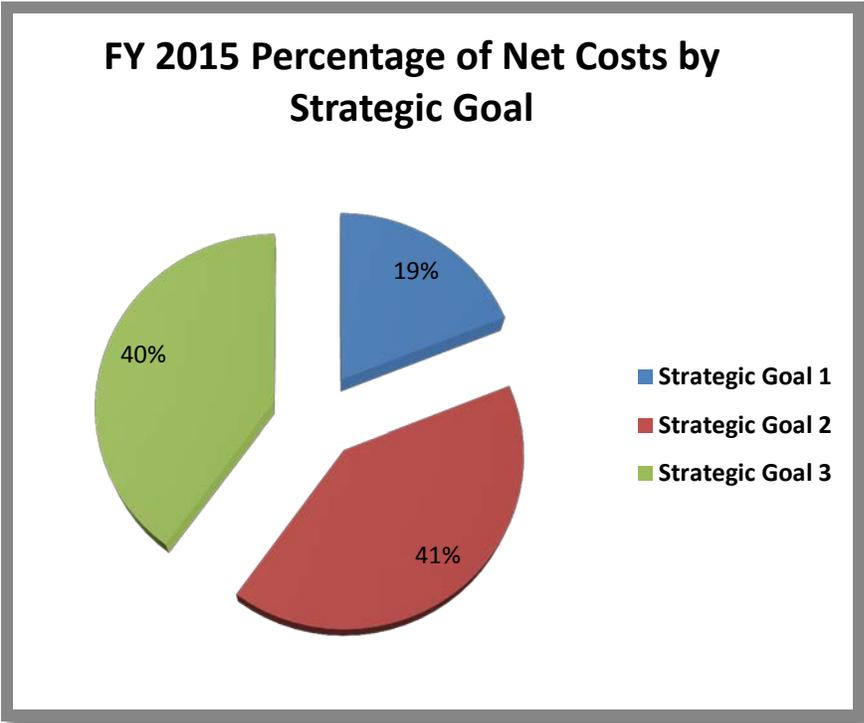
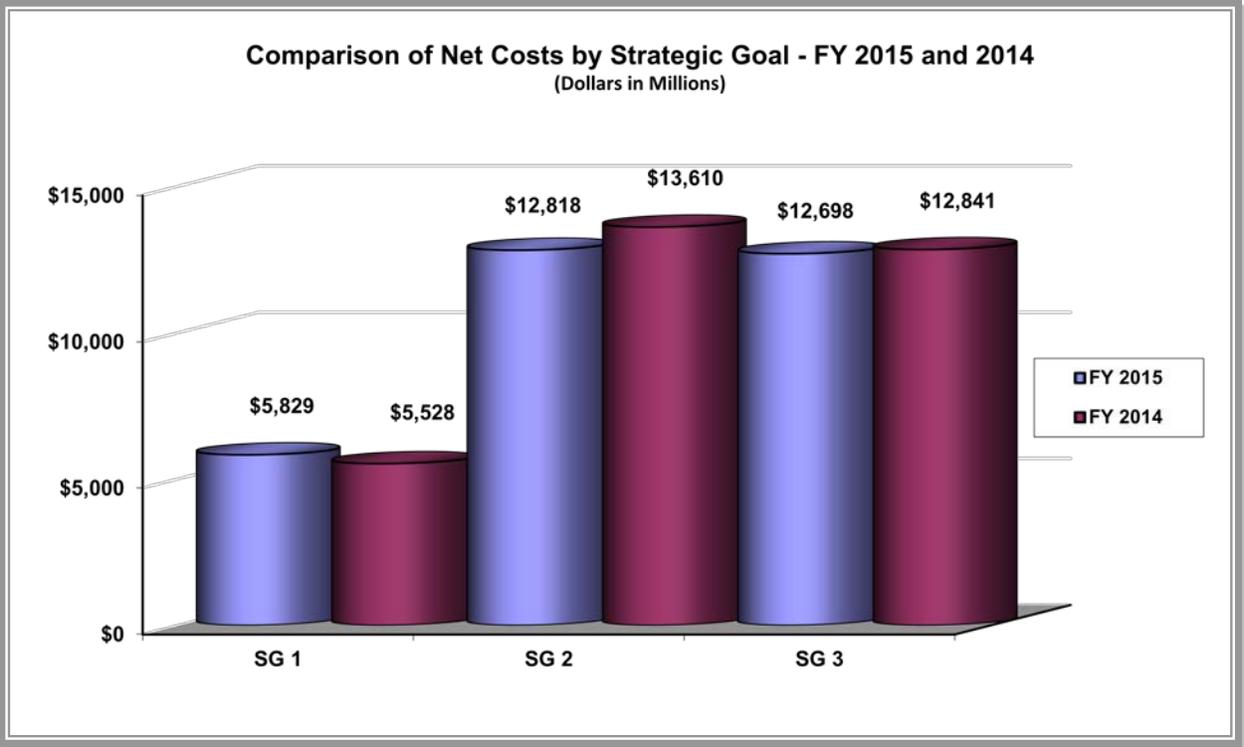


**Table 1. Sources of DOJ Resources**  
(Dollars in Thousands)

Source	FY 2015	FY 2014	% Change
<b>Earned Revenue:</b>	\$3,204,126	\$3,251,190	<b>(1.45%)</b>
<b>Budgetary Financing Sources:</b>			
Appropriations Received	27,469,971	27,997,724	<b>(1.88%)</b>
Appropriations Transferred-In/Out	360,483	345,106	<b>4.46%</b>
Nonexchange Revenues	2,647,335	3,598,993	<b>(26.44%)</b>
Donations and Forfeitures of Cash and Cash Equivalents	1,285,294	4,158,820	<b>(69.09%)</b>
Transfers-In/Out Without Reimbursement	1,199,292	(595,090)	<b>301.53%</b>
Other Adjustments	(888,767)	(302,829)	<b>193.49%</b>
<b>Other Financing Sources:</b>			
Donations and Forfeitures of Property	337,358	308,307	<b>9.42%</b>
Transfers-In/Out Without Reimbursement	6,980	3,635	<b>92.02%</b>
Imputed Financing from Costs Absorbed by Others	830,074	939,382	<b>(11.64%)</b>
Other Financing Sources	(10,836)	(8,193)	<b>32.26%</b>
<b>Total DOJ Resources</b>	<b>\$36,441,310</b>	<b>\$39,697,045</b>	<b>(8.20%)</b>

**Table 2. How DOJ Resources Were Spent**  
(Dollars in Thousands)

Strategic Goal (SG)	FY 2015	FY 2014	% Change
<b>1</b> Prevent Terrorism and Promote the Nation's Security Consistent with the Rule of Law			
Gross Cost	\$6,124,370	\$5,872,293	
Less: Earned Revenue	<u>295,555</u>	<u>344,635</u>	
Net Cost	5,828,815	5,527,658	<b>5.45%</b>
<b>2</b> Prevent Crime, Protect the Rights of the American People, and Enforce Federal Law			
Gross Cost	14,299,789	15,247,564	
Less: Earned Revenue	<u>1,481,475</u>	<u>1,637,361</u>	
Net Cost	12,818,314	13,610,203	<b>(5.82%)</b>
<b>3</b> Ensure and Support the Fair, Impartial, Efficient, and Transparent Administration of Justice at the Federal, State, Local, Tribal, and International Levels			
Gross Cost	14,125,262	14,110,427	
Less: Earned Revenue	<u>1,427,096</u>	<u>1,269,194</u>	
Net Cost	12,698,166	12,841,233	<b>(1.11%)</b>
<b>Total Gross Cost</b>	<b>34,549,421</b>	<b>35,230,284</b>	
<b>Less: Total Earned Revenue</b>	<b><u>3,204,126</u></b>	<b><u>3,251,190</u></b>	
<b>Total Net Cost of Operations</b>	<b>\$31,345,295</b>	<b>\$31,979,094</b>	<b>(1.98%)</b>



Strategic Goal (SG) 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

Strategic Goal 3: Ensure and Support the Fair, Impartial, Efficient, and Transparent Administration of Justice at the Federal, State, Local, Tribal, and International Levels

## Analysis of Financial Statements

The Department’s financial statements, which are provided in Section II of this document, received an unmodified audit opinion for the fiscal years ended September 30, 2015 and 2014. These statements were prepared from the accounting records of the Department in accordance with the accounting principles generally accepted in the United States and Office of Management and Budget (OMB) Circular A-136, *Financial Reporting Requirements*. These principles are the standards promulgated by the Federal Accounting Standards Advisory Board (FASAB).

The following information highlights the Department’s financial position and results of operations in FY 2015. The complete set of financial statements, related notes, and the opinion of the Department’s auditors are provided in Section II of this document.

**Assets:** The Department’s Consolidated Balance Sheet as of September 30, 2015, shows \$50.8 billion in total assets, an increase of \$3.8 billion over the previous year’s total assets of \$47.0 billion. Fund Balance with U.S. Treasury (FBWT) was \$31.2 billion, which represented 61 percent of total assets.

**Liabilities:** Total Department liabilities were \$18.6 billion as of September 30, 2015, an increase of \$2.0 billion from the previous year’s total liabilities of \$16.6 billion. The increase is related to Collections for federal entities by DOJ/Debt Collection Management (DCM) as required by the Federal Debt Recovery Act of 1986, which have not been disbursed, and a large deposit recorded in the Seized Asset Deposit Fund by the DOJ prior to September 2015.

**Net Cost of Operations:** The Consolidated Statement of Net Cost presents Department’s gross and net cost by strategic goal. The net cost of the Department’s operations totaled \$31.3 billion for the fiscal year ended September 30, 2015, a decrease of \$ 0.7 billion from the previous year’s net cost of operations of \$32.0 billion. The decrease is related to unpaid obligations established for third party restitution payments established in the previous fiscal year.

Brief descriptions of some of the major costs for each Strategic Goal are as follows:

Strategic Goal	Description of Major Costs
1	Includes resources dedicated to counterterrorism initiatives for ATF, CRM, DEA, FBI, NSD, USA, and USMS
2	Includes resources for the AFF/SADF, ATF, BOP, COPS, CRS, DEA, FBI, Foreign Claims Settlement Commission (FCSC), Organized Crime Drug Enforcement Task Forces (OCDETF), OJP, Office of Legal Counsel, Office of the Pardon Attorney (OPA), Office of the Solicitor General (OSG), OVW, USAs, USMS, INTERPOL Washington, USTP, ATR, CIV, CRT, CRM, ENRD,TAX and services to America’s crime victims
3	Includes resources for BOP, EOIR, Fees and Expenses of Witnesses, FBI, FPI, OJP, USMS, and U.S. Parole Commission

Management and administrative costs, including the costs for the Department's leadership offices, JMD, and others, are allocated to each strategic goal based on full-time equivalent (FTE) employment.<sup>1</sup>

**Budgetary Resources:** The Department's FY 2015 Combined Statement of Budgetary Resources shows \$46.4 billion in total budgetary resources, an increase of \$2.3 billion from the previous year's total budgetary resources of \$44.1 billion. The increase shown on the Other Adjustment line in Table 1 is primarily attributed to large asset forfeitures and a \$1.1 billion expenditure transfer.

**Net Outlays:** The Department's FY 2015 Combined Statement of Budgetary Resources shows \$29.9 billion in net outlays, an increase of \$ 0.9 billion from the previous year's total net outlays of \$29.0 billion. This increase is primarily related to large asset forfeitures and a \$1.1 billion expenditure transfer.

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<sup>1</sup> FTE employment means the total number of regular straight-time hours (i.e., not including overtime or holiday hours) worked by employees, divided by the number of compensable hours applicable to each fiscal year. Annual leave, sick leave, compensatory time off, and other approved leave categories are considered "hours worked" for purposes of defining FTE employment.

## Data Reliability and Validity

The Department views data reliability and validity as critically important in the planning and assessment of its performance. As such, the Department makes every effort to ensure completeness and improve reliability of its performance information by performing “data scrubs” (routine examination of current and historical data sets, as well as looking toward the future for trends) to ensure the data we rely on to make day-to-day management decisions are as accurate and reliable as possible and targets are ambitious enough given the resources provided. In an effort to communicate our data limitations and commitment to providing accurate data, this document includes a discussion of data validation, verification, and any identified data limitations for each performance measure presented. The Department ensures each reporting component providing data for this report meets the following criteria:

*At a minimum, performance data are considered reliable if transactions and other data that support reported performance measures are properly recorded, processed, and summarized to permit the preparation of performance information in accordance with criteria stated by management. Performance data need not be perfect to be reliable, particularly if the cost and effort to secure the best performance data possible will exceed the value of any data so obtained.*

## Summary of Performance in FY 2015

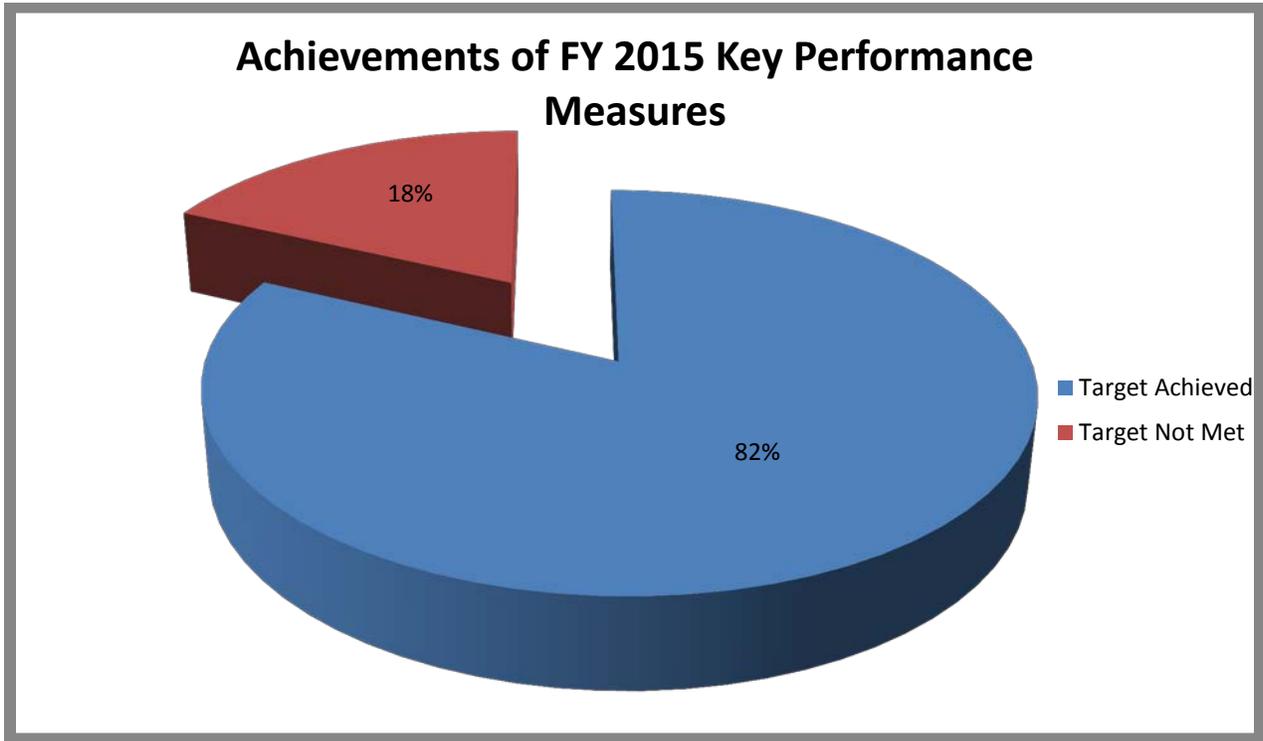
The Government Performance and Results Act Modernization Act of 2010 (GPRAMA) requires an agency’s Strategic Plan to be updated every four years and cover a period of not less than four years forward from the fiscal year in which it is submitted.

The Department’s FY 2014-2018 Strategic Plan, which contains the three strategic goals, is used for this report. The Department’s Plan includes 30 key performance measures addressing DOJ’s priorities toward achieving its long-term outcome goals. The performance measures are summarized in this document. The Department strives to present the highest-level outcome-oriented measures available.

During FY 2015, Departmental leadership continued to display a clear commitment to performance management through the reliance on formal quarterly status reviews. Additionally, Departmental components have worked to improve the quality and timeliness of financial and performance information that inform quarterly status reporting and operating plans.

For this summary report, 93 percent of the performance measures have actual data for FY 2015. The Department achieved 82 percent of its key measures that had data available as of September 30, 2015. For some of the performance measures, the actual data will not be available until early 2016. The Department continues to emphasize long-term and annual performance measure development, placement of key performance indicators on cascading employee work plans, and Department-wide quarterly status reporting.

The chart below shows the Department's achievement of its FY 2015 long-term outcome goals (key performance measures).



## FY 2014 – 2015 Priority Goals

Federal agencies are required to identify a limited number of Priority Goals that are considered priorities for both the Administration and the agency; have high relevance to the public or reflect the achievement of key agency missions; and would produce significant results over a 12 to 24 month timeframe. The Priority Goals represent critical elements of a federal agency's strategic plan and are linked to the larger DOJ policy framework and strategic plan goals.

The Department developed a set of FY 2014-2015 Priority Goals to replace the FY 2012-2013 Priority Goals. The Priority Goals align with the FY 2014-2018 Strategic Plan, and are reported quarterly via [www.performance.gov](http://www.performance.gov). The FY 2014-2015 Priority Goals are:

Priority Goal 1, National Security: Protect Americans from terrorism and other threats to National Security, including cyber security threats.

By September 30, 2015, the Department of Justice will:

- Disrupt 175 terrorist threats and groups and disrupt and dismantle 600 cyber threat actors

Terrorism is the most significant national security threat that the country faces. Accordingly, the number one priority of the Department 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 the Department is at the forefront of the fight against terrorism. DOJ provides 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 aid in developing rule-of-law programs in post-conflict countries to help prevent terrorism abroad. The Department will aggressively pursue emerging threats around the world and at home, enhance the ability to gather and analyze actionable intelligence, and engage in outreach efforts to all communities in order to prevent terrorism before it occurs.

Status: The Department of Justice surpassed its two-year targets for the National Security Priority Goal. The FBI substantially exceeded its two-year target of disrupting 175 terrorist threats and groups, disrupting a total of 654 in FY 2014-2015 due to both: external plotting directed at the homeland and U.S. interests abroad, and increasing threats in other regions. The Department remains proactively positioned to combat a constantly evolving threat landscape.

As part of its efforts to address this goal, the FBI expanded the level of access to the Guardian intelligence-sharing system employed at the classified levels to allow external partners of the U.S. Intelligence Community (IC) to directly interface with the FBI to share information of value to investigations. The Guardian threat and incident tracking system is now being leveraged by all six federal Cybersecurity Centers and numerous select agencies including the Department of Homeland Security, Department of Defense, and the National Security Agency, for the purpose of coordinating and tracking cyber incidents and for all contact with victim entities. During FY 2014-2015, the total number of Guardian and eGuardian incidents shared between the FBI, IC, and law enforcement community partners was 20,646. The reported numbers underscore the value of Guardian and eGuardian in raising awareness of threats and disrupting terrorist activity before it occurs.

Throughout FY 2014, the FBI executed its cyber mission by identifying, pursuing, and defeating cyber adversaries targeting global U.S. interests. The FBI surpassed its two-year target of 600 computer intrusion program disruptions and dismantlements, conducting 2,971 disruptions and dismantlements in FY 2014 - FY 2015 because of significant, coordinated operational activity. In May 2014, the FBI New York Field Office announced the results of the largest law enforcement cyber action in U.S. history. This takedown was of a particularly insidious computer malware known as Blackshades, which was sold and distributed to thousands of people in more than 100 countries and used to infect more than half a million computers worldwide.

Priority Goal 2, Violent Crime: Protect our Communities by Reducing Gun Violence using smart prevention and investigative strategies in order to prevent violent acts from occurring. By September 30, 2015, the Department will:

- Increase the number of records submitted to the National Instant Criminal Background Check System (NICS) Index by states and federal agencies by 10%;
- Increase the number of records entered into the National Integrated Ballistic Information Network (NIBIN) by 3%; and
- Increase the number of NIBIN “hits,” that is, the linkage of two or more separate crime scene investigations, based upon comparisons of the markings made on fired ammunition recovered from crime scenes, by 3%.

Gun-related violence continues to constitute a serious threat to public safety throughout the United States. Even with an uptick in violent crime in FY 2015, violent crime overall remains historically low. The Department will remain engaged and vigilant in our efforts to identify the root causes of violent crime and combat it head on. The Justice Department takes very seriously any increase in violent crime; however, it is important to understand these recent statistics in the proper historical context. The Department recognizes that the challenges confronting each community are different and require solutions tailored to each community’s needs. The Department focused its actions and resources on 1) gun-violence prevention, by effecting an increase in the number of records submitted to NICS Index, which in turn supports the Department’s efforts to accurately and expeditiously identify persons who are legally prohibited from possessing firearms and 2) enhanced and more effective investigation by substantially increasing the number of records entered into NIBIN that contribute to investigative leads. Collectively, accomplishment of these goals will facilitate our progress in preventing and investigating gun-related violent crime.

Status: The Department exceeded its two-year targets for the three Violent Crime Priority Goal performance measures. For the measure, “Increase in the number of records submitted to the NICS Index,” the Department exceeded its target (10% increase from FY 2013 baseline), achieving an increase of 27% at the end of the two-year timeframe. This substantial increase is largely due to an expansion in the number of state and local agencies participation in the NICS process and a continued high usage by Immigration and Customs Enforcement (ICE), the largest user of the NICS. For the measure, “Increase in the number of records entered into ATF’s NIBIN system,” the Department exceeded its two-year target (3% increase), achieving an increase of 21%. For the measure, “Increase the number of NIBIN hits,” the Department exceeded its two-year target (3% increase), achieving an increase of 37%. Much of this increase can be attributed to training: during this two-year period, 6,190 federal, state, and local users were trained in NIBIN and 4,527 investigators and analysts were trained to identify how NIBIN can assist them in the investigation process. The Department, through ATF, works regularly

with their field divisions and local law enforcement agencies to stress the importance of entering ballistic evidence into the system and provides support in enforcement efforts where NIBIN is a key component in removing violent criminals off the streets. As a result of these efforts, a two-year total of 187,879 identified persons were legally prohibited from possessing firearms due to the expeditious and accurate NICS background check and denial process.

An example of a Departmental success in this area is the results achieved by an ATF-led law enforcement operation targeting violent crime. The operation, initiated in Connecticut in 2014, utilized NIBIN to analyze ballistics evidence in order to target violent criminals and illegal firearm possession and trafficking. Over 80 individuals are expected to or have been charged with various firearms, narcotics, and robbery violations and 74 defendants were charged, or are expected to be charged with various state offenses. In addition, 73 illegal firearms and a large amount of narcotics were removed from the community.

Priority Goal 3, Financial and Healthcare Fraud: Reduce financial and healthcare fraud. By September 30, 2015, the Department of Justice will:

- Reduce by 3%, the number of financial and healthcare fraud investigations pending longer than two years to efficiently and effectively drive those investigations to resolution.

Criminals who commit financial fraud, be it mortgage fraud, securities fraud, commodities fraud, or insider trading, victimize the American public by undermining the fairness that is critical to all who participate in our economy – from homeowners and private investors to major business leaders. Similarly, those who defraud Medicare, Medicaid, and other government health care programs defraud every American. Fraudsters take critical resources out of our health care system, thus contributing to the rising cost of healthcare for all Americans and endangering the short-term and long-term solvency of these essential healthcare programs. The Department will continue to address these critical problems by vigorously investigating and prosecuting both healthcare fraud and financial fraud, to protect American businesses, consumers, and taxpayers.

Status: The Department made significant progress in reducing the number of financial and healthcare fraud investigations pending longer than two years during FYs 2014-2015. By the end of FY 2015, the number of pending investigations was 4,801, which is 6.8% below FY 2013 when there were 5,152 investigations. The success in achieving this goal is primarily a result of greater awareness of this issue by United States Attorney Offices (USAOs). Data concerning health care fraud and financial fraud matters pending for two years or more are posted on each USAO's internal data page, which is updated on a quarterly basis.

The Department will continue to vigorously investigate and prosecute both financial fraud and health care fraud related cases, in order to protect American businesses, consumers, and taxpayers. In September 2015, the Department issued new policy guidance to all Department prosecutors and civil litigators to require that if a company wants any credit for cooperation, it must identify all individuals involved in the wrongdoing, regardless of their position, status, or seniority in the company, and provide all relevant facts about their misconduct. Fundamentally, this guidance ensures that all Department attorneys are consistent in using the best efforts to hold individual wrongdoers accountable.

Priority Goal 4, Vulnerable People: Protect vulnerable populations by increasing the number of investigations and litigation matters concerning child exploitation, human trafficking, and non-compliant sex offenders; and by improving programs to prevent victimization, identify victims, and provide services. By September 30, 2015, working with federal, state, local, and tribal partners, protect potential victims from abuse and exploitation through three sets of key indicators that include six performance measures:

- Open investigations concerning non-compliant sex offenders (4% over average of FYs 2012, 2013), sexual exploitation of children (3% over average of FYs 2011, 2012, 2013), and human trafficking (2% over FY 2013)
- Open litigation matters concerning sexual exploitation of children and human trafficking (5% increase over baseline)
- Percent of children recovered within 72 hours of issuance of an AMBER alert (90%)

The abuse, neglect, exploitation, and trafficking, including sexual abuse of children, the elderly, and other vulnerable populations, causes irrevocable harm to victims and society. Ensuring that our children, seniors, and all citizens can live without being disturbed by sexual trauma, exploitation, or human trafficking are more than criminal justice issues, they are societal and moral issues. Despite efforts to date, the threat of these crimes remains very real. In the broadest terms, the goal of the Department is to prevent child sexual exploitation, elder abuse, hate crimes, and human trafficking from occurring in the first place, in order to protect every person from the physical and mental traumas associated with these crimes.

Status: The Department exceeded its two-year targets for five out of its six performance measures. “Opened investigations concerning non-compliant sex offenders” exceeded its two-year target (1,841) by 26 or 1.4%. “Open investigations concerning the sexual exploitation of children” exceeded its two-year target (3,051) by 5,680 or 86%. “Opened investigations concerning human trafficking” exceeded its two-year target (218) by 47 or 22%. “Opened litigation matters concerning the sexual exploitation of children” exceeded its two year target (5,424) by 360 or 7%. “Within 72 hours of an issuance of an AMBER alert, recover at least 90% of the children missing” exceeded its two-year target (90%) by attaining an average recovery rate of 94.6%. For “Opened litigation matters concerning human trafficking” the Department achieved 89%, or 152, of its two-year target (171). The missed target reflects the temporary fluctuation due to a delay in transitioning duties to newly hired investigators. However, the temporary decline has been offset by subsequent increases.

To address the mistreatment of elderly persons, during FY 2014-2015 the Department launched its Elder Justice website, developed an Elder Justice Research Agenda and a strategy for its implementation. The Office of Justice Program/Bureau of Justice Statistics also began a pilot assessment of criminal victimization of the elderly and disabled adults living in institutionalized group quarters. To continue its efforts to improve federal response to the needs of American Indian and Alaska Native children, the Department completed an assessment of federally-provided services for child victims. The Department also began working with the White House-led Generation Indigenous initiative. To serve victims of human trafficking, the Department’s Office for Victims of Crime worked with the Office on Violence Against Women and the Department of Health and Human Services to align Victims of Crime Act grantee reporting with the reporting required by these two agencies.

## Possible Effects of Existing, Currently Known Demands, Risks, Uncertainties, Events, Conditions, and Trends

The Department's leadership is committed to ensuring its programs and activities will continue to be focused on meeting the dynamic demands of the changing legal, economic, and technological environments of the future.

### Budget Constraints and Uncertainties

- The Department's mission and its employees are inextricably linked; we cannot fulfill our mission without our employees. During FY2014, the Department lifted the hiring freeze that had been in place for just over three years. After years of doing more with less, the Department began to fill critical vacancies. However, the hiring process and new employee training take time. As of September 19, 2015, DOJ had nearly 3,548 fewer staff than in January 2011, primarily due to budget constraints and limitations. The Department has fewer staff to conduct investigations, address legal matters, adjudicate immigration cases, and support state, local, and tribal partners. Budget constraints and uncertainties affect not only the Department, but also the Courts and other key participants in the criminal justice system, resulting in delayed access to justice.

### 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, cyber crime, white collar crime, and terrorism.

### Economy

- 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, e.g., the ability and willingness of these governments to allow federal use of their jail space affects achievement of detention goals.

### Globalization

- 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 numbers of adolescents and young adults, now the most crime-prone segment of the population, are expected to grow rapidly over the next several years.

## **Unpredictable**

- Recent calls by the Islamic State of Iraq and the Levant (ISIL) and its supporters on violent extremist web forums, and the recent events in Paris could continue to motivate homegrown extremists to conduct attacks in the homeland.
- Responses to unanticipated natural disasters and their aftermath require the Department to divert resources to deter, investigate, and prosecute disaster-related federal crimes, such as charity fraud, insurance fraud and other crimes.
- Changes in federal laws may affect responsibilities and workload.
- Much of the litigation caseload is defensive. The Department has little control over the number, size, and complexity of the civil lawsuits it must defend.

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