

Section II

Performance Information by Strategic Goal/ Objective

Overview

This section provides to the President, the Congress, and the public a clear picture of how the Department of Justice (DOJ or the Department) is working toward accomplishing its mission. The *Annual Performance Report/Annual Performance Plan (APR/APP)* provides a summary discussion of the Department's three strategic goals. It also reports on the 30 key performance measures for these goals by detailing program objectives and FY 2015 targets and actual performance, as well as whether targets were or were not achieved. Each key performance measure also includes information related to data collection and storage, data validation and verification, and data limitations. This section also includes a Strategic Objective Review Summary of Findings on the progress of the objectives under each strategic goal.

At the Department, performance planning and reporting is a companion to the budget process. We recognize that performance information is vital to making resource allocation decisions and should be an integral part of the budget.

In FY 2015, the Department continued to demonstrate a clear management commitment to timely and accurate financial and budget information through the use of Department-wide quarterly status reporting. Quarterly status reporting has provided the Department the ability to identify problems early, take necessary corrective actions, develop more effective strategies, and allocate necessary resources.

Measuring Departmental Impact

The Department has a set of key performance measures that tracks the progress of the long-term performance goals. Our long-term performance goals continue to reflect results, not just workload or processes. We focused law enforcement efforts on disrupting and dismantling targeted criminal groups, such as major drug trafficking organizations. For our litigation efforts, where results-oriented measurement is particularly difficult, we continue to ensure that our long-term targets are aggressive enough in our case resolutions goals for all of our litigating divisions.

Measuring law enforcement performance presents unique challenges. Success for the Department is highlighted when justice is served fairly and impartially and the public is protected. In many areas, our efforts cannot be reduced to numerical counts of activities. Additionally, isolating the effects of our work from other factors over which the Department has little or no control presents a formidable challenge. Many factors contribute to the rise and fall of crime rates, including federal, state, local, and tribal law enforcement activities and sociological, economic, and other factors. As a result, we have focused on more targeted measures of programmatic performance such as those described above.

Measure Refinement, Data Revisions, and Subsequent Year Reporting

The *FY 2015 Annual Performance Report/FY 2017 Annual Performance Plan* highlights the key goals and performance measures reflected in the FY 2014-2018 Strategic Plan with 30 key performance measures that fully align to the Plan's priorities and goals. The APR/APP also provides details on the Department's success in meeting its performance measure targets in FY 2015.

Additional programmatic and performance information can be found in individual components' budget submissions, specifically within the Performance and Resources Tables (<http://www.justice.gov/about/bpp.htm>).

The *FY 2015 Annual Performance Report/FY 2017 Annual Performance Plan* presents the highest-level outcome-oriented measures available and fully reports on the accomplishments achieved during the reporting period. For this report, seven years of data will be presented unless the performance outcome goal has less than seven years, in which case all information is presented.

In addition, the *FY 2015 Annual Performance Report/FY 2017 Annual Performance Plan* includes a Strategic Objective Review (SOR) Summary of Findings section for each objective based on the Department's annual review of its 18 strategic objectives. For the FY 2015 SOR, the Department identified two strategic objectives as Noteworthy Progress and one strategic objective as a Focus Area for Improvement. The Government Performance and Results Modernization Act of 2010 mandates federal agencies to review, on an annual basis, the progress on each of the agencies' strategic objectives as established in their respective strategic plans. The DOJ Strategic Objective Review process helps inform strategic decision-making and near term actions critical to the Department.

I

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 that faces our Nation.

The Department's focus is protecting the Nation from future terrorist attacks. To ensure attainment of this goal, prevention is our highest priority. The Department has taken, and will continue to take, assertive actions to prevent, disrupt, and defeat terrorist operations before they occur; investigate and prosecute those who commit or intend to commit terrorist acts; and strengthen partnerships to prevent, deter and respond to terrorist incidents. In order to have the needed information to keep our Nation safe, we continue to strengthen and expand our counterintelligence capabilities and ensure that the people that intend to do us harm come to justice.

Summary of Goal 1 Performance Results				
Strategic Objective	Performance Measure Name	Page Number	FY 2015 Target	FY 2015 Actual
1.1	Number of terrorism disruptions [FBI]	II-5	125	440
1.2	Percentage of counterterrorism defendants whose cases were favorably resolved [NSD]	II-8	90%	98%
1.3	Percentage of counterespionage actions and disruptions against national counterintelligence priorities that result from FBI outreach [FBI]	II-11	10%	14%
	Percentage of counterespionage defendants whose cases were favorably resolved [NSD]	II-12	90%	100%
1.4	Number of computer intrusion program disruptions and dismantlements [FBI]	II-15	500	479
	Percentage of cyber defendants whose cases were favorably resolved [NSD]	II-16	90%	100%

Strategic Objective 1.1: Prevent, disrupt, and defeat terrorist operations before they occur by integrating intelligence and law enforcement efforts to achieve a coordinated response to terrorist threats

The Attorney General, acting primarily through the Federal Bureau of Investigation (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.

Strategic Objective Review Summary of Findings: On track and making satisfactory progress

Combating terrorism is DOJ's top priority. The Department focuses on targeting and disrupting terrorist threats and groups by leveraging its workforce and ensuring use of the latest technology to thwart emerging trends. In FY 2015, the Department disrupted 440 terrorist threats and groups, greatly surpassing its annual target of 125.



The Department could not have achieved its success in terrorism disruptions without operational prioritization of having talented and highly-skilled agents. The FBI prioritized specialized training for eligible counterterrorism Task Force Officers to ensure a highly-skilled workforce, and full-time

Task Force Officers have achieved a completion rate of 90 percent for counterterrorism (CT) operations training. Innovations regarding this objective include the enhancement of FBI's Guardian system to follow leads. Some notable successes include the fact that expanded use of the FBI Tip Line has led to multiple leads and arrests, including the capture of AME Church shooting suspect, Dylann Roof, on June 18, 2015. Other notable successes include the arrest of a Cincinnati-area man in January 2015 for plotting a small arms and bombing attack on the U.S. Capitol building, and nine CT arrests by the FBI and Joint Terrorism Task Forces in conjunction with the Iraq/Syria conflict.

The nature of terrorist threats continues to evolve. The Department is committed to stopping terrorism of any kind at any stage, from thwarting those intending to conduct an act of terrorism to investigating the financiers of terrorist operations. Some companies and foreign partners do not currently have the capabilities or tools to help track or mitigate dynamic terrorist risk areas (e.g., social media, foreign fighters, virtual currency), which increases the Department's workload burden. In light of this, the FBI will continue to work with public companies and foreign partners to identify candidates with the ability and resources to support intelligence integration and law enforcement efforts. Similarly, advancements (e.g. information sharing venues and advanced encryption techniques) have increased the complexity and breadth of threats and

The nature of terrorist threats continues to evolve. The Department is committed to stopping terrorism of any kind at any stage, from thwarting those intending to conduct an act of terrorism to investigating the financiers of terrorist operations.

made it difficult for the Department to keep pace with constantly changing and new technologies. In response to the evolving nature of the terrorist threat, the Department is taking numerous actions. The National Security Division (NSD) is ensuring that the law enforcement and intelligence community is able to make efficient use of legal authorities, including foreign intelligence information collection authorities, and is improving how we counter violent extremism, including by exploring ways to counter radicalization to violence before a crime is committed and studying alternative dispositions that may be appropriate. Additionally, the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) continues to use its Certified Explosives Specialist program to provide agents and officers a specialized skillset to execute explosives operations and risk management/safety functions; and the FBI, Criminal Division, and INTERPOL Washington continue to work with partner agencies abroad to expand capacities and share intelligence.

Performance Measure: Number of terrorism disruptions [FBI]

	FY 2014	FY 2015	FY 2016	FY 2017
Target	50	125	200	200
Actual	214	440	N/A	N/A

Discussion of FY 2015 Results: The number of terrorism disruptions affected through counterterrorism investigations greatly surpassed the FY 2015 target. In executing the FBI's number one priority to protect the U.S. from terrorist attacks, disruptions remain a key statistic that directly

speaks to the Bureau's counterterrorism responsibilities. The FBI is committed to stopping terrorism of any kind at any stage as evidenced by its transformation into a proactive agency.

Planned Future Performance: Reported disruptions can only result from investigations predicated on potential plots, which are outside of FBI control. Therefore, disruptions can be a challenge to quantify for future years which necessitates prudence when forecasting. The FY 2016 and FY 2017 targets reflect the number of expected disruptions based on the estimated threat, yet account for potential fluctuations. Based on past data trends, coupled with current and emerging threat pictures, the FBI expects to achieve its FY 2016 and FY 2017 targets.

Definition: A disruption is defined as interrupting or inhibiting a threat actor from engaging in criminal or national security related activity. A disruption is the result of direct actions and may include, but is not limited to, the arrest; seizure of assets; or impairing the operational capabilities of key threat actors.

Data Validation, Verification, and Limitations: The FBI Counterterrorism Division's operational priorities are classified. Therefore, it is only possible to report aggregate data that lacks significant detail. Data is collected routinely and stored on a classified enterprise platform. Data will be validated and verified manually. Changes to prior year data may occur due to factors beyond the control of the FBI's data collection system.

Strategic Objective 1.2: Prosecute those involved in terrorist acts

Vigorously investigating and prosecuting terrorism offenses are critical tools 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.

Strategic Objective Review Summary of Findings: The Department of Justice, in consultation with the Office of Management and Budget has determined that performance toward this objective is making Noteworthy Progress.

A key component of the Department's strategy for successful terrorism prosecutions is maintaining a strong nationwide network of federal prosecutors who are well-versed in national security prosecutions. The strength of these nationwide networks of national security-trained prosecutors is evidenced in the Department's continued success in terrorism prosecutions. DOJ favorably resolved at least 90 percent of counterterrorism defendants' cases (FY 2015 actual was 98 percent) and attained a high level of successful terrorism prosecutions. This was a significant accomplishment, given the constantly evolving terrorist threats and ever changing policy/legal environment that contribute to the increasing complexities in prosecuting terrorism cases, and the number of cases that frequently require gathering evidence in foreign countries and protecting classified information.

One of the key components of the Department's strategy is to continue its work to improve legislation to address terrorist and foreign fighter threats, by engaging with foreign prosecutors, participating in interagency delegations, and drafting proposals for DOJ foreign assistance programs. The Department held national conferences and security training courses to share best practices; CRM provided nearly 4,067 training sessions to foreign partners in 2015. NSD also continues to develop and facilitate a variety of trainings, including the National Security Symposium held in February 2015, which focused on foreign fighters and the current issues arising in the investigations and prosecution of those matters. To support cooperation in criminal matters with foreign counterparts, the Department continues to post operational attaches (and deputies) abroad; through Resident Legal Advisors, it provided advice and technical assistance to host governments in establishing fair and transparent justice sector institutions and practices.

Terrorists groups such as ISIL are using social media to reach thousands of new followers, as well as encrypted communication channels – or “dark” – platforms to incite, plan, and coordinate acts of violence.

Some of the most notable case successes for the Department, include the guilty verdict against Dzhokhar Tsarnaev on April 8, 2015, for his part in the 2013 bombing of the Boston Marathon; and the February 2015 guilty verdict on five counts of conspiracy for Khaled al Fawwaz for his role in al-Qaida's broad conspiracy during the 1990s to kill U.S. nationals throughout the world, which culminated in the near simultaneous bombings of the U.S. Embassies in Tanzania and Kenya in August 1998. Notwithstanding the Department's progress toward this objective, there still remain

some challenges. The changing face of terrorism (e.g., individuals inspired to act by a terrorist group) has made identifying and disrupting threats increasingly resource-intensive; the massive amounts of data needed to investigate and prosecute complex cases; and terrorist groups, such as ISIL use social



media to reach thousands and thousands of followers, identifying those who might be interested in committing acts of violence, and using encrypted communication channels for further discussion. The National Security Division (NSD) is ensuring that the law enforcement and intelligence community is able to make efficient use of legal authorities, including foreign intelligence information collection authorities, and is improving how we counter violent extremism, including

by exploring ways to counter radicalization to violence before a crime is committed and studying alternative dispositions that may be appropriate. The Department will also continue to provide training and dedicate the necessary resources to prosecute counterterrorism caseloads.

Performance Measure: Percentage of counterterrorism defendants whose cases were favorably resolved [NSD]

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	90%	90%	90%	90%	90%	90%	90%
Actual	98%	98%	90%	92%	98%	N/A	N/A

Discussion of FY 2015 Results: The National Security Division exceeded its target for FY 2015. The following are highlights from recent counterterrorism cases.

Boston Marathon Bombings – On June 24, 2015, Dzhokhar Tsarnaev was sentenced to death in the District of Massachusetts for his role in the Boston Marathon bombings that occurred on April 15, 2013. As a result of the explosions at the Boston Marathon that day, three people were killed and over two hundred were injured. In addition, a Massachusetts Institute of Technology police officer was subsequently killed. Tsarnaev and his brother Tamerlan were identified as the individuals who had left the explosive-laden backpacks at the scene. Tamerlan Tsarnaev died after a gunfight with law enforcement on April 18, 2013. Dzhokhar Tsarnaev was apprehended following an extensive manhunt the next day and charged with numerous offenses including conspiracy to use weapons of mass destruction, conspiracy to bomb a place of public use, malicious destruction of property, use of a firearm during and in relation to a crime of violence causing death, carjacking resulting in serious

bodily injury, and interference with commerce by threats or violence. On April 8, 2015, Tsarnaev was convicted on all 30 counts of the charging document.

U.S. v. Hamidullin – On August 7, 2015 in the Eastern District of Virginia, Richmond Division, Irek Ilgiz Hamidullin, a Russian national, was convicted by a federal jury in the Eastern District of Virginia of all fifteen counts against him for his role in a November 29, 2009, attack against Camp Leyza, an Afghan Border Police camp in Khowst province. On November 29, 2009, Hamidullin planned and carried out the attack with a group of insurgents. He had previously communicated with Sirajuddin Haqqani, a leader of Taliban insurgents in and around Khowst Province in Afghanistan, and a commander of the Haqqani Network, to select a target to attack in Afghanistan. He conducted reconnaissance of Camp Leyza and developed a plan of attack. He obtained weapons (including heavy machine guns and a rocket propelled grenade launcher) and ammunition for use in the attack and was the commander of the insurgent group that carried out the attack. Hamidullin was charged in a 12 count indictment in the Eastern District of Virginia with conspiracy to provide material support to terrorists, providing material support to terrorists, conspiracy and attempt to destroy an aircraft of the armed forces of the United States, conspiracy and attempt to kill an officer or employee of the United States or a person assisting such officer or employee, conspiracy and attempt to murder a national of the United States, engaging in physical violence with intent to cause bodily injury to a national of the United States, conspiracy to use a weapon of mass destruction, and possession of and conspiracy to possess a firearm in connection with a crime of violence. He was recently sentenced to life imprisonment and an additional thirty years for a related weapons charge.

Planned Future Performance: NSD will promote and oversee a coordinated national counterterrorism enforcement program, through close collaboration with Department leadership, the National Security Branch of the FBI, the Intelligence Community, and the 94 U.S. Attorneys' Offices; develop national strategies for combating emerging and evolving terrorism threats, including the threat of cyber-based terrorism; consult, advise, and collaborate with prosecutors nationwide on international and domestic terrorism investigations, prosecutions, and appeals, including the use of classified evidence through the application of the Classified Information Procedures Act; share information with and provide advice to international prosecutors, agents, and investigating magistrates to assist in addressing international threat information and litigation initiatives; and manage DOJ's work on counter-terrorist financing programs, including supporting the process for designating Foreign Terrorist Organizations and Specially Designated Global Terrorists as well as staffing U.S. Government efforts on the Financial Action Task Force.

Definition: Defendants whose cases were favorably resolved include those defendants whose cases resulted in court judgments favorable to the government.

Data Validation, Verification, and Limitations: Data validation and verification is accomplished via quarterly reviews by NSD. There are no identified data limitations at this time.

Strategic Objective 1.3: Investigate and prosecute espionage activity against the United States, strengthen partnerships with potential targets of intelligence intrusions, and proactively prevent insider threats

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.



Strategic Objective Review Summary of Findings: On track and making satisfactory progress

Liaison and outreach is central to the Department's counterespionage strategy. The FBI maintains thousands of liaison contacts nationwide, and initiated hundreds of investigations and threat assessments based on shared information. The Department surpassed its targets for both key performance measures under this objective, as 14 percent of its counterespionage actions and disruptions against national counterintelligence priorities resulted from FBI outreach activities, and 98 percent of DOJ counterespionage cases were favorably resolved. Notable case successes include the June 2015 guilty plea of Mostafa Ahmed Awwad, who pleaded guilty to attempted espionage to providing schematics of the nuclear aircraft carrier *USS Gerald R. Ford* to Egypt; the February 26, 2015 guilty plea of Ali Mohammadi, who conspired to export one Series 446 Rate Integrating Gyroscope, a component of the TOW missile, from the United States to Iran; and the arrest of Yu Long, who is charged with attempting to travel to China with sensitive proprietary documents.

In furtherance of the White House’s strategy to increase the protection of trade secrets, *The Company Man*, a compelling true story film based upon an actual FBI investigation involving the targeting of a U.S. company’s trade secrets by China, has been shown at 1,300 events to over 60,000 individuals. The number of economic espionage cases has increased by 53 percent since the FBI released the film. Although the surge in economic espionage continues to strain resources and the proliferation of new technology tools and the wide array of intelligence collection platforms require access to, and time for, advanced training, the Department continues to develop aggressive “trip wire” programs to proactively identify espionage activities before sensitive information is disclosed or compromised; hold threat working groups with other agencies and field offices, the private sector, and academia to make the counterintelligence threat clearer to potential targets and to share information regarding prevention of, and responses to, intrusions; and increase outreach to cleared defense contractors and other corporate entities to further efforts to identify and prosecute theft of sensitive commodities and technology.

The FBI has continued to raise awareness about the threat of economic espionage through innovative outreach with *The Company Man* movie and partnership with organizations like the U.S. Chamber of Commerce.

Performance Measure: Percent of counterespionage actions against national counterintelligence priorities resulting from FBI outreach [FBI]

	FY 2014	FY 2015	FY 2016	FY 2017
Target	10%	10%	10%	10%
Actual	7.3%	14%	N/A	N/A

Discussion of FY 2015 Results: In FY 2015, espionage remained one of the FBI Counterintelligence (CI) Program’s highest priority threats. In addition to disrupting the traditional tradecraft used to penetrate secrets, national security, and economic/proprietary information, the FBI continued to disrupt and monitor advanced methods employed by foreign intelligence adversaries to penetrate U.S. entities. Of the CI Program’s total law enforcement actions and disruptions, espionage-related threats accounted for approximately 15 percent of the FBI’s total CI accomplishments against National Intelligence Priorities Framework (NIPF) sponsored actors and entities. These accomplishments included 27 arrests, 13 convictions, 25 indictments/informations, 21 disruptions, 49 neutralizations, and 17 sentences. Within the espionage-related accomplishments, 14 percent resulted from FBI outreach (as opposed to other investigative activities or intelligence production).

Outreach is a long-standing FBI strategic priority, and field divisions are expected to evaluate regularly how they use partnerships to detect, report, neutralize, and disrupt foreign intelligence threats. As hostile foreign intelligence services use more sophisticated techniques to penetrate key economic, national security, and technology sectors, it is essential for the FBI to develop more robust partnerships outside the intelligence and law enforcement communities.

Planned Future Performance: In FY 2016, threat-prioritized strategic outreach will be an important initiative for the FBI. The FBI's CI Program will focus on mitigating the emerging threat of foreign nation states using commercial enterprises to achieve desired intelligence collection and operational capabilities. The FBI plans to enhance its enterprise approach for managing outreach programming, especially with private sector organizations, by consolidating national security outreach efforts into the Office of the Private Sector which will ensure all threats, whether from cyber actors, insider threats, or external targeting, will be addressed in a similarly comprehensive manner in each field division. Leveraging the FBI's integrated program management framework, FBI headquarters-based program managers will be accountable for monitoring and supporting each field division's outreach activities. The FBI will also support assessments of federal agency Insider Threat programs by continuing to assign FBI personnel to serve as Co-Director of the National Insider Threat Task Force, the entity tasked to conduct the assessments. Additionally, the FBI will sponsor working group meetings, foster formal alliances with the academic and business sectors, and conduct regular briefings to entities vulnerable to foreign intrusion.

Definition: This measure evaluates the impact of counterintelligence outreach initiatives against the FBI's counterespionage strategic objectives. The measure is calculated as a percentage: the numerator is the number of FBI counterintelligence espionage-related actions and disruptions that are both against the NIPF, and result from FBI outreach initiative referrals. "Actions" are FBI law enforcement actions and disruptions; "priorities" are defined by the NIPF; and "outreach initiatives" are activities arising from the FBI's Strategic Partnership Coordination Program and may include referrals from alliances, strategic partnerships, task forces, and working groups with public, private, and not-for-profit entities. The denominator is the total number of FBI counterintelligence actions and disruptions.

Data Validation, Verification, and Limitations: The FBI Counterintelligence Division's operational priorities are classified. Therefore, it is only possible to report aggregate data that lacks significant detail. Data is collected routinely and stored on a classified enterprise platform. Data will be validated and verified manually. Changes to prior year data may occur due to factors beyond the control of the FBI's data collection system.

Performance Measure: Percentage of counterespionage defendants whose cases were favorably resolved [NSD]

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	90%	90%	90%	90%	90%	90%	90%
Actual	98%	100%	100%	98%	100%	N/A	N/A

Discussion of FY 2015 Results: The National Security Division exceeded its target for FY 2015. The following are highlights from recent counterespionage cases. In June 2015, in the Eastern District of Virginia, Mostafa Ahmed Awwad pleaded guilty to a criminal information charging him with attempted espionage. Awwad attempted to provide schematics of the U.S. Navy's newest nuclear aircraft carrier, the *USS Gerald R. Ford*, to an individual he believed to be an Egyptian intelligence officer, but who was in fact an undercover FBI agent. Awwad began working for the Navy in February 2014 as a civilian engineer at the Norfolk Naval Shipyard. Based on a joint FBI/

Naval Criminal Investigative Service investigation, an undercover FBI agent contacted Awwad by telephone in September 2014 and asked to meet him. The next day, Awwad met with the undercover FBI agent, who was posing as an Egyptian intelligence officer. During the meeting, Awwad claimed it was his intention to utilize his position with the U.S. Navy to obtain military technology for use by the Egyptian Government, including the designs of the new Navy “supercarrier.” Several times before he was arrested, Awwad met with the undercover agent and provided schematics of the *USS Gerald R. Ford* in exchange for cash. In October 2015, Awwad was sentenced to 132 months in prison.

In January 2015, in the District of New Mexico, Pedro Leonardo Mascheroni was sentenced to 60 months in prison for Atomic Energy Act and other violations relating to his communication of classified nuclear weapons data to a person he believed to be a Venezuelan government official. Mascheroni formerly was employed as a scientist at the Los Alamos National Laboratory from 1979 to 1988 and held a security clearance that allowed him access to certain classified information. In his plea agreement, Mascheroni admitted that in November 2008 and July 2009 he unlawfully communicated restricted data to another individual with reason to believe that the data would be utilized to secure an advantage to Venezuela. He also admitted unlawfully converting Department of Energy information for his own use and selling the information, as well as failing to deliver classified information relating to U.S. national defense to appropriate authorities. Instead he unlawfully retained the information in his home. Finally, Mascheroni admitted to making materially false statements when he was interviewed by the FBI.

Planned Future Performance: Among the strategies that the National Security Division will pursue in this area are: supporting and supervising the investigation and prosecution of espionage and related cases through coordinated efforts and close collaboration with Department leadership, the FBI, the Intelligence Community, and the 94 Offices of the U.S. Attorneys; developing national strategies for combating the evolving threat of cyber-based espionage and state-sponsored cyber intrusions; overseeing and assisting the expansion of investigations and prosecutions for unlawful export of military and strategic commodities and technology, and violations of U.S. economic sanctions; coordinating and providing advice in connection with cases involving the unauthorized disclosure of classified information and supporting prosecutions by providing advice and assistance with application of the Classified Information Procedures Act; and enforcing the Foreign Agents Registration Act of 1938 and related disclosure statutes.

Definition: Defendants whose cases were favorably resolved include those defendants whose cases resulted in court judgments favorable to the government.

Data Validation, Verification, and Limitations: Quarterly review of database records and data updates from Counter Espionage Section attorneys in order to ensure that records are current and accurate. Reporting lags may be an issue for this performance measure.

Strategic Objective 1.4: 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

A range of cyber activities can diminish our security and siphon off valuable economic assets. A growing number of sophisticated state and non-state actors have both the desire and the capability to steal sensitive data, trade secrets, and intellectual property for military and competitive advantage. The other major national security threat in cyberspace is cyber-enabled terrorism. The Department believes that it is a question of when, not if, there will be attempts to do so. The cyber threat demands ready and fluid means of sharing information and coordinating actions. To successfully investigate and disrupt cyber threats, the Department must be creative and forward-looking in its approach, considering what kinds of tools, investigations, and outreach can be launched now to lay the groundwork for future cyber efforts.

Strategic Objective Review Summary of Findings: On track and making satisfactory progress

A key component of DOJ's strategy for combating cyber-based threats and intrusions is to prevent such threats from developing into incidents or criminal cases. Cyber-based threats are prevented by establishing successful relationships with other law enforcement agencies and members of the intelligence community; outreach to and information sharing with victims; the collection of intelligence about such threats; of business transactions and license applications for national security concerns; and providing guidance to other Executive Branch departments and agencies on complex and novel legal and policy questions. Once an intrusion occurs, the Department's investigators and prosecutors conduct investigations with the objective of arresting and prosecuting those responsible or otherwise disrupting and deterring that activity.

DOJ uses a combination of civil, criminal, and administrative authorities (e.g., civil injunctions and seizure and forfeiture) to prevent and disrupt cyber threats such as computer intrusions. Although narrowly missing its FY 2015 target, the FBI achieved 479 computer intrusion program disruptions and dismantlements in FY 2015, and attained 2,492 during 2014. The Department also consistently surpasses its target of resolving 90 percent of its cyber cases favorably; achieving 100 percent in FY 2015. Notable case successes include the largest law enforcement cyber action in U.S. history:

The takedown of GameOverZeus (GOZ) was a significant Departmental accomplishment, demonstrating the innovative use of combined civil and criminal authorities.

the takedown of Blackshades, a particularly insidious computer malware sold and distributed to thousands of people in more than 100 countries. Alex Yücel, the co-creator of Blackshades, pled guilty to one count of distribution of malicious software in February 2015. Another successful case for DOJ was *U.S. v. Christopher Glenn*. A former cleared military contractor, Glenn pled guilty in January 2015 to a computer intrusion to obtain national defense information, and later was sentenced to

120 months in prison. Another success was the takedown of GameOverZeus (GOZ). GOZ infected between 500,000 and one million computers worldwide and caused more than \$100 million in financial losses to businesses and consumers in the United States.

The FBI's Next Generation Cyber initiative further enhanced the Department's leading role in investigating and countering domestic threats to the nation's cyber security, developing and using Cyber Task Forces (CTFs) in all 56 FBI field offices. CTFs focus exclusively on cyber security to counter threats posed by terrorists, nation-state actors, and criminal cyber actors. To support prioritization and action with regard to cyber-security threats, in FY 2015, NSD also reorganized to create a new Deputy Assistant Attorney General to oversee national asset protection, foreign investment review, and cross-divisional cyber efforts.

Challenges related to this objective include increased use of encryption in communications; personnel recruitment and retention; potential statute reforms imposing additional resource demands; keeping pace with more sophisticated cyber threat actors and tools; and privacy constraints. To mitigate these risks, the Department will continue to recruit, hire and train qualified cyber-skilled professionals, as well as deliver continuing education for cyber investigators and prosecutors. Through the National Security Cyber Specialist and Computer Hacking and Intellectual Property coordinator networks, NSD will train additional Assistant U.S. Attorneys in criminal and national security related to cyber investigations. The Department will also continue to invest in information technology that addresses cyber vulnerabilities, and continue to deploy the innovative use of civil, criminal, and foreign intelligence authorities to counter the advanced and ever-evolving tactics, techniques, and procedures of criminal and national security cyber actors.



Performance Measure: Number of computer intrusion program disruptions and dismantlements [FBI]

	FY 2014	FY 2015	FY 2016	FY 2017
Target	100	500	500	500
Actual	2,492	479	N/A	N/A

Discussion of FY 2015 Results: The FBI Cyber Division manages computer intrusion disruption and dismantlement operations, with the goal of eliminating the capabilities of a threat enterprise/organization engaged in criminal or national security related activities. During FY 2015, the FBI successfully executed its mission by identifying, pursuing, and defeating cyber adversaries targeting global U.S. interests by attaining 479 computer intrusion program disruptions and dismantlements. During FY 2015, the FBI made noteworthy progress toward neutralizing global

cybercrime. For example, in July 2015 the FBI, in coordination with foreign law enforcement partners, dismantled a computer hacking forum known as Darkode, which was, in effect, a one-stop, high-volume shopping venue for some of the world's most prolific cyber criminals. This underground, password-protected, online forum was a meeting place for those interested in buying, selling, and trading malware, botnets, stolen personally-identifiable information, credit card information, hacked server credentials, and other pieces of data and software that facilitated complex global cyber crimes. As the result of this multi-year investigation to penetrate and dismantle Darkode, called Operation Shrouded Horizon, the FBI's Cyber Division and its international partner agencies took down Darkode through coordinated law enforcement action. This international takedown involving Europol and 20 cooperating countries is believed to be the largest coordinated law enforcement operation to date against a forum based criminal enterprise. Operation Shrouded Horizon resulted in charges, arrests, and searches of 70 Darkode members and associates including indictments in the United States against 12 individuals associated with the forum including the administrator. As part of the law enforcement action, the FBI seized Darkode's domain name and servers. This operation highlighted the FBI Cyber Division's mission to identify, pursue, and defeat cyber adversaries targeting global U.S. interests through collaborative international partnerships.

Planned Future Performance: The FBI Cyber Division will continue its coordinated operational activities to disrupt and dismantle the top cyber threat actors, and therefore, expects to meet or exceed the FY 2016 target of 500 computer intrusion program disruptions and dismantlements.

Definition: A disruption is defined as interrupting or inhibiting a threat actor from engaging in criminal or national security related activity. A disruption is the result of direct actions and may include but is not limited to the arrest; seizure of assets; or impairing the operational capabilities of key threat actors. Dismantlement means that the targeted organization's leadership, financial base and supply network has been destroyed, such that the organization is incapable of operating and/or reconstituting itself.

Data Validation, Verification, and Limitations: The FBI Cyber Division's operational priorities are classified. Therefore, it is only possible to report aggregate data that lacks significant detail. Data is collected routinely and stored on a classified enterprise platform. Data is validated and verified manually.

Performance Measure: Percentage of cyber defendants whose cases were favorably resolved [NSD]

	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	90%	90%	90%
Actual	N/A	100%	N/A	N/A

Discussion of FY 2015 Results: The National Security Division exceeded its target for FY 2015. The following are highlights from recent cyber cases. In July 2015, in the Southern District of Florida, Christopher R. Glenn, a former cleared military contractor, was sentenced to 120 months in prison. In January 2015, Glenn had pleaded guilty to a computer intrusion to obtain national defense information, willful retention of national defense information, and conspiracy to commit naturalization fraud. While employed as a computer systems administrator at a U.S. military installation in Honduras, Glenn obtained unauthorized access to a classified Department of Defense

(DoD) network and removed classified national defense files from DoD and U.S. Southern Command's Joint Task Force – Bravo, including intelligence reports and military plans. Glenn proceeded to encrypt the files and place them on an Internet-accessible network storage device located in his Honduras residence. Glenn also conspired with his wife to commit naturalization fraud for her benefit by fabricating fraudulent documents and submitting false statements and documents to U.S. Citizenship and Immigration Services.

Planned Future Performance: Among the strategies that NSD will pursue in this area are: recruit, hire, and train additional skilled cyber professionals; prioritize disruption of cyber threats to the national security through the use of the U.S. Government's full range of tools, including law enforcement and intelligence methods; support and supervise the investigation and prosecution of national security-related computer intrusion cases through coordinated efforts and close collaboration with Department leadership, the FBI, the Intelligence Community, and the 94 Offices of the U.S. Attorneys; develop national strategies for combating the evolving threat of cyber-based espionage and state-sponsored cyber intrusions; coordinate and provide advice in connection with national security-related cyber intrusion cases involving the application of the Classified Information Procedures Act; promote legislative priorities that adequately safeguard national security interests; and invest in information technology that will address cyber vulnerabilities while also keeping the Department at the cutting edge of technology.

Definition: Defendants whose cases were favorably resolved include those defendants whose cases resulted in court judgments favorable to the government.

Data Validation, Verification, and Limitations: Data validation and verification is accomplished via quarterly reviews done by the Counterterrorism Section and the Counterespionage Section. There are no identified data limitations at this time.

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II

STRATEGIC GOAL 2: Prevent Crime, Protect the Rights of the American People, and Enforce Federal Law

The heart of the Department of Justice's mission is to enforce federal laws and represent the rights and interests of the American people. Preventing and controlling crime is critical to ensuring the strength and vitality of the democratic principles, rule of law, and the administration of justice. The enforcement of federal laws keeps society safe by combating economic crime and reducing the threat, trafficking, and use of illegal drugs and related violence. The strengthening of partnerships between federal, state, local, and tribal law enforcement will enhance our ability to prevent, solve, and control crime. Through the enforcement of our laws, we protect the rights of the vulnerable by reducing the threat, incidence, and prevalence of violent crime, including crimes against children, and upholding the civil and constitutional rights of all Americans. The Department of Justice enforces federal civil and criminal statutes, including those protecting rights, safeguarding the environment, preserving a competitive market structure, defending the public fisc against unwarranted claims, and preserving the integrity of the Nation's bankruptcy system. In addition, the Department combats public and corporate corruption, fraud, economic crime and cybercrime.

Summary of Goal 2 Performance Results				
Strategic Objective	Measure Name	Page Number	FY 2015 Target	FY 2015 Actual
2.1	Number of gangs/criminal enterprise dismantlements (non-CPOT) [FBI]	II-23	150	153
	Percent of criminal cases favorably resolved [USA, CRM]	II-23	90%	93%
2.2	Number of communities with improved capacity for a coordinated response to domestic violence, dating violence, sexual assault, and stalking [OVW]	II-27	5,158	5,176
	Percent of children recovered within 72 hours of an issuance of an AMBER alert [OJP]	II-29	90%	94%
2.3	Consolidated Priority Organization Target-linked drug trafficking organizations [DEA, FBI, OCDETF]	II-32		
	-dismantled -disrupted		150 350	194 422

Strategic Objective	Measure Name	Page Number	FY 2015 Target	FY 2015 Actual
2.4	Number of criminal enterprises engaging in white-collar crimes dismantled [FBI]	II-36	368	416
	Percentage of dollar amounts sought by the government recovered [CIV]	II-37	85%	85%
2.5	Percent of civil rights cases favorably resolved: criminal cases [CRT]	II-40	85%	99%
	Percent of civil rights cases favorably resolved: civil cases [CRT]	II-40	85%	86%
2.6	Case resolution for DOJ litigating divisions – percent of criminal cases favorably resolved [ATR, CIV, ENRD, TAX]	II-44	90%	97%
	Case resolution for DOJ litigating divisions – percent of civil cases favorably resolved [ATR, CIV, ENRD, TAX]	II-44	80%	85%

Strategic Objective 2.1: Combat the threat, incidence, and prevalence of violent crime by leveraging strategic partnerships to investigate, arrest, and prosecute violent offenders and illegal firearms traffickers

Violent crime remains a serious problem in the United States. 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. 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, 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.



Strategic Objective Review Summary of Findings: On track and making satisfactory progress

While there has been a reduction in violent crime the past several years, violent crime still remains the most serious daily threat to public safety in many communities in the United States. The Department's overall strategy to reduce violent crime incorporates several activities in this area. The Department exceeded the number of gang/criminal enterprise dismantlements (non-Consolidated Priority Organization Target or non-CPOT) by three over the FY 2015 target of 150; FBI's Violent Gang Safe Streets Task Forces in FY 2015 seized and removed 3,031 firearms and conducted 7,508 arrests; DEA's Gang Targeting, Enforcement, and Coordination Center supported 309 gang related cases that have yielded 1,506 arrests. Two examples of the Department's many interagency investigations targeting violent organizations include investigations into the Columbia Point Dawgs, a particularly violent and powerful gang operating in the Boston area for nearly two decades, and Operation Victory, which successfully targeted the Gangster Disciples.



The ATF supports this strategic objective by performing firearms dealer inspections, reconciling inventory for missing weapons and conducting investigations on criminal groups and gang related defendants. ATF utilizes a 24-hour gun tracing system called E-Trace, which allows police to electronically

submit firearm trace requests, monitor the progress of the trace, retrieve completed trace results, and query firearm trace related data. ATF also utilizes the Mobile Bomb, and Arson Tracking System (BATS) to allow for rapid entry of investigative information on the scene by agents and officers. In order to more effectively allocate resources, ATF utilizes a standardized way of operating each of the Bureau's field divisions, known as ATF Frontline, to better address violent crime in specific geographic areas. In FY 2015, the FBI expanded its number of Violent Gang Safe Streets Task Forces from 164 to 170.

Challenges for this strategic objective include: the expansion of violent gangs into more rural areas and their increased sophistication, making them harder to investigate; the large amount of data that is created every day, and private parties' reluctance to share data, complicating investigations and requiring additional resources to investigate; and the encryption of data and "Going Dark" that present technical challenges in collecting evidence. Meeting the large volume of requests for Federal Firearms Licenses and National Firearms Act services and tragic mass shootings in public places such as movie theaters and shopping malls have placed a high demand on the Department's resources for this objective. The Department, through the USAOs and CRM, will continue to focus on the most serious violent offenders – the "worst of the worst" – as targets for prosecution. The Organized Crime Drug Enforcement Task Forces (OCDETF), through its participating agencies, will help to establish FY 2016 performance measures for this objective. ATF continues to advance its domestic/international explosives and fire investigation expertise by setting and delivering the highest standards of support. In FY 2016, ATF plans to further implement its National Integrated Ballistics Information National Correlation Center. The U.S. Marshals Service (USMS) will continue to focus on enforcing the Adam Walsh Child Protection and Safety Act. Finally, the Office of Justice Programs (OJP) will provide, through grants mechanisms and otherwise, training, technical assistance, and technology tools that allow for cross-jurisdictional sharing of information among jurisdictions in order to better track sex offenders both domestically and internationally.

Measure Name: Number of gangs/criminal enterprise dismantlements [FBI]

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	99	99	99	99	150	150	150
Actual	165	163	251	167	153	N/A	N/A

Discussion of FY 2015 Results: The FBI exceeded its FY 2015 goal of 150 gangs/criminal enterprise dismantlements. Instrumental to the FBI's success in combating gangs/criminal enterprises has been its working partnerships with federal, state, and local law enforcement counterparts. Currently, the FBI manages and oversees 164 Violent Gang Safe Streets Task Forces. Since 1992, the FBI's Safe Streets Task Forces have been and continue to be at the forefront of the federal government's campaign against violent gangs and violent crimes throughout the nation.

Planned Future Performance: The FBI expects to continue its coordinated operational activities targeting the dismantlement of gang/criminal enterprises, and therefore, expects to meet or exceed the FY 2016 target of 150 dismantlements. The number of DOJ approved Violent Gang Safe Streets Task Forces is anticipated to increase by six for a total of 170 task forces in FY 2016.

Definition: A dismantlement means that the targeted organization's leadership, financial base and supply network have been destroyed, such that the organization is incapable of operating and/or reconstituting itself.

Data Validation, Verification, and Limitations: Accomplishment and caseload data are obtained from the FBI's Resource Management Information System, which houses the Integrated Statistical Reporting and Analysis Application and Monthly Administrative Report applications that report these data. Data are verified by an FBI field manager before being entered into that system and are subsequently verified through the FBI's Inspection process. Other non-standardized data are maintained in files by their respective FBI Headquarters programs. FBI field personnel are required to enter accomplishment data within 30 days of the accomplishment or a change in the status of an accomplishment, such as those resulting from appeals.

Measure Name: Percent of criminal cases favorably resolved [USAO, CRM]

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	90%	90%	90%	90%	90%	90%	90%
Actual	93%	92%	92%	93%	93%	N/A	N/A

Discussion of FY 2015 Results: In FY 2015 CRM, along with USAOs from around the country, continued to prosecute violent offenders in complex violent crime cases. One example of this effort is CRM's Organized Crime and Gang Section (OCGS) which took the lead role in identifying, investigating, and prosecuting the leadership and "worst of the worst" of the prison/street gang known as Aryan Brotherhood of Texas (ABT). Over 70 ABT members, associates and leaders have been prosecuted throughout Texas and the Western District of Oklahoma, with 36 indicted in Southern District of Texas for racketeering, firearms, and drug trafficking offenses. All of the defendants have

pleaded guilty and been sentenced to appropriately significant terms of imprisonment. The success of OCGS in disrupting and dismantling ABT is ongoing and widely recognized within law enforcement and the media. Due to the success demonstrated by OCGS in handling the ABT investigation, prosecutors in Oklahoma and Mississippi sought and obtained OCGS' expertise in prosecuting Aryan Brotherhood groups operating within their districts. Defendants in those cases were indicted during this fiscal year.

Another example is CRM's Capital Case Section, which saw the successful conclusion of a multi-year effort to target a notorious street gang that inflicted a wave of violence upon the Northern District of Indiana. Of the 24 Imperial Gangsters who were indicted in this case, 22 pled guilty and two were convicted at trial. Many of these defendants received lengthy terms of imprisonment for the multiple crimes they committed while members of this notorious street gang. The final and most significant conviction occurred on March 6, 2015, when a federal jury in the Northern District of Indiana convicted Juan Briseno of Hammond, Indiana, of engaging in a racketeering conspiracy, a drug distribution conspiracy, five counts of murder in aid of racketeering, and other related crimes. Briseno was sentenced to a total of six life sentences plus 10 years in prison.

Prosecution of violent gangs and offenders continued to be a priority for USAOs. In addition to cases prosecuted along with OCGS, here are a small selection of cases from FY 2015 that illustrate the efforts of USAOs in prosecuting and addressing large-scale violent crime:

- In August 5, 2015, the USAO for the Southern District of Mississippi announced five federal firearms indictments as part of a new Jackson Violent Crime Initiative aimed at reducing violent crime in the city of Jackson, Mississippi.
- On August 13, 2015, the USAO for the District of Maryland announced that Wilmer Argueta, 23, was sentenced to 188 months imprisonment for his role as a member and leader of the Peajes Locos Salvatrucha clique of MS-13, a national and international gang composed primarily of immigrants or descendants from El Salvador. The criminal activity included murder, assault, robbery, extortion by threat or violence, obstruction of justice, witness tampering and witness retaliation. At least five of the 14 defendants charged in this case have pled guilty.
- On September 9, 2015, the USAO for the Eastern District of Louisiana announced the guilty plea by gang members to racketeering and narcotics charges, including a Mother's Day shooting. The gang operated over seven years and engaged in drug dealings, shootings, intimidation, violence and threats of violence to maintain their turf in particular sections of New Orleans.
- On July 16, 2015, the USAO for the Eastern District of New York announced the unsealing of a 75-count indictment charging twenty alleged members and associates of the Outlaw Gangsta Crips (OGC) with crimes including racketeering conspiracy, murder conspiracy, attempted murder, bank fraud, narcotics trafficking and firearms offenses. This targeted prosecution of OGC ends their terror over sections of Queens, New York. Resolution of the case will continue through FY 2016.
- On April 21, 2015, the USAO for the Western District of Washington announced the arrests of eighteen defendants in connection with a two year investigation into a violent drug trafficking organization that distributed cocaine, heroin and methamphetamine across a wide swath of the greater Seattle metro area. The operation was the result of close cooperation between federal, state and local law enforcement agencies and prosecutors, including the FBI's Safe Streets Task Force.

Planned Future Performance: In FY 2016 and FY 2017, USAOs and CRM will continue to place a high priority on the vigorous prosecution of violent gangs and criminal enterprises, focusing on the most serious violent offenders as targets for federal prosecution. Each case will be evaluated on its individual merits consistent with the Department's prosecution guidelines. Cases accepted for federal prosecution will be thoroughly reviewed prior to indictment to ensure that there is sufficient evidence to support a criminal conviction. All relevant evidence will be carefully assessed by federal prosecutors. Any potential evidentiary issues will be analyzed to ensure that each criminal prosecution supports the Department's efforts to apprehend violent offenders and improve public safety.

Definition: Cases favorably resolved for USAO include those cases that resulted in court judgments favorable to the government, as well as settlements. Favorable resolution for CRM is measured at the defendant level and reported at the conviction stage of the case. Only defendants in violent crime cases in CRM are included. For the purpose of measuring these cases, CRM uses a set of program categories to identify violent crime cases.

Data Validation, Verification, and Limitations: USAOs routinely examines current and historical data sets, as well as looks toward the future for trends to ensure the data are as accurate and reliable as possible and targets are ambitious enough given the resources provided. USAOs also maintain the accuracy and integrity of the statistical data maintained in the Legal Information Online Network System, which contains information on matters, cases, and appeals handled by the USAOs, and the companion USA-5 reporting system, which tracks how USAO personnel spend their time. The data is reviewed by knowledgeable personnel; attorneys and support personnel are responsible for ensuring the local procedures are followed for maintaining the integrity of the data in the system. CRM captures all litigation data in its Automated Case Tracking System (ACTS). Data in ACTS is validated quarterly by the Section Chief in each of the litigating sections.

Strategic Objective 2.2: Prevent and intervene in crimes against vulnerable populations and 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, human trafficking, 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 are areas that research suggests are ongoing problems in the United States. Further, research suggests violent crime rates on tribal lands may be two, four, and in some cases, ten 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.

Strategic Objective Review Summary of Findings: On track and making satisfactory progress

The Department of Justice remains committed to preventing crimes against our society's most vulnerable populations and protecting the rights of crime victims. Recognizing that children are the most vulnerable and exploited members in our society, America's Missing: Broadcast Emergency Response (AMBER) alerts became a coordinated national effort in October 2002. Since then, over 90 percent of abducted children identified through these alerts have been recovered. The USMS,



along with the National Center for Missing and Exploited Children, (NCMEC), created and implemented Sex Offender Investigation Coordinator (SOIC) Basic Training for SOICs and state and local investigators, training approximately 600 full-time and collateral duty SOICs and more than 100 state and local investigators. INTERPOL Washington's Human Trafficking and Child Protection

Division leveraged specialized investigative tools and services to help identify, locate, and apprehend individuals engaged in transnational crime, including the exploitation of children. CRM's Child Exploitation and Obscenity Section (CEOS) began monitoring the degree to which CEOS's investigations involved collaborative, or complex, investigations.



In FY 2015, the Department greatly surpassed its target of 3,051 open investigations concerning sexual exploitation of children, and exceeded its target for open investigations concerning human trafficking. OVW created and subsequently expanded a domestic violence homicide reduction initiative, while the Department undertook a number of steps to increase awareness of laws banning Female Genital Mutilation and Cutting, including hosting meetings in cities with large numbers of at-risk girls.

Though the Department has been successful in their efforts to protect and support our nation's most vulnerable populations, there are many obstacles for this strategic objective. DOJ's ability to help victims is limited by many factors, including the stigma and fear felt by victims when seeking help. Also, large amounts of data and obstacles to obtaining evidence often complicate investigations. The growth of transnational organizations places an increasing burden on the Department's international components; and the encryption of data and the risk of "Going Dark" makes it difficult to collect and use evidence. Finally, it is challenging for the Department to ensure victims of federal crimes in Indian Country receive the services they need, and are able to participate in the criminal justice process.

In FY 2015, FBI opened 8,731 investigations concerning sexual exploitation of children; and 265 human trafficking investigations.

Moving into FY 2016, the Department will continue its Vulnerable People Priority Goal; focusing on increasing the number of investigations concerning child exploitation, human trafficking, and non-compliant sex-offenders; and developing and enhancing programs to better serve victims in Indian Country. DOJ will continue to support state, local, and tribal criminal and juvenile justice practitioners and victim assistance providers through innovative partnerships; and work to improve services and support efforts to assist victims of human trafficking.

Performance Measure: Number of communities with improved capacity for a coordinated response to domestic violence, dating violence, sexual assault, and stalking [OVW]

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	4,230	4,261	4,275	5,008	5,158	4,050	N/A
Actual	4,546	4,950	5,035	5,426	5,176	N/A	N/A

Discussion of FY 2015 Results: In FY 2015, the Department reached its target for this performance measure. Communities receiving OVW grants reported on how the funding has helped them: provide

services to help victims of domestic and sexual violence survive, enhance law enforcement, healthcare, prosecutorial, and court responses to crimes addressed under the Violence Against Women Act (VAWA); train and provide technical assistance on responding effectively to those crimes; and enhance collaboration across systems to better serve victims and hold offenders accountable.

Between November 2014 and September 2015, the Department completed a tour in which OVW leadership and staff met with grant-funded communities across the nation to discuss the impact of VAWA funding on their efforts to keep victims safe and hold offenders accountable. This tour gave the Department an opportunity to learn more about the ways VAWA funding has helped communities address domestic and sexual violence. A survivor who participated in one community's tour discussion said: "I found a lot of help within the system during my comeback from [domestic violence]. Many kind, well-meaning people—police officers, advocates, prosecutors—all of whom I know have benefited from training and resources provided through VAWA. They were there to help me and I appreciate every single one of them." In describing the value of a coordinated community response, a law enforcement officer said: "One thing I learned over the years is that no matter how well I've done my job and served a victim, without the collaborative effort, we cannot make that victim safe." A final report was issued at the beginning of FY 2016, summarizing themes that emerged on the tour with regard to accomplishments and areas of unmet need.

Planned Future Performance: OVW intends to issue a competitive solicitation in FY 2016 to fund evaluation research focused on VAWA-funded interventions. This funding opportunity will help OVW and its grantees further develop and make maximum use of the evidence base for approaches to combatting domestic and sexual violence, and it will help to focus resources on strategies that hold the greatest potential for keeping victims safe and holding offenders accountable.

Definition: Domestic and sexual violence are significant threats to community safety and public health. Over the past several decades, collaboration between victim services providers (e.g., rape crisis centers and domestic violence agencies), the justice system, healthcare providers, and others have established promising strategies to prevent and respond to violence.¹

Data Validation, Verification, and Limitations: The VAWA Measuring Effectiveness Initiative (MEI), housed at the Muskie School of Public Service at the University of Southern Maine, collects, validates, synthesizes, and analyzes grantee-reported data on what is accomplished with VAWA funds. Furthermore, in partnership with OVW, MEI provides training and technical assistance to grantees on reporting, aligns reporting forms with the statutorily-authorized activities for each VAWA program, and synthesizes and reports data to OVW for use in fulfilling Congressionally-mandated reporting requirements and ad hoc data requests.

¹ See, for example: Greeson, M. R., & Campbell, R. (2015). Coordinated community efforts to respond to sexual assault: A national study of sexual assault response teams implementation. *Journal of Interpersonal Violence*, 30(14), pp. 2470–2487; Greeson, M. R., Campbell, R., Bybee, D., & Kennedy, A. C. (2015, August 10). Improving the community response to sexual assault: An empirical examination of the effectiveness of Sexual Assault Response Teams (SARTs). *Psychology of Violence*. Advance online publication. <http://dx.doi.org/10.1037/a0039617>; and Shepard, M. F., Falk, D. R., & Elliott, B. A. (2002). Enhancing coordinated community responses to reduce recidivism in cases of domestic violence. *Journal of Interpersonal Violence*, 17, pp. 551-569.

Performance Measure: Percent of children recovered within 72 hours of an issuance of an AMBER alert [OJP]

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	76%	77%	86%	90%	90%	90%	90%
Actual	89%	91.5%	94.9%	96%	94%	N/A	N/A

Discussion of FY 2015 Results: In FY2015, DOJ exceeded its target of 90 percent for recovering children within 72 hours of an issuance of an AMBER Alert, reaching a recovery rate of 94 percent.

Planned Future Performance: For FYs 2016 and 2017, DOJ will maintain its target of recoveries, within 72 hours, of 90 percent. DOJ will accomplish this goal by continuing to promote and strengthen relationships among federal, state, local, tribal and international law enforcement agencies.

Definition: The number and percent of children that are recovered within 72 hours of an issuance of an AMBER Alert. Over 90 percent of the total number of successful recoveries of abducted children to date has occurred since October 2002, when AMBER Alerts became a coordinated national effort.

Data Validation, Verification, and Limitations: OJP's Office of Juvenile Justice and Delinquency Prevention (OJJDP) works closely with NCMEC and Fox Valley Technical Center to provide in-depth training on OJJDP performance measure requirements. The grantee subsequently spends time training law enforcement agencies on how to accurately report information to the clearinghouse. All data are collected by the AMBER Coordinator who authorizes AMBER actions and related data collection activities. The recovery times are verified by a combination of the investigative law enforcement agency and the AMBER Coordinator's AMBER activation logs. When law enforcement determines that the case is a hoax or unfounded, data are removed from the performance measure data set to ensure accurate reporting.

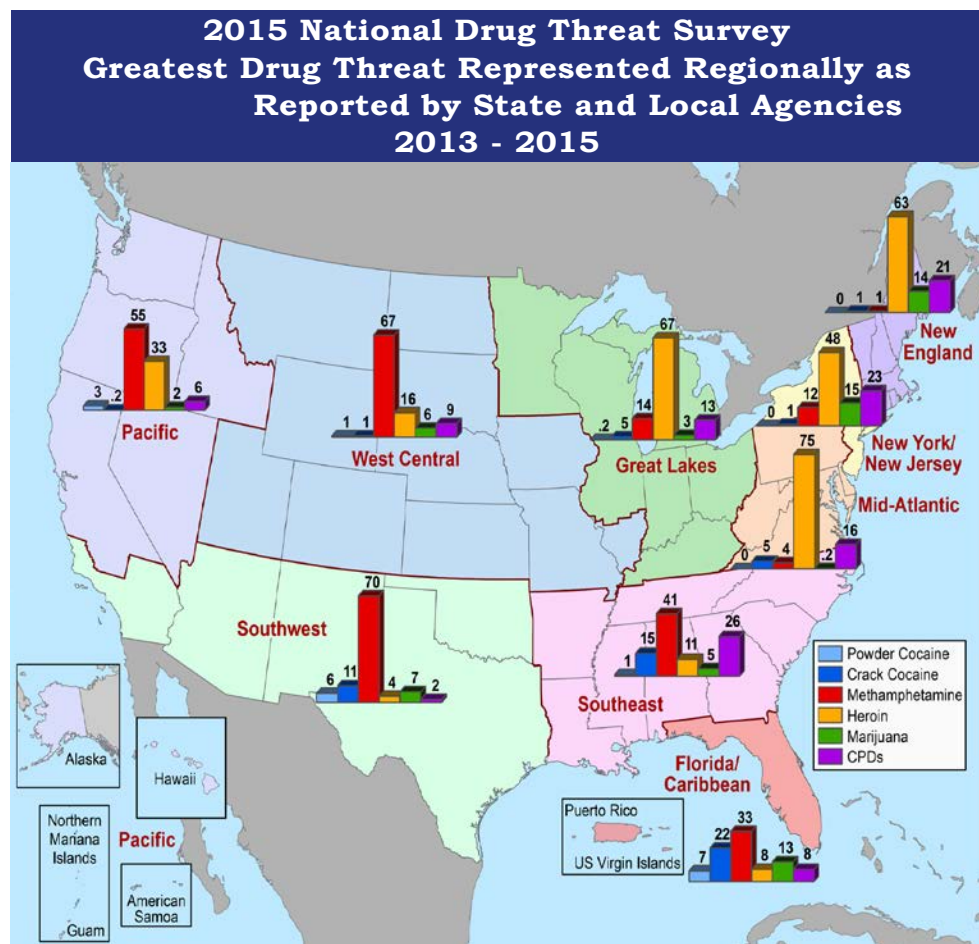
In addition to the internal processes noted above, the NCMEC AMBER Coordinator works in close concert with the OJJDP Program Manager to review actual data history to guide programmatic decisions. The OJJDP Program Manager and AMBER Coordinator routinely discuss the performance measures data and means to ensure accurate data collection techniques are consistently implemented.

Strategic Objective 2.3: Disrupt and dismantle major drug trafficking organizations to combat the threat, trafficking, and use of illegal drugs and the diversion of licit drugs

The Department focuses its drug law enforcement efforts on reducing the availability of drugs by disrupting and dismantling the largest drug trafficking organizations and related money laundering networks operating internationally and domestically, including those on the Attorney General's CPOT List. The first CPOT List was issued in September 2002 and is reviewed and updated semi-annually. The List identifies the most significant international drug trafficking and money laundering organizations and those primarily responsible for the nation's illegal drug supply. The Attorney

General has designated the OCDETF Program as the centerpiece of DOJ's illegal drug supply reduction

strategy. The Program coordinates multi-agency and multi-jurisdictional investigations targeting the most serious drug trafficking threats. The OCDETF Program is responsible for coordinating the semi-annual formulation of the CPOT list. The OCDETF Program functions through the efforts of the USAs; elements of CRM; the investigative, intelligence, and support staffs of DEA, FBI, ATF, and USMS; Immigration and Customs Enforcement;



the U.S. Coast Guard; and the Internal Revenue Service. The OCDETF agencies also partner with numerous state and local law enforcement agencies.

OCDETF investigations strive to determine connections among related investigations nationwide in order to identify and dismantle the entire structure of the drug trafficking organizations, from international supply and national transportation cells, to regional and local distribution networks. A major emphasis of the Department's drug strategy is to disrupt the traffickers' financial dealings and to dismantle the financial infrastructure that supports these organizations. The OCDETF Program has the greatest impact upon the flow of drugs through this country when it successfully incapacitates

an entire drug network by targeting and prosecuting its leadership and seizing the profits that fund continued operations.

Strategic Objective Review Summary of Findings: On track and making satisfactory progress

The Department's successes against dismantling and disrupting CPOT-linked drug trafficking organizations have resulted in keeping multi-ton quantities of illegal drugs from ever entering the United States. Since 2003, OCDETF components have identified and targeted 188 CPOTS. In FY 2015, DEA, FBI, and OCDETF disrupted or dismantled 616 CPOT-linked organizations. Additionally, from FY 2005 – FY 2015, DEA has denied over \$33.1 billion in revenue to drug trafficking organizations through asset and drug seizures. Furthermore, OCDETF initiated 964 new cases and continues to maintain an active caseload of nearly 5,000 investigations.



Two other notable investigations, Project Rolling Thunder and Operation Black ICE, have also been successful in combatting illicit drug enterprises. As of FY 2015, Project Rolling Thunder resulted in 1,506 arrests and the seizure of 1,004 kilograms of cocaine, \$23.1 million in currency, 303 pounds of heroin, 4,311 pounds of marijuana, 376 pounds of methamphetamine and 267 weapons. In Operation Black ICE, Homeland Security Investigations-ICE, ATF, and DEA, working with Washington state and local police agencies, targeted an organization that smuggled drugs from Mexico into the United States. Following a lengthy investigation, the organization's leader and 29 conspirators were arrested, agents seized multiple kilos of heroin, pounds of methamphetamine, and more than a dozen firearms, including military-style assault rifles bound for cartel members in Mexico. To assist agents and investigations, the Department improved its deconfliction efforts by requiring law enforcement components to conduct investigative data and target deconfliction through the DEA Internet Connectivity Endeavor and by formalizing the process of event deconfliction with regional deconfliction systems. For DEA's international partners, the relationship has been strengthened in FY 2015 by providing training to 3,691 international students and developing new curricula to

respond to current trafficking situations, new technologies, and specific requests from host nation governments. The conviction rate for those individuals in all investigations remains in excess of 90 percent.

Significant challenges still exist in this area, including the rise in marijuana, heroin, synthetic drug and prescription drug abuse; changes in state drug laws, such as those for marijuana which conflict with federal laws; and the Department's ability to hire and train new employees caused by attrition and the Department's hiring freeze. Investigations are increasingly more complex, requiring more sophisticated investigative techniques, such as the use of electronic surveillance. The use of virtual payment systems and global consumer markets in cyber space make it difficult to identify, target, and investigate drug organizations. In addition, foreign partners often lack the capacity to combat the drug trade in their own countries, creating a heavy reliance on assistance by the United States.

The Department is committed to continuing its focus on the most significant drug trafficking organizations by rigorously implementing drug control strategies, disrupting domestic drug trafficking and domestic production, strengthening international partnerships, and improving information systems for analysis, assessment, and local management. The Department will continue to provide leadership and coordination of comprehensive, multi-jurisdictional investigations and conduct intelligence efforts to identify actionable leads. The Department will also continue setting ambitious targets for dismantling and disrupting CPOT/Regional Priority Organization Target-linked drug trafficking organizations and ensure accountability for reporting these measures.

Performance Measure: CPOT-linked drug trafficking organizations dismantled and disrupted [DEA, FBI, and OCDETF]

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target (dismantled)	157	145	145	150	150	150	150
Actual (dismantled)	198	171	219	208	194	N/A	N/A
Target (disrupted)	318	340	340	350	350	233	233
Actual (disrupted)	414	446	500	431	422	N/A	N/A

Discussion of FY 2015 Results: The Department achieved noteworthy results during FY 2015 in dismantling and disrupting CPOT-linked drug trafficking organizations. The Department successfully dismantled 194 CPOT-linked organizations in FY 2015, exceeding the target for dismantlements by 29%. The Department disrupted 422 CPOT-linked organizations in FY 2015, exceeding the target for disruptions by 21%. A total of 616 CPOT-linked organizations were either dismantled or disrupted during FY 2015. This achievement exceeded the Department's goals for disruptions and dismantlements.

In addition to making important gains against CPOT-linked organizations in FY 2015, OCDETF agencies continued to achieve significant successes against the CPOTs themselves. Over the course

of the last year, eight CPOT targets were dismantled and four CPOT targets were disrupted. Furthermore, three CPOTs were extradited to the United States, one of which was the leader of the largest drug trafficking organization in Honduras, responsible for the importation and distribution of multi-ton quantities of cocaine into the United States; and eleven others were arrested. Cumulatively, there have been 188 CPOT targets identified as of the end of FY 2015; of which 75 have been dismantled and 50 have been disrupted. Additionally, 147 (78%) CPOTS have been indicted, 117 (62%) have been arrested and 64 (34%) have been extradited.

The CPOT targets disrupted and dismantled in FY 2015 generated over 160 OCDETF investigations, resulting in nearly 2,000 convictions, combined. Law enforcement activity targeting these CPOTs involved complex and coordinated intelligence driven investigations, with cooperation between U.S. law enforcement agencies and international partners due to the global nature of these transnational drug trafficking organizations.

The Department's FY 2015 successes against dismantling CPOT-linked drug trafficking organizations, as well as the significant enforcement actions against CPOTs themselves, have resulted in keeping multi-ton quantities of illegal drugs from ever entering the United States.

Planned Future Performance: The Department will continue to prioritize efforts to disrupt and dismantle CPOT-linked drug trafficking organizations. The CPOT List is an important management tool for the Department which enables agencies to focus enforcement efforts on specific targets that are believed to be primarily responsible for the nation's illegal drug supply. It is through the disruption and dismantlement of these major drug trafficking and money laundering organizations that the Department will have its greatest impact on the overall drug supply. To achieve this important goal, the Department plans to continue to provide leadership and coordination of comprehensive, multi-jurisdictional investigations and conduct intelligence efforts that include cross-agency integration and analysis of data to create detailed intelligence profiles of targeted organizations, to identify actionable leads in a carefully coordinated effort. The Department has set ambitious targets for this measure, has designated the dismantlement and disruption of CPOT-linked drug trafficking organizations as a priority, and will continue to maintain its system of review to ensure accountability for the reporting of this measure.

The Department's estimated targets for FY 2016 and FY 2017 have been modified to reflect DEA's amended reporting protocols, which do not include Category D PTOs (disrupted pending dismantlements) in the total number of Disruptions. Since DEA elected to implement a new reporting standard in FY 2015, to align with its internal and exterior PTO performance reporting, DEA has adjusted its FY 2016–FY 2018 targets commensurate with the new reporting methodology.

Definition: An organization is considered linked to a CPOT if credible evidence exists of a nexus between the primary investigative target and a CPOT target, verified associate, or component of the CPOT organization. Disrupted means impeding the normal and effective operation of the targeted organization, as indicated by changes in the organizational leadership and/or changes in methods of operation. Dismantled means destroying the organization's leadership, financial base, and supply network such that the organization is incapable of reconstituting itself.

Data Validation, Verification, and Limitations: The CPOT List is updated semi-annually. Each OCDETF agency has an opportunity to nominate targets for addition to or deletion from the List. Nominations are considered by the CPOT Working Group (comprised of mid-level managers from

the participating agencies). Based upon the Working Group's recommendations, the OCDETF Operations Chiefs decide which organizations will be added to or deleted from the CPOT List. Once a CPOT is added to the List, OCDETF investigations can be linked to that organization. The OCDETF links are reviewed and confirmed by OCDETF field managers using the OCDETF Fusion Center, agency databases, and intelligence information. Field recommendations are reviewed by the OCDETF Executive Office. In instances where a link is not fully substantiated, the sponsoring agency is given the opportunity to follow-up. Ultimately, the OCDETF Executive Office "un-links" any investigation for which sufficient justification has not been provided. When evaluating disruptions/dismantlements of CPOT-linked organizations, OCDETF verifies reported information with the investigating agency's headquarters.

Investigations of CPOT-level organizations are complex and time-consuming, and the impact of disrupting/dismantling such a network may not be apparent immediately. In fact, data may lag behind enforcement activity. For example, a CPOT-linked organization may be disrupted in one fiscal year and subsequently dismantled in a later year when law enforcement permanently destroys the organization's ability to operate.

Strategic Objective 2.4: Investigate and prosecute corruption, economic crimes, and transnational organized crime

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 the 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.

Additionally, 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.



Finally, 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.

Strategic Objective Review Summary of Findings: On track and making satisfactory progress

The Department has adopted a comprehensive approach to combating white collar crime that is built upon the full spectrum of its criminal and civil authorities, tools, and capabilities. In FY 2015, the Department obtained successful resolution of public corruption, economic crime (including financial, healthcare, intellectual property, and high-tech fraud), and transnational organized crime cases. In February 2015, DOJ reached a settlement for \$1.375 billion with Standard & Poor's Financial Services LLC, along with its parent corporation McGraw Hill Financial Inc., for its part in in the 2008 economic crisis. DOJ's investigation involved whether rating agencies inflated ratings that misrepresented the true credit risk of investments. Also in 2015, BNP Paribas S.A. (BNPP) was convicted of one count of conspiring to violate the International Emergency Economic Powers Act and the Trading with the Enemy Act by processing billions of dollars of transactions through the U.S. financial system on behalf of Sudanese, Iranian, and Cuban entities subject to U.S. sanctions. BNPP was sentenced to a five-year term of probation, ordered to forfeit more than eight billion dollars, and

to pay a fine of \$140 million.

In May 2015, DOJ announced the indictment of nine Fédération Internationale de Football Association (FIFA) officials and five corporate executives for racketeering conspiracy and corruption. An additional 16 FIFA officials were indicted in the latter part of 2015 for racketeering, wire fraud and money laundering conspiracies, among other offenses, in connection with their participation in a 24-year scheme to enrich themselves through the corruption of international soccer.

Standard & Poor's settlement:

- ◆ \$1.375 billion settlement for inflating credit ratings

FIFA indictment:

- ◆ Total of 25 officials indicted for corruption of international soccer

In June 2015, three employees of Riverside General Hospital were sentenced to 45 years, 20 years and 12 years in prison, respectively, based on their scheme to defraud Medicare by submitting to Medicare approximately \$158 million in false and fraudulent claims for partial hospitalization program services.

Challenges in this area include technology and the large amount of data that are created everyday resulting in cases that are taking longer to investigate, as investigators have a larger amount of data and electronic evidence that

must be collected and reviewed. Also, the often amorphous nature of transnational organized crime groups and the wide range of criminal activity in which they engage make it more difficult to fully identify the presence and scope of such groups. The Department will continue to identify, investigate, and disrupt fraud, such as corporate fraud committed by both individuals and enterprises; disrupt and dismantle money laundering industries and confiscate criminal assets associated with said industries; and pursue public corruption at all levels of government.



Performance Measure: Number of criminal enterprises engaging in white-collar crimes dismantled [FBI]

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	250	360	385	368	385	385	429
Actual	368	409	421	464	416	N/A	N/A

Discussion of FY 2015 Results: The FBI exceeded its FY 2015 goal for number of dismantlements of criminal enterprises engaging in white-collar crimes. The FBI's success was due to the investigative efforts of its workforce coupled with the use of sophisticated investigative techniques.

Planned Future Performance: The FBI expects to continue its coordinated operational activities targeting criminal enterprises engaged in white-collar activities, and therefore, expects to meet or exceed the FY 2016 target of 385 dismantlements.

Definition: Dismantlement means that the targeted organization’s leadership, financial base, and supply have been destroyed, such that the organization is incapable of operating and/or reconstituting itself.

Data Validation, Verification, and Limitations: Accomplishment and caseload data are obtained from FBI’s Resource Management Information System which houses the Integrated Statistical Reporting and Analysis Application and the Monthly Administrative Report applications that report these data. Data are verified by an FBI field manager before being entered into that system and are subsequently verified through the FBI’s Inspection process. Other non-standardized data are maintained in files by their respective FBI Headquarters programs. FBI field personnel are required to enter accomplishment data within 30 days of the accomplishment or a change in the status of an accomplishment, such as those resulting from appeals.

Performance Measure: Percentage of dollar amounts sought by the government recovered [CIV]

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	85%	85%	85%	85%	85%
Actual	85%	85%	85%	N/A	N/A

Discussion of FY 2015 Results: CIV met its performance results during FY 2015. Its success can be demonstrated by the Government’s continued large recoveries. Specifically, the outcomes in CIV’s fraud casework helped the Department obtain over \$4 billion in recoveries. Since FY 2009, CIV, working with the U.S. Attorneys, has recovered over \$30 billion. FY 2015 represents the fourth year in a row that the Department has exceeded \$3.5 billion in cases under the False Claims Act and brings total recoveries for False Claims Act cases from January 2009 through FY 2015 to \$26.4 billion. As in past years, in FY 2015, the largest recoveries were in the areas of health care fraud, mortgage and financial fraud, and procurement fraud.

Regarding health care fraud cases, two of the largest health care recoveries this past year were from DaVita Healthcare Partners, Inc., the leading provider of dialysis services in the United States. DaVita paid \$450 million to resolve allegations that it knowingly generated unnecessary waste in administering the drugs Zemplar and Venofer to dialysis patients, and then billed the government for costs that could have been avoided. DaVita paid an additional \$350 million to resolve claims that it violated the False Claims Act by paying kickbacks to physicians to induce patient referrals to its clinics. Importantly, health care fraud recoveries restore valuable assets to federally funded programs. Just as important, the Department’s vigorous pursuit of health care fraud prevents future losses by deterring others who might otherwise try similar schemes.

The Department’s ongoing financial and mortgage fraud work continues to produce tangible results. In FY 2015, CIV, working with the U.S. Attorneys secured a \$1.375 billion settlement with Standard & Poor’s for defrauding investors in the lead up to the 2008 financial crisis. Also, CIV secured settlements of \$212.5 million with First Tennessee Bank N.A. and \$123.5 million with MetLife.

The third major area of recoveries was procurement fraud. In FY 2015, CIV recovered over \$1 billion in fraud settlements with Government contractors. Major recoveries included a

\$146 million False Claims Act judgment against Supreme Group B.V. and several subsidiaries, for submitting false claims to the Department of Defense for food, water, fuel, and transportation of cargo for American troops in Afghanistan.

Planned Future Performance: In moving forward, CIV plans to continue to collaborate closely with the U.S. Attorneys' Offices, federal agency partners across the executive branch, and with state and local partners to investigate and prosecute significant financial crimes, ensure just and effective punishments, and recover proceeds for victims. This collaboration will prevent duplicative efforts and ensure that scarce investigatory and litigation resources are targeted to areas that will continue to produce optimal outcomes. In FY 2016 and beyond, CIV hopes to meet its performance targets because its experienced attorneys and staff have a successful track record in pursuing complex financial investigations and litigation, and will use this expertise to identify the best legal claims for the Federal Government.

Definition: Affirmative monetary cases are civil matters in which the Government seeks to recover a sum of money from a defendant. These cases typically involve waste, fraud, and abuse of federal funds. This measure shows the portion of CIV cases (60 percent) in which the government received at least 85 percent of the money it sought in affirmative monetary cases. In affirmative, monetary cases CIV recovered at least 85 percent of the money it sought in 61 percent of the cases. The data includes cases handled only by the CIV and cases handled jointly with the USAOs.

Data Validation, Verification, and Limitations: CIV regularly reviews case listings and interviews attorneys concerning the status of each case. Case data is added to an internal database and quality is checked by technical staff. Attorney managers review monthly reports for data completeness and accuracy. Contractors and CIV analysts verify representative samples of data. However, the scope of the data is limited because when a case is completed, it is not automatically entered into the electronic database, and incomplete data can cause the system to under-report case closures. In addition, CIV software is designed to report data in limited ways, and analysts sometimes need to make manual adjustments to comply with reporting requirements. Some data limitations exist despite the existence of quality control and quality assurance procedures to accurately and timely gather the data. Most significantly, incomplete data can cause the system to under-report case terminations. Case terminations are recorded in an electronic database, but if there is a lag in filling out the forms and entering the information into the database, the number of terminations or cases resolved reported may be low at any point in time.

Strategic Objective 2.5: Promote and protect American civil rights by preventing and prosecuting discriminatory practices

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 to protect members of religious minorities, women, persons with disabilities, service members, individuals housed in public institutions, and individuals who come from other nations. The Department will enforce, defend, and advance civil rights through a multi-faceted approach of litigation, prevention efforts, outreach initiatives, and technical assistance. The Department will work with the Congress, other federal agencies and partnerships, as well as through legislative, regulatory, and policy development. The Department addresses discrimination and promotes equal opportunity in a broad range of areas, including the workplace, schools and higher education institutions, housing, courts, prisons and detention facilities, police departments, and mental health facilities; in voting and immigration-related practices; and in institutions receiving federal financial assistance. The Department also ensures that private institutions of public accommodation comport with applicable federal civil rights laws.

Strategic Objective Review Summary of Findings: The Department of Justice, in consultation with the Office of Management and Budget, has determined that performance toward this objective is making Noteworthy Progress

In FY 2015, the Department continued its commitment to upholding the civil and constitutional rights of all Americans. The Department successfully sought a 33-count indictment against Dylann Storm Roof, charging him with federal hate crimes under the Shepard-Byrd Act, as well as firearms charges, for killing and attempting to kill African-American parishioners at Emanuel African Methodist Episcopal Church in Charleston, South Carolina. Also in FY 2015, DOJ issued a report on its investigation of the fatal shooting of Michael Brown by Officer Darren Wilson of the Ferguson(Missouri) Police Department, finding that the evidence did not support federal civil rights charges against Officer Wilson. DOJ issued a report on its pattern and practice investigation of the Ferguson Police Department and determined that the Ferguson Police Department engages in a pattern or practice of conduct that violates the United States Constitution and federal law. DOJ found that this unconstitutional conduct stems from the interaction of two dynamics: Ferguson's undue focus on revenue generation through policing and pervasive racial bias in the police department and court system.

Accomplishments include the indictment of Dylann Storm for hate crimes under the Shepard-Byrd Act, for killing and attempting to kill African-American parishioners at Emanuel African Methodist Episcopal Church in Charleston, South Carolina.

The Department also reached an agreement with Leflore County, Mississippi, to improve security and facility conditions at the Leflore County Juvenile Detention Center. In the agreement, Leflore County committed to numerous reforms to protect children in its care from abuse and self-harm.

In July 2015, the Department went to trial in a lawsuit against the State of North Carolina over voting rules signed into law in August 2013. The North Carolina law includes troubling new voting restrictions, such as provisions that will significantly reduce early voting days; eliminate same-day

registration during early voting; and prohibit the counting of otherwise legitimate provisional ballots that are mistakenly cast in the right county but in the wrong precinct.

The Department also sued three separate owners or servicers of private and federally guaranteed student loans (collectively, “Sallie Mae”) alleging that they violated the rights of service members eligible for benefits and protections under the Service Members Civil Relief Act. In May 2015, the Department announced that Sallie Mae was distributing \$60 million in compensation to over 70,000 service members for the alleged violations and \$55,000 to the United States as a civil penalty.



The Department will continue to devote substantial resources to address unconstitutional policing practices throughout the country; seek additional opportunities to educate workers and employers about the anti-discrimination provision of the Immigration and Nationality Act; protect students from sexual harassment through compliance reviews, outreach, technical assistance, and litigation; expand the Department’s already successful human trafficking program; and continue to analyze successful outcomes from past cases to develop best practices for encouraging effective and accountable policing.

Measure Name: Percent of civil rights cases favorably resolved: criminal cases [CRT]

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	85%	85%	85%	85%	85%	85%	85%
Actual	84%	94%	100%	90%	99%	N/A	N/A

Measure Name: Percent of civil rights cases favorably resolved: civil cases [CRT]

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	85%	85%	85%	85%	85%	85%	85%
Actual	97%	98%	93%	99%	86%	N/A	N/A

Discussion of FY 2015 Results: The Civil Rights Division (CRT) continues to achieve a consistently high rate of resolutions of all cases in favor of the government. Each year, CRT receives more than 10,000 complaints alleging criminal interference with civil rights. In FY 2015, CRT filed a record 146 cases. In FY 2013, CRT filed its second-highest number of cases, 141. Further, CRT filed approximately 13% more criminal civil rights prosecutions in the last six fiscal years (772 indictments in FY 2010 - FY 2015) than the previous six years (683 indictments in FY 2004 – FY 2009).

In civil litigation, CRT achieved record settlements in FY 2015, issuing guidance and technical assistance documents and engaging in training and outreach. In the civil enforcement arena, the Division exceeded its goal for successful resolution of cases. The Division's successful civil enforcement program is also notable because FY 2015 saw a number of settlements involving significant sums of money and/or relief for large numbers of individuals. This includes resolution of an ADA *Olmstead* suit against the State of Oregon. Since 2009, CRT's ADA *Olmstead* settlements are affecting the lives of over 46,000 people with disabilities. The Division also resolved several suits against lenders for discriminatory lending practices. Since 2010, CRT has provided approximately \$1.3 billion in monetary relief for individual borrowers and impacted communities through its enforcement of the Fair Housing Act, Equal Credit Opportunity Act and the Servicemembers Civil Relief Act.

Planned Future Performance: CRT supports Strategic Objective 2.5 by advancing three basic principles: 1) protecting the most vulnerable among us by ensuring that all in America can live free from fear of exploitation, discrimination, and violence; 2) safeguarding the fundamental infrastructure of democracy by protecting the right to vote and access to justice, by ensuring that communities have effective and democratically accountable policing, and by protecting those who protect us; and, 3) expanding opportunity for all people by advancing the opportunity to learn, the opportunity to earn a living, the opportunity to live where one chooses, and the opportunity to worship freely in one's community.

CRT will continue to pursue its core principles by expanding several key enforcement areas and continuing to build strategic partnerships with the United States Attorneys' Offices along with other law enforcement agencies, foreign governments, and private organizations. Such partnerships expand CRT's ability to expand its enforcement efforts and bring new cases. In addition, CRT will seek new opportunities to engage in technical assistance, training and outreach to prevent civil rights violations. In enforcement, CRT will continue to devote substantial resources to address unconstitutional policing practices throughout the country; continue to analyze successful outcomes from past cases to develop best practices for encouraging effective and accountable policing; expand the Department's already successful human trafficking program; defend the rights of individuals with disabilities, students and service members; and seek new opportunities to combat lending discrimination.

Specifically, CRT will focus on police misconduct allegations against state and local governments; school-to-prison-pipeline cases; the rights of individuals with disabilities in the criminal justice system and in nursing homes; and allegations of violations of federal voting rights statutes. CRT will also continue implementation of Phase II of Human Trafficking ACT Teams and continue to issue guidance, technical assistance and regulations on a range of subjects related to disability discrimination and the rights of LGBT individuals.

Definition: Cases favorably resolved include those cases that resulted in court judgments favorable to the government, as well as settlements.

Data Validation, Verification and Limitations: The data source for this measure is CRT Interactive Case Management System (ICM). The ICM is the official workload system of record for CRT and is used to generate key data for both internal and external inquiries. The ICM captures and reports on the level of effort that attorneys and professionals dedicate to matters and case-related tasks. Senior managers of CRT are responsible for ensuring the accuracy of data contained in the ICM. Ad Hoc reviews are also conducted. Due to reporting lags, case closures for any given year may be under or over-reported.

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

The Department of Justice is the Nation's largest law office and chief litigator. The Department is involved in both defending and representing hundreds of United States' agencies, offices, and employees; in defending against myriad challenges to federal laws, programs, and policies; and in protecting the integrity of the Nation's antitrust laws and bankruptcy system. 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 and Alaska Natives litigation, commercial activities, entitlement programs, internal revenue activities, and environmental and conservation laws. The potential cost to the government and federal taxpayers from these matters could be substantial, but through rigorous and fair representation, DOJ will continue to mitigate potential losses and protect federal monies.

Strategic Objective Review Summary of Findings: On track and making satisfactory progress

The Department vigorously and successfully defended the interests of the United States and protected the federal fisc in FY 2015. The Department has a powerful array of legal components dedicated both to affirmatively enforcing our nation's criminal and civil laws and to defending the law and actions of the United States. The Department entered into a national settlement agreement with JPMorgan Chase Bank requiring Chase to pay more than \$50 million to over 25,000 homeowners who are, or were, in bankruptcy. Chase will also change internal operations and submit to oversight by an independent compliance reviewer.

In FY 2015, the Department:

- ◆ Obtained more than \$2.5 billion in criminal fines and penalties resulting from investigations into the foreign currency spot market.

The Department's investigation of the foreign currency exchange (FX) spot market resulted in the prosecution of five major banks which agreed to plead guilty to felony charges. The five banks agreed to plead guilty to conspiring to manipulate the price of U.S. dollars and euros exchanged in the FX spot market and to pay criminal fines totaling more than \$2.5 billion. The \$925 million fine obtained from one of the banks was the largest criminal fine ever obtained for an antitrust charge. A fifth bank agreed

to plead guilty to manipulating the London Interbank Offered Rate (LIBOR) and other benchmark interest rates and pay a \$203 million criminal penalty, after breaching its non-prosecution agreement resolving the LIBOR investigation. The total global fines and penalties obtained from the five banks for their conduct in the FX spot market was nearly \$9 billion.

The Department will continue to leverage technology to improve efficiency, notably including its litigation support program to review and analyze documents and electronic evidence. In addition, DOJ will continue to aggressively represent the Federal Government in lawsuits and pursue affirmative cases in all areas such as financial and health care fraud, antitrust violations, environmental crimes, tax evasions, and bankruptcy abuse.



Performance Measure: Case resolution for DOJ litigating divisions – percent of criminal cases favorably resolved [ATR, CIV, ENRD, TAX, and USA]

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	90%	90%	90%	90%	90%	90%	90%
Actual	93%	92%	92%	95%	97%	N/A	N/A

Measure Name: Case resolution for DOJ litigating divisions – percent of civil cases favorably resolved [ATR, CIV, ENRD, TAX, and USA]

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	80%	80%	80%	80%	80%	80%	80%
Actual	85%	81%	85%	96%	85%	N/A	N/A

Discussion of FY 2015 Results: The performance measure for civil litigation relates to the percentage of judgments and settlements resolved in favor of the government. The outcomes have surpassed the 90 and 80 percent targets consistently for both the criminal and civil litigation under this strategic objective. Affirmative civil cases can return substantial monies to the federal Treasury.

In FY 2015, USAOs collected more than \$16.5 billion through civil actions, which were many times in excess of the entire budget for all 93 of the United States Attorney’s Offices across the country. Also in FY 2015, USAOs collected an additional \$4.96 billion arising from criminal investigations and prosecutions. USAOs also opened 983 new criminal health care fraud investigations. Assistant United States Attorneys (AUSA) filed criminal charges in 463 cases involving 888 defendants. A total of 613 defendants were convicted of health care fraud-related crimes during the year. The 93 United States Attorneys and their assistants, or AUSAs, are the nation’s principal prosecutors of federal crimes, including health care fraud. USAOs play a major role in health care fraud enforcement by bringing criminal and affirmative civil cases to recover funds wrongfully taken from the Medicare Trust Funds and other taxpayer-funded health care systems as a result of fraud, waste, and abuse. Working closely with their partners in CIV, several civil health care fraud AUSAs have focused their efforts on pharmaceutical fraud, resulting in significant recoveries. In medical malpractice cases, USAOs resolved 423 cases with a 97% success rate, saving the public fisc billions of dollars in medical malpractice cases alone.

ATR experienced key criminal wins in the FX market, real estate foreclosure auctions, automotive parts, ocean shipping, and LIBOR currency rates. On the civil side, the Division outperformed the Department’s goal of 80% with a 100% success rate (28 of 28 civil cases favorably resolved) in

FY 2015. Favorable resolution in the Division's civil program included positive outcomes in matters involving industries as diverse as movie theaters, broadcast television, banks, and telecommunications.

CIV defensive monetary cases include thousands of tort claims filed against federal agencies, billing disputes with Government contractors, and major financial litigation with tens of billions of Government dollars at stake. CIV's defensive non-monetary cases include immigration removal orders, challenges to federal laws, and the confidentiality of national security information. In FY 2015, favorable outcomes in defensive non-monetary cases were reached in 87 percent of trial cases, and in 91 percent of appellate cases. Also in FY 2015, CIV defeated at least 85 percent of the dollar amounts sought by plaintiffs in 86 percent of its defensive monetary cases. This success saved the Government from paying billions of dollars to opposing parties. Historically, in litigation handled by CIV, the U.S. Treasury has paid a very small percentage of the total dollars claimed – often only pennies for each dollar claimed. In cases resolved during FY 2015, CIV defeated billions of dollars. Regarding its affirmative caseload, CIV's affirmative monetary cases enforce laws designed to punish individuals and companies that overbill federal programs like Medicare and Medicaid; recover billions of federal funds; and uphold the integrity of the federal procurement process by filing lawsuits against contractors that misrepresent their work, provide deficient services, or overbill federal agencies. Over \$3 billion was recovered in cases disposed during FY 2015. Examples of successful cases handled by CIV can be found in the Discussion of Results for Strategic Objective 2.1.

ENRD successfully litigated 864 cases while working on a total of 6,729 cases, matters, and appeals. The Division recorded more than \$2.7 billion in civil and criminal fines, penalties, and costs recovered. The estimated value of federal injunctive relief (i.e., clean-up work and pollution prevention actions by private parties) obtained in FY 2015 exceeded \$6.4 billion. ENRD's defensive litigation efforts avoided costs (claims) of over \$3.0 billion in FY 2015. An example of a criminal case handled by ENRD was the successful prosecution of Christopher Hayes, the head of a Florida auction house, who was sentenced to 36 months in prison followed by two years of supervised release. Hayes' corporation, Elite Estate Buyers Inc., was ordered to pay a \$1.5 million criminal fine to the Lacey Act reward fund. The corporation is banned from trading wildlife during a five year term of probation. In an example of a civil case, ENRD settled a major Clean Air Act case with Duke Energy Corporation. The settlement resolves long-standing claims that Duke violated the federal Clean Air Act when it unlawfully modified 13 coal-fired electricity generating units. The modifications were made without obtaining air permits and installing and operating the required air pollution control technologies. Duke shut down 11 of the 13 units and must continuously operate pollution controls and meet interim emission limits before permanently retiring the remaining two. In addition, Duke must retire another unit at the Allen plant, spend a total of \$4.4 million on environmental mitigation projects and pay a civil penalty of \$975,000.

In FY 2015, ENRD:

- Obtained a 36 month sentence and \$1.5 million criminal fine to the Lacey Act reward fund in a wildlife smuggling conspiracy.

The TAX Division (TAX) collections in civil litigation and the judgments that prevented unwarranted refund claims exceeded \$900 million in FY 2015. TAX also continues to obtain orders from district courts authorizing the IRS to summon information about U.S. taxpayers who hold or held interest in

offshore financial accounts. In September 2015, TAX obtained an order allowing the IRS to gather information about undisclosed accounts in Belize. It was the first public order that brought Belize-

In FY 2015, TAX:

- ◆ Obtains orders to allow IRS to summon information about U.S. taxpayers who hold interests in offshore accounts. Taxpayers must report foreign financial accounts if the total value exceeds \$10,000. Failure to report a foreign account can result in a fine of up to 50 percent of the amount in the account at the time of the violation.

based accounts into the offshore compliance initiative. The IRS credits the publicity surrounding this initiative with prompting a huge increase in the number of taxpayers who have “come in from the cold” and voluntarily disclosed to the IRS their previously hidden foreign accounts.

Planned Future Performance: In Fiscal Years 2016 and 2017, the U.S. Attorneys will continue to pursue prosecution of redress for fraud, waste, and abuse in federal programs and ensure that the government is fully compensated for the losses and damages caused by those who have enriched themselves at the government’s expense. The current economic climate requires that the United States Attorney community continue to focus attention on financial fraud.

Technological developments and criminal behavior are factors that broadly impact law enforcement practices and pose challenges that demand attention. Financial industry fraud has shaken the world’s confidence in the United States financial system. Losses in financial fraud cases have ranged from millions of dollars to billions of dollars. In recent years, the U.S. Attorneys have seen a dramatic increase in the number of financial fraud cases filed. These complex cases are resource intensive and often take years to resolve. Efforts to combat financial and healthcare fraud will continue to play a key role not only in ensuring that those who have engaged in fraudulent activities will be held accountable for their illegal conduct, but in deterring future fraudulent conduct and in recovering funds for fraud victims.

ATR expects to continue to meet or exceed favorable resolution targets for cases in its civil and criminal programs in FYs 2016 and 2017. The successful hiring of attorney and paralegal staff in FY 2015 will enable the Division in FYs 2016 and 2017 to directly address antitrust matters in the U.S. economy including investigations into financial fraud and related investigations in the FX market, real estate foreclosure auctions; intellectual property; transportation systems, including domestic and international airline alliances, automobile parts manufacturing, and ocean shipping; and technology-related industries including telecommunications, hardware manufacturing and software applications.

CIV will continue to work on achieving favorable outcomes in some of the Government’s most complex cases requires high caliber attorney and non-attorney personnel, as well as cutting edge litigation support services. In FY 2016 and FY 2017, CIV will continue to recruit and retain highly skilled attorneys and support staff to archive its performance targets, and provide them with training opportunities to refine and enhance their skills. In addition, CIV will use the best technology available to improve efficiency, notably including its litigation support program to review and analyze documents and electronic evidence. CIV plans to use the resources discussed above to advance Administration priorities, including CIV’s work in the priority area of financial and health care fraud.

ENRD will continue to discover and prosecute criminals before they have done substantial damage to the environment (including protected species), seriously affected public health, or inflicted economic damage on consumers or law-abiding competitors. Vigorous prosecution remains the cornerstone of the Department's integrated approach to ensuring broad-based environmental compliance. The Department's environmental protection efforts depend on a strong and credible criminal program to prosecute and deter future wrongdoing. Highly publicized prosecutions and tougher sentencing for environmental criminals are spurring improvements in industry practice and greater environmental compliance. Working together with federal, state and local law enforcement, the Department is meeting the challenges of increased referrals and more complex criminal cases through training of agents, officers and prosecutors, outreach programs, and domestic and international cooperation. In the civil case side, the success of the Department ensures the correction of pollution control deficiencies, reduction of harmful discharges into the air, water, and land, clean-up of chemical releases, abandoned waste, and proper disposal of solid and hazardous waste. In addition, the Department's enforcement efforts help ensure military preparedness, safeguard the quality of the environment in the United States, and protect the health and safety of its citizens.

TAX will continue to employ all the tax enforcement tools at its disposal to protect the integrity of the tax system. To that end, the Division will continue to be responsive to shifts in tax schemes and to expand existing programs, thus achieving greater benefits, including enhanced voluntary compliance and reductions in the Tax Gap. Comprehensive enforcement of the tax statutes against individuals and businesses attempting to evade taxes, failing to file returns, and/or submitting false returns, are at the core of the Division's mission. Full, fair and consistent enforcement of the internal revenue laws serves the goals of both specific and general deterrence and helps us meet our commitment to all taxpayers who comply with their tax reporting, filing, and payment obligations.

Definition: Cases favorably resolved include those cases that resulted in court judgments favorable to the government, as well as settlements. For antitrust-related merger cases, favorably resolved data includes: abandoned mergers, mergers "fixed," or mergers with consent decrees. Non-merger cases favorably resolved include instances where practices changed after the investigation and complaints filed with consent decrees. The data set includes non-appellate cases closed during the fiscal year.

Data Validation, Verification, and Limitations: Each component implements their individual methodology for verifying data; however, in general, case listings and reports are reviewed by attorney managers for data completeness and accuracy on a routine basis. Batch data analysis and ad hoc reviews are also conducted. Due to the inherent variances in data collection and management, cases may refer to cases or individuals. In addition, due to reporting lags, case closures for any given year may be under or over-reported.

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III

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

An integral role of the Department of Justice is to help in the administration of our federal justice system. To ensure the goal of the fair and efficient operation of our federal system, the Department must provide for a proper federal court proceeding by protecting judges, witnesses, and other participants; ensure the appearance of criminal defendants for judicial proceedings or confinement; and ensure the apprehension of fugitives from justice. The Department also provides safe, secure, and humane confinement of defendants awaiting trial or sentencing and those convicted and sentenced to prison. In order to improve our society and reduce the burden on our justice system, the Department provides services and programs to facilitate inmates' successful reintegration into society, consistent with community expectations and standards. The Department strives to adjudicate all immigration cases promptly and impartially in accordance with due process. Additionally, the Department works to promote and strengthen innovative strategies in the administration of state and local justice systems and uphold the rights and improve services to victims of crime.

Summary of Goal 3 Performance Results				
Strategic Objective	Measure Name	Page Number	FY 2015 Target	FY 2015 Actual
3.1	Percent of grantees implementing one or more evidence-based programs [OJP/OJJDP]	II-52	53%	TBD ²
3.2	Assaults against protected court members [USMS]	II-56	0	0
3.3	Percent of system-wide crowding in federal prisons [BOP]	II-59	24%	23%
3.4	Number of inmate participants in the Residential Drug Abuse Treatment Program [BOP]	II-62	16,229	18,304
	Percent of youths who exhibit a desired change in the targeted behavior [OJP]	II-63	72%	TBD ²
3.5	Percent and number of USMS federal fugitives apprehended or cleared [USMS]	II-66	58% / 30,018	63% / 31,202
	Number of red and green notices published on U.S. fugitives and sex offenders [INTERPOL Washington]	II-67	Red-501 Green-816	Red-402 Green-521

²Final actual figure will be available in March 2016.

Strategic Objective	Measure Name	Page Number	FY 2015 Target	FY 2015 Actual
3.6	Number of training sessions or presentations given with the goal of building the capacity of foreign law enforcement, prosecutors, and judicial systems regarding the investigation and prosecution of serious criminal offenses, including genocide and mass atrocities [CRM]	II-70	3,675	4,023
3.7	Percent of Institutional Hearing Program cases completed before release [EOIR]	II-73	85%	79%
	Percent of detained cases completed within 60 days [EOIR]	II-74	80%	71%
	Percent of detained appeals completed within 150 days [EOIR]	II-74	90%	95%
3.8	Number of meetings conducted with the Tribal Nations Leadership Council and the OTJ to further the government-to-government relationship between tribes and the Department, obtain perspective on the Department's activities in Indian Country, and raise issues that have tribal implications [OTJ]	II-78	10	11
	Number of individuals in Indian Country that are receiving substance abuse treatment services (in-patient or out-patient), including Healing-to-Wellness Court [OJP]	II-78	1,200	1,096

Strategic Objective 3.1: Promote and strengthen relationships and strategies for the administration of justice with law enforcement agencies, organizations, prosecutors, and defenders through innovative leadership and programs

Preventing and controlling crime is critical to ensure 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 those who work in the Nation's states, cities, tribes, 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 innovative programs for inmates to the apprehension of fugitives and other criminal elements. By forging state, local, and tribal partnerships among police, prosecutors, victim advocates, health care providers, 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.

Strategic Objective Review Summary of Findings: On track and making satisfactory progress

To curb the growth of gangs and related criminal activity, the Department's National Gang Intelligence Center (NGIC) integrates gang intelligence from across federal, state, and local law enforcement to curb the growth of gangs and related criminal activity. With a 1.3 percent increase in online queries, NGIC has progressed towards meeting its target for evidence-based programs. Some grantees have embraced evidence-based policing to combat crime by conducting data-driven, problem-led, place-based policing activities using a crime-based plan. Evidence-based Hot Spot Policing is used, along with social services agencies, to increase situational prevention strategies involving environmental adaptations for quality of life concerns. The National Integrated Ballistic



Information Network (NIBIN), managed by ATF, provides law enforcement with automated ballistic imaging technology for the purpose of identifying, targeting, and prosecuting shooters and the

individuals and criminal organizations that supply firearms for use in criminal activity. ATF also introduced Mobile BATS, for agents and officers to enter investigative information quicker while on the scene.

Legal advisors with DOJ's Office of Overseas Prosecutorial Development, Assistance and Training (DOJ-OPDAT) conducted over 800 programs and trainings with criminal justice system counterparts from 89 countries, while law enforcement advisors with the International Criminal Investigative Training Assistance Program (DOJ-ICITAP) law enforcement advisors conducted more than a 1,000 training events with security and law enforcement counterparts in 35 countries, designed to build capacity, improve international cooperation, and establish long-term relationships with partner nations. DOJ provided international assistance in criminal matters to U.S. and foreign investigators, prosecutors, and judicial authorities with respect to international extradition of fugitives and evidence gathering, and ensured that the United States met its reciprocal obligations. Partner nations continue to request capacity building from the Department.

Using tools and skills learned through the International Crime Investigative Training Assistance Program, the El Salvador National Police arrested MS-13 gang suspects and charged them with extortion and conspiracy.

To build trust across communities and the criminal justice system, particularly law enforcement, the Department began a multi-year, multifaceted national initiative. This initiative has made technical assistance available to communities and law enforcement agencies through the Department's Diagnostic Center. To further support the Administration's efforts to bridge communities and law enforcement, in FY 2015, COPS became the administrative arm for the White House Task Force on 21st Century Policing. The Department also announced OJP's comprehensive Body-Worn Cameras Program to assist law enforcement with a strategy to improve public safety and build trust with the communities they serve.

While this strategic objective remains on track, the Department is challenged by a lack of support from partnering countries with competing priorities; changing and differing state marijuana and firearms laws that affect the Department's ability to effectively develop uniform strategies with local partners and agencies; and strained community relations and negative perceptions of law enforcement. To address one of the top priorities of the Administration, the Department will continue its efforts to restore community trust in law enforcement, by implementing the recommendations of the President's 21st Century Policing Task Force and continuing to develop cultural awareness trainings. The Department has also determined how to better leverage agents in the field to deal with resource constraints, and to develop partnerships to better push intelligence products in the field.

Performance Measure: Percent of grantees implementing one or more evidence-based program [OJP/OJJDP]

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	51%	52%	53%	53%	53%	53%	53%
Actual	43%	45%	66%	64%	TBD	N/A	N/A

Discussion of FY 2015 Results: Over the past few years, efforts have grown to carefully take the evidence into consideration when developing programs aimed at preventing or reducing juvenile delinquency and related risk factors. As 2015 actual rates are not available until March 2016, OJP is

using FY 2014 actuals³. In FY 2014, DOJ exceeded its target of 53 percent for implementing one or more evidence based programs reaching the rate of 64 percent.

Planned Future Performance: Ambitious targets and timeframes have been established for this measure. These targets were formulated using an analysis of performance measure data collected from the Office of Juvenile Justice and Delinquency Prevention's (OJJDP) various grant programs that report in the Data Collection and Technical Assistance Tool (DCTAT). Strategies to reach this target include requiring the use of evidence-based practices in some key upcoming competitive solicitations (such as mentoring and drug courts), as well as using stronger language in OJJDP's Formula and Block Grant solicitations encouraging the use of evidence-based practices. In addition, OJJDP successfully implemented its Model Programs Guide in 2015, with a more user-friendly navigation, updated and expanded literature reviews, and information regarding an array of evidence-based strategies and programs. In addition, OJJDP continues to support the development of new evidence through ongoing evaluation activities. As results are shared, OJJDP expects that more localities will adopt the most effective practices. Finally, OJJDP is also aware that many States have recently passed legislation which encourages or requires the use of evidence-based programs.

Definition: Evidence-based programs and practices include program models that have been shown, through rigorous evaluation and replication, to be effective at preventing or reducing juvenile delinquency or related risk factors, such as substance abuse. Model programs can come from many valid sources (e.g., Blueprints, OJJDP's Model Programs Guide, Substance Abuse and Mental Health Services Administration's Model Programs, State Model Program resources).

Data Validation, Verification, and Limitations: OJJDP data represent multiple grant programs that report data covering a full calendar year. Once a grant award is made, OJJDP provides comprehensive training to grant recipients regarding how to collect and report data in support of this measure. In addition DCTAT uses several "error checks" to ensure the accuracy of the information being submitted. For this measure specifically, if a grantee indicates that they are using an "evidence-based" program, a series of follow up questions must be answered which help to identify the specific program or strategy, as well as the source that indicates it is evidence-based (e.g., OJJDP's Model Programs Guide). Data entry cannot proceed without answering these questions. The responses are reviewed periodically by OJJDP's contractor and follow up is conducted, if needed. In addition, the DCTAT system performs arithmetic error checks and identifies other outliers (such as extremely high numbers of youth served) for further inquiry.

The OJJDP conducts data validation and verification review of the reported data. The purpose of the review is to determine the quality of the data collected by the grantees (and reported to OJJDP), to verify that data are accurately collected, and that records are available and can be verified. OJJDP grant programs are reviewed on a rolling basis and actual verification is conducted by OJJDP program managers as part of their monitoring activities. OJJDP uses a stratified sampling technique to select grants for review, ensuring that at least 10 percent of grant funds are represented in the review of data validity and verification.

² The Juvenile Justice Programs data represent multiple grant programs that report data covering a full calendar year. This is consistent with OJP's progress reporting schedule (January-June and July-December). Data for the July-December 2015 period is due to OJP by January 30th 2016. Therefore, full 2015 data will not be available until March 2016.

Data validation and verification is done on OJJDP performance measures in six assessment areas: data definitions; standards and procedures; data reporting; data entry and transfer; data quality and limitations; and data security and integrity. Once the data validation and verification review is complete, the data are analyzed to understand the availability, accuracy, and quality of the data collected for the program. The analysis is used by OJJDP program staff to make recommendations for training and technical assistance for grantees to help in future data collection or in providing support to grantees.

Strategic Objective 3.2: Protect judges, witnesses, and other participants in federal proceedings by anticipating, deterring, and investigating threats of violence

The USMS is the Federal Government's primary organization for protecting judges, witnesses, and other participants in federal proceedings. Protection is accomplished by anticipating and deterring threats to the judiciary and the continuous development and employment of innovative protective techniques. 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 terrorist-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.

Strategic Objective Summary of Findings: On track and making satisfactory progress

The USMS works closely with the U.S. Courts, U.S. Attorneys, and federal, state, and local law enforcement to ensure security for the judiciary, court personnel, witnesses, and other court participants. These partnerships are a major component of successful performance in protecting the federal judicial system. USMS met its outcome target by not allowing an assault against a protected court member in FY 2015. The USMS ensured a highly capable front-line defense for security at federal court facilities by providing adequate, well-trained court security personnel. This included the award, administration, and management of contracts exceeding \$350 million for a workforce of



5,000 Court Security Officers (CSOs), their annual sustainment training, and training of over 450 new CSOs. The USMS also developed standardized training on personal security awareness for the workplace, home, off-site, and those under USMS protection, created a dedicated unit to research, test, and evaluate new equipment standards, as well as help ensure judicial security remains on the cutting

edge, and full-time Center for Behavioral Analysis and the implementation of Virtual Command Centers to further evaluate threats and provide a coordinated response and recovery in the event of emergencies.

Some challenges regarding this strategic objective include the increased demand for high-level security required for many violent criminal and terrorist related court proceedings, and technology and information limitations that can impact the Department's ability to efficiently and effectively address potential threats. The ever increasing availability and capability of technology and information is both a challenge and an opportunity to the effective protection of the judicial process.

To counter these challenges, the Department is expanding its active shooter training and awareness to focus on multiple location scenarios, including public spaces and courthouses. The Department also continues to place physical access control systems in courthouses nationwide, enhance offsite security for protectees based on risk or threat assessment, and install video conferencing systems to allow protected witnesses to appear at a court proceeding without having to travel to court cases to reduce costs to the Department.

Measure Name: Assaults against protected court members [USMS]

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	0	0	0	0	0	0
Actual	0	0	0	0	N/A	N/A

Discussion of FY 2015 Results: The USMS maintains the integrity of the federal judicial system by: 1) ensuring that U.S. Courthouses, federal buildings, and leased facilities occupied by the federal judiciary and the USMS are secure and safe from intrusion by individuals and technological devices that can disrupt the judicial process; 2) guaranteeing that federal judges, attorneys, defendants, witnesses, jurors, and others can participate in uninterrupted court proceedings; 3) assessing threatening communications and providing protective details to federal judges or other members of the judicial system; 4) maintaining the custody, protection, and security of prisoners and the safety of material witnesses for appearance in court proceedings; and 5) limiting opportunities for criminals to tamper with evidence or use intimidation, extortion, or bribery to corrupt judicial proceedings.

The program met its target of zero assaults against protected court members. Protection is accomplished by anticipating and deterring threats to the judiciary and the continuous development and employment of innovative protective techniques. In FY 2015, the USMS enhanced its capabilities to predict trends, determine resource needs, and develop other strategic assessments related to protective and threat data. In addition, personal security awareness training continued to be conducted at the onset of a protective detail and protective investigation for the protectee and their family. Personal security training is also provided when residential security surveys are conducted. The USMS also continued to develop educational products and training to federal judges, members of the court, and its employees. USMS produced the video series “Project 365,” covering a range of topics and published the off-site security book “Tips Judges Can Live With.” The USMS also developed educational products on workplace violence prevention and established a comprehensive, safe, and consistent approach to Active Shooter/Active Threat situations.

In FY 2015, the USMS also ensured the continuity of secure access control and improved expenditure forecasts at federal judicial facilities nationwide by developing a weighted variable risk matrix. This matrix identifies facilities with the most critical physical access control needs and prioritizes facilities for preemptive maintenance/replacement funding (as defined by Interagency Security Committee standards).

Planned Future Performance: Investigating threats of violence planned against court members – 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 USMS will continue to work closely with U.S. Courts, U.S. Attorneys, and federal law enforcement agencies to ensure security for court personnel, witnesses, and victims, and make certain court sessions are not disrupted.

Definition: Assaults against protected court members are any criminal assaults motivated by the protectee's status within the court.

Data Validation, Verification, and Limitations: Numbers are calculated based on case reporting from Justice Detainee Information System and are validated against Judicial Security Division/Office of Protective Intelligence case tracking records. This data is accessible to all districts and updated as new information is collected. There may be a lag in the reporting of data.

Strategic Objective 3.3: Provide safe, secure, humane, and cost-effective confinement and transportation of federal detainees and inmates

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 Bureau of Prisons (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. USMS establishes detention policy and oversees the federal detention management system. USMS is responsible for managing DOJ detention resources, implementing business process improvements, and identifying areas where operational efficiencies and cost savings can be realized.

Strategic Review Summary of Findings: On track and making satisfactory progress

The Department's Smart on Crime initiative, shifted prosecutorial resources to cases with the most significant federal interests; effectively lowered sentences for low-level, nonviolent drug offenders; and encouraged the use of alternatives to incarceration in appropriate cases. As a result of this effort and other Department initiatives, the prison population system-wide crowding has decreased to 23 percent, reaching the lowest levels since 1990 and helping to move towards the Department goal of 15 percent crowding. While the Smart on Crime initiative and other Department efforts have no doubt contributed to this progress, the Department is working to measure its effectiveness and impact, the full results of which are likely to be seen over a period of several years.

The Department expects a further decrease in the federal prison population (from FY 2015):

- By 15,651 in FY 2016
- By another 3,777 in FY 2017

Overcrowding in BOP facilities continues to be a challenge by straining staff and affecting the ability to house prisoners in a safe and secure manner. New BOP facilities are constructed with more efficient architectural designs to better utilize space and are equipped with perimeter security systems, surveillance cameras, and equipment to monitor communications, which all contribute to safer and more secure facilities for prisoners and staff. To reduce prisoner suicide occurrences, the Department developed the Suicide Prevention Training Program in collaboration with the National Institute of Corrections. The USMS continues to operate and maintains a fleet of aircraft and ground transportation assets that comprise the Justice Prisoner and Alien Transportation System, which strives to reduce transportation costs for prisoners through innovation and the use of technology. USMS is working to reduce time in detention from sentencing to commitment to 53 days by streamlining prisoner transportation processing.

To address priorities and mitigate costs, the Department is re-evaluating contract costs with a number of vendors to assess and potentially reduce costs, validate progress on construction projects at new and existing facilities, increase the use of residential reentry centers and home confinement, and expand existing facilities where the infrastructure permits.



Performance Measure: Percent of system-wide crowding in federal prisons [BOP]

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	38%	37%	38%	33%	24%	14%	13%
Actual	39%	38%	36%	30%	23%	N/A	N/A

Discussion of FY 2015 Results: The target crowding level was developed using the DOJ Strategic Plan goal to reduce system-wide crowding in BOP facilities to 15 percent by 2018. During FY 2015, the overall BOP population decreased by 8,426 inmates. The BOP achieved its target for FY 2015 by increasing capacity (1,667 beds) to achieve a 7 percent reduction in system-wide crowding from FY 2014. Reducing crowding remains a high priority for DOJ.

Planned Future Performance: The inmate population continued to increase during the 1980s through the early 2000s, peaking at 219,298 in 2013. In 2014, after 34 years of steady growth, the inmate population declined by 5,149, to 214,149 inmates. The United States Sentencing Commission voted unanimously to authorize Federal judges to reduce drug sentences for eligible inmates, beginning November 2015. The BOP ended FY 2015 with 8,426 fewer inmates than it had just one year ago. This is the second consecutive year of decreases in the inmate population after 34 successive years of increases. The reduced population has had a positive impact on federal prisons: overall crowding decreased from 39 percent in 2013 to 23 percent at the end of FY 2015. The BOP continues to experience elevated levels of crowding at medium and high security institutions, though the situation is improving. The declining inmate population has helped bring down the ratio of inmates to staff, increasing the availability of staff to effectively supervise and treat the inmate population. The relative increase in staff improves safety and security and enhances BOP's reentry efforts, thereby benefitting the American public. The BOP expects the population to decline by another 15,600 inmates by the end of FY 2016. This, combined with the FY 2014 and FY 2015 decreases, would generate a decrease of nearly 13 percent from the more than 219,000 BOP prisoners in FY 2013.

Definition: The crowding levels are based on a mathematical ratio of the number of inmates divided by the rated capacity of the institutions at each of the specific security levels. The percent of crowding represents the rate of crowding that is over rated capacity. For example, if an institution had a number of inmates that equaled the rated capacity, this would represent 100 percent occupancy, which equals zero percent crowding. Any occupancy above 100 percent represents a percentage of crowding. System-wide: represents all inmates in BOP facilities and all rated capacity, including secure and non-secure facilities, low, medium, and high security levels, as well as administrative maximum, detention, medical, holdover, and other special housing unit categories. Minimum security facilities: non-secure facilities that generally house non-violent, low risk offenders with shorter sentences. These facilities have limited or no perimeter security fences or armed posts. Low security facilities: double-fenced perimeters, mostly dormitory housing, and strong work/program components. Medium security facilities: strengthened perimeters, mostly cell-type housing, work and treatment programs and a lower inmate-to-staff ratio than low security facilities. High security facilities: also known as U.S. Penitentiaries, highly secure perimeters, multiple and single cell housing, lowest inmate-to-staff ratio, close control of inmate movement.

Data Validation, Verification, and Limitations: Subject matter experts review and analyze population and capacity levels daily, both overall and by security level. BOP institutions print a SENTRY report, which provides the count of inmates within every institution cell house. The report further subdivides the cell houses into counting groups, based on the layout of the institution. Using this report, institution staff conducts an official inmate count five times per day to confirm the inmate count within SENTRY. The BOP Capacity Planning Committee (CPC) comprised of top BOP officials, meets quarterly to review, verify, and update population projections and capacity needs for the BOP. Offender data are collected regularly from the Administrative Office of the U.S. Courts by the BOP Office of Research and Evaluation in order to project population trends. The CPC reconciles bed space needs and crowding trends to ensure that all available prison space is fully utilized, both in federal prisons and in contract care.

Strategic Objective 3.4: Reform and strengthen America's criminal justice system by targeting the most serious offenses for federal prosecution, expanding the use of diversion programs, and aiding inmates in reentering society

Even as most crime rates decline, the Department needs to examine new law enforcement strategies and better allocate its resources to keep pace with today's continuing threats as violence spikes in some of our greatest cities. Although illegal drug use has been reduced to the lowest levels in three decades, a vicious cycle of poverty, criminality, and incarceration traps too many Americans and weakens too many communities. While the population of the United States has grown by about one-third since 1980, the federal prison population has grown by more than 800 percent in the same time-period. Incarceration should be used to punish, deter, and rehabilitate – not merely to warehouse and forget. Additionally, federal detention and prison spending is on an unsustainable track and has increasingly displaced other important Department public safety investments, including resources for investigation, prosecution, prevention, intervention, prisoner reentry, and assistance to state and local law enforcement. The Department must keep taking steps to make sure that people feel safe and secure in their homes and communities and that public safety is protected in the most efficient and effective way.

Strategic Objective Review Summary of Findings: On track and making satisfactory progress

The fundamental principles underlying Strategic Objective 3.4 is articulated most fully in the Department's Smart on Crime Initiative which is designed to help ensure that federal criminal laws are enforced fairly and more efficiently. In FY 2015, the Department continued to expand successful diversion and reentry programs and directed prosecutors, in appropriate circumstances involving non-violent offenses, to consider alternatives to incarceration, such as drug courts, other specialty courts, or other diversion programs. Among the programs, the Department exceeded its annual target for the number of inmates participating in drug abuse treatment programs and working in Federal Prison Industries (FPI). Additionally, the Post-Release Employment Project, initiated by the Department, demonstrated that FPI efforts help to increase the likelihood that inmates will successfully reintegrate into society following release. The Post-Release Employment project is a proven recidivism-reducing program that teaches offenders marketable work skills and a general work ethic, thereby increasing opportunities for viable, sustained employment upon release. In FY 2015, the federal prison population dropped by nearly 8,426 inmates. The BOP expects the population to decline by another 15,600 inmates by the end of FY 2016. This, combined with the FY 2014 and FY 2015 decreases, would generate a decrease of nearly 13 percent from the more than 219,000 BOP prisoners in FY 2013.



As the Department continues to implement the Smart on Crime Initiative, there are challenges ahead, such as successful implementation of the Department's drug abuse, educational, vocational, and behavioral modification programs that depends on the motivation levels of inmates to participate and succeed. In addition, Residential Reentry Centers' capacity development has been slow due to community resistance, impacting the Department's ability to support reentry and reduced recidivism programs. Moreover, there is the uncertainty of knowing long term cost-benefit calculus of reentry and diversion programs. While cost savings are clear, its effectiveness in reducing recidivism is not

yet fully known at this point. For the future, the Department will continue to implement the Smart on Crime Initiatives, including compassionate release in an effort to help the Department consider alternatives to incarceration. The Department will also continue to use the Short-term Interventions for Success to reduce re-arrest rates and the length of imprisonment for low level offenders.

Performance Measure: Number of inmate participants in the Residential Drug Abuse Treatment Program (RDAP) [BOP]

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	18,500	16,044	16,812	18,229	18,511	18,591
Actual	14,482	15,891	18,102	18,304	N/A	N/A

Discussion of FY 2015 Results: The BOP exceeded the target slightly. Additionally, the BOP is in the early stages of adding one additional Spanish RDAP at the Federal Correctional Institution in Miami. This program will begin the nine month “phase in” process in early 2016. The actual participation numbers for FY 2015 are slightly higher (+75) than the projected target.

Planned Future Performance: The Violent Crime Control and Law Enforcement Act of 1994 requires BOP, subject to the availability of appropriations, to provide appropriate substance abuse treatment for 100 percent of inmates who have a diagnosis for substance abuse or dependence and who volunteer for treatment. In response to the rapid growth of federal inmates with a diagnoses of a drug use disorder (40 percent of inmates entering the Bureau), the Bureau continues to develop evidence-based treatment practices to manage and treat drug-using offenders. The Bureau’s strategy includes early identification through a psychology screening, drug education, non-residential drug abuse treatment, intensive residential drug abuse treatment and community transition treatment.

Definition: RDAP data reported is the actual number of BOP inmates who participated in the RDAP within the fiscal year.

Data Validation, Verification, and Limitations: Validation is conducted by the Drug Abuse Program Coordinator through regular treatment meetings, supervision and inmate file and data reviews. Data Verification is conducted through SENTRY data which are monitored by Central Office and the Regional Offices no less than monthly. Also verification is done through routine review of Psychology Data System (PDS) records in the course of daily activities of inmate documentation related to the RDAP. Examples of reviews conducted include, but are not limited to: programs are operating as intended; participant status and progress are documented appropriately; PDS documentation meets the clinical standard as outlined by policy and training; inmates are interviewed for RDAP appropriately; and to ensure all inmates qualified for the RDAP are receiving the RDAP before their release from BOP custody.

Performance Measure: Percent of youths who exhibit a desired change in the targeted behavior [OJP]

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	69%	70%	71%	71%	72%	72%	72%
Actual	80%	76%	71%	72%	TBD	N/A	N/A

Discussion of FY 2015 Results: As FY 2015 actual rates are not available until March 2016, OJP is using FY 2014 actuals. The target for this measure was exceeded, likely due to an increase in the percentage of grantees implementing evidence-based programs and practices. Over the past few years, efforts have grown to carefully take the evidence into consideration when developing programs aimed at preventing or reducing juvenile delinquency and related risk factors.

Data for this measure come from the following OJJDP grant programs: Juvenile Accountability Block Grants Program, Discretionary Grant Programs, Family Drug Court, Juvenile Drug Court, Juvenile Mentoring, American Recovery and Reinvestment Act Juvenile Mentoring, Second Chance Act (SCA) Juvenile Mentoring Initiative, SCA Reentry and Co-Occurring, and the Tribal Youth Program. However, this percentage also may change once data from the Title II Formula Grants Program, Title V Community Prevention Grants Program, and Tribal Juvenile Accountability Discretionary Grant Program become available.

Planned Future Performance: Targets were formulated using an analysis of performance measure data collected from OJJDP's various grant programs that report in the DCTAT and a review of research literature on delinquency programs that have demonstrated effectiveness (through rigorous evaluation methods) in preventing or reducing juvenile offending and associated risk factors. OJJDP maintains frequent telephone and e-mail contacts with its grantees and conducts conference calls with grantees to monitor performance and other issues. Through such frequent contact with and assistance to grantees, OJJDP is able to make adjustments or take appropriate actions to improve grantee program performance.

Definition: Percent of youths who demonstrate a positive change in behavior. Different behaviors are tracked depending upon the purpose of the program (school attendance, gang involvement, etc.)

Data Validation, Verification, and Limitations: OJJDP data represent multiple grant programs that report data covering a full calendar year. This is consistent with OJP's progress reporting schedule (January-June and July-December). OJJDP has a high degree of confidence in the validity and verification of the data submitted in support of this measure. Once a grant award is made, OJJDP provides comprehensive training to grant recipients regarding how to collect and report data in support of this measure. In addition, the reporting system maintained by OJJDP, DCTAT, uses several "error checks" to ensure the accuracy of the information being submitted. For this measure specifically, grantees are asked to select a behavior indicator from a list of options, with guidance that the indicator must be one that is consistent with the purpose of the grant program itself (e.g., a mentoring program might select "academic achievement" if a primary purpose is to help youth improve their grades). Examples are provided and technical assistance is available to assist grantees with identifying data sources. Data entry cannot proceed without making this selection and answering these questions. The responses are reviewed periodically by OJJDP's contractor and

follow up is conducted, if needed, and to ensure that the program goal and behavior indicator are consistent. In addition, the DCTAT system also performs arithmetic error checks and identifies other outliers (such as extremely high numbers of youth served) for further inquiry.

OJJDP conducts data validation and verification review of the reported data. The purpose of the review is to determine the quality of the data collected by the grantees (and reported to OJJDP), to verify that data are accurately collected and that records are available and can be verified. OJJDP grant programs are reviewed on a rolling basis and actual verification is conducted by OJJDP program managers as part of their monitoring activities. OJJDP uses a stratified sampling technique to select grants for review, ensuring that at least 10 percent of grant funds are represented in the review of data validity and verification.

The data validation and verification review is done using an online tool developed with the contractor, CSR Incorporated. Once actual grants are selected, the grantee and program staff are notified. Staff members have been trained on how to conduct the review and use the tool. Data validation and verification is done on OJJDP performance measures in six assessment areas: data definitions, standards and procedures, data reporting, data entry and transfer, data quality and limitations, and data security and integrity.

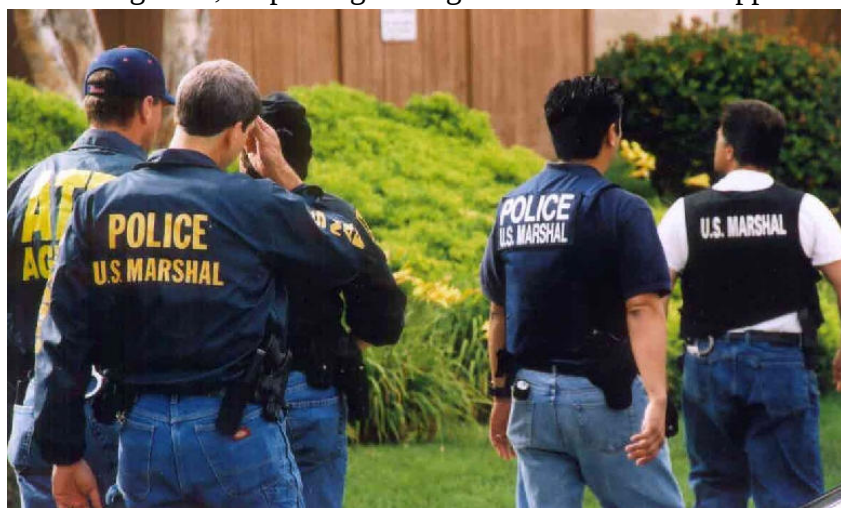
Once the data validation and verification review is complete, the data are analyzed to understand the availability, accuracy and quality of the data collected for the program. The analysis is used by OJJDP program staff to make recommendations for training and technical assistance for grantees to help in future data collection or in providing support to grantees. To date, results from the validation and verification reviews have indicated that for the most part, grantees understand the goals of performance measures data collection, and they have appropriate source data for the measures. Some improvements have been made to the DCTAT system and training to ensure that grantees are familiar with the necessary data definitions.

Strategic Objective 3.5: Apprehend fugitives to ensure their appearance for federal judicial proceedings or confinement

The USMS is the Federal Government's primary organization for apprehending fugitives from justice. USMS conducts investigations involving escaped federal prisoners; probation, parole and bond default violators; and fugitives based on warrants generated during drug investigations. In addition to these primary responsibilities, USMS task forces investigate and apprehend violent felony fugitives wanted by state and local authorities as well as international and foreign fugitives, gang members, and sex offenders.

Strategic Objective Review Summary of Findings: On track and making satisfactory progress

As a result of the Presidential Threat Protection Act of 2000 (Public Law No 106-544), the USMS Investigative Operations Division established seven strategically-located, Congressionally-funded Regional Fugitive Task Forces throughout the country, while maintaining 60 district-led fugitive task forces. These task forces operate with a "force multiplier" concept, expanding the capacity of each agency to locate and apprehend violent fugitives by combining the efforts and resources of federal, state, and local law enforcement agencies. In FY 2015, the USMS apprehended or cleared 31,202 federal fugitives, surpassing its target. The USMS also apprehended or cleared some 107,001 federal



and egregious non-federal fugitives in FY 2015. The Department supplements its international fugitive apprehension efforts through a strategic partnership with INTERPOL Washington. USMS personnel detailed to INTERPOL Washington's Alien/Fugitive Division use INTERPOL Red Notices to assist in locating, apprehending, and returning fugitives wanted by the U.S. that are located in foreign countries,

and fugitives wanted by foreign countries that are located in the United States.

In FY 2015, USMS placed escaped New York prisoners, David Sweat and Richard Matt, on the "15 Most Wanted" fugitives list and worked closely with local and state police, as well as other government agencies to track the escapees. Soon after the escape, the USMS began to offer monetary rewards in an attempt to acquire information regarding the fugitives. The USMS played an integral role in the capture of the two escaped suspects in late June 2015.

Officer safety remains a major concern. The Department developed an Officer Safety Training Policy to ensure that all officer safety training is taught in a consistent manner. USMS created a network of Tactical Training Officers to support the implementation of the USMS High Risk Fugitive Apprehension program. Over 100 Deputy U.S. Marshals have completed this training. The Department also implemented standard operating procedures for taskforces outlining fugitive case adoption criteria, procedures and validation to focus on the cases posing the greatest risk to

communities, and leverages advanced electronic surveillance and investigative processes to strengthen intelligence gathering and information sharing efforts to more effectively pursue and apprehend fugitives.

Performance Measure: Percent and number of USMS federal fugitives apprehended or cleared [USMS]

Following the June 6, 2015 Clinton Correctional Facility escape, the Department's USMS placed David Sweat and Richard Matt on the "15 Most Wanted" fugitives list; they were apprehended later that month.

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	58% / 31,388	58% / 30,711	58% / 30,711	60% / 29,124	60% / 29,124
Actual	64% / 32,811	63% / 30,792	64% / 31,202	N/A	N/A

Discussion of FY 2015 Results: One of the challenges facing the fugitive apprehension program is the volume of program responsibility. To affect the greatest public protection, the fugitive program focuses on the most egregious federal, state and local offenders. Historically local, state and federal agencies have worked closely together to find and apprehend dangerous fugitives.

In FY 2015, the USMS conducted Operation Violence Reduction 7 which focused on apprehending fugitives with three or more prior felony arrests for violent crimes and wanted for narcotics, weapons offenses, assault/battery and threats. Gang members and sex offenders received high-priority for apprehension. The U.S. Marshals strategically focused its approach through use of the agency's multi-jurisdictional investigative authority and its fugitive task force networks at the regional and local level. The operation was concentrated in seven high density regions and core cities where the USMS have established counter gang units. These units provided real time, ground level intelligence on criminal activity. In FY 2015, the USMS also increased investigators ability to verify the identity of persons in the field by developing a handheld Mobile ID Program. These handheld devices allow investigators to rapidly identify and verify wanted subjects, enhancing officer safety.

Planned Future Performance: The USMS will continue its effectiveness in fugitive apprehension through the Violent Offender Task Force network which is comprised of district-managed task forces, Adam Walsh Act apprehension initiatives, and the OCDETF program. Additionally, the USMS will maximize technical operations and capabilities in support of domestic and international fugitive investigations. It will strengthen the use of intelligence gathering and information sharing and increase support for international investigations and sex offender investigations.

Definition: The percent cleared is calculated by taking the number of fugitives who were arrested, had a detainer issued, or had a warrant dismissed divided by the sum of received fugitives (fugitives that had a warrant issued during the fiscal year) and on-hand fugitives (fugitives that had an active warrant at the beginning of the fiscal year). Note: this measure was first reported using this data and definition in FY 2013.

Data Validation, Verification, and Limitations: Warrant and fugitive data is verified by a random sampling of National Crime Information Center (NCIC) records generated by the FBI. The USMS

coordinates with district offices to verify that warrants are validated against the signed paper records. The USMS then forwards the validated records back to the NCIC. This data is accessible to all districts and updated as new information is collected. Closing a subject/warrant in the Justice Detainee Information System can be a lengthy process as reports have to be written and certain checks (NCIC, detainers, etc.) must be completed prior to the subject/warrant being closed, which can lead to a data lag for this measure.

Performance Measure: Number of red and green notices published on U.S. fugitives and sex offenders [INTERPOL]

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target - Red	N/A	487	501	501	501
Target - Green	N/A	792	816	816	816
Actual-Red	473	431	402	N/A	N/A
Actual-Green	570	655	521	N/A	N/A

Discussion of FY 2015 Results: INTERPOL Washington did not reach its FY 2015 targets for the number of Red and Green Notices published. This was due largely to an overall decline in the number of Notice applications received from U.S. law enforcement agencies, as well as a significant number of applications that were resolved, declined, or addressed by other means prior to publication. Among these were 48 Red Notice applications, 13 of which were cancelled when the subjects were arrested, and another 2 of which were withdrawn so that the subjects could return voluntarily to the United States. Of the remaining 33 applications, 16 were converted to targeted Diffusions (a type of structured communication requesting international law enforcement assistance for purposes consistent with a Notice while providing additional tactical flexibility) due to operational considerations. Operational concerns also factored into the decision to withhold 13 applications pending further investigative developments. The remaining 4 applications had administrative issues that prevented their publication. Additionally, 117 Green Notice applications were not published because they either didn't meet the necessary criteria, or were withheld pending the receipt of additional information.

Planned Future Performance: INTERPOL Notices are driven by demand, on a case-by-case basis. A law enforcement agency's decision to use an INTERPOL Notice is subject to a number of dependencies, including their awareness and understanding of its investigative uses and, in the case of a Red Notice, their ability to support the full cost of extradition. INTERPOL Washington will therefore seek to increase the demand for Notices among all local, state, federal, and Tribal law enforcement partners through targeted outreach initiatives that heighten their understanding and convey information regarding extradition support available from the Department of Justice. In addition, applications for INTERPOL Notices are subject to strict content criteria and legal review prior to publication. To that end, INTERPOL Washington has recently implemented an IT-based solution designed to ease and streamline the Notice application process. This Internet portal provides a pre-formatted template with clear, step-by-step instructions that will help decrease processing times while ensuring the sufficiency of the information required for publication at the time of submission.

Definition: INTERPOL Washington, the U.S. National Central Bureau, is exclusively responsible for obtaining the publication of INTERPOL Notices on behalf of all local, state, federal, and Tribal

law enforcement agencies. This includes Red Notices on fugitives believed to have fled the United States, and Green Notices for sex offenders, pedophiles, and other subjects deemed to be threats to public safety and likely to travel outside the country.

Red Notices serve as formal requests for international law enforcement assistance in locating, arresting, and returning by extradition, surrender, or other lawful action fugitives wanted for prosecution or to serve a sentence for a serious crime, including a sex offense. While Red Notices are published to all 190 INTERPOL member countries, less formal alternatives are available that serve the same purpose as a Notice, while enabling the requesting National Central Bureau to limit the recipient countries to those of its choosing.



Green Notices are published to warn INTERPOL member countries about subjects who are threats to public safety or may commit a criminal offense, based on prior criminal convictions or history. In conjunction with the Department of Homeland Security (DHS)/Immigration and Customs Enforcement, INTERPOL Washington actively pursues the publication of Green Notices for dangerous alien sex offenders deported from the United States pursuant to Operation Predator. It also seeks the publication of Green Notices to warn law enforcement and border

security officials of the presence or movement of transnational gang members (including those belonging to designated transnational criminal organizations such as MS-13) and to detect and deter the illicit international travel of foreign terrorist fighters seeking to infiltrate or exfiltrate the conflict zone in Syria, Iraq, and Afghanistan.

Data Validation, Verification, and Limitations: INTERPOL Washington processes all requests from U.S. authorities for INTERPOL notices and reviews each request for accuracy and compliance with U.S. and INTERPOL standards and legal requirements. INTERPOL Washington also conducts queries of U.S. and international law enforcement databases to verify and augment data contained in U.S. issued notices.

Strategic Objective 3.6: 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

Crimes of mass violence often leads to international instability, which puts the United States' security and interests at risk. Lack of accountability for past mass human rights violations increases the risk that such crimes will be repeated. For more than 60 years, the U.S. Government has been a worldwide leader in efforts to end impunity for genocide, torture, war crimes, and other egregious human rights violations by holding perpetrators accountable in the United States through prosecutions or other available means. The Department will continue its longstanding efforts to prevent the United States from becoming a safe haven for the perpetrators of mass human rights violations and to support foreign and international efforts to hold such perpetrators accountable. The Department will also coordinate with other U.S. Government agencies to achieve an effective, whole-of-government approach to preventing genocide and mass atrocity.

Strategic Objective Review Summary of Findings: On track and making satisfactory progress

As part of a global effort to end impunity for human rights violators who commit mass atrocities and genocide, the Department of Justice continued in FY 2015 to actively engage internationally and domestically in atrocity prevention and response. The Department's Criminal Division conducted 4,067 programs and trainings with criminal justice system counterparts from 156 countries, and 578 training events and assistance programs with security and law enforcement counterparts in 35 countries. Results vary country by country, but legal and law enforcement advisors have observed the continued development of prosecutorial and investigative capacity as well as increased cooperation with numerous jurisdictions in combating serious criminal offenses.

During FY 2015, the U.S. Court of Appeals affirmed the conviction and sentence of Beatrice Munyenyezi, a woman who was convicted of procuring citizenship unlawfully, concealing her personal participation in the Rwandan genocide. Munyenyezi was sentenced to 10 years in prison and stripped of her U.S. citizenship. The Department also secured the extradition of Almaz Nezirovic to Bosnia and Herzegovina to stand trial for torture-related offenses. Bosnian prosecutors charged Nezirovic with torture and inhumane treatment of detained civilians while serving as a military police officer during the Bosnian conflict. In addition, the Department filed a complaint seeking arrest and extradition for Innocente Montano Morales to face charges in Spain for the murder of five Spanish priests in El Salvador during the 12 year civil conflict. Finally, the Department secured the indictment of Slobodan Maric, who is alleged to have abused prisoners under his care in Bosnia while guarding a prison facility during the conflict in that country in 1992.

Challenges ahead include a lack of public awareness of the Department's ability to hold human rights violators accountable for atrocities that were committed overseas in the distant past. Robust recent efforts to build awareness will take time to bear fruit. Additionally, the lack of a physical presence in some countries hinders the Department's ability to build relationships with those countries. The lack of presence prevents sustained development of institutions which ensures those countries do not become safe havens for perpetrators of mass atrocities.

Mass atrocities occur overseas in chaotic settings, making prevention extraordinarily difficult. Achieving this strategic objective presents immense hurdles and requires "whole of government"

approach. The Department will continue to work collaboratively with international partners to end impunity for human rights abusers, including by responding to extradition requests, defending removal orders, and prosecuting cases involving human rights violators, including civil denaturalization cases, where appropriate. The Department will also continue robust case development efforts by engaging with immigrant communities throughout the United States to ensure that these communities understand that DOJ can hold accountable human rights violators who committed atrocities overseas.

Measure Name: Number of training sessions or presentations given with the goal of building the capacity of foreign law enforcement, prosecutors, and judicial systems regarding the investigation and prosecution of serious criminal offenses, including genocide and mass atrocities [CRM]

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	N/A	3,675	4,038	TBD
Actual	N/A	1,237	4,023	N/A	N/A

Discussion of FY 2015 Results: In FY 2015, the Department of Justice continued to actively engage internationally and domestically in atrocity prevention and response. Internationally, the Department’s Criminal Division conducted 4,067 programs, trainings, and other types of technical assistance with criminal justice system counterparts from 156 countries, and 578 training events and assistance programs with security and law enforcement counterparts in 35 countries. DOJ’s legal and law enforcement advisors report the continued development of prosecutorial and investigative capacity in nations at risk of atrocities as well as increased cooperation with numerous jurisdictions in combating human rights violations and serious criminal offenses. Domestically, during FY 2015, the U.S. Court of Appeals affirmed the conviction and sentence of Beatrice Munyenyezi, a woman who was convicted of procuring citizenship unlawfully, concealing her personal participation in the Rwandan genocide. Munyenyezi was sentenced to 10 years in prison and stripped of her U.S. citizenship. The Department also secured the extradition of Almaz Nezirovic to Bosnia and Herzegovina to stand trial for torture related offenses. Bosnian prosecutors charged Nezirovic with torture and inhumane treatment of detained civilians while serving as a military police officer during the Bosnian conflict. In addition, the Department filed a complaint seeking arrest and extradition for Innocente Montano Morales to face charges in Spain for the murder of five Spanish priests in El Salvador during the 12- year civil conflict. Finally, the Department secured the indictment of Slobodan Maric, who is alleged to have abused prisoners under his care in Bosnia while guarding a prison facility during the conflict in that country in 1992.

Planned Future Performance: In FY 2016, the Office of Overseas Prosecutorial Development, Assistance and Training (OPDAT) plans to conduct 3,400 overseas trainings, presentations, and working group or mentoring sessions with criminal justice system counterparts from 150 countries in a variety of substantive areas. In FY 2016, the International Criminal Investigative Training Assistance Program (ICITAP) plans to conduct 638 training events and provide law enforcement development programs (training and/or technical assistance) in 34 countries. ICITAP and OPDAT’s assistance programs are designed to build the capacity of host countries so that they can become strong international partners in combating serious transnational crime, both on their own and in partnership with the U.S. Department of Justice. OPDAT accomplishes its mission through long-term engagements in-country by legal advisors who provide advice on legislative drafting, conduct

practical skills training and case-based mentoring for prosecutors and investigators, and assist with institutional development. ICITAP programs vary in size and cover a range of functions including police, corrections, security, and forensics. ICITAP programs focus on long-term, comprehensive, sustainable reform. When possible, ICITAP and OPDAT integrate their programs to develop all pillars of the criminal justice system including law enforcement, prosecutions, judiciary, and corrections. Notably, rule of law development and justice sector assistance help bolster the capacity to prevent and/or respond to atrocities.

In addition to these goals regarding our target numbers, DOJ aims to:

- Continue case development efforts to expand human rights-related investigations and cases, as well as cooperation with foreign law enforcement authorities handling human rights cases abroad;
- Continue to train and collaborate with law enforcement and justice partners to ensure human rights cases are effectively identified, investigated and prosecuted when possible;
- Continue participation in the Atrocities Prevention Board and advance other efforts at interagency communication and cooperation related to this objective;
- Continue to respond to extradition requests, defend removal orders, and prosecute civil denaturalization cases involving human rights violators, whenever appropriate;
- Continue coordination both inter- and intra-agency toward the full implementation of Presidential Policy Directive (PPD) 23 on Security Sector Assistance (PPD-23), which designates DOJ as a presumptive implementer of security sector assistance (SSA) in partner nations involving its expertise, experience, or counterparts and calls for DOJ to participate in policy formulation, planning, assessment, and program design of interagency SSA.

Definition: This measure includes training and presentations conducted by CRM's Human Rights and Special Prosecutions Section, International Criminal Investigative Training Assistance Program, and the OPDAT. Trainings included are not always primarily focused on genocide and mass atrocities, but information concerning those serious criminal offenses are covered as part of the curriculum. Moreover, the trainings provide foreign law enforcement -including prosecutors, investigators and judges – with tools necessary to sustain strong justice sector institutions, a key factor in preventing mass atrocities.

Data Validation, Verification, and Limitations: Each of the CRM Sections and Offices gather performance data internally then submit and validate that data to the Executive Officer of the Division on a quarterly basis.

Strategic Objective 3.7: 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 the 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.

Strategic Objective Review Summary of Findings: The Department of Justice, in consultation with the Office of Management and Budget, has highlighted this objective a Focus Area for Improvement

EOIR's immigration courts represent the Department's front-line presence with respect to the application of immigration law. In July 2014, EOIR acted to prioritize the cases of unaccompanied children and families who are not detained in addition to its existing priority caseload of detained aliens. This reprioritization was in direct response to the border surge in summer 2014, and in

In FY 2015:

- 27,000 unaccompanied children had an initial hearing held;
- Immigration judges completed about 12,000 unaccompanied children cases.

support of the Administration's effort to address the reasons for individuals leaving their home countries and the perceptions that led people to come into the United States., both of which contributed to an unusually high number of people crossing the Southwest border.

In part because of the surge of immigrants falling into these categories, cases that did not meet these characterizations generally took longer to adjudicate.

In addition, EOIR did not meet its performance measure targets for the percentage of Institutional Hearing Program cases completed before release or for the percentage of detained cases completed within 60 days. Challenges related to Immigration Judge hiring has also had a significant impact on EOIR's adjudicatory capacity.

The immigration court caseload is tied directly to the Department of Homeland Security (DHS) enforcement and detention activities. DHS determines both initial detention decisions and whether to file a charging document with the immigration court. Thus, the volume and nature of EOIR's caseload is driven by DHS. In addition, EOIR's caseload and the nature and complexity of the cases before it are impacted by changes to immigration law.

To address these challenges, EOIR is hiring immigration judges to increase the size of the immigration judge corps, thereby augmenting adjudicatory capacity and working to reduce the case backlog and wait times for those in proceedings. EOIR is also making organizational changes, at Headquarters and in the individual immigration courts, to increase efficiencies through better communication and providing more direct supervision. EOIR is leveraging technology to assist those who appear before our adjudicators by allowing for real-time information flow. In addition, EOIR

also continues to evaluate its priority caseload to ensure that it concentrates resources on a reasonable number of priority cases to ensure that those cases are being adjudicated as fairly and as quickly as possible.

Performance Measure: Percent of Institutional Hearing Program (IHP) cases completed before release [EOIR]

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	85%	85%	85%	85%	85%	85%	85%
Actual	88%	87%	83%	79%	79%	N/A	N/A

Discussion of FY 2015 Results: At the start of FY 2014, EOIR changed its statistical methodology to enhance transparency in its reporting. To that end, cases that had previously been exempt from the priority caseload goal of completing 85 percent of IHP cases prior to the alien’s release because of circumstances beyond the control of the immigration judge (such as a Notice to Appear being filed by DHS less than four months from an alien’s earliest possible release date from an IHP facility) are now included in EOIR’s statistics. EOIR’s ability to meet this goal depends largely upon DHS filing the Notice to Appear (initiating removal proceedings) with sufficient time before release to complete a case.

Planned Future Performance: EOIR is currently engaged in an aggressive hiring effort and expects to increase the number of immigration judges and court staff significantly during FY 2016 which will assist the agency in hearing IHP cases in a timely manner. In addition, EOIR is working with DHS to renew coordination among the agencies in identifying IHP cases in a timely manner and collaborating to ensure their fair and timely disposition.

Definition: EOIR has identified two types of immigration court cases (IHP and detained cases) and one type of Board of Immigration Appeals (BIA) case (detained appeals) as part of its priority caseload. The IHP is a collaborative effort between EOIR, DHS and various federal, state, and local corrections agencies. The IHP permits immigration judges to hold removal hearings for aliens inside correctional institutions prior to those aliens completing a criminal sentence.

Data Validation, Verification, and Limitations: Data are collected from the Case Access System for EOIR (CASE), a nationwide case-tracking system at the trial and appellate levels. Court staff nationwide enters data, which are electronically transmitted and stored at EOIR headquarters, allowing for timely and complete data collection. Data are verified by online edits of data fields. Headquarters and field office staff use routine daily, weekly, and monthly reports that verify data. Data validation is also performed on a routine basis through data comparisons between EOIR and DHS databases.

Measure Name: Percent of detained cases completed within 60 days [EOIR]

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	85%	85%	85%	85%	80%	80%	80%
Actual	88%	86%	73%	74%	71%	N/A	N/A

Discussion of FY 2015 Results: EOIR changed its statistical methodology at the start of FY 2014 to provide clearer data for parties external to EOIR. To that end, cases that had previously been exempt from the priority caseload goal of completing 85 percent of detained immigration court cases within 60 days because of circumstances beyond the control of the immigration judge (such as a pending background check or application adjudication at DHS) are now included in EOIR statistics. In addition, the revised methodology counts not only the days a case was pending at a given court location, but all the days to complete a proceeding from the date the charging document was filed with EOIR to the date of the initial case completion, excluding changes of venue and transfers. The 2014 border surge placed an additional strain on EOIR's limited adjudicatory resources, as the agency expanded its priority caseload beyond detained cases, to include recent border crossers.

Planned Future Performance: EOIR is currently engaged in an aggressive hiring effort and expects to increase the number of immigration judges and court staff significantly during FY 2016 which will assist the agency in meeting its goal of completing 80% of detained cases within 60 days. In addition, EOIR plans to further leverage video teleconferencing equipment to ensure that adjudicatory resources are used in the most efficient manner possible.

Definition: EOIR has identified two types of immigration court cases (IHP and detained cases) and one type of BIA case (detained appeals) as part of its priority caseload. Detained aliens are those in the custody of DHS or other entities.

Data Validation, Verification, and Limitations: Data are collected from CASE, a nationwide case-tracking system at the trial and appellate levels. Court staff nationwide enters data, which are electronically transmitted and stored at EOIR headquarters, allowing for timely and complete data collection. Data are verified by on-line edits of data fields. Headquarters and field office staff use routine daily, weekly, and monthly reports that verify data. Data validation is also performed on a routine basis through data comparisons between EOIR and DHS databases.

Measure Name: Percent of detained appeals completed within 150 days [EOIR]

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Target	90%	90%	90%	90%	90%	90%	90%
Actual	94%	97%	97%	93%	95%	N/A	N/A

Discussion of FY 2015 Results: The BIA continued to manage its resources carefully to ensure that it exceeded its goal of completing 90 percent of detained appeals within 150 days.

Planned Future Performance: EOIR has established case completion goals for the various types of cases that the BIA adjudicates and will continue to allocate existing resources to the adjudication of priority cases. In anticipation of expanded immigration judge hiring, the BIA was expanded from 15 to 17 Board Members in FY 2015 and, in FY 2016, will increase its supporting legal staff accordingly. The addition of new Board Members and corresponding legal staff will enable the BIA to continue to reach its goal of completing 90 percent of detained appeals within 150 days and further improve appellate adjudication processing overall.



Definition: EOIR has identified two types of immigration court cases (IHP and detained cases) and one type of BIA case (detained appeals) as part of its priority caseload. Detained aliens are those in the custody of DHS or other entities.

Data Validation, Verification, and Limitations: Data are collected from CASE, a nationwide case-tracking system at the trial and appellate levels. All data entered by BIA staff are stored at EOIR headquarters, which allows for timely and complete data. Data are verified by on-line edits of data fields. Headquarters staffs use routine daily, weekly, and monthly reports that verify data. Data validation is also performed on a routine basis through data comparisons between EOIR and DHS databases.

Strategic Objective 3.8: 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

The Department bears a great responsibility to American Indian and Alaska Native Tribes to help build and sustain safe and secure native communities, to meet our treaty and trust responsibilities to Tribes, and to respect the sovereignty of tribal governments. Tribal communities face immense and urgent challenges to public safety, tribal sovereignty, and cultural preservation. The Department of Justice, alongside other federal agencies working in Indian Country, is charged with helping tribal communities overcome those challenges. The work of the Department, in Indian Country, extends to almost every function of the Department, including law enforcement and prosecution; tax, civil, and civil rights litigation; corrections; legislative and policy development; and grant making and program implementation. Interdepartmental collaboration in the development of policy, review of litigating positions, and support of programs is critical to ensuring a unified federal government presence in Indian Country and promoting progress in ongoing efforts to strengthen native communities.

Strategic Objective Review Summary of Findings: On track and making satisfactory progress

The Department strengthens government-to-government relations between tribes and the United States through such bodies such as the Tribal Nations Leadership Council, which met 11 times in FY 2015. The Council facilitates dialogue and coordinates efforts between the Department and tribal governments, and provides direct access between tribal leaders across the country and the Department's senior leadership. Coordination of policies, activities, and litigation relating to Indian Country is critical to this objective's success, and the Department uses several approaches to tribal coordination both within DOJ and with other federal agencies. The Indian Civil Litigation and Policy Working Group began meeting in spring 2013, and informs litigating and policy-oriented components across the Department of crosscutting or significant Indian law matters and other issues. DOJ and the Department of the Interior/Bureau of Indian Affairs coordination of funding for construction and maintenance of correctional facilities in Indian Country has streamlined processes at both agencies, enabled feedback from Tribes, and led to a long-term approach to developing correctional facilities in Indian Country. The Advisory Committee of the Attorney General's Task Force on American Indian and Alaska Native Children Exposed to Violence released a report outlining significant policy recommendations to the Justice Department. Shortly after, the Department adopted a Statement of Principles to guide and inform all of its interactions with federal-recognized Indian tribes.

The FBI's Office for Victim Assistance (OVA) employs victim specialists in field offices who work side-by-side with agents to ensure victims of crimes in Indian Country – and victims of federal crimes elsewhere – receive the rights and services they are entitled to by law.

The Department also works proactively to assist victims of violence, domestic violence, and sexual assault in Indian Country. The Department-organized Intertribal Technical-Assistance Working Group, consisting of voluntary tribal representatives, exchanges views, information, and advice, peer

to peer, about how tribes can best exercise special domestic violence criminal jurisdiction, combat domestic violence, recognize victims' rights and safety needs, and fully protect defendants' rights. To aid in the creation of a national strategy to enhance the ability of tribal governments and their partners' response to sexual violence, the Office of Victims of Crime established a multi-disciplinary working group of Indian Country professionals, with significant experience in developing a coordinated community response to sexual violence. In July of 2015, DOJ created the Federal Victims in Indian Country (FedVIC) Working Group to address the needs of federal victims in Indian Country. FedVIC members include federal prosecutors, investigators, and victim assistance personnel, and are focused on identifying gaps in victim services and developing proposed solutions.

The most significant challenges faced by the Department in relation to this objective are the high rates of violent crimes in Indian Country. In addition to continuing the initiatives described above, the Department is working to improve its performance measures related Indian Country to better reflect the progress of strengthening relationships and improving public safety on tribal lands.



In this photo, DOJ Deputy Attorney General Sally Quillian Yates, Acting Associate Attorney General Stuart Delery, and U.S. Attorney John Walsh discussing jurisdictional complexities with tribal law enforcement at the Southern Ute Indian Reservation in southwest Colorado.

Performance Measure: Number of meetings conducted with the Tribal Nations Leadership Council [OTJ]

	FY 2014	FY 2015	FY 2016	FY 2017
Target	10	10	10	10
Actual	12	11	N/A	N/A

Discussion of FY 2015 Results: OTJ exceeded the target, which is particularly notable given the leadership transitions that took place during FY 2015. These regular meetings, between high-level DOJ representatives and tribal leaders, have been an integral part of a multitude of policy- and process-related decision making at the Department. For example, during the most recent in-person meeting (October 2015), Tribal Nations Leadership Council (TNLC) members had a lengthy and substantive discussion with relevant components regarding alternative funding mechanisms to provide resources in support of the Violence Against Women Act Reauthorization of 2013 (VAWA 2013). During the same meeting, council members were involved in discussions on a range of issues, including services to victims of crime, information sharing, youth programs, and substance abuse in Indian country. These discussions have become an important part of the internal Departmental deliberative process, when new initiatives or a change in course is under consideration.

Planned Future Performance: The Office of Tribal Justice, on behalf of the Department, will continue to schedule monthly teleconferences and biannual in-person meetings with the TNLC, and will ensure that any canceled meetings are rescheduled. OTJ has expanded the focus of in-person and telephonic meetings to include other federal agencies as appropriate, and will continue to seek ways to make these regular meetings substantive and meaningful for all participants.

Definition: In January 2010, the Attorney General established the TNLC to facilitate dialogue and coordinate efforts between the Department and tribal governments via meetings with the Attorney General and other senior leaders, and to receive feedback from tribal leaders on the Department's activities in Indian Country as well as address any issues of importance to tribal leaders. The TNLC has become an important link between the Department and tribal governments, providing direct access to tribal leaders across the country and, conversely, direct access to senior leadership for the Tribes.

Data Validation, Verification, and Limitations: This collection involves a straightforward count. There are no limitations or concerns related to this collection.

Performance Measure: Number of individuals in Indian Country that are receiving substance abuse treatment services from DOJ (in-patient or out-patient), including Healing-to-Wellness Court [OJP]

	FY 2014	FY 2015	FY 2016	FY 2017
Target	N/A	1,200	1,200	1,096
Actual	1,124	1,096	N/A	N/A

Discussion of FY 2015 Results: Fiscal year 2015 saw a 2.5 percent decrease when compared to FY 2014 in individuals receiving substance abuse treatment services, from 1,124 to 1,096. This decrease may be due to a number of reasons including a \$2.2 million reduction in available grant funds between FY 2014 and FY 2015.

For FY 2015 and FY 2016, OJP and the Bureau of Justice Assistance (BJA) established the baseline target of serving 1,200 tribal individuals with substance abuse services. This target was based on data from FY 2013⁴ and FY 2014, assuming program funding and other components would remain consistent. Due to the reductions in Tribal Courts Assistance Program and Indian Alcohol and Substance Abuse Prevention Program (TCAP/IASAP) funding (\$3 million reduction from FY 2013 to FY 2014 grants, \$2.2 million reduction from FY 2014 to FY 2015 grants), the FY 2017 target is 1,100.

Planned Future Performance: In FY 2015, OJP/BJA awarded over \$12.5 million dollars to 23 grantees in the Coordinated Tribal Assistance Solicitation (CTAS) Purpose Area 3: Justice, and Alcohol and Substance Abuse Program. The continued reinvestment in this area highlights the dedication to help strengthen government-to-government relationships 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. DOJ encourages CTAS grantees to use strategic planning to identify public safety, criminal and juvenile justice, and victimization needs in order to determine gaps in services that the grant programs can address.

Definition: This measure assesses the number of persons on Indian Country receiving culturally sensitive alcohol and substance abuse treatment programs. Curbing alcohol and substance abuse related crime continues to be a priority in many tribal communities across Indian Country. The measure is derived from performance measurement data submitted by Tribal grantees in the Performance Measurement Tool (PMT) that received grant funding through the TCAP/IASAP and reported on the following measures: 1) the number of individuals that began treatment during the reporting period; 2) Healing-to-Wellness court/drug court participants; and 3) number of individuals who completed a treatment program. Together the data reported in these measures provide the fiscal year total for the number of individuals in Indian Country that are receiving substance abuse treatment services from DOJ.

Data Validation, Verification, and Limitations: OJP/BJA grantees report performance measurement data in the Performance Measurement Tool, which is an online data collection system. Performance measurement data is validated and verified using a six step process. The data verification procedure consists of the following steps: 1) training, 2) written guidance, 3) real-time data entry validation checks, 4) manual review by an analyst, 5) grantee contact to verify flagged data, and 6) BJA staff review.

⁴ FY2013 data was missing one quarters worth of data, the October–December 2012 reporting period. Data for the combined TCAP/IASAP program was not collected in the PMT until the January–March 2013 reporting period.

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