

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

All levels of law enforcement – international, federal, state, local, and tribal – as well as the Intelligence Community and partners in industry and academia look to DOJ for leadership and assistance. The Department will continue to maintain and enhance existing partnerships, develop new relationships, and work with organizations at all levels to achieve common operational objectives. Through strong relationships, all participants will enhance and benefit from the collective knowledge and understanding of the values inherent in the American justice system.

Goal 3 summarizes the work the Department will perform to promote relationships with law enforcement partners, protect individuals involved in federal judicial proceedings, provide housing and beneficial services for persons in federal custody, adjudicate and litigate immigration cases, and establish rule of law in the international community. In each of these areas, the Department will continue to support its partners through direct operations or grant programs or both.

The Department has established seven objectives to guide its efforts in this area:

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

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

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

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

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

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

Objective 3.7: Adjudicate all immigration cases promptly and impartially in accordance with due process

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

Among the DOJ components that share responsibility for this strategic goal are: Bureau of Prisons (BOP); USMS; OJP; Executive Office for Immigration Review (EOIR); U.S. Parole Commission (USPC); Community Oriented Policing Services (COPS); CRM; FBI; ATF; Community Relations Service (CRS); CRT; ENRD;

INTERPOL Washington; Office of Tribal Justice (OTJ); and the U.S. Attorneys.

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 the officers and officials who work in the Nation's states, cities, 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 also 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.

Overall, the Department will continue to ensure that law enforcement at every level, domestic and international, is engaged in the fair, impartial, efficient, and transparent administration of justice.

Strategies to Achieve the Objective

Partner with state, local, and tribal law enforcement agencies through grants and technical assistance to address public safety concerns

The Department supports agencies and communities by funding a variety of broad-purpose initiatives as well as specific programs that support the partnership between law enforcement and communities. The Department also encourages collaborative problem-solving to address both new and existing public safety concerns. By working together, victims will be kept safe and offenders held accountable.

The Department will continue to foster programs in state, local, and tribal communities through a variety of initiatives that provide innovative leadership, critical research and information, and essential funding to help communities implement public safety programs and strategies. The Department will also continue to provide financial, training, and technical assistance to communities across the country to develop programs, policies, and practices aimed at ending domestic violence, dating violence, sexual assault, and stalking. In addition, through grant programs, financial assistance will be available to state, local, and tribal law enforcement agencies to

address law enforcement needs. These grant programs will focus on increasing the capacity to implement community policing strategies, hire more officers, purchase equipment, obtain new technology, and receive training and technical assistance.

For more than a decade, the Department has provided resources, grant funding, and technical assistance to tribal communities across the Nation. The Department will continue to engage and coordinate actions in tribal communities on issues of public safety, such as violent crimes committed against Indian women, to ensure that the perpetrators of crime are held responsible for their actions.

The Department will also continue to support ongoing research and evaluation of program approaches and strategies that show promise in reducing or preventing crime and victimization. These include research on the causes of, and solutions for, crime; violence, including violence against women and teen dating violence; elder mistreatment; children exposed to violence; and victimization. They also include evaluations of policing, courts, sentencing, institutional and community corrections, and other criminal justice programs and policies.

Finally, research indicates that treating non-violent drug offenders through court-monitored rehabilitation helps reduce recidivism and substance abuse and increase offenders' likelihood of successful rehabilitation through early, continuous, and intense judicially supervised treatment; mandatory periodic drug testing; community supervision; and appropriate sanctions. The Department will continue to support these programs through a variety of grants that provide financial and technical assistance to state, local, and tribal governments to develop and implement treatment drug

courts and other alternatives to incarceration that effectively integrate substance-abuse treatment, mandatory drug testing, sanctions and incentives, and transitional services in a judicially-supervised court setting with jurisdiction over nonviolent, substance-abuse offenders.

Support international cooperation and the establishment of rule of law through international treaties, training, and assistance

The Department will continue to develop strong working relationships with foreign counterparts to coordinate multi-dimensional investigations, evidence gathering and sharing, and tracking and apprehending international fugitives from justice. To promote strong working relationships, the Department will continue to provide assistance to foreign counterparts to improve the skills of foreign prosecutors, law enforcement personnel, forensics specialists, corrections personnel, and judges; encourage legislative and justice sector reform in countries with inadequate laws; and promote the rule of law and regard for human rights. Such assistance will enhance the ability of foreign governments to prevent or disrupt terrorism before it extends beyond their borders to threaten the United States, and will help to establish a framework for effective international law enforcement cooperation.

The successful investigation and prevention of terrorist attacks typically require international cooperation and the collection of evidence from abroad. The Department will continue to take the lead role in making formal requests to countries around the world to secure the return of international fugitives and evidence critical to the investigation and prosecution of terrorist activity. Using a network of bilateral

extradition treaties, mutual legal assistance treaties, and multilateral conventions, DOJ will work closely with U.S. and foreign prosecutors, law enforcement, and judicial authorities in matters relating to counterterrorism investigations to secure critical evidence located outside the jurisdiction of the United States.

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

The U.S. Marshals (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.

Strategies to Achieve the Objective

Stop potential violence against judges, court personnel, witnesses, and victims

Investigating threats of violence planned against court officials – 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

Department 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.

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.

Detention populations are projected to increase. The Department will continue to collaborate with other government agencies engaged in housing detainees to enhance operations and create potential opportunities for achieving efficiencies, such as sharing expertise and new innovations in detention

management and exploring acquisition activities, information systems, planning models, or other operational/strategic initiatives that would benefit multiple agencies.

Strategies to Achieve the Objective

Ensure safety and security of inmates incarcerated in the federal prison system

It is the Department's duty, and in the Nation's interest, to provide for the safety and security of inmates that are incarcerated in the federal prison system. A safe and secure environment for inmates and other persons in federal custody helps to protect inmates, staff, and the public. The Department will continue to maintain the highest level of security throughout the prison system, ensure that correctional staff are properly trained and equipped, and maintain procedures to minimize violence and the introduction of contraband in prison facilities. The Department is prepared to house dangerous inmates, including those convicted of terrorist acts. Additional focus is placed on inmates in segregated housing to ensure such housing is used only when necessary to maintain the safety, security, and orderly operation of prison facilities.

Ensure adequate, cost-effective prison and detention capacity

The Department is responsible for providing oversight of detention management and for improving and coordinating detention activities of federal agencies involved in contracting for detention services. The bed space to house pretrial detainees is acquired through intergovernmental agreements with state and local governments and contracts with private vendors. Containing housing costs is a multi-faceted effort. Strategies include the use of confinement alternatives,

utilizing the least costly bed space within the desired location, and partnered contracting.

Transport prisoners securely and efficiently

The Department will continue to provide for the safe, secure, and humane transportation of persons in federal custody by the most cost-effective and efficient means possible, while safeguarding transportation personnel and the American public. The USMS is the Federal Government's primary organization for transporting prisoners to jails, courts, medical appointments, and other necessary destinations. With prisoner populations growing throughout the country, USMS is challenged to maintain a high security standard while transporting prisoners. Along the Southwest Border in particular, large numbers of prisoners have dramatically affected the ability of Deputy Marshals to produce defendants before the courts.

The Department's Justice Prisoner and Alien Transportation System (JPATS) is responsible for transporting prisoners and is one of the largest transporters of prisoners in the world — moving prisoners everyday between judicial districts, correctional institutions, and foreign countries. The Department will implement a strategy to optimize the JPATS transportation network by creating more flexibility in the system and determining the right-size aircraft, optimal routes, and hub locations. These efforts are focused on reducing the time between the movement request and arrival at the destination.

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 our resources to keep pace with today’s continuing threats as violence spikes in some of our greatest cities. The Department needs fresh solutions for assisting victims and empowering survivors of violent crime and sexual assault. 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.

Strategies to Achieve the Objective

Develop specific, locally-tailored guidelines for determining when federal charges should be filed

By targeting the most serious offenses, prosecuting the most dangerous criminals, directing assistance to crime ‘hot spots,’ and pursuing new ways to promote public safety, deterrence, efficiency, and fairness, the Department can become both smarter and tougher on crime. The Department’s prosecutors must not only determine that a defendant’s conduct constitutes a federal offense and that there is sufficient admissible evidence to obtain and sustain a conviction, but also that the prosecution serves a substantial federal interest, that the defendant is not subject to effective prosecution elsewhere, and that there is no adequate non-criminal alternative to prosecution. The Department’s prosecutors must also consult with state, local, and tribal law enforcement to shape district-specific prosecution criteria and to ensure that agency priorities in each district align with federal prosecution goals. By providing leadership to all levels of law enforcement, and bringing intelligence-driven strategies to bear, the Department can bolster the efforts of local leaders, U.S. Attorneys, and others in the fight against violent crime while remaining committed to common sense criminal justice reform.

Modify the Department’s charging policies to avoid harsh mandatory minimum sentences for low-level, nonviolent drug offenders

Some statutes that mandate inflexible sentences, regardless of the facts or conduct at issue in a particular case, reduce the discretion available to judges. In 2013, the Attorney General mandated a modification

of the Department's charging policies so that certain low-level, nonviolent drug offenders, who have no ties to large-scale organizations, gangs, or cartels will no longer be charged with offenses that impose mandatory minimum sentences. They will instead be charged with offenses for which the accompanying sentences are better suited to their individual conduct, rather than excessive prison terms more appropriate for violent criminals or drug kingpins.

Expand criteria for consideration of reductions in sentences for certain offenders

The Department has updated its framework for considering compassionate release for inmates facing extraordinary and compelling circumstances, taking into consideration any threat to public safety an inmate's release may pose. In 2013, the BOP expanded the criteria that will be considered for inmates seeking compassionate release for medical reasons. Additionally, the BOP has added criteria for elderly inmates and certain inmates who are the only possible caregiver for their dependents. Requests for a reduction in sentence are ultimately submitted to a sentencing judge for approval. We believe these changes to the compassionate release policy are both fair and smart, as it will enable us to use our limited resources to house those who pose the greatest threat.

Offer alternatives to incarceration for low-level nonviolent offenders

The Department is taking steps to identify and share best practices for enhancing the use of diversion programs, such as drug treatment and community services initiatives that can serve as effective alternatives to incarceration.

Provide programs that support inmates' reintegration into society

Each year approximately 45,000 inmates are released from federal prison and return to U.S. communities and millions more cycle through local jails. Most inmates lack education and job skills and many have a history of drug dependency.

Research has shown that inmates who complete at least one educational course or a residential drug treatment program and those who work in prison industries while incarcerated are less likely to recidivate. To assist federal inmates diagnosed with substance use disorders, the Department will continue to develop evidence-based treatment practices such as the Residential Drug Abuse Treatment Program designed for inmates with moderate to serious substance abuse disorders. The Department will also continue to provide opportunities for inmates to participate in an array of educational, vocational job training, religious, and other rehabilitation programs to assist them with the transition back to communities.

Inmates are assessed to determine their skill development needs and prioritized for program placement. In addition, the assessment focuses on the development of collaborations to address barriers and assist in obtaining needed resources for reentry preparation, as well as enhancing continuity of care and information exchange with external entities.

Additionally, the Department has been taking steps to reduce recidivism by developing graduated sanctions to address non-compliant behavior, thereby reducing the number of low-risk, non-violent offenders returning to prison.

Promote effective policies to aid inmates in reentering society

Lack of or ineffective reentry policies impose high social and economic costs, including increased crime, increased victimization, increased family distress, and increased pressure on already-strained federal, state, and local budgets. By assisting individuals being released from prisons and jails to become productive citizens, we can protect public safety and save taxpayer dollars by lowering the direct and collateral costs of incarceration.

Multiple Department components have played a significant role in advancing this strategy. The Office of Justice Programs leads the Federal Interagency Reentry Council's Staff-Level Working Group, oversees the Second Chance Act grants, and has funded a comprehensive national study by the American Bar Association's Criminal Justice Section on the collateral consequences of criminal convictions. The Civil Rights Division leads the Collateral Consequences Working Group of the Reentry Council. The Access to Justice Initiative has worked with federal grant-making agencies to emphasize the importance of connecting the reentering population with legal services necessary to surmount barriers to reentry. The Office of Community Oriented Policing Services has published tools for law enforcement aimed at enhancing public safety by improving reentry outcomes. The Executive Office for the U.S. Attorneys has identified tools and resources for U.S. Attorneys to provide leadership in advancing reentry activities. U.S. Attorney's Offices are involved in reentry programs, such as reentry courts, call-in programs, and reentry outreach events with potential employers for ex-offenders, across the country. Earlier this year, the U.S. Attorneys were directed to

designate a Prevention and Reentry Coordinator in each district to ensure that this work remains a top priority throughout the country. And the Bureau of Prisons works to improve reentry outcomes for federal prisoners through a variety of treatment programs and services. Earlier this year, Department of Justice components, going forward, were directed to consider, in proposing new and revising or updating existing regulations or policy guidance, whether the regulation or guidance may impose unnecessary collateral consequences on those seeking to rejoin our communities.

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.

Strategies to Achieve the Objective

Apprehend the most wanted and violent fugitives

The Department will increase the effectiveness of fugitive apprehension through the Violent Offender Task Force (VOTF) network which is comprised of 75 district-managed task forces, Adam Walsh Act apprehension initiatives, and the OCDETF program. The Department will

continue to enhance the VOTF network by assigning senior level criminal investigators to the field to supplement existing district-based assets to ensure effective management and supervision of the fugitive apprehension program.

Additionally, the Department will enhance its technical operations, resources, and capabilities in support of domestic and international fugitive investigations. It will strengthen the use of intelligence gathering and information sharing through tools such as INTERPOL's I-24/7 global police communications system, and increase support for international investigations and sex offender investigations.

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

On August 4, 2011, the President declared the prevention of genocide and mass atrocities to be a core national security interest as well as a core moral responsibility of the United States. The President noted that our national security is affected when masses of civilians are slaughtered, refugees flow across borders, and murderers wreak havoc on regional stability and livelihoods; America's reputation suffers and our ability to bring about change is constrained when we are perceived as idle in the face of mass atrocities and genocide; and our pursuit of a world where states do not systematically slaughter civilians will not come to fruition without concerted and coordinated effort.

Crimes of mass violence often lead 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.

Strategies to Achieve the Objective

Deny safe haven to human rights violators in the United States

As a traditional magnet for immigrants from all over the world, the United States attracts not only victims of such atrocities, but also some of the perpetrators of those same crimes. Preventing human rights violators from gaining entry to the United States and ensuring that those who are here are held accountable for their crimes are essential steps toward ending the legacy of impunity that contributes to genocide and mass atrocities. The Department, including the Criminal, National Security, and Civil Divisions; United States Attorney's Offices; the FBI; and the Executive Office for Immigration Review, among others, will use the full array of legal tools available to hold human rights violators accountable. These tools include: federal criminal statutes proscribing genocide, torture, war crimes and the recruitment or use of child soldiers; criminal statutes pertaining to visa fraud and

unlawful procurement of naturalization; civil and administrative actions to denaturalize and/or remove human rights violators; extradition; and other potential tools such as targeting financial networks that support mass atrocity perpetrators. The Department will develop legislative proposals to create new tools and enhance existing ones in order to ensure that perpetrators of mass violence are held as fully accountable as possible. Working closely with the Department of Homeland Security's Immigration and Customs Enforcement and with the Department of State, the Department will seek to enhance the United States' ability to prevent the entry of perpetrators of mass human rights violations, such as through improved screening measures, stronger immigration laws and regulations, and proactive efforts to identify perpetrators.

Assist foreign and international efforts to investigate and prosecute the perpetrators of genocide and mass atrocities

The Department has long assisted international and foreign law enforcement entities seeking to bring to justice the perpetrators of mass human rights violations, such as by fulfilling judicial assistance and extradition requests. The Department also provides training to improve the skills of foreign prosecutors, law enforcement authorities, and judges and assists in legislative and justice sector reform to promote the rule of law and defense of human rights. The Department will continue to develop strong relationships with foreign and international prosecutors and investigators responsible for pursuing the perpetrators of genocide and mass atrocities in order to end impunity for such crimes. It will seek to improve and streamline information sharing about mass human rights violations and their perpetrators, to devise measures for securing

and safeguarding evidence of such crimes, and protect witnesses inside and outside the United States.

Contribute to effecting a whole of government approach to preventing and responding to genocide and mass atrocities

In April 2012, the President established the interagency Atrocity Prevention Board (APB) to coordinate and improve the United States' atrocity prevention and response capabilities. The Department plays a leading role on the APB, and through the work of the Department's Mass Atrocities Prevention and Response Working Group, established to marshal the Department's resources and available expertise and to identify best practices to help assess, prevent, and respond to genocide and mass atrocities. The Working Group will continue to address and provide recommendations on a variety of issues before the APB, including: (1) identifying available sources of information, expertise, and tools within the Department that can assist overall United States government efforts to prevent and respond to outbreaks of genocide or mass atrocities; (2) assisting with proposed prevention action plans designed to avoid such outbreaks; (3) coordinating policy strategies; and (4) ensuring effective interagency communication on the issues.

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 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 and to efficiently use its detention resources.

In addition to these efforts, the Civil Division's Office of Immigration Litigation (OIL) expertly defends government agencies in immigration-related litigation and issues that arise from EOIR decisions, such as when aliens file petitions for review in the circuit courts of appeals. The caseload for OIL is directly tied to DHS's adjudications and immigration enforcement, to the Department of State's adjudication of passport applications, to the number of Immigration and Customs Enforcement referrals for denaturalization, to Department of Labor actions regarding immigrant labor, and to the immigration adjudication rates of the Board of Immigration Appeals (BIA). OIL will continue to implement efficiencies and effectively manage its resources to meet this demanding workload.

Strategies to Achieve the Objective

Adjudicate priority cases within specified time frames and manage litigation resources efficiently

The Department has identified three adjudication priorities regarding immigration and has set specific processing time frames for each. The first concerns the Institutional Hearing Program, which

provides for the adjudication of cases involving alien inmates incarcerated in federal, state, and local institutions for criminal offenses. The objective is to adjudicate these immigration cases prior to the inmate's release from criminal custody. In cases where an alien inmate is determined to be removable, this will facilitate DHS' process for removing that person from the United States. The second priority is to adjudicate cases involving detained aliens within 60 days. The third priority is to improve the efficient use of DHS detention space by processing appeals through the BIA within 150 days.

In order to achieve these objectives, the Department will monitor caseload volume, trends, and geographic concentration on an on-going basis and adjust resource allocations accordingly. In coordination with DHS, the Department will continue to adjudicate cases efficiently and in accord with fairness and due process.

Defend immigration laws, policies, and immigration judgments

Immigration litigation is primarily defensive in nature, with the volume and character of the cases reflecting the varied personal, political, and economic circumstances that bring persons to the United States. The Department defends the decisions of the Executive Branch in immigration matters for which it carries primary responsibility, represents the positions of the United States, and handles and coordinates all federal court litigation arising under the Immigration and Nationality Act and related statutes. For certain immigration cases, suits are filed by individual aliens seeking to avoid or defer expulsion from the United States. In addition to cases challenging orders of removal, resources are expended to defend against class actions and other district court

challenges to various aspects of immigration policy and enforcement, including cases involving counterterrorism and national security.

The Department will continue to be responsible for a wide variety of trial and appellate litigation brought by citizens, domestic and international companies and unions, and special interest groups.

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 covers 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.

Strategies to Achieve the Objective

Establish regular and meaningful communication and collaboration with Tribal leaders, including consultation

The issuance of the Department's consultation policy on August 29, 2013 formalized the Department's commitment to honor the unique government-to-government relationship between the United States and Tribes. The consultation policy applies to all components of the Department, and is designed to ensure that Tribes have an opportunity to meaningfully participate in the development of policies that have Tribal implications. Now that the policy is in place, the focus will shift to institutionalizing best practices for effective consultation at the component level.

Communication between tribes and the Department of Justice is not limited to formal consultation. Collaboration between tribes and the Department encompasses a variety of forms of communication that include formal consultation, listening sessions, meetings with individual tribes, and informal discussions with tribal leaders to receive Tribal feedback on the activities of the Department in Indian Country.

In January 2010, the Attorney General established the Tribal Nations Leadership Council (TNLC) to facilitate dialogue and coordinate efforts between the Department and tribal governments via biannual 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.

Ensure consistent and effective policies, law enforcement objectives, and litigating positions

Senior leadership offices within the Department have prioritized the development of more consistent policies and activities in Indian Country over the past four years, which is critical to improving public safety and the perception of fairness in Indian Country.

Policy and litigating positions are reviewed at the Department level through the Civil Rights Indian Working Group and the Civil Litigation Working Group. Both groups are intended to keep litigating and policy-oriented components across the Department informed of crosscutting or significant Indian law matters, and to provide forums for discussion and education on cultural considerations, Indian law matters, and issues. The Department will continue to support the work of these internal groups, and will work towards institutionalizing these groups as an essential part of how the Department conducts business in Indian Country.

The Native American Issues Subcommittee (NAIS), comprised of 30 U.S. Attorneys whose districts fall within Indian Country or cover federally-recognized tribes, focuses on criminal and civil Indian Country issues and is responsible for making policy recommendations to the Attorney General regarding public safety and legal issues that affect Tribes. The NAIS plays a crucial role in ensuring consistent law enforcement activities in Indian Country.

The Department will continue to expand efforts to work with law enforcement partners in identifying and targeting areas of special emphasis and enforcement protocols, including tribal access to law enforcement databases, appropriate and effective victim services, and the development of relevant training and cultural materials for law enforcement and other practitioners in Indian Country.

Coordinate public safety initiatives in Indian Country with federal, tribal, state, and local partners

The Department has prioritized efforts to work more effectively with non-DOJ partners to improve public safety in Indian Country, and is committed to expanding these efforts. The Department will continue to participate in intra-agency initiatives to improve public safety and increase collaboration among federal agencies on a broad range of issues including information sharing, border security, violence against women, and children exposed to violence.

Long-standing collaborations exist between the Department and law enforcement groups including the International Association of Chiefs of Police and the National Native American Law Enforcement Association, which have informed Departmental law enforcement methods in Indian Country. The Department will continue to support existing partnerships, and will seek additional partnerships at federal, tribal, state, and local levels to create more effective, efficient justice systems and make the best use of resources in Indian Country.