

2011 PERFORMANCE PLAN

The Department of Justice recognizes that performance information is vital to making resource allocation decisions and should be an integral part of the budget. The Department's budget and performance integration efforts have included a full budgetary restructuring of all of the Department's accounts to better align strategic goals and objectives with resources. In addition, the Department provides detailed component-specific annual performance plans within individual budget submissions, which also serve as the Department's annual performance plan.

Under the Government Performance and Results Act of 1993 (GPRA), government agencies are required to develop long-term Strategic Plans defining general goals and objectives for their programs, and to develop Annual Performance Plans specifying measurable performance goals for all of the program activities in their budgets. Presently, the Department of Justice FY 2007-2012 Strategic Plan contains three goals. Additionally, the Department's Plan includes 25 key performance measures addressing its highest priorities toward achieving these long-term outcome goals. The Department strives to present the highest-level outcome-oriented measures available and fully report the accomplishments achieved during the reporting period.

As of the end of December 2009, 85 percent of the key performance measures have actual data. In some cases, indicators have a one-year lag time and thus are not included in this report. Based on available actual data, the Department achieved 61 percent of its key indicators in FY 2009, which is slightly lower than last year's overall success. The Department continues to emphasize long-term and annual performance measure development, placement of key performance indicators on cascading employee work plans, and Department-wide quarterly status reporting.

The Department will continue to examine its performance management system overall and implement improvements, where necessary. Additional improvement areas include continuing to improve the quality and utility of performance information, developing the capacity to use performance information through the use of technology and reliable data systems, and continuing to work with OMB and other federal agencies to develop mechanisms to target and measure efficiency of law enforcement and regulatory programs.

In addition, the Department is currently revising its Strategic Plan. The Plan is expected to be completed and published in the Spring FY 2010. The 25 key performance measures will be reexamined and revised to align with the new Strategic Plans' Goals and Objectives.

More detailed discussion about performance is also in Section III.

DEPARTMENT PERFORMANCE IMPROVEMENT OFFICER AND PANEL

Executive Order 13450: Improving Government Program Performance called for the establishment of agency Performance Improvement Officers (PIO) to coordinate efforts to advance and measure government performance and efficiency. The PIO for the Department of Justice is the Deputy Assistant Attorney General for Administration/Controller. The DOJ PIO supervises and coordinates the performance management activities of the agency; works to improve program and agency goals; develops and improves agency strategic plans, annual performance plans and annual performance reports; and regularly convenes agency personnel to assess and improve program performance and efficiency.

A DOJ Performance Improvement Officer's Panel, comprised of DOJ component-wide senior level staff, assists the PIO. The PIO Panel works to improve the Department's Performance Management Systems so that DOJ can make effective management and budget decisions and spend taxpayer money wisely. This past year, the PIO Panel reviewed and reevaluated component's performance measures to streamline and clarify the Department's more than 600 performance measures. In addition, the PIO Panel worked to establish the Department's High Priority Performance Goals.

HIGH PRIORITY PERFORMANCE GOALS

In June 2009, OMB issued a Budget and Performance Guidance Memorandum requiring federal agencies to identify a limited number of High Priority Performance Goals and begin to define the strategies and means to achieve them – this was the first step toward developing the President's agenda for building a high-performing government.

The guidance stated that a "high priority performance goal" is a measurable commitment to a specific result the Federal Government will deliver for the American people. These goals represent high priorities for both the Administration and the agency, have high relevance to the public or reflect the achievement of key agency missions, and will produce significant results over the next 12 to 24 months (FY 2010 and FY 2011). Given that the High Priority Performance Goals reflect a limited number of priorities, they would not fully reflect the agency's strategic goals nor cover the entire agency mission.

As part of developing the FY 2011 Budget and Performance Plan, the Department has identified a limited number of High Priority Performance Goals that will be of particular focus over the next two years. These goals are a subset of those used to regularly monitor and report performance. To view the full set of performance information please visit: <http://www.justice.gov/02organizations/bpp.htm>.

National Security: Increase the percentage of total counterterrorism investigations targeting Top Priority threats by 5 percent by the end of FY 2011.

White Collar Crime: Increase white collar caseload by 5 percent concerning mortgage fraud, health care fraud, and official corruption by FY 2012, with 90 percent of cases favorably resolved.

Violent Crime: Increase agents and prosecutors by 3 percent, in order to reduce incidents of violent crime in high crime areas by FY 2012.

Immigration: Increase Immigration Judges by 19 percent by the end of FY 2011 in order to expeditiously remove/release detained aliens by completing 85 percent of immigration court detained cases within 60 days.

Public Safety: Support 8,900 additional police officers by FY 2012 via COPS Hiring Programs to promote community policing strategies that are evidence based.

Civil Rights: Increase the number of persons favorably impacted by resolution of civil rights enforcement cases and matters.

- By the end of FY 2011 increase the criminal civil rights caseload by 34 percent with 80 percent of cases favorably resolved.
- By the end of FY 2011 increase the non-criminal civil rights caseload by 28 percent, with 80 percent of cases favorably resolved.
- By the end of FY 2011 increase the number of complaints finalized by mediation by 10 percent, with 75 percent of mediation complaints successfully resolved.

PLACE-BASED AND PROGRAM EVALUATION INITIATIVES

In August 2009, an Executive Memorandum (OMB BDR 09-42, *Place-Based Policies and Programs*) was issued that provided guidance on policy principles meant to advance the Administration's domestic and fiscal priorities to increase the impact of government dollars by leveraging place-conscious planning and place-based programming. Place-based policies target the prosperity, economic and social equity, sustainability and livability of targeted geographic areas that have an impact on people who live within these areas. The objective of the memorandum was to develop proposals for the FY 2011 President's Budget that advanced the Administration's policy priorities in the most effective ways by improving place-based strategies already operating or by adopting such strategies where there was significant potential or impact on problems.

Overall, the FY 2011 budget provides \$112 million to the Department of Justice for place-based, evidence-supported initiatives to combat violence in local communities. The FY 2011 budget proposes a total of \$40 million for the Byrne Criminal Justice Innovation Program to support the

Administration's place-based initiative by providing demonstration grants to state, local and tribal governments to support innovative, evidence-based approaches to fighting crime and improving public safety. Additionally, \$1.8 million is included for the Office of Justice Program's National Institute of Justice (NIJ) to conduct a joint inmate reentry evaluation with the Bureau of Prisons and the Department of Labor related to issues such as employment assistance and substance abuse treatment for those released from local, state and federal prisons, as well as an evaluation-capacity building initiative for NIJ.

The budget also includes \$25.0 million for the Community-Based Violence Prevention Initiatives, which aim to reduce gun and other violence among youth gangs in cities and towns across the country, and \$37.0 million for the Attorney General's Children Exposed to Violence Initiative, which targets the youth most affected by violence and most susceptible to propagating it as they grow up. This new initiative is a central component of the Administration's interagency initiative on Neighborhood Revitalization. The budget includes \$10.0 million for the Stopping Crime Block by Block program, which will advance justice by developing knowledge about what works in criminal justice programs and policies, and what makes communities safer from crime through a multi-pronged research program that includes multi-site demonstration field experiments and basic social science research.

Further, the FY 2011 budget includes a total of \$55.8 million for Research, Evaluation, and Demonstration Programs for NIJ and the Bureau of Justice Statistics, which would significantly increase funding for social science research and evaluation.

IMPROVING GOVERNMENT ACQUISITIONS

Successful acquisition outcomes are the direct result of having the appropriate personnel with the requisite skills managing various aspects of the acquisition process. Between FY 2000 and FY 2008, acquisition spending by civilian agencies increased by 56 percent, while the number of contract specialists grew by only 24 percent. This increased workload leaves less time for effective planning and contract administration and can lead to diminished acquisition outcomes. The lack of capacity and capability in the acquisition workforce results in tradeoffs during the acquisition lifecycle that may reduce the chance of successful outcomes while increasing costs and impacting schedule.

In July 2009, the Office of Management and Budget (OMB) issued the *Improving Government Contracting* memorandum (M-09-25) to address these concerns and in response to President Obama's call for federal agencies to improve the effectiveness of their acquisition practices. The OMB memorandum requires agencies to: (1) review their existing contracts and acquisition practices and develop a plan to save 7 percent of baseline

contract spending in FY 2011 and (2) reduce by 10 percent the share of dollars obligated in FY 2010 under new contract actions that are awarded with high-risk contracting authorities. The Department submitted its initial acquisition savings plan in November 2009 and is working closely with OMB to provide a more robust plan that will enable DOJ to fulfill the President's stated goals by the end of FY 2011.

To ensure that the Department's identified improvements and efficiencies are sustainable and achievable, it is imperative that DOJ increase the capacity and capability of its acquisition professionals in order to maximize value in federal contracting. The FY 2011 President's Budget invests additional resources to enhance the federal government's acquisition workforce, including \$10.8 million for the Department of Justice. Overall, this funding will support recruitment, hiring, retention, and training of the Department's acquisition workforce, as well as investments in information technology to improve acquisition workforce management and effectiveness. Requested resources will support investments in training to close identified gaps in such areas as project management, negotiations, requirements development, contract management, and other key topics, and in improvements to systems that support the contracting function.

MANAGEMENT OF AMERICAN RECOVERY AND REINVESTMENT ACT OF 2009 FUNDS

The Department of Justice received approximately \$4.0 billion in funding under the American Recovery and Reinvestment Act of 2009 (Recovery Act). The Department is fully committed to ensuring that the funds received are expended responsibly and transparently to further job creation, economic recovery, and other purposes of the Act. The Department submitted a plan in May 2009 that describes the Department's broad Recovery Act goals and the coordination efforts that are occurring within the Department to ensure successful implementation of requirements and monitoring of progress and performance, including actions to identify areas of risk and complete corrective actions. The detailed Department plan can be found at <http://www.justice.gov/recovery/pdfs/doj-agency-plan.pdf>.

The Recovery Act provided \$2.765 billion to the Office of Justice Programs (OJP) for grant programs that prevent and control crime, including drug-related crime, and provide victim compensation and assistance; \$1.0 billion to Community Oriented Policing Services (COPS) for the COPS Hiring Recovery Program (CHRP) to fund over 4,600 additional career law enforcement officers; \$225 million to the Office on Violence Against Women (OVW) for grant programs that support the work of state, local and tribal law enforcement to reduce violence against women and provide services to the victims of such crimes; \$10.0 million to the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) to support Project

Gunrunner for the Southwest Border Initiative to reduce cross-border drug and weapons trafficking and violence on the border; and \$2.0 million for the Department's Office of the Inspector General (OIG) for oversight activities related to Recovery Act funding. Within 6 months of enactment, the Department obligated 82 percent of the Recovery Act grand funding; as of January 2010, the Department has obligated over 99 percent.