

A Message from the Attorney General

The Department of Justice plays a critical role in maintaining and strengthening the rule of law that forms the foundation of our nation's liberty, safety and prosperity. To join the Department of Justice was an incredible honor, precisely because of its service to the American public. There is nothing I have ever done that has made me more proud than serving it for 14 years, first as an Assistant United States Attorney, then for 12 years as United States Attorney. Across our land, we are in communities, serving the public by protecting them against the most heinous threats and in many ways underpinning the invaluable legal system we cherish.

We stand at a vital time in our nation's history. Violent crime has increased dramatically over the past few years. We are facing a crisis of epidemic proportions in the abuse of opioids, which ravages our communities and leads to even more criminal behavior. We had too often ignored violations of our immigration laws, and we are under assault by foreign actors seeking to threaten us with either physical harm, through terrorism, or through an even more insidious threat from cyber attacks. And while we address those threats, we must do so by managing better and increasing productivity.

As Attorney General, I am responsible for identifying the most urgent challenges and prioritizing the Department's responses. Based on the assessment and recommendations of our leadership team, I have designated the following four strategic goals for the Department of Justice's FY 2018 – 2022 Strategic Plan:

- Strategic Goal 1, *Enhance National Security and Counter the Threat of Terrorism;*
- Strategic Goal 2, *Secure the Borders and Enhance Immigration Enforcement and Adjudication;*
- Strategic Goal 3, *Reduce Violent Crime and Promote Public Safety;* and
- Strategic Goal 4, *Promote Rule of Law, Integrity, and Good Government.*

This Strategic Plan highlights our efforts to tackle each of these, both as a unified Federal law enforcement and prosecutorial community, and with our partners. It offers specific objectives we will meet to achieve those goals, and individual strategies we will pursue to realize those objectives.

When I became the nation's 84th Attorney General in 2017, I was determined to bring the full weight of the Department of Justice to bear against threats to the American public. I am proud to present the Strategic Plan of the Department of Justice for FY 2018 – 2022.

Jefferson B. Sessions III
Attorney General

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Introduction

The *Department of Justice Strategic Plan for 2018 – 2022* (the Strategic Plan, or Plan) describes the priorities of the Department of Justice (the Department, or DOJ) over the next five years. In so doing, the Strategic Plan not only gives guidance to the 116,000 men and women working for the Department, but also informs our relationships with state, local, and tribal prosecutors and law enforcement across over 18,000 agencies nationwide, and sets expectations for the American public about the nature of work the Department will undertake in the coming five-year period.

This new Plan reflects the goals, objectives, and emphasis of Attorney General Jeff Sessions and of the Administration of President Donald Trump. Some of these goals and objectives are similar to ones published in the past, reflecting the continuity of effort by the Department in protecting national security and enforcing Federal laws. However, this Plan reflects a concerted shift in emphasis in many key respects.

This Strategic Plan places a stronger emphasis on *protecting* America’s national security by countering the threat of terrorism, disrupting and dismantling Transnational Criminal Organizations, combatting cyber threats, and fighting insider threats. It commits to *reducing* the violent crime that is scouring our communities, which we will do in part by supporting law enforcement and by providing additional prosecutorial resources to address the threat. It begins *enforcing* our nation’s immigration laws, which we will achieve by increasing prosecutions, ending “sanctuary” jurisdictions and expanding the sharing of immigration-related information among Federal agencies. And finally, and notably, it proposes to do all these things while *enshrining* the values of integrity, efficiency, and the Rule of Law.

For the 2018 – 2022 period, the four Strategic Goals of the Department of Justice will be:

1. Enhance National Security and Counter the Threat of Terrorism
2. Secure the Borders and Enhance Immigration Enforcement and Adjudication
3. Reduce Violent Crime and Promote Public Safety
4. Promote Rule of Law, Integrity, and Good Government

Priority Goals

To build momentum and emphasis behind the Attorney General’s Strategic Plan, the Department has adopted three Agency Priority Goals (APGs) to serve as DOJ’s priorities for the first two years of this Plan. These APGs complement the Strategic Plan and serve as an initial catalyst for action among the components, describing specific results to be achieved in the first 24 months under this Plan. The APGs are identified within the Plan, at Objectives 1.2, 3.1, and 3.2.

The Mission

The mission of the Department of Justice is to enforce the law and defend the interests of the United States according to the law; to ensure public safety against threats foreign and domestic; to provide federal leadership in preventing and controlling crime; to seek just punishment for those guilty of unlawful behavior; and to ensure fair and impartial administration of justice for all Americans.

Core Values

The Department conducts its work in obedience to four Core Values:

Equal Justice Under Law: Upholding the laws of the United States is the solemn responsibility entrusted to DOJ by the American people. The Department enforces these laws fairly and uniformly to ensure that all Americans receive equal protection and justice.

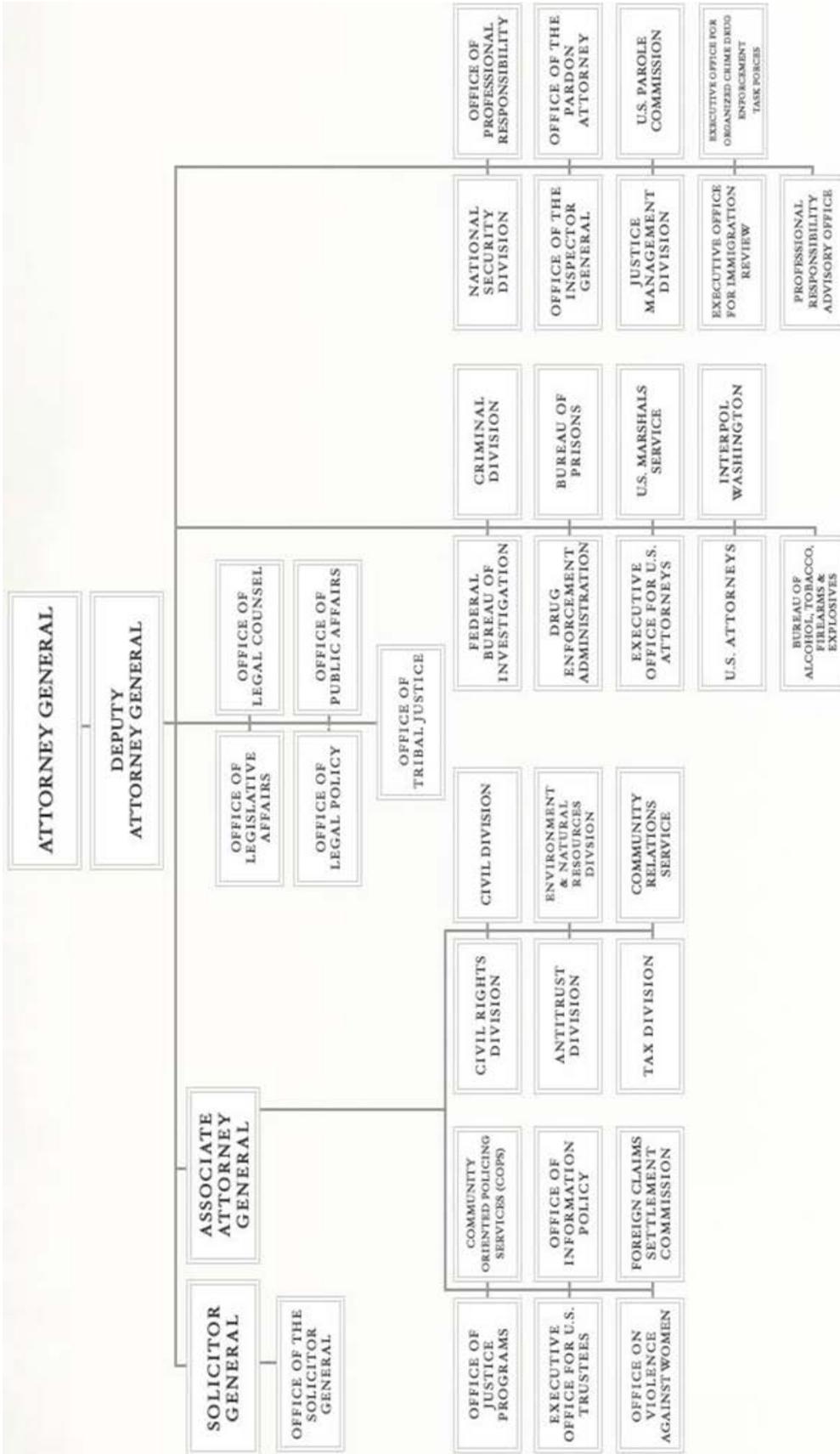
Honesty and Integrity: DOJ adheres to the highest standards of ethical behavior, cognizant that, as custodians of public safety, its motives and actions must be above reproach.

Commitment to Excellence: The Department seeks to provide the highest levels of service to the American people. DOJ is an effective and responsible steward of taxpayers' dollars.

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

Organization

Under the Attorney General's leadership, the Department comprises approximately 40 separate component organizations with around 116,000 employees who ensure that the individual component missions, and the overarching Department goals, are carried out. The Department's headquarters are in Washington, DC, and it conducts most of its work through field locations around the nation and overseas.



Approved by: 

Date: 2-5-18

JEFFERSON B. SESSIONS III
Attorney General

Structure of the Plan

The DOJ Strategic Plan is divided into three sections. This first section describes the Plan and provides background information about the Department. The second describes the goals and objectives that the Department will pursue between 2018 and 2022, along with the strategies the Department will undertake to achieve them. The final section consists of various Appendices, including the Department's principal performance indicators, program evaluations, acronyms, and lists of component websites.

It is important to know that the scope, complexity, reach, and significance of the Department's mission make it impossible to describe in a single document the complete extent of its programs and activities. While all components of the Department have a role to play in achieving elements of this Plan, of necessity this Plan emphasizes some mission sets as being of higher priority for the Attorney General. Where appropriate, other plans and reports, such as subsidiary component strategic planning documents or lists of supporting performance indicators, provide more detailed information in specific areas; these are available through links provided in the Appendix. This Plan, and links to component websites and other materials, are available at www.justice.gov.

Statutory Compliance

The *Department of Justice Strategic Plan for 2018 – 2022* was prepared pursuant to the requirements of the Government Performance and Results Act Modernization Act, 2010 (GPRAMA). It updates and supersedes the Strategic Plan published by the Department in 2014, covering the fiscal years 2014 – 2018.

Department of Justice Goals and Objectives: Fiscal Years 2018 – 2022

The strategic goals and objectives described in the pages that follow reflect the priorities of the President, the Attorney General, and Department components. Wide-ranging and long-term, they respond to evolving conditions in the United States and the world today. DOJ components frequently and routinely operate in several areas of law enforcement and the administration of justice. In practice, nearly all contribute to all of the goals identified in the *Plan*. Their inclusion under a specific goal or objective here comports with Office of Management and Budget (OMB) Circular A-11: *Preparation, Submission, and Execution of the Budget*, which calls for the alignment of goals with budget requests in strategic plans. As will be noted in the *Plan*, many goals and objectives are undertaken in collaboration with, or in support of, other federal, state, and local agencies. Several major themes underpin the Department's goals and objectives. These include:

Goal 1: Enhance National Security and Counter the Threat of Terrorism

- 1.1 Disrupt and defeat terrorist operations
- 1.2 Combat cyber-based threats and attacks

1.3 Combat unauthorized disclosures, insider threats, and hostile intelligence activities

Goal 2: Secure the Borders and Enhance Immigration Enforcement and Adjudication

2.1 Prioritize criminal immigration enforcement

2.2 Ensure an immigration system that respects the rule of law, protects the safety of U.S. Citizens and serves the national interest

Goal 3: Reduce Violent Crime and Promote Public Safety

3.1 Combat violent crime, promote safe communities, and uphold the rights of victims of crime

3.2 Disrupt and dismantle drug trafficking organizations to curb opioid and other illicit drug use in our nation

Goal 4: Promote Rule of Law, Integrity, and Good Government

4.1 Uphold the rule of law and integrity in the proper administration of justice

4.2 Defend first amendment rights to exercise religion and free speech

4.3 Pursue regulatory reform initiatives

4.4 Achieve management excellence

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Department of Justice Strategic Plan

FY 2018-2022

STRATEGIC GOAL 1: Enhance National Security and Counter the Threat of Terrorism

Protecting national security and combating terrorism are priorities of the Department of Justice (DOJ). A key tenet of this objective is to ensure that law enforcement and intelligence agencies are able to use all available tools to investigate and prevent acts of terror. The Department combats each new threat by leveraging its workforce; reinforcing, refining, and institutionalizing the fusion of intelligence and law enforcement operations; and ensuring the use of the latest technology to achieve a coordinated response to terrorist threats. The Department recognizes that the most efficient and effective means of fighting terrorism is to communicate, coordinate, and cooperate with its partners, including foreign partners and multilateral organizations, to promote national security.

The nation also faces an array of cyber threats to our national security and public safety. To counter these threats, the Department has adopted a comprehensive approach, using the full spectrum of its criminal and national security authorities and capabilities. The Department investigates, disrupts, and prosecutes large-scale data breaches and other serious cyber attacks. These attacks, by individuals, transnational cybercriminal organizations, terrorists, nation-state actors, and their proxies, deploy complex tools and capabilities. As technology evolves and our adversaries increase in sophistication, the Department's capabilities must evolve as well. This requires expanding our toolsets and investigative abilities to deter and disrupt those threats, and lawful and efficient information sharing among public and private sector partners.

Objective 1.1: Disrupt and defeat terrorist operations

The Department's top priority is combating terrorism, whether via deterrence, disruption, or prosecution. Within the Department, the National Security Division (NSD), U.S. Attorneys' Offices (USAO), and the Federal Bureau of Investigation (FBI) have the primary responsibility for defeating terrorism and other threats to national security. They carry out this mission through FBI investigations and criminal prosecutions. Success involves collaborating with Intelligence Community (IC) and law enforcement partners to neutralize terrorist cells and operatives at home, dismantle extremist networks worldwide, and cut off financing and other support provided by terrorist sympathizers. The Department also will achieve that success by investigating, prosecuting, and defeating those involved in terrorist acts. It will do so by using intelligence and law enforcement resources to enforce the rule of law, by providing justice to terrorism victims, and by using other tools to disrupt and hold accountable those responsible for plots and acts of terrorism worldwide.

Strategies to Achieve Objective 1.1

Strategy 1: Identify, disrupt, and prosecute terrorist suspects for plots and acts, which threaten our national security

The Department will continue to investigate, detect, deter, and disrupt domestic and international terror plots and actors through directed intelligence collection and analysis, as well as investigations targeting national threat priorities, in alignment with the strategy developed by the Office of the Director of National Intelligence (ODNI). The Department will protect the United States by disrupting the terrorists' sources of financial, weaponry, and material support, as well as by prosecuting those who engage in plots or acts that threaten our national security.

The threats emanating from individuals who radicalize or become radicalized, lone actors, and U.S. citizens who travel overseas and join forces with extremists remain a primary concern. Consequently, the Department will continue to focus on the methods and technologies by which terrorist networks and organizations carry out radicalization and recruitment. Moreover, because terrorists will continue to use the internet to support terrorist organizations and operations, the Department will continue to cultivate workforce skills and develop new technology solutions to enhance social media exploitation and targeting.

The vigorous investigation and prosecution of terrorism offenses are critical elements in the effort to incapacitate terrorists, hold accountable those responsible for terrorist plots and acts, gather valuable intelligence, and deter future acts of terrorism. Since September 11, 2001, the Department's counterterrorism successes include achieving numerous criminal convictions of high-profile terrorists. Continued success depends in part on strong collaboration between law enforcement and IC partners.

Strategy 2: Share intelligence with national security partners

The Department will promote and oversee a coordinated national security enforcement program, through close coordination with Department leadership, the National Security Branch of the FBI, the IC, the NSD, and the 94 USAOs. The Department will focus on enabling innovative analysis that supports four outcomes: disrupting terrorist actors who threaten the United States and its interests; providing insight to mitigate the spread of violent extremist ideology; anticipating new and developing terrorist threats; and building adaptive capabilities to counter terrorism globally. Further, the Department will continue to exploit, analyze, and share intelligence with the IC; state, local, tribal, and regional Law Enforcement Community partners; and foreign governments, where appropriate. This collaboration complements the collection and analysis of partner organizations, facilitating expedited identification and mitigation of current and emerging threats.

The Department will continue to represent the United States before the Foreign Intelligence Surveillance Court (FISC) to obtain authorization under the Foreign Intelligence Surveillance Act (FISA) for federal agencies to conduct intelligence collection activities. Furthermore, the Department will leverage the Terrorist Screening Database, also known as the "Watchlist," to support the counterterrorism screening efforts of partner entities. It will do so by providing near real-time identity resolution to coordinate operational responses, to interdict activities supporting terrorism, and to prevent potential acts of terrorism. This expansive collection of identities is

built upon the collection and analytical efforts of numerous United States Government (USG) agencies. The Department will continue to share this information, as appropriate, with domestic and international partners, serving as a bridge between the law enforcement, military, intelligence, homeland security, and international communities. Lastly, the Department will support foreign government efforts to investigate and prosecute, in their own courts, terrorists who threaten U.S. national security, both by engaging and sharing information with foreign law enforcement and by building the capacity of foreign governments to investigate and prosecute terrorism cases. This support will include facilitating U.S. overseas terrorism victims' participation in foreign justice processes if they so choose, consistent with foreign law.

Key Performance Indicators

- Number of Counterterrorism (CT) disruptions through investigations
- Number of incidents reported to the United States Bomb Data Center via the Bomb and Arson Tracking System
- Percentage of CT defendants whose cases were favorably resolved
- Number of activities conducted with the goal of building the capacity of foreign law enforcement, prosecutors, and judicial systems to disrupt and dismantle terrorist actions and organizations

Contributing DOJ Components: FBI, ATF, DEA, CRM and NSD

Objective 1.2: Combat cyber-based threats and attacks

From attacks on critical infrastructure to the theft of sensitive information and intellectual property, our adversaries seek to use cyberspace to their military and competitive advantage. Nation-states and their proxies, terrorist groups, and individual criminals have demonstrated the capability and will to inflict damage on our nation, our businesses, and our citizens. They are consistently evolving their tools and methods to evade detection and attribution and to cause more extensive harm. Similarly, technological development, such as increased reliance on networked systems, creates greater security concerns and vulnerabilities to exploit. In collaboration with federal, state, local, and foreign partners as well as the private sector, the Department will ensure that our nation's networks and infrastructure remain a safe and secure conduit for commerce, free expression of ideas, and essential services.

Strategies to Achieve Objective 1.2

Strategy 1: Identify, disrupt, and prosecute cyber threat actors

The Department of Justice has the primary responsibility over the investigation and prosecution of cybercrimes, including those with national security implications. Over the last few years, the Department has demonstrated both the capability and determination to identify, disrupt and prosecute cyber threat actors and, whenever and wherever possible, ensure that they are brought to justice. These efforts have included charging individuals acting on behalf of nation-states to

harm our national security interests, transnational organized crime groups, and individuals for launching cyber attacks against computers in the United States. The Department will continue intensive efforts in this respect, developing investigations and prosecutions that complement and strengthen these disruption strategies. Successfully identifying the actors responsible, charging them, and prosecuting them in U.S. courts, where possible, can provide justice to victims and create effective deterrence.

Strategy 2: Develop and use all appropriate tools to identify and disrupt cyber threats

The Department's cyber strategy, a key part of our national security responsibilities, relies on an all-tools approach focused on the disruption of threats, whether by investigation and prosecution or other lawful means. This all-tools approach also includes the Department supporting the disruption efforts of other departments and agencies. We have expanded our toolset to include economic sanctions against cyber actors. In addition, the Department will continue to use civil and regulatory enforcement, supply chain efforts, and other operations to disrupt threats. The Department will continue to develop attribution and response capabilities; if deployment of those capabilities require new or expanded authorities, the Department will advocate for them in the appropriate forums, including Congress, the courts, and interagency policy development processes. To attribute and disrupt attacks, the Department will continue its collaboration with other agencies, including the intelligence and defense communities, to aid attribution and ensure that responses are both effective and consistent with law.

Strategy 3: Strengthen public-private partnerships

The nation's cyber infrastructure is overwhelmingly managed and controlled by the private sector, and efforts to protect it, therefore, involve robust cooperation and information sharing with those partners. The Department relies upon private sector reports to help detect and understand ongoing activities by adversaries, and the Department must responsibly share knowledge gained from investigations to help the private sector defend their networks. Over the last two years, the Department has worked with other agencies to implement the Cybersecurity Information Sharing Act of 2015. The Department has offered guidance on appropriate disclosure of cyber threat indicators to the government for cybersecurity purposes, and has encouraged the reporting of suspected criminal and other hostile cyber activity by the private sector. The Department will continue efforts in this area through activities such as the FBI's InfraGard program and with national and district-specific outreach by agents and prosecutors.

Fiscal Year 2018-2019 Agency Priority Goal

By September 30, 2019, the Department of Justice will combat cyber-enabled threats and attacks by conducting computer intrusion program deterrences, detections, disruptions and dismantlements, and by favorably resolving cyber defendants' cases.

Key Performance Indicators

- Number of computer intrusion program deterrences, detections, disruptions and dismantlements
- Percentage of cyber defendants whose cases were favorably resolved

Contributing DOJ Components: FBI, CRM, NSD, OCDETF, and USA

Objective 1.3: Combat unauthorized disclosures, insider threats, and hostile intelligence activities

The USG faces a significant and real threat that an insider will use authorized access, wittingly or unwittingly, to harm the security of the United States. Damage to the United States and its interests can arise from many sources: media leaks, espionage, the unauthorized disclosure of classified information, the theft of intellectual property, violations of export controls or sanctions, or the loss or degradation of department resources or capabilities. To protect our nation from this multifaceted threat, DOJ must position itself to detect, deter, and mitigate insider threat risk within the Department, while also empowering its USG partners.

The United States faces a broad, rising threat from the hostile intelligence activities. These activities are not conducted exclusively by foreign governments or their intelligence services, nor do they primarily target USG secrets: hostile foreign actors can include foreign corporations or transnational organized crime groups targeting non-government information. Foreign nations take a broad-spectrum approach, in which traditional and non-traditional intelligence collectors seek to acquire vital U.S. assets to give our adversaries an economic or national security advantage. The United States must therefore have an equally broad strategy for protecting these assets as well as identifying and disrupting hostile foreign actors of all kinds. An important element of that strategy will be to understand what assets our adversaries are targeting, engage the entities who possess those assets, and help protect them from foreign actors.

Strategies to Achieve Objective 1.3

Strategy 1: Strengthen systems and educate the workforce against internal and external threats

The Department, like all components of the USG, must protect its information from internal and external threats. Hostile foreign actors use diverse methods to pursue illicit access to sensitive USG information, including enlisting the witting or unwitting aid of insiders. Even without foreign government direction, insiders can harm national security and betray the nation's trust by selectively leaking classified information, sometimes mixed with disinformation, to manipulate the public and advance personal agendas. A workforce trained in internal and external threats is better able to secure its information, Effective personnel security measures can deter and prevent insider threats, and robust information systems and physical security can reduce the likelihood of success for external actors.

Strategy 2: Prevent and disrupt espionage and theft of U.S. assets.

Once a hostile foreign actor has acquired U.S. information, items, or other assets, this damage cannot be undone by punishing those who were responsible. The prevention of loss and the proactive disruption of threat actors are essential parts of a counterintelligence strategy. Success requires leveraging the broadest set of tools, including non-prosecutorial methods, and the broadest set of allies, including other U.S. agencies at all levels of government, the private sector, and friendly foreign partners.

The assets at risk take many forms. Hostile foreign actors target information, such as USG intelligence, corporate trade secrets, research data, and personally identifying information. They seek to acquire physical items, such as innovative devices, components, and materials, and they seek to compromise physical systems, such as communications networks and other critical infrastructure. Hostile foreign actors also seek to weaken the United States by targeting our abstract assets, such as national sovereignty and freedom from illicit foreign influence. Hostile foreign actors also threaten our national security by attempting to acquire financial control over critical infrastructure and national assets. The Department will work with interagency partners to identify, mitigate, and, where necessary, block these efforts to exert foreign control over critical infrastructure and national assets when such control threatens our national security.

Strategy 3: Investigate and prosecute those responsible for espionage and theft of U.S. assets.

When foreign adversaries and their proxies steal U.S. assets, violate export control laws or sanctions, or commit related violations of U.S. law, those responsible must be charged and prosecuted. Moreover, these charges and prosecutions must be publicized to deter others from committing such activities. Although some hostile foreign actors remain beyond the reach of prosecution, such as intelligence officers under diplomatic cover, the rise in non-traditional collectors has created a burgeoning set of actors who commit crimes on U.S. soil and possess no legal immunity, such as foreign corporations and organized crime groups. Successfully identifying the actors responsible, charging them, and prosecuting them in U.S. courts, where possible, can provide justice to victims, create effective deterrence, and heighten public awareness of the importance of protecting U.S. vital assets.

Strategy 4: Investigate and prosecute those responsible for disclosing classified information without authorization.

Unauthorized disclosures of classified information undermine our ability to protect this country and keep our nation safe. The unauthorized disclosure of classified information is also incredibly damaging to our intelligence mission and capabilities. No one is entitled to decide on their own to reveal sensitive government information to the media or anybody else not authorized to receive it. The Department will aggressively investigate unauthorized disclosures and will not hesitate to bring lawful and appropriate criminal charges against those who abuse the nation's trust, including those who leak or mishandle classified material or conceal foreign contacts.

Key Performance Indicators

- Number of counterintelligence program disruptions and dismantlements
- Percentage of espionage defendants whose cases were favorably resolved

Contributing DOJ Components: FBI, NSD, and OCDETF

STRATEGIC GOAL 2: Secure the Borders and Enhance Immigration Enforcement and Adjudication

Border security, immigration enforcement, and immigration adjudication are priorities cutting across multiple government agencies. They are critically important to the national security of the United States. Illegal immigration presents a significant threat to national security and public safety. Securing our borders through enhanced immigration enforcement and adjudication ensures the safety and territorial integrity of the United States.

The Department of Justice plays a key role in the Nation's immigration enforcement and adjudication processes. Beyond DOJ, the immigration system is comprised of several other agencies, including the Departments of Homeland Security (DHS), State (DOS), Health and Human Services (HHS), and Labor (DOL).

Together and in cooperation with partner agencies, DOJ components (1) secure the borders, and protect public safety and national security, through prioritizing criminal immigration enforcement; and (2) ensure an immigration system that respects the rule of law, protects the safety of U.S. citizens and legal aliens and serves the national interest.

Objective 2.1: Prioritize criminal immigration enforcement

Enforcement of our nation's immigration laws is a fundamental priority of the Department of Justice. Ensuring lawfulness in our immigration system through the prosecution of criminal offenders in the federal courts is the responsibility of the Department's 94 USAOs. It is critical to the defense of the United States that criminal immigration laws are enforced. As such, emphasis on prosecuting criminal immigration law offenses by the United States Attorney Offices will be a priority.

Strategies to Achieve Objective 2.1

Strategy 1: Prosecute identified illegal immigration violations

Department attorneys will reexamine prosecution policies in their respective offices to ensure that USAO policies are consistent with Department immigration-related policies and will dedicate appropriate resources to maintain the prosecution of immigration offenses as a national priority, not only at the Southwest border districts, but also in all districts.

Strategy 2: Denaturalize individuals who unlawfully obtained citizenship

The denaturalization of individuals who fraudulently and/or unlawfully obtain United States citizenship defends the integrity of the immigration system and promotes the rule of law. The Department will prioritize denaturalization prosecutions, both civilly and criminally.

Strategy 3: Strengthen information sharing platforms with other Federal Agencies, Border States and bordering countries

The Department will continue to work with our federal, state, local, tribal and international partners in sharing information related to trends in immigration law enforcement through its use of fusion centers, case collaboration, and joint trainings.

Key Performance Indicators

- Percentage of criminal immigration dispositions that are successfully resolved
- Percentage of federal denaturalization dispositions that are successfully resolved

Contributing DOJ Components: USA, USMS, CRM, BOP, CIV, OCDETF, and OTJ

OBJECTIVE 2.2: Ensure an immigration system that respects the rule of law, protects the safety of U.S. Citizens and legal aliens and serves the national interest

Ensuring and advancing a fair, expeditious and uniform immigration system is a priority for the Department. The administration of immigration laws is nuanced and complex, requiring efficient processes and constant collaboration with multiple stakeholders and partners. DOJ will implement internal improvements to immigration offices and processes, and expand collaboration with external stakeholders and partners in upholding immigration law.

Strategies to Achieve Objective 2.2

Strategy 1: End sanctuary jurisdictions

The Department will use the tools at its disposal to encourage jurisdictions to end “sanctuary” policies and enter into partnerships with federal law enforcement to remove criminal aliens.

Strategy 2: Increase investigations and prosecutions of immigration-related benefits fraud including visa violations

The Department attorneys will work collaboratively with DHS, DOS, and other federal, state and local law enforcement partners to develop policies and strategies to ensure effective and successful prosecution of those who engage in immigration-related benefits fraud, which include the fraudulent obtaining of citizenship, a visa, permanent residency (Green card), and employment.

Strategy 3: Increase investigations, prosecutions, and adjudication of discriminatory or unlawful hiring practices against U.S. workers

The Department will continue to prioritize adjudication of unlawful hiring and discrimination cases in which a U.S. company or individual is alleged to have violated provisions of the Immigration and Nationality Act (INA), which proscribe the employment of unauthorized aliens, immigration-related unfair employment practices, and immigration-related document fraud. The Department will also work collaboratively with DHS and other federal, state and local law enforcement partners to develop policies and strategies to ensure effective civil and prosecution of those who engage in discriminatory or unlawful hiring practices

Strategy 4: Improve fair and timely adjudication of immigration cases in the administrative immigration courts

The Executive Office for Immigration Review (EOIR) will continue to implement updates to caseload management, expand the use of technology and data in operations and decision-making, increase the number of immigration judges and courtrooms, increase the use of video-teleconferencing technology, revise docketing practices to reduce the number of hearings necessary to complete individual cases, and reduce cases processing time. Additionally, EOIR will take significant steps toward identifying, mitigating, and reducing fraud in immigration cases in order to further provide fair and timely adjudication for just claims.

Strategy 5: Expand immigration-related information sharing with other federal agencies

To improve and expand information sharing, DOJ will work with its stakeholders and partners, especially DHS, DOS, HHS, and DOL; by collaborate to standardize data capture and information sharing. Additionally, stakeholders and partners must collaborate to resolve chokepoints in cross-Department processes and data sharing to maintain an efficient system, consistent with privacy and security statutes, regulations, and standards.

Key Performance Indicators

- Percentage of criminal immigration-related benefits fraud dispositions that are successfully resolved
- Percentage of employer sanctions, immigration-related unfair employment practices, and immigration-related document fraud cases completed within the established timeframe
- Percentage of Immigration and Nationality Act (INA) Section 274B Protecting U.S. Workers Initiative discriminatory or unlawful hiring practice enforcement actions successfully resolved
- Clearance rate for detained and non-detained cases

Contributing DOJ Components: USA, CIV, OLA, EOIR, USMS, CRM, OLP, BOP, OCDETF, and CRT

STRATEGIC GOAL 3: Reduce Violent Crime and Promote Public Safety

The next several years will be a critical time in the Department's crime reduction efforts. Between 2014 and 2016, the violent crime rate rose faster than it has in 25 years. The country also saw the highest increase in the homicide rate in 49 years. In 2016, there were more than 17,000 murders in the United States, which is an increase of 20 percent in just two years. Gang membership and gang activity is also increasing, including criminal activity associated with foreign-based criminal organizations, such as MS-13. Intentional, targeted assaults on law enforcement officers have been increasing, heightening operational safety risks. Hate crimes data and reports indicated an increase in bias motivated violent crime, and we are identifying and prosecuting more human trafficking cases than ever before. Collectively, these developments further complicate the already substantial challenges that law enforcement agencies face in executing their public safety mission. The Department will use the tools at its disposal to address these troubling trends.

There is strong evidence that collaborative and targeted enforcement efforts are effective in combatting crime and saving lives. Accordingly, the Department's agents, analysts, professional staff, and prosecutors work together with State, local, and tribal partners to focus our powerful investigative and enforcement tools and technologies against the offenders who most threaten the safety and security of our communities. The Department's grant-making components supply communities with critical assistance to advance their violent crime reduction efforts and to assist victims. Every effort will be made to ensure that victims are taken into consideration throughout the criminal justice process and that they are provided a voice during the investigation and prosecution of their case. In these ways, the Department will lead the way toward prosecuting violent offenders, deterring further crime, protecting victims, and empowering our law enforcement and community partners to take back our streets.

Finally, pursuant to Section 2 of the President’s Executive Order on Enforcing Federal Law with Respect to Transnational Criminal Organizations and Preventing International Trafficking (Executive Order) signed on February 9, 2017, the Department will “enhance cooperation with foreign counterparts against transnational criminal organizations and subsidiary organizations, including, where appropriate and permitted by law, through sharing of intelligence and law enforcement information and through increased security sector assistance to foreign partners by the Attorney General and the Secretary of Homeland Security.”

Objective 3.1: Combat violent crime, promote safe communities, and uphold the rights of victims of crime

The vigorous investigation and prosecution of violent criminals is a critical tool that incapacitates offenders and helps to deter crime. However, because the goal is to reduce crime—not to fill up the courts or the prisons—the Department’s enforcement efforts must be strategic and targeted. Since violent crime is addressed through multiple lines of effort within the Department, effective enforcement must coordinate strategies and activities of federal investigative agents and prosecutors with expertise in firearms, drug trafficking, crimes against children, human trafficking in all its forms, and other violent crime cases. Additionally, although the Department has an important role to play in addressing violent crime and promoting public safety, it must work in partnership with State, local, and tribal law enforcement agencies, as well as the communities we serve, to develop locally based violent crime reduction efforts that target the most significant violent criminals and ensure that they are held accountable.

The Department will continue to support community programs that focus on crime prevention by keeping at-risk populations (especially at-risk youth) from offending in the first place, and on assisting with the transition from prison back to the community to reduce recidivism. Additionally, the Department must ensure that it supports crime victims to keep them safe from further harm, assist their recovery, and facilitate their participation in the justice process if they choose.

Strategies to Achieve Objective 3.1

Strategy 1: Disrupt and dismantle violent transnational criminal organizations and gangs, such as MS-13

The Department works to reduce violent gang crime by targeting and dismantling gangs that pose the greatest threat to public safety. To address this threat, the Department is committed to vigorous enforcement efforts against violent transnational criminal organizations and gangs such as MS-13, using all of the tools at the Department’s disposal, including extraditions and building the capacity of our foreign partners to investigate and to prosecute those criminal networks before they can reach our borders.

Strategy 2: Support our State, local and tribal partners in making our communities safe

As part of the Department's nationwide violence reduction strategy, the Department will support, train, and work in partnership with state, local, and tribal partners to make communities safer.

Strategy 3: Protect victims of crime from exploitation and re-victimization

Individuals impacted by crime face the daunting task of rebuilding and healing while navigating the criminal justice system. The Department will work to protect victims and provide them with a voice during the investigation and prosecution of their case.

Strategy 4: Identify, arrest, and prosecute violent criminals for gun violence and other violent crimes

The Department will identify the offenders who are committing crimes in locations with the highest violent crime rates, and ensure that they are prosecuted in the jurisdiction—Federal, State, local, or tribal—that will provide the most appropriate and immediate sanction.

Fiscal Year 2018-2019 Agency Priority Goal

By September 30, 2019, the Department of Justice will combat violent crime by increasing the percent of gang/violent crime enterprise dismantlements (non-CPOT); favorably resolving federal violent crime cases; and increasing the percent of National Integrated Ballistic Information Network (NIBIN) “hits/leads,” that is, the linkage between two or more separate crime scene investigations. As part of the enhanced Project Safe Neighborhoods program, the U.S. Attorney's Offices will develop and implement district-specific violent crime strategies.

Key Performance Indicators

- Percentage of federal violent crime defendants whose cases were favorably resolved
- Percentage of NIBIN “hits/leads” that is the linkage of two or more crime scene investigations, based upon comparisons of the marking made on fired ammunition recovered from the crime scenes
- Number of victims of a violent crime that receive services through the Victim Assistance Program
- Percentage of extraditions received related to violent criminals
- Percentage of non-Consolidated Organization Target (non-CPOT) gang/criminal enterprise dismantlements
- Stop and reverse rise in homicides
- Reduce violent crime
- Reduce opioid prescriptions by 30%
- Reduce overdose deaths

Contributing DOJ Components: FBI, USA, CRM, ATF, OJP, OVW, COPS, DEA, OCDETF, USMS, BOP, OTJ and CRT

Objective 3.2: Disrupt and dismantle drug trafficking organizations to curb opioid and other illicit drug use in our nation

The Department will leverage the collective talent and expertise of its law enforcement components to target, investigate, and prosecute domestic and international drug traffickers and their organizations. Through the formation of prosecutor-led, multi-agency task forces, the Department will continue to mount a comprehensive, multilevel attack on drug trafficking and money laundering organizations that pose the greatest threat to the Nation. The Department will focus on all elements of the drug trafficking organizations, including international sources of supply, money launderers, international and domestic transportation organizations, and regional and local distribution networks. Additionally, the Department will use the skills of prosecutors and agents from federal, state, local, and tribal agencies, and the expertise of the Criminal Division's Office of International Affairs, to combat the most prolific drug trafficking organizations.

Strategies to Achieve Objective 3.2

Strategy 1: Identify and disrupt organized crime and drug networks

To address the safety and security threats posed by organized crime and drug networks, the Department will target the most significant and violent offenders.

Strategy 2: Enforce drug trafficking laws including opioid-related health care fraud to reduce opioid addictions and deaths

The Department will enforce drug trafficking laws against those who traffic in illicit opioids and will work to ensure compliance with the Controlled Substances Act to reduce opioid use, addiction, and deaths in the United States. The Department will also pursue opioid prosecutions through the Medicare Fraud Strike Force, and against physicians, pharmacists, and drug companies, where appropriate.

Strategy 3: Engage the community to raise awareness and reduce demand for opioids and illicit drugs

The Department will engage with the community to raise awareness and reduce demand for opioids and illicit drugs.

Fiscal Year 2018-2019 Agency Priority Goal

By September 30, 2019, the Department of Justice will increase the number of disruptions and dismantlements of Transnational Criminal Organizations (TCOs); complete diversion

investigations; increase the number of diversion criminal investigations initiated. The DEA will continue ongoing efforts to implement its Threat Prioritization Process (TEPP).

Key Performance Indicators

- Number of disruptions and dismantlements of Drug Trafficking Organizations (DTOs) linked to Consolidated Priority Target Organizations (CPOTs)
- Number of disruptions and dismantlements of PTOs **not linked** to CPOTs
- Number of Scheduled Diversion Investigations completed
- Number of CPOT-linked investigations with one or more defendants convicted

Contributing DOJ Components: DEA, CRM, OCDETF, IPOL and USA

STRATEGIC GOAL 4: Promote Rule of Law, Integrity, and Good Government

The solemn duty of the Department of Justice is to uphold the Constitution and laws of the United States so that all Americans can live in peace and security. As the chief law enforcement agency of the United States government, the Department of Justice's most fundamental mission is to protect people by enforcing the rule of law. To achieve its mission, the Department is committed to fair and impartial administration of justice. The Department also seeks to ensure accountability, transparency, and stewardship of the public fisc in the exercise of its statutory authorities. By upholding the law and respecting the Constitution, the Department serves as a leader for its federal, state, local, tribal, and international partners.

Objective 4.1: Uphold the rule of law and integrity in the proper administration of justice

The Department recognizes its role as a beacon of integrity and a model of the rule of law. In the pursuit of the fostering of integrity, the Department will internally and externally set the conditions for the predictable, reliable, and fair application of the law. Internally, the Department will focus on the professionalism and accountability of its workforce. Externally, the Department will strengthen its capacity to deter, investigate, and impose accountability for those who undermine the ethical and equitable application of the law.

Strategies to Achieve Objective 4.1

Strategy 1: Enhance responsible litigation practices, including when pursuing claims, settling claims by or against the government, and entering consent decrees

The Department will increase internal and external efforts, which set the conditions for the predictable, reliable, and fair application of the law by fostering integrity and upholding responsible litigation practices.

As the nation's chief litigator, the Department of Justice represents the United States Government in court. We enforce civil and criminal statutes, including those protecting our civil rights, safeguarding our environment, preserving a competitive market structure, protecting intellectual property, enforcing our Nation's tax laws, defending the public fisc against unwarranted claims, and recovering lawful debt. We also work to protect the integrity and ensure the effective operation of the nation's bankruptcy system.

Strategy 2: Strengthen the capacity to investigate, deter and prevent illicit markets

DOJ will continue to focus efforts on combatting crime facilitated through markets where illicit goods and services are marketed and sold, including by educating criminal justice professionals, policy officials and the public about new technologies enabling such markets. Such markets exacerbate the availability of child exploitation materials, identity theft documents, and computer hacking services, among others. Disrupting such markets through technical takedowns and criminal prosecutions prevents and deters mass amounts of such crimes.

Strategy 3: Enhance deterrence and ensure appropriate investigation and prosecution of fraud, waste and abuse affecting government programs

With renewed emphasis, the Department will deter and redress fraud schemes directed at government programs by prosecuting culpable individuals and enterprises and recovering losses to the federal fisc by using all criminal and civil tools at its disposal. Included among these renewed efforts is the Department's increased use of sophisticated data analytics to effectively monitor spending by the federal Medicare program, which, in FY 2016, spent over \$685 billion. In addition, the Department will undertake greater outreach efforts to Inspectors General throughout federal government to promote greater cooperation in identifying, deterring and prosecuting fraud schemes that victimize their respective agencies.

Strategy 4: Reinforce responsible conduct throughout all aspects of administration of justice and enforcement of law and regulation, by adherence to and enforcement of applicable standards of professional conduct and consistent with the public trust

The Department will focus on achieving a greater degree of integrity among members of the Department, as demonstrated by the workforce's adherence to accepted standards of professionalism.

As a law enforcement agency, we strive to control crime and seek just punishment of those guilty of unlawful behavior, while providing safe, humane and secure confinement of persons in federal custody.

Key Performance Indicators

- Percentage of illicit market defendants whose cases are favorably resolved
- Resolve at least 50% of OPR inquiries within one year, and at least 50% of investigations within two years.

Contributing DOJ Components: PRAO, CIV, TAX, CRT, ATR, BOP, USTP, OSG, OPA, ENRD, FCSC, USA, USPC, CRS, IPOL, OLA, OLC and CRM

Objective 4.2: Defend first amendment rights to exercise religion and free speech

The First Amendment is the cornerstone of America’s successful system of democratic self-government and pluralism. As the foremost legal institution in the United States, the Department has an obligation to uphold, defend, and promote a culture of respect for First Amendment rights, both through affirmatively taking action to protect and promote those rights, and by refraining from actions that would tread on those rights. The Department will vigorously enforce and advocate for constitutional and statutory protections of First Amendment freedoms against all persons and entities—including state and local government agencies—who would intrude upon those rights. In particular, the Department will ensure that religious observance and practice be reasonably accommodated in all government activity, including employment, contracting, and programming.

Strategies to Achieve Objective 4.2

Strategy 1: Minimize instances in which successful speech or religious exercise claims or defenses are raised against the Department in litigation

The Department should never improperly argue for overly restrictive constructions of First Amendment freedoms of exercise of religion and speech. To that end, the Attorney General has issued a memorandum reemphasizing the importance of enforcing robust federal protections for religious liberty. Likewise, the Deputy Attorney General is implementing guidance to respect the First Amendment rights of Americans to engage in truthful speech by ensuring that the Department does not bring enforcement actions against those engaged in such speech.

Strategy 2: Work with federal agencies to train key civil rights, legal, and/or compliance personnel on Attorney General’s guidance on freedom of religion

The constitutional protection of religious beliefs recognizes that religious freedom, including the right to believe, worship, and exercise those beliefs, is inextricably linked with our freedom as citizens. The Department will affirmatively support religious liberty protections in Federal law and guide all Federal agencies in complying with the relevant Federal law by conducting training and encouraging agencies to designate religious freedom coordinators. These designees will

assist the DOJ in ensuring that agency personnel respect freedom of religion in the performance of their official duties.

Strategy 3: Educate Title IX recipients about their obligations to respect student expressions of religion and speech

The Department files statements of interest supporting the First Amendment rights of students facing inappropriate sanctions on campus. To extend that effort, the Department will conduct trainings with recipients of Title IX funding to educate them about their obligations under the law to respect students' rights.

Key Performance Indicators

- Under Development

Contributing DOJ Components: OLP, CIV, CRM and CRT

Objective 4.3: Pursue regulatory reform initiatives

The Department of Justice has the duty to uphold the laws of the United States and to ensure the fair and impartial administration of justice. Therefore, when the Department engages in regulatory activity, it should model the lawful exercise of regulatory power. In promulgating regulations, the Department is committed to abiding by constitutional principles and following the rules imposed by Congress and the President. The Department is also committed to considering the effects of rulemaking, including the burdens that regulations may impose on the public. Regulations are also germane to the Department's enforcement actions, and the Department will ensure that its regulatory enforcement actions are consistent with fair notice and due process.

Strategies to Achieve Objective 4.3

Strategy 1: Comply with Attorney General Sessions memorandum prohibiting regulation by guidance document

On November 17, 2017, Attorney General Sessions announced a policy prohibiting the Department of Justice from issuing guidance documents that effectively bind private parties without undergoing the rulemaking process. The memo prevents the Department of Justice from issuing guidance documents that purport to create rights or obligations binding on persons or entities outside the Executive Branch. The memo also directs the Associate Attorney General, as Chair of the Department's Regulatory Reform Task Force, to work with components to identify existing guidance documents that should be repealed, replaced, or modified in light of these principles.

Strategy 2: Comply with Executive Order 13771 “two for one” requirement

Executive Order 13771, titled “Reducing Regulation and Controlling Regulatory Costs,” applies to Fiscal Years 2017 and beyond. Section 2(a) requires that, “whenever an executive department or agency . . . publicly proposes for notice and comment or otherwise promulgates a new regulation, it shall identify at least two existing regulations to be repealed.” White House Memorandum M-17-21 (Apr. 05, 2017), titled “Implementing Executive Order 13771,” provides further guidance, including definitions for “regulatory action” and deregulatory action.”

Strategy 3: Comply with Office of Management and Budget (OMB) incremental regulatory cost cap

Executive Order 13771 requires the Director of OMB to identify to agencies a total amount of incremental costs (called the “regulatory cap”) for all deregulatory and regulatory actions finalized each fiscal year. The total incremental cost imposed by each agency should not exceed the agency's allowance for that fiscal year.

Strategy 4: Comply with Associate Attorney General Brand memorandum limiting use of guidance documents in affirmative civil enforcement actions

On January 25, 2018, the Associate Attorney General issued a new policy that prohibits the Department of Justice from using its affirmative civil enforcement authority to convert agency guidance documents into binding rules. The policy prohibits Department civil litigators from using guidance documents—or noncompliance with guidance documents—to establish violations of law in affirmative civil enforcement actions.

Key Performance Indicators

- Rescission or modification of existing guidance documents per AG policy
- Ratio of deregulatory actions to regulatory actions
- Cost of regulations per fiscal year

Contributing DOJ Components: OLP, CIV, TAX, USTP, ENRD, OASG, and OLA

Objective 4.4: Achieve management excellence

The Department will achieve management excellence across all functions and mission-specific operations by ensuring ethical conduct, developing its workforce, producing accurate and transparent information, and deploying innovative technology. Through focused training and administration of its ethics program, the Department will ensure that its operations, programs, and authorities are carried out with integrity. With respect to its workforce, it will refine its internal framework of standards and processes to enhance the skill set of current employees and hire diverse, dedicated individuals with exceptional skills motivated to deliver services that meet the Department’s needs as well as the needs of the public. The Department will also employ effective, efficient, strategically aligned business processes that ensure transparency and the

highest level of stewardship of the federal fisc. Regarding its use of technology, the Department will generate flexible, reliable, state-of-the-art business tools and technologies designed to support the Department's missions and processes.

Strategies to Achieve Objective 4.4

Strategy 1: Provide ethics training and oversee the financial disclosure program for Department employees and in compliance with government-wide regulations, statutes, Department policies, and procedures

DOJ seeks the highest ethical behavior in its employees and accordingly seeks to fulfill the requirements imposed on executive agencies by the Office of Government Ethics to: (1) provide training in the ethics rules; and (2) identify conflicts of interest through review of financial disclosure reports to employees.

Strategy 2: Employ, develop, and foster a collaborative, qualified, high-performing, and diverse workforce

DOJ must strive to deliver comprehensive talent management programs and services that put the right people in the right place doing the right things to achieve DOJ's mission. The Department will continue to develop and deploy programs that focus on improving the performance and development of our employees; fully engaging our employees; and ensuring that our workforce reflects the diversity of the United States' civilian labor force.

Strategy 3: Produce accurate and timely Quarterly Financial Reports and Annual Financial Reports

The ability to provide accurate and timely financial statements provides the taxpayer with confidence that the Department of Justice is a good custodian of the people's money. To provide assurance that the Department is meeting this goal, the Department's financial statements are audited each year. An unmodified opinion means that the Department's statements are a fair representation of its financial position and if free of material errors.

Strategy 4: Pursue cost savings in technology such as moving systems to the cloud

DOJ plans to aggressively target moving systems to the cloud. Cloud based systems will enable the Department to use compute capacity based on usage taking advantage of cost efficiencies, increased resilience, improved security, faster performance, and current technology.

Key Performance Indicators

- Ethics training for DOJ employees conducted by Departmental Ethics Office and financial disclosures reviewed timely
- Time-to-hire Mission Critical Occupations
- Unmodified Audit Opinion

- Number of DOJ systems moved to the cloud

Contributing DOJ Components: All DOJ Components

APPENDIX A: PERFORMANCE MEASURES

The *Department of Justice Strategic Plan for Fiscal Years 2018-2022* includes specific long-term outcome goals, covering the four strategic goals. This *Plan* reflects the Department's current objectives and direction for the future.

The chart below provides the Department's long-term outcome goals for FY 2018-2022. This list covers key mission areas and outcomes that can be related in either a direct or indirect way to the strategic goals, objectives, and activities for the Department's components covered by this *Plan*. The list of long-term outcome goals fully aligns to the Department's priorities, addresses important policy issues, and expresses the Department's continued commitment regarding issues the public cares about such as terrorism, espionage, white-collar crime, violent crime, immigration, public safety, and civil rights.

As in the past, the targets for annual measures that contribute to the achievement of long-term outcome goals will be provided in the Department's annual Budget and Performance Summary and reported each year in the *Annual Performance Report*.

U.S. DEPARTMENT OF JUSTICE PERFORMANCE MEASURES			
Strategic Objective	Long-Term Outcome Goals	Lead Component(s)	Annual Performance Measure
1.1	Conduct 250 counterterrorism disruptions effected through investigations	FBI	Number of counterterrorism disruptions effected through investigations
1.1	40,000 incidents reported to the United States Bomb Data Center via the Bomb and Arson Tracking System (BATS), annually	ATF	Number of incidents reported to the United States Bomb Data Center via BATS
1.1	Favorably resolve 90 percent of counterterrorism defendant cases	NSD	Percentage of counterterrorism defendants whose cases were favorably resolved
1.1	Conduct activities with the goal of building the capacity of foreign law enforcement, prosecutors, and judicial systems to disrupt and dismantle terrorist actions and organizations	CRM	Number of activities conducted with the goal of building the capacity of foreign law enforcement, prosecutors, and judicial systems to disrupt and dismantle terrorist actions and organizations

U.S. DEPARTMENT OF JUSTICE PERFORMANCE MEASURES			
Strategic Objective	Long-Term Outcome Goals	Lead Component(s)	Annual Performance Measure
1.2	Deter, detect, disrupt and dismantle computer intrusion programs	FBI	Number of computer intrusion program deterrences, detections, disruptions and dismantlements
1.2	Favorably resolve 90 percent of cyber defendant cases	NSD, USA, CRM	Percentage of cyber defendants whose cases are favorably resolved
1.3	Conduct 400 counterintelligence program disruptions and dismantlements	FBI	Number of counterintelligence program disruptions and dismantlements
1.3	Favorably resolve 90 percent of espionage defendant cases	NSD	Percentage of espionage defendants whose cases were favorably resolved
2.1	Successfully resolve 90 percent of criminal immigration dispositions	USA	Percentage of criminal immigration dispositions that are successfully resolved
2.1	Successfully resolve 80 percent of federal denaturalization dispositions	USA, CIV	Percentage of federal denaturalization dispositions that are successfully resolved
2.2	Successfully resolve 90 percent of criminal immigration-related benefits fraud dispositions	USA	Percentage of criminal immigration-related benefits fraud dispositions that are successfully resolved
2.2	Complete 90 percent of employer sanctions, immigration-related unfair employment practices, and immigration-related document fraud cases within the established timeframe	EOIR	Percentage of employer sanctions, immigration-related unfair employment practices, and immigration-related document fraud cases completed within the established timeframe
2.2	Successful disposition of 90 percent of Immigration and	CRT	Percentage of Immigration and Nationality Act (INA) Section

U.S. DEPARTMENT OF JUSTICE PERFORMANCE MEASURES			
Strategic Objective	Long-Term Outcome Goals	Lead Component(s)	Annual Performance Measure
	Nationality Act (INA) Section 274B Protecting U.S. Workers Initiative discriminatory or unlawful hiring practice enforcement actions		274B Protecting U.S. Workers Initiative discriminatory or unlawful hiring practice enforcement actions successfully resolved
2.2	Increase the clearance rate for detained and non-detained cases	EOIR	Clearance rate for detained and non-detained cases
3.1	Favorably resolve 90 percent of federal violent crime defendant cases	USA, CRM	Percentage of federal violent crime defendants whose cases were favorably resolved
3.1	Increase the percentage of National Integrated Ballistic Information Network (NIBIN) "hits/leads" that is the linkage of two or more crime scene investigations, based upon comparisons of the marking made on fired ammunition recovered from the scenes	ATF	Percentage of NIBIN "hits/leads" that is the linkage of two or more crime scene investigations, based upon comparisons of the marking made on fired ammunition recovered from the scenes
3.1	Increase the number of violent crime victims that receive services through the Victim Assistance Program	OJP	Number of victims of a violent crime that receive services through the Victim Assistance Program
3.1	32% of extraditions received related to violent criminals	CRM	Percentage of extraditions received related to violent criminals
3.1	Increase the percentage of gangs/criminal enterprise dismantlements non-Consolidated Priority Organization Targets (non-CPOTs)	FBI	Percent of gang/criminal enterprise dismantlements (non-CPOTs)
3.1	Stop and reverse rise in homicides	ATF, DEA, USMS, FBI, USA	Under development

U.S. DEPARTMENT OF JUSTICE PERFORMANCE MEASURES			
Strategic Objective	Long-Term Outcome Goals	Lead Component(s)	Annual Performance Measure
3.1	Reduce violent crime	ATF, DEA, USMS, FBI, USA	Under development
3.1	Reduce opioid prescriptions by 30%	DEA, USA	Under development
3.1	Reduce overdose deaths	DEA, USA	Under development
3.2	Disrupt and dismantle 295 Drug Trafficking Organizations (DTOs) linked to CPOTs, annually	OCDETF, DEA, FBI	Number of disruptions and dismantlements of DTOs linked to CPOTs
3.2	Increase the number of disruptions and dismantlements of PTOs not linked to CPOTs, annually, to 1,600	DEA	Number of disruptions and dismantlements of PTOs not linked to CPOTs
3.2	Complete 2,800 Scheduled Diversion Investigations, annually	DEA	Number of Scheduled Diversion Investigations completed
3.2	CPOT-linked investigations conducted, with one or more defendants convicted	OCDETF	Number of CPOT-linked investigations with one or more defendants convicted
4.1	Favorably resolve 85 percent of illicit market defendant cases	CRM, EOUSA	Percentage of illicit market defendants whose cases were favorably resolved
4.1	Resolve at least 50 percent of OPR inquiries within one year, and at least 50 percent of investigations within two years	OPR	Percentage of OPR inquiries resolved within one year, and investigations within two years
4.3	Issue two deregulatory actions for every regulatory action	OLP	Ratio of deregulatory actions to regulatory actions
4.3	Ensure cost of regulatory actions is less than OMB cost cap in each fiscal year	OLP	Cost of regulations per fiscal year is below cap
4.4	Provide all training required by the Office of Government	JMD/DEO	Ethics training for DOJ employees conducted by

U.S. DEPARTMENT OF JUSTICE PERFORMANCE MEASURES			
Strategic Objective	Long-Term Outcome Goals	Lead Component(s)	Annual Performance Measure
	Ethics and ensure all financial disclosures are reviewed timely		Departmental Ethics Office (DEO) and financial disclosures reviewed timely
4.4	Reduce time-to-hire Mission Critical Occupations (MCOs) by 10 percent	JMD/HRA	Time-to-hire MCOs (average number of days)
4.4	Achieve an unmodified audit opinion at the consolidated Department level	JMD/Controller	Unmodified audit opinion
4.4	Move a total of 72 DOJ systems to the cloud	JMD/OCIO	Number of DOJ systems moved to the cloud

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APPENDIX B: ACRONYMS

ATF	Bureau of Alcohol, Tobacco, Firearms and Explosives
APG	Agency Priority Goal
ATR	Antitrust Division
BOP	Federal Bureau of Prisons
CIV	Civil Division
COPS	Community Oriented Policing Services
CPOT	Consolidated Priority Organization Target
CRM	Criminal Division
CRS	Community Relations Service
CRT	Civil Rights Division
CT	Counterterrorism
DEA	Drug Enforcement Administration
DHS	Department of Homeland Security
DOJ	Department of Justice
DOL	Department of Labor
DOS	Department of State
ENRD	Environment and Natural Resources Division
EOIR	Executive Office for Immigration Review
FBI	Federal Bureau of Investigation
FCSC	Foreign Claims Settlement Commission
FISA	Foreign Intelligence Surveillance Act
FISC	Foreign Intelligence Surveillance Court
FY	Fiscal Year
GPRAMA	Government Performance and Results Act Modernization Act
HHS	Department of Health and Human Services
IC	Intelligence Community
INA	Immigration and Nationality Act
IPOL	Interpol Washington Bureau

NIBIN	National Integrated Ballistic Information Network
NSD	National Security Division
OCDETF	Organized Crime Drug Enforcement Task Forces
ODNI	Office of the Director of National Intelligence
OJP	Office of Justice Programs
OLA	Office of Legislative Affairs
OLC	Office of Legal Counsel
OLP	Office of Legal Policy
OMB	Office of Management and Budget
OPA	Office of the Pardon Attorney
OSG	Office of the Solicitor General
OTJ	Office of Tribal Justice
OVW	Office on Violence Against Women
PRAO	Professional Responsibility Advisory Office
PTO	Priority Threat Organization
TAX	Tax Division
TEPP	Threat Environment Priority Process (DEA process)
U.S.	United States
USA/USAO	U.S. Attorney/U.S. Attorney's Office
USG	U.S. Government
USMS	U.S. Marshals Service
USPC	U.S. Parole Commission
USTP	U.S. Trustee Program

APPENDIX C: JUSTICE COMPONENT WEBSITES

Component	Website
Antitrust Division	www.justice.gov/atr/
Bureau of Alcohol, Tobacco, Firearms and Explosives	www.atf.gov/
Bureau of Justice Assistance (OJP)	www.bja.gov/
Bureau of Justice Statistics (OJP)	www.bjs.gov/
Civil Division	www.justice.gov/civil/
Civil Rights Division	www.justice.gov/crt/
Community Oriented Policing Services - COPS	www.cops.usdoj.gov/
Community Relations Service	www.justice.gov/crs/index.html
Criminal Division	www.justice.gov/criminal/
Diversion Control Program	www.deadiversion.usdoj.gov/
Drug Enforcement Administration	www.justice.gov/dea/
Environment and Natural Resources Division	www.justice.gov/enrd/
Executive Office for Immigration Review	www.justice.gov/eoir/
Executive Office for U.S. Attorneys	www.justice.gov/usao/eousa/
Executive Office for U.S. Trustees	www.justice.gov/ust/
Federal Bureau of Investigation	www.fbi.gov/
Federal Bureau of Prisons	www.bop.gov/
Foreign Claims Settlement Commission of the United States	www.justice.gov/fcsc/
INTERPOL - U.S. National Central Bureau	www.justice.gov/interpol-washington/
Justice Management Division	www.justice.gov/jmd/
National Criminal Justice Reference Service (OJP)	www.ncjrs.gov/
National Institute of Corrections	www.nicic.gov/
National Institute of Justice (OJP)	https://www.nij.gov/Pages/welcome.aspx
National Security Division	www.justice.gov/nsd/
Office of the Associate Attorney General	www.justice.gov/asg/
Office of the Attorney General	www.justice.gov/ag/
Office of the Deputy Attorney General	www.justice.gov/dag/
Office of Information Policy	www.justice.gov/oip/

Office of the Inspector General	www.justice.gov/oig/
Office of Justice Programs	www.ojp.usdoj.gov/
Office of Juvenile Justice and Delinquency Prevention (OJP)	www.ojjdp.gov/
Office of Legal Counsel	www.justice.gov/olc/
Office of Legal Policy	www.justice.gov/olp/
Office of Legislative Affairs	www.justice.gov/ola/
Office of the Pardon Attorney	www.justice.gov/pardon/
Office of Privacy and Civil Liberties	www.justice.gov/opcl/
Office of Professional Responsibility	www.justice.gov/opr/index.html
Office of Public Affairs	www.justice.gov/opa/index.html
Office of Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking	www.ojp.usdoj.gov/smart/
Office of the Solicitor General	www.justice.gov/osg/
Office of Tribal Justice	www.justice.gov/otj/
Office for Victims of Crime (OVC)	www.ojp.usdoj.gov/ovc/
Office on Violence Against Women	www.ovw.usdoj.gov/
Professional Responsibility Advisory Office (PRAO)	www.justice.gov/prao/
Tax Division	www.justice.gov/tax/
Tribal Justice and Safety	www.justice.gov/tribal/
U.S. Attorneys	www.justice.gov/usao/
U.S. Marshals Service	www.usmarshals.gov/
U.S. Parole Commission	www.justice.gov/uspc/

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